

MALKERNS TOWN BOARD

LOCAL ECONOMIC DEVELOPMENT STRATEGY

DRAFT

2020-2025



LEADERSHIP MESSAGE

Malkerns is robustly positioned as an agricultural hub of the country, ensuring food security to Emaswati and beyond. In this Local Economic Development Strategic Action Plan, we offer a pragmatic and yet bold and ambitious narrative for our economic future. Following extensive stakeholder consultations, we envision An Innovative and Sustainable Hi-Tech Agricultural Town that is Economically Friendly in Southern Africa. As an agricultural hub that is linked to regional markets, our vision extends beyond. This entire strategy is located within, and underpinned by our strong agricultural offering. However, we recognise the need to deepen and expand our offering. Accordingly, local value addition and an exploration of agri-tourism form the thrust of the strategy.

Mindful of the yet to be fully quantified impact of COVID-19 in our small economy, we have prioritised small enterprises, leveraging on agriculture. We further recognise the importance of cooperative development.

Beyond this, we acknowledge our enabling role as facilitators, coordinators and enablers of local economic development. In this regard, we recognise the pivotal role of enabling economic infrastructure, not only as an enabler, but a driver of inclusive growth. We thus commit ourselves to ensuring good governance within the local authority, and at a minimum, we aim to enhance our institutional agility and effectiveness.

The implementation of this strategic remains but a dream, without effective strategic partnerships across all sectors of society. Central government and its agencies, the private sector, academia and nongovernmental organisations are central to the success of this important strategy.

Importantly, our citizens are at the centre of LED, putting people first, our most important resource in Malkerns. We are grateful to the firm support of the Ministry of Urban Development and Housing to this cause. The policy guidance and technical support received is acknowledged. Our gratitude extends to the Commonwealth Local Government Forum.

This plan is aligned to central government's priorities for development, set out most recently in the COVID-19 Economic Recovery Plan. In particular, agriculture, tourism and infrastructure, are all aligned to the plan. We commit ourselves to implement this strategic effectively, responsively, efficiently, whilst remaining accountable to our stakeholders. Journey with us!



Chairperson of the Board - Hon Cllr Billee Fitzpatrick



CEO- Melusi Hlanze

TABLE OF CONTENTS

LEADERSHIP MESSAGE	2
TABLE OF CONTENTS.....	3
EXECUTIVE SUMMARY.....	4
1 INTRODUCTION AND SITUATIONAL ANALYSIS.....	5
1.1 Situational Analysis	6
1.1.1 Place	7
1.1.2 People	9
1.1.3 Governance	11
1.1.4 Economy.....	12
1.2 Malkerns Integrated Development Objectives and Priority Projects	13
1.2 Problem Statement	14
2. THE TOWN'S STRATEGY FRAMEWORK.....	16
2.1 Malkerns Vision Statement.....	16
2.2 Malkerns Mission Statement	16
2.3 Strategic Framework.....	17
2.4 Vision to projects matrix.....	25
4. IMPLEMENTATION PLAN.....	26
5. CONCLUSION	

ANNEXURE 1: LED ACTION PLAN

ANNEXURE 2: LED STRATEGY MONITORING AND EVALUATION PLAN

ANNEXURE 3: FINANCIAL/INVESTMENT PLAN

ANNEXURE 4: RISK MANAGEMENT PLAN

EXECUTIVE SUMMARY

The Local Economic Development (LED) Strategic Action and Implementation Plan identifies the economic development challenges facing the town, as well as opportunities that can be taken advantage of by stakeholders. It further outlines the strategic objectives to be pursued in the next five years, together with detailed strategies and action plans for the achievement of those strategic objectives. An implementation plan is also drawn up for the Local Economic Development Strategy for Malkerns.

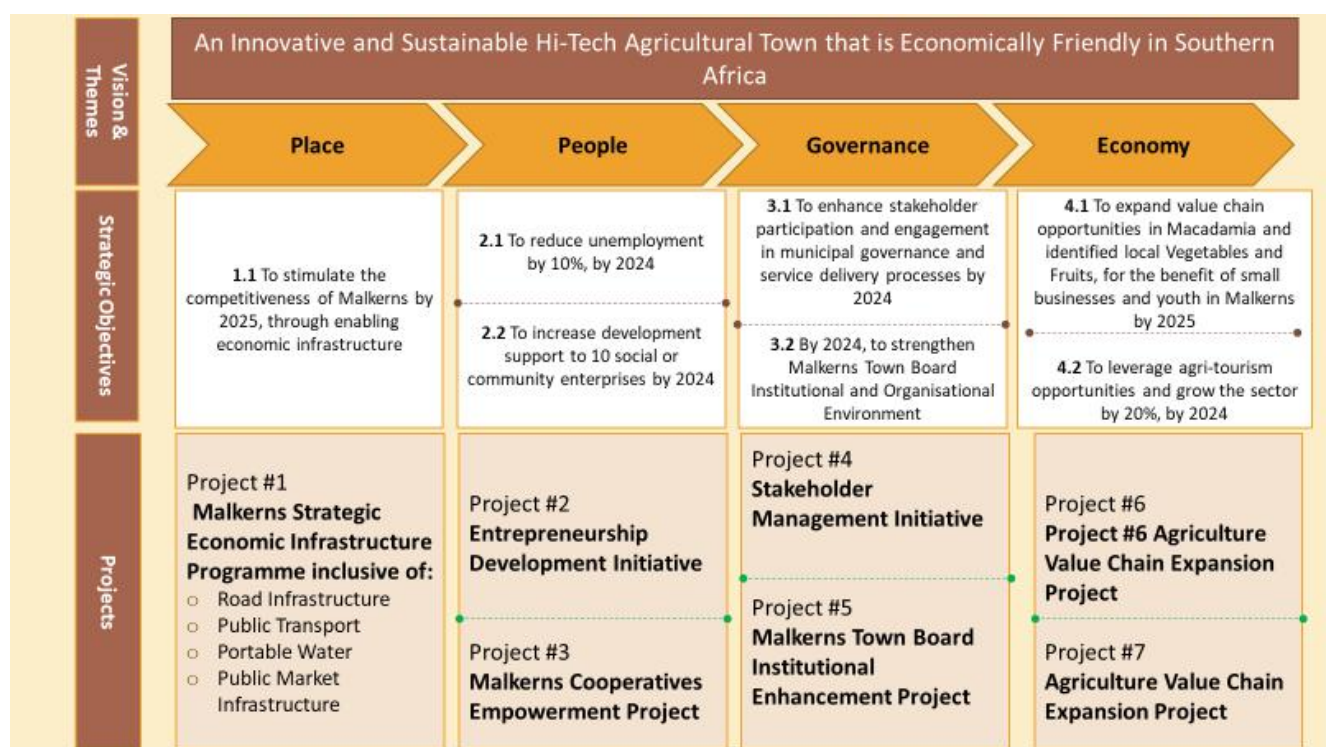


Chart: Overview of Malkerns LED Strategy

In formulating this LED Strategic Action and Implementation Plan, the overall goals have been to:

- Increase the overall size of the economy.
- Make it easier for small enterprises to succeed.

A number of projects have been identified in order to realise the LED vision of the municipality and improve the local economy, as reflected in Chart 1. Care has been taken

to ensure that only bankable and implementable projects which are in line with the municipality's vision and are realistic are included in the strategy. The strategy has also taken into consideration that Malkerns is an agricultural town hence development must influence the growth of the agricultural sector in the local authority. Finally, the programmes and projects herein form part of the municipal Integrated Development Plan to ensure that they are taken into cognisance and implemented as part of the annual review of the IDP. Without stakeholder commitment, strategies fail. The municipality therefore mobilised stakeholder participation to leverage their insight and capacities, to contribute to an improved economy.

1 INTRODUCTION AND SITUATIONAL ANALYSIS

Amongst the many facets of developments in an urban area, the socio-economic empowerment of the stakeholders in the town plays an important role, feeding into the broader urban development agenda. Local economic development targets issues such as economic empowerment of residents and business people, eradicating urban poverty, and ensuring income generation within the urban area to uplift the standard of living and economic prowess.

Local Economic Development (LED) is a means of systematic identification, development and utilisation of economic opportunities, to benefit local stakeholders, including local businesses. As the private sector grows inclusively, poverty is reduced sustainably, and public sector income also increases. LED is therefore a multi-stakeholder effort in support of public sector and private sector development.

