HESSEQUA MUNICIPALITY AMMENDED IDP

This document is as an amendment of the 2022 – 2027 IDP and was tabled to Council on 31 May 2023 in line with the Municipal Systems Act, Section 34.

2022 – 2027

CONTENTS

1 INTRODUCTION 1
- 1.1 Foreword: Executive Mayor 2
- 1.2 Foreword: Municipal Manager 3
- 1.3 Hessequa Council 4
- 1.4 Hessequa Executive Mayoral Committee 5
- 1.5 Ward Councillors 5
- 1.6 Legislative Framework for Integrated Development Planning 6

2 SITUATIONAL ANALYSIS 9
- 2.1 Disclaimer: Statistical Overview and Data Correctness 10
- 2.2 Population and Households 10
- 2.3 Spatial and Land Use Trends 13
- 2.4 Socio-Economic Levels of Development 23
- 2.5 Environmental Status Quo 28
- 2.6 Basic Service Delivery Overview 34
- 2.7 Energy Resilience Framework 38

3 VISION, KEY PERFORMANCE AREAS & OBJECTIVES 41
- 3.1 Background and Introduction 41
- 3.2 Long Term Vision 42
- 3.3 Service Levels, Needs and Town Overviews 44
- 3.4 Organisational Structure 64

4 KPA 1: AFFORDABLE & QUALITY SERVICE DELIVERY 70
- 4.1 Medium Term Goals / Objectives 70
- 4.2 Services Overview 71
- 4.3 IDP & Budget Alignment / Reconciliation (Schedules SA 4,5,6) 73
- 4.4 Capital Expenditure Framework by Asset Class and Ward 75
- 4.5 Capital Expenditure Summary by Town and Ward 78

5 KPA 2: GOOD GOVERNANCE & PERFORMANCE DRIVEN ORGANISATION 79
- 5.1 Medium Term Goals / Objectives 79
- 5.2 Risk Environment & Management 80
- 5.3 Information & Communication Technology 81
- 5.4 Library Services 83
- 5.5 Status of By-Laws & Sector Plans 84
- 5.6 WORKPLACE SKILLS DEVELOPMENT 87

6 KPA 3: SAFE COMMUNITIES & ENVIRONMENT 88
- 6.1 Medium Term Goals / Objectives 88
- 6.2 Spatial Development Framework 89

6.3 Disaster Management Plan 95
6.4 Integrated Environmental Management 101
7 KPA 4: SOCIO-ECONOMIC DEVELOPMENT 117
7.1 Medium Term Goals / Objectives 117
7.2 Human Settlements Plan 118
7.3 Economic Development Strategy 128
7.4 Thusong Centre Programme 137
8 KPA 5: SUSTAINABLE FINANCIAL MANAGEMENT 142
8.1 Medium Term Goals / Objectives 142
8.2 Long term Financial Plan 143
9 INVESTMENT FACILITATION PROCEDURE 153
10 GOVERNMENT SPENDING 155
Annexure A: Circular 88 Monitoring & Reporting 156

FIGURES

Figure 1 - IDP Governance Cycle 1
Figure 2 - Hessequa in Garden Route District 9
Figure 3 - Map of Hessequa Region 9
Figure 4 - Hessequa Population Age Structure Projection 11
Figure 5 - Residential Accounts 2019-2023 Comparison 18
Figure 6 - Commercial Accounts 2019-2023 Comparison 18
Figure 7 - Industrial Accounts 2019-2023 Comparison 19
Figure 8 - Basic Service Delivery Levels - Source: Socio-Economic Profile 2022 - DLG 34
Figure 9 - Strategic Framework Illustration 41
Figure 10 - IDP Alignment Diagram 43
Figure 11 - Summary of all Public Inputs Received 45

TABLES

Table 1 - Stats SA: Population & Growth Projections 10
Table 2 - Population Group by Age and Gender 12
Table 3 - Aerial Imagery Comparison 2008-2022 13
Table 4 - Household Service Levels 34
Table 5 - Existing Municipal Services / Functions 35
Table 6 - Mechanisms for Public Participation 44
Table 7 - Albertinia Capital Expenditure Plan 48
Table 8 - Gouritsmond Capital Expenditure Plan 49
Table 9 - Heidelberg Capital Expenditure Plan 50
Table 10 - Melkhoutfontein/Stilbaai Capital Expenditure Plan 53
Table 11 - Riversdale Capital Expenditure Plan 56
Table 12 - Slangrivier Capital Expenditure Plan 58
Table 13 - Stilbaai Area Capital Expenditure Plan 59
Table 14 - Witsand Capital Expenditure Plan 63
Table 15 - CAPEX by GFS Classification and Ward 75
Table 16 - CAPEX by Town and Ward 78
Table 17 - IDP & ICT Alignment 81
Table 18 - Disaster Management Key Components 96
Table 19 - Housing Project Pipeline 119
Table 20 - Thusong 2023/2024 Operational Plan 139
Table 21 - Thusong Focus Areas 140

1 INTRODUCTION

As the local sphere of government, a municipality represents a body of government that is closest to the residents of the democratic state of South Africa. The Municipal Systems Act defines a municipality as an organ of state that consists of the political and administrative structures and the community.

The active process of integrated planning should then be based on the constructive and meaningful participation of these stakeholders. The results of the integrated development planning process are:

- Long term vision for the municipality;
- Analysed development needs and priorities;
- Defined key performance areas and pre-determined objectives that are set for the term of office of Council;
- Resource allocations to deliver and the mandate of locale government;
- Coordinated inter-governmental cooperation within the municipal area;
- A consolidated plan that sets out the above-mentioned results in a summative document, also known as the Integrated Development Plan.

The Integrated Development Plan (IDP) is the single, inclusive and strategic plan of Council for the term of 2022-2027. The plan will be annually reviewed in terms of the approved process. To ensure successful implementation of this single plan, the IDP should continuously be considered as part of the governance cycle of local government. The following diagram illustrates the various processes that allows for monitoring and evaluating the implementation of the IDP.

The IDP process needs to consider the current levels of development in collaboration with all relevant stakeholders and should Council conceive a development strategy for the municipality based on the need of the municipality and available resources. This document integrates all the inputs from various planning processes and communicates the implementation plan of the vision Council sets itself.

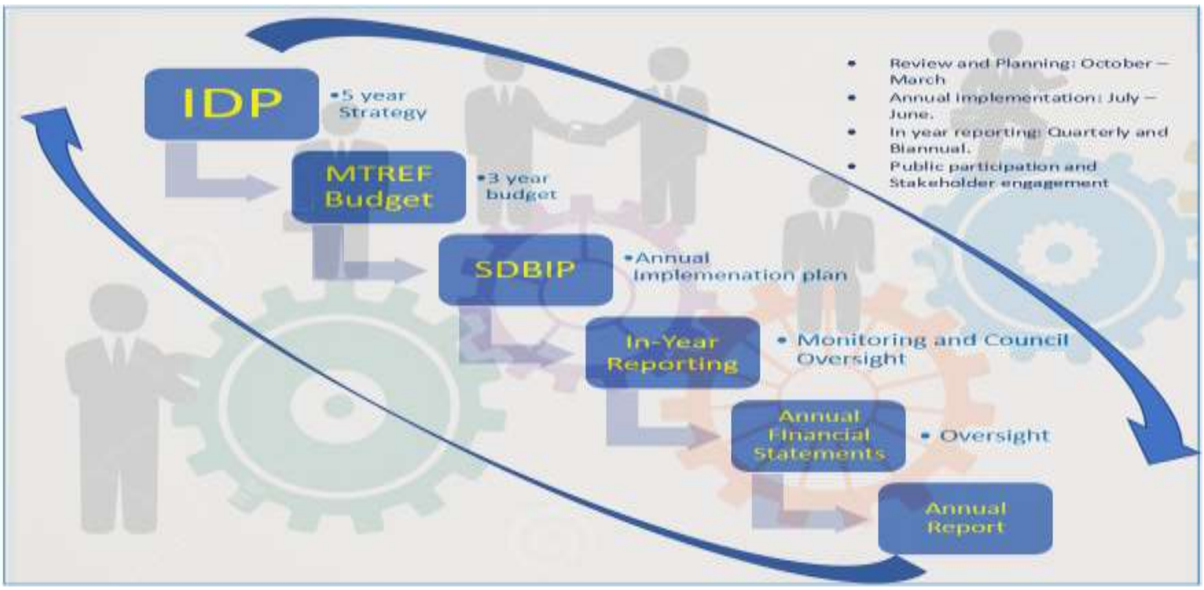


Figure 1 - IDP Governance Cycle

1.1 Foreword: Executive Mayor

Hessequa Municipality has positioned itself as one of the efficiently managed municipalities in South Africa through by continuously adopting and maintaining good governance practices and sound financial management for the last decade. As the Executive Mayor of Hessequa Municipality for a second term, I am aware of the priority needs of our communities and the extremely hard decisions that need to be made in anticipation of forthcoming challenges within the South African context.

We are still experiencing the effects and undesirable legacy of the COVID19 pandemic, which affected our various communities negatively in many aspects of their livelihoods. Yet, as our communities are rebuilding and recovering from these effects, we are yet again faced with other eminent challenges such as the national energy crisis (Eskom), fuel price hikes, weakening national currency, unfavourable national fiscal policy changes etc, all of which place a further burden to the communities as the end consumers of these business value chains. Subsequently, as the closest form of government to the people, the municipality is challenged by the complaints and requests for assistance by residents, businesses, and even other spheres of government.

During our analysis and consultation with our stakeholders and general public, many challenges have further become apparent to us as the Municipality. Challenges relating to unavailability, limitations or unacceptable standard of services by other government departments were directed to us as the closest government sphere to the people. These include issues related mostly to inter alia emergency services, health, human settlements, unemployment, and educational facilities. Statistics show that the Hessequa population is growing and with that, so is the levels of unemployment. With this trend, the increased demand for government services and dependency is inevitable.

We remain committed to open partnerships and to cooperative governance initiatives that will serve the people of Hessequa and improve their livelihoods.

As the leader of a progressive and proactive organisation, I am also aware that the current and anticipated challenges to the organisation require us to be ready and address them through a capable staff component. As such, I am pleased that we have appointed a well experienced Municipal Manager to lead the administration in service our communities with excellence in an efficient, economic and sustainable manner.

This IDP reflects a renewed commitment to our vision of being a caring, growing and serving municipality. The leadership of Hessequa Municipality wants to extend a hand of support to all communities with expanded community safety as a critical strategic priority for this IDP cycle. From all 637 inputs received towards the IDP and budget process, amongst the top five issues raised by all communities, is the reality of community safety. This IDP sets specific objectives for the expansion of all community safety related services in collaboration with all relevant stakeholders.

This 5th generation IDP is the foundation of all actions taken by this Council and the allocated resources aligned to its objectives. I want to thank everyone who participated in the development of this IDP. The commitment of our community and the administration is appreciated, and I truly believe we can sustain our heritage of excellent service delivery and being a destination of choice for all who want to live in or visit our beautiful region.

Grant Riddles

Executive Mayor

1.2 Foreword: Municipal Manager

The amended Integrated Development Plan of Hessequa Municipality was carefully prepared over the last 8 months and have the vision and mission of Council been reaffirmed. The focal point of the plan is to ensure that all efforts of the various departments contribute measurably to its implementation.

The importance of inputs from stakeholders cannot be emphasised enough, as a municipality fundamentally exists out of its Community, the Political Sphere and the Administration. This IDP is amended to reflect the influence and participation of these stakeholders and changing environment.

The strategic goals of the Municipality is aligned to the National and Provincial Government, as well as the District Council in terms of functional objectives. The inputs from the various stakeholders have been processed through the vigorous budgeting cycle of Hessequa Municipality and aligned to ensure sustainable delivery of services. The Integrated Development Plan (IDP) and Budget Implementation Plan will be used to closely align the performance indicators of the respective Directors over the medium term. As Municipal Manager I am responsible to ensure that these collective objectives in this IDP is aligned to performance monitoring and evaluations. I have also implemented pragmatic reforms in key administrative processes to ensure that alignment between objectives and operational delivery is improved.

As a municipality we are very aware of the economic climate and the realities our region and country are facing. It have had significant negative impacts on our operational abilities and are these strategic risks included in the development of the Integrated Development Plan. The status of our existing infrastructure remains critical in all considerations as part of the process.

National Treasury requested municipalities to focus on long-term sustainability of future projects and to ensure that municipalities fulfil their mandate as contained in the Constitution of South-Africa. This IDP reaffirms the commitment to basic services as the core functions of the municipality, as it strives to facilitate development. The pressures of development and growth will also place additional constraints on the already limited resources of Hessequa Municipality. This IDP reflects the careful nature of expenditure and revenue planning.

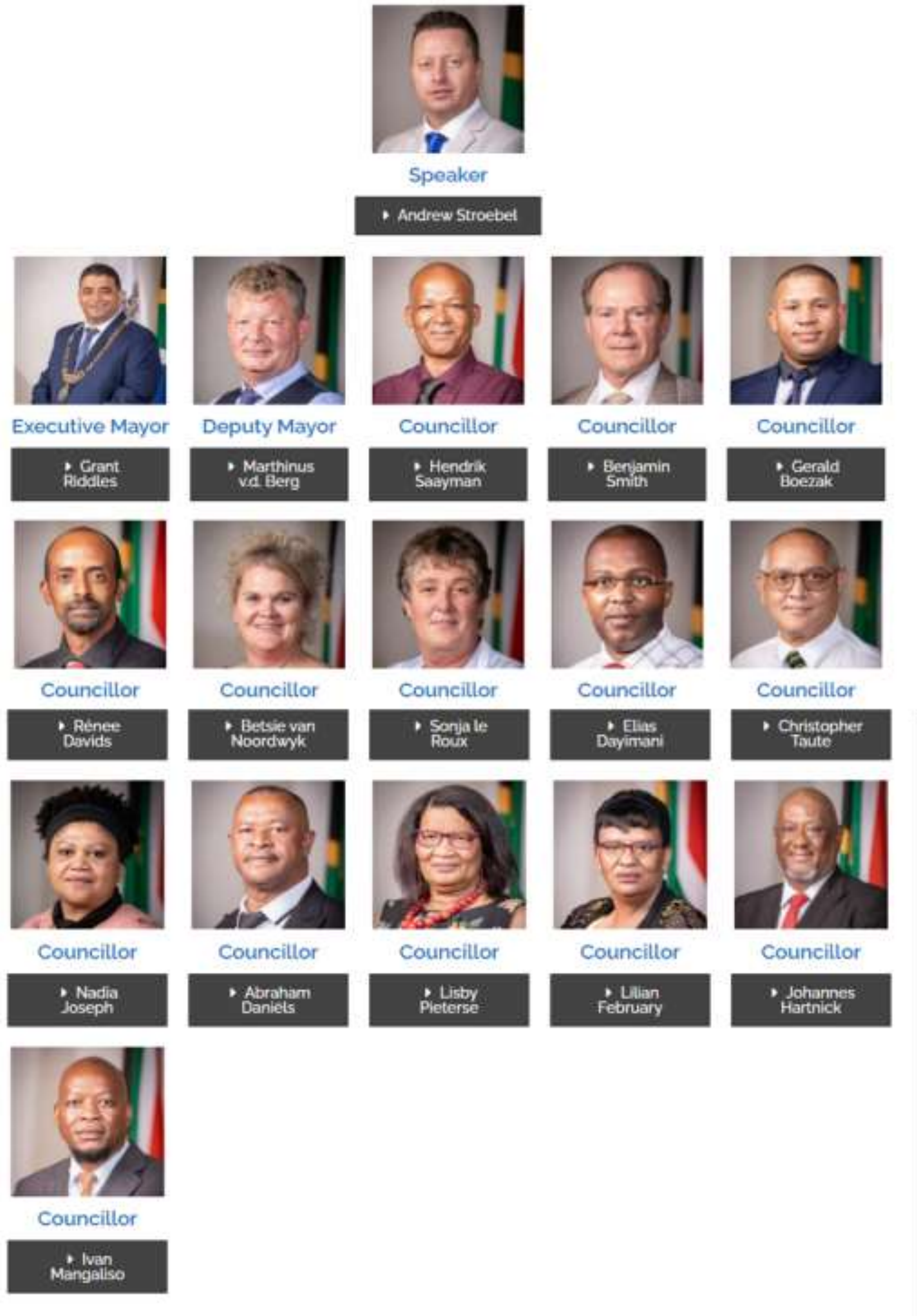
The IDP was also developed in conjunction with the Spatial Development Framework, which is currently being reviewed as core component of the IDP. The joint participatory processes ensure that the environment, social, economic, technical, political, and legal requirements are all integrated in the IDP, which guides the prioritisation of resource allocation. The Integrated Development Plan is for this reason, sensitive to the needs of our communities, as expressed through the vigorous consultation sessions during the third and fourth quarter of last year.

Albert de Klerk

Municipal Manager

1.3 Hessequa Council

The Council performs both legislative and executive functions. They focus on legislative, oversight and participatory roles, and have delegated its executive function to the Executive Mayor and the Mayoral Committee. Their primary role is to debate issues publicly and to facilitate political debate and discussion. Apart from their functions as decision makers, Councillors are also actively involved in community work and the various social programmes in the municipal area. The newly elected Council from the 2021 Local Elections consists of 17 Councillors.



1.4 Hessequa Executive Mayoral Committee

Executive Mayor

▸ Grant Riddles

Deputy Mayor

▸ Marthinus v.d. Berg

Councillor

▸ Benjamin Smith

Councillor

▸ Hendrik Saayman

Councillor

▸ Gerald Boezak

1.5 Ward Councillors

WARD	AREAS INCLUDED	COUNCILLOR
WARD 1	Gouritsmond, Stilbaai-East, Melkhoutfontein	Cllr Rénee Grant Davids (DA)
WARD 2	Albertinia Town	Cllr Hendrik Jacobus Saayman (DA)
WARD 3	Stilbaai-West and Jongensfontein	Cllr Marthinus Coenraad van den Berg (DA)
WARD 4	Witsand, Slangrivier and Vermaaklikheid	Cllr Gerald Leonard Boezak (DA)
WARD 5	Heidelberg Duivenhoks and surrounding areas	Cllr Abraham Paul Daniëls (ANC)
WARD 6	Riversdale Town Centre and Riverville Area	Cllr Nadia Ann Joseph (ANC)
WARD 7	Riversdale Aalwynfleur and Kwanokuthula	Cllr Betsie van Noordwyk (DA)
WARD 8	Riversdale Môrestond, Aloeridge, Panorama	Cllr Christopher Philip Taute (ANC)
WARD 9	Heidelberg Town and rural area	Cllr Sonja le Roux (DA)

1.6 Legislative Framework for Integrated Development Planning

The Constitution of the Republic of South Africa, 1996

The Constitution of South Africa is the supreme law of the Republic of South Africa. It provides the legal foundation for the existence of the republic; it sets out the rights and duties of its citizens and defines the structure of the Government. Moreover, the Constitution looks for a complete transformation of the local government system in which local government plays an important role in building democracy and promoting socio-economic development.

The Constitution envisages a developmental role for local government. This means municipalities must plan to achieve the Constitutional objects of local government; give priority to meeting the basic needs of local communities; promote social and economic development; and together with other organs of state, contribute to the progressive realisation of the fundamental rights contained in the Constitution.

Municipalities is the government which is closest to the residents and is responsible for legislative mandates relating to the overall developmental agenda of government. Section 152 of the Constitution places a responsibility on local government to improve the democratic development outcomes by performing the following objects as stipulated:

- Provide a democratic and an accountable government for local communities
- Provision of service delivery to residents in a sustainable manner
- Promote social and economic development
- Promote a safe and healthy environment
- Encourage the participation of communities and non-governmental organisations in the affairs of local government

The White Paper on Local Government (1998)

The Local Government: Municipal Structures Act 117 of 1998 defines a municipality as an organ of state within the local sphere of government consisting of political structures, office-bearers and administration of the municipality, a geographic area (as determined by the Local Government: Municipal Demarcation Act 27 of 1998), and the community of the municipality.

Developmental Local Government is commitment from local government to working with citizens and groups within the community to find long-term or sustainable ways to meet the social, economic and material needs and improve the quality of the lives of the community." "The White Paper requires active participation of citizens at four levels, as:

1. voters
2. participants in the policy process
3. consumers and service-users
4. partners in resource mobilisation.

The White Paper further states that: municipalities must represent the interests of the people in the community and work with all sections of the community to build a shared vision and to set goals for development.

Section D of the White Paper on Local Government (1998:5) maintains that the most important role of the municipality is to promote local democracy. The White Paper on Local Government (1998:5) further alludes to the importance of the local sphere of government as a space where citizens can participate to shape their own living environments and extend their democratic rights.

Local Government: Municipal Structure Act (32 of 2000):

The Structures Act, 1998 is the key piece of legislation that outlines the mechanisms and procedures that regulate the establishment, constitution and operation of ward committees.

However, in keeping with section 73 of the Structures Act and section 120 read with section 22 of the Systems Act, 2000, the Minister responsible for local government has issued guidelines and regulations pertaining to ward committees, and these include:

- The Guidelines for the Establishment and Operation of Municipal Ward Committees
- (2005);
- Draft National Policy Framework for Public Participation of 2007; and
- National Framework: Criteria for Determining Out of Pocket Expenses for Ward Committee Members, 2009.

It is clear that the Municipal Structures Act (2000) provides the legislative basis for the establishment and operation of ward committees, the guidelines provide much more substantive information regarding the practical mechanisms governing the operation and functioning of ward committees.

Local Government: Municipal Systems Act (2000)

Section 25 of the Local Government: Municipal Systems Act (MSA) stipulates that:

Each municipal Council must, within a prescribed period after the start of its elected term, adopt a single, all-inclusive and strategic plan for the development of the municipality which:

- Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality
- Aligns the resources and capacity of the municipality with the implementation plan
- Complies with the provisions of this Chapter; and
- Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation

The Integrated Development Plan (IDP) is the principal strategic planning instrument of a municipality and serves as a road map for the Council to determine its short, medium and long term development objectives. The IDP is underpinned by a Service Delivery & Budget Implementation Plan (SDBIP) which incorporates measurable indicators linked to a comprehensive Performance Management System (PMS) to continuously monitor and evaluate the progress of implementation.

Chapter 4 of this Act calls for municipalities to develop a culture of municipal governance that works hand-in-hand with formal representative government (that is elected leaders) with a system of participatory governance (that is community participation).

The Municipal Systems Act of 2000 (MSA) defines a municipality as follows:

- It is an organ of state within the local sphere of government;
- It exercises legislative and executive authority within boundaries as determined by the Demarcation Board (Demarcation Act 1998);
- It consist of (1) the political structures (2) administration and (3) communities of the municipality;
- It functions within its area according to statutory and other relationships; and
- It is a separate legal personality and this means that its community is not liable for the actions of the municipality.

The Act also requires that municipalities develop mechanisms, processes and procedures for community participation.

Section 26 of the MSA prescribes to municipalities of what must be the core components included in an IDP:

a) The Council's vision for the long term development of the municipality with special emphasis on the most critical development and internal transformation needs
b) An assessment of the existing level of development in the municipality, which must include and identification of communities which do not have access to basic municipal services
c) The Council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs
d) The Council's development strategies which must be aligned with any national and provincial sectoral plans and planning requirements biding on the municipality in terms of legislation
e) A Spatial Development Framework(SDF) which must include the provision of basic guidelines for a land use management system for the municipality
f) The Council's operational strategies;
g) Applicable Disaster Management Plans
h) A financial plan, which must include a budget projection for at least the next three years; and the key performance indicators and performance targets determined in terms of Section 41 of the MSA

The Municipal Finance Management Act (2003:40)

"requires municipalities to engage communities in the following activities of the budget process:

- the preparation, tabling and approval of the annual budget;
- the annual review of:
    - the IDP in terms of Section 34 of the Municipal System Act;
    - budget related policies"

Spatial Planning And Land Use Management Act (Act No. 16 Of 2013)

One of the fundamental reforms introduced by the Spatial Planning and Land Use Management Act (SPLUMA) is the regulating and prescripts for Spatial Development Frameworks (SDF's) of national, provincial and local governments. With the promulgation of the Act it became essential for municipalities to review its existing SDF's and ensure that it becomes SPLUMA compliant. It puts a particular responsibility on municipalities to use credible, accurate, and up to date spatial data and information to guide its spatial planning processes. The lack of such information to implement the SPLUMA provisions in the planning and delivery of services is indicative of the data challenges facing municipalities.

2 SITUATIONAL ANALYSIS

The Hessequa municipal area is bordered by the Indian Ocean and traversed by the N2. It is the largest municipal area in the Garden Route District in terms of geographical spread, covering 5 733km^{2}. The Hessequa municipal area has several scattered settlements, the largest of which include Riversdale, Albertinia and Heidelberg. Coastal towns in the municipal area include Witsand, Jongensfontein, Still Bay and Gouritsmond.65 These are also popular tourist areas.

Figure 2 - Hessequa in Garden Route District

The following maps show the locations of the various towns referenced in previous paragraph. The following sections will assess the existing levels of various services and reflect on the development need within these different towns within the Hessequa region.

Figure 3 - Map of Hessequa Region

2.1 Disclaimer: Statistical Overview and Data Correctness

When existing levels of development are being considered it is important to note that there are various sources of information being used and considered. All state institutions are required to reference statistics provided by Stats SA as the only statistics authority in South Africa. The out-dated data from any census must unfortunately be included, but does Hessequa use and consult various data sources in the next sections.

2.2 Population and Households

When the 2001 and 2011 Census datasets are used to consider population growth, the following table with official Stats SA was developed with projections for 5 year intervals.

Table 1 - Stats SA: Population & Growth Projections

Town	2001	2011	2015	2020	2025
Albertinia SP	1529	1406	1360	1304	1250
Theronsville	3163	4966	5948	7453	9339
Albertinia Total	4692	6372	7308	8757	10589
Gouritsmond SP	459	515	539	571	605
Groot-Jongensfontein SP	282	355	389	437	490
Heidelberg	7125	8259	8762	9433	10156
Melkhoutfontein	1479	2533	3141	4111	5380
Riversdale	11678	15292	17033	19492	22305
Riversdale Rural	1115	885	807	719	640
Slangrivier SP	2352	3011	3324	3761	4255
Stillbay	3012	3514	3737	4037	4360
Witsand	199	321	389	494	627
Rural	11741	11586	11525	11448	11372
Total	**44134**	**52642**	**56488**	**61693**	**67378**

From the projections a general growth in population is expected, which is also confirmed by other sources. The following extract from ***IHS Markit Regional eXplorer version 2236*** reflect comparative growth trends.

Average Annual growth

2011-2021 1.40% 1.75% 1.83% 1.50%

With 60 800 people, the Hessequa Local Municipality housed 0.1% of South Africa's total population in 2021. Between 2011 and 2021 the population growth averaged 1.40% per annum which is very similar than the growth rate of South Africa as a whole (1.50%). Compared to Garden Route's average annual growth rate (1.75%), the growth rate in Hessequa's population at 1.40% was slightly lower than that of the district municipality.

The population projection of Hessequa Local Municipality shows an estimated average annual growth rate of 1.2% between 2021 and 2026. The average annual growth rate in the population over the projection period for Garden Route District Municipality, Western Cape Province and South Africa is 1.4%, 1.4% and 1.3% respectively. The Western Cape Province is estimated to have an average growth rate of 1.4% which is very similar than that of the Hessequa Local Municipality. The South Africa as a whole is estimated to have an average annual growth rate of 1.3% which is very similar than that of Hessequa's projected growth rate.

The key statistical findings from all sources that are relevant to the process of integrated development planning on a high level are the following:

- Population growth is steady, but certain
- Household growth is verified by recent back-yard dwelling survey
- Household growth is verified by land use changes

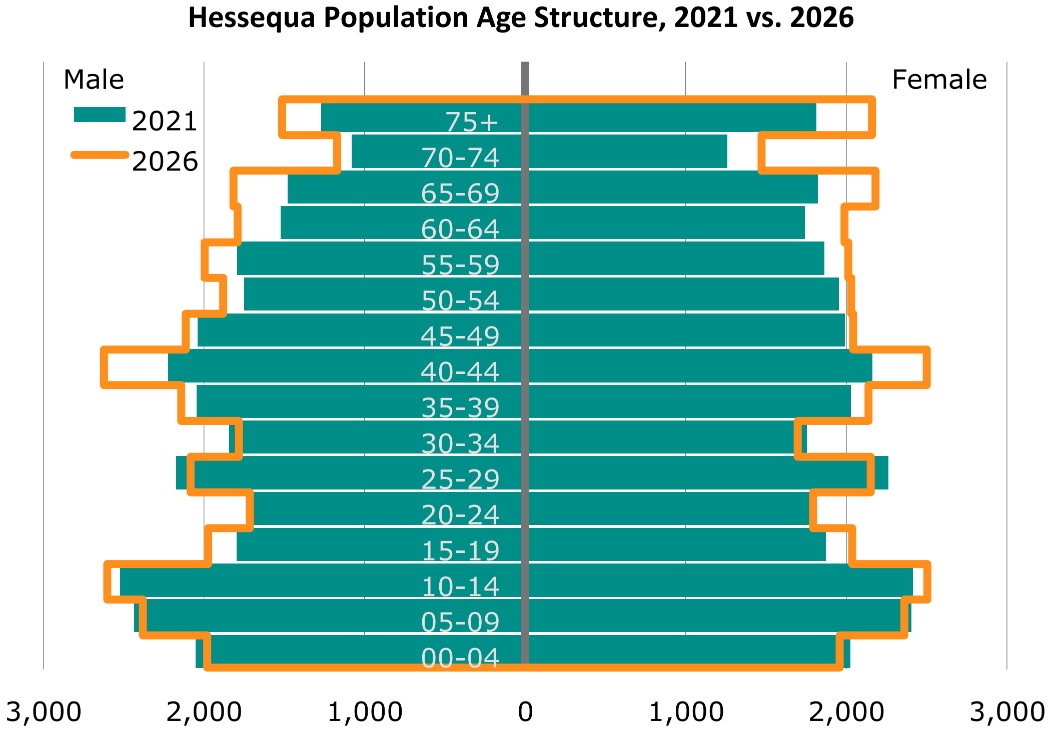


Figure 4 - Hessequa Population Age Structure Projection

Source: IHS Markit Regional eXplorer version 2236

The population pyramid reflects a projected change in the structure of the population from 2021 and 2026. The differences can be explained as follows:

- In 2021, there is a significantly larger share of young working age people between 20 and 34 (18.9%), compared to what is estimated in 2026 (17.4%). This age category of young working age population will decrease over time.
- The fertility rate in 2026 is estimated to be slightly higher compared to that experienced in 2021.
- The share of children between the ages of 0 to 14 years is projected to be significant smaller (21.3%) in 2026 when compared to 2021 (22.8%).

Table 2 - Population Group by Age and Gender

Age	African		White		Coloured	
	Female	Male	Female	Male	Female	Male
00-04	176	208	212	233	1,620	1,580
05-09	195	189	151	210	2,050	2,020
10-14	232	234	211	268	1,960	2,010
15-19	125	172	234	172	1,490	1,430
20-24	120	142	160	102	1,500	1,430
25-29	195	299	197	130	1,850	1,730
30-34	213	200	165	212	1,360	1,420
35-39	289	408	231	226	1,500	1,390
40-44	295	472	373	377	1,470	1,370
45-49	333	358	398	480	1,240	1,190
50-54	281	314	469	319	1,190	1,110
55-59	240	262	530	398	1,090	1,120
60-64	271	206	655	483	816	831
65-69	295	261	818	531	707	678
70-74	149	98	653	630	446	351
75+	139	116	1,210	867	459	283
Total	3,550	3,940	6,670	5,640	20,800	20,000

Source: IHS Markit Regional eXplorer version 2236

In 2021, the Hessequa Local Municipality's population consisted of 12.31% African (7 490), 20.23% White (12 300), 66.91% Coloured (40 700) and 0.55% Asian (335) people.

The largest share of population is within the young working age (25-44 years) age category with a total number of 16 500 or 27.1% of the total population. The age category with the second largest number of people is the older working age (45-64 years) age category with a total share of 24.1%, followed by the babies and kids (0-14 years) age category with 13 800 people. The age category with the least number of people is the teenagers and youth (15-24 years) age category with only 7 140 people.

Hessequa is a region that consists of various towns, as already explained, and as a result any strategy should be cognisant of the fact that each town in Hessequa does have its unique and dynamic trends in terms of population, households and needs. The section named "Service Levels and Needs in Hessequa Town" explores the details of each town separately.

2.3 Spatial and Land Use Trends

2.3.1 Community Growth & Densification

This section considers aspects of change in communities as it finds its spatial structure and functioning, as well as the use of land. The general finding from the following analysis' is that communities are growing, but in the context of Hessequa that consists of different towns, in very different ways.

Table 3 - Aerial Imagery Comparison 2008-2022

Growth / Densification of Communities		
Albertinia Town Spatial Change		
+/- 2008	**+/- 2018**	**+/- 2022**
		
Notes/ Obvervations: • Albertinia town (Theronsville excluded), was referenced as a community in decline from 2001 - 2011. • The aerial imagery indicates that there is a noticeable densification trend that happened from +/- 2008-2022		

Theronsville (Albertinia) Spatial Change		
+/- 2008	**+/- 2018**	**+/- 2022**
		
Notes/ Observations: • The Theronsville community in Albertinia benefitted from a major low-cost housing project of almost 900 houses shortly before the first image was taken. • The spatial growth is not as visible as in other communities, but the increase in roof areas on erven indicate the escalation of back-yard dwellings being established.		
Heidelberg		
+/- 2008	**+/- 2018**	**+/- 2022**
		

Notes/ Observations:

- Heidelberg benefitted from a major low cost housing project during the timeframe of images.
- Apart from the low-cost housing project, general densification and filling of vacant properties are also visible.

Jongensfontein

+/- 2008	+/- 2018	+/- 2022
		

Notes/ Observations:

- As a coastal town, Jongensfontein experienced a major filling of vacant properties and an increase in permanent / semi-permanent residents.

Kwanokuthula (Riversdale)

+/- 2008	+/- 2018	+/- 2022
		

Notes/ Observations:

- Kwanokuthula experienced possibly the largest influx of residents. This is evident and is linked from note if it having the highest growth in informal households even with major low-cost housing projects being completed in the Kwanokuthula community.

Melkhoutfontein		
+/- 2008	**+/- 2018**	**+/- 2022**
		

Notes/ Boservations:

- While benefitting from major low-cost housing projects, Melkhoutfontein also expanded in terms of households living in informal structures.
- Growth and development of Melkhoutfontein is linked to the growth trends of Stilbaai as a close economic opportunity node for residents of Melkhoutfontein

Slangrivier		
+/- 2008	**+/- 2018**	**+/- 2022**
		

Notes/ Observations:

- Slangrivier remains a community challenged by poverty and limited access to other services of state due to geographic location.
- Growth in households and small-scale farming affects direction of spatial trends.
- Visible spatial development over time with trends linked to low-cost housing projects.

<table>
<tr><th colspan="3">Stilbaai</th></tr>
<tr><th>+/- 2008</th><th>+/- 2018</th><th>+/- 2022</th></tr>
<tr><td></td><td></td><td></td></tr>
<tr><td colspan="3">Notes/ Observations:

Stilbaai has been identified as primary growth node in Hessequa due to various sources confirming the same trend.
Accelerated densification, growing construction sector opportunities and general experience in economic activity.
A major influx of more permanent residents is also experienced.
The filling of vacant land and specifically filling of smaller private developments are strong indicators of economic and population growth.
</td></tr>
</table>

Trends in terms of Account Types of properties from 2019-2023 also indicates interesting changes. In the absence of direct census or population information, the change in property types / usage is a valuable indicator to consider growth within communities. The following graphs indicate the applicable change.

Figure 5 - Residential Accounts 2019-2023 Comparison

Figure 5 clearly indicates the growth in residential improved accounts for all towns. The strongest growth nodes being Riversdale and Stilbaai. Across all towns the total of residential improved properties have grown from 11508 to 12603 from 2019-2023. Another finding of importance was the large increase in residential "farms", or so-called lifestyle" farms, from 231 to 331. This clearly shows an interest in this type of land use, which coincides with agricultural farm accounts declining from 3261 to 3237.

In terms of commercial land use, a general growth was experienced in Albertinia, Riversdale and Stilbaai respectively. Heidelberg surprised with a slight decline in commercial accounts.

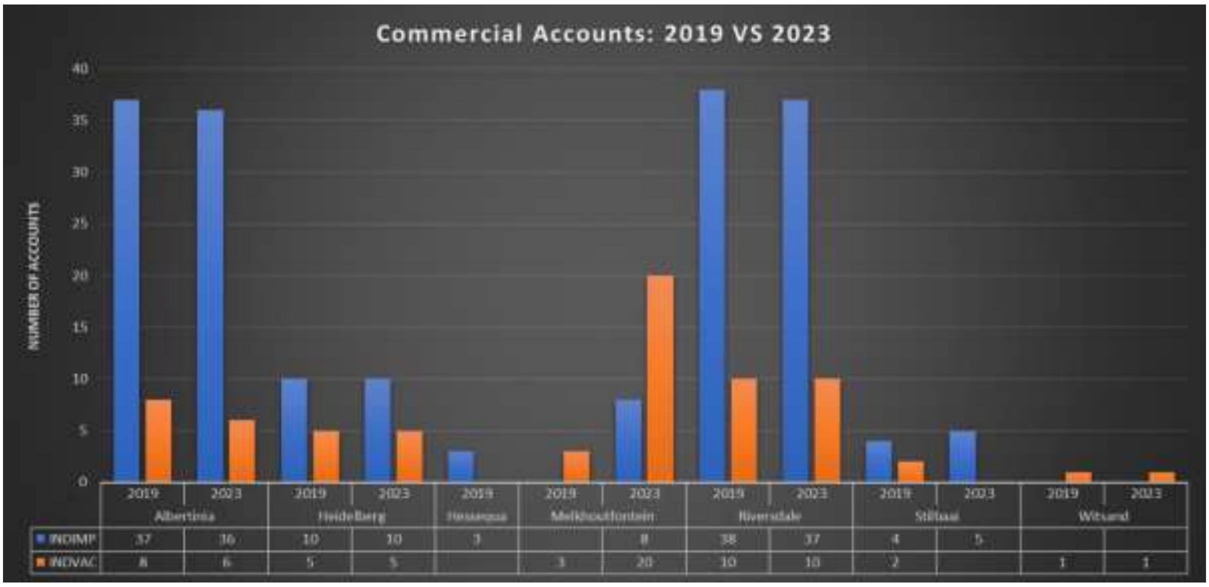


Figure 6 - Commercial Accounts 2019-2023 Comparison

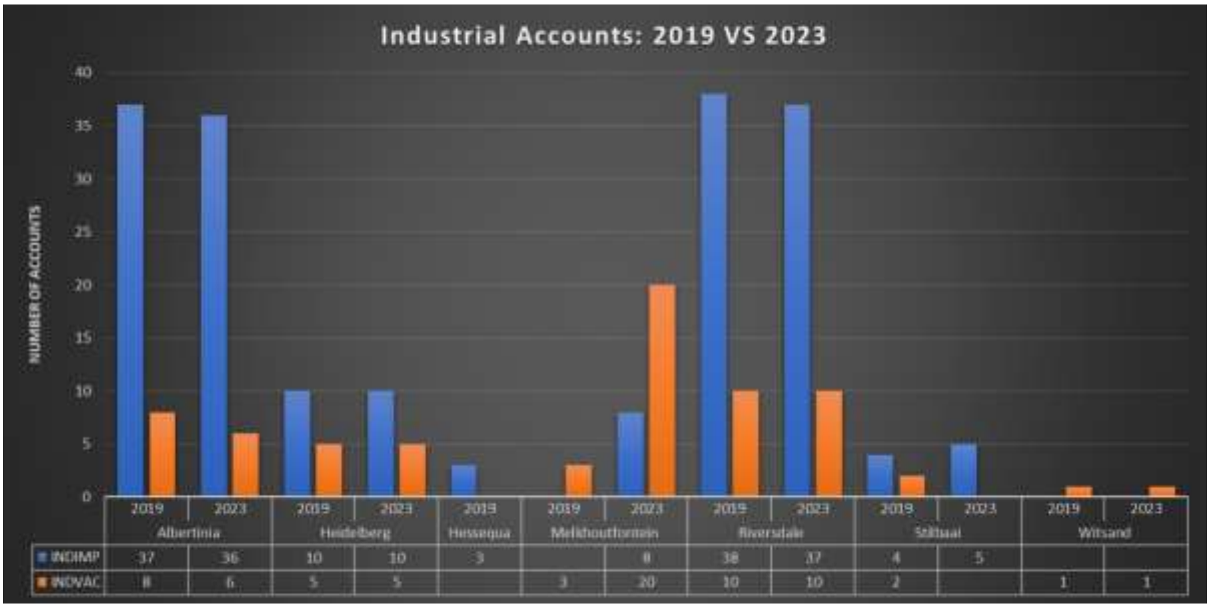


Figure 7 - Industrial Accounts 2019-2023 Comparison

Figure 8 reflects the change in industrial accounts. Notable development has been recorded in Melkhoutfontein and Stilbaai, but in all other centres a small decrease has been experienced with vacant properties remaining dormant.

