

11.10	MUNICIPAL MANAGER
11.10.1	SIGNED PERFORMANCE AGREEMENT 2019/20 OF THE DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT

Collaborator No: 687938
IDP KPA Ref No: Good Governance and Compliance
Meeting Date: 22 July 2020

**1. SUBJECT: SIGNED PERFORMANCE AGREEMENT 2019/20 OF THE DIRECTOR:
PLANNING AND ECONOMIC DEVELOPMENT**

2. PURPOSE

To submit to Council, for notification, the following:

the Performance Agreement 2019/20 as concluded between the Municipal Manager and the Director: Planning and Economic Development.

3. DELEGATED AUTHORITY

Council

4. EXECUTIVE SUMMARY

According to Section 57(2) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) the performance agreement must:

“(a) be concluded within a reasonable time after a person has been appointed as the municipal manager or as a manager directly accountable to the municipal manager and thereafter within one month after the beginning of the financial year of the municipality”.

Furthermore, Regulation 24(1) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006 states that *The performance agreement must be entered into for each financial year of the municipality, or part thereof.*

5. RECOMMENDATION

that Council takes note of the Performance Agreement 2019/20 as concluded between the Municipal Manager and the Director: Planning and Economic Development for the period 01 June – 30 June 2020.

6. DISCUSSION

6.1 Background

Regulation 4(4)(a) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006, requires that a separate performance agreement be signed within ninety (90) calendar days after the assumption of duty and annually within one month after the commencement of the new financial year.

The Director: Planning and Economic Development, Mr Anthony Barnes, assumed duty on 01 June 2020 and his Performance Agreement 2019/20 was concluded 01 June 2020 (for the period 01 June – 30 June 2020).

6.2 Financial Implications

There are no unbudgeted financial implications should the recommendations as set out in the report be accepted.

6.3 Legal Implications

According to Section 23 of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 805 of 2006, the purpose of the agreement is to:

- “(1) comply with the provisions of Section 57(1)(b),(4A),(46) and (5) of the Act as well as the employment contract entered into between the parties;*
- (2) specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer’s expectations of the employee’s performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;*
- (3) specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;*
- (4) monitor and measure performance against set targeted outputs;*
- (5) use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;*
- (6) in the event of outstanding performance, to appropriately reward the employee; and*
- (7) give effect to the employer’s commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery”.*

Regulation 4(4)(a) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006, requires that a separate performance agreement be signed within ninety (90) calendar days after the assumption of duty and annually within one month after the commencement of the new financial year.

Furthermore, Regulation 24(1) states that *The performance agreement must be entered into for each financial year of the municipality, or part thereof.*

6.4 Staff Implications

This report has no staff implications to the Municipality.

6.5 Risk Implication

None

7. Comments from Senior Management**7.1 Director: Community and Protection Services**

Not applicable

7.1.1 Chief Financial Officer

Not applicable

7.1.2 Director: Infrastructure Services

Not applicable

7.1.3 Director: Corporate Services

Not applicable

7.1.4 Director: Planning and Economic Development

Supported

7.1.5 Comments from the Municipal Manager

Supported

RECOMMENDATION FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2020-07-22: ITEM 11.10.1

that Council takes note of the Performance Agreement 2019/20 as concluded between the Municipal Manager and the Director: Planning and Economic Development for the period 01 June – 30 June 2020.

ANNEXURES

Annexure A: Signed Performance Agreement 2019/20 of the Director: Planning and Economic Development

FOR FURTHER DETAILS CONTACT:

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POSITION	Senior Manager: Governance
DIRECTORATE	Municipal Manager
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REPORT DATE	04 July 2020

ANNEXURE A



STELLENBOSCH

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MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Performance Agreement

2019 – 2020 (Financial year)

**Director: Planning and Economic
Development**

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PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN
STELLENBOSCH MUNICIPALITY HEREBY REPRESENTED BY:

THE MUNICIPAL MANAGER
Ms Geraldine Mettler
(herein and after referred as Employer)

AND

DIRECTOR PLANNING AND ECONOMIC DEVELOPMENT
Mr Anthony Barnes
(herein and after referred as Employee)

FOR THE FINANCIAL YEAR:

01 JUNE 2020 – 30 JUNE 2020

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Director: Planning and Economic Development
Mr Anthony Barnes

GM

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Municipal Manager
Ms Geraldine Mettler

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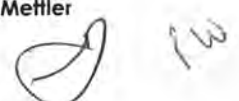
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
1. INTRODUCTION

- 1.1 The Employer, duly represented by **Ms Geraldine Mettler**, in her capacity as the Municipal Manager has entered into a contract of employment with the Employee, **Mr Anthony Barnes**, in terms of section 57(1)(a) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) ("the Systems Act"). The Employer and the Employee are hereinafter referred as "the Parties";
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;
- 1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote local government policy goals;
- 1.4 The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act;
- 1.5 In this Agreement, the followings terms will have the meaning ascribed thereto:
- 1.5.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;
- 1.5.2 "the **Municipal Manager**" – means the Municipal Manager of the Municipality appointed in terms of Section 54(A) of the Systems Act;
- 1.5.3 "the Employee" means the **Director: Planning and Economic Development** appointed in terms of Section 56 of the Systems Act;
- 1.5.4 "the Employer" means **Stellenbosch Municipality**; and
- 1.5.5 "the Parties" means the Employer and Employee.

2. PURPOSE OF THIS AGREEMENT

- 2.1 To comply with the provisions of Section 57(1)(b), (4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;
- 2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;
- 2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 To monitor and measure performance against set targeted outputs and outcomes;
- 2.5 To establish a transparent and accountable working relationship;
- 2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and


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Mr Anthony Barnes


.....
Municipal Manager
Ms Geraldine Mettler



- 2.7 To give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on **01 June 2020** and will remain in force until **30 June 2020** where-after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out –
- 4.1.1 The performance objectives and targets that must be met by the Employee;
 - 4.1.2 The time frames within which those performance objectives and targets must be met; and
 - 4.1.3 The core competency requirements (Annexure B – definitions) as the management skills regarded as critical to the position held by the Employee.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:
- 4.2.1 Key objectives that describe the main tasks that need to be done;
 - 4.2.2 Key performance indicators (KPIs) that provide the details of the evidence that must be provided to show that a key objective has been achieved;
 - 4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and
 - 4.2.4 Weightings showing the relative importance of the key objectives to each other.

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- 4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the employees of the Employer;
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service providers to perform to the standards required;
- 5.3 The Employer will consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee;
- 5.4 The Employee undertakes to actively focus on the promotion and implementation of the Strategic Focus Areas (SFAs) (including special projects relevant to the employee's responsibilities) within the local government framework;
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, SFAs and Competency Framework requirements as per the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers, both of which shall be contained in the Performance Agreement;
- 5.6 The Employee's assessment will be based on his performance in terms of the outputs / outcomes (KPIs) identified as per attached Performance Plan (Annexure A), which are linked to the SFAs applicable to the Employee, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee.

Table 1: Strategic Focus Areas

Strategic Focus Areas
SFA 1 - Valley of Possibility
SFA 2 - Green and Sustainable Valley
SFA 3 - Safe Valley
SFA 4 - Dignified Living
SFA 5 - Good Governance and Compliance

- 5.7 The competency requirements for senior managers as per Regulation 9 of Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers will make up the other 20% of the Employee's assessment

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score. The competencies will be assessed every six (6) months (January and July).

Table 2: Leading and Core Competencies

Leading and Core Competencies		
1.	Strategic direction and leadership	<ul style="list-style-type: none"> Impact and influence Institutional performance management Strategic planning and management Organisational awareness
2.	People management	<ul style="list-style-type: none"> Human capital planning and development Diversity management Employee relations management Negotiation and dispute management
3.	Programme and project management	<ul style="list-style-type: none"> Programme and project planning and implementation Service delivery management Programme and project monitoring and evaluation
4.	Financial management	<ul style="list-style-type: none"> Budget planning and execution Financial strategy and delivery Financial reporting and delivery
5.	Change leadership	<ul style="list-style-type: none"> Change vision and strategy Process design and improvement Change impact monitoring and evaluation
6.	Governance leadership	<ul style="list-style-type: none"> Policy formulation Risk and compliance management Cooperative governance
7.	Moral competence	<ul style="list-style-type: none"> Core Competency
8.	Planning and organising	<ul style="list-style-type: none"> Core Competency
9.	Analysis and innovation	<ul style="list-style-type: none"> Core Competency
10.	Knowledge and information management	<ul style="list-style-type: none"> Core Competency
11.	Communication	<ul style="list-style-type: none"> Core Competency
12.	Results and quality focus	<ul style="list-style-type: none"> Core Competency

6. PERFORMANCE ASSESSMENT

6.1 The Performance Plan (Annexure A) to this Agreement sets out –

6.1.1 The standards and procedures for evaluating the Employee's performance; and

6.1.2 The intervals for the evaluation of the Employee's performance.

6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well

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as the actions agreed to and implementation must take place within set time frames;

- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.12 below;
- 6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;
- 6.6 Assessment of the achievement of results as outlined in the performance plan:
 - 6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;
 - 6.6.2 A rating on the five-point scale shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;
 - 6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;
 - 6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and
 - 6.6.5 An overall score will be calculated based on the total of the scores calculated above.
- 6.7 Assessment of the Competencies:
 - 6.7.1 Each Competency shall be assessed in terms of the description provided in (Annexure B);
 - 6.7.2 A rating shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and
 - 6.7.3 An overall score will be calculated based on the total of the scores calculated above.
- 6.8 Overall rating
 - 6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and

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6.8.2 Such overall rating represents the outcome of the performance appraisal.

6.9 The assessment of the performance of the Employee will be based on the following rating scales for SFAs and Competencies respectively:

6.9.1 Rating scale for SFAs - as mentioned in paragraph 5.6:


Table 3: Performance rating scale

Level	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that they employee has achieved below fully effective results against almost all the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

6.9.2 Rating scale for Competencies -as mentioned in paragraph 5.7:

Table 4: Rating scale for Competencies

Level	Achievement Levels	Description
5	Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops, and applies comprehensive concepts and methods
4	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses


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Level	Achievement Levels	Description
3	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses
2	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
1	Sub Standard	Applies little to no basic concepts, methods, and understanding of local government operations.

6.10 For purposes of evaluating the performance of the Employee for the year-end reviews, an evaluation panel constituted of the following persons will be established–

6.10.1 Municipal Manager;

6.10.2 Municipal Manager from another municipality;

6.10.3 Chairperson of the Performance Audit Committee or in his/her absence thereof, the Chairperson of the Audit Committee; and

6.10.4 The Member of the Mayoral Committee (Portfolio Chairperson).

6.11 The Municipal Manager will evaluate the performance of the Employee as at the end of the 1st, and 3rd quarters; and

6.12 The Municipal Manager will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meeting.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his performance agreement shall be reviewed on the following dates.


Table 5: Schedule for performance reviews


Quarter	Review Period	Review to be completed by
1	July - September	October / November 2019 (Informal)
2	October – December	January / February 2020 (Formal)
3	January – March	April / May 2020 (Informal)
4	April - June	After the receipt of the AG's Management Report

7.2 The Employer shall keep a record of the mid-year and year-end assessment meetings;

7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance;

7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and


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- 7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented, and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

- 8.1 The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.


9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall-

- 9.1.1 Create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 Provide access to skills development and capacity building opportunities;
- 9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-
- 10.1.1 A direct effect on the performance of any of the Employee's functions;
 - 10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
 - 10.1.3 A substantial financial effect on the Employer.
- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action with delay.


.....
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Mr Anthony Barnes


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11. REWARD

- 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;
- 11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter and as informed by the quarterly performance assessments;
- 11.3 A performance bonus of between 5% to 14% of the all- inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

Table 6: Performance bonus calculations

Performance Rating		Bonus Calculation
0% - 64%	Poor Performance	0% of total package
65% - 69%	Average Performance	5% of total package
70% - 74%	Fair Performance	9% of total package
75% - 79%	Good Performance	11% of total package
80% - 100%	Excellent Performance	14% of total package


- 11.4 In the event of the Employee terminating his services during the validity period of this Agreement, the Employee's performance will be evaluated for the portion during which he was employed and he will be entitled to a pro-rata performance bonus based on his evaluated performance for the period of actual service; and
- 11.5 The Employer will submit the total score of the annual assessment and of the Employee, to full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;
- 12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;
- 12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and
- 12.4 In the case of unacceptable performance, the Employer shall –
- 12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and


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Mr Anthony Barnes


.....
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- 12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

- 13.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;
- 13.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and
- 13.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment together with the relevant laws and regulations shall apply.

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Mr Anthony Barnes

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14. GENERAL

- 14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and
- 14.2 Nothing in this agreement diminishes the obligations, duties, or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives, or other instruments.

Thus, done and signed at Stellenbosch on the 1 day of June 2020

DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT

AS WITNESSES:

1.

2.

Thus, done and signed at Stellenbosch on the 1 day of June 2020

MUNICIPAL MANAGER

AS WITNESSES:

1.

2.

Director: Planning and Economic Development
Mr Anthony Barnes

Municipal Manager
Ms Geraldine Mettler



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Director: Planning and Economic Development
Mr Anthony Barnes

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Municipal Manager
Ms Geraldine Mettler

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Annexure A Performance Plan

DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT

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Director: Planning and Economic Development
Mr Anthony Barnes

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Municipal Manager
Ms Geraldine Mettler



The Performance Plan sets out:

- Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for 80% (**eighty percent**) of the total employee assessment score.