Whereas Malkerns Town (MKT) is blessed with rich agricultural, inclusive economic growth still remains far below potential. Sustained economic growth is still the largest contributor to reduction in poverty. But not all forms of economic growth lead to large scale benefits for the poor. LED pursues an inclusive pattern of economic growth that does ultimately contribute to reducing poverty consciously and systematically.

Wealth and jobs are created by businesses that are able to compete profitably in fiercely contested markets. Firm performance however does not just depend on the factors

inside the particular firm, but also on externalities such as market demand, market competition, and supply conditions and local business environmental conditions. A healthy business environment is therefore essential for growth and poverty reduction. To maximise prospects of sustained economic growth, stakeholders must therefore strengthen the systemic competitiveness of the local business environment for key sectors, this strategy aims to unite local stakeholders to cooperate to realise an improved economic future.

The strategy was developed in conjunction with the IDP which was a detailed process performed by a consultant. The economic profile was obtained through public participation sessions. The Town Board team held meetings to discuss drafts and to provide inputs. It is through the capacity building session provided by the consultant that helped the team understand the role on implementation. CLGF performed most of the capacity building sessions on LED strategies and the outline. It is through peer-to-peer sessions held with other local authorities that the Malkerns LED strategy was enhanced to the required standards by CLGF.

1.1 Situational Analysis

The Board developed a Local Economic Assessment (LEA) in 2019 to guide its decision making process and promote growth with respect to the town’s development in order to facilitate appropriate budgeting and propitious timing of development projects. The LEA document is organized according to four main themes that are central in LED: People, Place, Governance and Institutions, as well as the Economy. The four thematic areas are linked to the State’s priorities that have an impact on, or are impacted by LED, as reflected in the table below. The LEA is a comprehensive document providing the status quo of the four themes in the Town. In this section, a summary of the key issues emanating from the LEA is provided. The summary is concluded by a section on “The Problem Statement” informing the Malkerns Town LED Strategy.

LED Strategic Action Themes	Central Government Priorities
1. People	Pillar 4: Human Capital Development

2. Place	Pillar 5: Infrastructure Development, Balanced Regional Growth and Urbanization
3. Governance	Pillar 7: Sound Governance and Economic Management
4. Economy	Pillar 2 : Economic Acceleration, Industrialization and Diversification

1.1.1 Place

The Malkerns Local Authority's main challenge is the lack of a financial muscle to provide the much-needed public facilities; infrastructure and urban services that will help facilitate the economic development of the town. The town now relies mainly on assistance from Government to sustain its operations and to provide and maintain urban infrastructure and service provision.

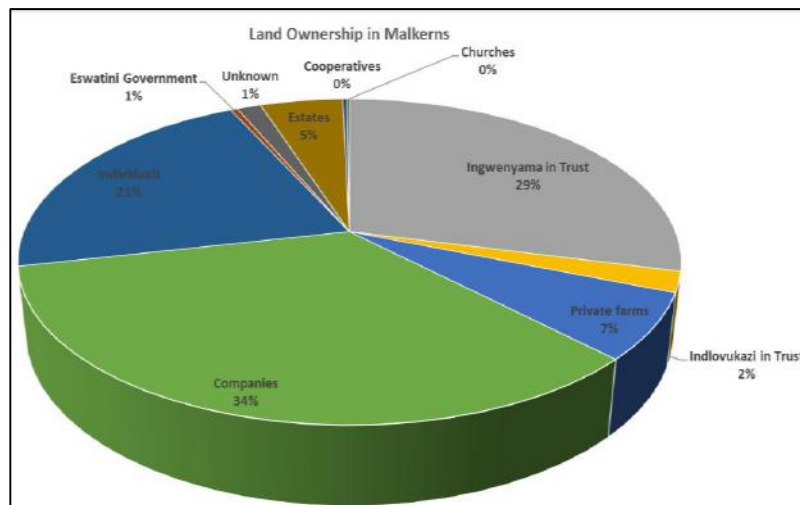
Malkerns still faces issues of scattering/unplanned informal settlements which further leads to poor sanitation and spatial planning. The gazetted town as an urban area is also challenged by a large portion of property owners hence the town needs re-organising and to be re-branded as a Local Authority as well as branded as a service delivery area.

Gazetted as an urban area in 2012, Malkerns is approximately 9036 hectares, of which 584 hectares is for human settlements and 8452 hectares is for agricultural development, located not far from the Manzini-Mbabane corridor and easily accessible by the MR3 and MR103 which are connected to the MR18 and MR27, all tarred roads.

Some of the implications flowing from the above include residents having difficulty in accessing water, electricity and telecommunication services, public health risks and pollution, reduced business trading hours and potential increase in crime due to lack of access to recreational facilities.

Malkerns Town Board has also faced challenges when it comes to improving the town's road infrastructure as the majority of the tarred routes in the town are currently in government ownership, and government is not necessarily in a position to provide the required development and improvements. Most roads in town are gravel, and yet the Town Board lacks the necessary equipment to maintain these roads nor adequate capacity to actually upgrade them.

Land use in the town is linked to land ownership and the application of the Town Planning Scheme. The figure below shows land ownership in Malkerns in 2016.

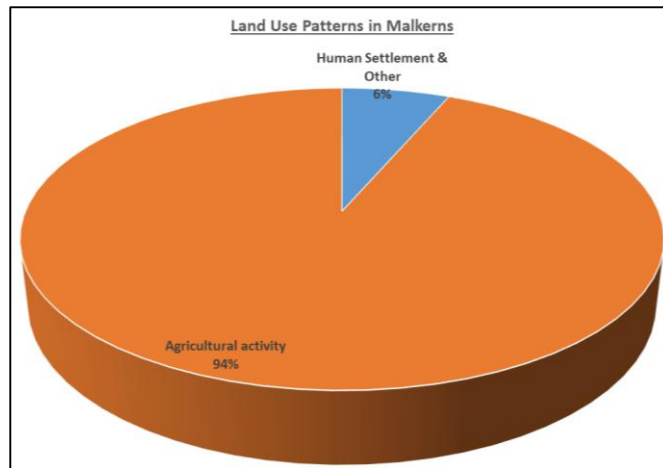


Source: Draft Town Planning Scheme 2016

The following land patterns have been identified in the town:

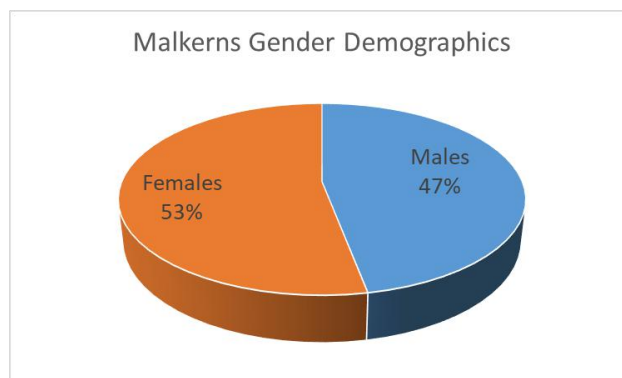
- ✓ Livestock/Grazing, Maize Farming, Residential, Commercial: Lodges, guesthouses, shops, stalls, restaurants, bars.
- ✓ Royal Household (Phondo)
- ✓ Fallow Land
- ✓ Pineapples plantations
- ✓ Sugarcane Plantations
- ✓ Poultry Farming
- ✓ Educational facilities – primary and high school
- ✓ Vegetable Gardening
- ✓ Wildlife, Game Sanctuary
- ✓ Forest
- ✓ Agricultural Research Institute/ Government facilities (prison, MPWT roads depot)
- ✓ Informal Settlements
- ✓ Nursery/Grass (hay)
- ✓ Dairy Farming.

The list clearly indicate that agricultural production is central to the land use in Malkerns, accounting for more 48% of the current uses, but more than that when it comes to the amount of land in agriculture in the town (See figure below).

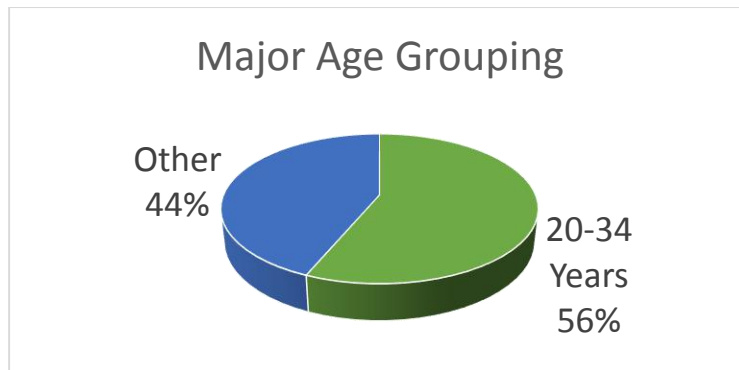


1.1.2 People

The characteristics of a local population are closely correlated to the overall effectiveness and competitiveness of an economy. Malkerns town has an estimated population of 8074 people, 47% of which are males, and the remaining 53% being females. About 62% of the population is estimated to be between the ages of 20 years and 34 years, signifying a high percentage of the population of Malkerns being in the working age group. This could also imply that development planning for the urban area should be focussed on the youth within the next five to ten years. Unemployment is easily one of the main challenges, coupled with such threats as crime, urban poverty and hunger.