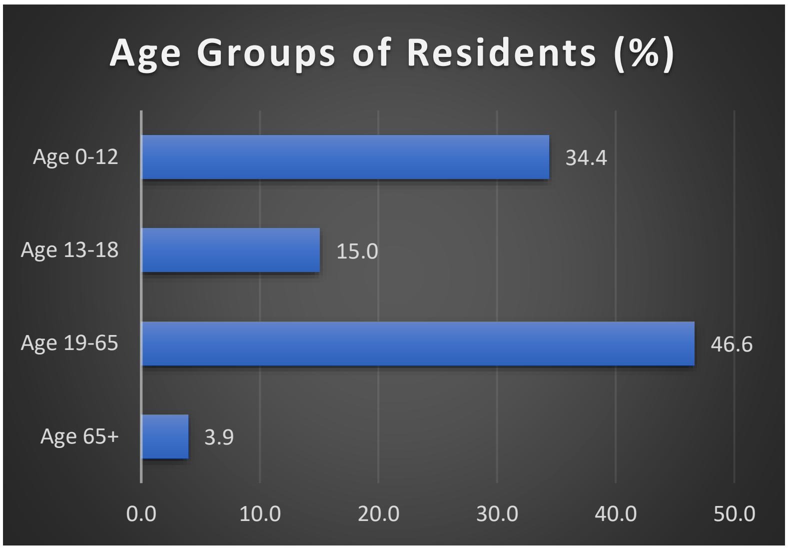
2.3.2 Backyard Dwellings

The Hessequa municipal area consists of different towns with unique demographic-, geographic- and socio-economic realities. Access to basic services is the core function of local government, with access to housing being regulated by the provincial sphere of government. This creates an environment where the local municipality acts as an agent on behalf of the provincial sphere of government, but the realities communities experience in terms of housing shortage, needs to be dealt with by the local sphere of government.

Given the delivery mechanisms for housing provision and the availability of resources as provided and regulated by the provincial sphere of government, it is clear that the backlog is not addressed when considering the municipal wide need. This challenge creates specific results in communities, of which “Backyard Dwellers” is the most prevalent phenomenon in Hessequa Municipality. Other municipal areas might suffer uncontrolled occupation of land and the sprawling of informal structures being erected. In Hessequa the growth in informal settlements are being managed to an extent and does this controlled growth also result in other “coping” mechanisms people use to find a safe shelter for themselves and their families. In the case of Hessequa, the largest “coping” mechanism communities revert to in the shortage of housing delivery, is the construction of “Backyard Dwellings”.

Unlike regulated informal settlements, which can be monitored in terms growth, the growth in numbers and profile of backyard dwellings are not monitored. This creates a challenge to decision makers as no information exist on the volume, profile or sustainability of this “coping mechanism” residents are using to fulfil their immediate housing need. The Hessequa Council provided the mandate for the development and implementation of a Backyard Dweller Survey to the Community Services Directorate. The development of the survey methodology and implementation was co-ordinated by the Strategic Services Department in the Office of the Municipal Manager, with funding from the mandated directorate.

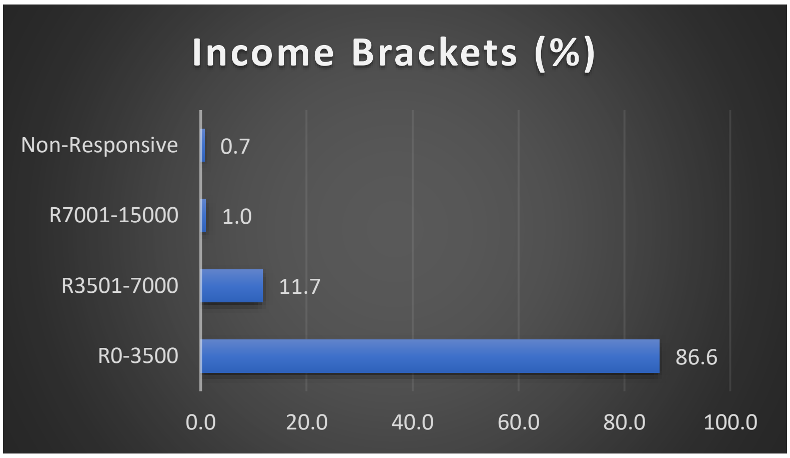
Age Groups of Residents in Backyard Dwelling Units



The age profile of residents where divided into 4 age groups. This was done consider the effect of living conditions on small and primary schoolchildren to the age of 12. The second age group being high school age until the age of 18. The age group of 19-65 where put together. Senior citizens of 65 and older where considered during the survey as indicated by the Age Groups graph.

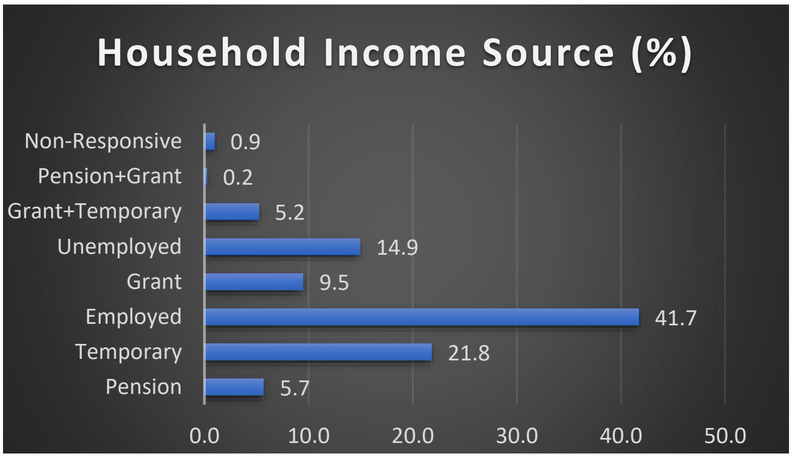
The survey results indicate that almost half of the backyard dwelling residents are of the working age group with more than a third of the residents are made up of young children. The Senior Citizens and High School age groups contribute about a fifth. **It is clear that the survey shows the majority of people living in backyard dwellings are families of working age with younger children**.

Household Income Profile



The structure of the responses to the question of Household Income focuses on income brackets, which relates to housing subsidy categories. The responses received indicated that 86.7% of responding households have an income, which falls within the low cost housing bracket.

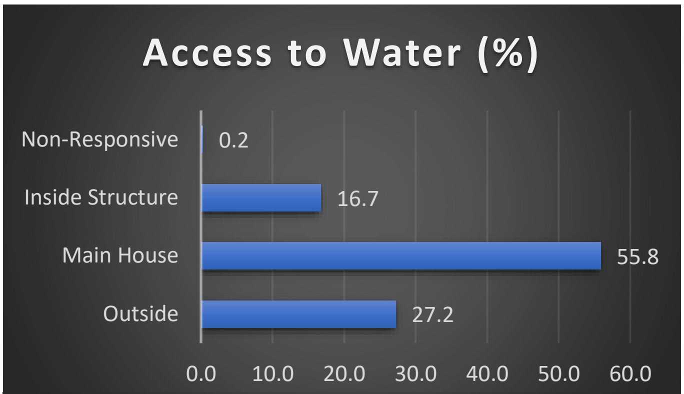
However, of the 86.6% households responding to having an income of R0- R3500, **only 52.9% confirmed that they have completed a housing subsidy application.**



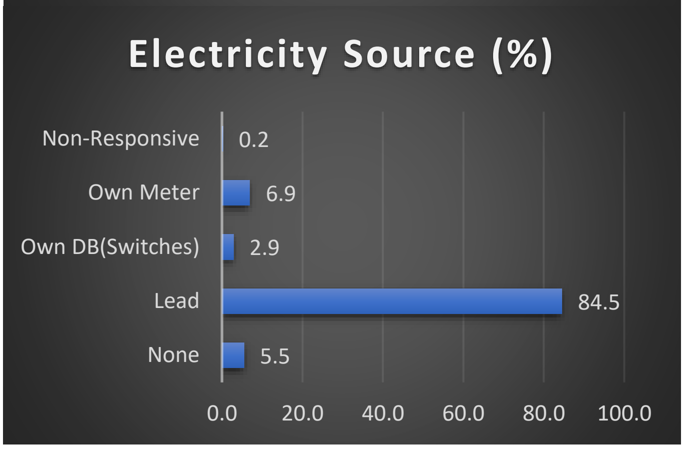
In terms of Income Source, 14.9% responded as being unemployed with no form of income. The employment responses for **Employed and Temporary Employed totalled 63.5% of all responses**. This confirms the figures relating to the majority of backyard dwelling residents being of working age.

Access to Services

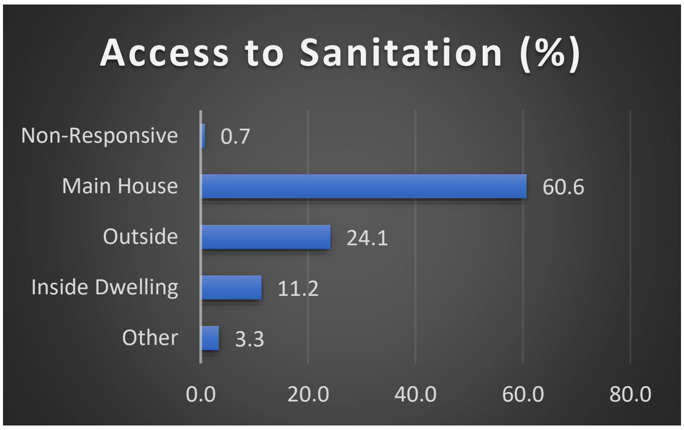
With Basic Service Delivery being the fundamental function of any municipality; it was critical to survey the levels of basic services available to these households, found within the urban edge of towns.



Access to Water: The majority of responses indicated that they either received access to water from the Main House (55.8%) or from a tap outside the backyard dwelling (27.2%). It is understandable that only 16.7% of the dwellings managed to bring the water source to the inside of the dwelling as the size of the structures are in general very small with limited space.



Access to Electricity: The vast majority of responses indicated the source of electricity in the backyard dwelling to be provided in the form of a "Lead" (84.5%). Other responses indicated that 6.9% have "Own Meters" in the dwelling units, 2.9% indicated that a basic "Own DB" exists. 5.5% Indicated that no electricity is available in the dwelling. The safety risks involved with the informal provision of an electrical supply to informal structures is a major point to be considered.



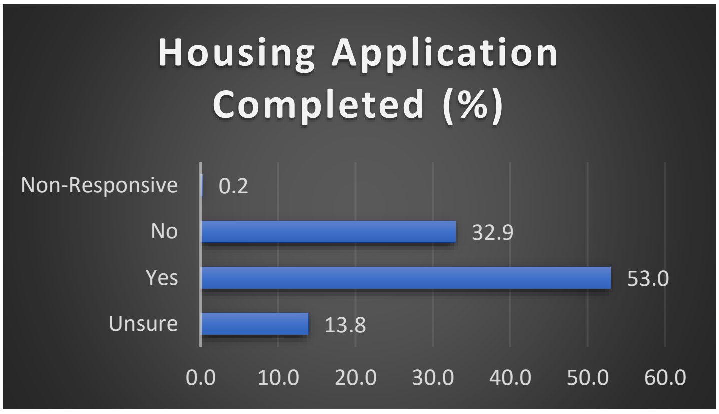
Sanitation Services: The responses to access to Sanitation (Toilet Facilities), indicates that backyard dwellings rely heavily on access to the "Main House" (60.6%) for sanitation services. 24.1% Are making use of facilities "Outside". In general the "Inside Dwelling" (11.2%) and "Other" (3.3%) relates to making use of an intermediate solution before the waste is disposed of.

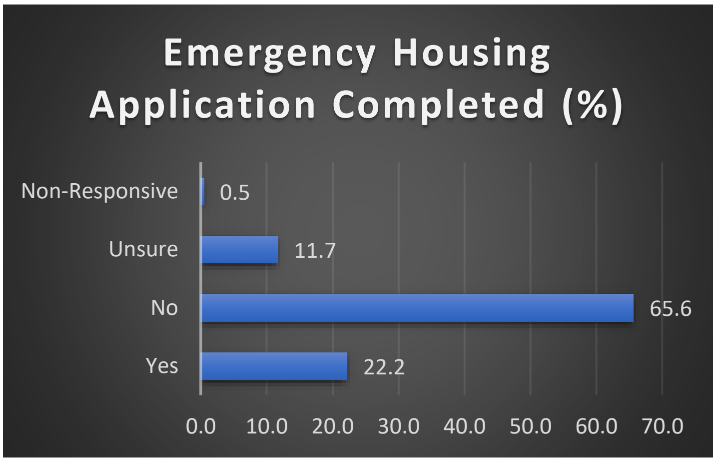
It was found that backyard dwellers are heavily dependent on the "good-will" of the "Main House" residents to continually have access to basic services. Residents of backyard dwellings are challenged by being denied access to services because of two separate households needing to co-exist and function within a shared space with limited resources.

Access to Housing Opportunities

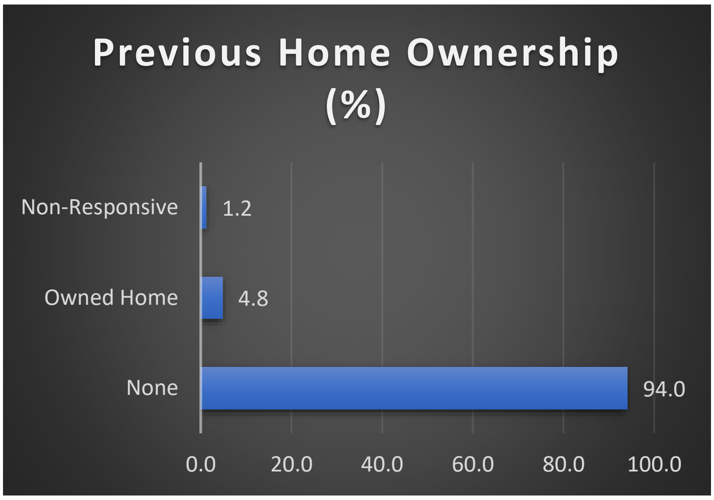
As municipalities are the implementing agents of the provincial policy on housing, it was important to understand the "penetration" of the housing provision "policy" and the effect it has on residents of backyard dwellings.

From the responses, it was found that **only 53% of respondents have completed housing applications.** Of the 53% of respondents who confirmed that they have completed a housing application, **only 29.3% indicated that they have completed and emergency housing application as well**.





In terms of Emergency Housing Applications, 65.6% indicated that they have not completed an Emergency Housing Application. 22.2% Of all responses indicated that applications for Emergency Housing have been completed. **It is important to note that the Emergency Housing process is not making an impact on more than 75% of backyard dwelling residents.**



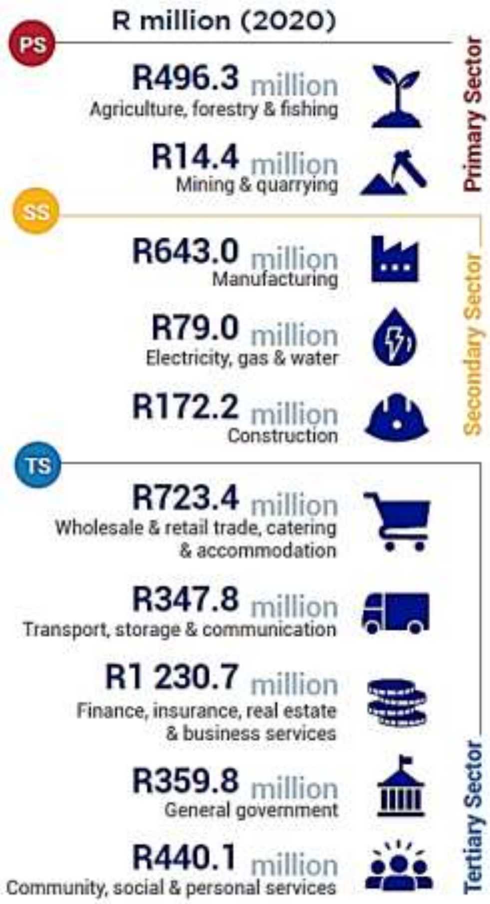
The survey considered the possibility that residents in backyard dwellings could previously been assisted with housing subsidies. 4.8% Of responses indicated that they have owned a home prior to moving into a backyard dwelling.

When the separate responses are cross-tabulated and compared, it is found that 37.5% indicated only a completed a housing application. 6.7% indicated only an emergency housing application and 29.3% indicating both. **The combined figure of 40.3% of backyard dwelling households indicating that no form of housing application have been completed, should seriously be considered as it is an indicator of only +/-60% penetration rate of all municipal housing delivery mechanisms.**

It is proposed that a follow-up survey is done to provide an understanding of how the profile has changed since the last survey has been done. It is proposed that the same sound methodology is applied to ensure compatibility between the datasets.

2.4 Socio-Economic Levels of Development

In 2020, the economy of Hessequa was valued at R4.506 billion (current prices) and employed 22 666 people. Historical trends between 2016 and 2020 indicate that the municipal area's economy contracted at -0.4 per cent. The 2020 recession made a substantial dent in the average growth rate over the period, but load shedding and the drought within the province also played a major role in prior years.



Estimates for 2021 however indicate a marked recovery in growth (4.9 per cent) from the effects of the COVID-19 related restrictions to economic activity in 2020. It was largely driven by growth in Manufacturing (8.7 per cent), Community, social & personal services (7.4 per cent) and Wholesale & Retail Trade, Catering & Accommodation (6.9 per cent). The Mining and Quarrying (- 15.1 per cent), Construction (-6.2 per cent) and General Government (-1.5 per cent) were the sectors that experienced further economic decline after the easing of restrictions. Despite the economic recovery experienced in 2021, the economy continued to shed jobs, with an estimated 1 108 net jobs lost. This was largely driven by job losses in the Wholesale & Retail Trade Catering & Accommodation (417 jobs), Construction (163 jobs) and Agriculture, Forestry & Fishing (148 jobs), reflecting that employment creation is lagging the improved GDP as the remaining sectors, according to the estimate also shed jobs during 2021.

GDPR PERFORMANCE PER SECTOR, Hessequa

SECTOR	Trend		Annual real GDPR growth		
	2011 – 2020	2016 – 2020	2019	2020	2021e
Primary Sector (PS)	**1.5%**	**0.1%**	**-10.5%**	**11.3%**	**6.5%**
Agriculture, forestry & fishing	1.5%	0.1%	-10.6%	11.4%	6.9%
Mining & quarrying	0.6%	0.2%	-2.7%	6.1%	-15.1%
Secondary Sector (SS)	**-0.6%**	**-2.9%**	**-1.7%**	**-13.6%**	**4.8%**
Manufacturing	1.9%	0.0%	1.1%	-10.5%	8.7%
Electricity, gas & water	-4.8%	-6.0%	-5.8%	-11.1%	-0.6%
Construction	-4.9%	-9.2%	-8.1%	-23.2%	-6.2%
Tertiary Sector (TS)	**1.7%**	**0.3%**	**1.3%**	**-5.4%**	**4.6%**
Wholesale & retail trade, catering & accommodation	0.3%	-2.2%	0.1%	-13.6%	6.9%
Transport, storage & communication	1.1%	-2.0%	-0.5%	-16.8%	4.6%
Finance, insurance, real estate & business services	3.0%	2.8%	2.9%	1.2%	4.2%
General government	1.2%	0.3%	0.5%	-0.6%	-1.5%
Community, social & personal services	1.4%	0.3%	1.4%	-2.1%	7.4%
Total Hessequa	**1.1%**	**-0.4%**	**-0.7%**	**-5.4%**	**4.9%**

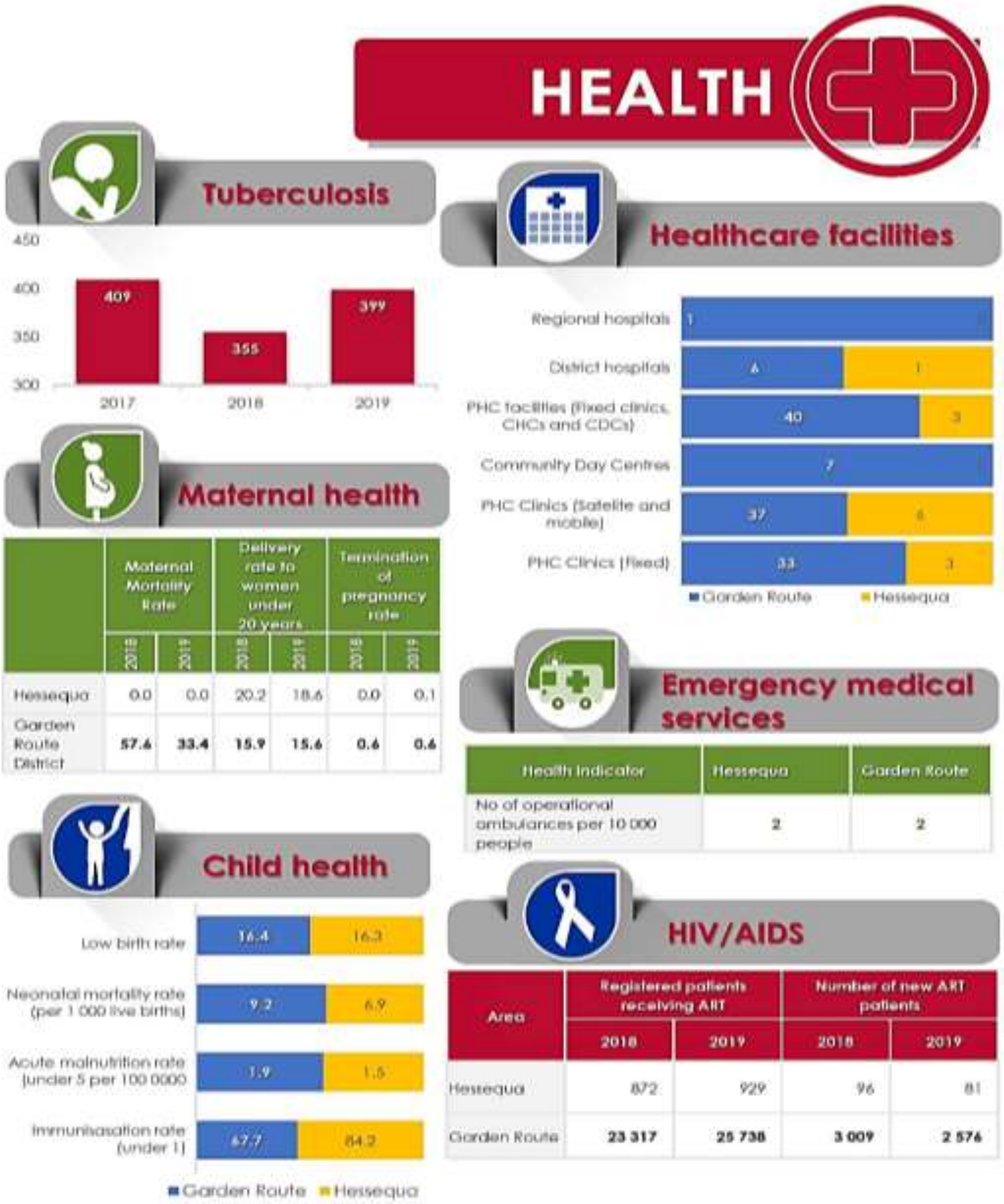
Source: Quantec Research, 2022 (e denotes estimate)

Unemployment rate		Labour force participation rate		Labour absorption rate (employment-to-population ratio)		Not economically active proportion of working-age population	
2020	2021e ↑	2020	2021e ↓	2020	2021e ↓	2020	2021e ↑
8.2%	10.6%	73.3%	67.3%	61.8%	59.1%	27.0%	32.9%

Source: Quantec Research, 2022 (e denotes estimate)

The Hessequa municipal area's economy experienced an average annual increase of 1.1 per cent between 2011 and 2020. However, the economy contracted between 2016 and 2020, at an annual rate of 0.4 per cent. The primary and tertiary sectors experienced marginal annual growth between 2016 and 2020, at 0.1 per cent and 0.3 per cent respectively. This was mostly due to the strong performance of the agriculture sector in 2020 as a result of improved weather conditions and higher commodity prices for wheat, barley and canola, which are the main commodities in the municipal area.[1] The poor performance of the trade sector (a 2.2 per cent contraction) lowered the overall performance of the tertiary sector between 2016 and 2020. The gin production near Still Bay and heritage attractions in the region such as the Blombos Cave attract tourists to the area. The travel and alcohol sale restrictions in 2020 impacted the tourism sector significantly, as the trade sector contracted by 13.6 per cent in 2022.

The secondary sector contracted by 2.9 per cent annually between 2016 and 2020, mostly as a result of the poor performance of the construction sector, especially in 2020 (a 23.2 per cent contraction). The contraction recorded in 2020 is largely a result of projects delayed by the COVID-19 pandemic.[2] The manufacturing and community services sectors are estimated to have increased the most in 2021, with growth of 8.7 per cent and 7.4 per cent respectively. The finance sector is estimated to have increased by 4.2 per cent, which will help the overall municipal area's economy, as this is the largest sector. The overall economy of the municipal area is estimated to have increased by 4.9 per cent in 2021.



Healthcare Facilities

According to the 2019 Inequality Trend report by Statistics South Africa, 75.1 per cent of households in South Africa usually use public healthcare facilities when a household member gets ill compared to 24.9 per cent who use some private healthcare facilities in 2017.This is associated with the low proportion of households with access to Medical Aid which is low at 16.9 per cent for South Africa and 25 per cent for the Western Cape in 2017. In terms of healthcare facilities, Hessequa had 3 primary healthcare clinics (PHC) in 2019, which comprises of 3 fixed clinics. In addition, there is one district hospital in the municipal area.

Emergency Medical Services

Provision of more operational ambulances can provide greater coverage of emergency medical services. Hessequa had 2 ambulances per 10 000 inhabitants in 2019 which is on par with the district average of 2 ambulances per 10 000 people. It is worth noting that this number only refers to Provincial ambulances and excludes all private service providers.

HIV/AIDS/TB

Hessequa's total registered patients receiving ARTs increased by 57 patients between 2018 and 2019). A total of 25 738 registered patients received antiretroviral treatment in the GRD in 2019. Hessequa at 929 patients, represent 3.6 per cent of the patients receiving ART in the Garden Route District. The number of new antiretroviral patients declined with 15 patients between 2018 and 2019.

Hessequa experienced a decline in tuberculosis (TB) cases between 2017 and 2019. 399 TB patients were registered in 2019 compared to 409 in 2017.

Child Health

Immunisation rates in the Hessequa area is relatively high at 84.2 per cent in 2019 having increased from 78.7 per cent in 2018. The number of malnourished children under five years (per 100 000) in Hessequa in 2019 was 1.5, a slight deterioration from 2018. Neonatal mortality rate (NMR) (per 1 000 live births) in the Hessequa area increased from 3.1 in 2018 to 6.9 in 2019. The low birth weight indicator was recorded at 16.3 a slight increase from 14.1 recorded in 2018.

Maternal Health

The maternal mortality rate in the Hessequa is 0.0 while 33.4 in the Garden Route district in 2019.

The delivery rate to women under 20 years in Hessequa came down from 20.2 in 2018 to 18.6 in 2019.

The termination of pregnancy rate increased slightly from 0.0 in 2018 to 0.1 in 2019 in Hessequa

Crime

MURDER		2017/18	2018/19	2019/20
Actual Number	Hessequa	12	9	8
	Garden Route District	183	215	205
Per 100 000	Hessequa	23	17	14
	Garden Route District	30	35	33

SEXUAL OFFENCES		2017/18	2018/19	2019/20
Actual Number	Hessequa	55	51	53
	Garden Route District	1 046	1 059	975
Per 100 000	Hessequa	105	98	102
	Garden Route District	171	172	157

DRUG-RELATED OFFENCES		2017/18	2018/19	2019/20
Actual Number	Hessequa	1 404	847	509
	Garden Route District	10 814	7 330	5 814
Per 100 000	Hessequa	2 691	1 625	977
	Garden Route District	1 771	1 190	936

DRIVING UNDER THE INFLUENCE		2017/18	2018/19	2019/20
Actual Number	Hessequa	114	114	109
	Garden Route District	1 741	1 747	1 940
Per 100 000	Hessequa	218	218	209
	Garden Route District	285	284	312
ROAD USER FATALITIES	Hessequa	28	15	13
	Garden Route District	137	128	131

RESIDENTIAL BURGLARIES		2017/18	2018/19	2019/20
Actual Number	Hessequa	325	359	300
	Garden Route District	5 211	5 171	4 856
Per 100 000	Hessequa	622	688	575
	Garden Route District	853	839	782

Murder

Within the Hessequa area, the actual number of murders declined from 9 in 2019/19 to 8 in 2019/20. The murder rate (per 100 000 people) declined from 17 in 2018/19 to 14 in 2019/20. The murder rate for the GRD declined from 35 in 2018/19 to 33 in 2019/20. The murder rate in Hessequa is amongst the lowest in the GRD.

Sexual Offences

The sexual offences rate in the Hessequa area was 102 in 2019/20 compared to 157 in the GRD. The incidence of sexual offences (per 100 000 population) is the lowest in Hessequa (102) compared to other local municipalities in GRD.

Drug-related Offences

The drug-related crime rate within the Hessequa area declined from 1 625 cases in 2018/19 to 977 in 2019/20. The GRD's drug-related offences rate also decreased from 1 190 in 2018/19 to 936 in 2019/20. When considering the rate per 100 000 people, with 977 crimes per 100 000 people in 2020, the Hessequa area is higher than that of the District (936).

Driving under the influence (DUI)

The actual number of cases of driving under the influence of alcohol or drugs in the Hessequa area shows an decline of 5, from 114 in 2019 to 109 in 2020. This translates into a rate of 209 per 100 000 people in 2019/20, which is below the District's 312. Fatal crashes in the municipal area increased from 10 in 2018/19 to 11 in 2019/20. The number of road-user fatalities in turn also decreased from 15 to 13 across this period.

Residential Burglaries

The 2019/20 crime statistics released by SAPS and Stats SA indicate that the number of residential burglaries fell by 6.7 per cent in South Africa. Within the Western Cape Province, burglaries at residential areas decrease by 8.5 per cent between 2019 and 2020. This trend continues with actual residential burglary cases within the Hessequa area declining by 59 from 359 in 2019 to 300 in 2020.

When considering the rate per 100 000 populations, with 575 cases per 100 000 in 2020, Hessequa's rate is below the district rate of 782 per 100 000 in the same reporting year.

2.5 Environmental Status Quo

Biodiversity Introduction

The diversity of life in the Hessequa area, measurable as the variety between species, within species and the variety of ecosystems. Hessequa has a substantial share of biodiversity within its borders, owing to its variety of landscapes between the scenic coastline, across the Langeberg to the Little Karoo. Our biological heritage is important in many ways; providing us with ecosystem services like clean water, contributing to the economy through industries like fishing and tourism, providing food, medicines and building materials as well as improving human health and well- being. The value of biological diversity has several components. Many species have a direct value through the products that can be harvested like medicines where active ingredients are extracted from plants and animals. The pollination of agricultural crops by insects is an example of indirect value. There is also an ethical value to the diversity of life, appreciating the beauty of different animals and plants. Biodiversity is under threat through the most powerful human influence, habitat destruction and ill-conceived development. To counteract this extinction, conservation action is needed that is effective in maintaining the ecosystem services like fishing, grazing, clean water and air provided by high levels of biodiversity. Biodiversity encompasses more than just species richness. As many types of communities and ecosystems must also be protected. By conserving suitable habitat the survival chances of the species and populations contained therein, are also improved. In order to protect biodiversity effectively, conservation of a representative sample of all biodiversity and the ecological and evolutionary processes that allow this biodiversity to persist over time, is needed.

A systematic approach to conservation planning involves setting quantitative conservation targets, such as the number of hectares of river corridor that need to be set aside to remain undeveloped. The quantitative conservation targets show how much is needed to conserve in order to achieve the goal of living landscapes.

The overall aim of the Biodiversity Sector Plan is to avoid the loss of natural habitat in Critical Biodiversity Areas (CBA) and prevent the degradation of Ecological Support Areas (ESA), while encouraging sustainable development in Other Natural Areas (ONA). The broad objective is to ensure appropriate land-use for the best possible sustainable benefits of society, and to promote integrated use and management of natural resources. The importance of Critically Endangered Ecosystems occurring in the municipal area give cause for the identification of Protected Areas (PA).

Drivers

Important driving forces putting pressures on the biodiversity resources of Hessequa include the population growth, demand for economic growth and housing, unsustainable extraction of natural resources, poor land use practices, veld fire regimes, poor waste and pollution management, climate change and the lack of understanding of the importance of conserving biodiversity. Unsustainable extraction of natural resources is the result of poverty or greed. Poor land use practices promote soil erosion and infestation by invasive alien vegetation.

As a result of the population growth and immigration during vacation periods, the basic needs for food, freshwater and fuel are making unprecedented demands on the local ecosystems. Beyond the necessities of survival there is increasing demand of society for more material goods and services.

Ignorance of the importance of conserving biodiversity through lack of understanding is a contributing factor. Subjects dealing with the conservation of our biological heritage are only recently included in the school curriculum. The demand for environmental education by appropriately qualified teachers exceeds the supply, especially out-of-town places where it is most needed.

State of the Environment

The approach of using land classes as stand-ins for biodiversity is accepted as realistic. A total of 27 land classes covering in excess of 573,000 ha have been identified in Hessequa. The classification of how intact and to what degree they are functioning their optimal standard, is based on four categories namely, Least Threatened, Vulnerable, Endangered and Critically Endangered.

Definition of Classifications:

Least threatened: Still largely intact.

Vulnerable: Reasonably intact but nearing the threshold beyond which they will start to lose ecosystem functioning.

Endangered: Have lost significant amounts of their original natural habitat, impairing their functioning.

Critically endangered: Have little of the original habitat left and not only their functioning has been severely impaired, but species are being lost.

However, land classes according to the SANBI classification of CBA's, can be identified in terms of the following three classes: Protected Areas, Critical Biodiversity Areas, Other Natural Areas, and No Natural Remaining Areas. This classification gives an indication of the suitability of an area for future development.

The ecosystem status measures the amount of habitat lost in ecosystems (measured as land classes) relative to the conservation targets for those ecosystems. In Hessequa 22% of land classes are Endangered or Critically endangered with a further 11% Vulnerable to lose their ecosystem function. In terms of the area occupied by the land classes in Hessequa, the Endangered and Critically endangered account for 19% and 27% respectively.

The western and central coastal lands, the Langeberg Mountains and the areas north of it are still largely intact, whereas the western midland areas are under greater threat to lose their ecological integrity. The Critically Endangered parts of Hessequa are all lying in the west, representing Renosterveld and Cape Lowland Alluvial Vegetation in river valleys. They are critically endangered because of conversion to agriculture owing to high soil fertility. Only 19% and 22% of the original extent of Eastern Ruens Shale Renosterveld and Ruens Silcrete Renosterveld, respectively, are remaining today. Cape Lowlands Alluvial Vegetation has been reduced and cannot sustain further loss of habitat. In practical terms this means that all land lying fallow for more than 10 years should receive environmental authorization for ploughing as required by the NEMA Amendment Bill of 2008.

Formally conserved areas in Hessequa are very important for biodiversity conservation, but not all types of conservation areas are equally valuable, like private game farms that are not part of a conservancy.

- Formally conserved areas of type 1 and 2 include the following:
- Conservancies: 32 319 ha
- Local Authority nature Reserves: 678 ha
- Private Nature Reserves: 6 159 ha
- Mountain Catchment Areas: 29 801 ha
- Provincial Nature Reserves: 17 680 ha
- Sum of all formally conserved areas: 86 637 ha / Hessequa area: 573 000 ha

With a total area of 15% under formal type 1 and 2 protection, Hessequa exceeds the national average considerably. However, this impressive total was only attained largely through the goodwill of private landowners along the coast and along the lower Breede River.

Biodiversity corridors, of which there are five, are identified by regional conservation planners. These are a system of natural pathways for plants and animals meant to safeguard their future survival by means of the exchange of genetic information between species members and to promote natural evolutionary processes. These corridors are therefore instrumental in preventing further loss of biodiversity and must be open for uninterrupted movement of wild animals. Similarly, plant propagation rely on the presence of free-flowing water along drainage lines, on insect pollination, attachment to animals or being swallowed by birds to be transported. The coastal and the east-west corridors are supported by declared conservation areas. However, the Gouritz, the inland koppies and the Succulent Karoo corridors remain unsupported.

By comparing the level of ecosystem functioning with the protection level enjoyed by each of the land classes in Hessequa, the performance of the protected area network in terms of representing terrestrial biodiversity can be assessed. As can be expected, the highest urgency of conservation action is assigned to Critically Endangered and poorly protected land classes. While Least Threatened and well protected land classes score further down the urgency list.

Desired Management Objectives refers to both biodiversity pattern

and ecological process. In formal Protected Areas and Critical Biodiversity Areas, it is important to maintain both biodiversity pattern and ecological processes, while in Ecological Support Areas the emphasis is on safeguarding ecological processes.

Land cover categories for Hessequa include Natural, Near-natural, Degraded, Production and Transformed. Natural refers to pristine natural vegetation and aquatic features. Near-natural includes those areas where some degree of degradation is evident but where restoration and rehabilitation should be considered. Degraded lands are those areas which are severely impacted, usually due to dense invasive alien plants and which can be rehabilitated, but at great financial cost and over an extensive period. Production areas are agricultural lands which are currently under production. Transformed refers to land which has undergone irreversible development, and includes the urban built-up environment and infrastructure such as dams and mining areas.

The relative areas covered by these categories in Hessequa are: Natural: 28,34%, Near-Natural: 27,14%, Degraded: 9,37%, Production: 34,40% and Transformed: 0.75 %.

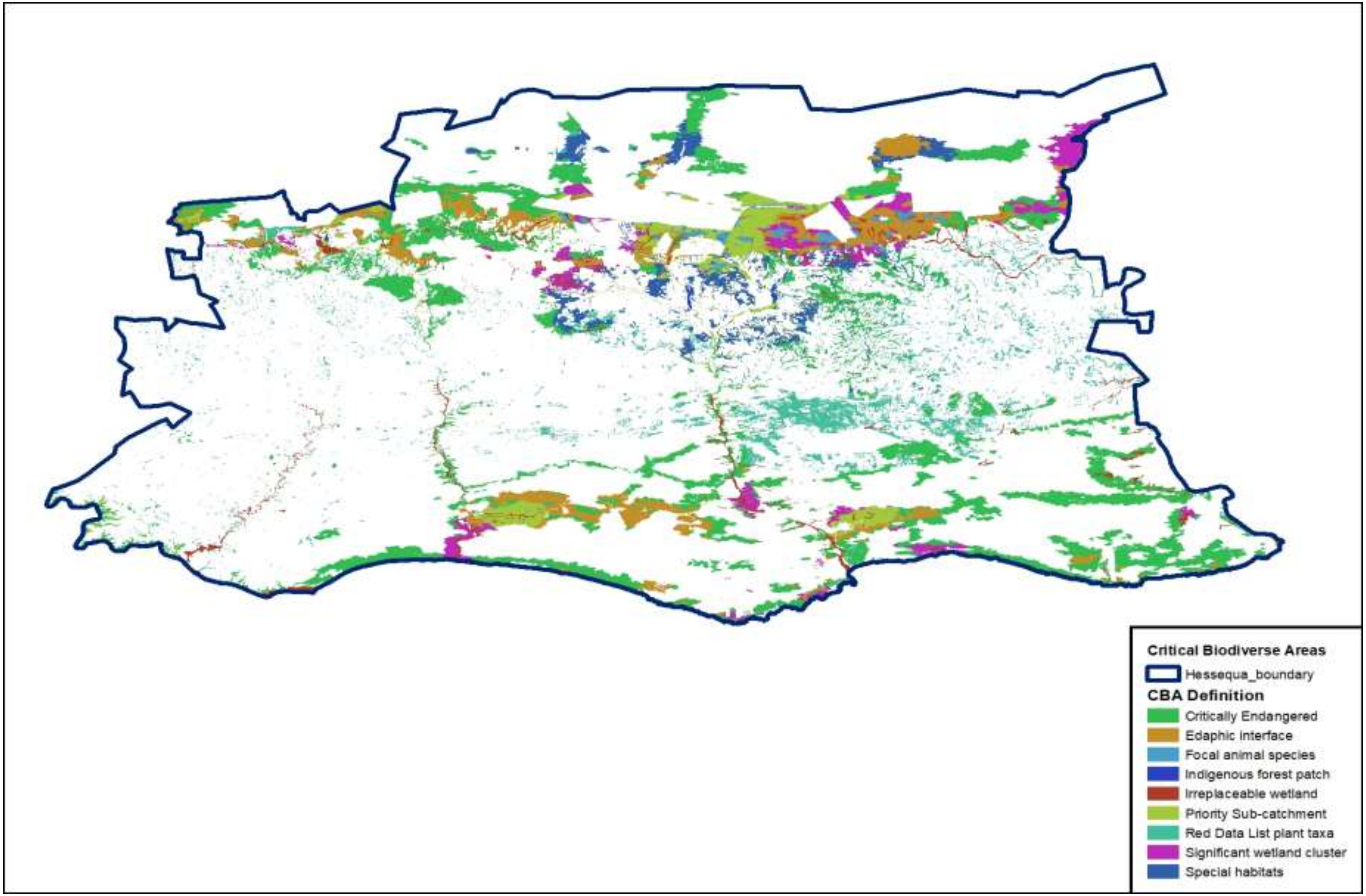
Natural plus Near-Natural covers more than half of the area in Hessequa. Production raises this cover to 90%. Degraded plus Transformed areas only covers some 10% of the Hessequa Area.