Part 1: Implementation of Service Delivery and Budget Implementation Plan (80%)

DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				weight
										Q1	Q2	Q3	Q4	
D747	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Development Management	Percentage of indicators of the Department: Development Management achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	N/A	N/A	N/A	90%	8
D748	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Development Planning	Percentage of indicators of the Department: Development Planning achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	N/A	N/A	N/A	90%	8

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DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				Weight
										Q1	Q2	Q3	Q4	
D407	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Integrated Human Settlements	Percentage of indicators of the Department: Integrated Human Settlements achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	N/A	N/A	N/A	90%	8
KPI007 (TL1)	Valley of Possibility	The number of jobs created through the Municipality's local economic development initiatives including capital projects (NKPI Proxy - MSA, Reg. S10(d))	Number of job opportunities created through the Municipality's local economic development initiatives including capital projects by 30 June	Outcome	695	300 per annum	300	EPWP reporting system	SM	50 (50)	100 (100)	200 (200)	300 (300)	6
KPI008 (TL2)	Valley of Possibility	Land-use applications approved by the Municipal Planning Tribunal within 120 days	Percentage of land- use applications approved by the Municipal Planning Tribunal within 120 days after date of first submission of application	Outcome	New indicator	90% per annum	90%	Proof of submission to the Municipal Planning Tribunal	SM	90%	90%	90%	90%	4
KPI009 (TL3)	Valley of Possibility	Training opportunities provided for entrepreneurs and Small, Medium and Micro Enterprises (SMMEs)	Number of quarterly training opportunities provided for entrepreneurs and SMMEs	Output	4	4 per annum	4	Attendance Registers	SM	1 (1)	1 (2)	1 (3)	1 (4)	3
KPI012 (TL4)	Valley of Possibility	Revised Housing Pipeline (document) submitted to the Mayoral Committee (MayCo)	Number of Revised Housing Pipelines (documents) submitted to the MayCo by 31 March	Output	1	1 per annum	1	Proof of submission of the Revised Housing Pipeline (document) to the MayCo	SM	N/A	N/A	1	N/A	3

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DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				Weight
										Q1	Q2	Q3	Q4	
KPI018 (TL7)	Green and Sustainable Valley	Building plan applications processed within 30 days	Percentage of building plan applications of <500sqm processed within 30 days after date of receipt	Outcome		90% per annum	90%	Building plan application register	SM	90%	90%	90%	90%	6
D408	Good governance and Compliance	Spend the Directorate: Planning and Economic Development approved Capital Budget	Percentage of approved Capital Budget of the Directorate: Planning and Economic Development actually spent by 30 June	Input	79.93%	90% per annum	90%	Report from the financial system	SM	N/A	N/A	N/A	90%	20
D411	Good governance and Compliance	Submission of final bid specifications for all capital projects to the Bid Specification Committee (BSC) (2020/21)	Percentage of final bid specifications for all capital projects submitted to the BSC by 30 June (50% by 31 March 2020 and 100% by 30 June 2020. For the 2020/21 financial year)	Output	New indicator	100% per annum	100%	Reconciliation report from SCM	SM	N/A	N/A	N/A	100%	5
D412	Good governance and Compliance	Submission of detailed procurement needs for all operational projects to the Supply Chain Management (SCM) Department	Number of quarterly detailed procurement needs submitted to SCM 10 days before start of the quarter	Output	New indicator	4 per annum	4	Proof of submission to SCM	SM	N/A	N/A	N/A	1	5
D417	Good governance and Compliance	Implementation of Council resolutions	Percentage of resolutions implemented measured quarterly	Output	70%	70% per annum	100%	Council Resolution Register	SM	N/A	N/A	N/A	70%	2

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DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				Weight
										Q1	Q2	Q3	Q4	
D418	Good governance and Compliance	Attendance of quarterly Occupation Health and Safety (OHS) meetings	Number of quarterly OHS meetings attended by the Director or seconded	Output	New indicator	4 per annum	4	OHS attendance registers	SM	N/A	N/A	N/A	1	2
													Total	80

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Part 2: Competency Requirements (20%)

Ref	Leading and Core Competencies	(January) 1 st Assessment	(July) Final Assessment	Weights	Comments
2.1	Strategic direction and leadership			1.66%	
2.2	People management			1.66%	
2.3	Programme and project management			1.66%	
2.4	Financial management			1.66%	
2.5	Change leadership			1.67%	
2.6	Governance leadership			1.67%	
2.7	Moral competence			1.67%	
2.8	Planning and organising			1.67%	
2.9	Analysis and innovation			1.67%	
2.10	Knowledge and information management			1.67%	
2.11	Communication			1.67%	
2.12	Results and quality focus			1.67%	
Total				20%	

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Annexure B

Competency Framework

DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT

.....
Director: Planning and Economic Development
Mr Anthony Barnes

.....
Municipal Manager:
Ms Geraldine Mettler



CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Strategic Direction and Leadership		
COMPETENCY DEFINITION :	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand Institutional and departmental strategic objectives, butlacks the ability to inspire others to achieve set mandate.	<ul style="list-style-type: none">Give direction to a team in realising the institution's strategic mandate and set objectives.	<ul style="list-style-type: none">Evaluate all activities to determine value and alignment to strategic intent.	<ul style="list-style-type: none">Structure and position the institution to local government priorities.
<ul style="list-style-type: none">Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy.	<ul style="list-style-type: none">Has a positive impact and influence on the morale, engagement and participation of team members.	<ul style="list-style-type: none">Display in-depth knowledge and understanding of strategic planning.	<ul style="list-style-type: none">Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework.
<ul style="list-style-type: none">Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole.	<ul style="list-style-type: none">Develop action plans to execute and guide strategy.	<ul style="list-style-type: none">Align strategy and goals across all functional areas.	<ul style="list-style-type: none">Hold self-accountable for strategy execution and results.
<ul style="list-style-type: none">Demonstrate basic understanding of key decision makers.	<ul style="list-style-type: none">Assist in defining performance measures to monitor the progress and effectiveness of the institution.	<ul style="list-style-type: none">Actively define performance measures to monitor the progress and effectiveness of the institution.	<ul style="list-style-type: none">Provide impact and influence through building and maintaining strategic relationships.
	<ul style="list-style-type: none">Displays an awareness of institutional structures and political factors.	<ul style="list-style-type: none">Consistently challenge strategic plans to ensure relevance.	<ul style="list-style-type: none">Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions.
	<ul style="list-style-type: none">Effectively communicate barriers to execution to relevant parties.	<ul style="list-style-type: none">Understand institutional structures and political factors, and the consequences of actions.	<ul style="list-style-type: none">Integrate various systems into a collective whole to optimise institutional performance management.
	<ul style="list-style-type: none">Provide guidance to all stakeholders in the achievement of the strategic mandate.	<ul style="list-style-type: none">Empower others to follow the strategic direction and deal with complex situations.	<ul style="list-style-type: none">Uses understanding of competing interests to maneuver successfully to a win/win outcome.
	<ul style="list-style-type: none">Understand the aim and objectives of the institution and relate it to own work.	<ul style="list-style-type: none">Guide the institution through complex and ambiguous concern.Use understanding of power relationships and dynamic tensions among key players	

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KW



CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Strategic Direction and Leadership		
COMPETENCY DEFINITION :	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
		to frame communications and develop strategies, positions and alliances.	

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Mr Anthony Barnes

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Municipal Manager:
Ms Geraldine Mettler

GW



CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	People Management			
COMPETENCY DEFINITION :	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Participate in team goalsetting and problem solving.	<ul style="list-style-type: none">Seek opportunities to increase team contribution and responsibility.	<ul style="list-style-type: none">Identify ineffective team and work processes and recommend remedial interventions.	<ul style="list-style-type: none">Develop and incorporate best practice people management processes, approaches and tools across the institution.	
<ul style="list-style-type: none">Interact and collaborate with people of diverse backgrounds.	<ul style="list-style-type: none">Respect and support the diverse nature of others and be aware of the benefits of a diverse approach.	<ul style="list-style-type: none">Recognise and reward effective and desired behavior.	<ul style="list-style-type: none">Foster a culture of discipline, responsibility and accountability.	
<ul style="list-style-type: none">Aware of guidelines for employee development, but requires support in implementing development initiatives.	<ul style="list-style-type: none">Effectively delegate tasks and empower others to increase contribution and execute functions optimally.	<ul style="list-style-type: none">Provide mentoring and guidance to others in order to increase personal effectiveness.	<ul style="list-style-type: none">Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution.	
	<ul style="list-style-type: none">Apply relevant employee legislation fairly and consistently.	<ul style="list-style-type: none">Identify development and learning needs within the team.	<ul style="list-style-type: none">Develop comprehensive integrated strategies and approaches to human capital development and management.	
	<ul style="list-style-type: none">Effectively identify capacity requirements to fulfill the strategic mandate.	<ul style="list-style-type: none">Inspire a culture of performance excellence by giving positive and constructive feedback to the team.Achieve agreement or consensus in adversarial environments.Lead and unite diverse teams across divisions to achieve institutional objectives.	<ul style="list-style-type: none">Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.	

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CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Programme and Project Management			
COMPETENCY DEFINITION :	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Initiate projects after approval from higher authorities.	<ul style="list-style-type: none">Establish broad stakeholder involvement and communicate the project status and key milestones.	<ul style="list-style-type: none">Manage multiple programs and balance priorities and conflicts according to institutional goals.	<ul style="list-style-type: none">Understand and conceptualize the long-term implications of desired project outcomes.	
<ul style="list-style-type: none">Understand procedures of program and project management methodology, implications and stakeholder involvement.	<ul style="list-style-type: none">Define the roles and responsibilities of the project team and create clarity around expectations.	<ul style="list-style-type: none">Apply effective risk management strategies through impact assessment and resource requirements.	<ul style="list-style-type: none">Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realize institutional objectives.	
<ul style="list-style-type: none">Understand the rational of projects in relation to the institution's strategic objectives.	<ul style="list-style-type: none">Find a balance between project deadline and the quality of deliverables.	<ul style="list-style-type: none">Modify project scope and budget when required without compromising the quality and objectives of the project.	<ul style="list-style-type: none">Influence people in positions of authority to implement outcomes of projects	
<ul style="list-style-type: none">Document and communicate factors and risk associated with own work.	<ul style="list-style-type: none">Identify appropriate project resources to facilitate the effective completion of the deliverables.	<ul style="list-style-type: none">Involve top-level authorities and relevant stakeholders in seeking project buy-in.	<ul style="list-style-type: none">Lead and direct translation of policy into workable action plans	
<ul style="list-style-type: none">Use results and approaches of successful project implementation as guide.	<ul style="list-style-type: none">Comply with statutory requirements and apply policies in a consistent manner.Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation.	<ul style="list-style-type: none">Identify and apply contemporary project management methodologyInfluence and motivate project team to deliver exceptional results.Monitor policy implementation and apply procedures to manage risks.	<ul style="list-style-type: none">Ensures that programs are monitored to track progress and optimal resource utilization, and that adjustments are made as needed.	

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Mr Anthony Barnes

Gm

Municipal Manager
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SW



CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Change Leadership			
COMPETENCY DEFINITION :	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Display an awareness of change interventions and the benefits of transformation initiatives.	<ul style="list-style-type: none">Perform an analysis of the change impact on the social, political and economic environment.	<ul style="list-style-type: none">Actively monitor change impact and results and convey progress to relevant stakeholders.	<ul style="list-style-type: none">Sponsor change agents and create a network of change leaders who support the interventions.	
<ul style="list-style-type: none">Able to identify basic needs for change.	<ul style="list-style-type: none">Maintain calm and focus during change.	<ul style="list-style-type: none">Secure buy-in and sponsorship for change initiatives.	<ul style="list-style-type: none">Actively adapt current structures and processes to incorporate the change interventions.	
<ul style="list-style-type: none">Identify gaps between the current and desired state.	<ul style="list-style-type: none">Able to assist team members during change and keep them focused on the deliverables.	<ul style="list-style-type: none">Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness.	<ul style="list-style-type: none">Mentor and guide team members on the effects of change, resistance factors and how to integrate change.	
<ul style="list-style-type: none">Identify potential risk and challenges to transformation, including resistance to change factors.	<ul style="list-style-type: none">Volunteer to lead change efforts outside of own work team.	<ul style="list-style-type: none">Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change.	<ul style="list-style-type: none">Motivate and inspire others around change initiatives.	
<ul style="list-style-type: none">Participate in change programs and piloting change interventions.	<ul style="list-style-type: none">Able to gain buy-in and approval for change from relevant stakeholders.	<ul style="list-style-type: none">Take the lead in impactful change programs.		
<ul style="list-style-type: none">Understand the impact of change interventions on the institution within the broader scope of local government.	<ul style="list-style-type: none">Identify change readiness levels and assist in resolving resistance to change factors.	<ul style="list-style-type: none">Benchmark change interventions against best change practices.		
	<ul style="list-style-type: none">Design change interventions that are aligned with the institution's strategic objectives and goals.	<ul style="list-style-type: none">Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation.Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation.		

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Mr Anthony Barnes

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Municipal Manager:
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CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Financial Management			
COMPETENCY DEFINITION :	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognized financial practices. Further to ensure that all financial transactions are managed in an ethical manner			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Understand basic financial concepts and methods as they relate to institutional processes and activities	<ul style="list-style-type: none">Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate	<ul style="list-style-type: none">Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility.	<ul style="list-style-type: none">Develop planning tools to assist in evaluating and monitoring future expenditure trends.	
<ul style="list-style-type: none">Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems	<ul style="list-style-type: none">Assess, identify and manage financial risks.	<ul style="list-style-type: none">Prepare budgets that are aligned to the strategic objectives of the institution.	<ul style="list-style-type: none">Set budget frameworks for the institution.	
<ul style="list-style-type: none">Understand the importance of financial accountability	<ul style="list-style-type: none">Assume a cost-saving approach to financial management.	<ul style="list-style-type: none">Address complex budgeting and financial management concerns.	<ul style="list-style-type: none">Set strategic direction for the institution on expenditure and other financial processes.	
<ul style="list-style-type: none">Understand the importance of asset control.	<ul style="list-style-type: none">Prepare financial reports based on specified formats.	<ul style="list-style-type: none">Put systems and processes in place to enhance the quality and integrity of financial management practices.	<ul style="list-style-type: none">Build and nurture partnerships to improve financial management and achieve financial savings.	
	<ul style="list-style-type: none">Consider and understand the financial implications of decisions and suggestions.	<ul style="list-style-type: none">Advise on policies and procedures regarding asset control.	<ul style="list-style-type: none">Actively identify and implement new methods to improve asset control.	
	<ul style="list-style-type: none">Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated.Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget.	<ul style="list-style-type: none">Promote National Treasury's regulatory framework for Financial Management.	<ul style="list-style-type: none">Display professionalism in dealing with financial data and processes.	

