

2024/2025 Oversight Report

MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)
OVERSIGHT REPORT ON THE 2024/2025 ANNUAL REPORT OF
HESSEQUA MUNICIPALITY



1 PURPOSE OF THE REPORT

To report to Council on the oversight conducted on the 2024/2025 Annual Report and the recommendations thereof.

2 FOREWORD BY THE CHAIRPERSON OF MPAC

Council resolved on 28 January 2026, that the 2024/2025 Annual Report be submitted to MPAC to perform its oversight duties on the Annual Report and present an Oversight Report to Council.

I am humbled by this opportunity to present this report to Council and the broader public of Hessequa. This report reflects the hard work of a committee and willing members of the public, and for that I am deeply grateful for the selfless work performed by them. As the newly elected chairperson of MPAC, this oversight process was my first encounter in this role, and I can only say that it was an extremely insightful experience.



First, I would like to thank each of the members of the extended MPAC:

- Ms Emor Nel as a public representative
- Mr Samuel Fortuin as a public representative
- Mr Louw Saayman as a public representative
- Mr Christiaan Hartnick as a public representative
- Mr Nico Jonker as the representative of the Audit & Performance Audit Committee
- Cllrs Hartnick, le Roux, Davids, Hoogbaard and February.

The discussions that emanated from engaging with the content of the Annual Report, focused on service delivery improvement and improving the quality of the document itself, also for future reporting cycles.

It was comforting to note that various issues identified in the previous oversight report have received attention or is in the process of being addressed. I would like to thank the Municipal Manager and his team for providing comprehensive and transparent feedback on the questions that were asked by the members of the committee. This made the work of the Committee a lot easier.

Thank you for the opportunity to present this Oversight Report to you.

A handwritten signature in dark ink, appearing to read 'J. Hartnick', written over a dotted line. The signature is fluid and cursive.

Cllr Johannes Hartnick

Chairperson: Hessequa Municipal Public Accounts Committee

3 BACKGROUND

In accordance with Section 129(1) of the MFMA, the Council must consider the municipality's annual report and adopt an oversight report within two months of tabling. The 2024/2025 Annual Report was tabled in Council on **28 January 2026** and referred to MPAC for oversight. Public input was solicited through newspaper notices and municipal libraries.

The Annual Report was made public and advertised for comment. One public comment was received from Mr I Mangaliso. MPAC considered the comments and inputs of the written submission. Feedback from the administration on all queries in the submission were considered and discussed in committee.

4 COMPOSITION OF THE MUNICIPAL ACCOUNTS COMMITTEE OF HESSEQUA MUNICIPALITY

For the purposes of the oversight of the draft annual report council established an extended MPAC to include public representatives, constituted as follows proportionally representing all parties in Council;

- Cllr Johannes Hartnick: MPAC Chairperson
- Cllr J Hoogbaard
- Cllr Jennifer Hartnick
- Cllr S le Roux
- Cllr R Davids
- Cllr L February
- Mr N Jonker: APAC (Audit & Performance Audit Committee) representative
- Mr S Fortuin: Public Representative
- Mr L Saayman: Public Representatives
- Mr C Hartnick: Public Representative
- Ms E Nel: Public Representative

5 OVERSIGHT PROCESS BY THE MUNICIPAL PUBLIC ACCOUNTS COMMITTEE

MPAC held three working sessions to review the Annual Report on the following dates:

- **20 February 2026**
- **6 March 2026**
- **13 March 2025**

MPAC extends its sincere appreciation to the relevant municipal departments for their **prompt responses and detailed presentations** on key queries and issues raised by the committee. Their commitment to transparency and engagement has facilitated an informed and constructive oversight process.

MPAC considered the previous Oversight Report and requested feedback on the issues raised by the 2023/2024 Oversight Report and only some of the items were found still to be relevant enough to

garner discussion again. After feedback was received from the departments, the following has been concluded on items discussed:

1. The Solar PV Plant, in Riversdale, as project is being implemented as planned and once the plant is operational, future annual reports can reflect benefits and possible challenges originating from the project.
2. Trends from energy sales have been presented and discussed.
3. Repairs and maintenance of old infrastructure: the current ratios and trends indicate a positive growth on repairs and maintenance expenditure.
4. Vandalism remains a risk to service delivery and are current initiatives in process to address the scourge of vandalism of public spaces and municipal infrastructure.

6 ISSUE IDENTIFIED DURING OVERSIGHT ON THE 2024/2025 ANNUAL REPORT.

MPAC appreciates the response on the query regarding the increase in water losses, as presented in the Annual Report. Even though the explanation received from the administration was comprehensive, MPAC is of the opinion that the divide between operational reality and financial calculation should reconcile more realistically. Effort and resources should be allocated to ensure that water usage is not only measured, but that sources are secured for longer term development and human need. The rise in losses, on report, is alarming, irrelevant of the reason, and should the representation thereof in the Annual Report, and in-year reporting, be presented in a more comprehensive manner to reflect what actions are taken to address the root causes.

7 CONCLUDING REMARKS

The Municipal Finance Management Act and The Municipal Systems Act recognize that Council has a crucial role to play to ensure better performance by municipal departments and entities. An unambiguous linkage exists between the strategic goals determined by the Council through the IDP process. These strategic goals are translated into the budget, and the delivery of those goals, which is reported in the Annual Report.

It is important for Council to ensure that the budget gives effect or expression to priorities contained in the IDP. A good budget will lay a basis for better oversight and cement the contracts between the executive/ Council, the administration and the public. The MFMA gives effect to financial management reforms that place greater service delivery responsibilities on managers and makes them more accountable for performance. Whilst, in the first instance it is left to the mayor to resolve any performance failures, ultimately the Council is vested with the power and responsibility to oversee both the executive and administration. Oversight occurs at various levels in a municipality and thus good governance and effective oversight and accountability are based on there being a clear separation of functions.

During the process of oversight, the extended MPAC, recommended various corrections that were subsequently corrected, in the Annual Report. Please refer to Annexure A, which contains all queries raised by members and corrections made to the Annual Report. Thus, in line with the functions of MPAC in relation to the 2024/2025 Annual Report we are confident that we have as a committee fully

considered and evaluated the content of the annual report and to make recommendations to the municipal council for adoption an oversight report on the annual report.

8 RECOMMENDATIONS

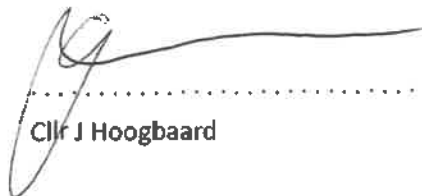
Having Fully considered the 2024/2025 Annual Report the Municipal Public Accounts Committee recommends that council:

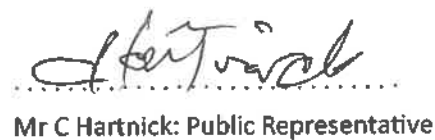
1. Adopt the MPAC Oversight Report;
2. The 2024/2025 Annual Report be approved without reservation;
3. That the 2024/2025 Oversight Report be made public in terms of sections 129(3) and 132(2) of the MFMA;
4. Council notes the key area of concern raised by MPAC;
5. That a progress reports be submitted to MPAC in February 2027 regarding the following matters identified in the oversight process:
 - a. Water losses
 - b. Effect of Riversdale Solar Plant on consumption and tariff implications

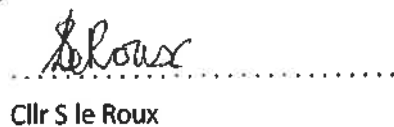
Signed by Members:


Cllr Johannes Hartnick: MPAC Chairperson

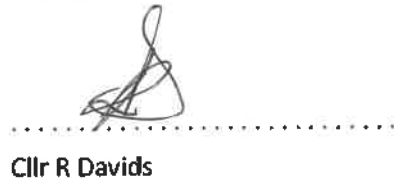
13/03/2026
Date


Cllr J Hoogbaard


Mr C Hartnick: Public Representative


Cllr S le Roux

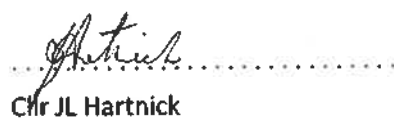

Mr L Saayman: Public Representative

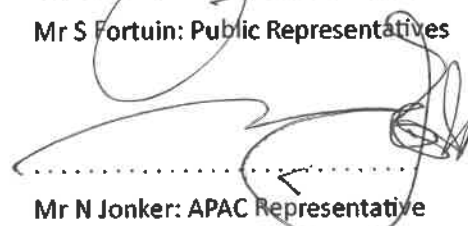

Cllr R Davids


Ms E Nel: Public representatives


Cllr L February


Mr S Fortuin: Public Representatives


Cllr JL Hartnick


Mr N Jonker: APAC Representative

Annex A: Feedback on Queries raised.