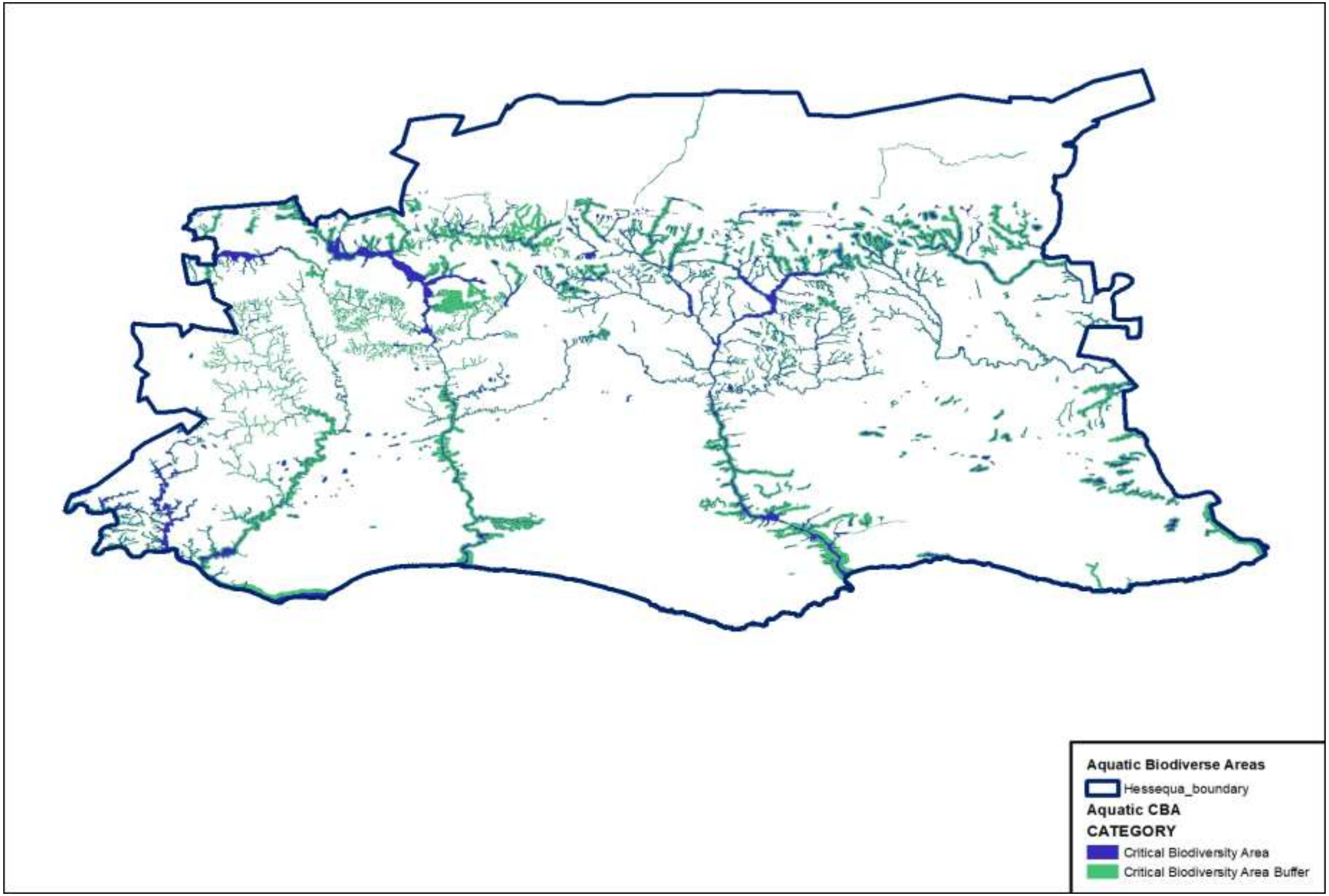
In respect of Fynbos vegetation, three different variations of Sandplain Fynbos occur in the coastal Plain area in Hessequa, namely Albertinia, Buffelskop and Canca Thicket-Sandplain Fynbos. This habitat type supports key commercial industries, such as the thatching, fynbos flower and fynbos honey industries in the area.

The Municipality has a range of nature reserves with an assortment of critically endangered biomes and the municipality is at present registering these under the Stewardship Programme as rolled out by Cape Nature.

- Hessequa Municipality Local Nature Reserves
- Riversdale 1. Aloe Ridge, and 2. Werner Frehse Nature Reserves
- Still Bay 1. Pauline Bohnen, and 2. Skulpiesbaai Nature Reserves
- Gouritsmond Nature Reserve
- Heidelberg Nature Garden
- Witsand Nature Reserve

Besides Private and Municipal Nature Reserves, some Provincial Nature Reserves also occur on the Langeberg mountains. The following pages contains maps that illustrate various aspects of the environment and the status of biodiversity in Hessequa.


Critical Biodiverse Areas
Hessequa_boundary
CBA Definition
Critically Endangered
Edaphic interface
Focal animal species
Indigenous forest patch
Irreplaceable wetland
Priority Sub-catchment
Red Data List plant taxa
Significant wetland cluster
Special habitats


Aquatic Biodiverse Areas
Hessequa_boundary
Aquatic CBA
CATEGORY
Critical Biodiversity Area
Critical Biodiversity Area Buffer

2.6 Basic Service Delivery Overview

The Annual Report of 2021/2022 reflected the following levels of service delivery in Hessequa.

Table 4 - Household Service Levels

Household	Total	Water	Electricity	Sanitation	Refuse Removal	% of Households
Indigent	4904	4771	4904	4782	4824	98%
Formal	11318	9009	9370	9505	10290	84%
Informal	588	588	546	582	581	98%
					Average	**93.3%**

The figures indicated in this table is annually discussed and reviewed by the Auditor General of South Africa (AGSA) and various oversight bodies within the municipal structure such as the Municipal Public Accounts Committee (MPAC) who is responsible for oversight on the Annual Report on behalf of Council. When these service levels are compared within the district, province and even on national level, Hessequa shows some of the highest service delivery levels. These figures only reflect services to households and the following diagram compares service levels to all customers.

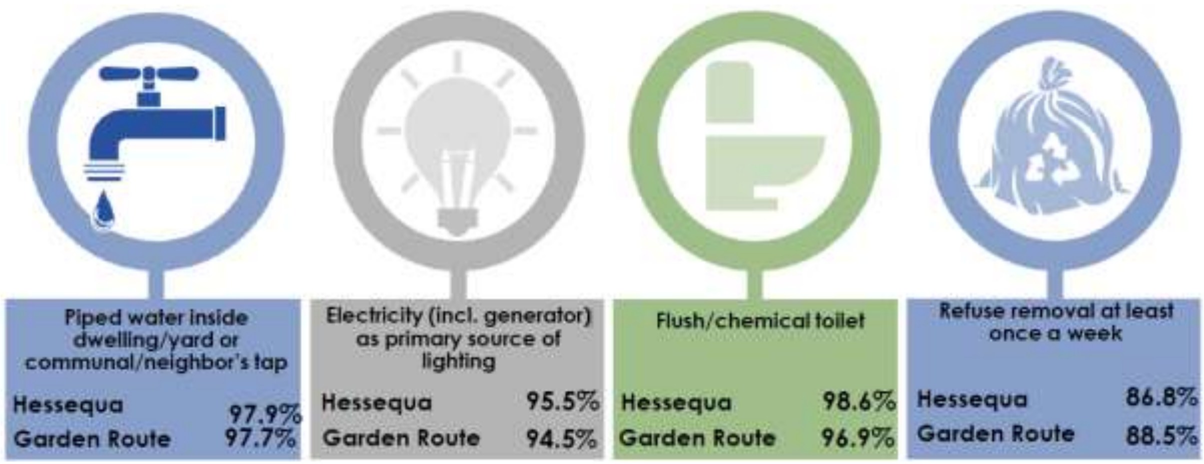


Figure 8 - Basic Service Delivery Levels - Source: Socio-Economic Profile 2022 - DLG

Please note that variances in number of households receiving services are based on connection types and the municipality are not responsible to deliver services in certain areas. Examples of this is Slangrivier that is supplied with electricity by Eskom directly and the rural areas where the municipality provide a partial waste disposal service, but not water and electricity.

2.6.1 All Municipal Services/Functions

Table 5 - Existing Municipal Services / Functions

Municipal Function	Municipal Function Yes / No
Constitution Schedule 4, Part B functions:	
Air pollution	Yes
Building regulations	Yes
Child care facilities	No
Electricity reticulation	Yes
Structural Firefighting services	Yes
Local tourism	Yes
Municipal airports	No
Municipal planning	Yes
Municipal health services	No
Municipal public transport	No
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	Yes
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	Yes
Storm water management systems in built-up areas	Yes
Treatment of Dogs and Cats	Yes
Trading regulations	Yes
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	Yes
Constitution Schedule 5, Part B functions:	
Beaches and amusement facilities	Yes
Billboards and the display of advertisements in public places	Yes
Cemeteries, funeral parlours and crematoria	Yes
Cleansing	Yes
Control of public nuisances	Yes
Control of undertakings that sell liquor to the public	Yes
Facilities for the accommodation, care and burial of animals	Yes
Fencing and fences	Yes
Licensing of dogs	Yes
Licensing and control of undertakings that sell food to the public	No
Local amenities	Yes
Local sport facilities	Yes
Markets	Yes

Municipal Function	Municipal Function Yes / No
Municipal abattoirs	No
Municipal parks and recreation	Yes
Municipal roads	Yes
Noise pollution	Yes
Pounds	Yes
Public places	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes
Street trading	Yes
Street lighting	Yes
Traffic and parking	Yes

2.6.2 Inter-Governmental Service Delivery

2.6.2.1 Garden Route Skills Mecca

The Garden Route Skills Mecca is a concept that emerged from a regional pandemic in June 2017 known as the "Knysna fires". That pandemic resulted in what become known as the Garden Route Rebuild Initiative or GRRI.

The GRRI developed a very detailed strategic plan in December 2017 that included the concept of a Skills Mecca as one of its strategic pillars.

To further the concept of the Garden Route Skills Mecca or the GRSM, two multi stakeholder summits were held in 2018 and 2019 to mobilise the involvement of all residents of the Garden Route around the concept of the Skills Mecca.
Those two Skills Summits resulted in nine key resolutions that today form the framework of the work of the GRSM.
Formalised internal focused and externally focused structures to ensure good governance, leadership, management and administration of the GRSM projects, processes and programmes are fully operational, respectively known as the GRSM Task Team (internal) and the GRSM Forum (external).

The work of these structures emphasize relationship building to create long term partnerships as an integral part of the District Development Model that is called the Joint District & Metro Approach in the Western Cape. This alignment is considered critical to ensure that the GRSM achieves its objective as one of the key enablers to the Garde Route District Growth and Development Strategy.

A holistic approach for the implementation of the GRSM will be realised through an implementation framework that includes:

- A detailed Theory of Change that allows for continuous Monitoring and Evaluation
- A Coaching component to transfer skills and develop capacity among municipal staff. ➢ A formal Funding Strategy to continually develop proposals and source resources.
- A formal Value Propositions to identify Customer Groups and determine their needs.
- An Employer database developed in collaboration Economic Development Units

- A digitally based e-Marketing Strategy that include social media and a dedicated web site.
- A short – medium – long term sustainability approach for the GRSM.

Skills Summit Resolutions:

BUSINESS DEVELOPMENT

Business Incubator / Mentorship Programme. Compilation of database of businesses and retired and professionals who will provide support mentorship to these businesses.

SKILLS DEVELOPMENT

Training & Skills Audit

- Audit to determine skills shortages, levels of skills available and skills needed.
- Identify skills requirements for different sectors for development of new ventures, existing business expansions etc.
- Identification of suitable accredited service providers and programmes for training.
- Forging partnership with local tertiary institutions.

Internship Opportunities

- Develop a database of businesses willing to present learnerships.
- Database of potential learners.
- Database of skills required.
- Database of voluntary retired professionals who can provide services free of charge.
- Design learnership programmes.
- Working group to manage placements and monitor progress.

Trade Centre / COE / Skills Development Training

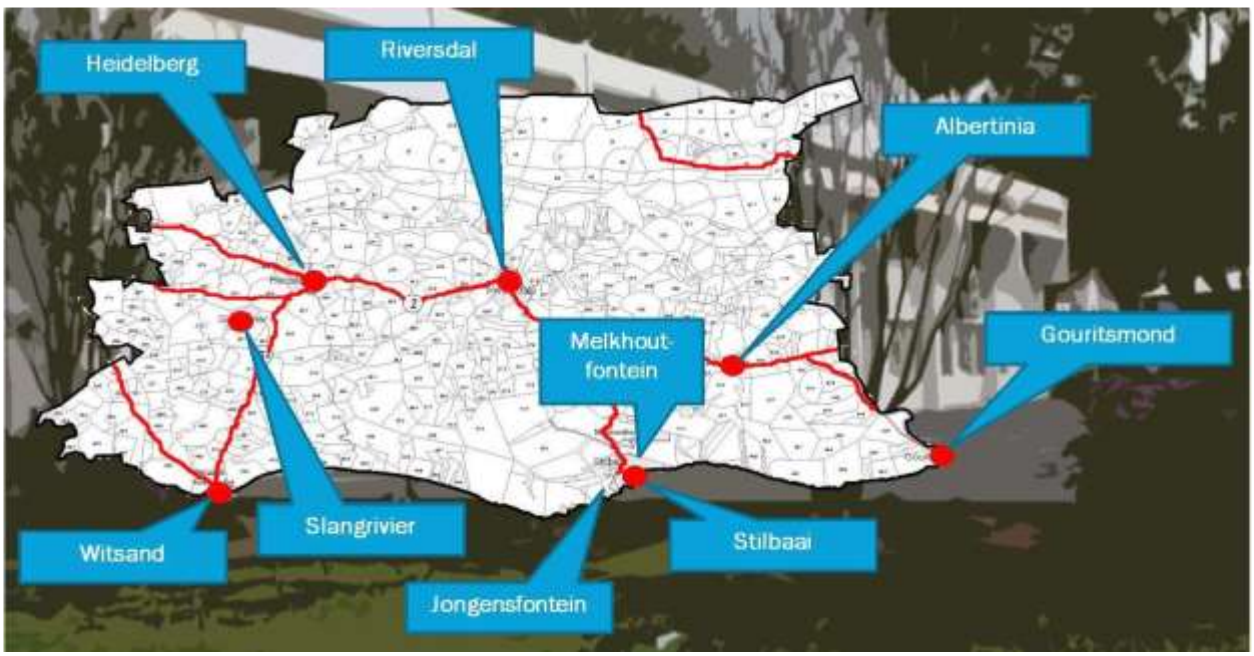
- Promotion of recognition of Prior Learning.
- Skills transfer for young people i.e. needlework, pottery, frail care etc.
- Investigate possible partnership between education department and private sector.
- Learner Licence and driver licence learnership for unemployed youth.
- Skills development and training in tourism sector: To provide training to existing and new staff especially from formerly disadvantaged communities to achieve the highest service standards while expanding local participation and career progression in the sector.

2.7 Energy Resilience Framework

Overall, developing an energy resilience plan for Hessequa Municipality will require a coordinated and collaborative approach involving all stakeholders, including local government, energy providers, businesses, and residents. It is essential to consider both short-term and long-term solutions to ensure a stable and reliable energy supply for the community.

Regional Overview

Hessequa is a municipality that covers an area of +/- 5200km^2 and hosts 10 distinct communities. In the event of a sustained electricity supply outage, Hessequa has to face serious challenges with duplicated bulk services in various towns and furthermore a heavily ICT network dependant communications system that provides not only telecommunications, but also provides the backbone for financial and administrative systems to function across the region. The following map indicates the various towns in the Hessequa region.



Communications Infrastructure

Communications Infrastructure is categorized by the type of communication medium it supports. The following communication mediums are identified as critical to sustain service delivery in Hessequa.

Communication Medium	Infrastructure	Current Sustainability during outages	Desired Sustainability during outages
Telephonic – Telkom	VOIP – Internet & ICT network dependant	None – 2 hours	4 - 6 hours daily
Telephonic – Mobile	Mobile network dependant	Unknown	24 hours daily
E-Mail	Internet & ICT	None - 2 hours	4 – 6 hours daily

Communication Medium	Infrastructure	Current Sustainability during outages	Desired Sustainability during outages
	network dependant		
Internet connectivity	Internet & ICT network dependant	None – 2 hours	4 – 6 hours daily

The ICT network infrastructure is key to most of the operations in Hessequa. A service provider is appointed to provide and manage the inter-connectivity between the different towns, as well as the internet connection to all towns for the Hessequa Municipality. With being dependant on the service provider for providing the sustained service, management of the Service Level Agreement between Hessequa and the Service Provider is of utmost importance. Current contingency planning discussions with the service provider is underway.

Delivery of Basic Services Planning

To present a contingency plan for the sustainable provision of water and sewage services, when prolonged interruptions occur in the supply of electricity. The plan is divided in four management areas:

- Stilbaai, Melkhoutfontein and Jongensfontein
- Riversdal, Garcia and Vermaaklikeid
- Heidelberg, Slangrivier and Witsand
- Albertinia and Gouritsmond

The Stilbaai sewer network consists of 15 sewer pump stations. Two of these pump stations are equipped with backup generators and there is one mobile generator. An extra mobile generator has already been ordered.

The sump volumes of these pump stations are sufficient when the pump stations operate under normal conditions and is not designed to act as emergency storage during a prolonged interruption in the electricity supply.

Permanent generators are therefore the best practical solutions to the problem and the costs are given in the attached plan**.**

Energy Sources

Identify potential energy sources: The next step is to identify potential energy sources that can be used to supplement or replace the existing energy sources. This can include renewable energy sources such as solar, wind, and hydro, as well as alternative energy sources such as biomass and biogas.

Past studies in Hessequa have shown (2010 & 2013) that with, existing technology, towns can individually be completely removed from fossil fuel energy generation. The key factor is the funding mechanism as the municipality do not have the financial ability to invest in such technologies and then generate the required return on investment from current consumers.

Energy Storage

Evaluate energy storage options: Once potential energy sources have been identified, the next step is to evaluate energy storage options. Energy storage is critical to ensure a stable and reliable energy supply. The most common energy storage options include batteries, pumped hydro, and thermal storage.

Demand-Side Management

A demand-side management plan should be developed in addition to identifying energy sources and storage options, it is important to develop a demand-side management plan. This plan will help manage energy demand and reduce energy consumption during peak hours. This can include strategies such as implementing energy-efficient technologies and practices, promoting energy conservation, and implementing time-of-use pricing.

Emergency Response Plan

An emergency response plan is important to developed as an emergency response plan to address potential energy supply disruptions. This plan should include contingencies for power outages, natural disasters, and other emergencies that may affect energy supply.

3 VISION, KEY PERFORMANCE AREAS & OBJECTIVES

As part of a strategic planning process with the Executive Mayoral Committee and Senior Management as key stakeholders, various priorities for development and addressing backlogs where presented and discussed. Master planning, asset registers, risk environments, operational reports and various focused inputs provided a platform for the development of a strategic framework. Various Key Performance Areas(KPA's) were identified which provides the foundation for measuring IDP implementation and the setting of organisational performance targets.

3.1 Background and Introduction

Due to the 2021 Local government elections that took place late in the calendar year, the subsequently newly elected Council could not develop and approve a new and credible IDP which could be implemented from July 2022 in time. As a result, in March 2022 Council adopted their predecessor's IDP with the set goal of developing their new vision and key performance areas during the first review of the IDP. This allowed enough time to consult relevant stakeholders and communities they serve. As indicated in section 2, various opportunities for consultation were provided in the development of the IDP.

The diagram on the right illustrates a very basic strategic framework which provides the platform for municipal planning. It needs to be state that it is by no means a singular and one-dimensional process as all functions within a municipality should be in a continuous cycle of analysis, strategy development, project design, implementation and reporting.

The complex nature of the environment in which municipalities function, makes planning extremely organic and dynamic in nature, which can not be contained in one single strategic planning methodology, but rather a collection of planning processes that includes other processes to provide an integrated plan for development.

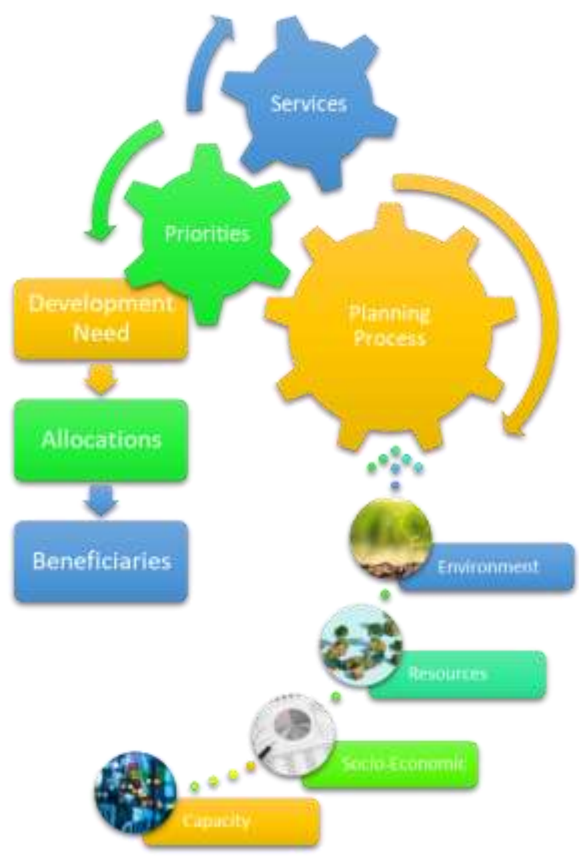


Figure 9 - Strategic Framework Illustration

As the diagram illustrates, are there various external factors that should be considered in any planning process that takes place on an operational, tactical and/or strategic level. The environment (PESTLE) provides opportunities and limitations due to resources, socio-economic realities and current capacity levels and constraints. These need to be considered and fundamentally included in all planning processes. Critical planning processes that are included in the development process of this IDP are:

- Environmental Analysis
- Strategic Risk and Disaster Planning
- Financial Analysis
- Infrastructure Master Planning
- Spatial Development
- Provincial and National Government Investment
- Socio-Economic Analysis
- Organisational Capacity Assessment
- Service Standards Review
- Revenue and Expenditure Planning

These are but a few and would it be impossible to reflect on all the detail within these processes within the IDP document. As part of Council's Development Strategies, executive summaries of the following documents are included to provide a comprehensive overview within the IDP:

- Long Term Financial Plan
- Disaster Management Plan
- Spatial Development Plan
- Capital Expenditure Framework
- Various Operational Strategies
- Governance Overview (Enterprise Risk Management and Performance Management)

3.2 Long Term Vision

The strategic engagements also identified that Council is not in need of a new vision or any major strategies for complete reconstruction of planning or priorities. The vision statement for Council remains the same from the previous Council and is reaffirmed with the adoption of this IDP.

A CARING, SERVING AND GROWING HESSEQUA

In terms of implementing the vision, the following mission statement compliments the vision by confirming specific values that guide the strategic framework of Hessequa.

THE HESSEQUA MUNICIPALITY MISSION IS:

- **A SUSTAINABLE AND TRANSPARENT MUNICIPALITY**
- **FAIRNESS AND EQUALITY, QUALITY SERVICE DELIVERY, PRODUCTIVITY AND USE OF ALTERNATIVE TECHNOLOGY TO UPLIFT ALL COMMUNITIES**
- **ACCESS TO SOCIO-ECONOMIC FREEDOM AS WE ALL LIVE RESPONSIBLY IN HARMONY WITH THE ENVIRONMENT.**
- **CREATING A SAFE AND SECURE ENVIRONMENT FOR OUR COMMUNITIES TO GROW AND DEVELOP**
- **TAKE ACTION NOW TO GIVE GENERATIONS TO COME THE FREEDOM TO ACHIEVE THEIR POTENTIAL, AS FUNDAMENTAL REQUIREMENT FOR SUSTAINABILITY.**

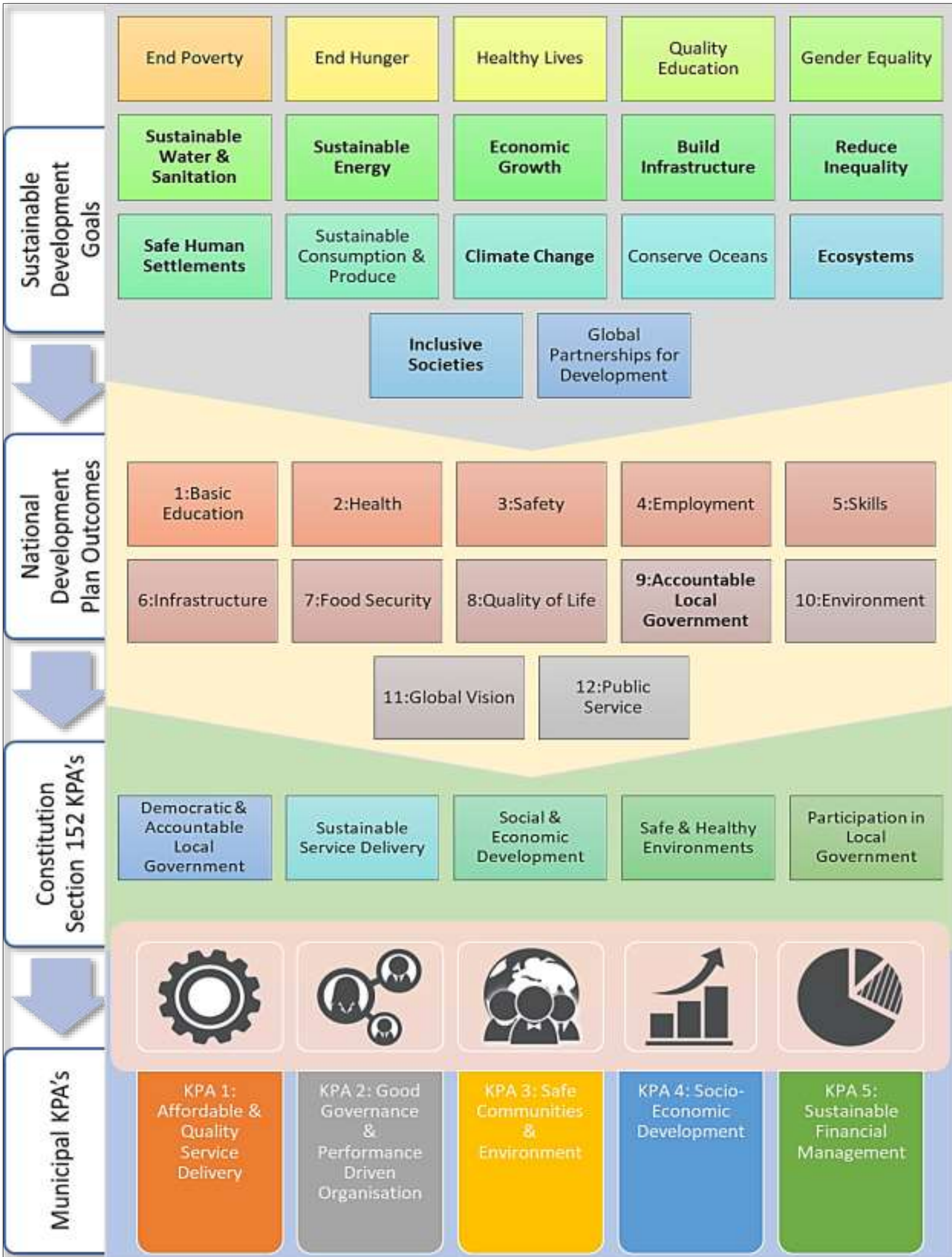


Figure 10 - IDP Alignment Diagram

3.3 Service Levels, Needs and Town Overviews

3.3.1 Introduction and Mechanisms for Participation

As indicated in the introduction of section 1, the municipality consists of the community, political and administrative components. When considering needs of communities, it is done through various mechanisms of public participation. The following table indicates specific opportunities created for communities to participate in the development of the IDP.

Table 6 - Mechanisms for Public Participation

Process	Mechanism	Timeframe
Annual Report Oversight	Written comments	Annually: Feb / Mar
Review of the Spatial Development Framework	Community meetings	September 2022 & March 2023
Inputs to IDP	Community meetings, written comments	October 2022 & April 2023
Written inputs to Budget	Community meetings, written comments	October 2022 & April 2023
Comments on Draft IDP and Budget	Community meetings, written comments	October 2022 & April 2023
Comments on Budget Policies, including tariffs	Community meetings, written comments	October 2022 & April 2023
Monthly Ward Committee Meetings	Ward meetings	Monthly from February – November
Councillor Feedback Meetings	Ward meetings	Quarterly
Consultations with Recognised Community Organisations	Meetings, written comments	Annually / Bi-Annually
Advisory Committees: Social Forum, Economic Forum, etc.	Meetings, written comments	Quarterly

3.3.2 Participatory Processes & Priorities

From the different participatory processes provided to have input to the IDP process, there are three basic mechanisms that were provided. Firstly, the public review process of the SDF. Secondly, community meetings held in all towns for the IDP itself. Thirdly, the public comment procedure to the IDP and Budget processes. The following graph summarises all 637 inputs received.

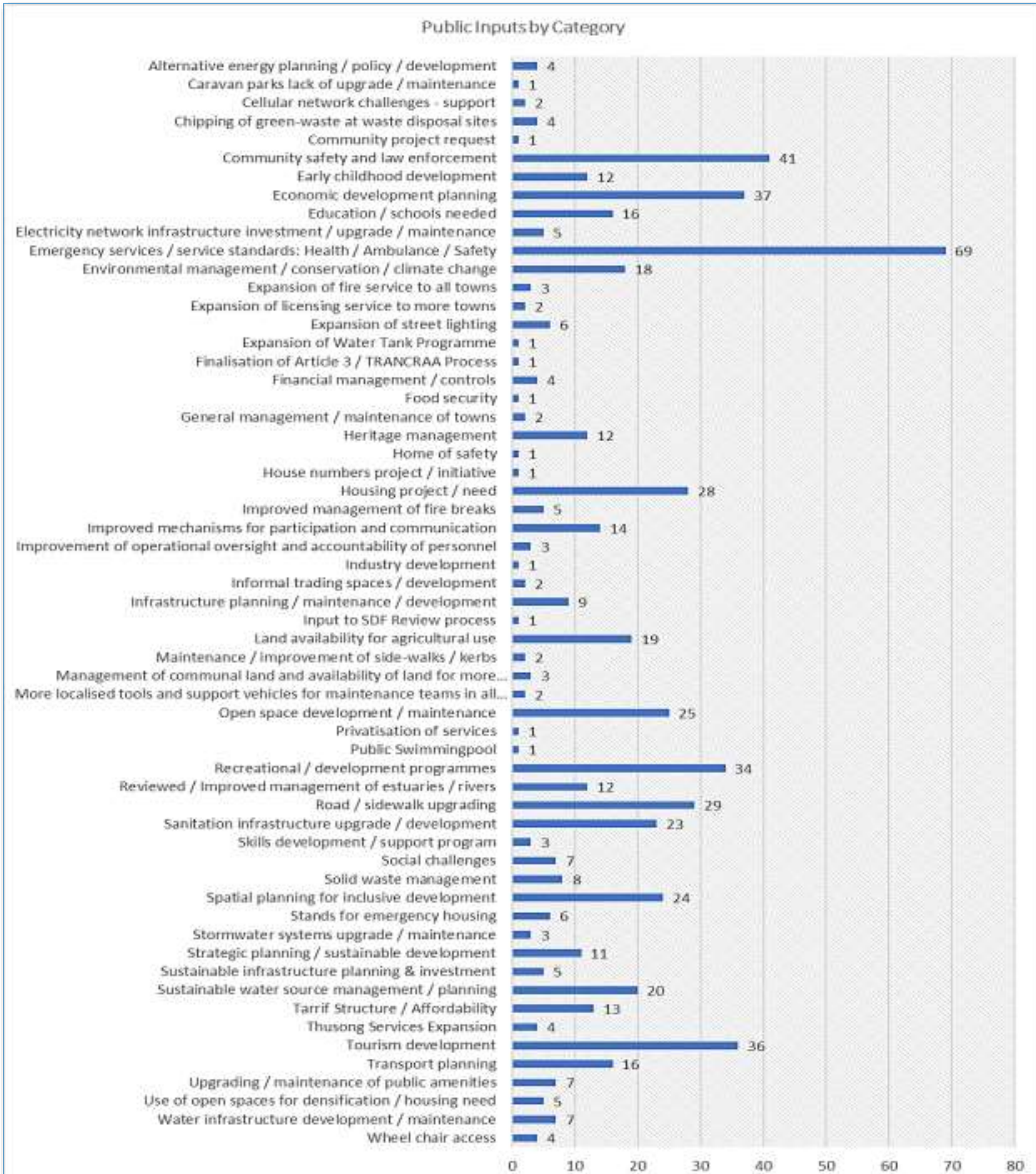


Figure 11 - Summary of all Public Inputs Received

The graph illustration above presents the service delivery and development inputs received from the greater Hessequa. These are then placed per category and the graphs represent the tally of each category.

As the graph above indicates, the top category of inputs received is the need for emergency services. The inputs range from ambulance, clinic staff / operating hours, doctor availability, police presence / response and health services. This is evident in all communities' inputs. The need to address their concerns, from a municipal perspective, should be dealt with through inter-governmental relations as none of the above-mentioned service needs, are municipal services.

Second most prominent community need presented is related to the previous, community safety and law enforcement challenges. The inputs range from complaints of unlawful behaviour of residents during holiday seasons, to policing of municipal by-laws. Council did prioritise community safety as a strategic enabler for growth and development and will resources from municipal revenue be made available for strategic initiatives to respond to the community safety need.

Following these figures in close positions are Economic / Tourism Development, Housing Need and Recreational facilities. The inputs to these categories range from Job Creation, Marketing of Tourist Attractions, Industry Development, SMME Development Programmes, Housing Projects, Access to Recreational Facilities / Development thereof.

When the details of the participatory inputs are considered, it is clear that the communities in Hessequa are vastly different in levels of development. Some communities still need paved / surface roads in from of their houses, while other communities ask for the development of sport or recreational facilities.

It is important to note that the number of inputs for a given category should not be interpreted as the only inputs that will be addressed. As indicated in previous sections, there are other sources of inputs that many times carry more weight or priority when resources are being prioritised. The need to address service delivery issues in one town may be far more critical than a collective priority in the greater Hessequa. Critical issues that should be addressed are:

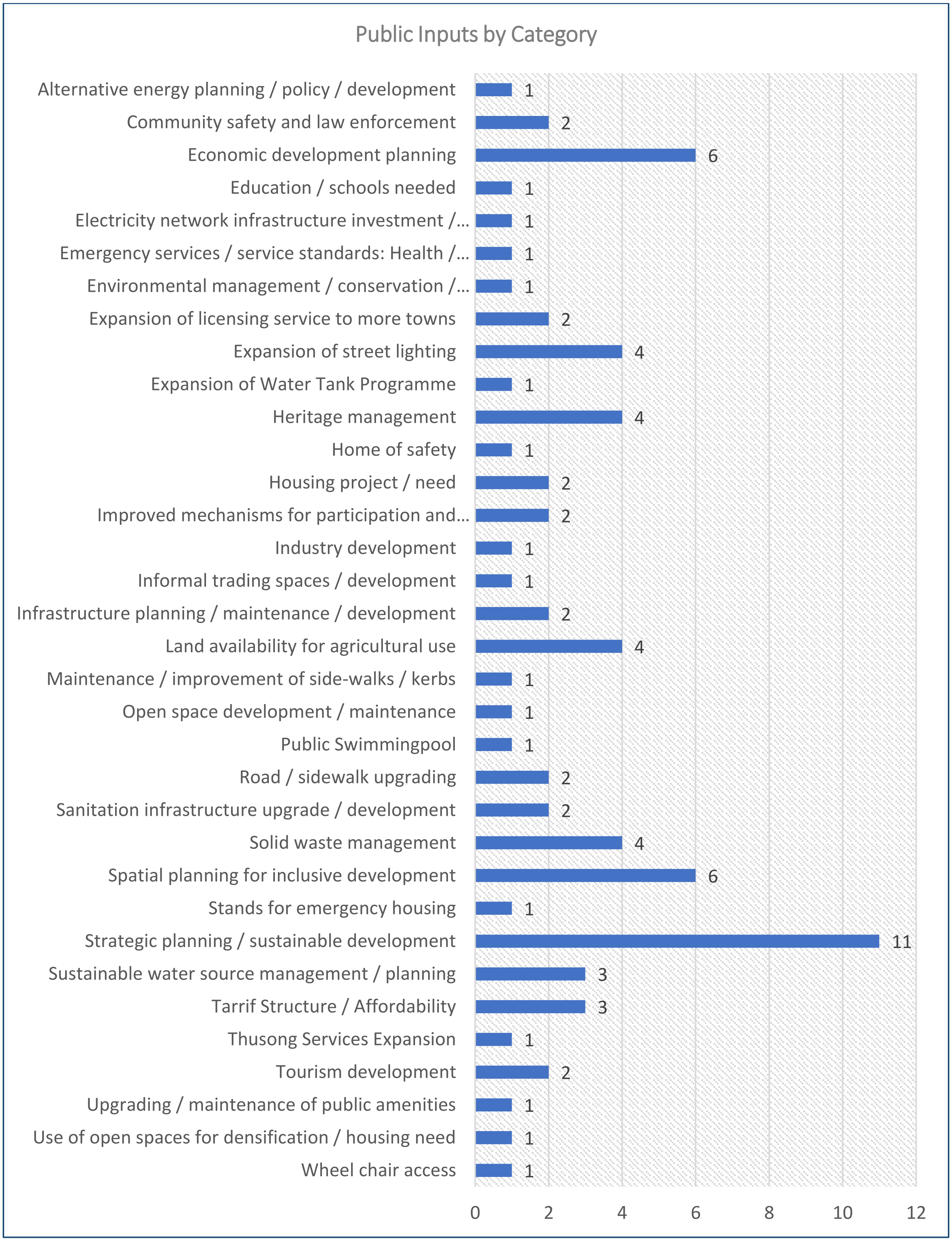
- Heidelberg Water Purification Challenges / Overberg Water
- Albertinia Water Source Sustainability
- Housing project pipeline / project approvals by Provincial Department of Human Settlements
- Bulk Infrastructure needs in growing communities to provide for development needs.
- Procurement of generators to ensure infrastructure and services remains intact as a result of load-shedding

The following sections will reflect the needs identified in each community and the levels of service delivery in terms of the four main services a municipality is responsible for namely:

- Provision of potable water
- Provision of electricity
- Provision of sanitation services
- Provision of solid waste services

Refer to section 2.7 for a full list of services provided by Hessequa Municipality.