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RM



CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Governance Leadership			
COMPETENCY DEFINITION:	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualization of relevant policies and enhance cooperative governance relationships.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements.	<ul style="list-style-type: none">Display a thorough understanding of governance and risk and compliance factors and implement plans to address these.	<ul style="list-style-type: none">Able to link risk initiatives into key institutional objectives and drivers.	<ul style="list-style-type: none">Demonstrate a high level of commitment in complying with governance requirements.	
<ul style="list-style-type: none">Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders.	<ul style="list-style-type: none">Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution.	<ul style="list-style-type: none">Identify, analyse and measure risk, create valid risk forecasts and map risk profiles.	<ul style="list-style-type: none">Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework.	
<ul style="list-style-type: none">Provide input into policy formulation.	<ul style="list-style-type: none">Actively drive policy formulation within the institution to ensure the achievement of objectives.	<ul style="list-style-type: none">Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives.	<ul style="list-style-type: none">Able to advise local government on risk management, best practice interventions and compliance management.	
		<ul style="list-style-type: none">Demonstrate a thorough understanding of risk retention plans.	<ul style="list-style-type: none">Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government.t	
		<ul style="list-style-type: none">Identify and implement comprehensive risk management systems and processes.	<ul style="list-style-type: none">Able to shape, direct and drive the formulation of policies on a macro level.	
		<ul style="list-style-type: none">Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement.		

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Director: Planning and Economic Development
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RW



CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Moral Competence		
COMPETENCY DEFINITION :	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Realise the impact of acting with integrity, but requires guidance and development in implementing principles.	<ul style="list-style-type: none">Conduct self in alignment with the values of local government and the institution.	<ul style="list-style-type: none">Identify, develop and apply measures of self-correction.	<ul style="list-style-type: none">Create an environment conducive of moral practices.
<ul style="list-style-type: none">Follow basic rules and regulations of the institution.	<ul style="list-style-type: none">Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver.	<ul style="list-style-type: none">Able to gain trust and respect through aligning actions with commitments.	<ul style="list-style-type: none">Actively develop and implement measures to combat fraud and corruption.
<ul style="list-style-type: none">Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.	<ul style="list-style-type: none">Actively report fraudulent activity and corruption with local government.	<ul style="list-style-type: none">Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders.	<ul style="list-style-type: none">Set integrity standards and shared accountability measures across the institution to support the objectives of local government.
	<ul style="list-style-type: none">Understand and honor the confidential nature of matters without seeking personal gain.	<ul style="list-style-type: none">Present values, beliefs and ideas that are congruent with the institution's rules and regulations.	<ul style="list-style-type: none">Take responsibility for own actions and decisions, even if the consequences are unfavorable.
	<ul style="list-style-type: none">Able to deal with situations of conflict of interest promptly and in the best interest of local government.	<ul style="list-style-type: none">Takes an active stance against corruption and dishonesty when noted.	
		<ul style="list-style-type: none">Actively promote the value of the institution to internal and external stakeholders.	
		<ul style="list-style-type: none">Able to work in unity with a team and not seek personal gain.	
<ul style="list-style-type: none">Apply universal moral principles consistently to achieve moral decisions.			

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Director: Planning and Economic Development
Mr Anthony Barnes

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Municipal Manager:
Ms Geraldine Mettler

RW



CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Planning and Organising		
COMPETENCY DEFINITION :	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Able to follow basic plans and organise tasks around set objectives.	<ul style="list-style-type: none">• Actively and appropriately organise information and resources required for a task.	<ul style="list-style-type: none">• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation.	<ul style="list-style-type: none">• Focus on broad strategies and initiatives when developing plans and actions.
<ul style="list-style-type: none">• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans.	<ul style="list-style-type: none">• Recognise the urgency and importance of tasks.	<ul style="list-style-type: none">• Identify in advance required stages and actions to complete tasks.	<ul style="list-style-type: none">• Able to protect and forecast short, medium and long term requirements of the institution and local government.
<ul style="list-style-type: none">• Able to follow existing plans and ensure that objectives are met.	<ul style="list-style-type: none">• Balance short and long-term plans and goals and incorporate into the team's performance objectives.	<ul style="list-style-type: none">• Schedule realistic timelines, objectives and milestones for tasks and projects.	<ul style="list-style-type: none">• Translate policy into relevant projects to facilitate the achievement of institutional objectives.
<ul style="list-style-type: none">• Focus on short-term objectives in developing plans and actions	<ul style="list-style-type: none">• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources.	<ul style="list-style-type: none">• Produce clear, detailed and comprehensive plans to achieve institutional objectives.	
<ul style="list-style-type: none">• Arrange information and resources required for a task, but require further structure and organization.	<ul style="list-style-type: none">• Measures progress and monitor performance results.	<ul style="list-style-type: none">• Identify possible risk factors and design and implement appropriate contingency plans.• Adapt plans in light of changing circumstances.• Prioritise tasks and projects according to their relevant urgency and importance.	

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Mr Anthony Barnes

Municipal Manager:
Ms Geraldine Mettler



CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Analysis and Innovation			
COMPETENCY DEFINITION :	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Understand the basic operation of analysis, but lack detail and thoroughness.	<ul style="list-style-type: none">Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations.	<ul style="list-style-type: none">Coaches team members on analytical and innovative approaches and techniques.	<ul style="list-style-type: none">Demonstrate complex analytical and problem solving approaches and techniques.	
<ul style="list-style-type: none">Able to balance independent analysis with requesting assistance from others.	<ul style="list-style-type: none">Demonstrate objectivity, insight and thoroughness when analysing problems.	<ul style="list-style-type: none">Engage with appropriate individuals in analysing and resolving complex problems.	<ul style="list-style-type: none">Create an environment conducive to analytical and fact-based problem solving.	
<ul style="list-style-type: none">Recommend new ways to perform tasks within own function.	<ul style="list-style-type: none">Able to break down complex problems into manageable parts and identify solutions.	<ul style="list-style-type: none">Identify solutions on various areas in the institution.	<ul style="list-style-type: none">Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence.	
<ul style="list-style-type: none">Propose simple remedial interventions that marginally challenges the status quo.	<ul style="list-style-type: none">Consult internal and external stakeholders on opportunities to improve processes and service delivery.	<ul style="list-style-type: none">Formulate and implement new ideas throughout the institution.	<ul style="list-style-type: none">Create an environment that fosters innovative thinking and follows a learning organisation approach.	
<ul style="list-style-type: none">Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking.	<ul style="list-style-type: none">Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders.	<ul style="list-style-type: none">Able to gain approval and buy-in for proposed interventions from relevant stakeholders.	<ul style="list-style-type: none">Be a thought leader on innovative customer service delivery and process optimisation.	
	<ul style="list-style-type: none">Continuously identify opportunities to enhance internal processes.	<ul style="list-style-type: none">Identify trends and best practices in process and service delivery and propose institutional application.	<ul style="list-style-type: none">Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.	
	<ul style="list-style-type: none">Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention.	<ul style="list-style-type: none">Continuously engage in research to identify client needs.		

AB

Director: Planning and Economic Development
Mr Anthony Barnes

GM

Municipal Manager:
Ms Geraldine Mettler

GW

RW



CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Analysis and Innovation			
COMPETENCY DEFINITION :	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Understand the basic operation of analysis, but lack detail and thoroughness.	<ul style="list-style-type: none">Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations.	<ul style="list-style-type: none">Coaches team members on analytical and innovative approaches and techniques.	<ul style="list-style-type: none">Demonstrate complex analytical and problem solving approaches and techniques.	
<ul style="list-style-type: none">Able to balance independent analysis with requesting assistance from others.	<ul style="list-style-type: none">Demonstrate objectivity, insight and thoroughness when analysing problems.	<ul style="list-style-type: none">Engage with appropriate individuals in analysing and resolving complex problems.	<ul style="list-style-type: none">Create an environment conducive to analytical and fact-based problem solving.	
<ul style="list-style-type: none">Recommend new ways to perform tasks within own function.	<ul style="list-style-type: none">Able to break down complex problems into manageable parts and identify solutions.	<ul style="list-style-type: none">Identify solutions on various areas in the institution.	<ul style="list-style-type: none">Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence.	
<ul style="list-style-type: none">Propose simple remedial interventions that marginally challenges the status quo.	<ul style="list-style-type: none">Consult internal and external stakeholders on opportunities to improve processes and service delivery.	<ul style="list-style-type: none">Formulate and implement new ideas throughout the institution.	<ul style="list-style-type: none">Create an environment that fosters innovative thinking and follows a learning organisation approach.	
<ul style="list-style-type: none">Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking.	<ul style="list-style-type: none">Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders.	<ul style="list-style-type: none">Able to gain approval and buy-in for proposed interventions from relevant stakeholders.	<ul style="list-style-type: none">Be a thought leader on innovative customer service delivery and process optimization.	
	<ul style="list-style-type: none">Continuously identify opportunities to enhance internal processes.	<ul style="list-style-type: none">Identify trends and best practices in process and service delivery and propose institutional application.	<ul style="list-style-type: none">Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.	
	<ul style="list-style-type: none">Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention.	<ul style="list-style-type: none">Continuously engage in research to identify client needs.		

APB

Director: Planning and Economic Development
Mr Anthony Barnes

GM
Municipal Manager:
Ms Geraldine Mettler

4W



CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Knowledge and Information Management			
COMPETENCY DEFINITION :	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Collect, categorise and track relevant information required for specific tasks and projects.	<ul style="list-style-type: none">Use appropriate information systems and technology to manage institutional knowledge and information sharing.	<ul style="list-style-type: none">Effectively predict future information and knowledge management requirements and systems.	<ul style="list-style-type: none">Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information.	
<ul style="list-style-type: none">Analyse and interpret information to draw conclusions.	<ul style="list-style-type: none">Evaluate data from various sources and use information effectively to influence decisions and provide solutions.	<ul style="list-style-type: none">Develop standards and processes to meet future knowledge management needs.	<ul style="list-style-type: none">Establish partnerships across local government to facilitate knowledge management.	
<ul style="list-style-type: none">Seek new sources of information to increase the knowledge base.	<ul style="list-style-type: none">Actively create mechanisms and structures for sharing information.	<ul style="list-style-type: none">Share and promote best-practice knowledge management across various institutions.	<ul style="list-style-type: none">Demonstrate a mature approach.	
<ul style="list-style-type: none">Regularly share information and knowledge with internal stakeholders and team members.	<ul style="list-style-type: none">Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.	<ul style="list-style-type: none">Establish accurate measures and monitoring systems for knowledge and information management.Create a culture conducive of learning and knowledge sharing.Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.	<ul style="list-style-type: none">Recognise and exploit knowledge points in interactions with internal and external stakeholders.	

AB

Director: Planning and Economic Development
Mr Anthony Barnes

GM
Municipal Manager:
Ms Geraldine Mettler

RW



CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Communication		
COMPETENCY DEFINITION :	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools.	<ul style="list-style-type: none">• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating.	<ul style="list-style-type: none">• Effectively communicate high-risk and sensitive matters to relevant stakeholders.	<ul style="list-style-type: none">• Regarded as a specialist in negotiations and representing the institution.
<ul style="list-style-type: none">• Express ideas in a clear and focused manner, but does not always take the audience into consideration.	<ul style="list-style-type: none">• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs.	<ul style="list-style-type: none">• Develop a well-defined communication strategy.	<ul style="list-style-type: none">• Able to inspire and motivate others through positive communication that is impactful and relevant.
<ul style="list-style-type: none">• Disseminate and convey information and knowledge adequately.	<ul style="list-style-type: none">• Adapt communication content and style to suit the audience and facilitate optimal information transfer.	<ul style="list-style-type: none">• Balance political perspectives with institutional needs when communicating viewpoints on complex issues.	<ul style="list-style-type: none">• Creates an environment conducive to transparent and productive communication and critical appreciate conversations.
	<ul style="list-style-type: none">• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders.	<ul style="list-style-type: none">• Able to effectively direct negotiations around complex.	<ul style="list-style-type: none">• Able to coordinate negotiations at different levels within local government and externally.
	<ul style="list-style-type: none">• Compile clear, focused, concise and well-structured written documents.	<ul style="list-style-type: none">• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution.• Able to communicate with the media with high levels of moral competence and discipline.	

AB

Director: Planning and Economic Development
Mr Anthony Barnes

JB

Municipal Manager:
Ms Geraldine Mettler

AD

RW



CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Results and Quality Focus			
COMPETENCY DEFINITION :	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Understand quality of work but requires guidance in attending to important matters.	<ul style="list-style-type: none">Focus on high-priority actions and does not become distracted by lower-priority activities.	<ul style="list-style-type: none">Consistently verify own standards and outcomes to ensure quality output.	<ul style="list-style-type: none">Coach and guide others to exceed quality standards and results.	
<ul style="list-style-type: none">Show a basic commitment to achieving the correct results.	<ul style="list-style-type: none">Display firm commitment and pride in achieving the correct results.	<ul style="list-style-type: none">Focus on the end result and avoids being distracted	<ul style="list-style-type: none">Develop challenging, client-focused goals and sets high standards for personal performance.	
<ul style="list-style-type: none">Produce the minimum level of results required in the role.	<ul style="list-style-type: none">Set quality standards and design processes and tasks around achieving set standards.	<ul style="list-style-type: none">Demonstrate a determined and committed approach to achieving results and quality standards.	<ul style="list-style-type: none">Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required.	
<ul style="list-style-type: none">Produce outcomes that is of a good standard.	<ul style="list-style-type: none">Produce output of high quality.	<ul style="list-style-type: none">Follow task and projects through to completion.	<ul style="list-style-type: none">Work with team to set ambitious and challenging team goals, communicating long- and short term expectations.	
<ul style="list-style-type: none">Focus on the quantity of output but requires development in incorporating the quality of work.	<ul style="list-style-type: none">Able to balance the quantity and quality and quality of results in order to achieve objectives.	<ul style="list-style-type: none">Set challenging goals and objectives to self and team and display commitment to achieving expectations.	<ul style="list-style-type: none">Take appropriate risks to accomplish goals.	
<ul style="list-style-type: none">Produce quality work in general circumstances, but fails to meet expectation when under pressure.	<ul style="list-style-type: none">Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed.	<ul style="list-style-type: none">Maintain a focus on quality outputs when placed under pressure.	<ul style="list-style-type: none">Overcome setbacks and adjust action plans to realise goals.	
		<ul style="list-style-type: none">Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.	<ul style="list-style-type: none">Focus people on critical activities that yield a high impact.	

AB

Director: Planning and Economic Development
Mr Anthony Barnes

Gm

Municipal Manager:
Ms Geraldine Mettler

0

RW



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MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Annexure C: Personal Development Plan

DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT

.....
Director: Planning and Economic Development
Mr Anthony Barnes

.....
Municipal Manager:
Ms Geraldine Mettler



Skills Performance Gap	Outcomes Expected	Suggested training and /or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/development area	Support Person
1.						
2.						
3.						