About 80% of the estimated 1734 households are informal in nature and only 20% of farms in Malkerns provide shelter or accommodation for their employees, giving rise to the low-cost housing challenge in Malkerns.

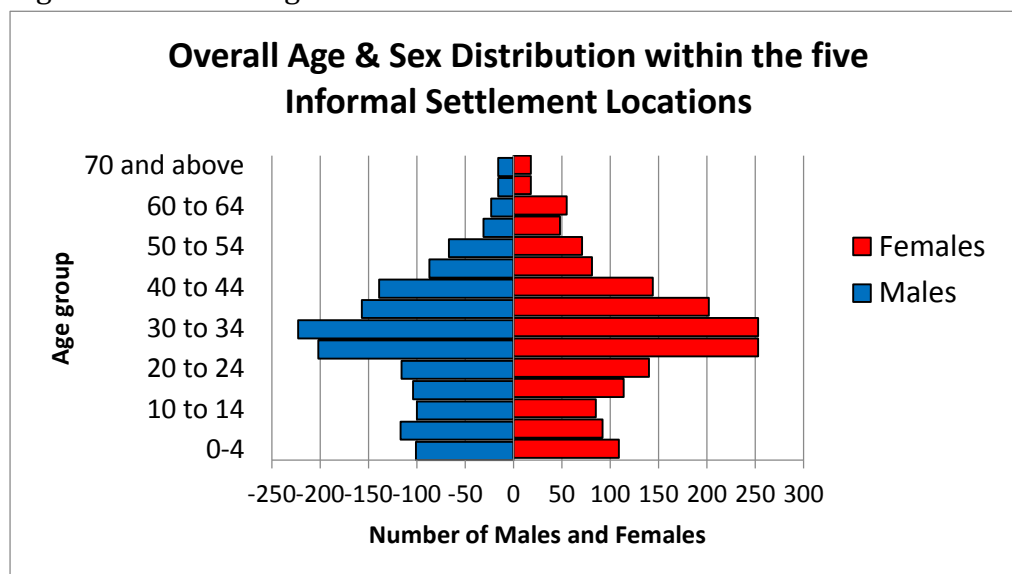


Malkerns is faced with the challenge of single parenting for persons employed within the urban area, largely at SwaziCan and in other farms within the town. Sooner or later, social challenges associated with people raised by single parents will emerge, requiring a well-thought-through plan to deal with, including a continued trend of broken families that lead to social instability.

1.1.2.1 Age and Gender for the informal settlement population

The total population is 3182 for the five informal settlement locations, this comprises of 47% males and 53% females. The working age populations (25-59 years) constitutes of 1958 people which is 62% of the entire population.

Figure 1.2: Overall Age and Sex Distribution within the five Informal Settlement Locations



1.1.3 Governance

The governance of the Malkerns urban area is entrusted to the Town Board in terms of the Urban Government Act of 1969 and other ancillary pieces of legislation, policies and circulars. The Town Board, led by the Chairperson, is partly representative of the Malkerns community whereas three of the members of the Board are appointed by the Minister responsible for Urban Government in the Kingdom of Eswatini. A total of 7 Councillors govern the town, elected/appointed every five (5) years.

The Councillors also work with the Clerk to Council, who is the leader of the Executive team that reports to the Board. Currently, the Clerk to the Board or Chief Executive Officer (CEO) is jointly appointed by the Town Board and the Ministry of Housing and Urban Development, pending the appointment of a substantive Clerk to Council. Other senior officers include the Town Treasurer (who is also on secondment from government), the Human Resource Manager, as well as the Town Planner.

Existing governance challenges include the blurring of responsibility lines between the Board and Management, most likely to be a function of teething challenges that surface from different perspectives, experience levels in governance and the interpretation of the governance provisions from source documents. This has been cited as responsible for a slow-paced implementation of the 2015-2020 IDP deliverables.

Of urgency is the construction of the Town Board's own office infrastructure in order to adequately and efficiently provide the required urban services to the stakeholders. The Town Board currently rents offices, combined with the use of mobile offices to carry out its work.

1.1.4 Economy

Being initially an agricultural area, Malkerns has an existing formal economy which has, in recent times, contributed to the rise of the retail sector, as well as an accompanying informal sector. Unemployment remains a challenge, estimated at 39% on-season and 41% off-season. This is higher than the official national unemployment rate (22.48%).

Historically, Malkerns has been strong in primary agricultural production and less value addition, which is partly responsible for the town's inability to create sufficient jobs. Incidentally, the country's agricultural research station is in Malkerns, which gives strategic leverage for the industry in the urban area.

In recent times, Malkerns has seen a shift towards increased investment in Macadamia, with supposedly lucrative markets being identified for the crop. Large plantations in Malkerns currently include Pineapple, sugarcane, horticulture, and dairy farming. The viability of sugarcane farming is, however, threatened by high transportation costs to the mill due to distance (more than 100kms to the nearest mill).

Malkerns harbours nurseries for several crops and horticulture products such as sugarcane, vegetables, flowers, etc.

The serious downside for economic development is the poor state of the road infrastructure (frustrating transportation efficiencies for business) and the lack of formal sewer and water reticulation system (limiting the pace for residential and commercial development).

Public participation was conducted in conjunction with the development of the Integrated Development Plan. The challenges linked to the economy is lack of infrastructure tarred roads, public markets, sufficient water and water rights to farm, and sewer system.

1.2 Malkerns Integrated Development Objectives and Priority Projects

For each of the seven theme IDP themes , which are (i) government and institutional development, (ii) financial viability and management strategy, (iii) local economic strategy, (iv) environment and waste management strategy, (iv) infrastructure development strategy, (v) disaster risk management strategy (vi) social development, and (vii) spatial development strategy, strategic objectives have been developed for achievement within the five-year IDP period and they embrace the LED strategic objective in all four thematic areas. The table below indicates the Town's development objectives.

Thematic Area	IDP Development Objectives
Governance & Institutional Development	<ul style="list-style-type: none">✓ To improve the Town Board's operational efficiency.✓ To ensure more effective management✓ To ensure stakeholder-driven development in the town
Economy	<ul style="list-style-type: none">✓ Maximize economic gains for two (2) agricultural value chains by 2025✓ To increase local agro produce traded in the retail business✓ To improve the town's status as a tourism attractor
People	<ul style="list-style-type: none">✓ To introduce at least 5 new empowered entrepreneurs per annum into the market.✓ To introduce social enterprises for knowledge sharing and skill maximization.✓ To put 10 groups of students under internship and job shadowing per annum✓ To have adequately empowered SMMEs that are vibrant, innovative and organized in the economic market

Place	<ul style="list-style-type: none"> ✓ To increase access to infrastructure and utility services by 2025 ✓ To provide access to burial space to ensure public and environmental health by 2023 ✓ To ensure a healthy population (60%) and clean environment by 2025 ✓ To make Malkerns a safe and secure town day and night by 2025 ✓ To increase accessibility and ease of movement within the Town by 2025 ✓ By 2020, Malkerns to have a planned, coordinated and harmonious development of the town to effectively promote the health, safety, good order and amenity. ✓ To ensure sufficient supply of serviced and suitable land (10 Ha) for housing, employment, commercial activities, community facilities, recreational and public open space by 2023 ✓ To have sufficient land for public amenities and self-sustainable economic project by 2022 ✓ To have Land policy for Malkerns by 2022 ✓ Preparation and finalization of informal settlement designs/ plans for relocation by 2023
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1.4 Problem Statement

People:

- Unemployment and a low skills base.

The local authority has a very small population, which means it has a low market base and low economies of scale. The companies within the town tend to bring employment opportunities and mostly it is seasonal agricultural work which leaves people unemployed for longer periods of time in a year.

Place:

- Poor road infrastructure and network, which is mainly gravel roads;
- Poor public transportation and poor traffic circulation, which hinders mobility to and from work, as well as access to and from markets;
- Poor and unreliable water and sanitation.
- Local SMMEs and Informal Business require adequate Public Market Infrastructure, such as trading stalls.