3.3.3 Albertinia

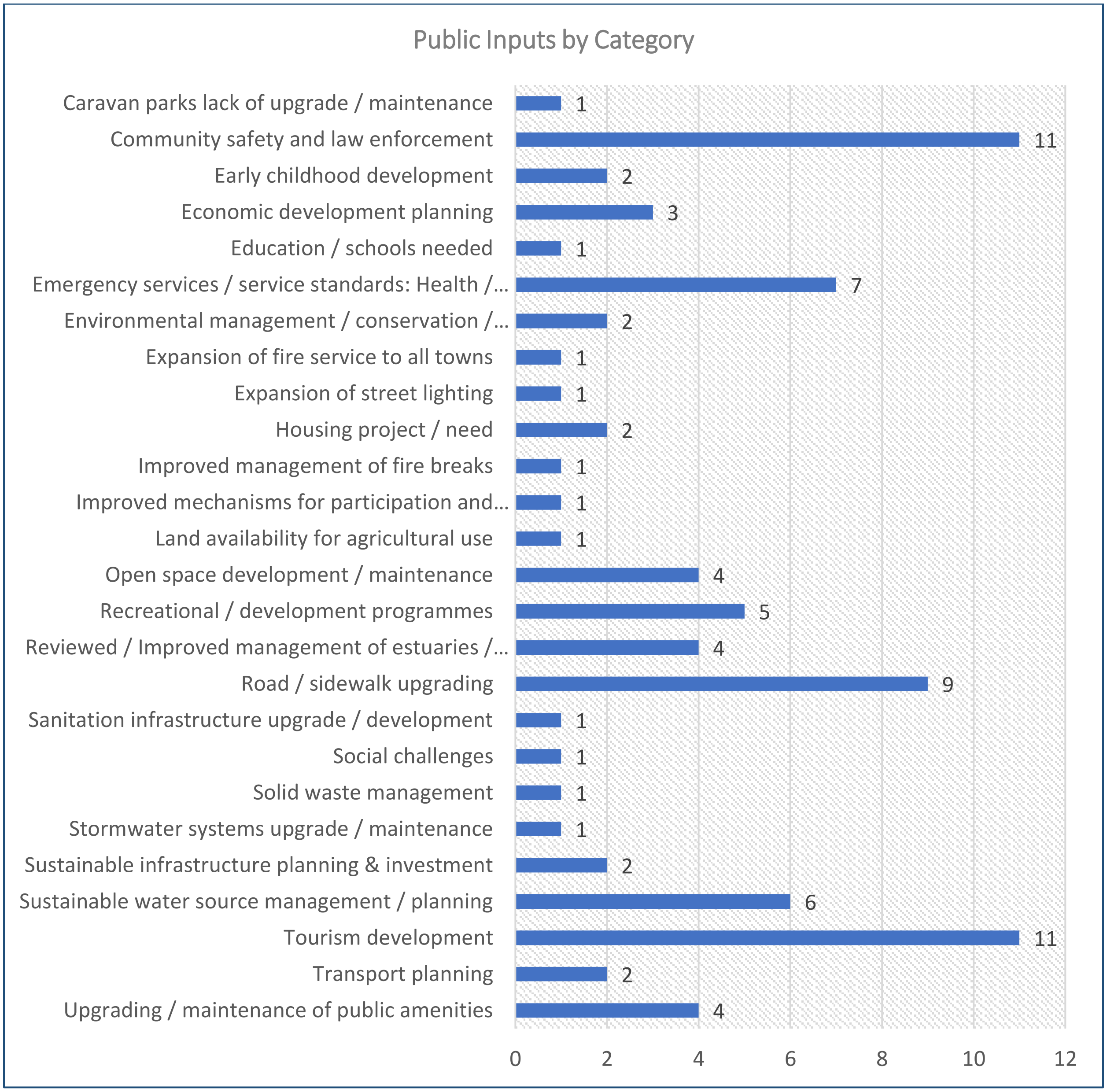


Capital Expenditure Plan

Table 7 - Albertinia Capital Expenditure Plan

No	Project description	Ward	Town	2023/2024	2024/2025	2025/2026
1.5	Ablution Facilities Lentelus Cemetary - A/B	2	Albertinia	R100 000		
2.1	Upgrading of Civic Hall - Theronsville - A/B	2	Albertinia		R100 000	
8.25	Overhead Lines LV lines to Undeground (AlbertiniaTown Centre Outward)	2	Albertinia	R150 000		
8.29	Network extension and refurbishment	2	Albertinia			R1 320 000
10.6	UPGRADE ROADS & STORMWATER - A/B	2	Albertinia	R2 540 522		
10.20	Upgradring of Roads & stormwater - Theronsville - A/B (Ref 383442)	2	Albertinia	R2 058 390		
11.5	HAS-1.5 - 390m x 160dia New gravity sewer line - AB	2	Albertinia	R1 000 000	R1 000 000	
11.6	HAS-1.6 -2758m x 160dia New gravity sewer line - AB	2	Albertinia	R2 000 000		
11.31	New reticulation - Albertinia	2	Albertinia			R500 000
11.37	REFURBISH & UPGRADING OF WWTW - A/B - CO	2	Albertinia	R5 762 910		
12.12	Upgrading of Water Network- A/B	2	Albertinia		R500 000	R500 000
12.14	UPGRADING OF WATER TREATMENT WORKS- A/B	2	Albertinia	R8 300 000		
12.19	Development of Boreholes and Spring- Albertinia	2	Albertinia	R500 000		
16.1	LDV - Public Works - A/B	2	Albertinia		R500 000	
16.8	Double Cab Truck Tipper- Public Works - A/B	2	Albertinia			R800 000
16.18	LDV Electricity - A/B	2	Albertinia	R500 000		

3.3.4 Gouritsmond



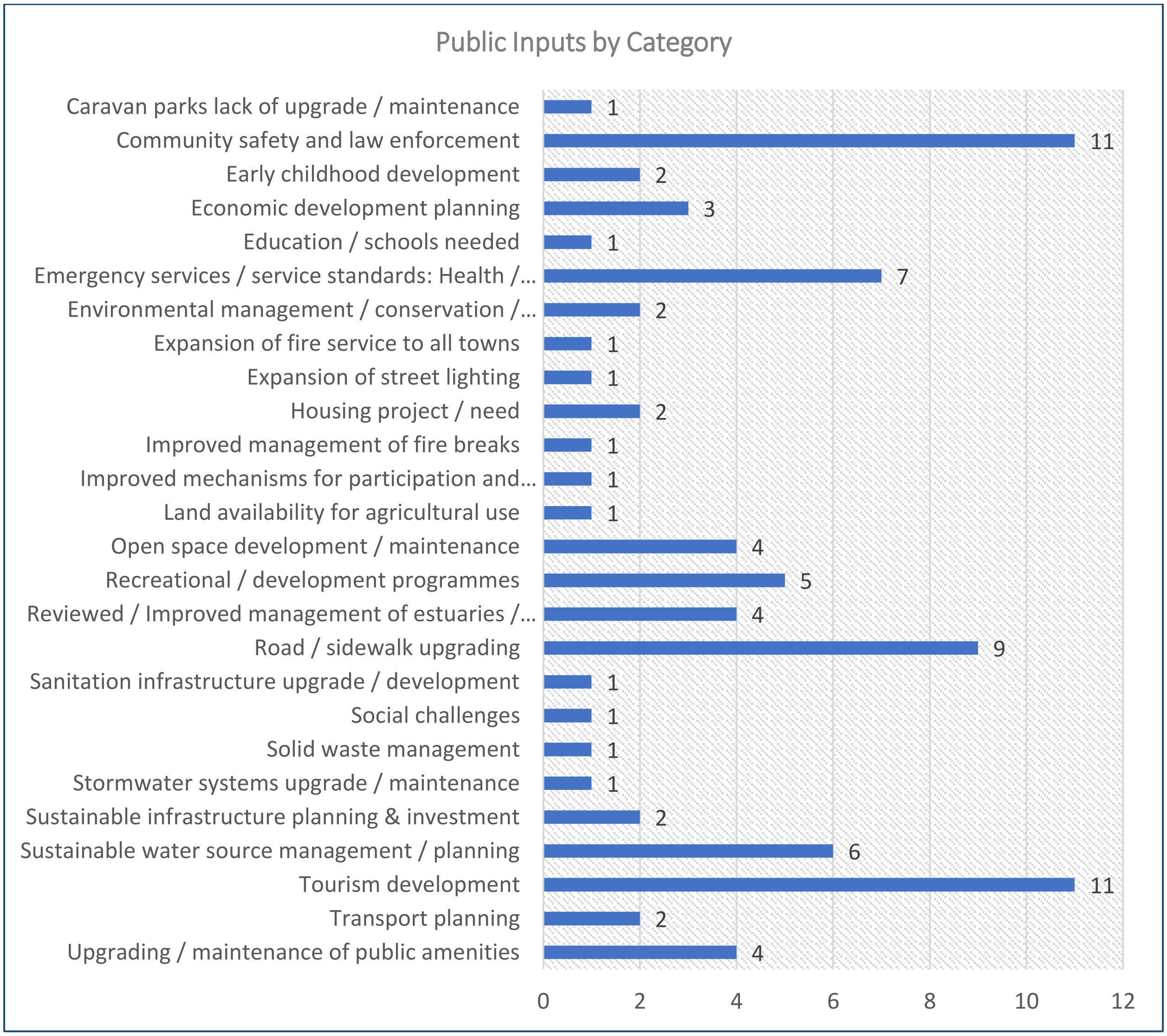
Capital Expenditure Plan

Table 8 - Gouritsmond Capital Expenditure Plan

No	Project description	Ward	Town	2023/2024	2024/2025	2025/2026
5.13	Upgrading of ablution facilities Gouritsmond Carvan Park	1	Gouritsmond		R80 000	R80 000
8.32	Network extensions- Gouritsmond	1	Gouritsmond	R550 000		
10.3	Upgrading of Roads & Stormwater - G/M	1	Gouritsmond	R631 895		
10.26	Upgrading of Gouritsmond Slipway	1	Gouritsmond		R400 000	

11.27	Construction of additional dam, reedbed and irrigation system - GM	1	Gouritsmond		R900 000	R900 000

3.3.5 Heidelberg



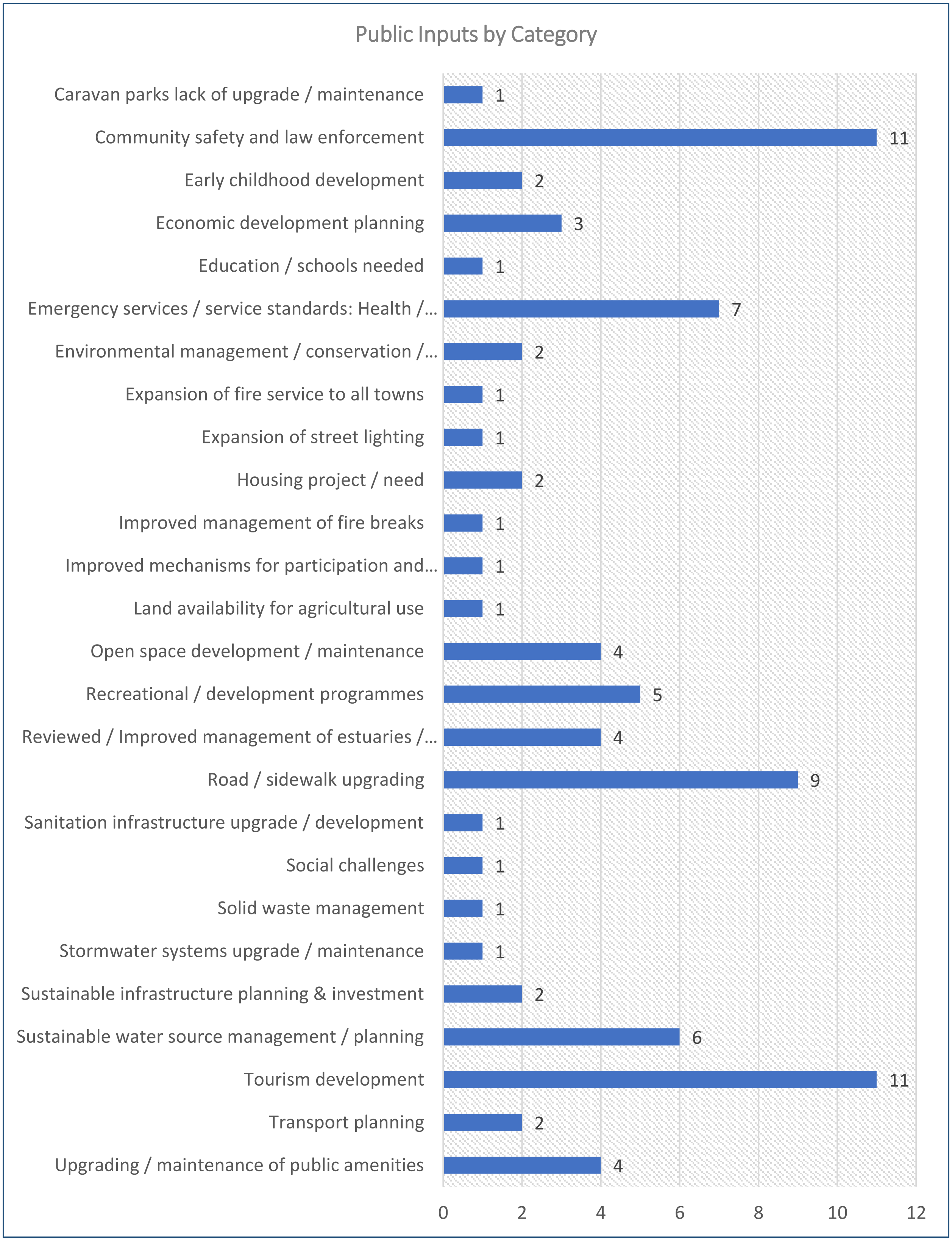
Capital Expenditure Plan

Table 9 - Heidelberg Capital Expenditure Plan

No	Project description	Ward	Town	2023/2024	2024/2025	2025/2026
5.16	Upgrading of ablution facilities - Markplein - H/B	5,9	Heidelberg		R200 000	R200 000
6.8	Construction Of New Cricket and Soccer Facility- H/B (Counter Funding) Ref 427321	5,9	Heidelberg	R1 357 200		
8.16	Cannal Lighting - H/B	5,9	Heidelberg		R650 000	

No	Project description	Ward	Town	2023/2024	2024/2025	2025/2026
8.17	Replace MV and LV Overhead Lines between RMU Uys St and PMT Rugby Field; Second Phase - H/B	5,9	Heidelberg	R1 000 000		
8.26	Overhead Lines LV lines to Undeground (HeidelbergTown Centre Outward)	5,9	Heidelberg	R150 000		
8.28	Network extension and refurbishment	5,9	Heidelberg	R1 720 000		
8.31	Network extensions - Diepkloof	4	Heidelberg			R1 000 000
10.11	Upgrading of Roads & Stormwater - H/B	5	Heidelberg	R1 006 393		
10.15	Upgrading of Roads & Stormwater - Wyk 9 - H/B	9	Heidelberg	R1 518 059		
10.19	Upgrading of Roads in Diepkloof (Heidelberg) (Ref 479109)	4	Heidelberg			R1 420 329
11.7	HHS (1.1) - 270m x 400dia Upgrade gravity sewer system -HB	5,9	Heidelberg		R1 100 000	
11.25	Lining of emergency storage dams. Legislative requirements - HB	5,9	Heidelberg		R500 000	R500 000
11.30	New reticulation - Heidelberg	5,9	Heidelberg			R900 000
11.32	Generators (pompstasies + Werke) - HB	5,9	Heidelberg		R1 000 000	
11.33	Upgrade Bulk Sewer Line and Pumpstion - HB	5	Heidelberg		R1 000 000	R900 000
12.2	Replacement of Water Infrastucture - GLS Report - H/B	5,9	Heidelberg	R1 000 000	R500 000	R500 000
12.10	PRJ-HHW-002: Network reinforcement - Reservoir zone - H/B	5,9	Heidelberg			R500 000
12.17	Upgrading of Water Infrastructure - H/B (Ref__________)	5,9	Heidelberg		R6 000 000	R4 000 000
12.18	New water treatment works HB	4,5,9	Heidelberg			R3 000 000
13.8	Upgrading of Caravan Park for Fire brigade - H/B	5,9	Heidelberg	R50 000	R100 000	
16.2	LDV - Sewerage - H/B	5,9	Heidelberg	R500 000		

3.3.6 Melkhoutfontein



Capital Expenditure Plan

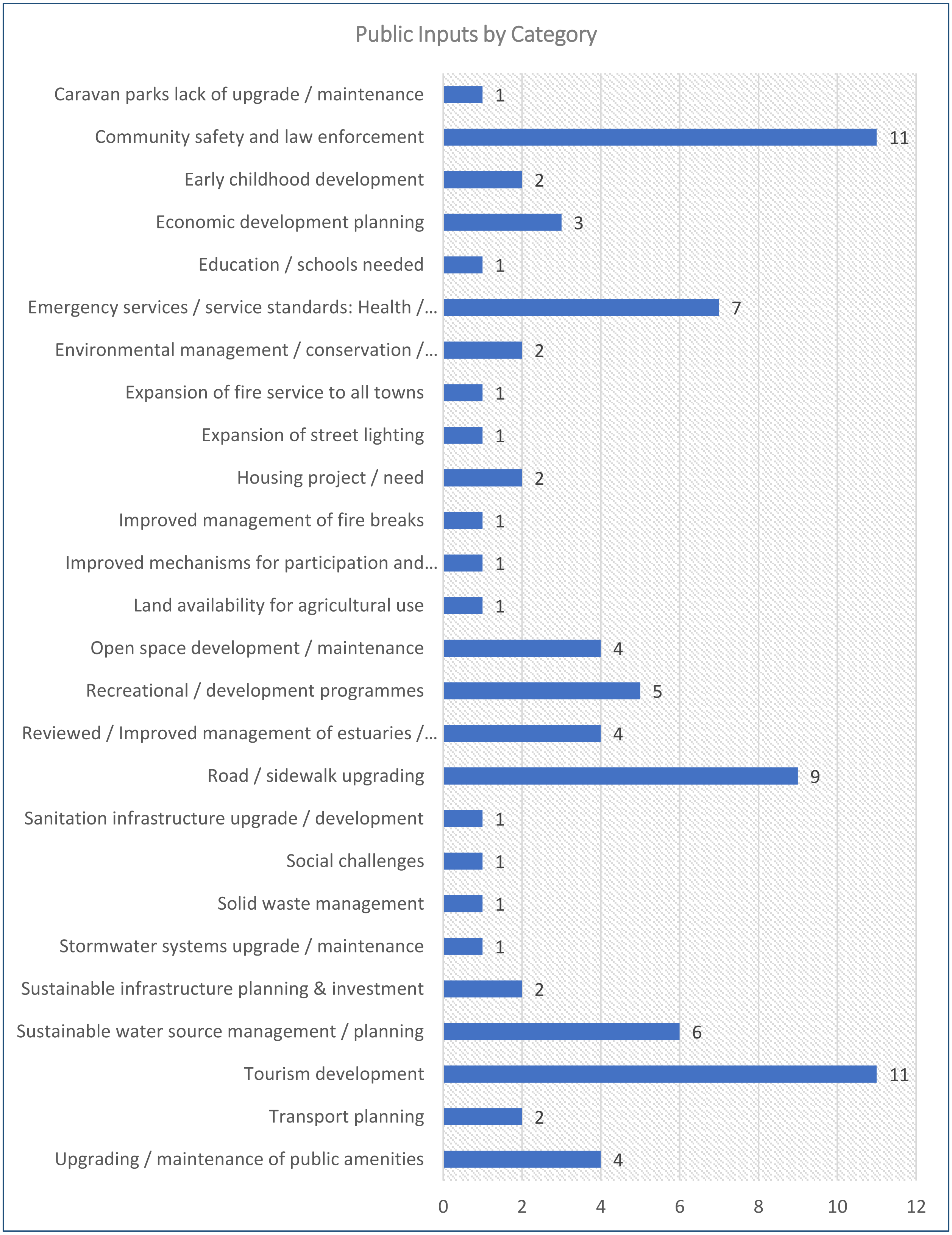
Table 10 - Melkhoutfontein/Stilbaai Capital Expenditure Plan

No	Project description	Ward	Town	2023/2024	2024/2025	2025/2026
1.4	Upgrading of Cemetary fencing / enterance gates - Melkhoutfontein	1	Stilbaai			R100 000
4.4	Upgrading of day camp - Preekstoel	1	Stilbaai	R100 000	R200 000	
4.10	Vibracrete Fencing Pauline Bohnen Nature Reserve	1,3	Stilbaai	R50 000	R100 000	R100 000
5.5	Upgrading of Ablution Facilities - Preekstoel	1	Stilbaai		R100 000	
5.7	Upgrading of Ablution facilities - Ellensrust S/B	1	Stilbaai			R100 000
5.9	New stairs Beach to Preekstoel	1	Stilbaai		R100 000	R100 000
5.11	Replacement of boiler systems at Preekstoel and Ellensrust Caravan Park	1	Stilbaai		R100 000	
6.5	Development of Sportfields - Melkhoutfontein (Ref 271051)	1	Stilbaai		R764 212	
8.4	RMU Azalea Str (MP 5.3.21)	1,3	Stilbaai			R530 000
8.8	SS Bosbokduin - S/B	1,3	Stilbaai	R400 000	R400 000	R500 000
8.9	MS 9 to MS10 - S/B	1,3	Stilbaai		R650 000	
8.13	Project 1: BILL 6.0: S/B: MV Cable between MS SS 7B (Palingkloof) & MS SS 11	1,3	Stilbaai	R1 700 000		
8.14	Overhead line - Stilbay to Jongensfontein	3	Stilbaai			R1 000 000
8.33	Transformer at intake and network extension	1,3	Stilbaai		R2 000 000	R2 000 000
8.35	Electrification of stands at Preekstoel Caravan Park	1	Stilbaai			R150 000
8.36	INSTALL OF ELECTR INFR LCH - MHFT	1	Stilbaai	R1 000 000		
10.1	Westly road bypas (Development) - S/B	1,3	Stilbaai			R2 000 000
10.4	Upgrading of Roads & Stormwater - MHFT - S/B	1	Stilbaai	R664 210		
10.5	Upgrading of Roads & Stormwater - S/B East	1	Stilbaai	R388 745		
10.7	Upgrading of Roads & Stormwater - S/B West	3	Stilbaai	R2 762 824		
10.21	Widening of Roads (DR 1528 MFT Housing Project) - S/B	1,3	Stilbaai		R1 510 982	
10.22	Stormwater, Collection Chambers & gabion structure - MFT Housing Project - S/B	1,3	Stilbaai		R1 035 250	
10.23	Stone Pitching of stormwater servitudes - MFT Housing Project - S/B	1,3	Stilbaai		R760 120	
10.24	Draaisirkels - S/B	1,3	Stilbaai	R1 000 000	R1 000 000	R1 000 000
11.1	Bulk Sewer Upgrade phase 1 (GLS) - Stilbaai	1,3	Stilbaai	R1 000 000	R1 000 000	R500 000

No	Project description	Ward	Town	2023/2024	2024/2025	2025/2026
11.2	Upgrade Existing Gravity - S/B	1,3	Stilbaai	R642 800		
11.3	New Gravity Distribution - GLS Development - S/B	1,3	Stilbaai	R1 000 000	R500 000	R500 000
11.8	Bulk Sewer Upgrade between P3 and Adepracht - Stilbaai	1,3	Stilbaai			R1 000 000
11.15	Sewerage Irrigation Pump (Mech and Elec) - MFT Housing Project - S/B	1	Stilbaai		R955 500	
11.16	Sewerage Irrigation System - MFT Housing Project - S/B	1	Stilbaai			R1 711 500
11.17	Sewerage Irrigation Pump station Access Road - MFT Housing Project - S/B	1	Stilbaai		R252 000	
11.18	Upgrading Existing Sewage Pump Station - MFT Housing Project - S/B	1	Stilbaai		R834 750	
11.21	Irrigation for WWTW - MHFT Housing (Ref___________)	1	Stilbaai		R1 000 000	R2 000 000
11.26	New sludge bed at WWTW- SB	1,3	Stilbaai		R900 000	R900 000
11.28	New reticulation - Still Bay	1,3	Stilbaai		R900 000	R900 000
11.35	New Sewer Pumpstaion 3 -SB	3	Stilbaai			R950 000
11.36	New Irrigation Line Between WWTW and MHFT Sport Field	1	Stilbaai			R500 000
12.3	New 4ML Reservoir & Pumps - GLS - Stilbaai West	1,3	Stilbaai	R500 000	R2 000 000	
12.6	New Water Networks Distribution - GLS - S/B	1,3	Stilbaai	R700 000	R1 300 000	
12.22	Upgrading Bulk waterline - Fontein crescent	3	Stilbaai	R1 000 000		
13.9	Upgrade Still Bay Fire Station	1,3	Stilbaai			R100 000
13.10	Upgrade/Expanding Traffic Entrance/Cash wall & Kitchen - SB	1,3	Stilbaai		R200 000	
13.11	Upgrade of toilet facilities at Touchies area SB East - disabled persons	1	Stilbaai			R150 000
13.14	Plot/ vacant property for a new Reservior	1,3	Stilbaai		R2 000 000	
16.19	LDV Electricity - S/B	3	Stilbaai	R500 000		
19.6	Fencing Housing project - MHFN	1	Stilbaai	R1 000 000	R500 000	

Note: Please refer to project description to identify project that specifically fall under Melkhoutfontein

3.3.7 Riversdale



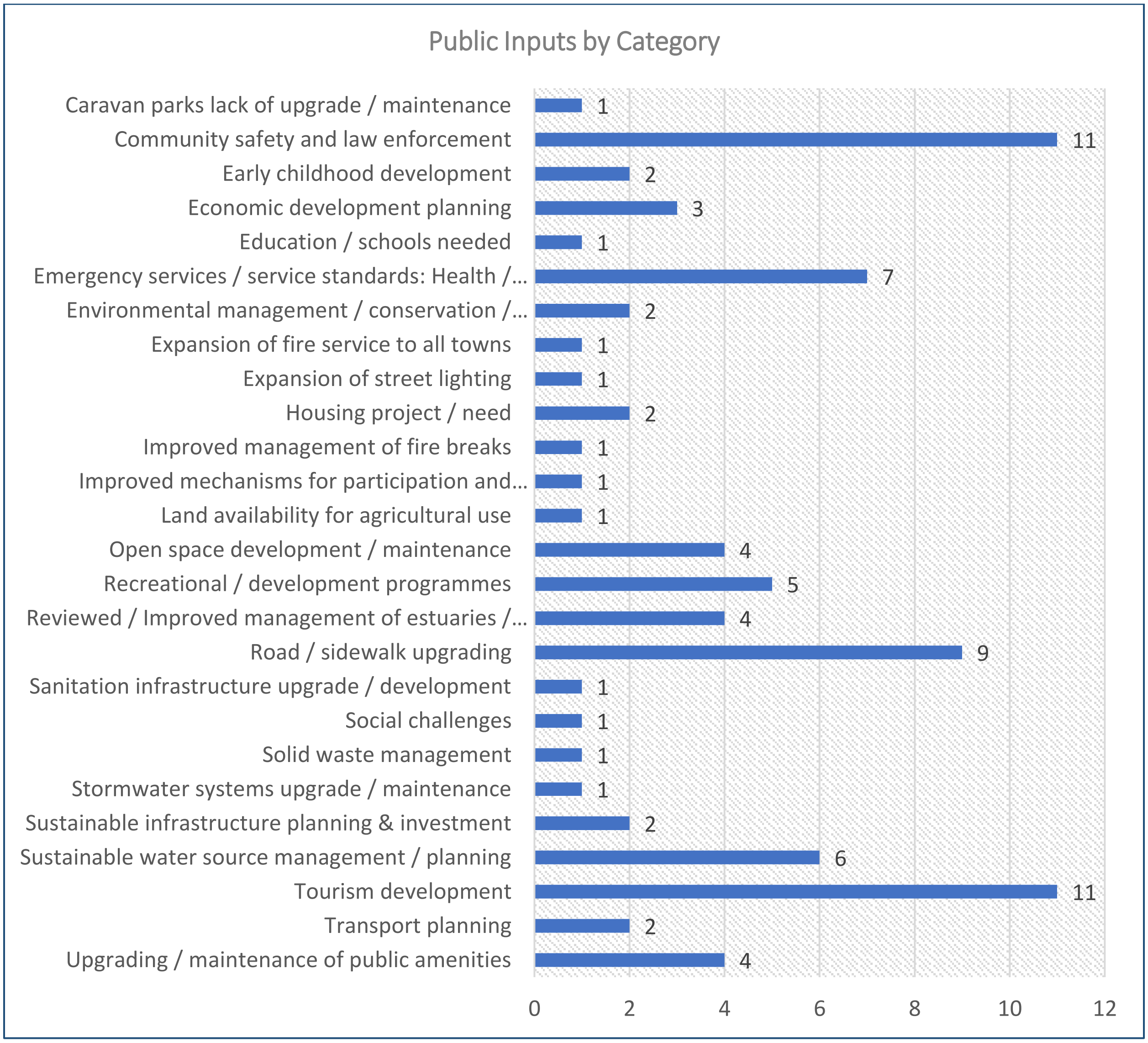
Capital Expenditure Plan

Table 11 - Riversdale Capital Expenditure Plan

No	Project description	Ward	Town	2023/2024	2024/2025	2025/2026
1.3	Upgrading of cemetary wall "N2" - Riversdale	6,7,8	Riversdale		R100 000	
4.9	Upgrading of Werner Frehse Nature Reserve Fence	6,7,8	Riversdale	R50 000	R100 000	R100 000
4.11	Sidewalk and lookout point - Heidestraat - R/D	6,7,8	Riversdale		R50 000	R50 000
5.2	OUTDOOR GYMNASIUM	7	Riversdale	R500 000		
5.3	FIVE-A-SIDE SOCCERFIELD	7	Riversdale	R1 600 000		
6.7	Resurface of tennis courts - Riversdale Tennis club	7	Riversdale	R180 000		
7.1	Safety net Swimming Pool - De Mist	6	Riversdale		R200 000	
7.2	Marbelite Swimming pool- De Mist	6	Riversdale		R100 000	
8.1	RMU Slagkop (MP 5.3.6)	7	Riversdale			R250 000
8.2	Retic between SS Louwrens & RMU Osler (MP 5.3.11)	7	Riversdale	R300 000		
8.3	Retic between SS kragstasie & RMU Osler (MP 5.3.13)	7	Riversdale			R500 000
8.5	SS Hospital - Replace overhead line - R/D	6,7,8	Riversdale	R1 000 000		
8.6	Replace 35mm² CU cable between "SS Hospital & SS Kragstasie - R/D	6,7,8	Riversdale	R1 100 000		
8.18	Refurbishment of Engines - Powerstation - R/D	6,7,8	Riversdale			R1 000 000
8.21	Upgrading of Oil Circuit Breakers to Vacuum Breakers at Riversdale Powerstation	6,7,8	Riversdale	R1 200 000		
8.22	Upgrading of CBs to Vacuum Breakers at Ladysmith Substation	6,7,8	Riversdale	R500 000		
8.23	Upgrading of CBs to Vacuum Breakers at Museum Substation	6,7,8	Riversdale	R500 000		
8.24	Overhead Lines LV lines to Undeground (RiversdaleTown Centre Outward)	6,7,8	Riversdale	R150 000		
8.27	Network extension and refurbishment	6,7,8	Riversdale	R400 000		
8.34	New or Refurbishment of Riversdale Powerstation- Electrical Panels	6,7,8	Riversdale	R3 000 000		
10.12	Upgrading of Roads & Stormwater - Wyk 6 - R/D	6	Riversdale	R1 319 386		
10.13	Upgrading of Roads & Stormwater - Wyk 7 - R/D	7	Riversdale	R2 146 826		

No	Project description	Ward	Town	2023/2024	2024/2025	2025/2026
10.14	UPGRADE ROADS & STORMWATER - WYK 8 - R/D	8	Riversdale	R769 324		
10.18	Upgrading of Roads & stormwater - Riversdale (môrestond) - R/D (Ref 365257)	8	Riversdale	R3 971 535		
11.9	HRS(1.7) - 549m x 250dia Upgrade of existing gravity system	6,7,8	Riversdale			R500 000
11.10	HRS(3.1) - 191m x 675dia Upgrade of existing gravity system	6,7,8	Riversdale			R500 000
11.11	Upgrade of existing gravity system - Morestond	6,7,8	Riversdale	R1 000 000		R500 000
11.14	Installation of new sewer reticulation erf 22 - R/D	7	Riversdale		R2 000 000	
11.19	Upgrading of sewerage network in Morestond - R/D (Ref___________)	8	Riversdale		R1 750 079	R2 249 921
11.22	Upgrading of Bulk Sewerage Vetterivierrylaan - R/D	6,7,8	Riversdale			R1 500 000
11.23	Fencing of Riversdale WWTW - R/D	6,7,8	Riversdale			R500 000
11.29	New reticulation - Riversdale	6,7,8	Riversdale		R900 000	R900 000
12.4	Water Network Reinforcement GLS - Riversdale	6,7,8	Riversdale	R1 000 000		
12.16	Upgrading of Water network in Morestond - R/D (Ref__________)	8	Riversdale			R2 500 000
12.20	Refurbishment of the Water Works (Refurbishment of ponds) - RD	6,7,8	Riversdale	R500 000	R500 000	
14.13	Video Conference solutioin - ITC	HQ	Riversdale	R90 000	R50 000	
16.6	LDV - Water - R/D	6,7,8	Riversdale	R500 000		
16.15	LDV Sewerage - R/D	6,7,8	Riversdale	R500 000		
16.16	Double Cab Truck Tipper- Parks - R/D	6,7,8	Riversdale	R800 000		
20.55	Precision thermal and acoustic imager - Elec - R/D	6,7,8	Riversdale		R180 000	

3.3.8 Slangrivier

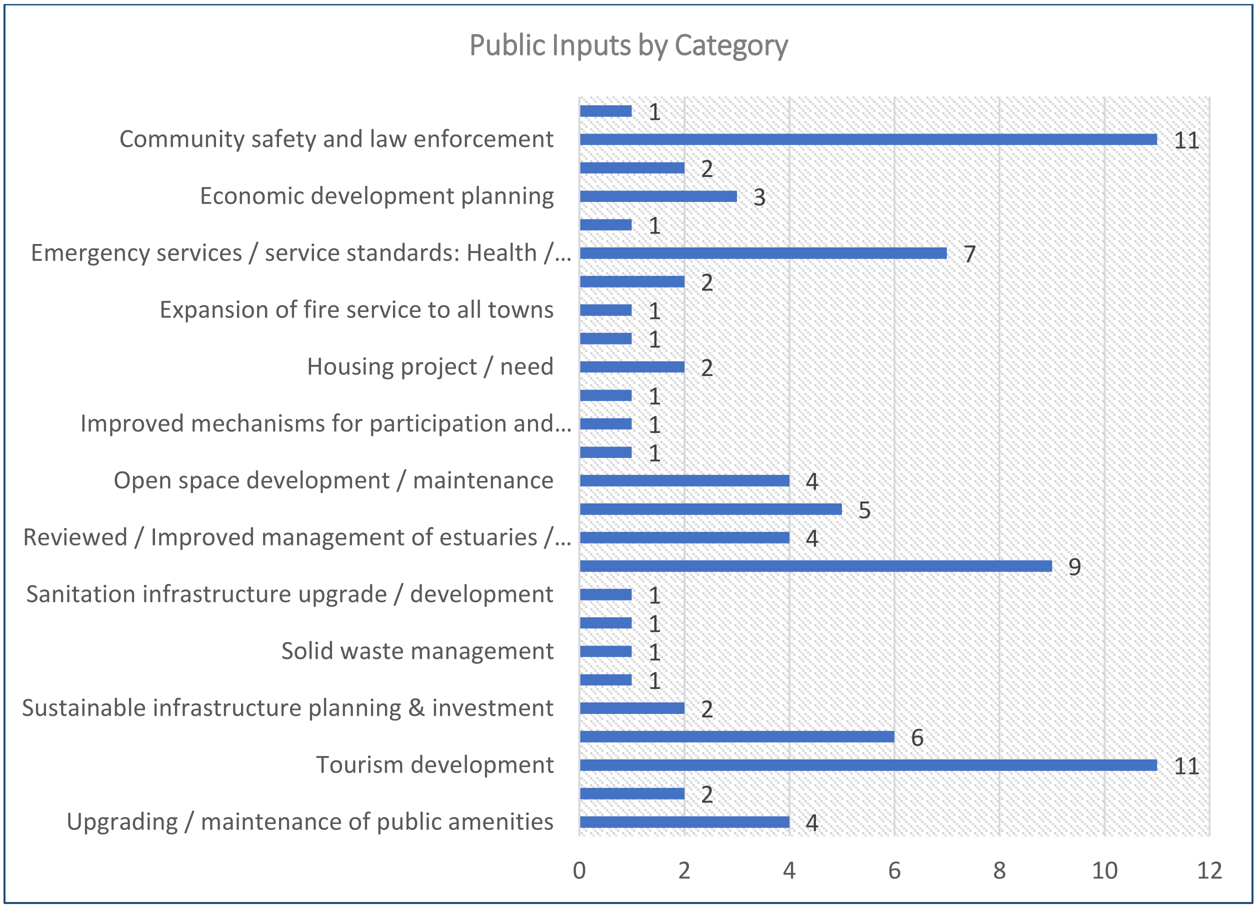


Capital Expenditure Plan

Table 12 - Slangrivier Capital Expenditure Plan

No	Project description	Ward	Town	2023/2024	2024/2025	2025/2026
6.4	Development of Sportfields - Slangrivier (Ref 271190)	4	Slangrivier	R130 000	R1 653 409	R1 000 000
10.9	Upgrading of Roads & Stormwater - S/R	4	Slangrivier	R1 550 201		
10.25	Upgrading Roads & Stormwater in ASLA ares - S/R (Ref__________)	4	Slangrivier	R8 526 125		
11.20	Upgrading of sewerage network in Slangrivier - R/D (Ref___________)	4	Slangrivier		R2 000 000	R1 000 000
13.4	Fencing & upgrading old Council Hall - Slangrivier - Fire	4	Slangrivier		R130 000	
16.4	Suction Tanker - Sewerage - S/R	4	Slangrivier	R1 200 000		

3.3.9 Stilbaai / Jongensfontein



Capital Expenditure Plan

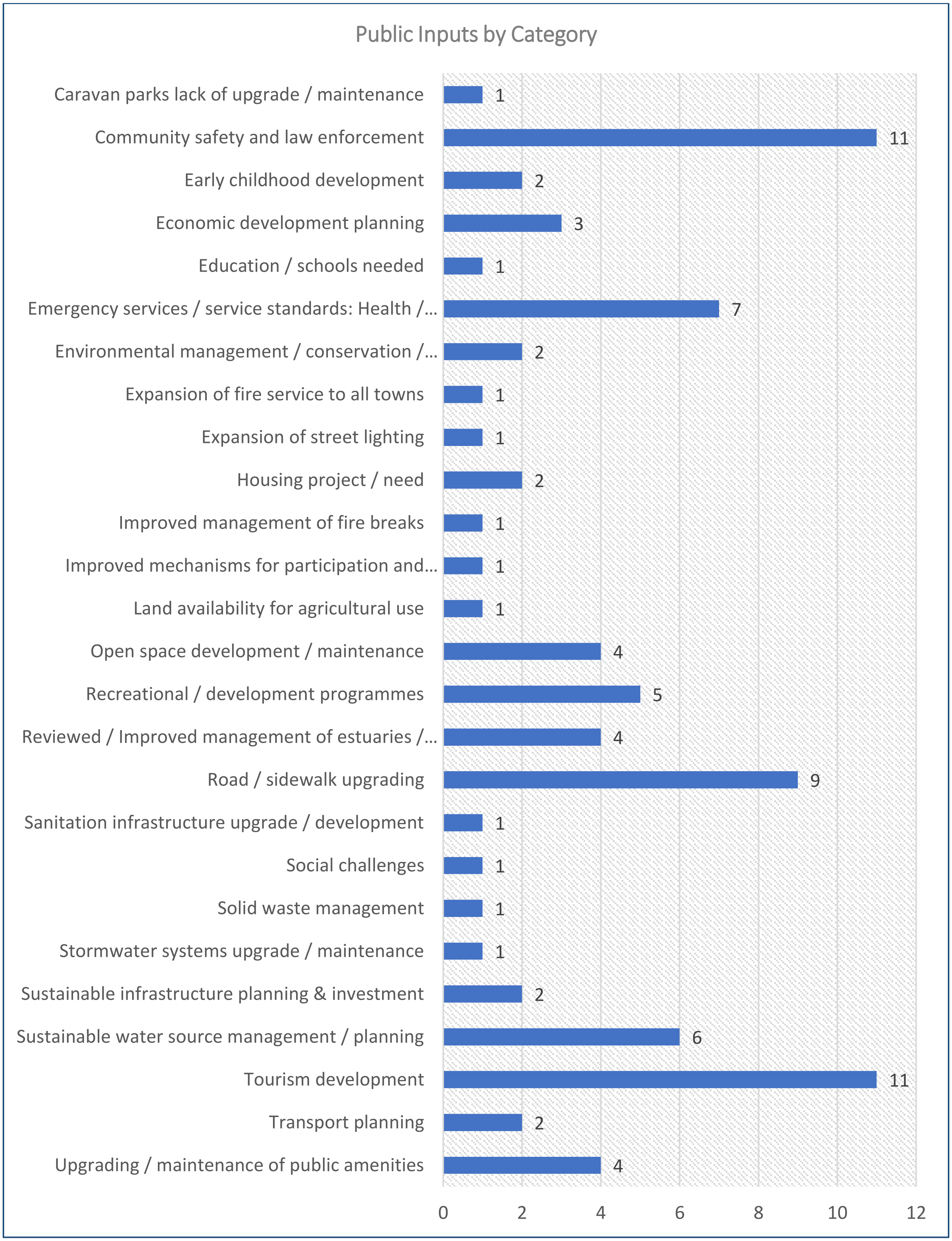
Table 13 - Stilbaai Area Capital Expenditure Plan

No	Project description	Ward	Town	2023/2024	2024/2025	2025/2026
1.4	Upgrading of Cemetary fencing / enterance gates - Melkhoutfontein	1	Stilbaai			R100 000
4.4	Upgrading of day camp - Preekstoel	1	Stilbaai	R100 000	R200 000	
4.10	Vibracrete Fencing Pauline Bohnen Nature Reserve	1,3	Stilbaai	R50 000	R100 000	R100 000
5.5	Upgrading of Ablution Facilities - Preekstoel	1	Stilbaai		R100 000	
5.7	Upgrading of Ablution facilities - Ellensrust S/B	1	Stilbaai			R100 000
5.9	New stairs Beach to Preekstoel	1	Stilbaai		R100 000	R100 000

No	Project description	Ward	Town	2023/2024	2024/2025	2025/2026
5.11	Replacement of boiler systems at Preekstoel and Ellensrust Caravan Park	1	Stilbaai		R100 000	
6.5	Development of Sportfields - Melkhoutfontein (Ref 271051)	1	Stilbaai		R764 212	
8.4	RMU Azalea Str (MP 5.3.21)	1,3	Stilbaai			R530 000
8.8	SS Bosbokduin - S/B	1,3	Stilbaai	R400 000	R400 000	R500 000
8.9	MS 9 to MS10 - S/B	1,3	Stilbaai		R650 000	
8.13	Project 1: BILL 6.0: S/B: MV Cable between MS SS 7B (Palingkloof) & MS SS 11	1,3	Stilbaai	R1 700 000		
8.14	Overhead line - Stilbay to Jongensfontein	3	Stilbaai			R1 000 000
8.33	Transformer at intake and network extension	1,3	Stilbaai		R2 000 000	R2 000 000
8.35	Electrification of stands at Preekstoel Caravan Park	1	Stilbaai			R150 000
8.36	INSTALL OF ELECTR INFR LCH - MHFT	1	Stilbaai	R1 000 000		
10.1	Westly road bypas (Development) - S/B	1,3	Stilbaai			R2 000 000
10.4	Upgrading of Roads & Stormwater - MHFT - S/B	1	Stilbaai	R664 210		
10.5	Upgrading of Roads & Stormwater - S/B East	1	Stilbaai	R388 745		
10.7	Upgrading of Roads & Stormwater - S/B West	3	Stilbaai	R2 762 824		
10.21	Widening of Roads (DR 1528 MFT Housing Project) - S/B	1,3	Stilbaai		R1 510 982	
10.22	Stormwater, Collection Chambers & gabion structure - MFT Housing Project - S/B	1,3	Stilbaai		R1 035 250	
10.23	Stone Pitching of stormwater servitudes - MFT Housing Project - S/B	1,3	Stilbaai		R760 120	
10.24	Draaisirkels - S/B	1,3	Stilbaai	R1 000 000	R1 000 000	R1 000 000
11.1	Bulk Sewer Upgrade phase 1 (GLS) - Stilbaai	1,3	Stilbaai	R1 000 000	R1 000 000	R500 000
11.2	Upgrade Existing Gravity - S/B	1,3	Stilbaai	R642 800		

No	Project description	Ward	Town	2023/2024	2024/2025	2025/2026
11.3	New Gravity Distribution - GLS Development - S/B	1,3	Stilbaai	R1 000 000	R500 000	R500 000
11.8	Bulk Sewer Upgrade between P3 and Adepracht - Stilbaai	1,3	Stilbaai			R1 000 000
11.15	Sewerage Irrigation Pump (Mech and Elec) - MFT Housing Project - S/B	1	Stilbaai		R955 500	
11.16	Sewerage Irrigation System - MFT Housing Project - S/B	1	Stilbaai			R1 711 500
11.17	Sewerage Irrigation Pump station Access Road - MFT Housing Project - S/B	1	Stilbaai		R252 000	
11.18	Upgrading Existing Sewage Pump Station - MFT Housing Project - S/B	1	Stilbaai		R834 750	
11.21	Irrigation for WWTW - MHFT Housing (Ref___________)	1	Stilbaai		R1 000 000	R2 000 000
11.26	New sludge bed at WWTW- SB	1,3	Stilbaai		R900 000	R900 000
11.28	New reticulation - Still Bay	1,3	Stilbaai		R900 000	R900 000
11.35	New Sewer Pumpstaion 3 -SB	3	Stilbaai			R950 000
11.36	New Irrigation Line Between WWTW and MHFT Sport Field	1	Stilbaai			R500 000
12.3	New 4ML Reservoir & Pumps - GLS - Stilbaai West	1,3	Stilbaai	R500 000	R2 000 000	
12.6	New Water Networks Distribution - GLS - S/B	1,3	Stilbaai	R700 000	R1 300 000	
12.22	Upgrading Bulk waterline - Fontein crescent	3	Stilbaai	R1 000 000		
13.9	Upgrade Still Bay Fire Station	1,3	Stilbaai			R100 000
13.10	Upgrade/Expanding Traffic Entrance/Cash wall & Kitchen - SB	1,3	Stilbaai		R200 000	
13.11	Upgrade of toilet facilities at Touchies area SB East - disabled persons	1	Stilbaai			R150 000
13.14	Plot/ vacant property for a new Reservior	1,3	Stilbaai		R2 000 000	
16.19	LDV Electricity - S/B	3	Stilbaai	R500 000		
19.6	Fencing Housing project - MHFN	1	Stilbaai	R1 000 000	R500 000	

3.3.10 Witsand



Capital Expenditure Plan

Table 14 - Witsand Capital Expenditure Plan

No	Project description	Ward	Town	2023/2024	2024/2025	2025/2026
5.4	Upgrading of Ablution Facilities - Middelkamp - W/S	4	Witsand	R100 000	R100 000	
5.12	Replacement of heat exchanging system at Witsand Middel Caravan Park	4	Witsand			R150 000
5.14	Upgrading of ablution facilities - Witsand Middel Caravan Park	4	Witsand		R150 000	R150 000
5.15	Lifesaver Tower - Witsand	4	Witsand			R150 000
5.19	New picnic area - Witsand	4	Witsand			R140 000
8.7	MV cable between MS-SS-2 & MS-SS-3 - W/S	4	Witsand		R780 000	
10.10	Upgrading of Roads & Stormwater - W/S	4	Witsand	R803 637		
10.17	Bus shelter- Witsand	4	Witsand		R200 000	
10.27	Upgrading of Government Slipway Parking (Witsand)	4	Witsand			R500 000
12.5	Network reinforcement (phase 1) - GLS - W/S	4	Witsand		R500 000	
12.21	Old infrastructure and new 2ML reservoir - WS	4	Witsand		R3 000 000	R3 000 000
12.24	Drilling and Equip New Boreholes- WS	4	Witsand	R1 000 000		

3.4 Organisational Structure

3.4.1 Macro Structure

Municipal Manager: Mr A.S.A De Klerk
Purpose: To manage the Municipal Administration in line with applicable legislation and to ensure sustainable service delivery in accordance with Council Strategic Plans

Strategic Services

Internal Auditors

Financial Services
Director HJ Viljoen

Purpose: Provide financial support and supply chain management services to ensure financial viability, compliance and reporting in line with legislation.