Signed and accepted by the Employee

Date: 1 June 2020

Signed by the Municipal Manager on behalf of the Municipality

Date: 1 June 2020.

11.10.2	SIGNED PERFORMANCE AGREEMENTS 2020/21 OF THE MUNICIPAL MANAGER AND MANAGERS DIRECTLY ACCOUNTABLE TO THE MUNICIPAL MANAGER
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Collaborator No: 687998
IDP KPA Ref No: Good Governance and Compliance
Meeting Date: 22 July 2020

1. SUBJECT: SIGNED PERFORMANCE AGREEMENTS 2020/21 OF THE MUNICIPAL MANAGER AND MANAGERS DIRECTLY ACCOUNTABLE TO THE MUNICIPAL MANAGER

2. PURPOSE

To submit to Council, for notification, the following:

Signed Performance Agreements 2020/21 of the Municipal Manager and Managers Directly Accountable to the Municipal Manager.

3. DELEGATED AUTHORITY

Council

4. EXECUTIVE SUMMARY

According to Section 57(2) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) (MSA) the performance agreement must be concluded annually:

“(a) ...within one month after the beginning of each financial year of the municipality.”

The Performance Agreements 2020/21 was developed in consultation with the Municipal Manager and each Director and signed on 07 July 2020.

5. RECOMMENDATION

that the signed Performance Agreements 2020/21 of the Municipal Manager and Managers Directly Accountable to the Municipal Manager, be noted.

6. DISCUSSION

6.1 Background

Regulation 4(4)(a) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006, requires that a separate performance agreement be signed within ninety (90) calendar days after the assumption of duty and annually within one month after the commencement of the new financial year.

The performance agreements 2020/21 of the Municipal Manager and Directors was concluded on 07 July 2020. Hence, the Municipality complied with Regulation (4)(4)(a) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006.

6.2 Financial Implications

There are no financial implications beyond that which has been provided for in the 2020/21 MTREF Budget.

6.3 Legal Implications

According to Section 57(2) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) (MSA) the performance agreement must be concluded annually: "(a) ...within one month after the beginning of each financial year of the municipality."

In terms of Section 53(3)(b) of the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA) the Executive Mayor must ensure that the performance agreements "...be submitted to the council and the MEC for local government in the province."

The MFMA also requires the Municipality, in terms of Section 53(3)(b) to make public the signed performance agreements.

According to Regulation 23 of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 805 of 2006, the purpose of the agreement is to:

- "(1) comply with the provisions of Section 57(1)(b),(4A), (4B), (46) and (5) of the Act as well as the employment contract entered into between the parties;
- (2) specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- (3) specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- (4) monitor and measure performance against set targeted outputs;
- (5) use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- (6) in the event of outstanding performance, to appropriately reward the employee; and
- (7) give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery."

Regulation 4(4)(a) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006, requires that a separate performance agreement be signed within ninety (90) calendar days after the assumption of duty and annually within one month after the commencement of the new financial year.

6.4 Staff Implications

This report has no staff implications to the Municipality.

6.5 Risk Implication

None

6.6 Comments from Senior Management**6.6.1 Director: Community and Protection Services**

Supported

6.6.2 Chief Financial Officer

Supported

6.6.3 Director: Infrastructure Services

Supported

6.6.4 Director: Corporate Services

Supported

6.6.5 Director: Planning and Economic Development

Supported

6.6.6 Comments from the Municipal Manager

Supported

**RECOMMENDATION FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE
EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2020-07-22: ITEM 11.10.2**

that the signed Performance Agreements 2020/21 of the Municipal Manager and Managers Directly Accountable to the Municipal Manager, be noted.

ANNEXURES

Performance Agreements for:

- Geraldine Mettler- Municipal Manager (Annexure 1);
- Kevin Carolus – Chief Financial Officer (Annexure 2);
- Annalene De Beer- Director: Corporate Services (Annexure 3);
- Anthony Barnes- Director: Planning and Economic Development (Annexure 4);
- Deon Louw- Director: Infrastructure Services (Annexure 5); and
- Gary Boshoff – Director: Community and Protection Services (Annexure 6).

FOR FURTHER DETAILS CONTACT:

NAME	Shireen De Visser
POSITION	Senior Manager: Governance
DIRECTORATE	Municipal Manager
CONTACT NUMBERS	021 808 8035
E-MAIL ADDRESS	shireen.devisser@ Stellenbosch.gov.za
REPORT DATE	08 July 2020

ANNEXURE 1



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Performance Agreement

2020 - 2021

Municipal Manager



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN
STELLENBOSCH MUNICIPALITY HEREBY REPRESENTED BY:

THE EXECUTIVE MAYOR
Cllr Adv Gesie Van Deventer
(herein and after referred as Employer)

AND

MUNICIPAL MANAGER
Ms Geraldine Mettler
(herein and after referred as Employee)

FOR THE FINANCIAL YEAR:

01 JULY 2020 - 30 JUNE 2021

Municipal Manager
Ms Geraldine Mettler

Executive Mayor:
Cllr Adv Gesie Van Deventer



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



1. INTRODUCTION

- 1.1 The Employer, duly represented by **Cllr Adv Gesie Van Deventer**, in her capacity as the Executive Mayor has entered into a contract of employment with the Employee, **Ms Geraldine Mettler**, in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred as "the Parties";
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;
- 1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote local government policy goals;
- 1.4 The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act;
- 1.5 In this Agreement, the followings terms will have the meaning ascribed thereto:
- 1.5.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;
 - 1.5.2 "the Executive Mayor" – means the **Executive Mayor** elected in terms of Section 55 of the Local Government: Municipal Structures Act 117 of 1998 ("the Structures Act") as represented by its chairperson, the Executive Mayor;
 - 1.5.3 "the Employee" means the **Municipal Manager** appointed in terms of Section 54 (A) and 56 of the Systems Act;
 - 1.5.4 "the Employer" means **Stellenbosch Municipality**; and
 - 1.5.5 "the Parties" means the Employer and Employee.

2. PURPOSE OF THIS AGREEMENT

- 2.1 To comply with the provisions of Section 57(1)(b), (4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;
- 2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;
- 2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 To monitor and measure performance against set targeted outputs and outcomes;
- 2.5 To establish a transparent and accountable working relationship;


Municipal Manager
Ms Geraldine Mettler


Executive Mayor:
Cllr Adv Gesie Van Deventer



- 2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and
- 2.7 To give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on **01 July 2020** and will remain in force until **30 June 2021** where-after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out –
 - 4.1.1 The performance objectives and targets that must be met by the Employee;
 - 4.1.2 The time frames within which those performance objectives and targets must be met; and
 - 4.1.3 The core competency requirements (Annexure B – definitions) as the management skills regarded as critical to the position held by the Employee.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:
 - 4.2.1 Key objectives that describe the main tasks that need to be done;
 - 4.2.2 Key performance indicators (KPIs) that provide the details of the evidence that must be provided to show that a key objective has been achieved;
 - 4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and



- 4.2.4 Weightings showing the relative importance of the key objectives to each other.
- 4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.
- 5. PERFORMANCE MANAGEMENT SYSTEM**
- 5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the employees of the Employer;
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service providers to perform to the standards required;
- 5.3 The Employer will consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee;
- 5.4 The Employee undertakes to actively focus on the promotion and implementation of the Strategic Focus Areas (SFAs) (including special projects relevant to the employee's responsibilities) within the local government framework;
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, SFAs and Competency Framework requirements as per the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers, both of which shall be contained in the Performance Agreement;
- 5.6 The Employee's assessment will be based on his performance in terms of the outputs / outcomes (KPIs) identified as per attached Performance Plan (Annexure A), which are linked to the SFAs applicable to the Employee, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee.

Table 1: Strategic Focus Areas

Strategic Focus Areas
SFA 1 – Valley of Possibility
SFA 2 - Green and Sustainable Valley
SFA 3 - Safe Valley
SFA 4 - Dignified Living
SFA 5 - Good Governance and Compliance



- 5.7 The competency requirements for senior managers as per Regulation 9 of Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers will make up the other 20% of the Employee's assessment score. The competencies will be assessed every six (6) months (January and July).


Table 2: Leading and Core Competencies

Leading and Core Competencies		
1.	Strategic direction and leadership	<ul style="list-style-type: none"> • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness
2.	People management	<ul style="list-style-type: none"> • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management
3.	Programme and project management	<ul style="list-style-type: none"> • Programme and project planning and implementation • Service delivery management • Program and project monitoring and evaluation
4.	Financial management	<ul style="list-style-type: none"> • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery
5.	Change leadership	<ul style="list-style-type: none"> • Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation
6.	Governance leadership	<ul style="list-style-type: none"> • Policy formulation • Risk and compliance management • Cooperative governance
7.	Moral competence	<ul style="list-style-type: none"> • Core Competency
8.	Planning and organising	<ul style="list-style-type: none"> • Core Competency
9.	Analysis and innovation	<ul style="list-style-type: none"> • Core Competency
10.	Knowledge and information management	<ul style="list-style-type: none"> • Core Competency
11.	Communication	<ul style="list-style-type: none"> • Core Competency
12.	Results and quality focus	<ul style="list-style-type: none"> • Core Competency

6. PERFORMANCE ASSESSMENT

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out –
- 6.1.1 The standards and procedures for evaluating the Employee's performance; and
- 6.1.2 The intervals for the evaluation of the Employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;


Municipal Manager
Ms Geraldine Mettler


Executive Mayor:
Cllr Adv Gesie Van Deventer



- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.12 below;
- 6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;
- 6.6 Assessment of the achievement of results as outlined in the performance plan:
 - 6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;
 - 6.6.2 A rating on the five-point scale shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;
 - 6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;
 - 6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and
 - 6.6.5 An overall score will be calculated based on the total of the scores calculated above.
- 6.7 Assessment of the Competencies:
 - 6.7.1 Each Competency shall be assessed in terms of the description provided in (Annexure B);
 - 6.7.2 A rating shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and
 - 6.7.3 An overall score will be calculated based on the total of the scores calculated above.
- 6.8 Overall rating
 - 6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and



6.8.2 Such overall rating represents the outcome of the performance appraisal.

6.9 The assessment of the performance of the Employee will be based on the following rating scales for SFAs and Competencies respectively:

6.9.1 Rating scale for SFAs - as mentioned in paragraph 5.6:

Table 3: Performance rating scale

Level	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that they employee has achieved below fully effective results against almost all the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

6.9.2 Rating scale for Competencies -as mentioned in paragraph 5.7:

Table 4: Rating scale for Competencies

Level	Achievement Levels	Description
5	Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops, and applies comprehensive concepts and methods
4	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses



Level	Achievement Levels	Description
3	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses
2	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
1	Sub Standard	Applies little to no basic concepts, methods, and understanding of local government operations.

6.10 For purposes of evaluating the performance of the Employee for the year-end reviews, an evaluation panel constituted of the following persons will be established–

6.10.1 Executive Mayor;

6.10.2 Mayor from another municipality;

6.10.3 Chairperson of the Performance Audit Committee or in his/her absence thereof, the Chairperson of the Audit Committee; and

6.10.4 The Member of the Mayoral Committee (Portfolio Chairperson).

6.10.5 A Member of a ward committee as nominated by the Executive Mayor.

6.11 The Executive Mayor will evaluate the performance of the Employee as at the end of the 1st, and 3rd quarters; and

6.12 The Executive Mayor will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meeting.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his performance agreement shall be reviewed on the following dates.


Table 5: Schedule for performance reviews

Quarter	Review Period	Review to be completed by
1	July - September	October / November 2020 (Informal)
2	October – December	January / February 2021 (Formal)
3	January – March	April / May 2021 (Informal)
4	April - June	After the receipt of the AG's Management Report

7.2 The Employer shall keep a record of the mid-year and year-end assessment meetings;

7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance;


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Cllr Adv Gesie Van Deventer



- 7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and
- 7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented, and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

- 8.1 The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall-
- 9.1.1 Create an enabling environment to facilitate effective performance by the employee;
 - 9.1.2 Provide access to skills development and capacity building opportunities;
 - 9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
 - 9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and
 - 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-
- 10.1.1 A direct effect on the performance of any of the Employee's functions;
 - 10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
 - 10.1.3 A substantial financial effect on the Employer.



- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

11. REWARD

- 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;
- 11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter and as informed by the quarterly performance assessments;
- 11.3 A performance bonus of between 5% to 14% of the all- inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

Table 6: Performance bonus calculations

Performance Rating		Bonus Calculation
0% - 64%	Poor Performance	0% of total package
65% - 69%	Average Performance	5% of total package
70% - 74%	Fair Performance	9% of total package
75% - 79%	Good Performance	11% of total package
80% - 100%	Excellent Performance	14% of total package

- 11.4 In the event of the Employee terminating his services during the validity period of this Agreement, the Employee's performance will be evaluated for the portion during which he was employed and he will be entitled to a pro-rata performance bonus based on his evaluated performance for the period of actual service; and
- 11.5 The Employer will submit the total score of the annual assessment and of the Employee, to full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;
- 12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;
- 12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and



- 12.4 In the case of unacceptable performance, the Employer shall –
- 12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and
 - 12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

- 13.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;
- 13.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and
- 13.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment together with the relevant laws and regulations shall apply.

14. GENERAL

- 14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and
- 14.2 Nothing in this agreement diminishes the obligations, duties, or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives, or other instruments.

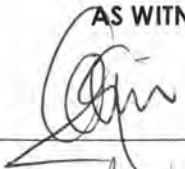


Thus, done and signed at Stellenbosch on the 7th day of July 2020.


MUNICIPAL MANAGER

AS WITNESSES:

1.



2.

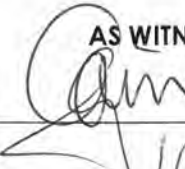


Thus, done and signed at Stellenbosch on the 7th day of July 2020.


EXECUTIVE MAYOR

AS WITNESSES:

1.



2.





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Annexure A Performance Plan

MUNICIPAL MANAGER

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Ms Geraldine Mettler

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Executive Mayor:
Cllr Adv Gesie Van Deventer



The Performance Plan sets out:

- Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for 80% (**eighty percent**) of the total employee assessment score.