There is also great concern regarding uncoordinated and haphazard development of the town, uncontrolled expansion of human settlements on agricultural land, Inappropriate and inefficient land uses, and an ill-defined town centre.

Economy:

- Tourism at Malkerns is not sustainable and major events are not spread out throughout the year. Low-hanging opportunities in agri-tourism remain under explored and under exploited.
- Lack of diversification and beneficiation within the agricultural sector

The economy of Malkerns consists of mainly primary agriculture industry which produces and exports raw products. This determines employment character of the town. Economic gains of the town become minimal. Malkerns remains a closed book to investors in terms of advertising agricultural opportunities / ventures. Malkerns SMMEs are not adequately supported and properly organized. As a result, this is narrow and skewed; hence there are no vibrant agricultural markets. Lastly but not least, retail outlets are not diversified enough to serve the needs of the agricultural town.

Governance:

- Poor stakeholder relations
- Incomplete institutionalisation process which hinders LED efficiently

In addition, it worth pointing out that in the last five years, the Town Board in Malkerns has experienced property rates collection (34% private rates collection, 39% Government rates), leading to challenges in the implementation of its plans. By the end of 2019, outstanding government rates were in excess of E12Million, which is sufficient to implement about 20% of the required IDP budget for the town in the next five years.

While government subvention remains inconsistent, and user fees and charges remaining very low, the Town Board found itself resorting to focus on operational services instead of strategic development initiatives.

The introduction of the Public Finance Management Act 2011, with all its good intentions, have made life more complicated for urban governments in that it prohibits borrowing funds from the commercial sector in order to cover for the funding shortfall in financing of development initiatives.

2. THE TOWN'S STRATEGY FRAMEWORK

2.1 Malkerns Vision Statement

The 2020-2025 IDP preparation process involved the review of the Town's Vision and Mission Statements, and the result was a re-confirmation of the existing vision, albeit with a few adjustments in order for the vision to clearly outline the desired future. Malkerns' vision stands thus:

An Innovative and Sustainable Hi-Tech Agricultural Town that is Economically Friendly in Southern Africa

The town's vision clearly indicates the emphasis on agriculture being central to the town's future, as well as the elements of innovation, sustainability, people-centric and economic awareness and friendly.

2.2 Malkerns Mission Statement

The Town Board draws its mission from the mandate given to urban local governments by the Kingdom of Eswatini through the Urban Government Act of 1969 and other ancillary instruments. Malkerns Town Board's mission is also informed by the town's vision and the dynamics on the ground. While depicting the reason for the Town Board's existence, the mission is a vehicle by which the town will attain its vision. Essentially, the town exists to:

We provide quality urban and agro services through the use of cutting edge processes and technology, ensuring decent living

conditions, development and sustained growth of the town in partnership with stakeholders

3. THE LOCAL ECONOMIC DEVELOPMENT STRATEGY

3.1. Introduction

Amongst the many facets of developments in an urban area, the socio-economic empowerment of the stakeholders in the town plays an important role, feeding into the broader urban development agenda. Local economic development targets issues such as economic empowerment of residents and business people, eradicating urban poverty, and ensuring income generation within the urban area to uplift the standard of living and economic prowess.

The Local Economic Development (LED) strategy identifies the economic development challenges facing the town, as well as opportunities that can be taken advantage of by stakeholders. It further outlines the strategic objectives to be pursued in the next five years, together with detailed strategies and action plans for the achievement of those strategic objectives. An implementation plan is also drawn up for the LED Strategy for Malkerns.

3.2 Strategic Framework

In order to see meaningful socio-economic change and empowerment in Malkerns beyond 2025, the following strategic objectives will be pursued by the Town Board:

Theme: Place

Strategic Objective: To stimulate the competitiveness of Malkerns by 2025, through enabling economic infrastructure

For Malkerns to position itself as “An Innovative and Sustainable Hi-Tech Agricultural Town that is Economically Friendly in Southern Africa”, it has to offer reliable economic infrastructure. Major challenges currently include **road infrastructure**, which is mainly gravel roads; poor **public transportation**, which hinders mobility to and from work, as well as access to and from markets; poor and unreliable **water and sanitation**. Lastly, local SMMEs and Informal Business require adequate **Public Market Infrastructure**, such as trading stalls. Plans are already underway in council to provide public market infrastructure, and an action plan is already in place. To attract domestic and international investors, and markets, the status quo has to change. In addition, improved infrastructure will impact positively on society, enabling the community to access economic opportunities. Reliable and accessible infrastructure will also improve public and private sector confidence in the local authority as a responsive and enabling institution. It will unlock access to supply chains and reduce the cost of doing business. Furthermore, it will increase safety in the town, especially with street lighting installed. Accordingly, the catalytic project to be implemented over the next five years is **Malkerns Strategic Economic Infrastructure Programme**. By its nature, this **project requires private sector and public sector investment**, and the local authority will play a **facilitative role**. Outputs under this project:

- Malkerns Strategic Economic Infrastructure Master Plan inclusive of: Road Infrastructure, Public Transport, Water and Public Market Infrastructure.
- Signed Private Financing Agreements and Public Sector MoUs
- Feasibility Studies and Environmental Impact Assessments
- Malkerns Strategic Economic Infrastructure Implementation: Road Infrastructure, Public Transport, Portable Water and Public Market Infrastructure.

In the long term (beyond the five-year period of the strategy) Council will begin focusing on redefining the town centre through a town planning scheme. As is, Demarcation of Malkerns into wards is another outstanding activity for the medium terms.

Theme: People

Malkerns SMMEs are not adequately supported and properly organized. Hence there are no vibrant agricultural markets. Compounded by the pending Town Planning Scheme, the town does not have designated places where SMMEs can ply their trade and yet there is a huge potential for this particular sector considering the composition of the population of this agricultural town.

Strategic Objective: To reduce unemployment by 10%, by 2024

Due to seasonality of the agriculture sector, unemployment is a persistent challenge. It is estimated at 39% on-season and 41% off-season. This is disproportionately higher than the official national unemployment rate (22.48%). Together with unemployment are social challenges such as crime, urban poverty and hunger. To address these challenges, the first project conceptualised under this theme is **Entrepreneurship Development Initiative**. Outputs under this theme are:

- Youth skilled in Agriculture, entrepreneurship, and business management
- Accessible Business support services
- Accessible seed funding
- Accessible markets
- Signed Agreements with partners to support the Entrepreneurship Development Initiative

Strategic Objective: To increase development support to 10 social or community enterprises by 2024

There is a strong case to be made for cooperatives development in our community. For one, the seasonality of employment, the very low skills base and the need to build social cohesion. Already, the municipality has been engaged in various forms of social mobilisation in this area. **Social enterprises** will enhance community cohesion, knowledge sharing and skill maximisation. The local authority has been able to help the community develop two cooperatives. The meetings that have held with them have encouraged even more productiveness. The main assistance provided is exposure to the world market during key music and food festivals that take place in the town. The next intervention is to formalise these cooperatives by helping them register their

cooperatives with the Ministry of Commerce, so as to safe guide their operations and funds. This activity is to be implemented by end of 2020/2021 financial year.

Accordingly, the project to be implemented is **Malkerns Cooperatives Empowerment Project**. The aim is to introduce five (5) new **empowered entrepreneurs** per annum. at this stage we have managed to compile a list of candidates to be empowered. The next level is to formally capacitate our internal team for educating this team. The role of the focal person will be to analyse and provide stakeholders for value-chain addition and provide links to markets. The following outputs are envisaged:

- Social mobilisation of local cooperatives
- Cooperatives registered with SEDCO
- Cooperatives trained by SEDCO

Theme: Governance

As a relatively new local authority, the local authority faces numerous establishment challenges. This affects the ability of the municipality to be responsive, effective and efficient. Evidently, LED cannot thrive in an environment of uncertainty, as this affects economic governance. The LED approach to development enables us to incorporate governance objectives in an otherwise economic environment. Such is the integrative nature of LED. In this regard, stability, agility, and effectiveness of council as a whole is a fundamental enabler of LED that cannot be overlooked if council is to be an enabler, facilitator and coordinator of development.