Corporate Management
Director: AM Griesel

Purpose: Manage Corporate Services to ensure efficient support of administrative and organisational processes to respond to changing priorities and circumstances.

Development Planning
Director HS Visser

Purpose: To manage the rendering Development Planning Functions, inclusive of LED and Tourism in a sustainable manner.

Community Services
Director: CJ Onrust

Purpose: To Manage integrated community services to enhance community development and promote a safe environment.

Technical Services
Director RW Manho

Purpose: Manage and maintain provision of infrastructure services, fleet management as well as solid waste, Facilities and Amenities management.

3.4.2 Directorate Financial Services

DIRECTORATE: FINANCIAL SERVICES

Purpose: To provide financial and supply chain management services in order to ensure financial viability, compliance and reporting in accordance with the Local Government: Municipal Finance Management Act, 2003 and other relevant legislation as well as Treasury directives.

Director: Financial Services
HJ VILJOEN

Expenditure	Budget & Financial Reports	Revenue	Supply Chain Management
AG CARELSE	Vacant	L SAAYMAN	RA BENT
Manager: Expenditure		Manager: Revenue	Manager: SCM
			

3.4.3 Directorate Corporate Management

DIRECTORATE: CORPORATE MANAGEMENT

Purpose: To manage the Municipality's corporate services to ensure efficient support of administrative and organisational processes in a flexible way in order to respond to changing priorities and circumstances, and to manage service level agreements in respect of the Provincial Library Service.

Director: Corporate Management

AM GRIESEL

Library Services

UN OOSTHUIZEN

Manager: Library Serivces

Human Resource Management

AJ OELOFSE

Manager: Human Resources

Legal, Administration and Auxiliary Services

GD LEWIS-MICHAELS

Manager: Legal, Administration and Auxiliary Services

Property Management

AW KLEYNHANS

Manager: Property Management

Information Communication Technology

JM KLEINHANS

Manager: Information Communication Technology

3.4.4 Directorate Development Planning

DIRECTORATE: DEVELOPMENT PLANNING

Purpose: To manage the rendering of Development Planning functions, inclusive of LED & Tourism, in a sustainable manner.

Director: Development Planning

HS VISSER

Environmental Management
SL CARELSE
Manager: Environmental Management

Municipal Planning
PJ LOUW
Manager: Municipal Planning

Building Control
C HAMMAN
Manager: Building Control

Spatial & Economic Development
PPA HAYWARD
Manager: Spatial & Economic Development

3.4.5 Directorate Community Services

DIRECTORATE: COMMUNITY SERVICES

Purpose: To manage integrated community services to enhance community development and promote a safe environment.

Director: Community Services
CJ ONRUST

Human Settlements
C DUTHIE
Manager: Human Settlements

Protection Services
VACANT
Manager: Protection Services

Community Development
RN HEUNIS
Manager: Community Development

3.4.6 Directorate Technical Services

DIRECTORATE: TECHNICAL SERVICES

Purpose: To manage the provisioning and maintenance of infrastructure services, repair/maintenance of all municipal buildings (offices, halls, workshops, pavilions, public ablution facilities, Thusong centre, etc.) and provide fleet management and project management services in the municipal area. To manage the rendering of Solid waste management, facilities & amenities, in a sustainable manner.

Director: Technical Services
RW MANHO

Electrical Mechanical Services
S CHIKAMHI
Manager: Electrical Mechanical Services

Civil Infrastructure Services
VACANT
Manager: Civil Infrastructure Services

Civil Planning & Project Management
SL KENNEDY
Manager: Civil Planning & Project Management

4 KPA 1: AFFORDABLE & QUALITY SERVICE DELIVERY

4.1 Medium Term Goals / Objectives

Outcome / Term Objective	Desired Outcome Definition / Description
Development of rural waste management strategy	Consulted, approved and reasonably billed/subsidised solid waste service to rural residents
Long term strategy for energy sustainability in Hessequa	Realistic roadmap reflecting future energy needs with key actions to mitigate energy risks
Review vehicle and drivers licence agency service agreement	Improved / larger commission earned from implementing licensing agency service
Service backlog eradication	Identification of all service backlogs in all communities and presenting implementable eradication capital expenditure programmes
Long term investment planning	Consolidated plan containing detail of future growth and development needs for infrastructure investment and realistic funding mechanisms
Improvement of % spent on Repairs and Maintenance	Increasing actual % of operational expenditure (less staff expenses) to ensure continuity and realisation of expected life of assets

4.2 Services Overview

Service	Process	Town	Measure	Measure Cycle	Design Capacity	Functional Capacity
Water	Source					
		Albertinia	Kl/d	Daily	987	987
		Garcia	Kl/d	Daily	100	80
		Gouritsmond	Kl/d	Monthly	538	538
		Heidelberg	Kl/d	Daily	1649	1649
		Jongensfontein	Kl/d	Daily	430	387
		Melkhoutfontein	Kl/d	Daily	1030	765
		Riversdale	Kl/d	Monthly	3288	2485
		Slangrivier	Kl/d	Daily	334	334
		Stilbaai	Kl/d	Daily	3686	3512
		Vermaaklikheid	Kl/d			
		Witsand	Kl/d	Daily	210	
Water	Purification					
		Albertinia	Kl/d	Daily	2074	850
		Garcia	Kl/d	Daily	100	80
		Gouritsmond	Kl/d	Daily	2330	286
		Heidelberg	Kl/d	Daily	1649	1165
		Jongensfontein	Kl/d	Daily	2500	387
		Melkhoutfontein	Kl/d	Daily	1030	765
		Riversdale	Kl/d	Daily	5800	2485
		Slangrivier	Kl/d	Daily	334	282
		Stilbaai	Kl/d	Daily	5270	1536
		Vermaaklikheid	Kl/d			
		Witsand	Kl/d	Daily	210	
Water	Storage					
		Albertinia	Kl/d	Daily	3800	3800
		Garcia	Kl/d	Daily	280	280
		Gouritsmond	Kl/d	Daily	800	800
		Heidelberg	Kl/d	Daily	2250	2250
		Jongensfontein	Kl/d	Daily	1150	1150
		Melkhoutfontein	Kl/d	Daily	1900	1900
		Riversdale	Kl/d	Daily	16015	16015
		Slangrivier	Kl/d	Daily	1260	1260
		Stilbaai	Kl/d	Daily	10730	10730
		Vermaaklikheid				
		Witsand	Kl/d	Daily	4560	4560
Sanitation	Waste Water Treatment					
		Albertinia	kl/d	Daily	700	700
		Garcia	kl/d	Daily	46	46

Service	Process	Town	Measure	Measure Cycle	Design Capacity	Functional Capacity
		Gouritsmond	kl/d	Daily	300	300
		Heidelberg	kl/d	Daily	3000	3000
		Jongensfontein	kl/d	Daily	250	250
		Melkhoutfontein	kl/d	Daily	450	450
		Riversdale	kl/d	Daily	4000	4000
		Slangrivier	kl/d	Daily	3900	3900
		Stilbaai	kl/d	Daily	3900	3900
		Vermaaklikheid				
		Witsand	kl/d	Daily	160	160
Solid Waste	**Process**	**Town**	**Measurement**	**Measure Cycle**	**Available Airspace**	**Type of Waste**
	Storage - All					
		Albertinia	Years	Annually	7	Garden and Building Waste
		Garcia	Years	Annually	-	Transfer Station only
		Gouritsmond	Years	Annually	5	Garden and Building Waste
		Heidelberg	Years	Annually	19	Domestic, Building and Garden Waste
		Jongensfontein	Years	Annually	-	Transfer Station only
		Melkhoutfontein	Years	Annually	19	Garden and Building Waste
		Riversdale	Years	Annually	20	Domestic, Building and Garden Waste
		Slangrivier	Years	Annually	6	Garden and Building Waste
		Stilbaai	Years	Annually	-	Garden and Building Waste transported to Melkhoutfontein
		Vermaaklikheid	Years	Annually	-	Transfer Station only
		Witsand	Years	Annually	39	Garden and Building Waste
Electricity Supply	**Process**	**Town**	**Maximum Notified Demand (kVA)**	**Average Usage**	**Peak Demand (kVA)**	**Comment**
	Bulk Supply					
		Albertinia	2500	64%	2369	
		Gouritsmond	800	41%	417	
		Heidelberg	2500	70%	3146	
		Riversdale	7050	69%	6822	
		Slangrivier	ESKOM	ESKOM	ESKOM	
		Stilbaai	6500	50%	6583	
		Witsand	1250	51%	1188	

4.3 IDP & Budget Alignment / Reconciliation (Schedules SA 4,5,6)

TABLE SA4: RECONCILIATION OF IDP STRATEGIC OBJECTIVES AND BUDGET (REVENUE)

Strategic Objective	2019/20	2020/21	2021/22	Current Year 2022/23			2023/24 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Safe Communities & Environment	55 460 602	63 914 654	78 767 336	65 129 636	65 542 506	65 542 506	71 253 224	91 496 327	95 943 037
Socio- Economic Development	9 301 104	9 224 760	9 444 421	46 020 732	49 473 336	49 473 336	42 019 736	38 405 063	45 856 203
Sustainable Financial Management	125 788 169	122 922 922	141 922 424	142 407 510	150 224 158	150 224 158	160 482 760	170 063 963	180 246 132
Affordable & Quality Service Delivery	298 008 686	283 152 122	344 023 137	327 133 015	320 964 202	320 964 202	404 215 305	426 717 562	452 134 880
Good Governance & Performance Driven Organisation	45 616 000	51 385 800	56 220 687	56 681 923	56 681 923	56 681 923	18 856 413	23 167 093	25 768 637
Total Revenue (excluding capital transfers and contributions)	**534 174 561**	**530 600 259**	**630 378 004**	**637 372 816**	**642 886 125**	**642 886 125**	**696 827 438**	**749 850 008**	**799 948 889**

TABLE SA5: RECONCILIATION OF IDP STRATEGIC OBJECTIVES AND BUDGET (OPERATING EXPENDITURE)

Strategic Objective	2019/20	2020/21	2021/22	Current Year 2022/23			2023/24 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Safe Communities & Environment	77 542 395	83 012 557	90 110 119	95 665 118	94 791 060	94 791 060	103 518 605	111 550 965	118 425 820
Socio- Economic Development	18 272 513	16 689 209	18 536 642	57 052 164	60 682 348	60 682 348	53 518 495	51 335 101	59 617 569
Sustainable Financial Management	34 325 847	32 090 733	35 965 403	43 868 290	43 570 998	43 570 998	44 364 367	47 274 098	50 197 170
Affordable & Quality Service Delivery	298 239 431	309 086 831	370 846 417	393 658 907	397 732 982	397 732 982	454 754 630	486 687 060	517 069 872
Good Governance & Performance Driven Organisation	45 618 546	58 486 250	57 548 524	66 231 496	66 538 082	66 538 082	72 101 713	83 617 259	88 779 567
Total Expenditure	**473 998 732**	**499 365 581**	**573 007 106**	**656 475 975**	**663 315 470**	**663 315 470**	**728 257 810**	**780 464 483**	**834 089 998**

TABLE SA6: RECONCILIATION OF IDP STRATEGIC OBJECTIVES AND BUDGET (CAPITAL EXPENDITURE)									
Strategic Objective	**2019/20**	**2020/21**	**2021/22**	**Current Year 2022/23**			**2023/24 Medium Term Revenue & Expenditure Framework**		
	Audited Outcome	**Audited Outcome**	**Audited Outcome**	**Original Budget**	**Adjusted Budget**	**Full Year Forecast**	**Budget Year 2023/24**	**Budget Year +1 2024/25**	**Budget Year +2 2025/26**
Safe Communities & Environment	2 313 639	554 181	594 675	1 924 000	2 496 889	2 496 889	3 349 500	3 148 100	3 366 500
Socio- Economic Development	623 129	916 562	47 801 295	304 900	2 808 351	2 808 351	2 128 000	680 000	236 000
Sustainable Financial Management	771 251	217 887	1 958 422	826 950	932 005	932 005	302 375	517 500	605 500
Affordable & Quality Service Delivery	57 336 642	92 710 426	63 568 562	86 515 106	95 526 344	95 526 344	103 174 553	84 238 250	81 538 950
Good Governance & Performance Driven Organisation	1 126 341	637 756	622 703	666 500	628 526	628 526	1 428 000	419 000	2 342 000
Total Capital Expenditure	**62 171 001**	**95 036 813**	**114 545 658**	**90 237 456**	**102 392 115**	**102 392 115**	**110 382 428**	**89 002 850**	**88 088 950**

4.4 Capital Expenditure Framework by Asset Class and Ward

The following summary of the capital expenditure plan provides an overview of asset classes and provide a categorical preview or nature of capital expenditure.

Table 15 - CAPEX by GFS Classification and Ward

Asset Class	Ward	FY 2023/2024	FY 2024/2025	FY 2025/2026
Cemeteries	1			R100 000
	2	R100 000		
	6,7,8		R100 000	
	HQ	R200 000	R200 000	R200 000
Cemeteries Total		R300 000	R300 000	R300 000
Civic Land And Buildings	1			R150 000
	4	R40 000	R130 000	
	7	R30 000		
	1,3		R2 200 000	R100 000
	5,9	R50 000	R100 000	
	6,7,8		R50 000	
	HQ	R4 610 000	R550 000	R200 000
Civic Land And Buildings Total		R4 730 000	R3 030 000	R450 000
Community Halls	2		R100 000	
Community Halls Total			R100 000	
Computers - Hardware/Equipment	2	R30 000		
	HQ	R1 359 000	R1 265 000	R3 143 500
Computers - Hardware/Equipment Total		R1 389 000	R1 265 000	R3 143 500
Disabled Access	HQ	R200 000	R200 000	
Disabled Access Total		R200 000	R200 000	
Furniture And Other Office Equipment	1	R6 500		
	2	R2 300		
	3			R30 000
	6	R37 000		
	1,3	R30 000		
	6,7,8	R95 000		
	HQ	R758 775	R237 700	R166 400
Furniture And Other Office Equipment Total		R929 575	R237 700	R196 400
General Vehicles	2	R500 000	R500 000	R800 000
	3	R500 000		R700 000
	4	R1 200 000		
	5,9	R500 000		
	6,7,8	R1 800 000		
	HQ	R1 470 000	R1 150 000	R7 900 000
General Vehicles Total		R5 970 000	R1 650 000	R9 400 000
Infrastructure - Electricity	1	R1 550 000		R150 000

Asset Class	Ward	FY 2023/2024	FY 2024/2025	FY 2025/2026
	2	R150 000		R1 320 000
	3		R60 000	R2 000 000
	4		R780 000	R1 000 000
	7	R300 000		R750 000
	1,3	R2 100 000	R3 137 000	R3 030 000
	5,9	R2 870 000	R650 000	
	6,7,8	R7 850 000		R1 000 000
	HQ	R9 152 593	R14 843 748	R6 500 000
Infrastructure - Electricity Total		R23 972 593	R19 470 748	R15 750 000
Infrastructure - Road Transport	1	R1 684 850	R400 000	
	2	R4 598 912		
	3	R3 660 802		
	4	R10 879 963	R200 000	R1 920 329
	5	R1 006 393		
	6	R1 319 386		
	7	R2 146 826		
	8	R4 740 859		
	9	R1 518 059		
	1,3	R1 000 000	R4 306 352	R3 000 000
	HQ	R50 000	R10 050 000	R10 050 000
Infrastructure - Road Transport Total		R32 606 050	R14 956 352	R14 970 329
Infrastructure - Sanitation	1		R3 942 250	R5 111 500
	2	R8 762 910	R1 000 000	R500 000
	3			R1 900 000
	4		R2 000 000	R1 000 000
	5		R1 000 000	R900 000
	7		R2 000 000	
	8		R1 750 079	R2 249 921
	1,3	R2 642 800	R3 300 000	R3 800 000
	5,9		R2 600 000	R1 400 000
	6,7,8	R1 000 000	R900 000	R4 400 000
	HQ	R550 000	R850 000	R1 100 000
Infrastructure - Sanitation Total		R12 955 710	R19 342 329	R22 361 421
Infrastructure - Solid Waste	HQ	R150 000		R525 000
Infrastructure - Solid Waste Total		R150 000		R525 000
Infrastructure - Water	2	R8 800 000	R500 000	R500 000
	3	R3 800 000	R700 000	R500 000
	4	R1 000 000	R3 500 000	R3 000 000
	8			R2 500 000
	1,3	R1 200 000	R3 300 000	
	4,5,9			R3 000 000
	5,9	R1 000 000	R6 500 000	R5 000 000
	6,7,8	R1 500 000	R500 000	

Asset Class	Ward	FY 2023/2024	FY 2024/2025	FY 2025/2026
	HQ	R1 200 000	R3 200 000	R1 400 000
Infrastructure - Water Total		R18 500 000	R18 200 000	R15 900 000
Other Assets	HQ	R40 000	R5 000	R20 000
Other Assets Total		R40 000	R5 000	R20 000
Other Land	1	R1 000 000	R500 000	
Other Land Total		R1 000 000	R500 000	
Parks & Gardens	1	R100 000	R230 000	R30 000
	4	R30 000	R30 000	R30 000
	1,3	R70 000	R130 000	R100 000
	6,7,8	R50 000	R180 000	R180 000
	HQ	R50 000	R200 000	R50 000
Parks & Gardens Total		R300 000	R770 000	R390 000
Plant & Equipment	1	R38 700	R20 000	R28 500
	2	R40 000	R30 000	R38 500
	4	R59 000	R50 000	R58 300
	1,3	R72 000	R30 000	R38 500
	5,9	R72 000	R30 000	R38 500
	6,7,8	R104 000	R210 000	R38 500
	HQ	R2 626 600	R1 388 100	R1 591 500
Plant & Equipment Total		R3 012 300	R1 758 100	R1 832 300
Recreational	1		R420 000	R280 000
	3	R60 000		R50 000
	4	R100 000	R250 000	R590 000
	7	R2 100 000		
	5,9		R200 000	R200 000
	HQ	R150 000	R230 000	R230 000
Recreational Total		R2 410 000	R1 100 000	R1 350 000
Speciallised Vehicles	HQ		R3 000 000	
Speciallised Vehicles Total			R3 000 000	
Sportsfields & Stadia	1		R764 212	R50 000
	2			R50 000
	4	R130 000	R1 653 409	R1 000 000
	7	R230 000		
	5,9	R1 357 200		
	HQ	R200 000	R400 000	R400 000
Sportsfields & Stadia Total		R1 917 200	R2 817 621	R1 500 000
Swimming Pools	6		R300 000	
Swimming Pools Total			R300 000	
Grand Total		R110 382 428	R89 002 850	R88 088 950

For more detail about the planned projects, please refer to section 3.4 where the capital expenditure is broken down by town and ward.

4.5 Capital Expenditure Summary by Town and Ward

From the following table it is important to note that there are expenditure that is not limited to a single ward of collective town, and such expenditure is linked to “HQ” for Hessequa. This allows for categorisation of assets that benefits all/multiple wards that do not relate to a single town.

Table 16 - CAPEX by Town and Ward

Town	Ward	FY 2023/2024	FY 2024/2025	FY 2025/2026
Albertinia	2	R22 984 122	R2 130 000	R3 208 500
Albertinia Total		R22 984 122	R2 130 000	R3 208 500
Gouritsmond	1	R1 211 895	R1 400 000	R1 050 000
Gouritsmond Total		R1 211 895	R1 400 000	R1 050 000
Heidelberg	4			R2 420 329
	5	R1 006 393	R1 000 000	R900 000
	9	R1 518 059		
	4,5,9			R3 000 000
	5,9	R5 849 200	R10 080 000	R6 638 500
Heidelberg Total		R8 373 652	R11 080 000	R12 958 829
Hessequa	HQ	R22 545 468	R37 693 548	R33 476 400
Hessequa Total		R22 545 468	R37 693 548	R33 476 400
Jongensfontein	3	R3 757 978	R760 000	R3 230 000
Jongensfontein Total		R3 757 978	R760 000	R3 230 000
Riversdale	6	R1 356 386	R300 000	
	7	R4 806 826	R2 000 000	R750 000
	8	R4 740 859	R1 750 079	R4 749 921
	6,7,8	R12 399 000	R1 940 000	R5 618 500
	HQ	R221 500	R76 000	
Riversdale Total		R23 524 571	R6 066 079	R11 118 421
Slangrivier	4	R11 515 326	R3 843 409	R2 068 300
Slangrivier Total		R11 515 326	R3 843 409	R2 068 300
Stilbaai	1	R3 168 155	R4 876 462	R4 850 000
	3	R4 262 824		R1 950 000
	1,3	R7 114 800	R16 403 352	R10 068 500
Stilbaai Total		R14 545 779	R21 279 814	R16 868 500
Witsand	4	R1 923 637	R4 750 000	R4 110 000
Witsand Total		R1 923 637	R4 750 000	R4 110 000
Grand Total		R110 382 428	R89 002 850	R88 088 950

5 KPA 2: GOOD GOVERNANCE & PERFORMANCE DRIVEN ORGANISATION

5.1 Medium Term Goals / Objectives

Outcome / Term Objective	Desired Outcome Definition / Description
Development and implementation of individual performance management system	Successful completion and institutionalisation of individual performance monitoring, evaluation and reporting.
Development and implementation of useful language policy	Development and implementation of approved language policy in all processes and publications.
Implementation of centralized complaints / service request management system	Developing a central complaints / service request system that is able to track the full cycle of a complaint/service request and report on operational and management levels
Reduction of employee cost component in relation to total operating expenditure	Realistic action plan to minimise the employee cost of operational expenditure.
Achievable Integrated Development Planning and Reporting	Comprehensive analysis of growth trends, consumer trends, service demand trends as it relates to population growth and development trends. Identification of clear targets for IDP cycle to measure and report on progress made

5.2 Risk Environment & Management

The following table identifies three main categories within the Hessequa risk universe, each with its own set of subcategories for use within the ERM system of Hessequa Municipality.

RISK UNIVERSE	
Strategic Risk	Internal Risk
Economic	Compliance and Regulatory Risk
Environmental	Disaster / Business Continuity Risk
Legislative	Financial Risk
Tech / Infrastructure	Fraud and Corruption Risk
Social	Health and Safety Risk
Political	Human Resource Risk
	Information and Technology Risk
External Risk	Litigation Risk
Legislative Environment	Loss and Theft of Assets
Natural Environment	Reputational Risk
Economic Environment	Service Delivery Risk
Political Environment	Cultural Risk
Social Environment	Knowledge and Information Risk
Technological Environment	Material Resources Risk
	Third Party Performance Risk

Risk Title	IR/25	RR/25
Negative / Damaging effects of non-management of all waste categories to public health / natural environment	16	12.8
Ageing of infrastructure and performance degradation	16	12.16
Damages due to Rising Sea Levels	12	12
Risk of civil claims	16	11.2
Poor Liquidity	16	10.4
Environmental & Legal Risk of Sewage Spillage as a result of effluent not meeting required standards	15	9.75
Bulk Services Infrastructure Failure	12	9.6
Non-collection of revenue	12	8.28
Loss of Data	12	7.8

5.3 Information & Communication Technology

Introduction

Hessequa Municipality has a functional ICT unit consisting of 4 x permanently appointed staff members task to maintain and support users on the network across the region. All ICT related Services and Systems are governed by the Hessequa ICT Steering Committee, under leadership of the Municipal Manager. The ICT Steering Committee is properly mandated with an approved industry standard ICT Charter as prescribed by the Governance Framework. All Directors including the ICT Manager are fulltime members of the ICT Steering Committee with ad hoc representation of line managers as and when needed. The ICT Steering Committee oversees, monitors and directs all ICT related initiatives to ensure on going alignment with Strategic Directives as stated in the IDP.

This table is solely noted as a high-level overview as a summary, with more detail around it provided in the sections below – it is here as the core item to this section, to provide a consolidated view around the initiatives, as born through the IDP objectives.

Table 17 - IDP & ICT Alignment

IDP Objective [2017 - 2022]	
1.	Good Governance
2.	Service Delivery
3.	Environmental
4.	Sosio Economic
5.	Financial Performance

ICT Initatives [2017 - 2022]	
1.	ICT Governance
2.	Enabling ICT Infrastructure
3.	Management of E-Waste
4.	Access to Information
5.	Development, Maintenance of Efficient and Secure ICT

Situated in the rural part of the Province one of the main challenges for Hessequa Municipality is connectivity. The Hessequa Municipality support WC & Local Government Broadband Implementation Strategy and actively participates in all workgroup discussions to drive interconnectivity between all Municipalities in the Garden route region and across the Province.

Hessequa Municipality considers it a priority to remain aware of the longer-term strategies to bring connectivity to all governmental buildings and all households, business benefits and ICT Shared Services and will actively pursue compliance with all such directives.

Key ICT focus areas for the short to medium term (5-year IDP cycle) are:

- ICT Governance Implementation

- mSCOA Readiness and implementation;
- Completion of an Integrated RF Network & telephone Solution;
- Continuing the upgrade and refresh of municipal ICT Infrastructure;
- Ongoing strategic analysis of business systems and Processes to ensure optimal efficiency and productivity.

The value of Technology to meet various IDP objectives will be further defined as per the people internally at Hessequa Municipality, and their understanding of how technology could/should/would be levered to achieve the required outcomes. Technology is rapidly evolving to solve many problems while too achieving meaningful results. It’s difficult to predict what the future holds, but we do know the foundation as informed through this strategy would be adequate for Hessequa to either

(a) realize the required outcomes, or

(b) pivot towards meeting required outcomes.

Irrespective of what Technology is in place, if Governance is not adequate, Risk is not managed, and Compliance is not measured, it would translate to unsatisfactory results across various areas of IT and the Business respectively and collectively. Pursuant to the above as noted by Hessequa Municipality, the outcomes required seeks to collectively and holistically deliver on and speak to the official items listed in the ICT Strategy as:

- Improving the image of the Municipality,
- Improving the ICT function,
- Improving Audit Report (Risks),
- Upgrading ICT Infrastructure, Networks,
- Upgrading end-user environments,
- Upgrading systems (mSCOA readiness),
- Ensure ICT project alignment with IDP.
- Presentations on Directives and initiatives from Provincial and National Government and internal alignment strategies
- The ICT Governance Framework guides the ongoing alignment procurement, execution; implement and disaster recovery of all ICT related initiatives in collaboration with lines of business, etc.

5.4 Library Services

In Hessequa, library services function through a total of 16 different service points consisting of 9 main libraries, 4 mini-libraries, 1 library of the blind and two satellite libraries. The Library Services provide free services and resources to the community of Hessequa, this includes internet, computer and wi-fi access. A variety of printed, audio and visual material are made available to meet the informational, educational, cultural, recreation and personal needs of the community members at large.

5.4.1 Current Services

Hessequa Library Services is 100% funded by two grants which consist of the Conditional Grant and Municipal Replacement Grant. Hessequa Municipality undertakes responsibility for the relevant Library Service, utilising the financial contribution received from the two grants.

SERVICE POINT	SERVICES	ELECTRONIC SERVICE (FREE)
Albertinia Public Library	General library service	Computer and internet access Wi-fi access
Bietouville Satellite Library	Basic library service and outreach activities	
Brakfontein Mini-Library	Basic library service and outreach activities	Computer and internet access
Duivenhoks Public Library	General library service	Computer and internet access Wi-fi access
Gouritsmond Public Library	General library service	Computer and internet access Wi-fi access (installed before end of 2023)
Heidelberg Public Library	General library service	Computer and internet access Wi-fi access
Kwanokuthula Satellite Library	Basic library service and outreach activities	Computer and internet access
Melkhoutfontein Public Library	General library service	Computer and internet access Wi-fi access
Molenrivier Mini-Library	Basic library service and outreach activities	
Protea Public Library	General library service	Computer and internet access Wi-fi access
Riversdale Public Library	General library service	Computer and internet access Wi-fi access
Slangrivier Public Library	General library service	Computer and internet access Wi-fi access
Stilbaai Public Library	General library service	Computer and internet access Wi-fi access
Vermaaklikheid Mini-Library	Basic library service and outreach activities Activity room	
Vondeling Mini-Library	Basic library service and outreach activities	
Library of the Blind (Riversdale Library)	Audio material	Computer and internet access

5.4.2 Current Needs

Hessequa Library Service strives to achieve its required mandate by Council and Provincial Library Service requirements and continues to act as an agent that conducts activities and awareness campaigns which enhance life-long learning. Our libraries are information hubs that are continuously striving to be relevant and keep up with the diverse needs of our users. Below is a summary of needs per LIObrary Services PDO

PDO	Current Service Point	Current Needs
Continued Delivery of Public Library Service	Albertinia Public Library	External power source
	Bietouville Satellite Library	Free wi-fi access
	Brakfontein Mini-Library	Free wi-fi access
	Duivenhoks Public Library	External power source
	Gouritsmond Public Library	External power source
	Heidelberg Public Library	External power source
	Kwanokuthula Satellite Library	Free wi-fi access
	Melkhoutfontein Public Library	External power source
	Molenrivier Mini-Library	Free wi-fi access
	Protea Public Library	External power source
	Riversdale Public Library	Colour printing and copying
	Slangrivier Public Library	External power source
	Stilbaai Public Library	Colour printing and copying
	Vermaaklikheid Mini-Library	Free wi-fi access
	Vondeling Mini-Library	Free wi-fi access
	Library of the Blind (Riversdale Library)	Upgraded equipment
Expand Library Access and Service	Heidelberg Library	Upgrading of Heidelberg Library (expanding)
	Still Bay Library	Equip Still Bay Library with equipment and material to assist the visually impaired and blind users of the library
	Kwanokuthula Satellite Library	Upgrade the satellite library to a modular library

The following list reflects all gazetted by-laws.

1. Aerodromes	2. Sporting Facilities
3. Air Pollution Control	4. Liquor Trading Hours & Days
5. Cemetries & Crematoria	6. Storm Water Management
7. Commanage	8. Street Trading
9. Events	10. Tariffs
11. Fenching & Fences	12. Rules Of Order
13. Heritage Resources & Cultural Institutions	14. Customer Care & Revenue Management
15. Irrigation Water	16. Fireworks
17. Outdoor Advertising	18. Management & Use Of Rivers
19. Public Amenities	20. Electricity Supply
21. Public Busses & Taxis	22. Impoundment Of Animals
23. Prevention Of Public Nuisance & Public Nuisance Arising From The Keeping Of Animals	24. Water Supply & Sanitation Services & Industrial Effluent
25. Rates	26. Fire Safety
27. Roads	28. Land Use Planning
29. Solid Waste Disposal & Refuse Removal	

The following is a list of Sector Plans and their status.

SECTOR PLAN	STATUS	NOTE
1. **Human Settlements Plan**	Approved 2023	
2. **Coastal Management Plan**	In process	Under discussion
3. **Air Quality Management Plan**	Approved 2019	
4. **Disaster Management Plan**	Approved 2022	2023 Review in progress
5. **Municipal Spatial Development Framework**	Approved 2017	Review in progress
6. **Local Economic Development Strategy**	Approved 2023	
7. **Water Services Development Plan**	Approved 2012	In the process to update the WSDP, the Department is in the process to develop a electronical website for ease

SECTOR PLAN	STATUS	NOTE
		of updating the near. We also asked province for assistance in the updating of the plan
8. **Pavement Management System**	Approved 2010	Garden Route District Management is in the process to conduct a study to compile a Rural Road Assessment Management System (RRAMS) that will replace the pavement management systems used by Local Municipalities.
9. **Storm Water Master Plan**	Approved 2007	The roads and stormwater asset are currently being evaluated by our Internal Technical and External Service provided, the outcome of the verification will be used to update the old Stormwater master plans for the Municipality.
10. **Integrated Transport Plan**	At GRDM	Managed by Garden Route District Municipality.
11. **Solid Waste Implementation Plan**	Approved 2020	Review due in year 2025
12. **Electrical Master Plan**	Approved 2018	Licenced for distribution and new network infrastructure is continuously updated on master drawings.
13. **Workplace Skills Plan**	Approved 2023	Re
14. **Roads Master Plan**	In process	Hessequa is in the process to compile it own road masterplan internally. Mostly used the Pavement management system in the past.
15. **Street and Storm water maintenance plan**	Implementation plans	Weekly maintenance plans are used and asset maintenance scheduled is compiled for implementation.
16. **Integrated Waste Management Plan**	Approved 2020	Review due in year 2025
17. **Climate Change Adaptation & Mitigation Strategy**	Approved 2016	
18. **Sewer Master Plan**	Approved 2019	To be reviewed and updated in the 2023/24 financial year
19. **ICT Governance Framework**	Approved: 2021	Review with shared support from DLG planned for 2023/24.

5.6 WORKPLACE SKILLS DEVELOPMENT

The HR Department is reviewing Personal Development Plans (PDPs) of all officials to set-up a 5-year Workplace Skills plan that will be reviewed annually as per the Municipal Staff Regulations in the Government Gazette nr 45181 of 20 September 2021 section 45. The revision of the PDPs commenced after the Council's strategic sessions were completed to ensure that the objectives are captured and incorporated into the PDPs of staff that includes training initiatives.

The Municipality's training objectives are also aligned to the Local Government Seta's (LG SETA) priority areas which includes Electricity, Water and Trade Apprenticeships.

The following draft Workplace Skills Plan (WSP) served at the Local Labour Forum on 24 March 2023 and were submitted to the LGSeta.

Training description	No. of Officials	Target group	Council (Excl VAT)
Conveying of Dangerous Goods New & Refresher	35	Technical	R23 152,00
Handling of dangerous goods New & Refresher	40	Technical	R21 549,00
PLC Training (Programmable Logic Controller)	5	Electrical	R52 500,00
Pump Operations & Maintenance	5	Electrical	R52 500,00
Medium Voltage (2 Groups)	18	Electrical	R112 000,00
High Voltage 66	2	Electrical	R10 000,00
Brush Cutter	20	Technical/Environmental	R25 000,00
RPL Drone	2	Environmental/Protection Services	R53 000,00
Working @ Heights	15	Electrical/Handymen/Corporate	R18 000,00
K53 & EOV & Eye testing	3	Traffic Staff	R30 000,00
Fire Plan Inspection & Approval	2	Fire Department	R23 000,00
TECHNICAL			
Water & Waste Water Reticulation NQF3	10	Technical	R153 340,00
Machinery			
Crane Truck - New	8	Technical/Parks	R11 600,00
Cherry Picker - New	8	Technical/Corporate X1	R11 600,00
Refuse Compactor - New	10	Technical	R14 500,00
Digger Loader - New	5	Technical	R7 250,00
Roller (Bomag, Walk Behind, Sit-on) New	5	Technical	R7 250,00
Tractor (with equipment) New	5	Technical	R7 250,00
		Budget R645 000	R633 491,00
VARIOUS Training initiatives - Should there be savings			
Snake Handling/Management of Bees	12	Fire Department/Technical	R20 340,00
SQL Report Writing	5	Human Resources / Finance	R65 000,00
Chainsaw	20	Technical/Environmental	R29 000,00
Telemetry (Electrical)	5	Electrical	R100 000,00
Mediation	1	Human resources	R18 000,00
Basic Rigging & Slinging	12	Technical/Electrical	R13 000,00
Website/Graphic Design	2	Public Relations	R32 000,00
Peace Officer	5	Where required	R40 000,00
Close Protective Officer	1	Protection Services	R33 000,00
Total	**225**		**R910 831,00**
DISCRETIONARY GRANTS (DG)			
Electricity (Milwright, Telematrie & Electrical) Apprenticeship		2 (employed) & 10 (unemployed)	Subject to DG
Bricklaying Apprenticeship		2 (employed) & 10 (unemployed)	Subject to DG
Plumbing Apprenticeship		2 (employed) & 10 (unemployed)	Subject to DG
Environmental Practice NQF 3 Learnership		2 (employed) & 10 (unemployed)	Subject to DG

6 KPA 3: SAFE COMMUNITIES & ENVIRONMENT

6.1 Medium Term Goals / Objectives

Outcome / Term Objective	Desired Outcome Definition / Description
Compliance certification of all municipal buildings	Programme for systematic compliance certification of municipal buildings / facilities
Detailed coastal management plan development and implementation	Realistic multi-year programme with annual targets set for management of coastal regions in accordance with applicable legislation.
Development of comprehensive Back-yard Dweller Support Programme	Research and development of a realistic support programme to assist informal household structures located on formal residential properties
Eradication of title deed backlogs from old housing schemes	Pre and post 1994 schemes
Stabilisation and management of dunes in coastal towns	Can be included in Coastal Management Plan, but specifically relating to dune management within urban areas in coastal towns.
Improvement and expansion of law enforcement operations	Securing a safer future for residents and protecting the strategic advantage Hessequa presents to possible investors and communities for growth

6.2 Spatial Development Framework

The Spatial Planning and Land Use Management Act, Act No. 16 of 2013 (SPLUMA), implemented on 1 July 2015, and the Western Cape Land Use Planning Act 2014 (LUPA) ushers in a new era of planning and development decision-making where the responsibility rests largely on local municipalities to fulfil their role as land use planning decision-makers as per Constitutional mandates and obligations. Section 24(1) of SPLUMA determines that a municipality must, after consultation as prescribed in the Act, adopt and approve a single land use scheme for its entire area within five years from the commencement of this Act.