Part 1: Implementation of Service Delivery and Budget Implementation Plan (80%)

MUNICIPAL MANAGER														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/19)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Director: Corporate Services	Percentage of indicators of the Director: Corporate Services achieved, measured quarterly	Outcome	88.11%	90% per annum	90%	Ignite dashboard report	SM	90%	90%	90%	90%	6
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Chief Financial Officer	Percentage of indicators of the Chief Financial Officer achieved, measured quarterly	Outcome	75%	90% per annum	90%	Ignite dashboard report	SM	90%	90%	90%	90%	6

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
MUNICIPAL MANAGER														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/19)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Director: Planning and Economic Development	Percentage of indicators of the Director: Planning and Economic Development achieved, measured quarterly	Outcome	76%	90% per annum	90%	Ignite dashboard report	SM	90%	90%	90%	90%	6
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Director: Infrastructure Services	Percentage of indicators of the Director: Infrastructure Services achieved, measured quarterly	Outcome	81.82%	90% per annum	90%	Ignite dashboard report	SM	90%	90%	90%	90%	6
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Director: Community and Protection Services	Percentage of indicators of the Director: Community and Protection Services achieved, measured quarterly	Outcome	100%	90% per annum	90%	Ignite dashboard report	SM	90%	90%	90%	90%	6
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Chief Audit Executive	Percentage of indicators of the Chief Audit Executive achieved, measured quarterly	Outcome	100%	90% per annum	90%	Ignite dashboard report	SM	90%	90%	90%	90%	4
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Senior Manager: Governance	Percentage of indicators of the Senior Manager: Governance achieved, measured quarterly	Outcome	82%	90% per annum	90%	Ignite dashboard report	SM	90%	90%	90%	90%	4


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MUNICIPAL MANAGER														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/19)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				Weight
										Q1	Q2	Q3	Q4	
KPI058	Good governance and Compliance	Employment equity appointments made within the financial year in the three highest levels of management	Percentage of employment equity appointments made within the financial year in the three highest levels of management, measured by 30 June	Outcome	33%	75% per annum	75%	Employment Equity Report	SM	N/A	N/A	N/A	75%	3
KPI062	Good governance and Compliance	Revised Risk-Based Audit Plan (RBAP) submitted to the Audit Committee	Number of Revised RBAPs submitted to the Audit Committee by 30 June	Output	1	1 per annum	1	Proof of submission of the RBAP to the Audit Committee	SM	N/A	N/A	N/A	1	4
KPI063	Good governance and Compliance	Audit Action Plan (AAP) submitted to the Audit Committee	Number of Audit Action Plans submitted to the Audit Committee by 28 February	Output	1	1 per annum	1	Proof of submission of the AAP to the Audit Committee	SM	N/A	N/A	1	N/A	4
KPI064	Good governance and Compliance	Revised Strategic Risk Register (SRR) submitted to the Risk Management Committee	Number of Revised Strategic Risk Registers submitted to the Risk Management Committee by 30 June	Output	1	1 per annum	1	Proof of submission of the SRR to the Risk Management Committee	SM	N/A	N/A	N/A	1	3
KPI067	Good governance and Compliance	Draft Integrated Development Plan (IDP) submitted to Council	Number of Draft IDPs submitted to Council by 31 March	Output	1	1 per annum	1	Proof of submission of the Draft IDP to Council	SM	N/A	N/A	1	N/A	3
KPI070	Good governance and Compliance	IDP / Budget / SDF time schedule (process plan) submitted to Council	Number of IDP / Budget / SDF time schedules (process plan) submitted to Council by 31 August	Output	1	1 per annum	1	Proof of submission of the IDP / Budget / SDF time schedule (process plan) to Council	SM	1	N/A	N/A	N/A	2


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MUNICIPAL MANAGER														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/19)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Performance agreements signed with all identified personnel	Number of performance agreements signed by 31 August	Output	100%	7 per annum	7	Signed performance agreements submitted to the PMS Unit	SM	7	N/A	N/A	N/A	2
TBC	Good governance and Compliance	Conduct formal performance evaluations with all identified personnel	Number of formal performance evaluations conducted with all identified personnel by 28 February	Output	100%	14 per annum	14	Ignite performance evaluations reports	SM	N/A	N/A	14	N/A	4
TBC	Good governance and Compliance	Facilitation of strategic management meetings	Number of Strategic Management Meetings facilitated per month	Output	22	20 per annum	20	Minutes of Strategic Meetings	SM	5	5	5	5	2
TBC	Good governance and Compliance	Implementation of Directors Forum resolutions	Percentage of Management Resolutions implemented, measured quarterly	Output	New indicator	80% per annum	80%	Minutes of meetings	SM	80%	80%	80%	80%	3
TBC	Good governance and Compliance	Develop Annual Departmental Risk Register	Number of Annual Risk Registers developed by 31 July	Output	1	1 per annum	1	Annual Departmental Risk Register submitted to the Risk Management Unit	SM	1	N/A	N/A	N/A	2



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MUNICIPAL MANAGER														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/19)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Evaluation of the Departmental Risk Register	Number of Departmental Risk Registers evaluated by 31 May	Output	4	2 per annum	2	Proof of risk evaluations submitted to the Risk Management Unit	SM	N/A	1 (1)	N/A	1 (2)	3
TBC	Good governance and Compliance	Implementation of Council resolutions	Percentage of resolutions implemented measured quarterly	Output	70%	70% per annum	100%	Council Resolution Register	SM	70%	70%	70%	70%	5
TBC	Good governance and Compliance	Attendance of quarterly Occupation Health and Safety (OHS) meetings	Number of quarterly OHS meetings attended by the Director or seconded	Output	4	4 per annum	4	OHS attendance registers	SM	1 (1)	1 (2)	1 (3)	1 (4)	2
													Total	80


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**Part 2: Competency Requirements (20%)**

Ref	Leading and Core Competencies	(January) 1 st Assessment	(July) Final Assessment	Weights	Comments
2.1	Strategic direction and leadership			1.66%	
2.2	People management			1.66%	
2.3	Programme and project management			1.66%	
2.4	Financial management			1.66%	
2.5	Change leadership			1.67%	
2.6	Governance leadership			1.67%	
2.7	Moral competence			1.67%	
2.8	Planning and organising			1.67%	
2.9	Analysis and innovation			1.67%	
2.10	Knowledge and information management			1.67%	
2.11	Communication			1.67%	
2.12	Results and quality focus			1.67%	
Total				20%	

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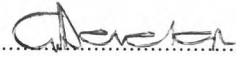
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Annexure B

Competency Framework

MUNICIPAL MANAGER


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CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Strategic Direction and Leadership			
COMPETENCY DEFINITION :	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Understand Institutional and departmental strategic objectives, butlacks the ability to inspire others to achieve set mandate.	<ul style="list-style-type: none">Give direction to a team in realising the institution's strategic mandate and set objectives.	<ul style="list-style-type: none">Evaluate all activities to determine value and alignment to strategic intent.	<ul style="list-style-type: none">Structure and position the institution to local government priorities.	
<ul style="list-style-type: none">Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy.	<ul style="list-style-type: none">Has a positive impact and influence on the morale, engagement and participation of team members.	<ul style="list-style-type: none">Display in-depth knowledge and understanding of strategic planning.	<ul style="list-style-type: none">Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework.	
<ul style="list-style-type: none">Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole.	<ul style="list-style-type: none">Develop action plans to execute and guide strategy.	<ul style="list-style-type: none">Align strategy and goals across all functional areas.	<ul style="list-style-type: none">Hold self-accountable for strategy execution and results.	
<ul style="list-style-type: none">Demonstrate basic understanding of key decision making.	<ul style="list-style-type: none">Assist in defining performance measures to monitor the progress and effectiveness of the institution.	<ul style="list-style-type: none">Actively define performance measures to monitor the progress and effectiveness of the institution.	<ul style="list-style-type: none">Provide impact and influence through building and maintaining strategic relationships.	
	<ul style="list-style-type: none">Displays an awareness of institutional structures and political factors.	<ul style="list-style-type: none">Consistently challenge strategic plans to ensure relevance.	<ul style="list-style-type: none">Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions.	
	<ul style="list-style-type: none">Effectively communicate barriers to execution to relevant parties.	<ul style="list-style-type: none">Understand institutional structures and political factors, and the consequences of actions.	<ul style="list-style-type: none">Integrate various systems into a collective whole to optimise institutional performance management.	
	<ul style="list-style-type: none">Provide guidance to all stakeholders in the achievement of the strategic mandate.	<ul style="list-style-type: none">Empower others to follow the strategic direction and deal with complex situations.	<ul style="list-style-type: none">Uses understanding of competing interests to maneuver successfully to a win/win outcome.	
	<ul style="list-style-type: none">Understand the aim and objectives of the institution and relate it to own work.	<ul style="list-style-type: none">Guide the institution through complex and ambiguous concern.Use understanding of power relationships and dynamic tensions among key players		



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CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Strategic Direction and Leadership		
COMPETENCY DEFINITION :	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
		to frame communications and develop strategies, positions and alliances.	


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CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	People Management		
COMPETENCY DEFINITION :	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Participate in team goalsetting and problem solving.	<ul style="list-style-type: none">Seek opportunities to increase team contribution and responsibility.	<ul style="list-style-type: none">Identify ineffective team and work processes and recommend remedial interventions.	<ul style="list-style-type: none">Develop and incorporate best practice people management processes, approaches and tools across the institution.
<ul style="list-style-type: none">Interact and collaborate with people of diverse backgrounds.	<ul style="list-style-type: none">Respect and support the diverse nature of others and be aware of the benefits of a diverse approach.	<ul style="list-style-type: none">Recognise and reward effective and desired behavior.	<ul style="list-style-type: none">Foster a culture of discipline, responsibility and accountability.
<ul style="list-style-type: none">Aware of guidelines for employee development, but requires support in implementing development initiatives.	<ul style="list-style-type: none">Effectively delegate tasks and empower others to increase contribution and execute functions optimally.	<ul style="list-style-type: none">Provide mentoring and guidance to others in order to increase personal effectiveness.	<ul style="list-style-type: none">Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution.
	<ul style="list-style-type: none">Apply relevant employee legislation fairly and consistently.	<ul style="list-style-type: none">Identify development and learning needs within the team.	<ul style="list-style-type: none">Develop comprehensive integrated strategies and approaches to human capital development and management.
	<ul style="list-style-type: none">Effectively identify capacity requirements to fulfill the strategic mandate.	<ul style="list-style-type: none">Inspire a culture of performance excellence by giving positive and constructive feedback to the team.Achieve agreement or consensus in adversarial environments.Lead and unite diverse teams across divisions to achieve institutional objectives.	<ul style="list-style-type: none">Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.

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CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Programme and Project Management			
COMPETENCY DEFINITION :	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Initiate projects after approval from higher authorities.	<ul style="list-style-type: none">Establish broad stakeholder involvement and communicate the project status and key milestones.	<ul style="list-style-type: none">Manage multiple programs and balance priorities and conflicts according to institutional goals.	<ul style="list-style-type: none">Understand and conceptualise the long-term implications of desired project outcomes.	
<ul style="list-style-type: none">Understand procedures of program and project management methodology, implications and stakeholder involvement.	<ul style="list-style-type: none">Define the roles and responsibilities of the project team and create clarity around expectations.	<ul style="list-style-type: none">Apply effective risk management strategies through impact assessment and resource requirements.	<ul style="list-style-type: none">Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives.	
<ul style="list-style-type: none">Understand the rational of projects in relation to the institution's strategic objectives.	<ul style="list-style-type: none">Find a balance between project deadline and the quality of deliverables.	<ul style="list-style-type: none">Modify project scope and budget when required without compromising the quality and objectives of the project.	<ul style="list-style-type: none">Influence people in positions of authority to implement outcomes of projects	
<ul style="list-style-type: none">Document and communicate factors and risk associated with own work.	<ul style="list-style-type: none">Identify appropriate project resources to facilitate the effective completion of the deliverables.	<ul style="list-style-type: none">Involve top-level authorities and relevant stakeholders in seeking project buy-in.	<ul style="list-style-type: none">Lead and direct translation of policy into workable action plans	
<ul style="list-style-type: none">Use results and approaches of successful project implementation as guide.	<ul style="list-style-type: none">Comply with statutory requirements and apply policies in a consistent manner.Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation.	<ul style="list-style-type: none">Identify and apply contemporary project management methodologyInfluence and motivate project team to deliver exceptional results.Monitor policy implementation and apply procedures to manage risks.	<ul style="list-style-type: none">Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed.	


Municipal Manager
Ms Geraldine Mettler


Executive Mayor:
Cllr Adv Gesie Van Deventer



CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Change Leadership		
COMPETENCY DEFINITION :	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Display an awareness of change interventions and the benefits of transformation initiatives.	<ul style="list-style-type: none">• Perform an analysis of the change impact on the social, political and economic environment.	<ul style="list-style-type: none">• Actively monitor change impact and results and convey progress to relevant stakeholders.	<ul style="list-style-type: none">• Sponsor change agents and create a network of change leaders who support the interventions.
<ul style="list-style-type: none">• Able to identify basic needs for change.	<ul style="list-style-type: none">• Maintain calm and focus during change.	<ul style="list-style-type: none">• Secure buy-in and sponsorship for change initiatives.	<ul style="list-style-type: none">• Actively adapt current structures and processes to incorporate the change interventions.
<ul style="list-style-type: none">• Identify gaps between the current and desired state.	<ul style="list-style-type: none">• Able to assist team members during change and keep them focused on the deliverables.	<ul style="list-style-type: none">• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness.	<ul style="list-style-type: none">• Mentor and guide team members on the effects of change, resistance factors and how to integrate change.
<ul style="list-style-type: none">• Identify potential risk and challenges to transformation, including resistance to change factors.	<ul style="list-style-type: none">• Volunteer to lead change efforts outside of own work team.	<ul style="list-style-type: none">• Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change.	<ul style="list-style-type: none">• Motivate and inspire others around change initiatives.
<ul style="list-style-type: none">• Participate in change programs and piloting change interventions.	<ul style="list-style-type: none">• Able to gain buy-in and approval for change from relevant stakeholders.	<ul style="list-style-type: none">• Take the lead in impactful change programs.	
<ul style="list-style-type: none">• Understand the impact of change interventions on the institution within the broader scope of local government.	<ul style="list-style-type: none">• Identify change readiness levels and assist in resolving resistance to change factors.	<ul style="list-style-type: none">• Benchmark change interventions against best change practices.	
	<ul style="list-style-type: none">• Design change interventions that are aligned with the institution's strategic objectives and goals.	<ul style="list-style-type: none">• Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation.• Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation.	