Strategic Objective: To enhance stakeholder participation and engagement in municipal governance and service delivery processes by 2024

The Project to be implemented is **Stakeholder Management Initiative**. Simply put, relations between council and the local community could be better, this have been revealed by an assessment conducted in 2019. At a minimum, stakeholders need to be better informed by the business and function of the local authority. Equally, council needs to be more intentional about creating platforms for stakeholder engagement. A communication plan will be developed and implemented, regular meetings will be held

to strengthen public participation and local democracy, and council will once again establish user satisfaction through a survey. The following **outputs** are envisaged:

- Communication Plan developed and implemented
- Stakeholder consultation and feedback meetings held regularly
- Updated Stakeholder satisfaction survey

Strategic Objective: By 2024, to strengthen Malkerns Town Board Institutional and Organisational Environment

The project to be implemented is **Malkerns Town Board Institutional Enhancement Project**. Focus is on concluding the organisational structure review process and ensuring personnel is well capacitated in all the required areas of municipal governance and operations. LED requires all of council and administration to be fully effective, efficient and responsive, to create an enabling environment for development Two output are anticipated:

- Organisational Structure Review
- Capacitated staff

Theme: Economy

The economy of Malkerns consists of mainly primary agriculture industry which produces and exports raw products, save for fruits processing currently undertaken by the Rhodes Food Group of companies through the SwaziCan factory. This is what determines employment character of the town. Economic gains of the town become minimal. Malkerns remains a closed book to investors in terms of advertising agricultural opportunities / ventures. As a result, there is less value addition that occurs in the agricultural sector. This limits the level of employment rate and the calibre/quality of employment opportunities available locally.

Although the town is renowned for its annual festivals and tourist attraction, tourism at Malkerns remains unsustainable due to the fact that major events are not spread out throughout the year. The MTN Bushfire festival takes place in May, whilst the Smooth Fest happens in August. In the remaining portions of the calendar, fewer major events take place, depriving local businesses opportunities to trade throughout the year.

The farming community of the town is not properly serviced by the retail outlets in town for all their needs and as a result they get their supplies from the nearby town of Matsapha at a great opportunity costs. For instance, there are no retail shops for spare parts for farm equipment especially heavy farm machinery. As Malkerns residents travel to other town to buy their supplies then end up spending on other household requirements which are otherwise available in the local market thus depriving the town of local economic vibrancy.

Strategic Objective: To deepen and expand value chain opportunities in Macadamia and identified local Vegetables and Fruits, for the benefit of small businesses and youth in Malkerns by 2025

Through this strategic objective, the aim is to maximise economic gains for Agricultural Value Chain, increase local agro produce traded in the retail business of the town, and create economic opportunities for the youth. By deepening, the objective is to produce more of what we already have in terms of agricultural products. There exist a large number of farms which are not used to actively produce the needed products which can be used through leasing and selling. The Town Board will gather and publish information on farms that are available either for sale or leasing.

By expanding the value chain, the objective is to look at new opportunities. As a first step towards the development of value chain addition processes on all the agricultural products produced in Malkerns it will be necessary that baseline data be established through a survey that will detail the product that are produced in Malkerns, their cycles and quantities. From the study, the Town Board will then engage will all producers of the town to discuss on possible value addition possibilities for their products. The engagements will look at issues such as sources of supply at off season for the various products. A good starting point will be the macadamia farmers as they will be getting their first harvest in not more than three years from 2020. Another target for the value chain addition will be vegetable and fruits processing. The Town Board will hold a number of consultation meetings with potential investors in these projects with the aim of setting up processing plants in Malkerns. The Town Board will also establish links with financial institution for marketing farming opportunities in Malkerns. The Project,

Agriculture Value Chain Expansion Project will be implemented. The following **outputs** are envisaged:

- Baseline Research Report on profile of local producers, current production levels and product cycles
- Project Pipeline Development
- Secured Private and Public Partnerships
- Implementation of Development Agriculture Sector Development Business Plan

Strategic Objective: To leverage agri-tourism opportunities and grow the sector by 20%, by 2024

Malkerns is an agricultural town of repute in the Kingdom. Through this strategy, the objective is to leverage this unique feature and therefore elevate the town's status as an agro-tourist attractor : linking agriculture and tourism. It is the desire of the Town Board that all tourist attraction activities taking place in Malkerns must have an agricultural theme showcasing what the town has to offer. Currently, the town's agri-tourism potential is not adequately marketed, or fully understood. Agri-tourism enables local economies to showcase their unique products and experiences. By leveraging opportunities in the sector, local businesses will supplement their income, drawing on a new market base; and the local residents will benefit from employment opportunities in rural and regional communities. Already, the town is renowned for tourism attraction events such as the MTN Bushfire. We want to expand this base beyond events. Of note, the nation's COVID19 economic recovery plan outlines Ebomini Trading: Chinese Eco Lodge and Herbal Tea Packaging as a new Tourism initiative under the recovery plan. The developer has submitted plans with Malkerns Board, and is waiting for approval. This shows the strong alignment between bottom up and top down planning adopted in this strategy.

To this end, the project to be implemented is **Malkerns Agri-Tourism Expansion**, building on our established reputation. To deliver this, we will focus on (a) Product Development and Packaging, which could include hosting of agricultural expo; (b) Branding and Marketing; and (c) Agri-Tourism Implementation. Partnerships with partnership with the local farmers, agricultural experts and funders are fundamental enabler for the achievement of this project. We will deliver the following **outputs**:

- Packaged Agri-Tourism products, inclusive of business concept notes
- Marketing Campaign
- Action Plans for each identified opportunity
- Signed Partnerships

3.5 Vision to projects matrix

Strategic Objective	Projects	Outputs
PEOPLE		
Problem: Unemployment, low skills base, seasonality of agricultural employment opportunities		
To stimulate the competitiveness of Malkerns by 2025, through enabling economic infrastructure	Project #1 Malkerns Strategic Economic Infrastructure Programme.	1.1.1 Malkerns Strategic Economic Infrastructure Master Plan 1.1.2 Signed Private Financing Agreements and Public Sector MoUs 1.1.3 Feasibility Studies and Environmental Impact Assessments 1.1.4 Malkerns Strategic Economic Infrastructure Implementation
PLACE		
Problem: Poor road infrastructure e and network, poor public transport and traffic circulation, poor water infrastructure, lack of support infrastructure for local SMMEs and informal traders		
To reduce unemployment by 10%, by 2024	Project #2 Entrepreneurship Development Initiative	2.1.1 Youth skilled in Agriculture, entrepreneurship, and business management 2.1.2 Accessible Business support services 2.1.3 Accessible seed funding 2.1.4 Accessible markets 2.1.5 Signed Agreements with partners to support the Entrepreneurship Development Initiative
To increase development support to 10 social or community enterprises by 2024	Project #3 Malkerns Cooperatives Empowerment Project	2.2.1 Social mobilisation of local cooperatives 2.2.2 Cooperatives registered with SEDCO 2.2.3 Cooperatives trained by SEDCO 2.2.4 Cooperatives capacitated and accessing local agro-industry markets & finance
GOVERNANCE		
Problem: Establishment and Institutionalisation challenges, as Malkerns is relatively new. Alongside, stakeholder relations need to be strengthened.		
To enhance stakeholder participation and engagement in municipal governance and service delivery processes by 2024	Project #4 Stakeholder Management Initiative	3.1.1 Communication Plan developed and implemented 3.2.1 Stakeholder consultation and feedback meetings held regularly 3.2.2 Updated Stakeholder satisfaction survey
By 2024, to strengthen Malkerns Town Board Institutional and Organisational Environment	Project #5 Malkerns Town Board Institutional Enhancement Project	3.3.1 Organisational Structure Review 3.3.2 Capacitated staff
ECONOMY		
Problem: Agriculture sector lacks value addition; Opportunities in Agri-Tourism Sector have not been exploited		

To expand value chain opportunities in Macadamia and identified local Vegetables and Fruits, for the benefit of small businesses and youth in Malkerns by 2025	Project #6 Agriculture Value Chain Expansion Project	4.1.1 Baseline Research Report on profile of local producers, current production levels and product cycles 4.1.2 Project Pipeline Development 4.1.3 Secured Private and Public Partnerships 4.1.4 Implementation of Development Agriculture Sector Development Business Plan
To leverage agri-tourism opportunities and grow the sector by 20%, by 2024	Project #7 Malkerns Agri-Tourism Expansion	4.2.1 Packaged Agri-Tourism products, inclusive of business concept notes 4.2.2 Marketing Campaign 4.2.3 Signed Partnerships 4.2.4 Action Plans for each identified opportunity developed and implanted

4. IMPLEMENTATION PLAN

The implementation of the strategy is in line with the Malkerns IDP 2020-2025 which identifies the Chief Executive Officer, Local Economic Development Officer, Town Treasurer, Town Engineer, Public Health and Environmental Officer, Town Planner and Municipal AIDS Manager as key persons to implement the strategy. The budget for implementation is also in line with the IDP so all managers who are responsible will obtain all the funds required as endorsed by the Board.