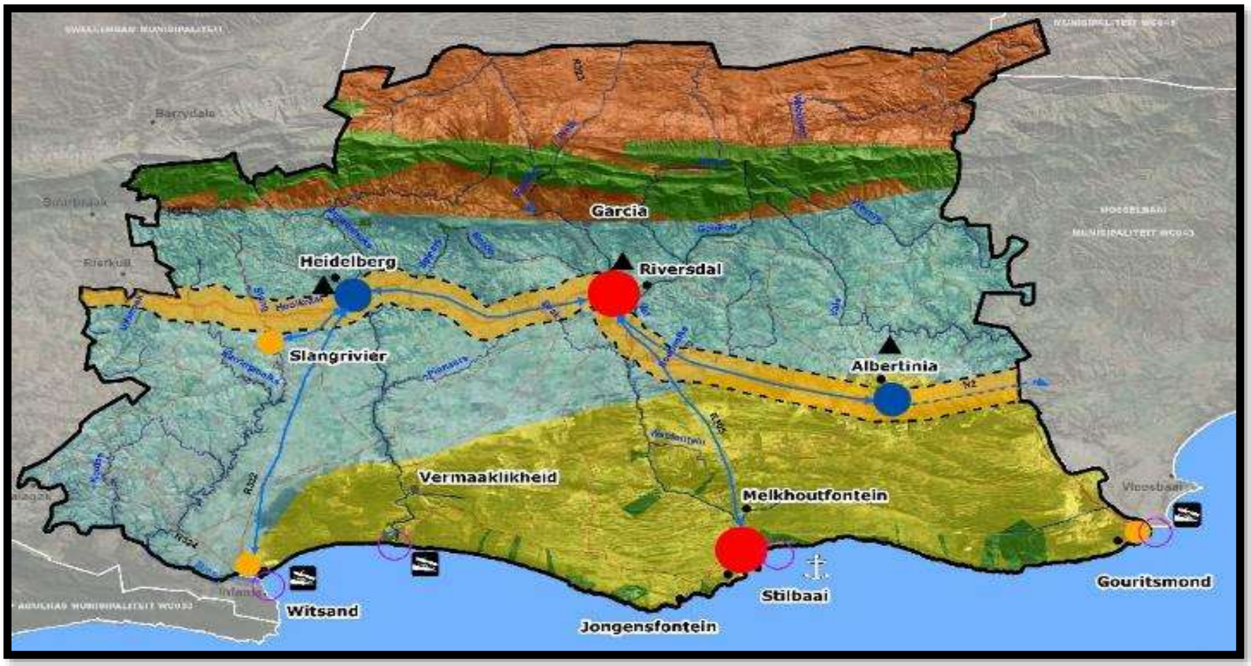
Hessequa municipality is currently reviewing and updating their SDF internally to align to SPLUMA. Hessequa Municipality's 2017 MSDF was readopted as a core component of its 2022 IDP and will be readopted again in 2023. The MSDF was mostly derived from 2012 but was revised in 2017 to encompass "town development plans." However, the presently adopted MSDF is no longer current, lacks a relevant implementation framework, and is inadequate to support the development and inclusivity of a Capital Expenditure Framework (CEF), which will enable the municipality to produce a strategy-led budget and give effect to the vision, goals, and objectives of the IDP.

Currently, Hessequa Municipality is in the process of creating a new MSDF that will include a CEF. As per Sections 28(3) and 29 of the MSA, 2000 (Act 32 of 2000), Section 20 of SPLUMA, 2013 (Act 16 of 2013), Section 11 of LUPA, 2014 (Act 13 of 2014), and Section 3(2)(a) of the Hessequa By-Law on Municipal Land Use Planning, 2015 Hessequa, written notice was provided to the Provincial Minister, Local Government, Environmental Affairs, and Development Planning of the intention to compile a new MSDF in August 2021. Additionally, an ISC was created in accordance with Section 11(A) of LUPA (Act 13 of 2014) and Sections 4 and 5 of the Hessequa By-Law, 2015.

To minimize the cost of developing a new MSDF, an internal "Status Quo Document" or foundational part of the MSDF was created. This process included three ISC meetings where feedback, input, and formal comments were received and responded to in the MSDF Status Quo Document. This process was conducted simultaneously with the IDP public participation process, where relevant comments were also gathered from ward committee workshops, particularly on the 2017 town development plans. The Status Quo Document was subsequently adopted by Council on March 29th, 2023. To complete the process, Hessequa Municipality aims to source funds and make a budget available in the 2023/2024 financial year to specifically update the town development plans and to ensure the MSDF is suitable for the inclusion and development of a CEF.

If the new MSDF is approved at the same time as the adoption of a new IDP in 2024, it will be considered a core part of the IDP. However, if approval of the new MSDF occurs midway through the IDP cycle, it will need to be approved as an amendment to the IDPAs Hessequa is literally a region on its own and includes various towns with unique economic activity. The spatial economy of the Hessequa region should be analysed and considered within the context of a region and not of a single town.

Map 1 displays the spatial rationale of the Hessequa Region and identifies the major economic corridors of the Hessequa region. The N2 is an important access point to the Hessequa economy with economic paths towards the coastal towns. It also identifies the population contribution in the form of coloured circles with the size representing the population contribution to the region. Riversdale and Stilbaai are the two towns with the largest contribution in terms of population and economic activity.

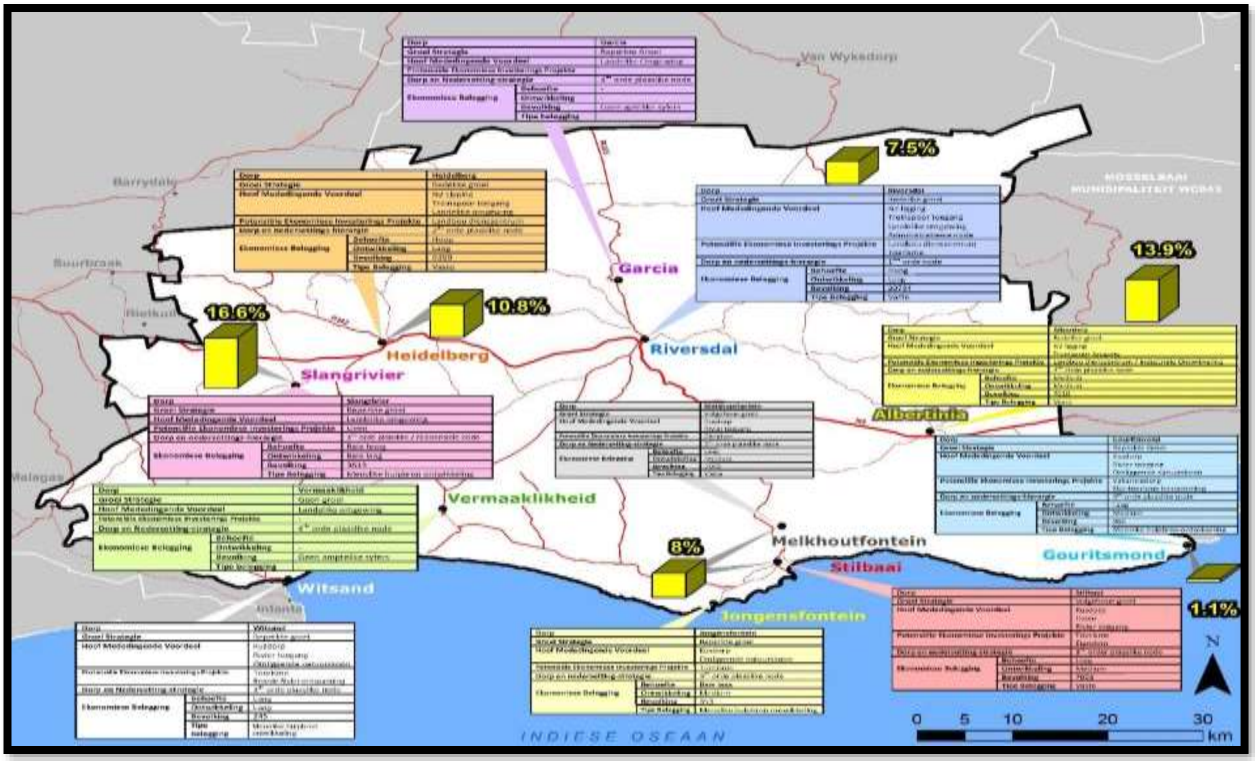


Map 1 - Spatial Rationale (Plan 5.1 in SDF)

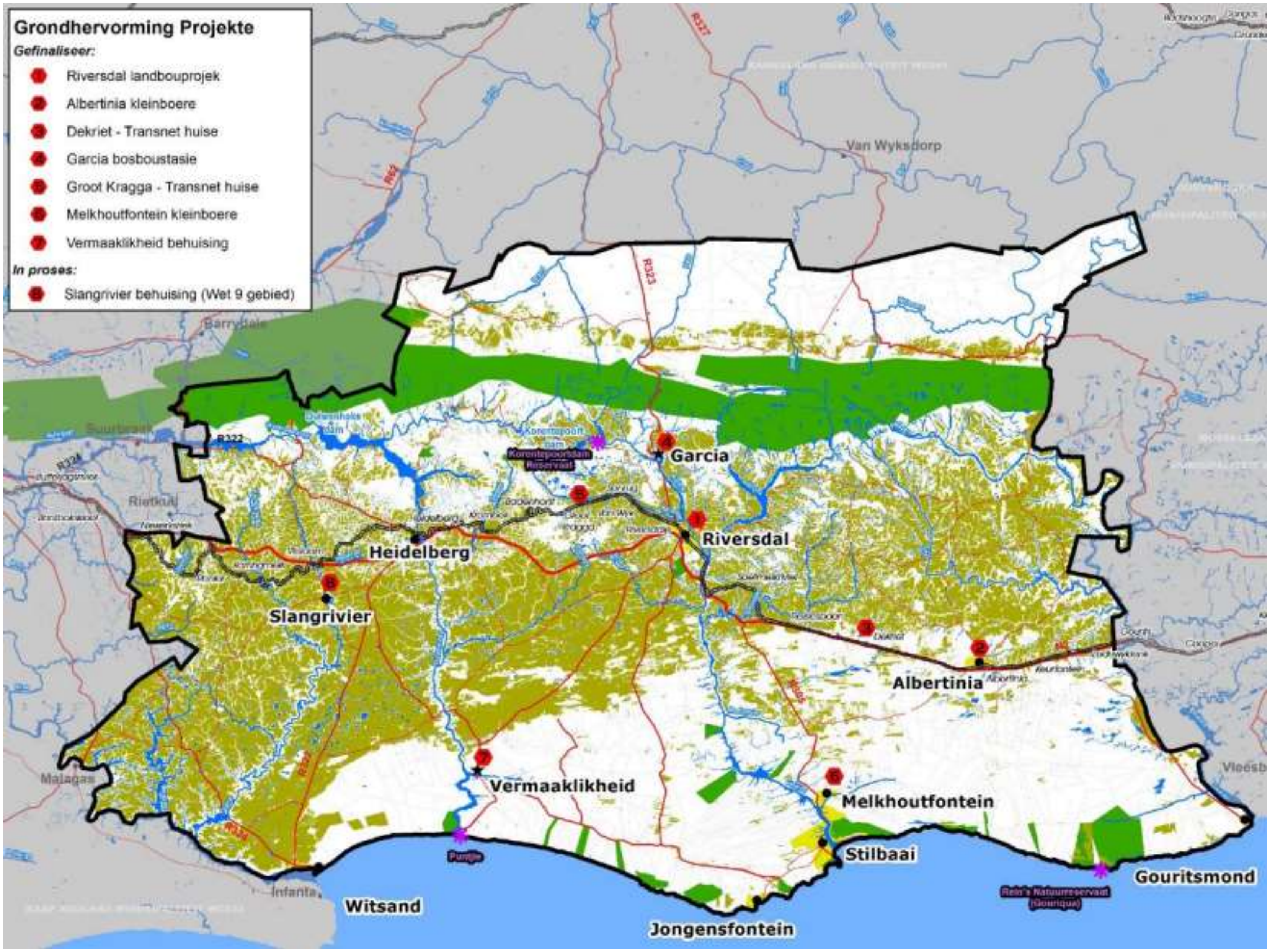
The dynamic nature of each town in the Hessequa region is a challenge to manage. Therefore the Spatial Development Framework (SDF) of Hessequa Municipality identifies and analyses this diverse nature and represents it spatially.

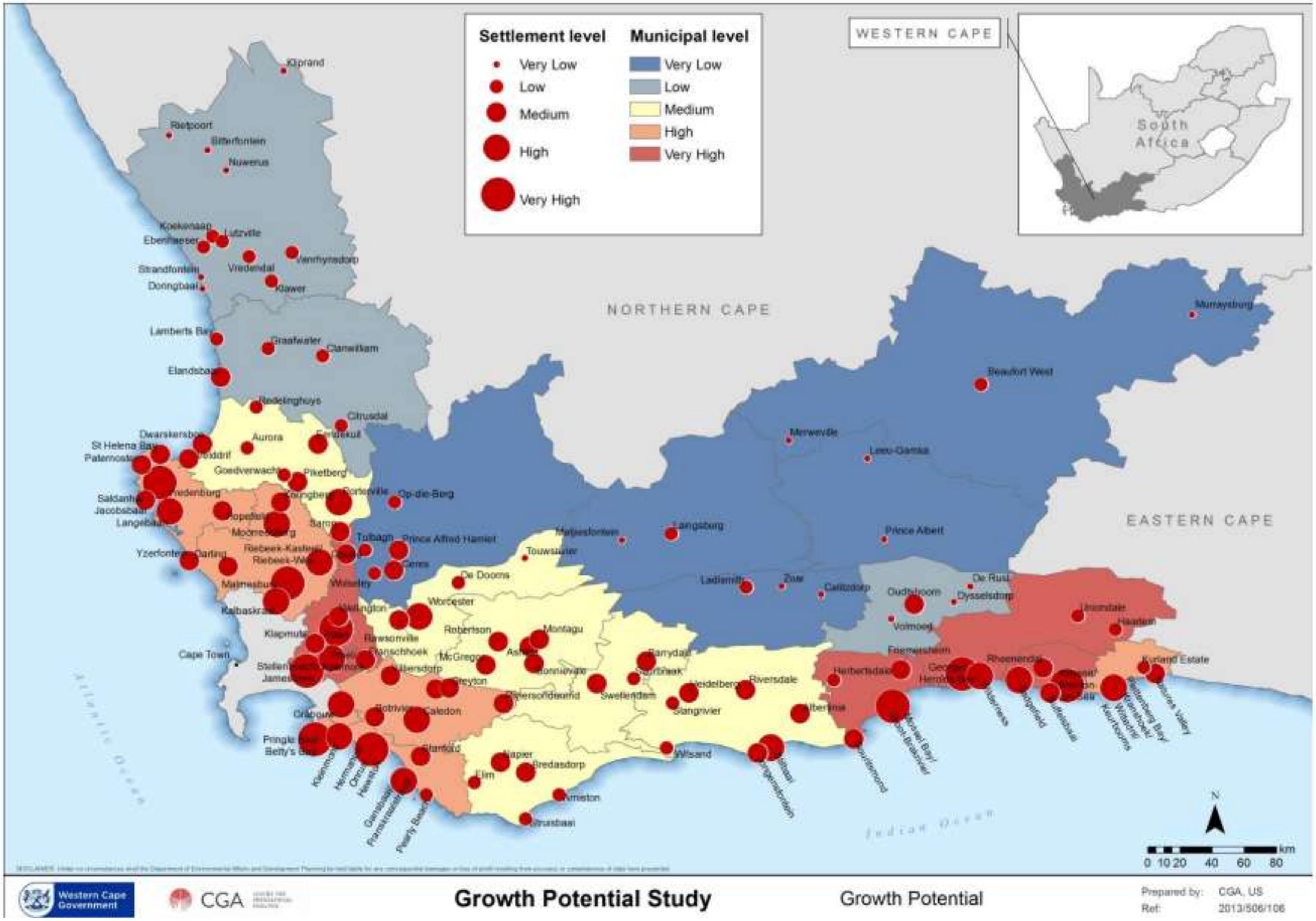
Map 2, located on the following page, highlights key variables per town to resemble growth potential in comparison to social need. It considers the growth strategy, competitive advantage, potential investment projects, town strategy and economic investment measures. It continues to identify the need for housing solutions as a possible growth indicator to be considered during any form of bulk service development.

Each town in Hessequa has its own spatial development proposal in the SDF as well as growth management plans. These strategic planning tools create the foundation to measure all investments in the municipal region. A practical example of how the spatial development realities have influenced investment in infrastructure, would be the upgrading of the electricity bulk service to the Stilbaai area. The project provides for expanded bulk service provision and enables development of private land as no extensions could be approved due to the full capacity of existing bulk electricity provision that have been reached. This investment in infrastructure was done strategically to enable development and does it provide the municipality with an increase in revenue that can be generated from new developments.



The approved Spatial Development Framework is complemented by the Integrated Environmental Management Plan(IEMP) that is being developed by Hessequa Municipality. The IEMP consists of various sector plans that forms the “building blocks” of the IEMP. The various status of these sector plans are dealt with in the section relating to KPA1. The Hessequa Municipality covers a geographical area of +/- 5200Km’s. The land use of this vast area varies from protected natural environments with a rich biodiversity to highly intensive agricultural use. Map 3, displayed on the following page, displays the land use within the Hessequa rural area. It also identifies the various land reform projects that are relevant to the Hessequa Municipal area. It also highlights the Slangrivier land reform project that relates to the so-called “Act9” transfer process. More detail of this can be found in the Slangrivier Area Based Plan that serves as an annexure to the IDP document. *For more information relating to Spatial Development, please refer to the Spatial Development Framework of Hessequa Municipality*.


Grondhervorming Projekte
Gefinaliseer:
1 Riversdal landbouprojek
2 Albertinia kleinboere
3 Dekriet - Transnet huise
4 Garcia bosboustasie
5 Groot Kragga - Transnet huise
6 Melkhoutfontein kleinboere
7 Vermaaklikheid behuising
In proses:
8 Slangrivier behuising (Wet 9 gebied)
Van Wyksdorp
Barrydale
Garcia
Riversdal
Heidelberg
Slangrivier
Albertinia
Vermaaklikheid
Melkhoutfontein
Stilbaai
Gouritsmond
Witsand
Jongensfontein
Malagas
Infanta
Puntjie
R322
R323
R327
R62


Settlement level
Very Low
Low
Medium
High
Very High
Municipal level
Very Low
Low
Medium
High
Very High
WESTERN CAPE
South Africa
NORTHERN CAPE
EASTERN CAPE
Growth Potential Study
Growth Potential
Prepared by: CGA, US
Ref: 2013/506/106
Western Cape Government
CGA

6.3 Disaster Management Plan

In terms of Act 57 of 2000 stipulates that each Municipality must prepare a Disaster Management Plan/Framework for its area according to the circumstances prevailing in the area after consulting with District Municipality. The formulation and implementation of a Disaster Management plan/framework forms part of the IDP process for the Hessequa Municipality.

In accordance with Section 53(2) (a) of the Disaster Management Act, 2002 (Act 57 of 2002) the level 3 disaster management plan for a municipality must form an integral part of the municipality's integrated development plan. (IDP).

The National Policy Framework of 2005 as well as the Provincial Policy Framework of 2010 also provide for the importance of disaster management planning and state that plans are to be revised at least bi-annually.

The Hessequa Disaster Management Plan is in Draft format and will be table before council in May 2020.

Risk Assessments

Key Performance Area 2 of the National Disaster Management Framework states the importance of disaster risk assessments which will inform disaster risk management planning and prioritise disaster risk reduction and preparedness.

The Western Cape Disaster Management Centre assisted Hessequa Municipality in developing their Risk Assessment in 2017 and was tabled to council in April 2017.

The following was identified as the highest risk factors:

- Veld and Wildland Fires
- Floods
- Drought
- Transport of hazardous material, and
- Alien Invasive Species

Reduction Projects

Technical projects to reduce the risk (structural changes, etc)

(vulnerable groups/ communities/ households/ disabled/ elderly/children)

Preparedness Strategies

Departmental preparedness (general)

Hazard specific contingency plans will be attached as annexures (Contingency Plans)

Table 18 - Disaster Management Key Components

HAZARD	MITIGATION AND PREPAREDNESS - MEASURES	RESPONSIBLE STAKEHOLDERS/PARTNERS
1.Veld fires	Implementing a fuel management plan	Disaster management Hessequa Fire Department Garden Route Fire Department Cape Nature WOF EPWWP
	Education and awareness campaigns	Disaster Management Hessequa Fire Department WOF
	Creation of fire breaks (buffer zones around infrastructure)	Hessequa Fire Department Cape Nature WOF
	Incorporating integrated veld fire management	Hessequa Fire Department Garden Route Fire Department Cape Nature WOF EPWWP
	Developing community wild fire adaption plan	Hessequa Fire Department
2. Floods	Incorporate flood mitigation in local planning	Technical Services Disaster Management
	Form partnerships to support flood plain management	Environmental Department Cape Nature SANParks Disaster Management
	Limit or restrict development in flood plain areas	Town planning and Development IDP Disaster Management Environmental Department
	Improve storm water management planning	Technical services
	Monitoring rainfall, for possibility of flash flooding and	Fire Department Garden Route Fire

HAZARD	MITIGATION AND PREPAREDNESS - MEASURES	RESPONSIBLE STAKEHOLDERS/PARTNERS
	have early warning devices in high situated areas and catchment areas.	Transport operators Law Enforcement Traffic Department SAPS (Explosives, Radioactive) SANRAL Provincial Traffic Department SAWS
	Education and awareness campaigns on correct procedures to follow in case of flooding.	Hessequa Fire Department Disaster Management Law Enforcement Communication
	Flood proof residential and non-residential structures	Community member Disaster management Town Planning and development
	Protect and restore natural flood mitigation futures	Environmental Department Town planning and Development
3. HAZMAT: Road & Rail	Ensure compliance with legislation for all industry and transport owners. Ensure compliance with all municipal by laws with regards to hazardous substances.	Fire Department Garden Route Fire Department Environmental Control Law Enforcement Traffic Department Provincial Traffic Department Disaster Management
	Education and awareness campaigns on correct storage, transport and safe handling of hazardous substances.	Disaster Management Fire Department Garden Route Fire Environmental Control Traffic Department Provincial Traffic Department
	Monitoring industry and transport of hazardous substances	Fire Department Garden Route Fire Transport operators Law Enforcement Traffic Department

HAZARD	MITIGATION AND PREPAREDNESS - MEASURES	RESPONSIBLE STAKEHOLDERS/PARTNERS
		SAPS (Explosives, Radioactive) SANRAL Provincial Traffic Department
	Combat and Support agency agreements (establishing an advisory forum?)	Transnet Petrol SA Hessequa Fire Department Garden Route Fire Department Disaster management SAPS EMS Traffic
	Establish adequate communication structures with relevant stakeholders (information purposes of transport schedules)	Transnet Petrol SA Hessequa Fire Department Garden Route Fire Department Disaster management
	Conduct vehicle inspections	Local traffic Provincial traffic Hessequa Fire Department
	Ensure all relevant agencies involved know their roles and responsibilities	Transnet Petrol SA Hessequa Fire Department Garden Route Fire Department Disaster management SAPS EMS Traffic
	Disseminate information regarding Hazard	Local and Provincial Traffic
	Fire department to develop SOP	Garden Route Fire Department
4. Alien Invasive Species	Drafting of Invasive Plant Control Plan for municipal properties as per National Environmental Management: Biodiversity Act.	Environmental Management Parks and Recreation South African National Parks SCFPA/farmers association National Dept Environmental Affairs

HAZARD	MITIGATION AND PREPAREDNESS - MEASURES	RESPONSIBLE STAKEHOLDERS/PARTNERS
	Education and awareness campaigns	Environmental Management Fire Department South African National Parks
	Compliance monitoring	Environmental Management Parks and Recreation National Department of Environmental Affairs
5. Drought	Community Education/awareness	Technical services Disaster Management Communication
	Monitor drought conditions	Disaster Management Technical services
	Monitor water supply	Disaster Management Technical services Cape Nature Health
	Plan for drought	Disaster Management Technical services Cape Nature Farmers Hessequa Fire Department
	Require water conservation during drought conditions	Technical service Cape Nature Communication Farmers Agriculture Disaster Management
	Prevent overgrazing	Farmers Agriculture
	Retrofit water supply systems	Technical Services Disaster Management Garden Route District Municipality
	Enhance landscaping and design measure	Environmental department Town Planning Disaster management

HAZARD	MITIGATION AND PREPAREDNESS - MEASURES	RESPONSIBLE STAKEHOLDERS/PARTNERS
		Housing
	Educate residence on water saving techniques	Technical services Disaster management Communication
	Educate farmers on soil and water conservation practices	Department of Agriculture Communication
	Identifying secondary water sources	Technical services Department of agriculture Financial IDP
	Clearing of catchment areas	EPWWP Environmental departments Parks and recreational Technical services Cleansing services

Development Strategies

1) Initiate a process of Disaster mitigation within the Hessequa Municipal area.
2) Undertake an audit of the preparedness of the Hessequa Municipality and other relevant role-players in dealing with disasters and potential disaster and devise mechanisms to deal with such disasters.
3) Develop appropriate response mechanisms, procedures protocol and methodology to effective deal with disasters.
4) Identify specific locations and/or communities at risk of disaster and put plans and procedures in place to ensure maximum readiness to deal with such disasters. Suggested actions and projects in this regard include the following.
5) Enhance and expand fire stations in the Hessequa area.
6) Devise and implement appropriate recovery mechanisms as part of the integrated approach to disaster management in the Hessequa Municipality is an effort to minimize the future potential of hazards, risk and vulnerability.

6.4 Integrated Environmental Management

6.4.1 Introduction

Hessequa Municipality is located within an area of world class biodiversity and of a unique conservation value. This is a result of both the inland aquatic and terrestrial ecosystems as well as the diverse coastal and marine habitats. For this reason, Hessequa Municipality made sustainable development as one of their key objectives and as proof we have nature reserves in each town and supports all conservancies, conservation and greening strategies as well as private nature reserves within our jurisdiction. It should be noted that while Hessequa literally means "*the prosperous tribe which comes from the place of the trees*" our region is currently more known for its fynbos rather than for our trees. Thousands of years ago this area was dominated by indigenous forest but over the years and with increasing pressure from us as humans the biomes changed to what is now known as the Cape Floristic Kingdom. The Hessequa Municipality therefore promotes sustainable development: sustainable use of resources, sustainable transport, energy efficiency, recycling, sustainable use of water resources, the use of renewable energy and other environmentally friendly practices.

The latest edition to the Hessequa Integrated Development Plan is the introduction of an Environmental Management Framework (EMF). The EMF can be defined as a spatial decision support tool which can be used in forward planning, environmental governance as well as land use management within the Hessequa municipal domain and should be complementary to Hessequa Spatial Development Framework. Aspects covered in the EMF is as follow:

1. Geomorphology
- Topography, Geology and mineral deposits, Soils, Land Cover and land use
2. Climate Change
- Description of municipal climate/climate change e.g. average temperature/precipitation, rainfall, sunshine, pressure, or wind temperature, drought
3. Biodiversity & Conservation
- Sensitive ecosystem, wetlands, red data species, protected areas
4. Integrated Coastal Management
- Coastline, infrastructure opportunities, accessibility to the coast for socio-economic
5. Water Sources
- Catchment characteristics, Surface water resources, Ground water sources, Wetlands, Aquifers
6. Invasive Plants
- Invasive Vegetation Management
7. Nature Reserves
- Municipal Nature Reserves

6.4.2 Environmental Management Overview

AIR QUALITY MANAGEMENT	Description/Detail	Supporting Information
Air Quality Management Plan developed and adopted/approved by Council?	The Air Quality Act and the National Framework both gives directive for municipalities to compile air quality management plans (AQMPs) to guide them in their air quality management activities. As can be expected, a municipal AQMP must be in line with the AQMP of the province in which it is located and provincial AQMPs must be in line with the National AQMP, i.e. the National Framework. However, cognisance must be taken of the differences between regions and municipalities, implying that each municipality's AQMP must be uniquely applicable to its operations. Hessequa Municipality has its own AQMP which is in line with that of Garden Route District Municipality. The initial 2014 plan has been revised and substituted with a 2019 – 2023 version.	Council Approval: - 25.09.2019 Document Available Link (Environmental Management Folder): https://www.hessequa.gov.za/document-library/ Validity: - 2019 - 2023
Submission of AQO Annual Report & report on implementation of air quality management plan	This is done annually to all relevant stakeholders including Council. Information captured in the report includes: - Status of air quality in the Hessequa region - Atmospheric dispersion modelling - Permitted small fuel burning appliances - Licensed facilities - Listed Activities - Inspections/Complaints - Ambient air quality monitoring - Emission Monitoring	Annually after conclusion of the specific financial year.
Developed Air Quality Management By-Laws	Approved Hessequa Municipality Air Quality Management By-laws.	Promulgated: January 2009 Document Available Link (Environmental Management Folder):

		https://www.hessequa.gov.za/document-library/
Air quality monitoring stations and monitoring of ambient air quality pollutants	Garden Route District Municipality's portable ambient air quality analyser is commission and stationed in potential hotspot areas in the Hessequa Region.	Frequency: Annually or as per complaints received
Designation of Air Quality Management Officer	Hessequa Municipality has a designated Air Quality Management Officer.	Designated Official: Manager: Environmental Management Council Approval: 03.06.2013
Compliance, Monitoring and Enforcement by Environmental Management Inspectors	Hessequa Municipality have two designated EMIs.	Grading: Grade 2
Allocation and availability of Air Quality Management related work budget	An annual budget is made available for Air Quality Management.	Budget is also utilised for awareness initiatives.
BIODIVERSITY AND CONSERVATION		
Availability of Alien Invasive Species Eradication Plan	Alien invasive species eradication plan has been compiled and gravitates into the EMF as a spatial layer. An annual budget is made available for the implementation of the Alien Invasive Species Eradication Plan.	Invasive vegetation control plans specific to certain areas flow from the plan.
Alien clearing initiatives and projects implemented by the municipality	Hessequa Municipality have various invasive vegetation eradication projects as it flows from the Alien Invasive Species Eradication Plan. New projects are identified and annually implemented and follow-ups conducted on previously cleared properties.	Various partners are involved in the management of invasive vegetation in the Hessequa Region, which includes, but are not limited to: - Gouritz Cluster Biosphere Reserve - Local Farmers - Southern Cape Fire Protection Agency - Various Conservancies - Department of Forestry, Fisheries and the Environment (under their Working for… programmes)
Municipal Protected areas/ nature reserves	There are individual management plans compile the municipal nature reserves. The focus of the management plans is to provide	Nature Reserve Management Plans: - Gouritsmond Commonage,

	guidelines for veld management and infrastructure management. The plans are intended to be a "hands-on" practical guideline for the management of the reserves irrespective of who will do the implementation. It will also serve to guide annual financial planning for the reserves, and the use thereof will ensure continuity of management actions. Implementation of the plans are budgeted for annually.	- Pauline Bohnen Nature Reserve, - Werner Frehse Nature Reserve, - Witsand Nature Reserve, - Skulpiesbaai Nature Reserve, and - Jongensfontein Nature Reserve.
Protection and conservation of sensitive ecosystem such as wetlands and others & rehabilitation of degraded areas such as erosion	Various projects have been identified and implemented within the Hessequa region. This range from upper-catchment rehabilitation to mitigating the impact of coastal erosion. Hessequa Municipality have approved dune management plans for various dynamic dune systems in the municipal area.	Partners and project implementers: - Gouritz Cluster Biosphere Reserve - CapeNature - DFFE (EPIP and Working for the Coast) - DEA&DP
Availability of Open Space management plan	The management of public open spaces are being guided by a series of policies, management plans and strategies.	Tree Policy Alien Invasive Vegetation Management Plan Environmental Policy
Availability of Biodiversity By-Laws	Hessequa Municipality have a range of by-laws which deals with biodiversity management.	Applicable by-laws: - Public Amenities - Commonage
Allocation and availability of Biodiversity related work budget	Biodiversity related budgets are made available annually.	
CLIMATE CHANGE		
Climate Change Response Plans/Strategies	**<u>Climate Change Strategy 2016</u>** This document is in line with the provincial climate change strategy and objectives. The Western Cape is at risk from projected changes in rainfall patterns and warming induced by changes in the global energy balance and atmospheric water balance. Hessequa will therefore be affected by climate change in the foreseeable future. Climate change is caused by human activities resulting in the rise of greenhouse gas concentrations in the	

	atmosphere, in turn increasing the average temperature of the atmosphere. Within the municipal area there are several green economy initiatives that aim to ensure sustainable natural resource utilisation as well as programs that actively combat the effects of climate change, this document seeks to act as a synopsis of these initiatives. **Hessequa Climate Change Adaptation Plan** This document is in line with the draft climate Change Adaption Plan of the Garden Route Municipality and was developed in partnership with the Climate Change Sub Directorate of the Western Cape Department of Environmental Affairs and Development Planning as part of the Climate Change Municipal Support Programme. This plan is a first step that aims to create an enabling environment which will support a district-wide and a coordinated response to climate change in the Garden Route. Hessequa Municipality assisted in the collation of the draft climate Change Adaption Plan of the Garden Route Municipality and features as a Section within.	
Amendment of Disaster Management Plans to include Climate Change Response	Refer to Disaster Management Section	
Climate Change response related initiatives and projects	There are a number of climate change related projects initiated by the municipality.	Projects includes but are not limited to: - Dune management - Air quality monitoring - Waste recycling, reduction and reuse - Invasive vegetation management - Erosion control - Desalinisation (water security)

Mainstreaming of climate change in sector and strategic plans	Climate Change and the impacts there off is considered in all Hessequa municipal strategic documentation as well as sector plans i.e. LED, Infrastructure, Water, Waste etc.	
Allocation and availability of Climate Change related budgets	No fixed budget but can be linked to the various climate change action projects	List of Climate change action projects – check adaptation plan
INTERGRATED COASTAL MANAGEMENT		
Coastal Management Programme	**Garden Route District Municipality: Coastal Management Programme** The Garden Route District Municipality: Coastal Management Programme (CMP) was developed in accordance with the requirements of Chapter 6 (Section 48, 49 and 50) of the National Environmental Management: Integrated Coastal Management Act (Act 24 of 2008) (ICMA), which was promulgated to establish the statutory requirements for integrated coastal and estuarine management in South Africa. Hessequa municipality co-funded the program as it included our coast. The Coastal Management Program is a tool that the ICM Act uses to achieve its aims and are viewed as policy directives that will enable a coordinated strategic approach to coastal management within a 5-year timeframe. According to the DEA guideline document, the main objective of a CMP is to collect and combine environmental, economic and political factors that influence the sustainable utilization of coastal resources into plans of action that provide for a coordinated approach for coastal managers and practitioners. The plan has lapsed but revision thereof by District is imminent.	For the benefit of the reader, ICMA (Act 24 of 2008) provides the following definition of municipality: ***"municipality*** – *(b) in relation to the implementation of a provision of this Act in an area which falls within both a* *local municipality and a district municipality, means -* *(i) the district municipality; or* *(ii) the local municipality, if the district municipality, by agreement with the local municipality,* *has assigned the implementation of that provision in that area to the local municipality;"* Although discussions have taken place, the district municipality has not yet assigned the function of coastal management to the Hessequa Municipality. By implication, even though Hessequa Municipality have various coastal management initiatives which is currently being implemented, the mandate to develop and implement a CMP does not reside with the local authority, but with the relevant district municipality.

Promotion of Coastal Access	With increasing population growth and visitor numbers within coastal cities and towns, is it important that coastal accesses be easily and equally be made available to all who wish to enjoy this natural public resource. Historically, the provision of coastal access in South Africa has been inequitable. Both physical access as well as access to resources was denied to most South African citizens. The National White Paper for Sustainable Coastal Development (DEAT, 2000), detailed the national intent to redress this imbalance and details specific management goals as follows: • *"to ensure that the public has the right of physical access to the sea, and along the sea shore, on a managed basis;* • *to ensure that the public has the right of equitable access to the opportunities and benefits of the coast, on a managed basis;* • *to preserve, protect or promote historical and cultural resources and activities of the coast; and* • *to ensure that the State fulfils its duties as the legal custodian off all coastal State assets on behalf of the people of South Africa*." These goals were later enacted via the National Environmental Management: Integrated Coastal Management Act, 2008 (Act No 24 of 2008, as amended) (ICM Act) cementing the South African public's right to access the coastal zone. As part of the larger project to determine coastal management lines as well as development setbacks for the Garden Route District (as was undertaken by the Western Cape Government) a smaller coastal	

	audit was also undertaken. This audit includes existing and historic coastal access land as well as admiralty reserves and included recommendations in respect to land that could be designated as coastal access land. This audit was in support of the Garden Route District Municipality as well as the Hessequa Municipality and is an ongoing process which will be included in the Garden Route Coastal Management Programme (new revision) as well as that of the Hessequa Municipality (once the function of coastal management has been assigned).	
Availability of Coastal Management By-Laws	A Coastal Management By-Law will and can only be developed and adopted once the Garden Route Coastal Management Programme has been revised.	For the benefit of the reader, ICMA (Act 24 of 2008) dictates as follow: ***"50. By-laws*** *A municipality may administer its coastal management programme and may make by-laws to provide for the implementation, administration and enforcement of the coastal management programme."*
Availability and participation of Coastal Management Committee	The Hessequa Municipality is an active member of the following Committees: 1. Garden Route Coastal Committee (MCC) 2. Garden Route Estuaries Task Team 3. Gouritz Estuary Advisory Committee 4. Goukou Estuary Advisory Committee 5. Breede River Estuary Advisory Committee 6. Liaison Committee (Lower Breede River Conservation Trust)	
Allocation and availability Integrated Coastal Management related budgets	Coastal management is budgeted for annually under the budget of the Department: Environmental Management as well as that of the Directorate: Technical Services.	Most of the budget spending is included in the Department's general Operational budget. However, the availability of separate/specific budgets should also be taken cognisance

		of, this included, but are not limited to: - Blue Flag Beaches - Dune management programmes - Coastal infrastructure - Working for the Coast Programs as well as that of Environmental Protection and Infrastructure Programmes.
WASTE MANAGEMENT		
Designation of Waste Management Officer	The Hessequa Municipality has a designated Waste Management Officer which resides in the Directorate: Technical Services	Designated Official: Director: Technical Services Council Approval: 26.03.2020
Availability of the Integrated Waste Management Plan (IWMP)	Hessequa IWMP was adopted and approved by the Hessequa municipal council as well as submitted to the MEC for assessment and endorsement.	Council Approval: - 26.03.2020 Document Available Link (Environmental Management Folder): https://www.hessequa.gov.za/document-library/ Validity: 2020 - 2025
Availability and status of waste bylaw, aligned to the NEM: Waste Act	Approved Hessequa Municipality Waste Management By-laws.	Promulgated: December 2008 Document Available Link (Environmental Management Folder): https://www.hessequa.gov.za/document-library/
Availability and status of landfill site - licenced or not compliance to licence	There are 8 waste management facilities in the Hessequa Municipal area, one of which is not operational anymore. They are the Albertinia Waste Disposal Facility, Droëkloof Waste Disposal Facility, Steynskloof Waste Disposal Facility, Slangrivier Waste Disposal Facility, Jongensfontein Waste Disposal Facility, Gouritsmond Waste Disposal	

	Facility, Witsand Waste Disposal Facility and Melkhoutfontein Waste Disposal Facility.	
Percentage of households that receive basic waste removal services	The percentage of households that receive waste removal services is 82%.	
Indicate percentage of indigent households that receive free basic waste removal services	Refer to Waste Management section.	
Status of waste collection in business and urban areas	Waste collection for business is three times a week and urban areas are once per week.	
Status of waste collection in informal settlement areas	All the towns in the municipal area have a solid waste programme in place and all households are serviced once a week.	
Status of waste collection in rural areas	Transfer stations are strategically place throughout the Hessequa rural community and serviced once a week.	
Availability and status of other waste facilities	Drop-offs and transfer stations are provided, and recycling buy-back centres are made provision for. List of waste facilities are provided in the IWMP.	Recycling buy-back centres includes: - Henque Waste
Availability and status of alternative waste treatment/diversion/minimization initiatives	This information is captured on the IWMP	
SAWIS and IPWIS reporting	Reporting on IPWIS and SAWIS are done as required.	
Allocation and availability of waste management related budgets	Hessequa Municipality have a dedicated waste management budget	
ENVIRONMENTAL GOVERNANCE AND CROSS CUTTING ISSUES		
Municipal projects consider EIAs	All new municipal infrastructure projects are screened for potential environmental impacts that might require authorization. Project planning and budgeting makes allowance for the appointment of EAP's with the associated timeframes. All new developments are screened for the activation of listed activities and where required referred to the	This is done my the municipal internal screening process with the assistance of; - Screening tool - CapeFarmMapper - Hessequa EMF - Relevant regulations as it stems from NEMA (Act 107 of 1998)

	Department of Environmental Affairs and Development Planning (DEA&DP) as and when required. Building plans and land-use applications are therefore only considered upon positive confirmation from DEA&DP.	
Commenting on EIA as Affected and Interested Parties (I&AP)	Hessequa Municipality where identified as an I&AP provides comments on proposed developments/EIAs/Mining Applications/Permitting and Land-Use Applications.	Various internal directorates and departments are regarded as commenting bodies: - Directorate: Technical Services - Department: Town Planning - Department: Environmental Management
Environmental advocacy/ empowerment/ education and awareness	Addresses air quality management, biodiversity, conservation, climate change, coastal management, waste management, water management, environmental impact assessment as it stems from the Hessequa Environmental Education Strategy 2016.	**<u>Hessequa Environmental Education Strategy</u>** Strategy was compiled to give direction to the environmental education initiatives and activities of the municipality. Awareness raising encompasses most of the service delivery objectives of the municipality such as water and waste management and this strategy aims to act as overarching document. Document Available Link (Environmental Management Folder): https://www.hessequa.gov.za/document-library/
Examples of Environmental Awareness Initiatives	**#100000TreeCampaign** #100000TreeCampaign" is an environmentally friendly initiative which was established by Hessequa Municipality with the goal of creating a sense of belonging and wellbeing for all citizens in our area. The municipality therefore encourages community involvement in making Hessequa 110% green. Through this	

	campaign the municipality also aims to facilitate the restoration of ecosystems which underwrite the health and livelihood of these communities. **Various awareness materials** are developed for distribution amongst the public including: - Posters - Pamphlets - Promotional Materials - Puppet shows - Themes vary from wetlands, coastal management, waste management and fire management. - Exhibitions at various environmental events - Working on Fire EE Program Other environmental Awareness initiatives: - Vehicle emission testing - Radio talks	
Organizational structure supporting environmental functions such as Air Quality Management, Biodiversity and Conservation, Climate Change, Coastal Management, Waste Management, Integrated Environmental Management, Environmental Advocacy and designation of officers in line with NEMA/SEMA requirements	These function except for Integrated Waste Management resides with the Department: Environmental Management. Integrated Waste Management falls under Directorate Technical Services which have a formal structure in place dedicated to the provision of these services as it stems from the relevant statutes.	
Allocation and availability of budgets for staffing of environmental unit, environmental advocacy, EMF, SEA and EIA	Hessequa Municipality have an operational environmental management department which deals with amongst others, environmental related functions.	Environmental management have its own budget

6.4.3 National Department Of Environmental Forestry And Fisheries Supported Programmes

Working for the Coast Programme

The Department of Environmental Affairs provides national leadership for promoting sustainable coastal development. This is primarily achieved through Working for the Coast, a partnership involving the private and public sectors.