 Municipal Manager
Ms Geraldine Mettler


 Executive Mayor:
Cllr Adv Gesie Van Deventer




CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Financial Management		
COMPETENCY DEFINITION :	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand basic financial concepts and methods as they relate to institutional processes and activities	<ul style="list-style-type: none">Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate	<ul style="list-style-type: none">Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility.	<ul style="list-style-type: none">Develop planning tools to assist in evaluating and monitoring future expenditure trends.
<ul style="list-style-type: none">Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems	<ul style="list-style-type: none">Assess, identify and manage financial risks.	<ul style="list-style-type: none">Prepare budgets that are aligned to the strategic objectives of the institution.	<ul style="list-style-type: none">Set budget frameworks for the institution.
<ul style="list-style-type: none">Understand the importance of financial accountability	<ul style="list-style-type: none">Assume a cost-saving approach to financial management.	<ul style="list-style-type: none">Address complex budgeting and financial management concerns.	<ul style="list-style-type: none">Set strategic direction for the institution on expenditure and other financial processes.
<ul style="list-style-type: none">Understand the importance of asset control.	<ul style="list-style-type: none">Prepare financial reports based on specified formats.	<ul style="list-style-type: none">Put systems and processes in place to enhance the quality and integrity of financial management practices.	<ul style="list-style-type: none">Build and nurture partnerships to improve financial management and achieve financial savings.
	<ul style="list-style-type: none">Consider and understand the financial implications of decisions and suggestions.	<ul style="list-style-type: none">Advise on policies and procedures regarding asset control.	<ul style="list-style-type: none">Actively identify and implement new methods to improve asset control.
	<ul style="list-style-type: none">Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated.Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget.	<ul style="list-style-type: none">Promote National Treasury's regulatory framework for Financial Management.	<ul style="list-style-type: none">Display professionalism in dealing with financial data and processes.

.....
Municipal Manager
Ms Geraldine Mettler

.....
Executive Mayor:
Cllr Adv Gesie Van Deventer



CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Governance Leadership			
COMPETENCY DEFINITION:	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements.	<ul style="list-style-type: none">Display a thorough understanding of governance and risk and compliance factors and implement plans to address these.	<ul style="list-style-type: none">Able to link risk initiatives into key institutional objectives and drivers.	<ul style="list-style-type: none">Demonstrate a high level of commitment in complying with governance requirements.	
<ul style="list-style-type: none">Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders.	<ul style="list-style-type: none">Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution.	<ul style="list-style-type: none">Identify, analyse and measure risk, create valid risk forecasts and map risk profiles.	<ul style="list-style-type: none">Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework.	
<ul style="list-style-type: none">Provide input into policy formulation.	<ul style="list-style-type: none">Actively drive policy formulation within the institution to ensure the achievement of objectives.	<ul style="list-style-type: none">Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives.	<ul style="list-style-type: none">Able to advise local government on risk management, best practice interventions and compliance management.	
		<ul style="list-style-type: none">Demonstrate a thorough understanding of risk retention plans.	<ul style="list-style-type: none">Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government.	
		<ul style="list-style-type: none">Identify and implement comprehensive risk management systems and processes.	<ul style="list-style-type: none">Able to shape, direct and drive the formulation of policies on a macro level.	
		<ul style="list-style-type: none">Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement.		


 Municipal Manager
Ms Geraldine Mettler


 Executive Mayor:
Cllr Adv Gesie Van Deventer



CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Moral Competence		
COMPETENCY DEFINITION :	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Realise the impact of acting with integrity, but requires guidance and development in implementing principles.	<ul style="list-style-type: none">Conduct self in alignment with the values of local government and the institution.	<ul style="list-style-type: none">Identify, develop and apply measures of self-correction.	<ul style="list-style-type: none">Create an environment conducive of moral practices.
<ul style="list-style-type: none">Follow basic rules and regulations of the institution.	<ul style="list-style-type: none">Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver.	<ul style="list-style-type: none">Able to gain trust and respect through aligning actions with commitments.	<ul style="list-style-type: none">Actively develop and implement measures to combat fraud and corruption.
<ul style="list-style-type: none">Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.	<ul style="list-style-type: none">Actively report fraudulent activity and corruption with local government.	<ul style="list-style-type: none">Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders.	<ul style="list-style-type: none">Set integrity standards and shared accountability measures across the institution to support the objectives of local government.
	<ul style="list-style-type: none">Understand and honor the confidential nature of matters without seeking personal gain.	<ul style="list-style-type: none">Present values, beliefs and ideas that are congruent with the institution's rules and regulations.	<ul style="list-style-type: none">Take responsibility for own actions and decisions, even if the consequences are unfavorable.
	<ul style="list-style-type: none">Able to deal with situations of conflict of interest promptly and in the best interest of local government.	<ul style="list-style-type: none">Takes an active stance against corruption and dishonesty when noted.	
		<ul style="list-style-type: none">Actively promote the value of the institution to internal and external stakeholders.	
		<ul style="list-style-type: none">Able to work in unity with a team and not seek personal gain.	
<ul style="list-style-type: none">Apply universal moral principles consistently to achieve moral decisions.			


Municipal Manager
Ms Geraldine Mettler


Executive Mayor:
Cllr Adv Gesie Van Deventer



CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Planning and Organising		
COMPETENCY DEFINITION :	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Able to follow basic plans and organise tasks around set objectives.	<ul style="list-style-type: none">• Actively and appropriately organise information and resources required for a task.	<ul style="list-style-type: none">• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation.	<ul style="list-style-type: none">• Focus on broad strategies and initiatives when developing plans and actions.
<ul style="list-style-type: none">• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans.	<ul style="list-style-type: none">• Recognise the urgency and importance of tasks.	<ul style="list-style-type: none">• Identify in advance required stages and actions to complete tasks.	<ul style="list-style-type: none">• Able to protect and forecast short, medium and long term requirements of the institution and local government.
<ul style="list-style-type: none">• Able to follow existing plans and ensure that objectives are met.	<ul style="list-style-type: none">• Balance short and long-term plans and goals and incorporate into the team's performance objectives.	<ul style="list-style-type: none">• Schedule realistic timelines, objectives and milestones for tasks and projects.	<ul style="list-style-type: none">• Translate policy into relevant projects to facilitate the achievement of institutional objectives.
<ul style="list-style-type: none">• Focus on short-term objectives in developing plans and actions	<ul style="list-style-type: none">• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources.	<ul style="list-style-type: none">• Produce clear, detailed and comprehensive plans to achieve institutional objectives.	
<ul style="list-style-type: none">• Arrange information and resources required for a task, but require further structure and organisation.	<ul style="list-style-type: none">• Measures progress and monitor performance results.	<ul style="list-style-type: none">• Identify possible risk factors and design and implement appropriate contingency plans.• Adapt plans in light of changing circumstances.• Prioritise tasks and projects according to their relevant urgency and importance.	

Municipal Manager
Ms Geraldine Mettler

Executive Mayor:
Clr Adv Gesie Van Deventer



CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Analysis and Innovation		
COMPETENCY DEFINITION :	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand the basic operation of analysis, but lack detail and thoroughness.	<ul style="list-style-type: none">Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations.	<ul style="list-style-type: none">Coaches team members on analytical and innovative approaches and techniques.	<ul style="list-style-type: none">Demonstrate complex analytical and problem solving approaches and techniques.
<ul style="list-style-type: none">Able to balance independent analysis with requesting assistance from others.	<ul style="list-style-type: none">Demonstrate objectivity, insight and thoroughness when analysing problems.	<ul style="list-style-type: none">Engage with appropriate individuals in analysing and resolving complex problems.	<ul style="list-style-type: none">Create an environment conducive to analytical and fact-based problem solving.
<ul style="list-style-type: none">Recommend new ways to perform tasks within own function.	<ul style="list-style-type: none">Able to break down complex problems into manageable parts and identify solutions.	<ul style="list-style-type: none">Identify solutions on various areas in the institution.	<ul style="list-style-type: none">Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence.
<ul style="list-style-type: none">Propose simple remedial interventions that marginally challenges the status quo.	<ul style="list-style-type: none">Consult internal and external stakeholders on opportunities to improve processes and service delivery.	<ul style="list-style-type: none">Formulate and implement new ideas throughout the institution.	<ul style="list-style-type: none">Create an environment that fosters innovative thinking and follows a learning organisation approach.
<ul style="list-style-type: none">Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking.	<ul style="list-style-type: none">Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders.	<ul style="list-style-type: none">Able to gain approval and buy-in for proposed interventions from relevant stakeholders.	<ul style="list-style-type: none">Be a thought leader on innovative customer service delivery and process optimisation.
	<ul style="list-style-type: none">Continuously identify opportunities to enhance internal processes.	<ul style="list-style-type: none">Identify trends and best practices in process and service delivery and propose institutional application.	<ul style="list-style-type: none">Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.
	<ul style="list-style-type: none">Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention.	<ul style="list-style-type: none">Continuously engage in research to identify client needs.	


Municipal Manager
Ms Geraldine Mettler

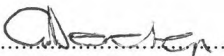

Executive Mayor:
Cllr Adv Gesie Van Deventer



CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Knowledge and Information Management		
COMPETENCY DEFINITION :	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Collect, categorise and track relevant information required for specific tasks and projects.	<ul style="list-style-type: none">Use appropriate information systems and technology to manage institutional knowledge and information sharing.	<ul style="list-style-type: none">Effectively predict future information and knowledge management requirements and systems.	<ul style="list-style-type: none">Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information.
<ul style="list-style-type: none">Analyse and interpret information to draw conclusions.	<ul style="list-style-type: none">Evaluate data from various sources and use information effectively to influence decisions and provide solutions.	<ul style="list-style-type: none">Develop standards and processes to meet future knowledge management needs.	<ul style="list-style-type: none">Establish partnerships across local government to facilitate knowledge management.
<ul style="list-style-type: none">Seek new sources of information to increase the knowledge base.	<ul style="list-style-type: none">Actively create mechanisms and structures for sharing information.	<ul style="list-style-type: none">Share and promote best-practice knowledge management across various institutions.	<ul style="list-style-type: none">Demonstrate a mature approach.
<ul style="list-style-type: none">Regularly share information and knowledge with internal stakeholders and team members.	<ul style="list-style-type: none">Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.	<ul style="list-style-type: none">Establish accurate measures and monitoring systems for knowledge and information management.Create a culture conducive of learning and knowledge sharing.Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.	<ul style="list-style-type: none">Recognise and exploit knowledge points in interactions with internal and external stakeholders.



 Municipal Manager
Ms Geraldine Mettler



 Executive Mayor:
Cllr Adv Gesie Van Deventer



CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Communication		
COMPETENCY DEFINITION :	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools.	<ul style="list-style-type: none">• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating.	<ul style="list-style-type: none">• Effectively communicate high-risk and sensitive matters to relevant stakeholders.	<ul style="list-style-type: none">• Regarded as a specialist in negotiations and representing the institution.
<ul style="list-style-type: none">• Express ideas in a clear and focused manner, but does not always take the audience into consideration.	<ul style="list-style-type: none">• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs.	<ul style="list-style-type: none">• Develop a well-defined communication strategy.	<ul style="list-style-type: none">• Able to inspire and motivate others through positive communication that is impactful and relevant.
<ul style="list-style-type: none">• Disseminate and convey information and knowledge adequately.	<ul style="list-style-type: none">• Adapt communication content and style to suit the audience and facilitate optimal information transfer.	<ul style="list-style-type: none">• Balance political perspectives with institutional needs when communicating viewpoints on complex issues.	<ul style="list-style-type: none">• Creates an environment conducive to transparent and productive communication and critical appreciate conversations.
	<ul style="list-style-type: none">• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders.	<ul style="list-style-type: none">• Able to effectively direct negotiations around complex.	<ul style="list-style-type: none">• Able to coordinate negotiations at different levels within local government and externally.
	<ul style="list-style-type: none">• Compile clear, focused, concise and well-structured written documents.	<ul style="list-style-type: none">• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution.• Able to communicate with the media with high levels of moral competence and discipline.	


Municipal Manager
Ms Geraldine Mettler


Executive Mayor:
Cllr Adv Gesie Van Deventer



CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Results and Quality Focus			
COMPETENCY DEFINITION :	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Understand quality of work but requires guidance in attending to important matters.	<ul style="list-style-type: none">Focus on high-priority actions and does not become distracted by lower-priority activities.	<ul style="list-style-type: none">Consistently verify own standards and outcomes to ensure quality output.	<ul style="list-style-type: none">Coach and guide others to exceed quality standards and results.	
<ul style="list-style-type: none">Show a basic commitment to achieving the correct results.	<ul style="list-style-type: none">Display firm commitment and pride in achieving the correct results.	<ul style="list-style-type: none">Focus on the end result and avoids being distracted	<ul style="list-style-type: none">Develop challenging, client-focused goals and sets high standards for personal performance.	
<ul style="list-style-type: none">Produce the minimum level of results required in the role.	<ul style="list-style-type: none">Set quality standards and design processes and tasks around achieving set standards.	<ul style="list-style-type: none">Demonstrate a determined and committed approach to achieving results and quality standards.	<ul style="list-style-type: none">Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required.	
<ul style="list-style-type: none">Produce outcomes that is of a good standard.	<ul style="list-style-type: none">Produce output of high quality.	<ul style="list-style-type: none">Follow task and projects through to completion.	<ul style="list-style-type: none">Work with team to set ambitious and challenging team goals, communicating long- and short term expectations.	
<ul style="list-style-type: none">Focus on the quantity of output but requires development in incorporating the quality of work.	<ul style="list-style-type: none">Able to balance the quantity and quality of results in order to achieve objectives.	<ul style="list-style-type: none">Set challenging goals and objectives to self and team and display commitment to achieving expectations.	<ul style="list-style-type: none">Take appropriate risks to accomplish goals.	
<ul style="list-style-type: none">Produce quality work in general circumstances, but fails to meet expectation when under pressure.	<ul style="list-style-type: none">Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed.	<ul style="list-style-type: none">Maintain a focus on quality outputs when placed under pressure.	<ul style="list-style-type: none">Overcome setbacks and adjust action plans to realise goals.	
		<ul style="list-style-type: none">Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.	<ul style="list-style-type: none">Focus people on critical activities that yield a high impact.	