5. CONCLUSION

The Malkerns LED strategy was developed during 2019 -2020 and has been politically endorsed. It is a requirement by MHUD that all local authorities have LED strategies. The Malkerns LED strategy has four key components for interventions which are place, people, government, economy. This thematic components contains a total of seven (7) projects which are to be implemented within a five year period. The overall strategy budget for implementing the strategy is E13,360,000.00

Annexure 1. ACTION PLANS FOR EACH THEMATIC AREA

PLACE									
Strategic Objective 1.1 To stimulate the competitiveness of Malkerns by 2025, through enabling economic infrastructure									
Project	Outcome	Outputs	Activities	Y 1	Y2	Y 3	Y 4	Y 5	Responsibility
Project #1 Malkerns Strategic Economic Infrastructure Programme	1.1 Enabling, Economic Infrastructure	1.1.1 Malkerns Strategic Economic Infrastructure Master Plan inclusive of: I. Road Infrastructure II. Public Transport III. Portable Water IV. Public Market Infrastructure	Engage central government, e.g. Ministry of Works	x	x	x	x	x	LA
			Develop Terms of Reference		x				
			Engage Service Provider		x	x			
			Conduct infrastructure needs analysis		x	x			
			Develop Draft Master Plan			x			
			Engage stakeholders locally and nationally	x	x	x			
			Finalise Master Plan			x			
			Council Approval			x			
			Launch and publicise plan to garner public awareness and private support			x			
		1.1.2 Signed Private Financing Agreements and Public Sector MoUs	Identify private financing institutions and public sector institutions, such as Eswatini Water Services Commission	x	x	x	x	x	
			Engage institutions	x	x	x	x	x	
			Obtain council approval and / or national government approval		x	x	x	x	
			Sign agreements		x	x	x	x	
		1.1.3 Feasibility Studies and Environmental Impact Assessments	Draft Terms of Reference			x			
			Engage Service Provider			x	x		
			Conduct Studies and Assessments			x	x	x	
			Engage public for awareness	x	x	x	x	x	
			Council approval and / or national government approval			x	x	x	
		1.1.4 Malkerns Strategic Economic	Develop detailed action plans for each approved infrastructure initiative	x	x	x	x	x	
			Draft Terms of Reference	x	x				
			Engage Service Provider				x	x	

		Infrastructure Implementation: I. Road Infrastructure II. Public Transport III. Portable Water IV. Public Market Infrastructure	Public Consultation			x	x	x	
			Infrastructure construction, Installation			x	x	x	
			Engage public for awareness			x	x	x	
			Council approval and / or national government approval				x	x	

PEOPLE									
Strategic Objective 2.1 To reduce unemployment by 10%, by 2024									
Project	Outcome	Output	Activities	Y1	Y2	Y3	Y4	Y5	Responsible Person
Project #2 Entrepreneurship Development Initiative	2.1 Increased viable businesses/ increased jobs in Malkerns, especially targeting the youth and women, anchored in the Agriculture sector	2.1.1 Youth skilled in Agriculture, entrepreneurship, and business management	Procure a Skills Service Provider/s and / or partners with government agency	X					
			Design the tool for a skills inventory assessment	X	X				
			Administer the Skills Assessment Tool	X	X				
			Analyse the Skills Assessment Data	X	X				
			Design a Skills Development Programme	X	X				
			Provide a training facility	X	X				
			Register aspiring trainees	X	X				
			Implement the Skills Development Programme	X	X				
			Review the impact of training		X	X			
		2.1.2 Accessible Business support services	Engage mentors to provide a mentorship service to the trained Malkerns people		X	X			
			Develop a mentorship programme		X	X			
			Roll out the mentorship programme		X	X			

			Review the effectiveness of the mentorship programme		X	X			
		2.1.3 Accessible seed funding	Raise awareness on the available types of business financing		X	X			
			Invite different institutions to make a presentation on their funding which should include grant, debt, and equity financing		X	X			
			Assist the trained Malkerns people to write and submit viable business plans to seek finance		X	X			
			Determine the number of businesses in Malkerns accessing finance through this assistance		X	X			
		2.1.4 Accessible markets	Avail free advertising platforms for the Malkerns businesses		X	X			
			Put in place a Procurement Policy which ensures that the Town Board procures at least 50% of its goods and services from the locality where possible		X	X			
			Support Malkerns businesses to attend the Eswatini International Trade Fair annually		X	X			
		2.1.5 Signed Agreements with partners to support the Entrepreneurship Development Initiative	Identify the desired partners, such as ESWADE, JA, Companies to buy from the Malkerns people, Chiefs in the surrounding areas to give access to more land, other Service Providers etc.		X	X			
			Write proposals for partnerships with the identified potential partners		X	X			
			Sign Agreements with the Partners		X	X			

			Monitor implementation of signed agreements			X	X	X	
Strategic Objective 2.2 To increase development support to 10 social or community enterprises by 2024									
Project	Outcome	Output	Activities	Y1	Y2	Y3	Y4	Y5	Responsible Person
Project #3 Malkerns Cooperatives Empowerment Project	2.2 Increased local economic empowerment opportunities for local cooperatives	2.2.1 Social mobilisation of local cooperatives	Develop concept note	x					LLA LA and Ministry of Commerce
			Establish partnership with the Ministry of Commerce and Industry; and SEDCO in capacity building of SMMEs in cooperative		x				
			Conduct sensitisation, awareness and social mobilisation activities	x	x				
		2.2.2 Cooperatives registered with SEDCO	Conduct workshops on cooperative registration	x	x	x			
			Facilitate proper registration of cooperatives		x	x	x	x	
		2.2.3 Cooperatives trained by SEDCO	Avail training facilities	x	x	x	x	x	
			Coordinate training programme	x	x	x	x	x	
			Monitor and evaluate progress			x	x	x	
		2.2.4 Cooperatives capacitated and accessing local agro-industry markets & finance	Identify relevant partners in the area of agro-industry	x	x	x		x	
			Train coops based on opportunities identified in the value chain mapping output (under economy theme)	x	x	x	x	x	
			Facilitate access to markets, working with partners	x	x	x	x	x	
			Facilitate access to finance, working with partners	x	x	x	x	x	

GOVERNANCE

Strategic Objective 3.1 - To enhance stakeholder participation and engagement in municipal governance and service delivery processes by 2024

Project	Outcome	Output	Activity						
Project #4 Stakeholder Management Initiative	3.1 Increased stakeholder awareness on Council functions and operations	3.1.1 Communication Plan developed and implemented	Obtain Board approval to develop a Communication Plan	X					CEO
			Procure a Service Provider to develop the Communication Plan	X					CEO
			Draft the Communication Plan	X					Service Provider
			Stakeholder consultation	X					CEO & Service Provider
			Finalize the Communication Plan	X					Service Provider
			Implement the Communication Plan	X	X	X	X	X	CEO
			Establish a toll-free line						
			Design website, and activate applicable media platforms (community radio, social media etc.)						
	3.2 Increased stakeholder participation in local governance and service delivery processes	3.2.1 Stakeholder consultation and feedback meetings held regularly	Hold Sensitization meetings/Consultation meetings/Citizens forums/Community meetings monthly/quarterly	X	X	X	X	X	CEO
			Hold LED Forum meetings monthly/quarterly	X	X	X	X	X	CEO
		3.2.2 Updated Stakeholder satisfaction survey	Engage stakeholders and inform them about the updated Satisfaction Survey Development exercise					X	CEO
			Draft TORs and request for proposals					X	CEO
			Engage service provider						

			Conduct the survey					X	Service Provider
			Validate the report in Stakeholder Engagement					X	CEO & Service Provider
			Obtain Council approval of the final report					X	CEO
Strategic Objective 3.2 - By 2024, to strengthen Malkerns Town Board Institutional and Organisational Environment									
Project #5 Malkerns Town Board Institutional Enhancement Project	3.3 Enabling Institutional Environment for LED	3.3.1 Organisational Structure Review	Review organogram structure and fill essential vacant posts						
			Integrate LED function within						
		3.3.2 Capacitated staff	Appoint service provider						
			Conduct needs analysis						
			Implement required capacity development initiative						