Working for the Coast provides financial and technical assistance for:

- Coastal development projects;
- Institutional capacity building of coastal management organisations;
- Legal development to support policy;
- Awareness education and training initiatives;
- Coastal resource planning;
- Applied research; and
- Coastal information management projects

Environmental Protection and Infrastructure Programme (EPIP)

The Environmental Protection and Infrastructure Programme (EPIP) is managed by the Environmental Programmes (EP) branch of the Department of Environmental Affairs (DEA). EPIP focuses on infrastructure-related projects that contribute towards environmental protection, conservation and sustainability, while creating work opportunities and providing skills development. Hessequa Municipality is also a beneficiary under this program as various projects have been approved and funded for. These projects are orientated around coastal infrastructure.

Youth Community Outreach Programme

The Youth Community Outreach Programme (YCOP) is a community based environmental education and awareness programme aimed at nurturing a cohort of young people to be Environment Ambassadors who will educate their communities about environmental management on the basis that youth are regarded as agents of change.

The expected outcomes of this programme is active participation of communities in environmental management, awareness about conservation and sustainable use of the environment, improved waste management, patriotism, active participation of youth in environmental management, socio-economic opportunities for youth (work opportunities, SMME development and skills development).

6.4.4 Provincial Department Of Environmental Affairs And Development Planning (DEA&DP) Supported Programmes

Estuary Management Plan for the Duivenhoks Estuary

This estuary was identified by both National as well as Provincial government as a priority estuary which needed an Estuary Management Plan. As a result, the WESTERN CAPE GOVERNMENT in collaboration with Hessequa Municipality are in the process of developing an Estuarine Management Plan for the Duivenhoks in accordance with the National Environmental Management: Integrated

Coastal Management Act (No. 24 of 2008) and the National Estuarine Management Protocol. The process was started in 2017 and is ongoing.

Coastal Management Lines

The Western Cape Government is under obligation to protect and preserve the inherent value of the Western Cape's coastal zone. This implies that it has the responsibility to arrest ongoing degradation driven by uninformed decision-making or irresponsible development, whilst promoting development that is responsive to the dynamic nature and risks associated with the coastal zone. One of the key mechanisms through which this task is to be performed, is the delineation of coastal management set-back lines. These lines demarcate areas along the shoreline that are considered either too risky for development (i.e. coastal processes pose a risk to properties or people), or considered sensitive from a social or biophysical point of view and therefore worthy of conservation and preservation. Following similar delineations for the West Coast and Overberg Districts, a process was undertaken to determine a coastal management line (CML) for the Garden Route District as per the provisions of the National

Environmental Management: Integrated Coastal Management Act, 2008 (Act 24 of 2008). This line takes into consideration:

- Coastal risks such as long-term erosion trends, sea level rise and storm surges
- The littoral active zone
- Sensitive coastal vegetation, especially coastal vegetation identified as being provincial conservation importance
- Areas of particular coastal quality or value such as primary dune systems and steep coastal cliffs
- Protected areas
- Flood risks and the estuarine functional zone around estuaries

The line demarcates a zone along the shore seawards of which intensification of development should not be allowed. This is an ongoing process and will be included in the Garden Route Coastal Management Programme as well as that of the Hessequa Municipality.

Coastal Access

With increasing population growth and visitor numbers within coastal cities and towns, it is vital that coastal access is sufficient and easily and equally available to all who wish to enjoy this natural public resource.

Historically, the provision of coastal access in South Africa has been inequitable. Both physical access as well as access to resources was denied to most South African citizens. The National White Paper for Sustainable Coastal Development (DEAT, 2000), detailed the national intent to redress this imbalance and details specific management goals as follows:

"*to ensure that the public has the right of physical access to the sea, and along the sea shore, on a managed basis; to ensure that the public has the right of equitable access to the opportunities and benefits of the coast, on a managed basis; to preserve, protect or promote historical and cultural resources and activities of the coast; and to ensure that the State fulfils its duties as the legal custodian off all coastal State assets on behalf of the people of South Africa*."

These goals were later enacted via the National Environmental Management: Integrated Coastal Management Act, 2008 (Act No 24 of 2008, as amended) (ICM Act) cementing the South African public's right to access the coastal zone. As part of the larger project to determine coastal management lines as well as development setbacks for the Garden Route District, being undertaken by the Western Cape Government, a smaller coastal audit undertaken. This audit includes existing and historic coastal access land and admiralty reserve and included recommendations in respect to land that could be designated as coastal access land. This audit is in support of the Garden Route District Municipality as well as the Hessequa Municipality. This is an ongoing process and will be included in the Garden Route Coastal Management Programme as well as that of the Hessequa Municipality.

Witsand Dunes EMP and Rehabilitation Plan

The purpose of the Environmental Management Plan (EMP) is to translate recommendations identified from the Interim Report and Background Situation Report and the specifications for "good environmental practice" into a contractual environmental specification for application during construction and stabilisation. This document further includes the stabilisation specifications for the construction and stabilisation of the dune system.

Lappiesbaai Management Plan

The Hessequa Municipality appointed the CSIR to update the 1993 Management Plan for the sandpit east of the Goukou Estuary Mouth, the Lappiesbaai public beach and the fore dune located seaward of the houses east of the parking area (CSIR, 1993). Where-as the study area for the 1993 Management Plan included the fore dune area between the Goukou Estuary mouth eastwards to the municipal parking area at Lappiesbaai, the focus of the updated report is the buffer dune located seawards of the public parking area, restaurant and the eight privately owned houses located directly to the east of the parking area. The study area comprises of a total alongshore distance of approximately 400m.

Breede Estuary Management Plan

The Estuary Management Plan culminated from various stakeholder and authority engagements, and the Situation Assessment Report. The Estuary Management Plan must be seen as a living document that must be adapted as new information becomes available and or management priorities change. The management of the estuary is in accordance to the Estuary Management Plan. An outflow of the EMP is the Breede River Estuary Advisory Committee which meets quarterly.

Goukou Estuary Management Plan

The C.A.P.E. Estuaries Programme was developed to ensure the conservation and sustainable utilisation of the estuarine biodiversity in the Cape Floral Region (CFR). The Programme follows a strategic, integrated approach to estuarine management. Cooperative governance is seen as a key requirement for the success of the project. The management of the estuary is in accordance to the Estuary Management Plan.33333333333

Gouritz Estuary Management Plan

Enviro-Fish Africa (Pty) Ltd. (EFA) has been contracted to address the development of an Estuary Management Plan, based on a Generic Estuary Management Plan Framework developed in terms of the NEMP, for the Gouritz Estuary. The management of the estuary is in accordance to the Estuary Management Plan.

Informed Decision-Making for Building Control/Town Planning & Technical Department

This booklet was compiled by the Department: Environmental Management to give guidance with the EIA process and the EIA Regulations to the Building Control, Town Planning and Technical Department. Environmental Impact Assessments (EIAs), are a key tool in effective environmental management. Section 24 of the Constitution of the Republic of South Africa, 1996, calls on the State to secure everyone the right to an environment that is not harmful to health or well-being. An important component of ensuring a healthy environment is in understanding the impact of human activities on the environment and the health and wellbeing

of those who live in and depend on that environment. The document act as a guiding document for informed decision-making & activities pertaining to listed activities.

Indigenous Vegetation Information & Management Guideline

Section 3 of the National Forests Act of 1998, (Act No. 84 of 1998) stipulates that natural forests may not be destroyed. Section 7 of this Act also states that trees in a natural forest may not be cut, destroyed, pruned or damaged without a licence. For this reason, the Environmental Section of the municipality compiled this booklet to inform other departments in the municipality about indigenous vegetation management.

Hessequa Biodiversity Sector Plan

The Biodiversity Sector Plan provides planners and land-use managers with a synthesis of biodiversity related information that should be integrated into land-use planning and decision-making. By identifying those sites that are critical for conserving biodiversity, this Biodiversity Sector Plan supports 'mainstreaming' or the proactive consideration of biodiversity in planning and decision-making. Mainstreaming is crucial to overcoming the misconception that we need to choose "either conservation or development" and for ensuring sustainable development.

Lower Breede River Conservancy Trust (LBRCT)

Hessequa Municipality and Swellendam Municipality have a Service Level Agreement (SLA) with the LBRCT regarding the control of recreational activities on the estuary. The SLA stipulates that both municipalities will annually contribute an equal amount to the LBRCT for the management of the estuary.

Please click the following link to access the SLA under the Environmental Management Folder:

https://www.hessequa.gov.za/document-library

Hessequa Environmental Policy

This policy aims to serve as an over-riding consideration with regard to municipal strategic goals as far as environmental management issues are concerned. The purpose of this policy is to interject key environmental principles into the activities of Hessequa Municipality.

The principles are:

- The minimize its impact on the biophysical environment and strives to reduce its ecological footprint on the environment
- To have a positive impact on the quality of life of all citizens
- Ensures the sustainability of all developments within the municipal area
- Strives for a greater equity in the distribution of and access to resources
- For a sustainable use and protection of natural resources where mandated to do so and
- co-operate with other state organs where co-operation is required

The policy was accepted by Council towards the end of 2015.

Please click the following link to access the Plan under the Environmental Management Folder:

https://www.hessequa.gov.za/document-library/

Gouritz Cluster Biosphere Reserve (GCBR)

The GCBR was established in 2011 and finally designated by UNESCO in 9 June 2015. It is a community based initiative that aims to protect and restore the natural environment of the Gouritz catchment. Hessequa Municipality is affiliated with the GCBR and are one of the main contributing municipalities.

7 KPA 4: SOCIO-ECONOMIC DEVELOPMENT

7.1 Medium Term Goals / Objectives

Outcome / Term Objective	Desired Outcome Definition / Description
Accelerated home ownership programmes	Diversified strategy to improve home ownership levels in Hessequa
Development and implementation of indigent development programmes	Strategy that focuses on inclusion of indigent households in development programmes of Council / other programmes
Development of Rural Residence opportunities	Expansion of housing opportunities by locating residential opportunities for rural workers on rural land
Expansion of drivers licensing functions to Heidelberg and Albertinia	Decentralisation of drivers licensing services to Heidelberg and Albertinia
Expansion of Thusong Service to Heidelberg and Albertinia	Expansion of Thusong Service to Heidelberg and Albertinia
Improving local procurement from 25% to 50%	Research and development of a strategy to improve local spending by the municipality within the current term of office as an outcome.

7.2 Human Settlements Plan

The delivery of housing is a National and Provincial function, but it is being implemented by Local Government on an agency basis. The increasing responsibilities that are placed on local municipalities in this regard have a direct effect on their financial viability. The demand is significantly higher than the resources available to deliver houses. Big challenges are the lack of reasonable unoccupied land. Additional critical concerns are the existing housing backlogs, the backlogs in infrastructure, water and electric services and the rate of housing delivery of the municipality due to lack of funding.

The Western Cape Minister for Human Settlements approved the "Western Cape Provincial Framework Policy for the Selection of Housing Beneficiaries in September 2012. In terms of the Framework Policy each municipality must approve its own selection policy that is consistent with the Framework Policy before 30 June 2014.

Hessequa developed their own policy and can it be found on the municipal website. The main objective of the policy is to set out the relevant processes and procedures that have to be followed when selecting beneficiaries for new housing projects that result in the beneficiary receiving ownership of a subsidized opportunity.

- The Framework Policy aims to enhance fairness and transparency of processes used by municipalities to select subsidy beneficiaries.
- It sets out the core principles and mechanisms and processes for selection and requires that municipalities develop their own selection policies that are consistent with its core principles.

Housing Options:

The two main available categories for housing in the Hessequa municipal area are,

- Government Subsidy Houses : This is an option for households earning less than R3 500.00 per month
- Gap Housing: This refers to households earning above R3 501.00 per month but below R7 500.00.

Revised Draft Housing Project Pipeline

Table 19 - Housing Project Pipeline

Project Name/Description	Priority	Housing Program	Number of Stands/ Units	Town/Suburb	Erf Number	Estimated Cost	Proposed Timeline	Status/Progress
Melkhoutfontein West Top Structures	1	IRDP (Mixed Development)	Up to 585 Top structures (Depending upon final number of beneficiary approvals)	Melkhoutfontein	Erf 111/480	R46 900 000 (First phase 150 Houses) R35 000 000 (Second phase 50 Houses	2022/2023 2023/2024	Tops phase in progress. Approval received for 150 tops in 22/23 financial year. Target for 2023/24 is 50 BNG Tops to be build as per provincial dept Human Settlements approval received.
						R25 000 000 (Asset Reserve Fund (Once-Off provincial contribution) Funding for FLISP/GAP/ Deferred Ownership Programs	2023/24/25/ 26	Beneficiary consultation and administration for FLISP/GAP (84+units) to commence in 2023/24 fin year. Commence with Implementation of Deferred ownership/FLISP/

								GAP Programs during 2023/24 fin year.
Heidelberg Site 4 Mixed Development (Project Initiation)	1	IRDP	160 sites	Heidelberg	Erf 1938 Farm 521/2 Erf 1251	R217 161	2018/2019	Project Initiation application has been submitted for Erf 1251 and approved for planning purposes.
Heidelberg Site 4 Mixed Development (Project Feasibility)	1	IRDP	160 sites	Heidelberg	Erf 1938 Farm 521/2 Erf 1251	R0	2019/2020	Project Feasibility Report has been submitted for approval. Project Implementation Readiness Report has been submitted for approval.
Heidelberg Site 4 Mixed Development (Project Implementation Readiness Report)	1	IRDP	160 Sites	Heidelberg	Erf 1938 Farm 521/2 Erf 1251	R11 200 000 (160 Sites)	2023/24 (As per Provincial Business Plan)	Revised Project Implementation Readiness Report has been submitted for approval by the

								province. This project is Implementation Ready, but is Dependent upon Bulk Water supply from Overberg Water
Heidelberg Site 1 (Project Initiation) To make up difference of erven lost at site 4	1	IRDP	75 Sites	Heidelberg	Erf 1213 (Opposite De Waalville school)	Unknown	2020/21/22/ 23/24	Application for project implementation funding has been prepared and submitted to dept. Human Settlements. N0 approval yet. Dependent upon Bulk Water supply from Overberg Water
Slangrivier Top Structures (Mitigation project)	1	Consolidation	Up to 82 top structures (33 Beneficiaries approved)	Slangrivier	Portion Farm 309	(R5 200 000)	2021/22	Tops phase in progress. 37 Approvals received.

Riversdale Serviced Sites and Tops (Project Initiation)	2	IRDP	Up to 100 Opportunities	Riversdale	Erf 7655 Erf 7654	Unknown	2022/23	Project Initiation applications to be prepared and submitted to dept. Human Settlements.
Riversdale Serviced Sites and Tops. (Project Initiation)	2	IRDP	Up to 500 Opportunities	Riversdale	Erf 4015 (Open space between Aloeridge and Môrestond)	Unknown	2020/21 2022/23	Project Initiation application prepared and submitted to dept. Human Settlements PID Supported by province. Geotech phase 1 will be commenced. Planning to proceed in 2023/24 fin year.
Riversdale Serviced Sites and Tops. (Project Initiation)	2	IRDP	Up to 300 Opportunities	Riversdale	Remainder 2015 (Kwanokuth ula)	Unknown	2020/21 2022/23	Project Initiation application prepared and submitted to dept. Human Settlements. Not supported by province. New PID submitted in October 2022.

								Geotech will be commenced on alternative site.
Riversdale Serviced Sites and Tops. (Project Initiation)	2	IRDP	Up to 100 Opportunities	Riversdale	Erf 7649 (Becker Street)	Unknown	2020/21 2022/23	Project Initiation application prepared and submitted to dept. Human Settlements PID Supported by province. Geotech phase 1 will be commenced. Planning to proceed in 2023/24 fin year.
Riversdale Serviced Sites and Tops. (Project Initiation)	2	IRDP	Up to 500 Opportunities	Riversdale	Erf 2001 (Gerrit du Plessis school area)	Unknown	2022/23/24	Project Initiation application to be prepared and submitted to dept. Human Settlements

Slangrivier Phase 2 Serviced Sites and Tops (Project Initiation)	2	IRDP	203 Opportunities	Slangrivier	Remainder farm 309	Unknown	2022/23/24	Application for project funding to be revised, using new templates, and to be submitted to dept. Human Settlements. TRANCRAA Process not yet completed. Sign-off required from National Minister after which revised project application will be submitted
Albertinia Serviced sites and Tops (Project Initiation)	1	IRDP	Up to 250 Opportunities	Albertinia	Erf 1, as well as Portion 15 and Portion of portion 16 of Farm 347.	Unknown	2020/21 2022/23	Project Initiation application prepared and submitted to dept. Human Settlements. Not supported. New application will be submitted in this financial year (2022/23) for Planning funding

								in 2023/24 fin year.
Gouritsmond Serviced Sites and Tops (Project Initiation)	2	IRDP	Up to 50 Opportunities	Gouritsmond	Erf 140	Unknown	2022/23	Project Initiation application to be prepared and submitted to dept. Human Settlements This application will be submitted together with Albertinia application due to economy of scale
Slangrivier Infill Sites	3	IRDP	To be determined	Slangrivier	To be determined	Unknown	2023/24/25	Identification of sites
Heidelberg Infill Sites	3	IRDP	To be determined	Heidelberg	To be determined	Unknown	2023/24/25	Identification of sites
Albertinia Infill Sites	3	IRDP	To be determined	Albertinia	To be determined	Unknown	2023/24/25	Identification of sites
Melkhoutfontein Infill Sites	3	IRDP	To be determined	Melkhoutfontein	To be determined	Unknown	2023/24/25	Identification of sites
Riversdale Infill Sites	3	IRDP	To be determined	Riversdale	To be determined	Unknown	2023/24/25	Identification of sites

`

UPGRADING IOF INFORMAL SETTLEMENTS

Project Name	Priority	Housing Program	No stands/ Units	Town/Suburb	Erf Number	Estimated cost	Proposed constructio n	Status/Progress
Slangrivier Serviced Sites (Project Initiation)	1	UISP	Minimum 86 sites	Slangrivier	Portion Farm 309	Unknown	2021/22/23	Project Initiation application to be resubmitted to Dept. Human Settlements. TRANCRAA Process still in process
Heidelberg Serviced Sites (Project Initiation) Dollar Square	1	UISP	Up to 88 Sites	Heidelberg	Farm 521 Portion 2 Farm 305 Portion 2	Unknown	2022/23	PFR has been drafted. Floodline assessment to be conducted. Funding required to do this. After
								completion of floodline assessment, PFR will be submitted. Further Planning to be undertaken in 2023/24 fin year
Heidelberg Serviced Sites. Site 6 (Project Initiation) Eikaweg	1	UISP	32	Heidelberg	Erf 2109	Unknown	2022/23	PFR & PIRR drawn up, and submitted to province. Approval received in July 2022. Planning Tribunal phase now. Will follow up with province after LUPA process.

Riversdale Serviced Sites (Tembani Street) (Project Initiation)	1	UISP	Minimum 134 sites	Riversdale	Erf 5270 Erf 7124 Portion 2015	Unknown	2022/23	PID approved by province. PFR to be drawn up and submitted to province. NID submitted to DEADP. Botanical specialist visited area. Geotech phase 1 will be commenced.
Riversdale Serviced Sites (Plankiesdorp) (Project Initiation)	1	UISP	Up to 60 sites	Riversdale	5270	Unknown	2022/23/24	Project Initiation Application to be drawn up and submitted to province
Gouritsmond EHP (Hail Damaged Asbestos Roofs)	1	EHP		Gouritsmond	Various	R1 237 000	2021/22	Approval letter received, but no gazetting of funds took place as yet. We cannot do procurement because of this reason.
Hessequa EHP (Fire Damaged Houses EHP)	1	EHP	Variable	Hessequa	Various	Unknown	2022/23/24/25	Follow up on current applications Will be discussed under challenges.

7.3 Economic Development Strategy

7.3.1 Proposed Strategic Themes And Interventions To Promote Growth

During 2018, the initial Draft SMART Strategy was designed and consulted placing emphasis on building on existing community assets, rather than pursuing jobs or tax base growth without regard for location or synergies among these existing assets. The proposed interventions were based on the foundations laid by the recent approved integrated development plan, the spatial development framework, sector plans and regional research reports i.e., municipal economic review outlook report.

In 2022, the above draft strategy was reviewed in totality mindful of the fact that during the period 2018 to 2022 the country was challenged with the COVID-19 pandemic and two specific COVID-19 recovery resource documents were released which indirectly impacts the Hessequa Municipality, namely the:

1) Garden route recovery plan [March 2021].
2) Western Cape Recovery Plan [March 2021].

Additional to the above, the Council also considered and adopted the following documents:

1) Hessequa - The explorer's garden route, Tourism Strategy [2017-2022] – Tourism strategy.
2) Hessequa Accelerated LED and Preferential Procurement Policy [2021/2022] and the later interim procurement arrangements due to the invalidity ruling of the PPPFA Regulations of 2017.
3) Hessequa Investment Facilitation Standard Operating Procedure Implementation process [2018].

Methodology:

In the review of the SMART strategy of 2018, the following methodology was applied:

1) **Step 1**: Review relevant resource documents.
2) **Step 2**: Analyse the principles relevant to each resource document and compare it against the principles listed in the SMART strategy.
3) **Step 3:** Analyse the objectives relevant to each resource document and compare it against the objectives listed in the SMART strategy.
4) **Step 4:** Analyse the relevant industry sectors to which a proposed intervention applies and compare it against the industry sectors affected in the SMART strategy.
5) **Step 5:** Analyse the relevant affected municipal services to which a proposed intervention applies and compare it against the municipal services affected in the SMART strategy.
6) **Step 6:** Map the SMART strategy against the following elements:
   i. Alignment with principles.
   ii. Alignment with objectives.
   iii. Impact on industry sectors.
   iv. Impact on municipal services.
   v. Remarks, highlighting additional considerations for inclusion or reference in the SMART strategy.

7) **Step 7:** Augment draft SMART strategy of 2018.
8) **Step 8:** Submit and consult outcome of diagnostic with Council on 6 April 2022.
9) **Step 9:** Consult draft augmented SMART strategy and improvement recommendation with the public sector on 11 May 2022.
10) **Step 10:** Solicit broader public inputs with a due date of 23 May 2022.

Public participation outcome:

The most prominent outcome of the public participation[3] process was that the SMART strategy is a much-needed intervention, but its implementation is dependent on the establishment of a holistic consultative and advisory body between the Municipality and business to jointly:

1) Review past studies, papers, and diagnostics.
2) Review lessons learnt of past similar interventions that failed.
3) Consider the business environment and interventions to improve their economic development opportunities, inclusive of municipal service delivery improvement and red-tape reduction mechanisms.
4) Determine detailed actions, timelines and expected outcomes to activate the SMART strategy.
5) Review activation of the SMART strategy.

7.3.2 Strategic intervention themes:

The following strategic intervention themes have been agreed to:

1) **Theme 1: Improved transversal management structures.**
2) **Theme 2: Improved economic intelligence.**
3) **Theme 3: Business development.**
4) **Theme 4: Spatial development.**
5) **Theme 5: Green economy.**
6) **Theme 6: Skills development.**
7) **Theme 7: Tourism.**
8) **Theme 8: Emerging farmer support programme.**
9) **Theme 9: Cross sector focus areas.**
10) **Theme 10: Communication.**

7.3.3 Smart Strategy Implementation Plan

The draft implementation plan of the SMART strategy ***[attached hereto marked Annexure A]***, which will be consulted and activated via the to-be established consultative and advisory body between the Municipality and business is designed to address the following elements/columns:

1) Strategic theme.

2) Intervention.
3) Actions.
4) Alignment with principles.
5) Alignment with objectives.
6) Impact on industry sectors.
7) Impact on municipal services.
8) Interdependencies/linkages.
9) Target date
10) Expected outcomes.
11) Remarks, highlighting additional considerations for consideration when finalising the implementation plan.

Accepting that the strategy will be implemented within a 5-year period, a priority rating scoring mechanism will be applied to determine priority areas. The following criteria assessment and scoring per activity will be applied:

SUPPORTS NINE [9] PRINCIPLES	SUPPORTS FOURTEEN [14] OBJECTIVES	IMPACT ON NINE [9] INDUSTRIES	80/20 IMPACT vs EFFORT
5 points = 1-2 principles 10 points = 3-4 principles 15 points = 5-6 principles 20 points = 7-8 principles 25 points = All 9 principles	5 points = 1-4 objectives 10 points = 5-8 objectives 15 points = 9-11 objectives 20 points = 12-13 objectives 25 points = All 14 objectives	5 points = 1-2 industries 10 points = 3-4 industries 15 points = 5-6 industries 20 points = 7-8 industries 30 points = All 9 industries	5 points = low impact and high effort 10 points = low impact and low effort 15 points = high impact and high effort 20 points = high impact and low effort
			TOTAL = 100 points

7.3.4 Hessequa's Approach

REALISE SMART LOCAL AND SOCIAL ECONOMIC DEVELOPMENT

The term "smart local and social economic development" refer to a strategy that builds u*pon existing assets, takes incremental actions to strengthen communities, and builds long term value to attract a range of investments.*

Many communities are finding success cultivating a competitive advantage by using their unique assets to attract new investment and support existing businesses. The place-based assets include residents and its skills, local architecture and infrastructure, local and regional business and employment concentrations, cultural, natural, and artistic resources, and general quality of life.

What distinguishes this SMART strategy from conventional economic development is the emphasis on building on the aforesaid existing community assets, rather than pursuing jobs or tax base growth without regard for location or synergies among existing assets. The core components of the SMART strategy are:

- Supporting businesses.
- Supporting workers.
- Supporting quality of life.

SMART GROWTH ECONOMIC DEVELOPMENT PRINCIPLES

Local economic development aims at creating favourable locational factors, i.e., qualities which make the municipal area a good place to do business. This includes obvious elements such as improving the infrastructure and training workers, but also less obvious elements such as the business-mindedness and efficiency of the local administration. The following generic principles complement recent strategic reforms and form part of this document to ensure a SMART strategy that is: 1) Accountable.

2) Efficient.
3) Equitable.
4) Promoting good governance.
5) Innovative.
6) Quality service delivery focussed.
7) Responsive and resilient.
8) Limiting red-tape through standardisation. 9) Sustainable.

These principles, where relevant, are underpinned by the following interpretation:

PRINCIPLE	IMPLICATION RE SMART STRATEGY
ACCOUNTABLE ***To inform, explain and justify decisions and actions***	○ Projects that embrace strong accountability tend to perform well. On the other hand, those that display weak accountability tend to perform poorly and are, consequently, unable to benefit communities and subsequent economic development. ○ Accountability for performance of the SMART strategy objectives, will ensure that decision-makers are held to account for their deeds.

PRINCIPLE	IMPLICATION RE SMART STRATEGY
EQUITABLE ***Access to opportunities for those most in need***	○ Equitable economic development will unlock the full potential of the local economy by dismantling barriers and expanding opportunities for low-income people and communities of colour.
INNOVATIVE ***Interventions focussing on strengthening innovative solutions and/or systems***	○ Promotion of innovation along entire value-chains, specifically advancing the development of the agro- and tourism industry will contribute to the economic transformation of the Municipal economy. ○ Promote the building of innovation capabilities of firms through technology and knowledge transfer. ○ Build competencies of LED planners to undertake innovative forms of LED planning by clarifying the LED planning priorities of the Municipality and provide guidelines on how to promote innovation led LED.

QUALITY SERVICE DELIVERY
Understand the relationship between service delivery and local economic development
	• Identify the relationship between and align service delivery and LED.
	• The following serves as examples of where improving service delivery will improve local and social economic development:
	  o As businesses need to be supported financially to create jobs and retain existing jobs, forms of financial assistance to small businesses by private and public institutions will enable development.
	  o Financial incentives will play a major role in the sustainability of local and social economic development. o Improving poor safety and security will draw industries and wealthy people to invest in Hessequa.
	  o Improving the infrastructure and providing quality service delivery will have a positive impact on the development potential within the municipal area. .

LIMIT RED TAPE THROUGH STANDARISATION – ***Red tape not only affects the ability of a specific organisation to perform its functions, but also influences performance of other stakeholders and organisations.***	• Onerous and inconsistent rules and regulations which are unnecessary or do not help to achieve policy goals make it more difficult for officials to do their jobs, even when there is no enforcement. Unnecessary or complicated procedures and systems also create additional 'no value adding' costs such as there might be increased training costs, compliance enforcement costs and performance monitoring costs for management and staff to use the procedures and systems. • New technologies and ICT create many opportunities to redesign or optimise the performance of procedures and systems to reduce costs.
RESPONSIVE, RESILIENCE AND SUSTAINABLE ***Tactical and strategic implementation and finding the right partners for specific goals will ensure sustainable growth and investment.***	• Not all communities are necessarily growing. In most cases, businesses, individuals and/or public agencies continue to make investments in the community even during periods of population decline. • Building on ongoing investment(s), rather than growth as defined by increasing employment, population, or tax base is essential to reinvigorate and sustain a struggling economy. • The SMART strategy should include **broad, long-term strategies** that set **overall direction and objectives for any economic development** related activities and investments and be dynamic enough to be adapted where required. • Successful economic development efforts rely on partnerships across public agencies, especially when different types of funding are

	involved. Engaging these partners for specific and mission-appropriate goals is more effective than trying to seek support for broad or poorly defined initiatives.
PRINCIPLE	**IMPLICATION RE SMART STRATEGY**
	- Communities might also set goals to align with specific funding sources to improve the odds of securing money for implementation
EFFICIENCY ***Be focused and start where there is already momentum***	- Investments of time, money, resources, and other community resources are most effective when targeted to an area that is both big enough to offer opportunities for change and small enough to make tangible, visible improvements that will spur investment. - Over time, small focus areas can be expanded to build on successes. - Economic development is most effective in places where there is already private sector activity so that public investments can reinforce and support investment by homeowners, businesses, commercial property owners etc. If these initial investments start to show success, it will be easier to attract additional investment to nearby locations, thus spreading the momentum incrementally.
GOOD GOVERNANCE ***Communicate and coordinate***	- Good communication and coordination among groups and agencies can help ensure that all available resources support the community's vision. For small cities with limited resources, this coordination can help achieve goals at minimal cost by avoiding redundancy, conflicting efforts, and/or spreading resources too thin for meaningful improvement.

7.3.5 Smart Growth Economic Development Objectives

The ultimate objective of any local development strategy must be to overcome identified weaknesses and build on potential strengths. Well defined objectives need to prompt focused efforts to create, maintain or improve economic and social conditions of the place, whether for an underperforming area or for an already steadily growing local economy.

The following generic objectives complement recent strategic reforms and form part of this document to ensure a SMART strategy that is:

1) COVID supportive.
2) Environmental promotion.
3) Improved communication.
4) Improved SCM.
5) Investment promotion.
6) Job creation.
7) LED promotion.
8) Partnership promotion.
9) Access promotion.
10) Wellbeing promotion.
11) Revenue enhancement.
12) SED promotion.
13) Skills development. 14) SMME promotion.

These objectives, where relevant, are underpinned by the following interpretation:

OBJECTIVES	DESCRIPTION
JOB CREATION	○ To reduce unemployment, achieve economic stability, and increase the standard of living for all citizens. ○ To maintain a broad community consensus regarding the direction of economic development efforts.
LED PROMOTION	○ To promote diversification of the commercial/industrial base. ○ To encourage access to economic incentives for quality job creation and/or tax base enhancement. ○ To continue to use a unified economic development team, with public/private sector involvement, to tackle the region's economic development goals. ○ To reduce barriers to economic growth, while recognizing regulatory function. ○ To identify additional resources to aid in economic development. ○ To maintain a community socio-demographic database as an information clearinghouse for economic development. ○ The promotion of LED signals the drive for rooting employment creation by building on the comparative advantages and the unique characteristics of localities. ○ The Garden Route District Municipality has an investment prospectus focusing on promotion of economic enhancements within the Hessequa Municipal region. ○ The Hessequa Spatial Development Framework will also make provision for opportunities for future growth and expansion of new and existing projects whereby projects will be spatially mapped.

OBJECTIVES	DESCRIPTION
SKILLS DEVELOPMENT	- To build a highly skilled, flexible workforce. - To cooperate with local educational institutions to coordinate training/skill requirements to meet the needs of local employers. - To reduce barriers to obtaining necessary or upgraded job skills. - To utilize the talents and experience of mature workers who bring special skills and knowledge to the work force. - To maintain an informational clearinghouse that coordinates job training, placement, and skills development. - To develop and deliver educational programmes. - To provide information on work skills development and available employment opportunities through print, electronic, and telecommunications media.
ENVIRONMENTAL PROMOTION	- To encourage development that is environmentally sensitive. - To target environmentally sensitive business and industry in recruitment efforts. - To promote development of businesses and industries that are committed to enhancing local environmental quality. - To promote and encourage sound environment practices with existing businesses and industries. - To promote and encourage the use of alternative and/or renewable fuel and energy sources for vehicle fleets, building operations, and manufacturing processors. - To encourage Green Building concepts in building design for new and existing facilities
ACCESS PROMOTION	- To concentrate on retaining and expanding existing local businesses. - To cooperate with business, educational institutions, community organizations, and government to provide information to local businesses. - To assist local firms in finding appropriate development sites for expansion. - To encourage existing neighbourhood employers to grow “in place,” keeping jobs close to where people live. - To retain existing manufacturing firms and facilitate their expansion. - To maintain and strengthen the region’s position as an agricultural centre within the Garden Route.
	- To maintain and expand the local health care industry’s share of the regional market. - To retain and expand the base of service industry employment. - To encourage downtown revitalization and neighbourhood business development. - To encourage diversified retail shopping. - To retain and expand – river-, sea- and mountain dependent uses, while recognizing environmental constraints. - To maintain and strengthen region’s position as a tourist destination. - To promote existing attractions. - To promote a variety of additional year-round tourist attractions. - To focus resources on future tourism initiatives, including those identified in the community visioning process. - To foster enhanced recreational access to local attractions as an economic development strategy.

SMART GROWTH ECONOMIC DEVELOPMENT INDUSTRY SECTORS

The following impacted industry sectors were identified and will be linked with the different interventions:

1. **Agriculture** - Agriculture remains one of the most labour-intensive goods-production sectors with substantial employment linkages.
2. **Construction** - The construction building sector's stakeholders such as industry players and labour and regulating bodies must ensure that best practices exist to accelerate construction sector training and skills development and that these practices align with the trend towards this sector's demand and development taking place within the region.
3. **Electricity** - Production requires energy to carry out work to convert materials into desired products and to transport raw materials, goods, and people. Electricity use and access are strongly correlated with economic development.
4. **Tourism** - Tourism is globally recognised as one of the largest and fastest growing economic sectors. In developing countries, tourism is specifically seen as a tool to promote economic development and alleviate poverty as an alternative to other traditional economic sectors such as construction and industrialization.
5. **Transport** - Transport is a catalyst for local economic growth. Investment in transport infrastructure is a tool for regional development. Inadequate transport investment can hold back economic development.
6. **Wholesale and retail** – Local economic growth is firmly based on tertiary services such as wholesale, retail, and business services.
7. **Services** - In any country economic development depends on the growth and evolution of the three sectors of the economy. However, in recent years the service sector growing at a very faster rate in the developing countries and is contributing a major share in terms of output, income, and employment. Even the productivity per worker is becoming higher in-service sector when compared to agriculture and industrial sectors.
8. **Informal sector** - The municipality acknowledges the contributions of the informal business sector in local economic development from a job creation (self-employment) and poverty alleviation perspective. However, the business environment of the informal business actors requires urgent development and support to stimulate and encourage the gains of this sector and the role that it plays on local economic development.
9. **Culture and heritage** – Strategies must look at aiming to contribute to the local economic development and make Hessequa more innovative.
10. **Manufacturing** - The decline in both manufacturing value added, and manufacturing employment shares is primarily caused by the failures of manufacturing development and the Municipality should specifically focus on addressing this industry sector when new development initiatives are considered. The manufacturing sub sectors is very diversified in Eden: with the following subsectors contributing the most to the GDPR in 2015, being (i) Food, beverages, and tobacco, (ii) Petroleum products, chemicals, rubber, and plastic, (iii) Wood, paper, publishing, and printing and (iv) Metals, metal products, machinery, and equipment. The main food products being produced are dairy, as well as ostrich meat in Oudtshoorn and

fish processors in Mossel Bay Area. PetroSA in Mossel Bay produces petroleum from natural gas obtained offshore contributing 26.2% to the manufacturing sector.

7.3.6 Municipal Services

The following impacted municipal services were identified and aligned with the analysis findings:

1. **Cultural and ecological heritage** – The rich cultural and ecological heritage of the region place emphasis on the forming of sector groups to create and support local economic interventions.
2. **Electricity** – The availability of electricity and the fact that Hessequa Municipality is also impacted by load-shedding has a detrimental effect on local economic development, but opportunities rise for green economy.
3. **Tourism** - Tourism sector development is regarded as a key ingredient for local economic development (LED) by both the National Development Plan (NDP) and the National Tourism Sector Strategy (NTSS). The hosting of events, commonly known as event tourism, is an important tourism sub-sector that can be used as a tool for promoting LED
4. **Transport** - A particular transport service or activity may affect a particular industry. Improving that type of transport can support those industries, which may support strategic economic development. For example, improving visitors' ability to reach an area supports tourist industries, and improving customer access supports local retail industry.
5. **Waste** - An integral part of the economic policy of modern economies is the development of a green economy and the state's orientation to its development on the national and international level. It affects the increase environmental jobs mainly in waste management, renewable energy, and water, by developing new ecological enterprises and encouraging eco-innovation. However, there are challenges and constraints that economies faced in achieving sustainable development.
6. **Water** – The close link between water and the economy makes the case that investing in water management and sanitation services is essential for the eradication of poverty and for enabling sustained economic growth.

7.4 Thusong Centre Programme

7.4.1 Introduction

Following the completion of the first Thusong Service Centre in Riversdale, a strategy was developed to role out these services in all Hessequa Municipal areas by establishing one centre per area.

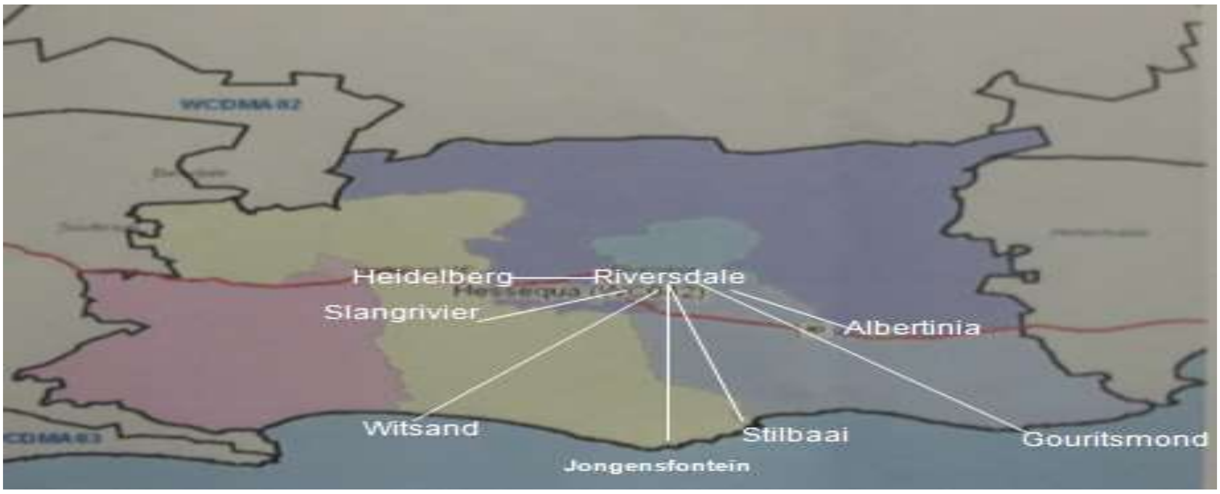
This business plan serves as a guideline to stakeholders. It sets the context of the current Thusong Centre in Riversdale, explore the key issues and challenges that currently face the programme and draws out the issues to be dealt with in the business plan. Based on this, it sets out a new definition on Community Centres which broadens and deepens the understanding of the current models in a manner that is sensitive to the current issues and challenges. The business plan outlines the value proposition, rational and strategic framework, and also highlighting the role of key role-players, the benefits to the key stakeholders and value added to the programme. Building on this the, the vision, mission, principles, strategic and specific objectives of this model are proposed. It emphasizes the central aim of the programme namely the focus on bringing services close to people, especially the poor and marginalized.

7.4.2 Current Status

- In 2007, the Centre was taken up within the Hessequa IDP, and accordingly budgeted for.
- The municipality has taken ownership of the Centre as from 1 July 2008.
- The Management Committee was then dissolved.
- The Centre staff has also been appointed on a permanent basis by the Municipality.
- The Centre was taken up within the Department Community services and Housing within the Municipality.
- A council decision was made to chance the name of the Centre from the Riversdale Thusong Service Centre to Hessequa Thusong Service Centre in 2010.
- The Hessequa Thusong Service Centre is situated in Riversdale and serves as hub for the other service points in the greater Hessequa area.
- The Hessequa Thusong Centre serves as a Thusong Zone because all anchor Departments could not be housed within the Centre due to limited space.
- The departments surrounding the Thusong Centre, within a 10km radius, includes.