 Municipal Manager
Ms Geraldine Mettler


 Executive Mayor:
Cllr Adv Gesie Van Deventer



STELLENBOSCH
STELLENBOSCH • PNIEL • FRANSCHHOEK
MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Annexure C: Personal Development Plan

MUNICIPAL MANAGER


Municipal Manager
Ms Geraldine Mettler

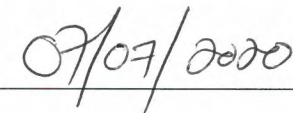
Executive Mayor:
Cllr Adv Gesie Van Deventer




Skills Performance Gap	Outcomes Expected	Suggested training and /or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/development area	Support Person
1.						
2.						
3.						

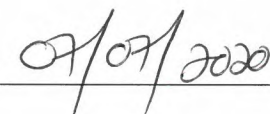
Signed and accepted by the Employee



Date: 

Signed by the Executive Mayor on behalf of the Municipality



Date: 

ANNEXURE 2



STELLENBOSCH

STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Performance Agreement

2020 - 2021

Chief Financial Officer



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN
STELLENBOSCH MUNICIPALITY HEREBY REPRESENTED BY:

THE MUNICIPAL MANAGER
Ms Geraldine Mettler
(herein and after referred as Employer)

AND

CHIEF FINANCIAL OFFICER
Mr Kevin Carolus
(herein and after referred as Employee)

FOR THE FINANCIAL YEAR:

01 JULY 2020 - 30 JUNE 2021


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Chief Financial Officer
Mr Kevin Carolus





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Municipal Manager:
Ms Geraldine Mettler



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Chief Financial Officer
Mr Kevin Carolus


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Municipal Manager:
Ms Geraldine Mettler

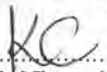


1. INTRODUCTION


- 1.1 The Employer, duly represented by **Ms Geraldine Mettler**, in her capacity as the Municipal Manager has entered into a contract of employment with the Employee, **Mr Kevin Carolus**, in terms of section 57(1)(a) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) ("the Systems Act"). The Employer and the Employee are hereinafter referred as "the Parties";
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;
- 1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote local government policy goals;
- 1.4 The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act;
- 1.5 In this Agreement, the followings terms will have the meaning ascribed thereto:
- 1.5.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;
 - 1.5.2 "the **Municipal Manager**" – means the Municipal Manager of the Municipality appointed in terms of Section 54(A) of the Systems Act;
 - 1.5.3 "the Employee" means the **Chief Financial Officer** appointed in terms of Section 56 of the Systems Act;
 - 1.5.4 "the Employer" means **Stellenbosch Municipality**; and
 - 1.5.5 "the Parties" means the Employer and Employee.

2. PURPOSE OF THIS AGREEMENT

- 2.1 To comply with the provisions of Section 57(1)(b), (4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;
- 2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;
- 2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 To monitor and measure performance against set targeted outputs and outcomes;
- 2.5 To establish a transparent and accountable working relationship;
- 2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and


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Chief Financial Officer
Mr Kevin Carolus




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Municipal Manager:
Ms Geraldine Mettler



- 2.7 To give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on **01 July 2020** and will remain in force until **30 June 2021** where-after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out –
- 4.1.1 The performance objectives and targets that must be met by the Employee;
 - 4.1.2 The time frames within which those performance objectives and targets must be met; and
 - 4.1.3 The core competency requirements (Annexure B – definitions) as the management skills regarded as critical to the position held by the Employee.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:
- 4.2.1 Key objectives that describe the main tasks that need to be done;
 - 4.2.2 Key performance indicators (KPIs) that provide the details of the evidence that must be provided to show that a key objective has been achieved;
 - 4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and
 - 4.2.4 Weightings showing the relative importance of the key objectives to each other.


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Chief Financial Officer
Mr Kevin Carolus


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Municipal Manager:
Ms Geraldine Mettler



- 4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.


5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the employees of the Employer;
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service providers to perform to the standards required;
- 5.3 The Employer will consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee;
- 5.4 The Employee undertakes to actively focus on the promotion and implementation of the Strategic Focus Areas (SFAs) (including special projects relevant to the employee's responsibilities) within the local government framework;
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, SFAs and Competency Framework requirements as per the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers, both of which shall be contained in the Performance Agreement;
- 5.6 The Employee's assessment will be based on his performance in terms of the outputs / outcomes (KPIs) identified as per attached Performance Plan (Annexure A), which are linked to the SFAs applicable to the Employee, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee.

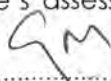
Table 1: Strategic Focus Areas

Strategic Focus Areas
SFA 1 - Valley of Possibility
SFA 2 - Green and Sustainable Valley
SFA 3 - Safe Valley
SFA 4 - Dignified Living
SFA 5 - Good Governance and Compliance

- 5.7 The competency requirements for senior managers as per Regulation 9 of Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers will make up the other 20% of the Employee's assessment


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Chief Financial Officer
Mr Kevin Carolus


6


.....
Municipal Manager:
Ms Geraldine Mettler



score. The competencies will be assessed every six (6) months (January and July).

Table 2: Leading and Core Competencies

Leading and Core Competencies		
1.	Strategic direction and leadership	<ul style="list-style-type: none"> Impact and influence Institutional performance management Strategic planning and management Organisational awareness
2.	People management	<ul style="list-style-type: none"> Human capital planning and development Diversity management Employee relations management Negotiation and dispute management
3.	Programme and project management	<ul style="list-style-type: none"> Programme and project planning and implementation Service delivery management Programme and project monitoring and evaluation
4.	Financial management	<ul style="list-style-type: none"> Budget planning and execution Financial strategy and delivery Financial reporting and delivery
5.	Change leadership	<ul style="list-style-type: none"> Change vision and strategy Process design and improvement Change impact monitoring and evaluation
6.	Governance leadership	<ul style="list-style-type: none"> Policy formulation Risk and compliance management Cooperative governance
7.	Moral competence	<ul style="list-style-type: none"> Core Competency
8.	Planning and organising	<ul style="list-style-type: none"> Core Competency
9.	Analysis and innovation	<ul style="list-style-type: none"> Core Competency
10.	Knowledge and information management	<ul style="list-style-type: none"> Core Competency
11.	Communication	<ul style="list-style-type: none"> Core Competency
12.	Results and quality focus	<ul style="list-style-type: none"> Core Competency

6. PERFORMANCE ASSESSMENT

6.1 The Performance Plan (Annexure A) to this Agreement sets out –

6.1.1 The standards and procedures for evaluating the Employee's performance; and

6.1.2 The intervals for the evaluation of the Employee's performance.

6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well


Chief Financial Officer
Mr Kevin Carolus





Municipal Manager:
Ms Geraldine Mettler



- as the actions agreed to and implementation must take place within set time frames;
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.12 below;
- 6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;
- 6.6 Assessment of the achievement of results as outlined in the performance plan:
- 6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;
- 6.6.2 A rating on the five-point scale shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;
- 6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;
- 6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and
- 6.6.5 An overall score will be calculated based on the total of the scores calculated above.
- 6.7 Assessment of the Competencies:
- 6.7.1 Each Competency shall be assessed in terms of the description provided in (Annexure B);
- 6.7.2 A rating shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and
- 6.7.3 An overall score will be calculated based on the total of the scores calculated above.
- 6.8 Overall rating
- 6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and


Chief Financial Officer
Mr Kevin Carolus




Municipal Manager:
Ms Geraldine Mettler



6.8.2 Such overall rating represents the outcome of the performance appraisal.

6.9 The assessment of the performance of the Employee will be based on the following rating scales for SFAs and Competencies respectively:

6.9.1 Rating scale for SFAs - as mentioned in paragraph 5.6:


Table 3: Performance rating scale

Level	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that they employee has achieved below fully effective results against almost all the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

6.9.2 Rating scale for Competencies -as mentioned in paragraph 5.7:

Table 4: Rating scale for Competencies

Level	Achievement Levels	Description
5	Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops, and applies comprehensive concepts and methods
4	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses


Chief Financial Officer
Mr Kevin Carolus


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Level	Achievement Levels	Description
3	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses
2	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
1	Sub Standard	Applies little to no basic concepts, methods, and understanding of local government operations.

6.10 For purposes of evaluating the performance of the Employee for the year-end reviews, an evaluation panel constituted of the following persons will be established–

6.10.1 Municipal Manager;

6.10.2 Municipal Manager from another municipality;

6.10.3 Chairperson of the Performance Audit Committee or in his/her absence thereof, the Chairperson of the Audit Committee; and

6.10.4 The Member of the Mayoral Committee (Portfolio Chairperson).

6.11 The Municipal Manager will evaluate the performance of the Employee as at the end of the 1st, and 3rd quarters; and

6.12 The Municipal Manager will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meeting.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his performance agreement shall be reviewed on the following dates.

Table 5: Schedule for performance reviews

Quarter	Review Period	Review to be completed by
1	July - September	October / November 2020 (Informal)
2	October – December	January / February 2021 (Formal)
3	January – March	April / May 2021 (Informal)
4	April - June	After the receipt of the AG's Management Report

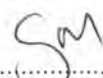
7.2 The Employer shall keep a record of the mid-year and year-end assessment meetings;

7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance;

7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and


Chief Financial Officer
Mr Kevin Carolus




Municipal Manager:
Ms Geraldine Mettler



- 7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented, and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS


- 8.1 The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall-
- 9.1.1 Create an enabling environment to facilitate effective performance by the employee;
 - 9.1.2 Provide access to skills development and capacity building opportunities;
 - 9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
 - 9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and
 - 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-
- 10.1.1 A direct effect on the performance of any of the Employee's functions;
 - 10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
 - 10.1.3 A substantial financial effect on the Employer.
- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action with delay.


.....
Chief Financial Officer
Mr Kevin Carolus




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Municipal Manager:
Ms Geraldine Mettler



11. REWARD

- 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;
- 11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter and as informed by the quarterly performance assessments;
- 11.3 A performance bonus of between 5% to 14% of the all- inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

Table 6: Performance bonus calculations

Performance Rating		Bonus Calculation
0% - 64%	Poor Performance	0% of total package
65% - 69%	Average Performance	5% of total package
70% - 74%	Fair Performance	9% of total package
75% - 79%	Good Performance	11% of total package
80% - 100%	Excellent Performance	14% of total package

- 11.4 In the event of the Employee terminating his services during the validity period of this Agreement, the Employee's performance will be evaluated for the portion during which he was employed and he will be entitled to a pro-rata performance bonus based on his evaluated performance for the period of actual service; and
- 11.5 The Employer will submit the total score of the annual assessment and of the Employee, to full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;
- 12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;
- 12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and
- 12.4 In the case of unacceptable performance, the Employer shall –
- 12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and


Chief Financial Officer
Mr Kevin Carolus




Municipal Manager;
Ms Geraldine Mettler



- 12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

- 13.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;
- 13.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and
- 13.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment together with the relevant laws and regulations shall apply.

14. GENERAL

- 14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and
- 14.2 Nothing in this agreement diminishes the obligations, duties, or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives, or other instruments.


Chief Financial Officer
Mr Kevin Carolus




Municipal Manager:
Ms Geraldine Mettler



Thus, done and signed at Stellenbosch on the 7th day of July 2020


CHIEF FINANCIAL OFFICER

AS WITNESSES:

1.

2.

Thus, done and signed at Stellenbosch on the 7th day of July 2020.


MUNICIPAL MANAGER


AS WITNESSES:

1.

2.


Chief Financial Officer
Mr Kevin Carolus




Municipal Manager:
Ms Geraldine Mettler



MEMBER OF MAYORAL COMMITTEE
(Portfolio: Financial Services)
Cllr P Crawley



.....
Chief Financial Officer
Mr Kevin Carolus



.....
Municipal Manager;
Ms Geraldine Mettler



STELLENBOSCH
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MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Annexure A Performance Plan

CHIEF FINANCIAL OFFICER


.....
Chief Financial Officer
Mr Kevin Carolus




.....
Municipal Manager:
Ms Geraldine Mettler



The Performance Plan sets out:

- Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for 80% (**eighty percent**) of the total employee assessment score.

Part 1: Implementation of Service Delivery and Budget Implementation Plan (80%)

CHIEF FINANCIAL OFFICER														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/2019)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Financial Management Services	Percentage of indicators of the Department: Financial Management Services achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	4
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Revenue and Expenditure	Percentage of indicators of the Department: Revenue and Expenditure achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	4


Chief Financial Officer
Mr Kevin Carolus




Municipal Manager:
Ms Geraldine Mettler



CHIEF FINANCIAL OFFICER														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/2019)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Supply Chain Management (SCM)	Percentage of indicators of the Department: Supply Chain Management (SCM) achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	4
KPI039	Dignified Living	Registered indigent formal households with access to free basic water (NKPI Proxy - MSA, Reg. S10(a), (b))	Percentage registered indigent formal households with access to free basic water, measured quarterly	Outcome	100%	100% per annum	100%	Indigent Register	SM	100%	100%	100%	100%	1
KPI043	Dignified Living	Registered indigent formal households with access to free basic electricity provided by the Municipality (NKPI Proxy - MSA, Reg. S10(a), (b))	Percentage of registered indigent formal households with access to free basic electricity provided by the Municipality, measured quarterly	Output	71%	100% per annum	100%	Prepaid Electricity Service Provider Report	SM	65%	65%	65%	65%	1
KPI044	Dignified Living	Registered indigent formal households with access to free basic refuse removal (NKPI Proxy - MSA, Reg. S10(a), (b))	Percentage of registered indigent formal households with access to free basic refuse removal, measured quarterly	Output	100%	100% per annum	100%	Indigent Register	SM	100%	100%	100%	100%	1
KPI045	Dignified Living	Registered indigent formal households with access to free basic sanitation (NKPI Proxy - MSA, Reg. S10(a), (b))	Percentage of registered indigent formal households with access to free basic sanitation, measured quarterly	Output	100%	100% per annum	100%	Indigent Register	SM	100%	100%	100%	100%	1