ECONOMY									
Strategic Objective 4.1 - To expand value chain opportunities in macadamia and identified local vegetables and fruits, for the benefit of small businesses and youth in Malkerns by 2025									
Projects	Outcome	Output	Activities	Y1	Y2	Y3	Y4	Y5	Responsible Person
Project #6 Agriculture Value Chain Expansion Project	4.1 Increased Local Value Addition in the Agriculture Sector	4.1.1 Baseline Research Report on profile of local producers, current production levels and product cycles	Develop Terms of Reference						
			Engage service provider						
			Consult stakeholders						
			Develop draft research report						
			Council approval						
		4.1.2 Project Pipeline Development inclusive of:	Stakeholder mobilisation on the Agriculture Sector Business Plan Initiative		X				
			Undertake supply chain process to engage a Service Provider		X				

		• Value Chain Analysis • Business Concept Notes • Bankable Business Plans	Undertake research for the Business Plan		X				
			Submit a Draft Business Plan		X				
			Validate the Business Plan		X				
			Obtain Council approval of the Final Plan		X				
		4.1.3 Secured Private and Public Partnerships	Identify public and private funders and development partners						
			Engage partners in collaboration and development support						
			Obtain council and MHUD approval						
			Sign agreements						
		4.1.4 Implementation of Development Agriculture Sector Development Business Plan	Develop action plan for each identified opportunity	X	X				
			Identify capable businesses to participate in the project		X				
			Collate and publish information on farms that are available either for sale or leasing.						
			Link small business and farmers with identified value chain opportunities		X	X			
			Facilitate development support to businesses to finalise business plans		X	X	X	X	
			Facilitate development support to identified businesses to approach funding institutions		X	X	X	X	
			Monitor implementation through Agriculture sector business forum			X	X	X	
Strategic Objective 4.2 - To leverage agri-tourism opportunities and grow the sector by 20%, by 2024									
Projects	Outcome	Output	Activities	Y1	Y2	Y3	Y4	Y5	Responsible Person
Project #7		4.2.1	Develop Terms of Reference		x				

Malkerns Agri-Tourism Expansion	4.2 Increased number of tourists experiencing Malkerns Agri-Tourism Products and Service offering	Packaged Agri-Tourism products, inclusive of business concept notes	Engage Service Provider		x				
			Conduct stakeholder consultations		x	x	x	x	
			Develop draft		x				
			Obtain council approval		x				
		4.2.2 Branding Marketing Campaign Developed and Implemented	Develop Terms of Reference		x				
			Engage service provider		x				
			Stakeholder consultation		x				
			Approval of strategy by council		x				
		4.2.3 Signed Partnerships	Identify public sector entities and Ministries to support LED implementation in Malkerns (e.g. Eswatini Tourism Agency)	x	x	x	x	x	
			Develop MoA, MoU, Implementation Plan to operationalise partnership	x	x	x	x	x	
		4.2.4 Action Plans for each identified opportunity developed and implemented	Obtain council approval for agri-tourism opportunities to be facilitated by council		x	x	x	x	
			Develop action plans		x	x	x	x	
			Implement action plans		x	x	x	xx	

ANNEXURE : MONITORING AND EVALUATION FRAMEWORK

Theme: Place					
Expected Outcomes/Outputs	Indicators	Baseline 2019	Target 2024	Data Source	Assumptions
Project #1 Malkerns Strategic Economic Infrastructure Programme					

Theme: Place					
Expected Outcomes/Outputs	Indicators	Baseline 2019	Target 2024	Data Source	Assumptions
Outcome Enabling, Economic Infrastructure	Outcome indicator 1 Number of new companies investing in Malkerns		6	Council Report	<ul style="list-style-type: none"> • An enabling regulatory framework. • Political support locally and nationally • Availability of funding • Effective collaboration with all local stakeholders locally and nationally, including Ministry of Housing and Urban Development, Ministry of Public Works • Public support • Social cohesion
	Outcome indicator 2 Number of existing companies expanding their investments		8	Council Report	
	Outcome indicator 3 % increase in employment		20%	Council Report	
Outputs 1.1.1 Malkerns Strategic Economic Infrastructure Master Plan inclusive of: <ul style="list-style-type: none"> I. Road Infrastructure II. Public Transport III. Portable Water IV. Public Market Infrastructure 	Output indicator Approved Malkerns Strategic Economic Infrastructure Master Plan document		Approved Malkerns Strategic Economic Infrastructure Master Plan	Council Report	
1.1.2	Output indicator		5	Council Report	

Theme: Place					
Expected Outcomes/Outputs	Indicators	Baseline 2019	Target 2024	Data Source	Assumptions
Signed Private Financing Agreements and Public Sector MoUs	Number of signed agreements				<ul style="list-style-type: none"> • An enabling regulatory framework. • Political support locally and nationally • Availability of funding • Effective collaboration with all local stakeholders locally and nationally, including Ministry of Housing and Urban Development, Ministry of Public Works • Public support • Social cohesion
1.1.3 Feasibility Studies and Environmental Impact Assessments	Output indicator Approved Feasibility Studies and Environmental Impact Assessments		Approved Feasibility Studies and Environmental Impact Assessments	Council Report	
1.1.4 Malkerns Strategic Economic Infrastructure Implementation I. Road Infrastructure II. Public Transport III. Portable Water IV. Public Market Infrastructure	Output indicator 1 Safety & street lighting: % reduction in incidences of crime in town		90% reduction in reported incidences	Police report	
	Output indicator 2 Road Infrastructure accessibility and ease of movement: % reduction in average time of travel		50%	Traffic report	
	Output indicator 3 Water & Public Market Infrastructure: % increase in user satisfaction		100%	Council Report	

Theme: People					
Expected Outcomes/Outputs	Indicators	Baseline 2019	Target 2024	Data Source	Assumptions
Project Entrepreneurship # 2 Development Initiative					
Outcome Increased viable businesses introduced in Malkerns, especially targeting the youth and women, anchored in the Agriculture Sector	Outcome indicator 1 Number of new businesses per annum		5 per annum	Council Report	Support and collaboration from all key stakeholders including the beneficiaries of the project.
	Outcome indicator 2 % of youth owned businesses		60%	Council Report	Availability of youth
	Outcome indicator 3 % of women owned businesses		50%	Council Report	Availability of women to participate in the project
Outputs 2.1.1 Youth skilled in agro-tourism, agriculture, entrepreneurship, and business management	Output indicator Percentage of youth with increased skills		60	Council Report	Willingness to access seed funding.
2.1.2 Accessible Business support services	Output indicator Number of businesses benefiting from the business support services		40	Council Report	Willingness to access markets through this initiative.
2.1.3	Output indicator		40	Council Report	All targeted partners will consent to

Theme: People					
Expected Outcomes/Outputs	Indicators	Baseline 2019	Target 2024	Data Source	Assumptions
Accessible seed funding	Number of businesses accessing seed funding				partnering with the Malkerns Town Board for this project.
2.1.4 Accessible markets	Output indicator Number of business accessing markets through this initiative		40	Council Report	Accessibility of identified markets
2.1.5 Signed Agreements with partners to support the Entrepreneurship Development Initiative	Output indicator Number of signed agreements		6	Council Report	Willingness to partner
Project #3 Social Enterprises Community Project					
Outcome 1 Increased local economic empowerment opportunities for local social enterprises	Outcome indicator 1 Number of cooperatives supported under the project		10	Council Report	Availability of support measures Willingness of communities to participate Councillor activism
Outputs 2.2.1 Social mobilisation of local cooperatives	Output indicator Number of social mobilisation and awareness events per quarter		At least 1 per quarter	Council Report	
2.2.2	Output indicator Number of cooperatives registered with SEDCO		10	Council Report	

Theme: People					
Expected Outcomes/Outputs	Indicators	Baseline 2019	Target 2024	Data Source	Assumptions
Cooperatives registered with SEDCO					
2.2.3 Cooperatives trained by SEDCO	Output indicator Number of cooperatives trained by SEDCO		10	Council Report	
2.2.4 Output Cooperatives capacitated and accessing local agro-industry markets & finance	Output indicator1 Number of cooperatives trained in agro-industry value chain opportunities		10	Council Report	
	Output indicator 2 Number of cooperatives accessing local agro markets		10		
	Output indicator Number of cooperatives accessing development funding		10		

Theme: Governance					
Expected Outcomes/Outputs	Indicators	Baseline 2019	Target 2024	Data Source	Assumptions
Strategic Objective: - To enhance stakeholder participation and engagement in municipal governance and service delivery processes by 2024					
Outcome Increased stakeholder awareness on	Outcome indicator 1 Percentage increase of stakeholders reporting an increased awareness on		100%	Council Report	Stakeholders will truthfully state their level of awareness of Council functions and operations.