1)	SASSA – 5minutes walk from the centre.
2)	Dept. Social Development – 5minutes walk from the centre.
3)	Dept. Health – 5minutes walk from the centre.
4)	The South African Police Service – 500m from the centre.
5)	Public Transport – 100m from the centre.
6)	The Local Municipality – 100m from the centre

Thusong Centre Service Points



7.4.3 Hessequa Thusong Mobile Outreach Programme 2023 / 2024

Table 20 - Thusong 2023/2024 Operational Plan

DATE	TOWN	FOCUS AREAS	VENUE
29 & 30 March 2023	Albertinia	Albertinia, Gouritsmond, Klipfontein & surrounding farm areas	**Theronsville Community Hall**
20 April 2023	Gouritsmond	Gouritsmond & surrounding farm areas	**Gouritsmond Community Hall**
24 & 25 May 2023	Slangrivier	Slangrivier & surrounding farm areas	**Slangrivier Community Hall**
26 & 27 July 2023	Heidelberg	Heidelberg & surrounding farms	**Duivenhoks Community Hall**
23 & 24 August 2023	Melkhoutfontein	Melkhoutfontein, Still Bay and surrounding farm areas	**Melkhoutfontein Community Hall**
20 & 21 September 2023	Riversdale	Riversdale & surrounding farm areas	**Thusong Service Centre & Civic Hall**
19 October 2023	Gouritsmond	Gouritsmond & surrounding farm areas	**Gouritsmond Community Hall**
22 & 23 November 2023	Slangrivier	Slangrivier & surrounding farm areas	**Slangrivier Community Hall**
21 & 22 February 2024 **(Thusong Mobile Provincial Outreach Program)**	Riversdale	Riversdale & surrounding farm areas	**Thusong Service Centre & Civic Hall**
27 & 28 March 2024	Heidelberg	Heidelberg & surrounding areas	**Duivenhoks Community Hall**
24 & 25 April 2024	Melkhoutfontein	Melkhoutfontein, Still Bay and surrounding farm areas	**Melkhoutfontein Community Hall**
22 & 23 May 2024	**Slangrivier**	**Slangrivier & surrounding farm areas**	**Slangrivier Community Hall**

7.4.4 Key Focus Areas

Table 21 - Thusong Focus Areas

Youth Development	Create an environment where the youth can develop, in order for them to tap into the opportunities available.
Sport & Culture	To promote sport and cultural development as a tool of crime prevention and healthy live stiles within the community
Institutional capacity	To equip people with the necessary skills to better their working environment
HIV & AIDS, TB & STI's & Teenage pregnancy	Create partnership between government and civil society to limit and reverse the spread of HIV&AIDS and TB
Food security	To collectively utilise resources, knowledge, and skills to effectively address food insecurity and hunger in the area.
Early Child development	Enhancing the Early Childhood Development initiatives
Elderly	Create an environment where they can add value to
Substance Abuse	To co-ordinate and facilitate services rendered by role players focusing on older people
People with disabilities	To ensure a more integrated collaborative approach to facilitate the mainstreaming of issues of people with disabilities
Women & Children	To co-ordinate and facilitate services rendered by role players focusing on women & Children

7.4.5 Hessequa Social Development Advisory Forum

A key strategy of Hessequa Municipality to engage communities in a more useful manner, is through the establishment and consultation of "Article 17 Committees". These committees are appointed as committees of council in terms of article 17(4) of the Municipal Systems Act, which stipulates that a municipal council may establish advisory committees.

The HSDAF is an advisory forum for the Hessequa LM to discuss and consult with stakeholders on Social Development demands and needs.

To advise Council, through public participation, on any matter in the field of social development.

Education	Youth	Vulnerable groups forum	Community Health Forum	Community Safety forum	Arts and Culture Forum	Rural Development	Sport Development	Moral Development
FET	Youth volunteers	Women	HIV/AIDS	Community policing	Performing Arts	Cross cutting	Cross cutting	Religious Groups
Secondary	Sport development	Elderly	Home-based care	SAPS	Creative arts		Sport Council	
Primary	Leadership nurturing	People with Disability	Food security	Corrections	Heritage preservation			
ECD	Capacity building	Abused	Health care	Safety Forum				
	Youth Cafe	Orphans	Substance Abuse					
		Indigents	LDAC					
Hessequa Community								

Gap Analysis

We need to look at the current basket of services and compare it with the Thusong service centre activity model. This will give us an indication what gaps there are and with identifying such fields we can start discussions with stakeholders to fill these gaps.

7.4.6 The Ideal Thusong Service Centre Generic Thusong Activity Model

Current Services Basket at the Riversdale Thusong Centre

- Cape Access
- South African Revenue Services (SARS)
- Dept. of Home Affairs
- Dept. of Labour
- CCMA
- Dept. Health
- SARS
- Dept. Education

List of outstanding Services/ Needs

Office space Allocation (Permanent) for:

- Dept. Home Affairs / Access to official personal documents
- Dept. Labour / Unemployment Insurance fund

8 KPA 5: SUSTAINABLE FINANCIAL MANAGEMENT

8.1 Medium Term Goals / Objectives

Outcome / Term Objective	Desired Outcome Definition / Description
Development and implementation of a long-term investment strategy	Development of a long-term investment strategy that would secure continuity between budgets and identify critical investments to ensure sustainability.
Cost effective management / disposal of municipal properties	Review cost effectiveness of all municipal properties and formulation of a strategy to eliminate losses and optimise revenue.
Decrease expenses on office space	Decrease expenses on office space
Long term revenue and expenditure strategy	Review of tariffs and current revenue sources given future development or relating circumstantial challenges that requires pro-active management
Maintaining a >96% revenue collection rate	What needs to be done to maintain a >96% revenue collection rate, given the current economic trends
Reducing operating costs through efficient use of systems	Research where current human resources can be reapplied with greater efficiency through the utilisation of systems.
Review and improvement of traffic fine revenue management	Review current traffic fine processes and develop realistic alternatives to address poor collection rate and increase revenue levels

8.2 Long term Financial Plan

Inca Portfolio Managers was appointed to develop a Long Term Financial Plan for a period of 10 years from 1 July 2019 to 30 June 2029 and also develop a Long-Term Financial Model (LTFM) which the municipality can use in its financial planning going forward.

The Financial Plan also consider and list recommendations in terms of the corrective steps that the municipality should implement to maximise the probability of long-term financial sustainability as measured by the key yardstick of cash balance and minimum liquidity requirements.

The following is an executive summary of the analysis and findings presented in the long term financial plan.

8.2.1 Demographic, Economic and Household Infrastructure

As a result of reduced effects of lockdowns and restrictions, the GVA growth rate increased by 7.4% in 2021, following a decline of 5.9% in 2020. GVA per Capita saw an increase of 6% in 2021.

The population growth rate came in at 1.2%; a decrease from 1.4% in 2020 - there was also a decline of 3.0% in the economically active population.

The official unemployment rate rose to 16.4%; lower than that of the district (26.0%), province (24.8%) and nation (33.6%). It must be noted that the current narrow definition of the unemployment rate excludes discouraged workers - thus it is reasonable to assume that the true figure, upon inclusion of discouraged workers, is far higher.

Finance (2 968 jobs) replaced trade (2 497 jobs) as the dominant sector in terms of employment opportunities.

Tress Index of 41.95 indicates a reasonably diversified economy underpinned by primarily four sectors: Community Services (23.8%), Agriculture (18.2%), Finance (17.9%) and Trade (16.2%). Together these four subsectors compromise approximately 76.0% of economic output.

Tourism spend increased by 50.2% to R389 million in 2021 from a very low base (following Covid-restrictions), however total tourism trips declined by 3% to 32 059 trips. This is indicative of factors such as inflation, changes in tourist behaviour and spending patterns, rather than an increased level of tourist activity. These figures remain well below the pre-pandemic figures.

Household formation saw growth of 12.1% over the assessment period. Hessequa has been able to maintain its infrastructure index of 0.93; indicative of its ability to keep up with the rate of household formation. This score is high relative to the national index of 0.77.

Only 7.2% of households fall below the Equitable Share Bracket, while 93.1% of households receive a level of service above the RDP level of service.

8.2.2 Historic Financial Assessment

The historical analysis shows:

Hessequa's liquidity position is healthy with a ratio of 3.61:1 as at FYE2022; an improvement from 3.21 as at FYE2021.

An operating surplus (excluding capital grants) of R42.8 million was realised in FY2022; increasing from R39.3 million realised in FY2021.

Cash generated from operations (excluding capital grants) decreased by R30.3 million (30.9%); largely due to a decline in the collection rate from 98.5% in FY2021 to 97.5% in FY2022 and working capital management (specifically payment of creditors).

Net debtors' days decreased from 41 days in FY2021 to 37 days in FY2022 - indicative of effective collection practices and implementation thereof.

Creditors' days decreased from 64 days to 52 days during FY2022; coupled with a 6% decrease in creditors as at FYE2022 - this indicates increasingly effective creditor management.

The electricity surplus margin reduced to 24% in FY2022 from 26% in FY2021, continuing the downward trend since 2018. Electricity distribution losses decreased from 10.09% in FY2021 to 9.1% in FY2022 - falling marginally below the NT maximum norm of 10%.

Unspent Conditional Grants decreased from R15.1 million at FYE2021 to R7.5 million at FYE2022.

Total grants received (R138.7 million) constituted 21% of total revenue (R666.1 million) in FY2022; an increase from 15% in FY2021.

The municipality's unencumbered cash of R362.7 million far exceeded the NT and statutory minimum liquidity requirements of R69.6 million - resulting in a cash surplus of R293.1 million.

Gearing and debt-service to total operating expenditure ratios were 25% and 8%, respectively, providing scope for additional borrowing to fund capital expenditure.

8.2.3 Long Term Financial Plan Update

Based on the results of the Long-Term Financial Model, ***it is recommended that*** Hessequa:

1. Maintain the funding mix that primarily funds capital expenditure through a combination of external borrowings and cash resources, with a focus on not over leveraging themselves.
2. Maintain a balanced approach for the long-term capital investment programme which prioritises investments that contribute to economic growth and revenue generation, and prioritise timeous investment in bulk infrastructure.
3. Formalise a capital investment prioritisation and tracking system to optimise management's capital investment decisions and mitigate the risk of underspending on capital projects.
4. Prevent deterioration in profitability / surpluses to continue its ability to generate cash from operations and avoid deterioration of its liquidity, by ensuring that actual expenditure doesn't exceed the budgeted expenditure.
5. Recognise the unique nature of its consumer-base comprising of an older, retired generation; with comparatively high annual income with a willingness – and ability - to pay for services. However, their income is largely passive and therefore less able to deal with large and/or unpredictable increases in rates and service charges. It is also recommended that the municipality mitigate this risk by utilising its strong liquidity position to moderate tariff increases over the longer-term.

6. Prevent deterioration of the collection rate by prioritising decisions and actions that will support and maintain the collection rate of 96% without compromising profitability / surpluses.
7. Use its high collection rate – on trading and non-trading debtors – to keep increases in tariffs, over which it has control, close to annual inflation related input costs reflected in bulk purchases and operating expenditure.
8. Update the long-term financial plan annually with the most recent information to remain a relevant and valuable strategic tool that serves as input to the annual budgeting process.
9. Finally, Hessequa's current financial strength and ability is a result of nearly nine years of prudent and consistent financial management which put the municipality in a position to invest in needed bulk infrastructure for future growth. The impact of these investments needs to be quantified and the implications need to be modelled and prioritised accordingly.

1	**Planning Process**
2	Updated Perspectives (Demographic, Economic, Household Infrastructure)
3	Updated Historic Financial Assessment
4	Long Term Financial Model Outcomes
5	Future Revenues
6	Affordable Future Capital Investment
7	Scenario Analysis
8	Ratio Analysis
9	Conclusions

8.2.4 Forecast Ratios

The Base Case forecast ratios are presented below. Although the model is not programmed to measure the ratios as required by National Treasury in all instances, it does provide comfort that the municipality is sustainable in future – on condition that it operates within the assumed benchmarks set in the financial plan.

	N.T. NORM	2023	2025	2027	2029	2031	2032	COMMENTS
Capital Expenditure / Total Expenditure	10% - 20%	15.8%	15.1%	14.7%	14.9%	14.9%	14.9%	CAPEX as a % of Total Expenditure remains within the NT norm range throughout the planning period.
Repairs and Maintenance as % of PPE and Investment Property	8%	8.5%	8.5%	7.6%	7.7%	7.7%	7.7%	Repairs and maintenance as a percentage of PPE and IP remains within the NT benchmark throughout the planning period
Gross Consumer Debtors Growth		35.9%	21.9%	16.1%	12.9%	11.1%	10.5%	The Collection Rate is assumed to remain at 96% over the
Payment Ratio / Collection Rate	95%	96.0%	96.0%	96.0%	96.0%	96.0%	96.0%	

								planning period.
Cash Coverage Ratio (excl Working Capital)		12.1 : 1	11.2 : 1	10.9 : 1	10.8 : 1	10.7 : 1	10.9 : 1	The bank balance will meet the minimum liquidity levels for the duration of the planning period. this ultimately contributes to the healthy liquidity position, evidenced by a current ratio of 1.91; by the end of the planning period, which is above the NT minimum benchmark.
Cash Coverage Ratio (incl Working Capital)		4.8 : 1	4.1 : 1	3.8 : 1	3.5 : 1	3.2 : 1	3.1 : 1	
Cash Surplus / Shortfall on Minimum Liquidity Requirements		R 286.5 m	R 245.8 m	R 234.5 m	R 227.5 m	R 219.9 m	R 223.7 m	
Liquidity Ratio (Current Assets: Current Liabilities)	1:1.5 - 1:2.1	2.9 : 1	2.5 : 1	2.3 : 1	2.1 : 1	2 : 1	1.9 : 1	
Debt Service as % of Total Operating Expenditure	6% - 8%	6.6%	7.0%	6.9%	7.1%	6.8%	6.2%	The external financing is well within the recommended benchmarks.
Total Debt (Borrowings) / Operating Revenue	45%	26.0%	29.9%	29.6%	29.4%	28.8%	28.9%	
Repayment Capacity Ratio		2.77	3.81	2.57	2.54	2.47	2.45	
Debt Service Cover Ratio (Cash Generated by Operations / Debt Service)		1.9 : 1	1.6 : 1	2.3 : 1	2.2 : 1	2.3 : 1	2.6 : 1	

		N.T. NORM	2023	2025	2027	2029	2031	2032	COMMENTS
SUSTAINABILITY									
	Net Financial Liabilities Ratio	< 60%	-4.1%	8.7%	14.4%	19.8%	24.8%	26.8%	Net Financial Liabilities are within the benchmark, but the Operating Surplus Ratio remains below the recommended lower benchmark for most of the 10-year period. Asset Sustainability is not calculated but entered as an assumption in the model. The municipality must ensure that a greater proportion of CAPEX is spent on asset replacement should it be required.
	Operating Surplus Ratio	0% - 10%	3.4%	3.2%	5.4%	5.2%	5.4%	5.5%	
	Asset Sustainability Ratio	> 90%	13.8%	13.0%	12.9%	12.6%	12.5%	12.4%	
FINANCIAL PERFORMANCE									
R42	Net Operating Surplus / Total Operating Revenue	>= 0%	3.4%	3.2%	5.4%	5.2%	5.4%	5.5%	The net operating surplus is above 0% for the MTREF

R43	**Electricity Surplus / Total Electricity Revenue**		24.4%	26.9%	28.8%	28.8%	28.8%	28.8%	period and improves to 5.5% by 2032, an indication that the municipality should endeavour to improve profitability by managing expenditure and improving surplus margins on electricity services and maintaining the high-water surplus margins.
R44	**Water Surplus / Total Water Revenue**		86.5%	86.4%	86.5%	86.5%	86.5%	86.5%	
R8	**Increase in Billed Income p.a. (R'm)**		R 17.2 m	R 27.4 m	R 27.7 m	R 34.1 m	R 41.7 m	R 45.7 m	Billed Revenue and Operating Revenue Growth is in line with CPI over the planning period. Cash generated from operations is expected to be consistent with historic levels and improve for the remainder of the planning period.
R9	**% Increase in Billed Income p.a.**	CPI	4.1%	6.0%	5.4%	6.0%	6.5%	6.7%	
R12	**Operating Revenue Growth %**	CPI	12.0%	3.0%	5.8%	6.6%	7.1%	7.4%	
R47	**Cash Generated by Operations / Own Revenue**		14.5%	12.9%	17.1%	17.2%	17.4%	17.6%	
R48	**Cash Generated by Operations / Total Operating Revenue**		12.2%	11.1%	14.7%	14.8%	14.9%	15.1%	

		N.T. NORM	2021	2023	2025	2027	2029	2030	COMMENTS
EXPENDITURE MANAGEMENT									
	Creditors Payment Period	30	64	70	74	77	80	81	Creditors' payment period is higher than the NT benchmark, however, should remain manageable and not be cause for concern Contracted Services as a percentage of total expenditure are forecasted to exceed the NT benchmark. It is imperative for the municipality to manage this expenditure
R30	**Contribution per Expenditure Item: Staff Cost (Salaries, Wages and Allowances)**	25% - 40%	29.4 %	30.5 %	30.5 %	30.6 %	30.6 %	30.6 %	
	Contribution per expenditure item: Contracted Services	2% - 5%	10.0 %	8.4%	8.5%	8.6%	8.8%	8.8%	

									to improve profitability
GRANT DEPENDENCY									
R10	**Total Grants / Total Revenue**		19.8 %	16.6 %	16.2 %	16.0 %	16.0 %	16.0 %	The municipality can generate funds from its own sources and is not overly reliant on grants. This is positive to note, as the tightening of the national fiscus will result in a declining reliance on transfers from other spheres of government.
R11	**Own Source Revenue to Total Operating Revenue**		84.2 %	86.2 %	86.1 %	86.0 %	85.8 %	85.7 %	
	Capital Grants to Total Capital Expenditure		27.3 %	19.3 %	16.8 %	14.4 %	12.8 %	12.1 %	

8.2.5 Outcome of the Future Forecasts

The MTREF forecasts financial performance consistent with historic performance, with increases noted in contracted services, other materials, employee related costs and the narrowing of electricity surplus margin. The MTREF indicates that 37% of the total capital expenditure will be funded by external borrowings, 24% by capital grants and the remaining 39% by own cash resources. This funding mix is considered optimal, as the municipality's healthy liquidity position is not compromised. To arrive at a base case, the following was assumed:

- Total capital expenditure was increased to R 120 million for 2023 and to R 125 million for 2024 to 2026, whereafter annual capital expenditure was increased by 7% per year.
- External funding was maintained as put forward in the MTREF period, but was reduced to R 40 million for 2026, whereafter annual borrowing was increased by 5% per annum.
- The annual borrowing under this scenario was adjusted to an average of 13-year amortising loans at a fixed interest rate equal to 5% over forecast CPI in any given year.
- Other assumptions that need to be noted for the base case are: electricity losses were maintained at 9% annually, whilst water losses were assumed to be 10%.
- The municipality has budgeted to generate cash from its operations due to the assumed 96% collection rate.

Sensitivity Analysis on the Collection Rate

The Base Case assumes a collection rate of 96% over the 10-year planning period. A scenario whereby the collection rate is assumed to deteriorate by 2 percentage points to 94% for the planning period was modelled. This scenario indicates a severe impact on the liquidity position whereby the bank balance is forecast to not meet the minimum liquidity requirements including 2-month's operating expenditure.

The results demonstrate the significance of maintaining the strong collection rate as assumed in the Base Case.

Sensitivity Analysis on the Operating Expenditure

The Base Case assumes operating expenditure to be as budgeted. A scenario whereby the operating expenditure is assumed to increase by 1% (approx. R5 million) was modelled. This scenario indicates a severe impact on the liquidity position whereby the bank balance is forecast to still meet the minimum liquidity requirements including 2-month's operating expenditure, but would be insufficient to cover the provision for land fill rehabilitation.

Sensitivity Analysis on the Average Loan Tenor

The Base Case assumes an average loan tenor of 13-years over the 10-year planning period. A scenario whereby the loan tenor was reduced to 10 years for the planning period was modelled. This scenario indicates not only a severe impact on the liquidity position but also on debts servicing of the municipality - demonstrating the significance of entering into external financing agreements with longer repayment periods.

9 INVESTMENT FACILITATION PROCEDURE

Sections 152 read with 153 of the Constitution, 1998, prescribes that the Municipality must strive to promote social and economic development and structure its administration and budgeting accordingly.

The afore-mentioned prescript is further augmented by section 23 of the Municipal Systems Act, 2000 which prescribes that a Municipality must be developmentally oriented, through the development of an Integrated Development Plan [IDP]. Section 55 of the latter Act further prescribes that the Municipal Manager must ensure the implementation of the said IDP.

In compliance with these provisions, this Investment Facilitation Standard Operating Procedure [IFSOP] was developed to direct investment opportunities within the Hessequa municipal area. The main purpose of the IFSOP is to create uniform investment promotion and facilitation processes and procedures in the municipality in order to attract new investors and retain existing ones.

In response to the regulatory and operational environment, Hessequa aims to:

a) Provide clarity of the relevant legal and legislative framework in relation to Investment Opportunities.
b) Assist in the streamlined management and finalisation of Investment Applications.
c) Enable the correct identification and classification of Investment Opportunities.
d) Provide a SCM system process that will ensure clarity and consistency.
e) Provide an Investment Opportunity recording process that will ensure transparency.
f) Provide further guidelines and procedures (the 'HOW').
g) Make officials aware of the treatment and/or management of Investment Opportunities.
h) Instil best practice.
i) Strengthen the control environment.
j) Establish a single point of access for the management of Investment Opportunities.
k) Assist management to appropriately act on Investment Opportunities.
l) To strengthen the ability to manage Investment Opportunities.
m) To create a central capacity to manage Investment Opportunities.

The procedure was designed to represent the logical process steps required to implement and maintain Investment Facilitation, as follows:

- Investment Policy Statement [Policy]
- Investment Strategy Planning [Strategy]
- Investment Implementation [what, how, who, when]
- Application [what, how, who, when]
- Approval [what, how, who, when]
- SCM Investment Chapter [what, how, who, when]
- Contract Management [what, how, who, when]
- Accounting and Asset Management [what, how, who, when]
- Enforcement, Monitoring & Reporting [what, how, who, when]

1. **INVESTMENT POLICY STATEMENTS**

- Investment Opportunities will be guided by one set of Policy Statements incorporated in the Municipal IDP.
- The Policy Statements will consider all relevant municipal prescripts, norms, plans and strategies.
- The Policy statements will allow for:
  - The establishment of a Municipal Development Fund [MDF]
  - Development charges
  - Investment donations
  - Investment incentives
  - Investment planning processes
  - Investment approval processes
  - Establishment of the following governance structures (*to prevent duplication of effort these structures are aligned to the LUPBL structures*):
    - Investment Unit
    - Appeal Authority
  - Appointment of Investment Administrator

2. **PLANNING**

- Align Investment Strategy with HQ IDP, SDBIP, SDF, LDS and EDS
- Investment Strategy to be verified and recommended for approval by the Investment Unit prior to adoption by the HQ Council

3. **IMPLEMENTATION**

- The implementation process must guide investors on which issues are relevant and how to address such if found relevant:
  - Land issues, inclusive of Environmental issues
  - Municipal Services
  - Economic issues
  - Financial issues
  - Risk management

4. **APPLICATION**

- The application process must guide the investor to understand application requirements
- Only the Investment Administrator may receive investment opportunity applications

5. **APPROVAL**

- Investment applications must be endorsed by the Investment Unit prior to submission to Council or responsible functionary for approval

6. **SUPPLY CHAIN MANAGEMENT**

- A separate Chapter must be developed for incorporation into the Municipal SCM Policy, called the SCM Investment Chapter
- The Chapter must indicate how investment opportunities will be classified and which SCM processes will apply

7. **CONTRACT**

- Each approved investment opportunity must have a dedicated Contract Manager who will manage the Contract and maintain the Portfolio of Evidence [PoE]

8. **ACCOUNTING AND ASSET MANAGEMENT**

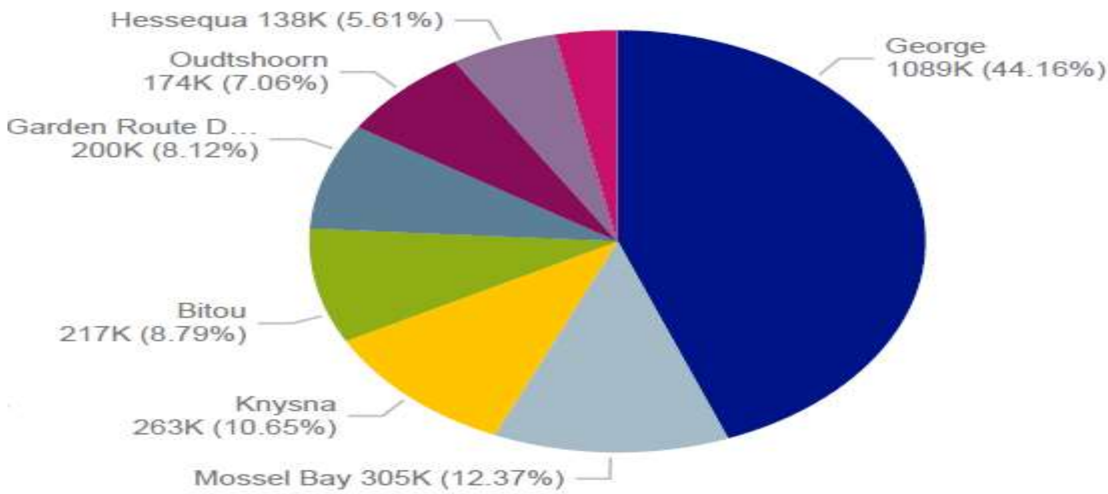
- All assets acquired or disposed will be treated according to the Municipal Accounting Policies

9. **ANFORCEMENT, MONITORING AND REPORTING**

- Enforcement per discipline will be executed as per the relevant prescripts and municipal operations.
- The Investment Administrator will monitor performance on investment opportunities on a monthly basis and report quarterly to Council and the Investment Unit

10 GOVERNMENT SPENDING

Below is an illustration of the allocations across the entire Garden Route District area from the National and Provincial Government Departments.



The table below quantifies the allocations from each National or Provincial department to be spent in the Hessequa Municipal area.

Department	Municipality	Transfer description	2023/24	2024/25	2025/26
National Treasury	Hessequa	Equitable Share	59164	64016	69140
Department of Infrastructure	Hessequa	Settlement Assistance	25000	0	0
Cooperative Governance	Hessequa	Municipal Infrastructure Grant	15459	15966	16495
Water and Sanitation	Hessequa	Water Services Infrastructure Grant	8300	0	0
Cultural Affairs and Sport	Hessequa	Library service: Replacement funding for most vulnerable B3 Municipalities	7078	6956	7260
Department of Infrastructure	Hessequa	Informal Settlements Upgrading Partnership Grant	4829	18772	28440
Cultural Affairs and Sport	Hessequa	Community library services grant	4145	4307	4500
Mineral Resources and Energy	Hessequa	Energy Efficiency and Demand Side Management Grant	4000	6000	0
Mineral Resources and Energy	Hessequa	Integrated National Electrification Programme (Municipal) Grant	3700	7000	5000
Department of Environmental Affairs & Development Planning	Hessequa	Regional Socio-Economic Projects (RSEP) Programme - Municipal Projects	2100	0	0
National Treasury	Hessequa	Local Government Financial Management Grant	1550	1550	1650
Public works and Infrastructure	Hessequa	Expanded Public Works Programme Integrated Grant for Municipalities	1174	0	0
Department of Infrastructure	Hessequa	Financial assistance to Municipalities for maintenance and construction of transport infrastructure	980	130	150
Department of Infrastructure	Hessequa	Title Deeds Restoration	571	7962	5280
Local Government	Hessequa	Thusong Service Centres Grant (Sustainability: Operational Support Grant)	150	150	103
Local Government	Hessequa	Community Development Worker Operational Support Grant	38	38	38
			138238	**132847**	**138056**

Annexure A: Circular 88 Monitoring & Reporting

C88 OUTPUT INDICATORS FOR QUARTERLY REPORTING				
EE1.11	Number of dwellings provided with connections to mains electricity supply by the municipality			
		EE1.11(1)	(1) Number of residential supply points energised and commissioned by the municipality	14379
EE3.11	Percentage of unplanned outages that are restored to supply within industry standard timeframes			
		EE3.11(1)	(1) Number of unplanned outages restored within x hours	200
		EE3.11(2)	(2) Total number of unplanned outages	240
EE3.21	Percentage of planned maintenance performance			
		EE3.21(1)	(1) Actual number of maintenance 'jobs' for planned or preventative maintenance	3600
		EE3.21(2)	(2) Budgeted number of maintenance 'jobs' for planned or preventative maintenance	3600
WS 1.11	Number of new sewer connections meeting minimum standards			
		WS1.11(1)	(1) Number of new sewer connection to consumer units	55
		WS1.11(2)	(2) Number of new sewer connections to communal toilet facilities	22
WS 2.11	Number of new water connections meeting minimum standards			
		WS2.11(1)	(1) Number of new water connections to piped (tap) water	22
		WS2.11(2)	(2) Number of new water connections to public/communal facilities	55
WS 3.11	Percentage of callouts responded to within 24 hours (sanitation/wastewater)			

C88 OUTPUT INDICATORS FOR QUARTERLY REPORTING				
		WS3.11(1)	(1) Number of callouts responded to within 24 hours (sanitation/wastewater)	1400
		WS3.11(2)	(2) Total number of callouts (sanitation/wastetwater)	7218
WS 3.21	Percentage of callouts responded to within 24 hours (water)			
		WS3.21(1)	(1) Number of callouts responded to within 24 hours (water)	1492
		WS3.21(2)	(2) Total water service callouts received	1700
TR6 .12	Percentage of surfaced municipal road lanes which has been resurfaced and resealed			
		TR6.12(1)	(1) Kilometres of municipal road lanes resurfaced and resealed	3905
		TR6.12(2)	(2) Kilometres of surfaced municipal road lanes	3905
TR6 .13	KMs of new municipal road lanes built			
		TR6.13(1)	(1) Number of kilometres of resurfaced road lanes built	0
		TR6.13(2)	(2) Number of kilometres of unsurfaced road lanes built	0
TR6 .21	Percentage of reported pothole complaints resolved within standard municipal response time			
		TR6.21(1)	(1) Number of pothole complaints resolved within the standard time after being reported	12
		TR6.21(2)	(2) Number of potholes reported	44
FD1 .11	Percentage of compliance with the required attendance time for structural firefighting incidents			
		FD1.11(1)	(1) Number of structural fire incidents where the attendance time was less than 14 minutes	20
		FD1.11(2)	(2) Total number of distress calls for structural fire incidents received	50
LED 1.11	Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area			
		LED1.11(1)	(1) R-value of operating expenditure on contracted services within the municipal area	22530280

C88 OUTPUT INDICATORS FOR QUARTERLY REPORTING				
		LED1.11(2)	(2) Total municipal operating expenditure on contracted services	0
LED 1.21	Number of work opportunities created through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes)			
		LED1.21(1)	(1) Number of work opportunities provided by the municipality through the Expanded Public Works Programme	214
		LED1.21(2)	(2) Number of work opportunities provided through the Community Works Programme and other related infrastructure initiatives	500
LED 2.12	Percentage of the municipality's operating budget spent on indigent relief for free basic services			
		GG6.11(1)	(1) R-value of operating budget expenditure spent on free basic services	37754084
		GG6.11(2)	(2) Total operating budgets for the municipality	596709848
LED 3.11	Average time taken to finalise business licence applications			
		LED3.11(1)	(1) Sum of the total working days per business application finalised	1135
		LED3.11(2)	(2) Number of business applications finalised	32
LED 3.31	Average number of days from the point of advertising to the letter of award per 80/20 procurement process			
		LED3.31(1)	(1) Sum of the number of days from the point of advertising a tender in terms of the 80/20 procurement process to the issuing of the letter of award	0
		LED3.31(2)	(2) Total number of 80/20 tenders awarded as per the procurement process	0
LED 3.32	Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission			
		LED3.32(1)	(1) Number of municipal payments within 30-days of complete invoice receipt made to service providers	14124
		LED3.32(2)	(2) Total number of complete invoices received (30 days or older)	21600
GG1 .21	Staff vacancy rate			

C88 OUTPUT INDICATORS FOR QUARTERLY REPORTING				
		GG1.21(1)	(1) The number of employees on the approved organisational structure	557
		GG1.21(2)	(2) The number of permanent employees in the municipality	522
GG1 .22	Percentage of vacant posts filled within 3 months			
		GG1.22(1)	(1) Number of vacant posts filled within 3 months since the date (dd/mm/yyyy) of authority to proceed with filling the vacancy	100
		GG1.21(2)	(2) Number of vacant posts that have been filled	19
GG2 .11	Percentage of ward committees with 6 or more ward committee members (excluding the ward councillor)			
		GG2.11(1)	(1) Total number of ward committees with 6 or more members	9
		GG2.11(2)	(2) Total number of wards	9
GG2 .12	Percentage of wards that have heald at least once councllor-convened community meeting			
		GG2.12(1)	(1) Total number of councillor convened ward community meetings	36
		GG2.12(2)	(2) Total number of wards	9
GG2 .31	Percentage of official complaints responded to through the municipal complaint management system			
		GG2.31(1)	(1) Number of official complaints responded to according to municipal norms and standards	7835
		GG2.31(2)	(2) Number of official complaints received	7835
GG4 .11	Number of agenda items deferred to the next council meeting			
		GG4.11(1)	(1) Sum total number of all council agenda items deferred to the next meeting	4
GG5 .11	Number of active suspensions longer than three months			
		GG5.11(1)	(1) Simple count of the number of active suspensions in the municipality lasting more than three months	0

C88 OUTPUT INDICATORS FOR QUARTERLY REPORTING				
GG5 .12	Quarterly salary bill of suspended officials			
		GG5.12(1)	(1) Sum of the salary bill for all suspended officials for the reporting period	0
WS 5.31	Percentage of total water connections metered			
		WS5.31(1)	(1) Number of water connections metered	14368.00
		WS5.31(2)	(2) Number of connections unmetered	0.00
ENV 4.11	Percentage of biodiversity priority area within the municipality			
		ENV4.11(1)	(1) Total land area in hectares classified as "biodiversity priority areas"	
		ENV4.11(2)	(2) Total municipal area in hectares	
ENV 4.21	Percentage of biodiversity priority areas protected			
		ENV4.21(1)	(1) Area of priority biodiversity area in hectares which is protected	
		ENV4.21(2)	(2) Total area identified as a priority biodiversity area in hectares	
TR6 .11	Percentage of unsurfaced road graded			
		TR6.11(1)	(1) Kilometres of municipal road graded	
		TR6.11(2)	(2) Kilometres of unsurfaced road network	
GG3 .12	Percentage of councillors who have declared their financial interests			
		GG3.12(1)	(1) Number of councillors that have declared their financial interests	17.00
		GG3.12(2)	(2) Total number of municipal councillors	17.00

C88 OUTPUT INDICATORS FOR QUARTERLY REPORTING		
C1.	Number of signed performance agreements by the MM and section 56 managers	6
C2.	Number of ExCo or Mayoral Executive meetings held	12
C3.	Number of Council portfolio committee meetings held	10
C4.	Number of MPAC meetings held	4
C6.	Number of formal (minuted) meetings between the Mayor, Speaker and MM were held to deal with municipal matters	12
C7.	Number of formal (minuted) meetings - to which all senior managers were invited- held	12
C8.	Number of councillors completed training	14
C9.	Number of municipal officials completed training	297
C10.	Number of work stoppages occurring	0
C11.	Number of litigation cases instituted by the municipality	0
C12.	Number of litigation cases instituted against the municipality	0
C13.	Number of forensic investigations instituted	0
C14.	Number of forensic investigations conducted	0
C15.	Number of days of sick leave taken by employees	2 897,50
C16.	Number of permanent employees employed	522
C17.	Number of temporary employees employed	57
C18.	Number of approved demonstrations in the municipal area	20
C19.	Number of recognised traditional and Khoi-San leaders in attendance (sum of) at all council meetings	0
C20.	Number of permanent environmental health practitioners employed by the municipality	0
C22.	Number of Council meetings held	4
C23.	Number of disciplinary cases for misconduct relating to fraud and corruption	0
C24.	Number of council meetings disrupted	0
C25.	Number of protests reported	0
C26.	R-value of all tenders awarded	75053966
C27.	Number of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations	479
C28.	R-value of all awards made in terms of Section 36 of the MFMA Municipal Supply Chain Management Regulations	16288942

C88 OUTPUT INDICATORS FOR QUARTERLY REPORTING		
C29.	Number of approved applications for rezoning a property for commercial purposes	22
C30.	Number of business licenses approved	0
C32.	Number of positions filled with regard to municipal infrastructure	344
C33.	Number of tenders over R200 000 awarded	0
C34.	Number of months the Municipal Managers' position has been filled (not Acting)	12
C35.	Number of months the Chief Financial Officers' position has been filled (not Acting)	12
C36.	Number of vacant posts of senior managers	0
C38.	Number of filled posts in the treasury and budget office	76
C40.	Number of filled posts in the development and planning department	20
C42.	Number of registered engineers employed in approved posts	1
C43.	Number of engineers employed in approved posts	5
C44.	Number of discliplinary cases in the municipality	20
C45.	Number of finalised disciplinary cases	20
C47.	Number of waste management posts filled	57
C49.	Number of electricians employed in approved posts	8
C51.	Number of filled water and wastewater management posts	86
C56.	Number of customers provided with an alternative energy supply (e.g. LPG or paraffin or biogel according to supply level standards)	0
C57.	Number of registered electricity consumers with a mini grid-based system in the municipal service area	0
C58.	Total non-technical electricity losses in MWh (estimate)	10
C59.	Number of municipal buildings that consume renewable energy	0
C61.	Total number of chemical toilets in operation	25
C63.	Total volume of water delivered by water trucks	0
C67.	Number of paid full-time firefighters employed by the municipality	0
C68.	Number of part-time and firefighter reservists in the service of the municipality	0
C69.	Number of 'displaced persons' to whom the municipality delivered assistance	15
C71.	Number of procurement processes where disputes were raised	22
C73.	Number of structural fires occurring in informal settlements	10
C74.	Number of dwellings in informal settelements affected by structural fires (estimate)	5

C88 OUTPUT INDICATORS FOR QUARTERLY REPORTING		
C76.	Number of SMMEs and informal businesses benefitting from municipal digitisation support programmes rolled out directly or in partnership with other stakeholders	15
C77.	B-BBEE Procurement Spend on Empowering Suppliers that are at least 51% black owned based	75748155
C78.	B-BBEE Procurement Spend on Empowering Suppliers that are at least 30% black women owned	18738871
C79.	B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement	79453424
C86.	Number of households in the municipal area registered as indigent	5160
C89.	Number of meetings of the Excutive or Mayoral Committee postponed due to lack of quorum	0
ANNUAL COMPLIANCE INDICATORS		
C5.	Number of recognised traditional leaders within your municipal boundary	0.00
C21.	Number of approved environmental health practitioner posts in the municipality	0.00
C31.	Number of approved posts in the municipality with regard to municipal infrastructure	350.00
C37.	Number of approved posts in the treasury and budget office	3.00
C39.	Number of approved posts in the development and planning department	8.00
C41.	Number of approved engineer posts in the municipality	3.00
C46.	Number of approved waste management posts in the municipality	1.00
C48.	Number of approved electrician posts in the municipality	5.00
C50.	Number of approved water and wastewater management posts in the municipality	4.00
C52.	Number of maintained sports fields and facilities	8.00
C53.	Square meters of maintained public outdoor recreation space	
C54.	Number of municipality-owned community halls	11.00
C60.	Total number of sewer connections	14869.00
C62.	Total number of Ventilation Improved Pit Toilets (VIPs)	582.00
Q1.	Does the municipality have an approved Performance Management Framework?	YES

C88 OUTPUT INDICATORS FOR QUARTERLY REPORTING				
Q2.	Has the IDP been adopted by Council by the target date?			YES
Q3.	Does the municipality have an approved LED Strategy?			YES
Q4.	What are the main causes of work stoppage in the past quarter by type of stoppage?			YES
Q5.	How many public meetings were held in the last quarter at which the Mayor or members of the Mayoral/Executive committee provided a report back to the public?			18.00
Q6.	When was the last scientifically representative community feedback survey undertaken in the municipality?			YES
Q7.	What are the biggest causes of complaints or dissatisfaction from the community feedback survey? Indicate the top four issues in order of priority.			Service Delivery Requests
Q8.	Please list the locality, date and cause of each incident of protest within the municipal area during the reporting period:			Riversdale
Q9.	Does the municipality have an Internal Audit Unit?			YES
Q10.	Is there a dedicated position responsible for internal audits?			YES
Q11.	Is the internal audit position filled or vacant?			YES
Q12.	Has an Audit Committee been established? If so, is it functional?			YES
Q13.	Has the internal audit plan been approved by the Audit Committee?			YES
Q14.	Has an Internal Audit Charter and Audit Committee charter been approved and adopted?			YES
Q15.	Does the internal audit plan set monthly targets?			YES
Q16.	How many monthly targets in the internal audit plan were not achieved?			0.00
Q17.	Does the Municipality have a dedicated SMME support unit or facility in place either directly or in partnership with a relevant roleplayer?			YES
Q18.	What economic incentive policies adopted by Council does the municipality have by date of adoption?			YES

C88 OUTPUT INDICATORS FOR QUARTERLY REPORTING				
Q19.	Is the municipal supplier database aligned with the Central Supplier Database?			YES
Q20.	What is the number of steps a business must comply with when applying for a construction permit before final document is received?			SOP
Q22	Please list the name of the structure and date of every meeting of an official IGR structure that the municipality participated in this quarter:			Quarterly
Q23.	Where is the organisational responsibility for the IGR support function located within the municipality (inclusive of the reporting line)?			MM Office
Q24.	Is the MPAC functional? List the reasons why if the answer is not 'Yes'.			YES
Q25.	Has a report by the Executive Committee on all decisions it has taken been submitted to Council this financial year?			YES

HESSEQUA MUNICIPALITY
P.O Box 29/ Civic Centre, van der Berg Street, Riversdale, 6670
028 713 8000
info@hessequa.gov.za