Ref #	Question / Matter for Clarification	Respondent	Type	Feedback
1		Mnr Jonker		
a.	Vandalism of infrastructure – what is current status re this issue?	Stuart Morris	Query	Vandalism is a constant problem at our public toilets, treatment plants and stormwater and sewerage pipes. Here are some examples of incidents within the last year: Fighting in the men's toilet at the market place caused broken doors, taps, urinals. Broken doorframe at the new disabled toilet (Accessible toilet). Broken and stolen fences at both Riversdale Water and Wastewater treatment works. Large stones (boulders) are being put into our stormwater manholes which causes manholes to overflow and damage sidewalks, embankments, and private properties. Large objects (sticks, rocks, newspaper, etc) being put into the sewers especially in informal settlements where there are public toilets. Harmony Park Public Toilets ongoing damage and vandalism to the doors, toilet fittings, and taps. Damage to bollards and signs at Morris point during the December Holidays Damage to playgrounds at the Lappiesbaal beach area during the December holiday All copper fittings and taps at open spaces are being stolen
				Young Milkwood trees were stolen in Stilbaai-Wes near the pump station Toilets doors at the Jongensfontein Tennis courts were damaged during the December Holiday. Raw-water pumpstation Cutting of existing fence Communal toilets – Emergency erven Damage toilet pot, cistern, doors and plumbing Tom Pretorius playpark Play park equipment being damaged Robertweg playpark Play park equipment being damaged Heidelberg Sportsgrounds Break-in and Entering – Damage to ablution facilities Slangrivier Sportsgrounds Electrical cable theft, irrigation system, electrical parts theft. Riverside near Slangrivier WWTW Electrical cable theft Heidelberg Irrigation pump Electrical cable theft
b.	Riversdale Solar PV project – current status and overview report from start to finish.	Manager: Electrical Services	Query	The municipality had a sharp decline in sales and bulk purchases in 2022/23 when the country experienced its worst loadshedding up to stage 6. It marginally increased in 2023/24 and had a good increase in 2024/25 when there was almost no load-shedding. The municipality still generated surpluses by cutting other expenditures in those years. See sales trends below: Elec Sales 2024/25 - 78,180,519 kWh Elec Sales 2023/24 - 74,043,383 kWh Elec Sales 2022/23 - 73,406,000 kWh Elec Sales 2021/22 - 85,979,000 kWh Elec Sales 2020/21 - 85,317,000 kWh Elec Sales 2019/20 - 86,668,000kWh Elec Sales 2018/19 - 86,041,000 kWh
c.	To what extent is there a decline in electricity sales due to residents and businesses generating own green energy - specific areas/wards mostly affected?	CFO	Query	

					The municipality has already recovered from reduced electricity sales and over the recent years consumption remained static with marginal increases. The recent Cost of Supply Study advises the municipality to increase basic charges to a higher percentage of the bill and reduce consumption charge. This is however to the detriment of the poorer households. We are required to address this matter over the next 5 years that the Cost of Supply will be valid for. At this stage, the risk is not material. We also charge the SSEG customers a higher basic charge and they tend to feedback more electricity than they purchase. This means we buy at a lower tariff than eskom.			
d.	Would less sales in electricity create a high risk of less income for municipality in foreseeable future?	CFO	Query		See next sheet - R&M			
e.	Maintenance of ageing infrastructure - see concerns raised in last year's Oversight Report - how would management respond to that at this stage?	Manager Strategic Services	Query		The municipality reports monthly on R&M to the MayCo and the expenditure includes manpower costs as well. The trends and percentages of material to manpower / total can be generated for future reports.			
	Repairs and Maintenance of ageing infrastructure: MPAC is alarmed by the municipality's expenditure ratio on maintaining and renewing ageing infrastructure. To ensure long-term service delivery, future Annual Reports must include detailed trend analyses on spending in this critical area. Failing to address deteriorating infrastructure now will lead to exponentially higher costs and service disruptions in the near future.							
f.	What is the present status % of water loss? What is the trend from last year to this year = upwards (higher % loss) or downwards (reduced % of loss) and what cause the movement?	CFO	Query		The monthly losses are calculated by Technical Services. Financial Services only calculates at year end and then adjusts for meter readings captured after year-end. When comparing 2023/24 to 2024/25, the ratio is skewed as we only used Towns where water was bought from Water Boards in 2023/4 and in 2024/25 the AG required us to use all towns water and include water purified from natural resources. - Programme - Water on Leak initiative as voorbeeld			Kwessie vir Oorsigverslag - Komitee neem kennis van vordering / inisiatiewe - MPAC sal opvolg en monitor - Terugvoering aan MPAC - Middel-jaarState ook na MPAC
2				Mnr Jonker				
a.	I respectfully propose these few minor changes in the honourable Executive Mayor's foreword, but want to be on record that I am not very comfortable making any comments on the Mayor's written report - this is not meant to be disrespectful but merely trying to comply with guidelines provided for this committee to work from and to do our best for Hessequa as our proud institution	Manager Strategic Services	Correction					
b.	The map on page 4, would it not be possible to add the Wards and their boundaries on this map? Would add valuable information early-on for the	Manager Strategic Services	Correction					
c.	8 Strategic alignment to Provincial and Growth and Development Strategy. Maybe this should be clearer articulated? See proposed additional text in red.	Manager Strategic Services	Correction					
d.	Corrective actions taken to ensure that strategic objectives as stipulated in the IDP were achieved. - Maybe this should be clearer articulated?	Manager Strategic Services	Comment					
e.	The Municipal Managers foreword provides an opportunity to the Municipal Manager to give a public account, guidance and advice on the administrative performance of a municipality / entity. Inclusive in this foreword should be information pertaining to: Overall a very informative report and well presented.	Manager Strategic Services	Correction					
f.	A short statement on the current financial health of the municipality / entity based on new budget formats as required by Treasury Regulations No 31804. - I do not pick up these two bulleted points in yellow being addressed by MM - wonder if the MM would like to elaborate on these to very comprehensively	Manager Strategic Services	Correction					

g.	Information related to the revenue trend by source including borrowings undertaken by the municipality. - I do not pick up these two bulleted points in yellow being addressed by MM - wonder if the MM would like to elaborate on	Manager Strategic Services	Correction	
h.	To ensure accountability and governance arrangements are in place, Section 121(2)(c) of the MFMA supports the requirements of Section 18(1)(d) of the MSA: information on matters of governance should be communicated to communities. This should, according to Sections 65(1)(a) of the MFMA and 46 of the MSA be undertaken through the compilation and publication of the Annual Report. The purpose of such an annual report is to promote accountability to communities for decisions taken by - Very well articulated chapter, seemingly providing all information as required by law and directed in Chapter 3 focuses on service delivery on a service-by-service basis. It considers municipal performance derived from IDP objectives; translated into the SDBIP and presents data on Community needs and resource deployment. Some indicators are offered for some services as a basic set of key comparative data to be amassed from all relevant municipalities and other services are left for municipalities to address entirely as they consider appropriate. - All departments' services delivery activities on a service-by-service basis are very well articulated and very informatively presented. The purpose of the chapter is to demonstrate to the reader, in terms of service delivery, what is being achieved and what remains outstanding. It leads to the basic questions concerning the adequacy of the efforts made by the municipality, the creativity applied and the basic standards of living that apply. There is a focus on informal settlements and the distribution of free basic services. Further information on subsidisation of the poor and other benefits accruing to indigent households should also be provided. A summary of the relevant progress achieved on the relevant outcomes for local government as required by national and provincial spheres. Introductions and conclusions are left for completion by municipalities but notes are provided to identify some key issues of relevance to all communities about the way in which the municipalities are working for them. This data will also help gather a broad picture of municipal activity across the country. - Don't like the heading in the Annual Report: 3.1 "PERFORMANCE HIGHLIGHTS AND CHALLENGES". I suggest it be changed to "PERFORMANCE HIGHLIGHTS AND ACTIONS TAKEN TO ADDRESS CHALLENGES"	Manager Strategic Services	Opmerking	
i.	Some Municipalities are using performance scorecard to manage performance of different functions. These must be aligned to the SDBIP requirements that provide a standardised mechanism to enable comparisons and benchmarking. This information must be captured in this chapter to enhance the service level information - This is being done at Top Level/Strategic Scorecard and regularly reported on in Sec 52 reports to Council. Top Management is also monitoring Component C: Capacitating the municipal workforce. - It is very encouraging that Hessequa clearly places a great emphasis on capacitating its workforce - it is also being done very strategically e.g start by training key positions like process controllers working on water treatment plant. This would ensure meeting SANS 241 water quality standards and reduce the risk of large numbers of communities suffer illness by drinking unhealthy water. A further encouragement is the participation of middle management in Technical	Manager Strategic Services	Opmerking	
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l.		Manager Strategic Services	Comment	

m.	Planning & Budgeting - The setting of services tariffs remains an important aspect annually and raises a lot of residents' emotions. Open and clear community consultations during IDP processes forms an important part of Asset and Liability Management - A fine balance needs to be maintained to provide enough funding to maintain, or refurbish where needed, all existing infrastructure assets in order to maximise lifespan of all components of Revenue & expenditure Management - This gets reported quarterly to Council in the Sec 52 reports for ongoing monitoring and summarized in comments to provide assurance that Council remains on target to meet revenue and expenditure targets by end of year - If not, then a recommendation would be Supply Chain Management - The Municipal Manager has appointed the Internal Auditor to act as an independent observer to comply with Article 26 (1) (c) of the Provisionary Provisions Regulations viz. to ensure fairness and promoting the Each of these components contribute to ensuring that government financial expenditure is developmental, effective and efficient and that municipalities / municipal entities are held accountable for the effective management of their funds. - Hessequa Municipality exercises great financial management performance with a report reflecting that absolutely no unauthorized, irregular, or fruitless and wasteful expenditure had been incurred in the 2024/25	Manager Strategic Services	Comment																															
n.		Manager Strategic Services	Comment																															
o.		Manager Strategic Services	Comment																															
p.		Manager Strategic Services	Comment																															
q.		Manager Strategic Services	Comment																															
r.	It appears that the heading of the Financial Performance on page 87 in Annual Report does not reflect (R'000).	Manager Strategic Services	Correction																															
5.7 COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS Accurate cash flow projections will enable the Council to invest surplus funds at the best interest rate. Stricter measures have been implemented to ensure more accurate cash flow projections. The collection of debtors influence the Cash Flow table: <table><tr><th colspan="4">HESSEQUA LOCAL MUNICIPALITY</th></tr><tr><th colspan="4">CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2025</th></tr><tr><th></th><th>Note</th><th>2025</th><th>2024</th></tr><tr><th></th><th></th><th>R</th><th>Restated R</th></tr><tr><td colspan="4">CASH FLOWS FROM OPERATING ACTIVITIES</td></tr><tr><td>Receipts</td><td></td><td></td><td></td></tr><tr><td>Property Rates</td><td></td><td>142 933</td><td>128 703</td></tr></table>					HESSEQUA LOCAL MUNICIPALITY				CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2025					Note	2025	2024			R	Restated R	CASH FLOWS FROM OPERATING ACTIVITIES				Receipts				Property Rates		142 933	128 703		
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s.			Correction																															
5.1 COMPONENT A: STATEMENT OF FINANCIAL PERFORMANCE <table><tr><th>Description</th><th>Original Budget</th><th>Actual Outcome</th><th>Variance</th><th>Variance as % of Final Budget</th><th>Variance as % of Original Budget</th></tr><tr><td>FINANCIAL PERFORMANCE</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Exchange Revenue</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Licenses or Permits</td><td></td><td>2</td><td>2</td><td>0.00%</td><td>0.00%</td></tr><tr><td>Service Charges - Electricity</td><td>226 265</td><td>226 041</td><td>1 779</td><td>3.41%</td><td>3.41%</td></tr></table>					Description	Original Budget	Actual Outcome	Variance	Variance as % of Final Budget	Variance as % of Original Budget	FINANCIAL PERFORMANCE						Exchange Revenue						Licenses or Permits		2	2	0.00%	0.00%	Service Charges - Electricity	226 265	226 041	1 779	3.41%	3.41%
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t.			Correction																															