Theme: Governance					
Expected Outcomes/Outputs	Indicators	Baseline 2019	Target 2024	Data Source	Assumptions
Council functions and operations	Council functions and operations				
Outputs 3.1.1 Communication Plan developed and implemented	Output indicator 1 Available Communication Plan		Communication Plan	Council Report	Funding and expertise will be available to develop and implement the Communication Plan
	Output indicator 1 Percentage of activities implemented from the Communication Strategy Document		100%	Council Report	
Outcome Increased stakeholder participation in local governance and service delivery processes	Outcome Indicator Percentage increase of stakeholders participating in local governance and service delivery processes		100%	Council Report	
Outputs 3.2.1 Stakeholder consultation and feedback meetings held regularly	Output indicator Percentage increase in the number of consultation and feedback meetings held annually		100	Council Report	
3.2.2 Updated Stakeholder satisfaction survey	Output indicator Availability of report on Stakeholder Survey	2019 Report	Report on Stakeholder Survey	Council Report	

Theme: Governance					
Expected Outcomes/Outputs	Indicators	Baseline 2019	Target 2024	Data Source	Assumptions
Outcome Enabling Institutional Environment for LED	Outcome Indicator LED function fully institutionalised and integrated within the municipality		LED Key Performance indicators compulsory for all managerial personnel	HR Report	
			LED focal person permanently employed		
Outputs 3.3.1 Organisational Structure Review	Output indicator Existence of Approved organogram reflecting LED function		Organogram reflecting LED function	HR Report	
3.3.2 Capacitated staff	Output indicator1 % of core staff trained and retrained on LED		100%	Training Report	

Theme: Economy					
Expected Outcomes/Outputs	Indicators	Baseline 2019	Target 2024	Data Source	Assumptions
Project #6 Agriculture Value Chain Expansion Project					
Outcome Increased Local Value Addition in the Agriculture	Outcome indicator 1 Percentage increase in local agro produce		30%	Council Report	Support and collaboration from all key stakeholders including the

Theme: Economy					
Expected Outcomes/Outputs	Indicators	Baseline 2019	Target 2024	Data Source	Assumptions
Sector	traded in the retail business				beneficiaries of the project.
	Outcome indicator 2 Number of new enterprises entering the agro business value chain per annum		5		
	Outcome Indicator 3 Agricultural Sector supporting at least 80% of the Malkerns Residents				
<u>Outputs</u> <u>4.2.1</u> Baseline Research Report on profile of local producers, current production levels and product cycles	Output indicator Availability of baseline report		Baseline Report	Council Report	Willingness to access seed funding.
<u>4.2.2</u> Conduct Project Development Work inclusive of: • Value Chain Analysis • Business Concept Notes	Output Indicator Availability of: • Value Chain Analysis • Business Concept Notes • Bankable Business Plans		<ul style="list-style-type: none"> • Value Chain Analysis • Business Concept Notes • Bankable Business Plans 	Council Report	

Theme: Economy					
Expected Outcomes/Outputs	Indicators	Baseline 2019	Target 2024	Data Source	Assumptions
Bankable Business Plans					
Outputs 4.2.3 Secured Private and Public Partnerships	Output Indicator Number of partnerships signed off			Council Report	
4.2.4 Implementation of Development Agriculture Sector Development Business Plan	Output Indicator Percentage of Malkerns Residents supported directly and indirectly through the agricultural sector		80%	Council Report	
Project #7 Malkerns Agri-Tourism Expansion					
Outcome Increased number of tourists experiencing Malkerns Agri-Tourism Products and Service offering	Outcome Indicator Percentage increase in number tourists			Council Report Eswatini Tourism	
Outputs 4.3.1 Packaged Agri-Tourism products, inclusive of business concept notes	Output indicator Availability of Business Concept Notes and Business plans		Business Concept Notes and Business plans	Council Report	
4.3.2	Output Indicator			Council Report	

Theme: Economy					
Expected Outcomes/Outputs	Indicators	Baseline 2019	Target 2024	Data Source	Assumptions
Marketing Campaign	Existence of Branding and Marketing Plan				
4.3.3 Signed Partnerships	Output Indicator Number of signed partnerships		6		
4.3.4 Action Plans for each identified opportunity and implemented	Output Indicator Number of new Tourism initiatives implemented per annum		4		

3.2 FINANCIAL BREAKDOWN (please insert the consolidated figures that you already worked out, per output and project)
ANNEXURE: ANNUAL INVESTMENT PLANS

PLACE							
	Emalangen Amount Per Annum						
Projects and Outputs	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Source of funds
Project #1 Malkerns Strategic Economic Infrastructure Programme.	E	E	E	E	E	E10,965,000.00	
1.1.1 Malkerns Strategic Economic Infrastructure Master Plan	E	E	E	E	E	E	
1.1.2 Signed Private Financing Agreements and Public Sector MoUs	-	-	-	-	-	-	

1.1.3 Feasibility Studies and Environmental Impact Assessments	E	E	E	E	E	E	
1.1.4 Malkerns Strategic Economic Infrastructure Implementation	E	E	E	E	E	E	
PEOPLE							
Project #2 Entrepreneurship Development Initiative	E	E	E	E	E	E255,000.00	
2.1.1 Youth skilled in Agriculture, entrepreneurship, and business management	E	E	E	E	E	E	
2.1.2 Accessible Business support services	E	E	E	E	E	E	
2.1.3 Accessible seed funding	E	E	E	E	E	E	
2.1.4 Accessible markets							
2.1.5 Signed Agreements with partners to support the Entrepreneurship Development Initiative	-	-	-	-	-	-	
Project #3 Malkerns Cooperatives Empowerment Project	E	E	E	E	E	E77,000.00	
2.2.1 Social mobilisation of local cooperatives	E	E	E	E	E	E	
2.2.2 Cooperatives registered with SEDCO	E	E	E	E	E	E	
2.2.3 Cooperatives trained by SEDCO	E	E	E	E	E	E	
2.2.4 Cooperatives capacitated and accessing local agro-industry markets & finance	E	E	E	E	E	E	
GOVERNANCE							
Project #4 Stakeholder Management Initiative	E	E	E	E	E	E270,000.00	
3.1.1 Communication Plan developed and implemented	E	E	E	E	E	E	
3.2.1 Stakeholder consultation and feedback meetings held regularly	E	E	E	E	E	E	
3.2.2 Updated Stakeholder satisfaction survey	E	E	E	E	E	E	
3.3.1 Organisational Structure Review	E	E	E	E	E	E	
3.3.2 Capacitated staff	E	E	E	E	E	E	
Project #5 Malkerns Town Board Institutional Enhancement Project	E	E	E	E	E	E1,035,000.00	

3.4.1 Organisational Structure Review							
3.4.2 Capacitated staff							
ECONOMY							
Project #6 Agriculture Value Chain Expansion Project	E	E	E	E	E	E55,000.00	
4.1.1 Baseline Research Report on profile of local producers, current production levels and product cycles							
4.1.2 Project Pipeline Development							
4.1.3 Secured Private and Public Partnerships	-	-	-	-	-	-	
4.1.4 Implementation of Development Agriculture Sector Development Business Plan							
Project #7 Malkerns Agri-Tourism Expansion	E	E	E	E	E	E703,000.00	
4.2.1 Packaged Agri-Tourism products, inclusive of business concept notes	E	E	E	E	E	E	
4.2.2 Marketing Campaign	E	E	E	E	E	E	
4.2.3 Signed Partnerships	-	-	-	-	-	-	
4.2.4 Action Plans for each identified opportunity	E	E	E	E	E	E	

ANNEXURE 4 RISK MANAGEMENT PLAN

Description-What is the risk?	Type of Risk	Probability / Likelihood of occurrence (High, medium, and low)	Impact (High, medium, and low)	Risk Management Strategy	Responsible Partner
Lack of ownership and buy-in from the political wing	Political	Medium	High	The LED Strategy should be included in the induction process for all the Councillors to support it.	CEO
Lack of buy-in from the Malkerns Residents which can lead to further delays	Governance	High	High	Continuous engagement and education of the residents until they understand the importance of collaborating with the Local Authority.	CEO

in allocating the demarcated land					
Delays in the implementation of the Strategy because of limited capacity	Managerial	Medium	Medium	The CEO will ensure that LED is a key performance indicator for every employee so it can be easily institutionalised. He will also appoint an Officer once the Strategy is approved.	CEO
Insufficient funds to implement the LED Strategy	Financial	High	High	The Local Authority will ensure that the LED Projects are budgeted for in its Annual Budget. The town will also solicit donor funding for some of the activities in the Strategy.	CEO