[illegible]

IDP/Budget Input

		Occupational Levels											
		A	C	I	W	A	C	I	W	Male	Female		
	Too management	value	0	3	0	2	0	0	0	1	0	0	8
		%	0	50	0	33	0	0	0	17	0	0	100
	Senior management	value	0	15	0	11	0	4	0	4	1	0	35
		%	0	42.0	0	31.4	0	11.4	0	11.4	2.8	0	100
	Professionally qualified and experienced specialists and mid-management	value	3	18	0	7	2	12	0	3	1	0	45
		%	6.5	39.1	0	15.2	4.3	26.1	0	6.5	2.2	0	100
	Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	1	27	0	3	2	20	0	5	0	0	58
		%	1.7	46.6	0	5.2	3.4	34.5	0	8.6	0	0	100
	Semi-skilled and discretionary decision making	value	16	144	0	2	5	60	0	5	0	0	232
		%	5.9	82.1	0	0.9	2.2	26.9	0	2.2	0	0	100
	Unskilled and cement decision making	value	16	141	0	2	5	34	0	0	0	0	188
		%	8.1	71.2	0	1	2.5	17.2	0	0	0	0	100
	TOTAL PERMANENT	value	38	340	0	27	14	130	0	18	2	0	575
		%	6.3	60.5	0	4.7	2.4	22.6	0	3.1	0.3	0	100
	Temporary employees	value	1	8	0	0	2	6	0	3	0	0	20
		%	5	40	0	0	10	30	0	15	0	0	100
	GRAND TOTAL	value	37	356	0	27	16	136	0	21	2	0	595
		%	6.2	58.8	0.0	4.5	2.7	22.8	0.0	3.5	0.3	0.0	100

Year	Actual	R&M Budget	R&M Expenditure	Total Operational Budget	R&M%ofOPEX
2025	115 861 987	123 817 178	93.58%	R732 464 012	16.9%
2024	104 831 288	113 359 458	92.48%	R707 906 488	16.0%
2023	93 062 904	97 958 521	95.00%	R663 315 470	14.8%
2022	87 489 483	97 041 806	90.16%	R606 299 841	16.0%

Annex: B - All inputs received

Public Comment: Mr. I Mangaliso



FORMAL PUBLIC SUBMISSION Comments on the 2024/2025 Annual Report and Audited Annual Financial Statements

From 6695 SOULUTIONS <soulutions6695@gmail.com>

Date Fri 2/27/2026 11:58 AM

To Louw de Villiers <louw@hessequa.gov.za>

[External Mail] This email was sent outside of our organisation (Hessequa Municipality). DO NOT CLICK links or attachments unless you recognise the sender and know the content is safe.

Honourable Speaker,

Honourable Executive Mayor,
Chairperson and Members of Council,

I hereby submit this formal comment in response to the public invitation issued by Hessequa Municipality calling for community input on the 2024/2025 Annual Report and the Audited Annual Financial Statements, in terms of Section 121 of the Municipal Finance Management Act (MFMA) and the Municipal Systems Act.

I submit these comments in my capacity as a **resident of Hessequa Municipality**, committed to accountable governance and ensuring that municipal financial performance translates into measurable social and developmental impact for all communities.

1. General Observation on Governance and Financial Performance

I acknowledge the municipality's achievement of a clean audit outcome and the reported 98.15% capital expenditure performance. The liquidity ratios and cost coverage indicators reflect a financially stable and well-managed institution.

These outcomes are commendable.

However, compliance and audit success must be accompanied by visible improvements in housing delivery, poverty reduction, spatial equity, and access to basic services for growing and vulnerable communities.

2. Comment on Service Delivery Equity

The Annual Report reflects significant population growth in areas such as Theronville and Melkhoutfontein — communities that historically face socio-economic vulnerability and increasing infrastructure pressure.

While major capital projects focused on renewable energy infrastructure and road upgrades are strategically important, the report does not clearly demonstrate proportional capital prioritisation toward:

- Low-income housing delivery
- Informal settlement upgrading
- Youth and skills development infrastructure
- Community facility expansion in high-growth, lower-income areas

This raises an important developmental concern:

Whether capital allocation patterns are sufficiently aligned with demographic growth and social vulnerability indicators.

3. Proffered Comment on the Audited Annual Financial Statements

Housing, Human Settlements and Potential Underspending Concerns

The Annual Financial Statements reflect:

- A Current Ratio of 3.50
- Cost Coverage of 12.68 months

This demonstrates strong liquidity and cash management capacity.

However, from a developmental perspective, this strength must be evaluated alongside delivery in Human Settlements.

The Annual Report highlights:

- Provincial housing budget cuts
- Delays in beneficiary documentation
- Creditworthiness barriers for applicants
- Project implementation readiness challenges

Given the municipality's strong liquidity position, the following concern arises:

The financial statements do not clearly indicate whether available internal funding capacity, reserves, or operational surpluses are being strategically leveraged to accelerate or co-fund housing and informal settlement upgrading where provincial allocations fall short.

If housing-related allocations remained unspent or were delayed, Council should clearly explain:

- The value of any underspending in Human Settlements
- The causes of such underspending
- The corrective measures in place to prevent recurring delays

A financially strong municipality should actively prevent housing stagnation in rapidly growing communities.

4. Ward Participation and Budget Alignment

The Annual Report reflects multiple instances of ward committees failing to meet quorum or not meeting at all.

Weak grassroots participation structures may contribute to:

- Delayed identification of urgent housing and infrastructure needs
- Budget allocations that are technically compliant but socially misaligned
- Reduced oversight from affected communities

This creates risk that funds may be directed toward “implementation-ready” projects rather than socially urgent projects.

5. Procurement and Local Economic Inclusion

The report reflects substantial procurement through “Exceptional Circumstances” deviations.

While lawful, repeated reliance on deviations must be monitored to ensure:

- Fair access for local SMMEs
- Inclusion of contractors from historically disadvantaged areas
- Broad-based economic participation

Financial governance must also promote inclusive economic development.

6. Key Questions for Formal Response

I respectfully request clarity on the following:

1. What percentage of the 2024/2025 capital budget directly benefited low-income housing, informal settlements, and first-time homeowners?
2. Was there any underspending within Human Settlements, and what were the reasons?

3. How is the municipality leveraging its strong liquidity position to prevent housing project stagnation?
4. Is ward-level capital expenditure tracked to ensure equitable distribution?
5. What percentage of procurement spend benefited local SMMEs within Hessequa?

7. Recommendations

To strengthen developmental impact, I recommend that Council consider:

- Introducing a Pro-Poor Spending Indicator in future Annual Reports
 - Publishing ward-based capital expenditure breakdowns
 - Establishing a municipal housing acceleration or co-funding mechanism
 - Strengthening ward committee accountability and participation compliance
-

8. Closing Statement

Hessequa Municipality demonstrates strong financial governance. The next imperative is ensuring that financial strength translates into:

- Secure housing
- Expanded access to services
- Economic inclusion
- Spatial justice

A clean audit must ultimately reflect clean water access, dignified housing, and measurable improvement in the lives of ordinary residents.

I thank Council for the opportunity afforded to the public to comment and trust that this submission will be duly considered during the Annual Report Oversight process.

Yours faithfully,

Mr. Ivan T. Mangaliso

Resident – Hessequa Municipality

Tel: 062 354 8087

Chapter 3: Service Delivery Performance (Performance Report Part I)		Comments / Recommendations
Chapter 3 focuses on service delivery on a service-by-service basis. It considers municipal performance derived from IDP objectives, translated into the SDBIP and presents data on Community needs and resource deployment. Some indicators are offered for some services as a basic set of key comparative data to be amassed from all relevant municipalities and other services are left for municipalities to address entirely as they consider appropriate.	yes	Assistance given per ward to assist residents to access necessary documents
The service delivery issues must be structured, captured and reflected under each priority as contained in the IDP to allow for easy comparisons on achievements against budget and SDBIP.	yes	Value has been created for old to young residents
The purpose of the chapter is to demonstrate to the reader, in terms of service delivery, what is being achieved and what remains outstanding. It leads to the basic questions concerning the adequacy of the efforts made by the municipality, the creativity applied and the basic standards of living that apply. There is a focus on informal settlements and the distribution of free basic services. Further information on subsidisation of the poor and other benefits accruing to indigent households should also be provided. A summary of the relevant progress achieved on the relevant outcomes for local government as required by national and provincial spheres. Introductions and conclusions are left for completion by municipalities but notes are provided to identify some key issues of relevance to all communities about the way in which the municipalities are working for them. This data will also help gather a broad picture of municipal activity across the country.	yes	challenges are clearly stipulated with ways to improve
Some of the material in the Annual Report format set out at Chapter 3 will not apply to all municipalities but there will be very many variations. It is, therefore, left to individual municipalities to delete aspects in Chapter 3 that is not relevant to the municipality.	yes	
Some Municipalities are using performance scorecard to manage performance of different functions. These must be aligned to the SDBIP requirements that provide a standardised mechanism to enable comparisons and benchmarking. This information must be captured in this chapter to enhance the service level information	yes	The problems Home affairs has had, was a great drawback for good service delivery.

Rd. Jamin. R. Hestorle

Chapter 4: Organisational Development & Performance (Performance Report Part II)	In A.R. Yes/No	Comments / Recommendations
This chapter addresses information pertaining to the implementation of an effective performance management system, organisational development and performance of a municipality / municipal entity. Such information is required to identify skills gaps and plans for the development of such skills.		SHAKE-SHAKE: (Does it have the necessary effect to?) SORRY!!
Moreover, public sector information across all three spheres of government is required to improve service delivery across the public sector. Therefore, Public Service Regulations (2001), Chapter 1, Part III J.3: from 1 April 2001, require Annual Reports to include information on planning, service delivery, organisation, job evaluation, remuneration, benefits, personnel expenditure, affirmative action, recruitment, promotions, termination of services, performance management, skills development, injury on duty, labour relations, leave and discharge due to ill-health, etc.	YES	SHAKE-SHAKE Does it have the necessary effect to minimise unemployment? Are the employees (who were previously successful) allowed to start cooperative SHAKE-SHAKEs? If not, it causes animosity and we have any other ways to deal with it?
In order to measure the outcome of effective organisational development the following is highlighted:	(YES)	
• organisational structure enhancement;	YES	
• increased accountability;	YES	
• increased participation in problem solving, goal setting and new ideas; and		PROBLEM SOLVING, GOAL SETTING: ALWAYS FULLY EXECUTED
• identifying and development of skills needed to perform	YES	
Improving an organisational performance has a number of positive spin-offs. Changed attitudes bring with it a higher awareness of responsible use of municipal / municipal entity assets. Changed employee attitudes may further lead to the reduction in absenteeism and monies lost due to absenteeism. A skilled workforce will lead to enhanced processes and procedures which may cause less injuries and subsequent limits on financial loss as well as improve productivity.	YES	POSSIBLE CUSTOMER ENGAGEMENT TRAINING? WELL CONSTRUCTED REPORT
In relation to the above, the content of this chapter include:		
• Component A: Introduction to the municipal workforce (Total Employment, to include staff turnover. This could indicate a stable or unstable institution).	YES	HOW EQUITY REFLECT IN THE ORGANISATION?
• Component B: Managing the municipal workforce Levels on reporting should be broken down to MM & Section 56, top management, assistant managers, supervisors, etc and not pay levels as there is no consistency among municipalities.	YES	WELL-CONSTRUCTED REPORT

Chapter 4: Organisational Development Performance (Performance Report Part II)		In A.R. Yes/No	Comments / Recommendations
" Component C: Capacitating the municipal workforce.		YES	WHAT IS THE SUCCESS RATE OF THIS SKILL PCA?
Component D: Managing the municipal workforce expenditure.		YES	WELL CONSTRUCTED

APAC Rep: Mr. N. Joubert.

Chapter 1: Mayor's Foreword and Executive Summary	In A.R. Yes/No	Comments / Recommendations
In terms of Section 52(a) of the MFMA, the Mayor of a municipality must provide general political guidance over the fiscal and non-financial affairs of the municipality.		
It is the responsibility of the Mayor / Executive Mayor to provide a political overview of the performance of the municipality. The foreword compiled by the Mayor / Executive Mayor should be the first item included in the Annual Report.		I respectfully propose these few minor changes in the honourable Executive Mayor's foreword, but want to be on record that I am not very comfortable making any comments on the Mayor's written report - this in not meant to be disrespectful but merely trying to comply with guidelines provided for this committee to work from and to do our best for Hessequa as our proud institution
The aim of Chapter 1 is to provide an introduction and overview of the municipality / municipal entity to the reader. This chapter provides the key decision-makers – both on political and administrative level – with the opportunity to provide an overview of the functions, geographical area and performance of the specific municipality / municipal entity.		The map on page 4, would it not be possible to add the Wards and their boundaries on this map? Would add valuable information early on for the reader.
Content to be included:		
1.1 Mayor's Foreword		
The foreword compiled by the Mayor / Executive Mayor should include information related to the following topics:		
• Strategic alignment to Provincial and Growth and Development Strategy.		Maybe this should be clearer articulated? See proposed additional text in red.
• Corrective actions taken to ensure that strategic objectives as stipulated in the IDP were achieved.		Maybe this should be clearer articulated?
• Methods used / implemented to improve public participation and accountability.		Maybe this should be clearer articulated? See proposed additional text in red.
• Statement of corrective actions whereby service delivery can be improved.		
1.2 Municipal Manager Foreword		
The Municipal Managers foreword provides an opportunity to the Municipal Manager to give a public account, guidance and advice on the administrative performance of a municipality / entity. Inclusive in this foreword should be information pertaining to:		Overall a very informative report and well presented, thanks to the MM. Think there might be one small spelling mistake shown in columns E-L.
• Functions and Powers of the municipality / entity in relation to Section 155/156 of the Constitution and Chapter 3 of the MSA.		
• Entities related to the municipality and the sharing of power with these entities.		
• Sector departments and the sharing of functions between the municipality / entity and sector departments.		
• A statement on the previous financial year's audit opinion.		I do not pick up these two bulleted points in yellow being addressed by MM - wonder if the MM would like to elaborate on these to very comprehensively round off his foreword?
• A short statement on the current financial health of the municipality / entity based on new budget formats as required by Treasury Regulations No 31804.		I do not pick up these two bulleted points in yellow being addressed by MM - wonder if the MM would like to elaborate on these to very comprehensively round off his foreword?
• Information related to the revenue trend by source including borrowings undertaken by the municipality.		
• The internal management changes in relation to Section 56/57 managers.		
• Risk assessment, including the development and implementation of measures to mitigate the top 5 risks.		
1.3 Municipal Overview		
This section provides an overview on how municipalities as separate legal entities function based on its relationship with other political structures, office bearers, administration and the community. Information on the demographics, economic growth, population, growth and development structure of the municipality should be reported including the outcomes both success and not so successful initiatives embarked upon.		

1.1 EXECUTIVE MAYOR'S FOREWORD

To present this Annual Report for the 2024/2025 financial year to our Hessequa residents is a great honour. I am humbled by the achievements of the 2024/2025 financial year. We realise that the success of Hessequa Municipality is a result of hard work, care, and continued efforts from all who have contributed to our beautiful municipal region. We cannot be successful without the support of our current good culture of working together as a team, our communities, and our communities that allow Hessequa to grow.

The Provincial Government of the Western Cape plays a vital role to support Hessequa through various initiatives as we work together for growth through investment in our services. The Hessequa Integrated Development Plan (IDP) remains the anchor for budget prioritisation as we address community needs through planning, and implementation of well-executed capital spending. The IDP has set a target of 90% expenditure and have we achieved the highest capital spending percentage (88.15%) in many years due to good planning and excellent implementation.we have....

We visited our communities during the financial year as part of the IDP and budget review process. It is clear from these engagements that service delivery of all spheres of government is at the heart of our communities. Community safety, emergency services and economic development remains the priorities for our residents. We have regular engagements with various service departments of Provincial and National governments to discuss and request progress with service backlogs in our communities relating to policing, health and emergency services. Our ward committee system remains the primary opportunity for communities and sector representatives to participate in the affairs of local government, and all nine ward committees are functional. We also pride ourselves of regular special service outreaches to our communities to bring services from various government departments closer to our residents.

....as well as actions taken to address these challenges I invite the readers of this Annual Report to consider the highlights and challenges experienced by departments as noted in chapter 3. Even though we are extremely proud of a legacy of good management, being a municipality with no 5th place result in the 2024/2025 financial year, we are still a work in progress.

Extract from MM's foreword:

The 2024/2025 financial year was a year in which the hard work and commitment to good governance by Council and personnel were recognised. Hessequa achieved a ranking as 3rd best municipality in South Africa by Ratings Africa.were....

Chapter 2: Governance	In A.R. Yes/No	Comments / Recommendations
To ensure accountability and governance arrangements are in place, Section 121(2)(c) of the MFMA supports the requirements of Section 18(1)(d) of the MSA: information on matters of governance should be communicated to communities. This should, according to Sections 65(1)(a) of the MFMA and 46 of the MSA be undertaken through the compilation and publication of the Annual Report. The purpose of such an annual report is to promote accountability to communities for decisions taken by the Council and matters relating to administrative structures, throughout a financial year. Nine major characteristics should be applied within the political and administrative structures of a municipality / municipal entity to ensure good governance: ▪ <i>Participation:</i> Participation could be either direct or through legitimate intermediate institution or representatives. ▪ <i>Rule of law:</i> Good governance requires legal frameworks that are enforced impartially. ▪ <i>Transparency:</i> Transparency means that stakeholders are provided with information on why decisions were made that directly affect them. ▪ <i>Responsiveness:</i> Good governance requires that institutions and processes try to serve all stakeholders with a responsible timeframe. ▪ <i>Consensus oriented:</i> Good governance requires mediation of the different interests in society to reach a broad consensus in society on what is in the best interest of the whole community and how this can be achieved. ▪ <i>Equity and inclusiveness:</i> Society's well being depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream of society. This requires all groups to have opportunities to improve or maintain their well-being. ▪ <i>Effectiveness and efficiency:</i>		Very well articulated chapter, seemingly providing all information as required by law and directed in the guideline doc. With thanks to the strategic Manager for this EXCEL-Spreadsheet guideline with chapter by chapter assistance for measuring comprehensive compliance and added value to the residents.

Chapter 2: Governance	In A.R. Yes/No	Comments / Recommendations
Good governance means that processes and institutions produce results that meet the needs of society while making the best use of resources at their disposal.		
▪ <i>Accountability:</i>		
Accountability is a key requirement of good governance. Accountability cannot be enforced without transparency and the rule of law.		
▪ <i>Sustainability:</i>		
Sustainability is the capacity to endure, how systems remain diverse and productive over time. It is the potential for long-term improvements, which in turn also depends on the responsible use of natural resources		
With the above requirements in mind, information included in this chapter is divided into four sections:		
▪ Component A: Governance Structures o Political Governance Structure o Administrative Governance Structure		
▪ Component B: Intergovernmental Relations o Intergovernmental Relations\		
▪ Component C: Public Accountability and Participation o Public Meetings		
o IDP Participation and Alignment		
▪ Component D: Corporate Governance o Risk Management o Anti-corruption and fraud o Supply Chain Management o By-laws		
o Websites		
o Public Satisfaction on Municipal Services		
o All municipal oversight committees		

Chapter 3: Service Delivery Performance (Performance Report Part I)	In A.R. Yes/No	Comments / Recommendations
Chapter 3 focuses on service delivery on a service-by-service basis. It considers municipal performance derived from IDP objectives, translated into the SDBIP and presents data on Community needs and resource deployment. Some indicators are offered for some services as a basic set of key comparative data to be amassed from all relevant municipalities and other services are left for municipalities to address entirely as they consider appropriate.		All departments' services delivery activities on a service-by-service basis are very well articulated and very informatively presented. The use of colourful pictures of Hessequa practitioners engaging with communities in services delivery activities adds value to the level of information shared to the reader.
The service delivery issues must be structured, captured and reflected under each priority as contained in the IDP to allow for easy comparisons on achievements against budget and SDBIP.		This is standard practice in Hessequa Municipality.
The purpose of the chapter is to demonstrate to the reader, in terms of service delivery, what is being achieved and what remains outstanding. It leads to the basic questions concerning the adequacy of the efforts made by the municipality, the creativity applied and the basic standards of living that apply. There is a focus on informal settlements and the distribution of free basic services. Further information on subsidisation of the poor and other benefits accruing to indigent households should also be provided. A summary of the relevant progress achieved on the relevant outcomes for local government as required by national and provincial spheres. Introductions and conclusions are left for completion by municipalities but notes are provided to identify some key issues of relevance to all communities about the way in which the municipalities are working for them. This data will also help gather a broad picture of municipal activity across the country.		Don't like the heading in the Annual Report: 3.1 "PERFORMANCE HIGHLIGHTS AND CHALLENGES". I suggest it be changed to "PERFORMANCE HIGHLIGHTS AND ACTIONS TAKEN TO ADDRESS CHALLENGES"
Some of the material in the Annual Report format set out at Chapter 3 will not apply to all municipalities but there will be very many variations. It is, therefore, left to individual municipalities to delete aspects in Chapter 3 that is not relevant to the municipality.		

Chapter 3: Service Delivery Performance (Performance Report Part I)	In A.R. Yes/No	Comments / Recommendations
Some Municipalities are using performance scorecard to manage performance of different functions. These must be aligned to the SDBIP requirements that provide a standardised mechanism to enable comparisons and benchmarking. This information must be captured in this chapter to enhance the service level information		This is being done at Top Level/Strategic Scorecard and regularly reported on in Sec 52 reports to Council. Top Management is also monitoring Departmental Scorecards to monitor performance of all functions by all Departments.

Chapter 4: Organisational Development Performance (Performance Report Part II)	In A.R. Yes/No	Comments / Recommendations
This chapter addresses information pertaining to the implementation of an effective performance management system, organisational development and performance of a municipality / municipal entity. Such information is required to identify skills gaps and plans for the development of such skills.		
Moreover, public sector information across all three spheres of government is required to improve service delivery across the public sector. Therefore, Public Service Regulations (2001), Chapter 1, Part III J.3: from 1 April 2001, require Annual Reports to include information on planning, service delivery, organisation, job evaluation, remuneration, benefits, personnel expenditure, affirmative action, recruitment, promotions, termination of services, performance management, skills development, injury on duty, labour relations, leave and discharge due to ill-health, etc.		
In order to measure the outcome of effective organisational development the following is highlighted:		
• organisational structure enhancement;		
• increased accountability;		
• increased participation in problem solving, goal setting and new ideas; and		
• identifying and development of skills needed to perform		
Improving an organisational performance has a number of positive spin-offs. Changed attitudes bring with it a higher awareness of responsible use of municipal / municipal entity assets. Changed employee attitudes may further lead to the reduction in absenteeism and monies lost due to absenteeism. A skilled workforce will lead to enhanced processes and procedures which may cause less injuries and subsequent limits on financial loss as well as improve productivity.		
In relation to the above, the content of this chapter include:		
Component A: Introduction to the municipal workforce (Total Employment, to include staff turnover. This could indicate a stable or unstable institution).		
Component B: Managing the municipal workforce Levels on reporting should be broken down to MM & Section 56, top management, assistant managers, supervisors, etc and not pay levels as there is no consistency among municipalities.		

Chapter 4: Organisational Development Performance (Performance Report Part II)	In A.R. Yes/No	Comments / Recommendations
Component C: Capacitating the municipal workforce.		It is very encouraging that Hessequa clearly places a great emphasis on capacitating its workforce - it is also being done very strategically e.g start by training key positions like process controllers working on water treatment plant. This would ensure meeting SANS 241 water quality standards and reduce the risk of large numbers of communities suffer illness by drinking unhealthy water. A further encouragement is the participation of middle management in Technical Services being mentored to register with ECSA (Engineering Council of SA) which would, after registration, provide safety assurance to both municipality and residents.
Component D: Managing the municipal workforce expenditure.		

Chapter 5: Financial Performance	In A.R. Yes/No	Comments / Recommendations
Sound financial management practices are essential to the long-term sustainability of municipalities. They underpin the process of democratic accountability. Weak or opaque financial management practices and reports result in misdirected and under-utilisation of resources. The key objective of the Municipal Finance Management Act (2003) (MFMA) is to modernise municipal financial management. Effective municipal financial management has interrelated components:		
▪ planning and budgeting		The setting of services tariffs remains an important aspect annually and raises a lot of residents' emotions. Open and clear community consultations during IDP processes forms an important part of community buy-in and goes a long way to improve debtors payment record.
▪ asset and liability management		A fine balance needs to be maintained to provide enough funding to maintain, or refurbish where needed, all existing infrastructure assets in order to maximise lifespan of all components of infrastructure vs expansion of serviced areas and provide new greenfields services.
▪ revenue and expenditure management		This gets reported quarterly to Council in the Sec 52 reports for ongoing monitoring and summarized in comments to provide assurance that Council remains on target to meet revenue and expenditure targets by end of year - if not, then a recommendation would be tabled to Council for relevant Budget adjustments at dates provided for in MFA and Regulations.
▪ supply chain management		The Municipal Manager has appointed the Internal Auditor to act as an independent observer to comply with Article 26 (1) (c) of the Provisionary Provisions Regulations viz. to ensure fairness and promoting transparency.
▪ other financial management		
▪ accounting and reporting, and		
▪ oversight & operational continuity		
Each of these components contribute to ensuring that government financial expenditure is developmental, effective and efficient and that municipalities / municipal entities are held accountable for the effective management of their funds.		Hessequa Municipality exercises great financial management performance with a report reflecting that absolutely no unauthorized, irregular, or fruitless and wasteful expenditure had been incurred in the 2024/25 financial year. It is also noted with great appreciation that Hessequa municipality achieved their 12th consecutive clean audit.

Chapter 5: Financial Performance	In A.R. Yes/No	Comments / Recommendations
The aim of this chapter is to provide an overview of the financial performance of the municipality / municipal entity thorough measuring of results. It further provides an opportunity for planning, so as to ensure that future budgetary allocations are brought in line with IDP and functional area activities and outputs.		
Information included in this chapter is divided into the following framework:		
▪ Component A: Statement of Financial Performance		It appears that the heading of the Financial Performance on page 87 in Annual Report does not reflect (R'000).
▪ Component B: Spending against Capital Budget		
▪ Component C: Cash flow Management and Investment ▪		
Component D: Other Financial Matters		

Also not reflected as R'000

5.7 COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

Accurate cash flow projections will enable the Council to invest surplus funds at the best interest rate. Stricter measures have been implemented to ensure more accurate cash flow projections.

The collection of debtors influence the Cash Flow table:

HESSEQUA LOCAL MUNICIPALITY		
CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2025		
	Note	2025
		2024
		Restated
		R
		R
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts		
Property Rates		128 763
		142 933

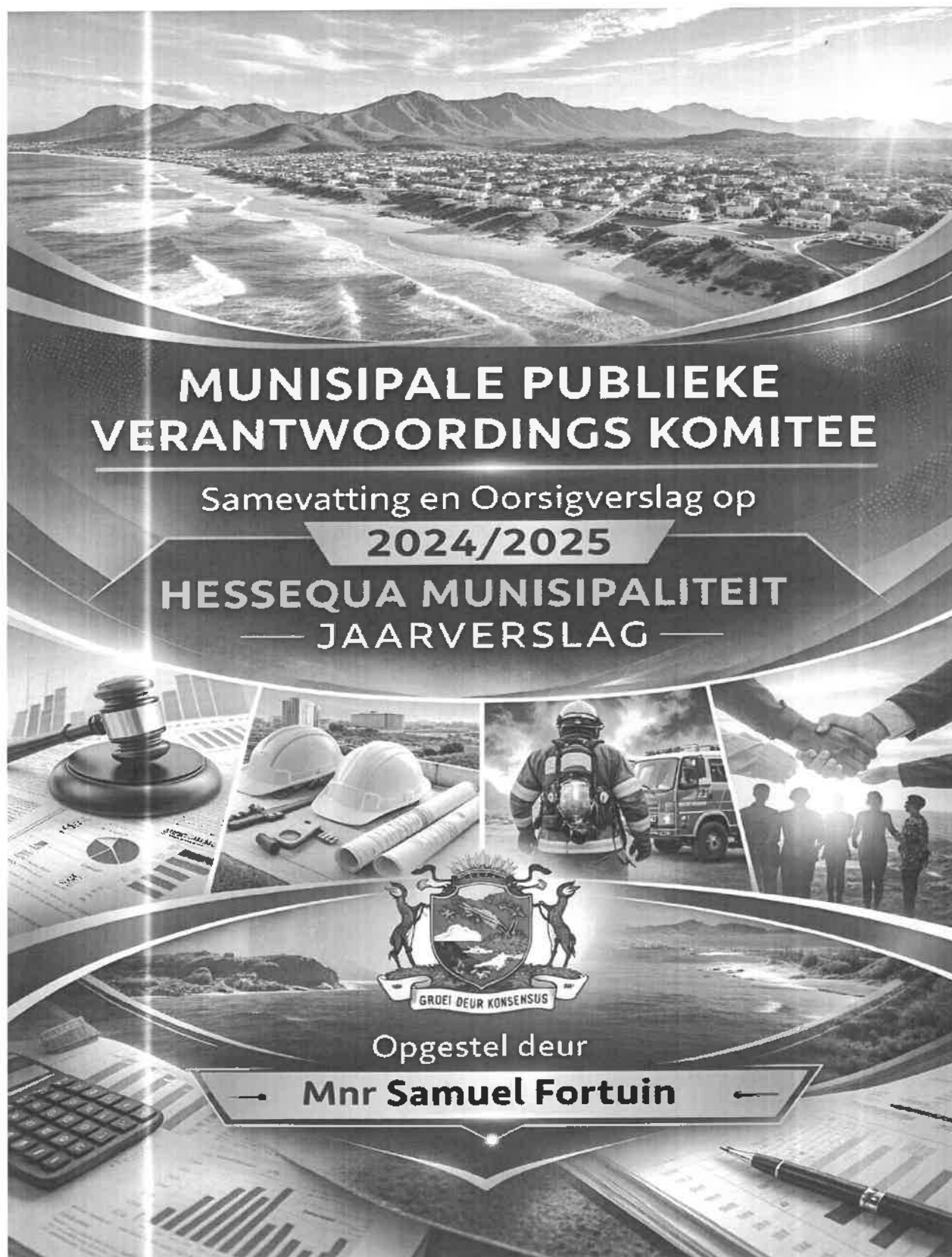
5.1 COMPONENT A: STATEMENT OF FINANCIAL PERFORMANCE

Description	Original Budget	Final Budget	Actual Outcome	Variance	Variance as % of Final Budget	Variance as % of Original Budget
FINANCIAL PERFORMANCE						
Exchange Revenue						
Licences or Permits						
Service Charges - Electricity						

Chapter 6: Auditor-General Audit Findings	In A.R. Yes/No	Comments / Recommendations
The MSA S45 states that the results of performance measurement in terms of S41(1)(c) must be audited annually by the Auditor-General. Section 41(1)(c) states that the auditing should take place with regard to each of those development priorities and objectives and against key performance indicators and targets to monitor, measure and review municipal performance at least once per annum.		All seems to be in order, thanks
The new Annual Report Format is inclusive of the annual financial statements and performance reports which must be submitted to the Auditor-General for assessment in August of each year.		
Besides the Auditor-Generals Report, which cannot be amended by the municipality, information pertaining to the following is to be included in the chapter on the Auditor-General report:		
This chapter provides an overview of the Auditor-General Report of the previous financial year. Specific topics that should receive attention include:		
Detail on issues raised during the previous financial year;		
Remedial action taken to address the above and preventative measures.		

Appendices Descriptions	In A.R. Yes/No	Comments / Recommendations
Appendices Descriptions		
The following information must be completed and added to the Annual Report to ensure that it complies with the requirements of various legislations. The content of these appendices are described below.		
Appendix A: Councillors; Committee Allocation and Council Attendance		
This Appendix relates to Chapter 1 of the Format and requires the compilation of a complete list of all Councillors, the party they belong to and the ward which they represent. Information pertaining to the number of Council meetings attended by each of the Councillors also needs to be provided.		May I propose we bring in a map of Hessequa depicting very clearly the Wards and their boundaries.
Appendix B: Committee and Committee Purpose		
This Appendix also relates to information required to be included in Chapter 1 of the Format. A list of all Committees of Council, the purpose of each Committee and the names of Councillors serving on them. It also requires the inclusion of information related to the attendance of each Councillor.		
Appendix C: Third Tier Administrative structure		
The organogram of the administrative structure of the municipality / municipal entity is to be included under Appendix C.		
Appendix D: Functions of Municipality/Entity		
The appendix covers what constitutes the municipal functions, municipality to indicate which function is applicable to it or their entity. In case of a local municipality it can also discuss functions performed by the District and vice versa.		
Appendix E: Ward Reporting		
Information on the functions of ward committees, the sector of community representation and reports submitted by each of these committees must be provided. The appendix can be expanded to include a brief feedback of the operations and functions of individual wards, challenges experienced and measures taken to address them.		
Appendix F: Ward Information		
This appendix relates to ward information, the following information is required; ward name (number), where under each ward the seven largest project in the current year is listed together with their start date, end date, their total value and progress. Information on the top four delivery priorities per wards as these may differ in different wards.		
Appendix G: Recommendations of the Municipal Audit Committee		

Public Rep: Mr. S Fortuin



HESSEQUA MUNISIPALITEIT

MUNISIPALE OPENBARE REKENINGE KOMITEE (MORK/MPAC)

FORMELE GESKREWE INDIENING

Oorsig van Hoofstuk 2 en Hoofstuk 4

Jaarverslag 2024/2025

Ingedien deur:
Mnr Samuel Fortuin
MPAC Lid

Datum: 26 Februarie 2026

1. DOEL VAN DIE INDIENING

Hierdie indiening het ten doel om 'n gestruktureerde oorsig te bied van:

- Hoofstuk 2: Governance/ Bestuur en Regering
- Hoofstuk 4: Municipal Workforce and Organisational Development/ Munisipale Werksmag en Organisatoriese Ontwikkeling

met spesifieke fokus op:

- Inklusiewe regering
- Persone met gestremdhede (PMG)
- Institusionele volwassenheid
- Belyning met King IV Beginsels

2. ALGEMENE OORSIG: INKLUSIWITEIT AS STRATEGIESE PRIORITEIT

Die Jaarverslag 2024/2025 bevestig dat Hessequa Munisipaliteit administratief stabiel en finansiëel gesond funksioneer. Die volgehoue rekord van skoon ouditte, hoë kapitaalbesteding en gesonde likiditeitsverhoudings getuig van verantwoordelike finansiële bestuur en effektiewe interne beheer.

Die verslag voldoen aan wetlike vereistes en bied 'n gestruktureerde uiteensetting van regering, dienslewering en organisatoriese kapasiteit.

Nietemin, wanneer die verslag beoordeel word deur die lens van inklusiewe regering, ontstaan daar 'n belangrike oorweging.

Inklusiewe Regering en Menswaardigheid

In lyn met die Grondwet van die Republiek van Suid-Afrika, wat menswaardigheid, gelykheid en nie-diskriminasie as kernwaardes bevestig, asook die Witskrif oor die Regte van Persone met Gestremdhede, is die voorkeurterminologie:

Persone met Gestremdhede (PMG).

Hierdie formulering plaas die persoon eerste. Dit bevestig dat gestremdheid nie 'n identiteit is wat 'n individu definieer nie, maar 'n omstandigheid waarvoor die samelewing en staatsinstellings redelike akkommodasie en toegang moet verseker.

Inklusiewe regering beteken dus nie bloot erkenning nie, maar sistemiese integrasie van alle burgers in:

- Beplanning
 - Dienslewering
 - Werksmagontwikkeling
 - Verslagdoening
-

Employment Equity Act (Wet op Gelyke Indiensneming, Wet 55 van 1998)

Die Wet op Gelyke Indiensneming plaas 'n duidelike verantwoordelikheid op werkgewers om gelyke geleenthede te bevorder en diskriminasie uit te skakel.

Nasionale riglyne dui aan dat werkgewers behoort te streef na ongeveer **2% verteenwoordiging van persone met gestremdhede** in hul werksmag.

In hierdie konteks is die afwesigheid van eksplisiete verslagdoening oor Persone met Gestremdhede in sekere afdelings van die Jaarverslag nie noodwendig 'n aanduiding van uitsluiting nie, maar wel 'n geleentheid om:

- Data meer volledig te integreer
- Inklusiewe praktyke sigbaar te maak
- Beleidsbelyning duideliker te rapporteer

Strategiese Geleentheid

Hessequa Munisipaliteit, soos baie ander munisipaliteite, volg tradisioneel 'n nakomingsgebaseerde verslagdoeningsbenadering.

Die geleentheid bestaan egter om verder te beweeg — nie omdat dit afgedwing word nie, maar omdat dit die waardigheid van alle inwoners bevestig.

Deur Persone met Gestremdhede eksplisiet te integreer in:

- Bestuur en Regerende-indikatore
- Werksmagdata
- Diensleweringsmetings
- Strategiese prestasie-aanwysers

kan die munisipaliteit 'n voorbeeld word van etiese, mensgerigte en inklusiewe plaaslike regering.

3. HOOFSTUK 2 – GOVERNANCE/BESTUUR EN REGERING

3.1 Bevindings

Die verslag bevestig die bestaan en funksionering van:

- MPAC
- Ouditkomitee
- Portefeuljekomitees
- Wykskomitees
- Intergovernmental Relations (IGR) platforms

Hierdie strukture funksioneer binne wetlike raamwerke.

3.2 Geïdentifiseerde Leemtes

3.2.1 Geen Komitee-Effektiwiteit Assessering

Hoewel strukture gerapporteer word, is daar geen formele evaluering van:

- Komitee-bywoning

- Implementering van aanbevelings
- Tydigheid van verslagdoening
- Meetbare impak van besluite

King IV Beginsel 9 vereis prestasie-evaluering van die beheerliggaam en komitees. Die afwesigheid van so 'n assessering beperk objektiewe toesig.

3.2.2 Wykskomitees toon Kworum-Uitdagings

Kworum-uitdagings beïnvloed:

- Demokratiese deelname
- Formele besluitneming
- Gemeenskapsverteenvoording

Hierdie situasie kan dui op kapasiteits- of mobiliseringsuitdagings en vereis sistemiese versterking.

3.2.3 Beperkte Inklusiewe Integrasie binne IGR

Daar is geen eksplisiete aanduiding dat kwessies rakende persone met gestremdhede geïntegreer word binne:

- Infrastruktuurbeplanning
- LED
- Sosiale programme
- Interregeringsamewerking

King IV Beginsels 3 en 16 beklemtoon verantwoordelike burgerskap en belanghebbende-betrokkenheid, wat inklusiewe beplanning vereis.

3.3 Aanbevelings – Hoofstuk 2

1. Ontwikkel 'n Jaarlikse Bestuurs prestasie Vorderingskaart/Governance Performance Scorecard wat:
 - Komitee-effektiwiteit meet
 - Implementeringsvordering aandui
 - Risiko-areas identifiseer
 - (Sien aanhangsel A)

2. Versterk Wykskomitees deur:
 - Opleiding
 - Administratiewe ondersteuning
 - Gemeenskapsmobilisering
 3. Integreer PMG sistemies binne IGR deur:
 - Toeganklikheidsvereistes in projekte
 - Inklusiewe beleidsintegrasie
 - Formele rapportering oor inklusiewe deelname
-

4. HOOFSTUK 4 – MUNICIPAL WORKFORCE/MUNISIPALE WERKSMAG

4.1 Bevindings

- Sleutelposisies is gevul
- Lae personeelomset
- Personeelkoste teen 26.52% (gesond)
- Institusionele stabiliteit word gehandhaaf

Hierdie dui op organisatoriese volwassenheid.

4.2 Geïdentifiseerde Leemtes

4.2.1 Geen Vaardigheidsgapanalise

Die verslag bevat geen gestruktureerde analise van:

- Huidige vaardighede
- Toekomstige vaardigheidsbehoeftes
- Digitale en tegniese kapasiteit

Sonder 'n vaardigheidsgapanalise kan strategiese beplanning nie voldoende gegrond wees nie.

4.2.2 Geen Opvolgbeplanningsverslag

Die verslag dui nie aan of daar formele opvolgbeplanning bestaan vir:

- Senior bestuursposisies
- Kritieke tegniese rolle

King IV Beginsel 6 vereis effektiewe toesig oor bestuur en volhoubaarheid van leierskap.

4.2.3 Geen PMG-Werksmagdata

Die verslag rapporteer nie:

- Persentasie werknemers met gestremdhede
- Verteenwoordiging per vlak

Volgens die **Wet op Gelyke Indiensneming, Wet 55 van 1998** behoort werkgewers te streef na minstens **2% verteenwoordiging van persone met gestremdhede** in hul werksmag.

Sonder data kan nakoming en vooruitgang nie geëvalueer word nie.

4.2.4 Geen Produktiwiteitsmaatstawwe

Daar is geen verslagdoening oor:

- Diensuitsette per werknemer
- Diensleweringstyd
- Effektiwiteitsindekse

King IV Beginsel 4 vereis belyning tussen strategie en prestasie-uitkomste.

4.3 Aanbevelings – Hoofstuk 4

1. Ontwikkel 'n **Vaardigheidstekort-Matriks** (Skills Gap Matrix) om opleiding en werwing strategies te rig.
2. Implementeer 'n **Opvolgbeplanningsraamwerk** om institusionele kontinuïteit te verseker.
3. Ontwikkel en publiseer 'n **Diversiteit- en Inklusiwiteitstrategie**, insluitend:
 - PMG-verteenwoordiging
 - Redelike akkommodasie
 - Toeganklikheidsmaatstawwe

4. Stel **Werksmagdoeltreffendheidsaanwysers** in om produktiwiteit objektief te meet.
-

5. SLOTBESKOUIING

Die Jaarverslag 2024/2025 bevestig stabiliteit, nakoming en finansiële gesondheid.

Nietemin bied Hoofstuk 2 en Hoofstuk 4 'n duidelike geleentheid om:

- Regering-effektiwiteit te meet
- Werksmagbeplanning te versterk
- Inklusiewe praktyke te sistematiseer
- King IV beginsels prakties toe te pas

Hierdie oorsig is nie 'n kritiek op bestaande bestuur nie.

Dit is 'n oproep tot verdieping —
van nakoming na bewuste insluiting,
van administrasie na meetbare menswaardigheid.

Wanneer inklusiwiteit sigbaar word in verslagdoening, word waardigheid institusioneel bevestig. Deur inklusiwiteit sigbaar en meetbaar te maak, kan Hessequa Munisipaliteit nie net voldoen nie — maar lei.

AANHANGSEL A

AANBEVELING: INSTELLING VAN 'N JAARLIKSE BESTUURSPRESTASIE-VORDERINGSKAART

1. Doel

Die Munisipale Openbare Rekeninge Komitee beveel aan dat Hessequa Munisipaliteit 'n **Jaarlikse Bestuursprestasië-Vorderingskaart** instel ten einde:

- Die effektiwiteit van bestuurs- en toesigstrukture objektief te meet
 - Implementering van komitee-aanbevelings te monitor
 - Governance-risiko's vroegtydig te identifiseer
 - Belyning met King IV beginsels te versterk
 - Deursigtigheid en aanspreeklikheid te verhoog
-

2. Agtergrond en Regverdiging

Hoewel Hoofstuk 2 bevestig dat bestuursstrukture funksioneer, word daar tans nie sistematies gerapporteer oor:

- Komitee-effektiwiteit
- Bywoningsvlakke
- Implementering van aanbevelings
- Inklusiewe deelname

King IV Beginsel 9 vereis dat die beheerliggaam en sy komitees gereeld hul eie prestasie evalueer. 'n Bestuursprestasië-Vorderingskaart sal hierdie beginsel prakties implementeer.

3. Wat is 'n Bestuursprestasië-Vorderingskaart?

Dit is 'n gestruktureerde tabel of verslag wat jaarliks aandui:

- Hoe goed bestuurs- en toesigstrukture funksioneer
- Watter areas goed presteer
- Watter areas verbetering benodig
- Waar risiko's ontwikkel

In eenvoudige terme:

Dit is 'n "gesondheidsverslag" van die munisipaliteit se governance-stelsel.

4. Voorgestelde Struktuur van die Vorderingskaart

4.1 Kerngebiede

1. Komitee-Effektiwiteit
 2. Implementering van Aanbevelings
 3. Bywoning en Deelname
 4. Wykskomitee-Funksionaliteit
 5. Intergovernmental Relations (IGR)
 6. Inklusiewe Governance (insluitend PMG)
-

4.2 Voorbeeldformaat

Gebied	Aanwyser	Teiken Werklik Status		Kommentaar
MPAC	% Aanbevelings geïmplementeer	90%	85%	 Opvolg nodig
Ouditkomitee	Verslae betyds	100%	100%	 Geen risiko
Wykskomitees	Kworum bereik	95%	70%	 Intervensie nodig
IGR	PMG-integrasie gerapporteer	Ja	Nee	 Beleidsintegrasie benodig

5. Inklusiewe Komponent

Die Vorderingskaart moet spesifiek meet:

- Toeganklikheid van openbare vergaderings
- PMG-deelname aan publieke forums
- Integrasie van inklusiewe beleidsmaatreëls
- Belyning met die Employment Equity Act (Wet 55 van 1998)

Hiermee word inklusiwiteit deel van hoofstroom governance, nie 'n bykomende afdeling nie.

6. Implementeringsbenadering

Fase 1: Ontwerp van aanwysers en goedkeuring deur Raad

Fase 2: Data-insameling per kwartaal

Fase 3: Jaarlikse publikasie saam met die Jaarverslag

Fase 4: MPAC-oorsig en aanbevelings

7. Voordele

- Verbeterde deursigtigheid
 - Vinnige identifisering van governance-risiko's
 - Versterkte komitee-verantwoordbaarheid
 - Meetbare inklusiwiteit
 - Praktiese toepassing van King IV beginsels
-

8. Voorgestelde Resolusie

Die MPAC beveel aan dat:

1. Die Raad die instelling van 'n Jaarlikse Bestuursprestasië-Vorderingskaart goedkeur.
 2. Die Munisipale Bestuurder verantwoordelikheid neem vir die ontwikkeling en implementering daarvan.
 3. Kwartaallikse terugvoer aan MPAC verskaf word.
 4. Die Vorderingskaart jaarliks saam met die Jaarverslag gepubliseer word.
-

Slot

Die instelling van 'n Bestuursprestasië-Vorderingskaart is nie 'n administratiewe uitbreiding nie, maar 'n versterking van bestaande toesig. Dit sal Hessequa Munisipaliteit help beweeg van strukturele stabiliteit na meetbare governance-uitnemendheid.

Cllr. S Le Roux



Outlook

RE: Insette - 24/25 Jaarverslag Oorsig Proses

From Sonja Le Roux <sonjalr@hessequa.gov.za>

Date Mon 3/2/2026 8:28 AM

To Louw de Villiers <louw@hessequa.gov.za>

Cc Amber Hunter <arhunter00022@gmail.com>

Goeiem?re Mnr de Villiers,

HOOFSTUK 3 : SERVICE DELIVERY PERFORMANCE

3.1.2 OHS Medical Testing of Personnel bl 44 – punt 1 waar is Heidelberg (ward 5, 9) Slangrivier(ward4) se medicals ondersoek. Dan net regstelling Stilbaai (wards 1,3) Albertina (ward2)

3.1.3 DEVELOPMENT PLANNING bl 54 - punt 4 ek sien nie wards 3 & 8 betrokke nie is daar 'n rede voor. Punt 5 ward 3 is weer nie ingesluit nie.

Vriendelike groete



Sonja Le Roux

Councillor Ward 9

Directorate: Council

+27 (0) 28 713 7830 (Direct) / +27 (0) 28 713 8000 (Office)

sonjalr@hessequa.gov.za

hessequa.gov.za / www.explorersgardenroute.co.za

Civic Centre, Van den Berg Street, Riversdale, 6670

11th CLEAN AUDIT | RANKED 3rd SMALL TOWN LOCAL MUNICIPALITY 2024 (GPI)

ONLY MUNICIPALITY IN SA TO ACHIEVE BLUE FLAG STATUS FOR ALL SWIMMING BEACHES

A CARING, SERVING AND GROWING HESSEQUA

24-HOUR EMERGENCY: 028 713 2222 (FIRE & RESCUE AND ACCIDENTS)

Teenwoordigheidslys

MPAC Vergadering

Datum: 20/02/2026 **Tyd:** 10:00 **Lokaal:** Raadsaal

Lede

Rdl J Hartnick (Voorsitter)

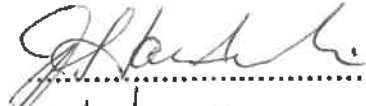
Rdl J Hoogbaard

Rdl L Februarie

Rdl S le Roux

Rdl R Davids

Rdl J Hartnick

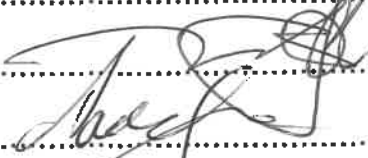

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Vasconing
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S. le Roux
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D
.....
J. Hartnick
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Gekoöpteerde Lede

Naam

Emor Nel
.....
Nico Janker
.....
SAMUEL FORIUM
.....
CHRISTIAN HARTNICK
.....
Louw Sanyman
.....
.....
.....
.....

Handtekening

Emor Nel
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Amptenare: (Naam asb)

L de Villiers


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2024/2025 MPAC Oorsig Vergadering

Notule: 20 Februarie 2026 – Raadsaal, 10:00

1. Opening & Verwelkoming:

- Die Voorsitter verwelkom al die lede teenwoordig
- Die vergadering word met gebed geopen deur Rdl R Davids.

2. Verskonings / Teenwoordigheidsregister:

- Verskonings ontvang: Rdl J Hoogbaard

3. Verklaring van Belange:

- Die Voorsitter gee geleentheid vir lede om hul belange te verklaar ten opsigte van enige agenda punte.
- Geen belange word verklaar.

4. Inleiding tot Oorsig Proses & Werkswyse :

- Mnr de Villiers bied 'n kort oorsig aan die komiteelede
- Hy verduidelik dat elke lid kan kies watter deel hul graag sal ondersoek
- Mnr de Villiers bevestig ook dat die hele verslag ondersoek kan word
- Mnr de Villiers onderneem om die vorige jaar se Oorsig Verslag aan die lede te stuur.

5. Werksverdeling: Jaarverslag

- Die Voorsitter bied geleentheid aan lede om hul verkose gedeeltes te kies:
- Hoofstuk 1: Rdl Februarie, Rdl Hoogbaard
- Hoofstuk 2: Rdl Davids, Mnr Saayman, Mnr Fortuin
- Hoofstuk 3: Rdl Le Roux, Me Nel, Mnr Jonker, Rdl Hartnick, Mnr C Hartnick
- Hoofstuk 4: Rdl Hartnick, Mnr Fortuin
- Hoofstuk 5: Mnr Jonker
- Hoofstuk 6: Rdl Februarie

6. Datums vir Oorsig Proses:

- Mnr de Villiers verduidelik die datums wat belangrik is en werk die komitee die volgende stel datums uit:
- Alle kommentare aan Mnr de Villiers: 3 Maart
- Volgende vergadering om terugvoering te bespreek: 6 Maart
- Vergadering om aanbeveling aan Raad uit te klaar en moontlik Oorsig Verslag te oorweeg: 13 Maart

7. Datum van volgende vergadering :

- Die VOorsitter bevestig dat die volgende vergadering op Vrydag 6 Maart sal wees.

8. Die Voorsitter verklaar die vergadering gesluit en die lede verdaag.

Goedgekeur:



.....

Rdl Johannes Hartnick
Voorsitter: Hessequa MPAC

Teenwoordigheidslys

MPAC Vergadering

Datum: 6/03/2026 **Tyd:** 10:00 **Lokaal:** Raadsaal

Lede

Rdl J Hartnick (Voorsitter)

Rdl J Hoogbaard

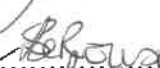
Rdl L Februarie

Rdl S le Roux

Rdl R Davids

Rdl J Hartnick


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.....
VERSKONING
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Gekoöpteerde Lede

Naam

Handtekening

Mnr L Saayman

Mnr S Fortuin

Me E Nel

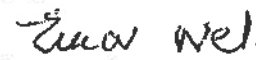
Mnr C Hartnick

Mnr N Jonker


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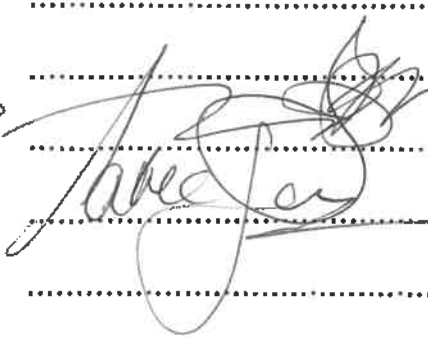
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S. Fortuin


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Amptenare: (Naam asb)

L de Villiers


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.....

2024/2025 MPAC Oorsig Vergadering

Notule: 6 Maart 2026 – Raadsaal, 10:00

1. Opening & Verwelkoming :

- Die Voorsitter verwelkom al die lede teenwoordig
- Die vergadering word met gebed geopen deur Rdl Hoogbaard.

2. Verskonings / Teenwoordigheidsregister:

- Verskonings ontvang: Rdl L February, Mnr L Saayman

3. Verklaring van Belange:

- Die Voorsitter gee geleentheid vir lede om hul belange te verklaar ten opsigte van enige agenda punte.
- Geen belange word verklaar.

4. Hantering van Insette & Terugvoering:

- Mnr de Villiers gee 'n oorsig oor alle insette wat ontvang is
- Die insette is aangeheg tot hierdie notule as aanhangsel
- Alle terugvoering wat ontvang en bespreek is word ingesluit in die aanhangsel
- Die terugvoering aangaande die Riversdal Sonplaas word uitgestel tot die volgende vergadering waar Mnr Silent Chikamhe in persoon die vergadering sal kom toespreek en enige vrae antwoord wat mag voortspruit.
- Vanuit die terugvoering is daar slegs een kwessie wat identifiseer is wat ingesluit moet word in die Oorsig Verslag aan die Raad aangaande Waterverliese

5. Enige Uitstaande Kwessies:

- Riversdal Sonplaas, wat hanteer sal word tydens volgende vergadering

6. Datum van volgende vergadering :

- Volgende vergadering is 13 Maart om 10:00 in die Riversdal Raadsaal

7. Die Voorsitter verklaar die vergadering gesluit en die lede verdaag

Goedgekeur:



Rdl Johannes Hartnick

Voorsitter: Hessequa MPAC

Teenwoordigheidslys

MPAC Vergadering

Datum: 13/03/2026 **Tyd:** 10:00 **Lokaal:** Raadsaal

Lede

Rdl J Hartnick (Voorsitter)

Rdl J Hoogbaard

Rdl L Februarie

Rdl S le Roux

Rdl R Davids

Rdl J Hartnick

Gekoöpteerde Lede

Naam

Handtekening

Mnr L Saayman:

Mnr S Fortuin:

Me E Nel:

Mnr C Hartnick:

Mnr N Jonker:

S. FORGUIN

Amptenare:

L de Villiers:

S. CHIKAMHI

2024/2025 MPAC Oorsig Vergadering

Notule: 13 Maart 2026 – Raadsaal, 10:00

1. Opening & Verwelkoming :Voorsitter
 - Die Voorsitter verwelkom al die lede teenwoordig
 - Mnr Jonker open die vergadering met gebed
 - Spesiale woord van welkom aan Mnr S Chikamhe
2. Verskonings / Teenwoordigheidsregister :Voorsitter
 - Verskoning word aangeteken vir Mnr C Hartnick
3. Verklaring van Belange :Voorsitter
 - Die Voorsitter gee geleentheid aan Raadslede om enige belange te verklaar
 - Geen verklarings word gemaak
4. Goedkeuring van Notule: 20 Februarie 2026
 - Die notule van 20 Februarie 2026 word goedgekeur met regstellings gemaak tydens die vergadering
 - Voorstel: Rdl S le Roux
 - Sekondant: Rdl L February
5. Goedkeuring van Notule: 6 Maart 2026:
 - Die notule van 6 Maart 2026 word goedgekeur met regstellings gemaak tydens die vergadering
 - Voorstel: Rdl S le Roux
 - Sekondant: Rdl J Hoogbaard
6. Terugvoering: Riversdal Sonplaas :Bestuurder: Elektriese Dienste
 - Die Voorsitter gee Mnr Chikamhe geleentheid om terugvoering te bied oor die sonplaas.
 - Mnr Chikamhe het breedvoerig terugvoering gegee oor die vordering van die projek en ook die beplanning wat gedoen word om die projek se impak te oorweeg.
 - Die detail van die beplande krag wat genereer kan word opgesom teenoor die beplanning wat gedoen word om die sonplaas te gebruik om tariese positief te impakteer vir alle gebruikers in Hessequa.
 - Mnr Chikamhe antwoord ook vrae uit die komitee wat spruit vanuit sy mondelingse terugvoering.
 - Die Voorsitter bedank Mnr Chikamhe vir sy tyd en volledige terugvoering oor die navraag.
 - Mnr Chikamhe verlaat die vergadering.
7. Konsep Oorsig Verslag Goedkeuring of Wysiging :Voorsitter
 - Die Voorsitter versoek Mnr de Villiers om die konsep Oorsig Verslag aan die komitee voor te hou.

- Die verslag word bladsy vir bladsy deur die komitee nagegaan en word enkele verbetering voorgestel en aangebring.
- Die Voorsitter versoek dat die komitee dan die aanbevelings, soos in die Oorsig Verslag gevoeg is, goedgekeur word.
- Voorstel: Rdl S le Roux
- Sekondant: Me E Nel

8. Bedankings

:Voorsitter

- Die Voorsitter bedank elke lid vir hul deelname en bereidwilligheid om aktief deel te neem en die proses so te vergemaklik.
- Die Voorsitter bedank ook die administrasie vir hul deeglike terugvoering en ondersteuning in die proses.

9. Afsluiting en Uitnodiging na Raadsvergadering

:Voorsitter

- Die Voorsitter versoek die lede om die Oorsig Verslag te onderteken na afloop van die vergadering, voordat hul verdaag.
- Die vergadering word afgesluit deur die Voorsitter.

Goedgekeur:



Rdl Johannes Hartnick

Voorsitter: Hessequa MPAC