Chief Financial Officer
Mr Kevin Carolus




Municipal Manager:
Ms Geraldine Mettler



CHIEF FINANCIAL OFFICER														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/2019)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				Weight
										Q1	Q2	Q3	Q4	
KPI074	Dignified Living	Formal households with access to water (NKPI Proxy - MSA, Reg. S10(a))	Number of formal households with access to water, measured quarterly	Output	26 088	26 500 per annum	26 500	ValuProp report	SM	26 500	26 500	26 500	26 500	1
KPI075	Dignified Living	Formal households with access to electricity (NKPI Proxy - MSA, Reg. S10(a))	Number of formal households with access to electricity, measured quarterly	Output	26 088	24 000 per annum	24 000	ltron management report	SM	24 000	24 000	24 000	24 000	1
KPI076	Dignified Living	Formal households with access to refuse removal (NKPI Proxy - MSA, Reg. S10(a))	Number of formal households with access to refuse removal, measured quarterly	Output	26 088	26 500 per annum	26 500	ValuProp report	SM	26 500	26 500	26 500	26 500	1
KPI077	Dignified Living	Formal households with access to sanitation (NKPI Proxy - MSA, Reg. S10(a))	Number of formal households with access to sanitation, measured quarterly	Output	26 088	26 500 per annum	26 500	ValuProp report	SM	26 500	26 500	26 500	26 500	1
KPI055	Good governance and Compliance	Financial viability measured in terms of the available cash to cover fixed operating expenditure (NKPI Proxy - MSA, Reg. S10(g)(iii))	Cost coverage as at 30 June annually [(Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation)	Outcome	4.7	4 per annum	4 (months)	Financial Statements	SM	N/A	N/A	N/A	4 (months)	2


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Chief Financial Officer
Mr Kevin Carolus


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Municipal Manager:
Ms Geraldine Mettler



CHIEF FINANCIAL OFFICER														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/2019)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				Weight
										Q1	Q2	Q3	Q4	
KPI056	Good governance and Compliance	Achieve an average payment percentage of 96% by 30 June (Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue x 100	(Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue x 100	Outcome	100.24%	96% per annum	96%	Debtors transaction summary: BS- Q909E extract generated from the Samras Financial System	SM	N/A	N/A	N/A	96%	2
KPI057	Good governance and Compliance	Actual expenditure on the approved Capital Budget for the Municipality by 30 June (NKPI - MSA, Reg. S10(c))	Percentage of approved Capital Budget for the Municipality actually spent by 30 June	Input	87.82%	90% per annum	90%	Report from the financial system	SM	10%	30%	60%	90%	3
KPI060	Good governance and Compliance	Financial viability measured in terms of the Municipality's ability to meet its service debt obligations (NKPI Proxy - MSA, Reg. S10(g)(i))	Debt coverage ratio ((Total operating revenue - operating grants received) / (Debt service payments due within the year)) measured by 30 June	Outcome	43.3%	15% per annum	15%	Annual Financial Statements, supported by figures as per the SAMRAS financial system	SM	N/A	N/A	N/A	15%	1
KPI061	Good governance and Compliance	Financial viability measured in terms of the outstanding service debtors (NKPI Proxy - MSA, Reg. S10(g)(ii))	Service debtors to revenue ratio – (Total outstanding service debtors / revenue received for services) measured by 30 June	Outcome	20%	27% per annum	27%	Annual Financial Statements, supported by figures as per the SAMRAS financial system	SM	N/A	N/A	N/A	27%	1


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Municipal Manager:
Ms Geraldine Mettler



CHIEF FINANCIAL OFFICER														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/2019)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Spend the Directorate: Financial Services approved Capital Budget	Percentage of approved Capital Budget of the Directorate: Financial Services actually spent by 30 June	Input	89.25%	90% per annum	90%	Report from the financial system	SM	10%	30%	60%	90%	20
TBC	Good governance and Compliance	Submission of final bid specifications for all capital projects to the Bid Specification Committee (BSC) (2021/22)	Percentage of final bid specifications for all capital projects submitted to the BSC by 30 June (50% by 31 March 2021 and 100% by 30 June 2021. For the 2021/22 financial year)	Output	New indicator	100% per annum	100%	Reconciliation report from SCM	SM	N/A	N/A	50%	100%	10
TBC	Good governance and Compliance	Submission of detailed procurement needs for all operational projects to the Supply Chain Management (SCM) Department	Number of quarterly detailed procurement needs submitted to SCM 10 days before start of the quarter	Output	New indicator	4 per annum	4	Proof of submission to SCM	SM	1 (1)	1 (2)	1 (3)	1 (4)	2
TBC	Good governance and Compliance	Performance agreements signed with all identified personnel	Number of performance agreements signed by 31 August	Output	100%	3 per annum	3	Signed performance agreements submitted to the PMS Unit	SM	3	N/A	N/A	N/A	1
TBC	Good governance and Compliance	Conduct formal performance evaluations with all identified personnel	Number of formal performance evaluations conducted with all identified personnel by 28 February	Output	100%	6 per annum	6	Ignite performance evaluations reports	SM	N/A	N/A	6	N/A	1


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Chief Financial Officer
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IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/2019)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Develop Annual Departmental Risk Register	Number of Annual Risk Registers developed by 31 July	Output	New indicator	1 per annum	1	Annual Departmental Risk Register submitted to the Risk Management Unit	SM	1	N/A	N/A	N/A	1
TBC	Good governance and Compliance	Evaluation of the Departmental Risk Register	Number of Departmental Risk Registers evaluated by 31 May	Output	4	2 per annum	2	Proof of risk evaluations submitted to the Risk Management Unit	SM	N/A	1 (1)	N/A	1 (2)	1
TBC	Good governance and Compliance	Implementation of Council resolutions	Percentage of resolutions implemented measured quarterly	Output	70%	70% per annum	100%	Council Resolution Register	SM	70%	70%	70%	70%	3
TBC	Good governance and Compliance	Attendance of quarterly Occupation Health and Safety (OHS) meetings	Number of quarterly OHS meetings attended by the Director or secondee	Output	4	4 per annum	4	OHS attendance registers	SM	1 (1)	1 (2)	1 (3)	1 (4)	1
TBC	Good governance and Compliance	Establishment of a Municipal Vehicle Fleet System	Number of Municipal Vehicle Fleets established by 31 March	Output	New KPI	1 per annum	1	Report submitted to the Municipal Manager	SM	N/A	N/A	1	N/A	2
TBC	Good governance and Compliance	Implementation of the adopted Revenue Enhancement Strategy	Number of actions implemented as identified in the Revenue Enhancement Strategy by 30 June	Output	New KPI	4 per annum	4	Report submitted to the Municipal Manager	SM	1	1	1	1	3



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IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/2019)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Resolve formal financial complaints received	Percentage of formal financial complaints received within 10 working days after receipt	Outcome	New KPI	90% per annum	90%	Complaints register	SM	90%	90%	90%	90%	2
TBC	Good governance and Compliance	Awarding of Municipal Tenders	Percentage of Municipal Tenders awarded within 90 days after receipt by SCM	Outcome	New KPI	90% per annum	90%	SCM Tender Register	SM	90%	90%	90%	90%	2
TBC	Good governance and Compliance	Implementation of agreed actions as per the AGSA Audit Action Plan	Percentage of agreed actions as per the AGSA Audit Action Plan implemented by 30 June	Outcome	New KPI	100% per annum	100%	AGSA Audit Action Plan	SM	N/A	N/A	50%	100%	2
													Total	80



 Chief Financial Officer
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 Municipal Manager:
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Part 2: Competency Requirements (20%)

Ref	Leading and Core Competencies	(January) 1 st Assessment	(July) Final Assessment	Weights	Comments
2.1	Strategic direction and leadership			1.66%	
2.2	People management			1.66%	
2.3	Programme and project management			1.66%	
2.4	Financial management			1.66%	
2.5	Change leadership			1.67%	
2.6	Governance leadership			1.67%	
2.7	Moral competence			1.67%	
2.8	Planning and organising			1.67%	
2.9	Analysis and innovation			1.67%	
2.10	Knowledge and information management			1.67%	
2.11	Communication			1.67%	
2.12	Results and quality focus			1.67%	
Total				20%	


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Annexure B

Competency Framework

CHIEF FINANCIAL OFFICER

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CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Strategic Direction and Leadership		
COMPETENCY DEFINITION :	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand Institutional and departmental strategic objectives, butlacks the ability to inspire others to achieve set mandate.	<ul style="list-style-type: none">Give direction to a team in realising the institution's strategic mandate and set objectives.	<ul style="list-style-type: none">Evaluate all activities to determine value and alignment to strategic intent.	<ul style="list-style-type: none">Structure and position the institution to local government priorities.
<ul style="list-style-type: none">Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy.	<ul style="list-style-type: none">Has a positive impact and influence on the morale, engagement and participation of team members.	<ul style="list-style-type: none">Display in-depth knowledge and understanding of strategic planning.	<ul style="list-style-type: none">Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework.
<ul style="list-style-type: none">Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole.	<ul style="list-style-type: none">Develop action plans to execute and guide strategy.	<ul style="list-style-type: none">Align strategy and goals across all functional areas.	<ul style="list-style-type: none">Hold self-accountable for strategy execution and results.
<ul style="list-style-type: none">Demonstrate basic understanding of key decision making.	<ul style="list-style-type: none">Assist in defining performance measures to monitor the progress and effectiveness of the institution.	<ul style="list-style-type: none">Actively define performance measures to monitor the progress and effectiveness of the institution.	<ul style="list-style-type: none">Provide impact and influence through building and maintaining strategic relationships.
	<ul style="list-style-type: none">Displays an awareness of institutional structures and political factors.	<ul style="list-style-type: none">Consistently challenge strategic plans to ensure relevance.	<ul style="list-style-type: none">Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions.
	<ul style="list-style-type: none">Effectively communicate barriers to execution to relevant parties.	<ul style="list-style-type: none">Understand institutional structures and political factors, and the consequences of actions.	<ul style="list-style-type: none">Integrate various systems into a collective whole to optimise institutional performance management.
	<ul style="list-style-type: none">Provide guidance to all stakeholders in the achievement of the strategic mandate.	<ul style="list-style-type: none">Empower others to follow the strategic direction and deal with complex situations.	<ul style="list-style-type: none">Uses understanding of competing interests to maneuver successfully to a win/win outcome.
	<ul style="list-style-type: none">Understand the aim and objectives of the institution and relate it to own work.	<ul style="list-style-type: none">Guide the institution through complex and ambiguous concern.Use understanding of power relationships and dynamic tensions among key players	


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CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Strategic Direction and Leadership		
COMPETENCY DEFINITION :	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
		to frame communications and develop strategies, positions and alliances.	


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CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	People Management		
COMPETENCY DEFINITION :	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Participate in team goalsetting and problem solving.	<ul style="list-style-type: none">Seek opportunities to increase team contribution and responsibility.	<ul style="list-style-type: none">Identify ineffective team and work processes and recommend remedial interventions.	<ul style="list-style-type: none">Develop and incorporate best practice people management processes, approaches and tools across the institution.
<ul style="list-style-type: none">Interact and collaborate with people of diverse backgrounds.	<ul style="list-style-type: none">Respect and support the diverse nature of others and be aware of the benefits of a diverse approach.	<ul style="list-style-type: none">Recognise and reward effective and desired behavior.	<ul style="list-style-type: none">Foster a culture of discipline, responsibility and accountability.
<ul style="list-style-type: none">Aware of guidelines for employee development, but requires support in implementing development initiatives.	<ul style="list-style-type: none">Effectively delegate tasks and empower others to increase contribution and execute functions optimally.	<ul style="list-style-type: none">Provide mentoring and guidance to others in order to increase personal effectiveness.	<ul style="list-style-type: none">Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution.
	<ul style="list-style-type: none">Apply relevant employee legislation fairly and consistently.	<ul style="list-style-type: none">Identify development and learning needs within the team.	<ul style="list-style-type: none">Develop comprehensive integrated strategies and approaches to human capital development and management.
	<ul style="list-style-type: none">Effectively identify capacity requirements to fulfill the strategic mandate.	<ul style="list-style-type: none">Inspire a culture of performance excellence by giving positive and constructive feedback to the team.Achieve agreement or consensus in adversarial environments.Lead and unite diverse teams across divisions to achieve institutional objectives.	<ul style="list-style-type: none">Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.

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CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Programme and Project Management			
COMPETENCY DEFINITION :	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Initiate projects after approval from higher authorities.	<ul style="list-style-type: none">Establish broad stakeholder involvement and communicate the project status and key milestones.	<ul style="list-style-type: none">Manage multiple programs and balance priorities and conflicts according to institutional goals.	<ul style="list-style-type: none">Understand and conceptualize the long-term implications of desired project outcomes.	
<ul style="list-style-type: none">Understand procedures of program and project management methodology, implications and stakeholder involvement.	<ul style="list-style-type: none">Define the roles and responsibilities of the project team and create clarity around expectations.	<ul style="list-style-type: none">Apply effective risk management strategies through impact assessment and resource requirements.	<ul style="list-style-type: none">Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realize institutional objectives.	
<ul style="list-style-type: none">Understand the rational of projects in relation to the institution's strategic objectives.	<ul style="list-style-type: none">Find a balance between project deadline and the quality of deliverables.	<ul style="list-style-type: none">Modify project scope and budget when required without compromising the quality and objectives of the project.	<ul style="list-style-type: none">Influence people in positions of authority to implement outcomes of projects	
<ul style="list-style-type: none">Document and communicate factors and risk associated with own work.	<ul style="list-style-type: none">Identify appropriate project resources to facilitate the effective completion of the deliverables.	<ul style="list-style-type: none">Involve top-level authorities and relevant stakeholders in seeking project buy-in.	<ul style="list-style-type: none">Lead and direct translation of policy into workable action plans	
<ul style="list-style-type: none">Use results and approaches of successful project implementation as guide.	<ul style="list-style-type: none">Comply with statutory requirements and apply policies in a consistent manner.Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation.	<ul style="list-style-type: none">Identify and apply contemporary project management methodologyInfluence and motivate project team to deliver exceptional results.Monitor policy implementation and apply procedures to manage risks.	<ul style="list-style-type: none">Ensures that programs are monitored to track progress and optimal resource utilization, and that adjustments are made as needed.	



 Chief Financial Officer
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 Municipal Manager:
 Ms Geraldine Mettler



CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Change Leadership		
COMPETENCY DEFINITION :	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Display an awareness of change interventions and the benefits of transformation initiatives.	<ul style="list-style-type: none">• Perform an analysis of the change impact on the social, political and economic environment.	<ul style="list-style-type: none">• Actively monitor change impact and results and convey progress to relevant stakeholders.	<ul style="list-style-type: none">• Sponsor change agents and create a network of change leaders who support the interventions.
<ul style="list-style-type: none">• Able to identify basic needs for change.	<ul style="list-style-type: none">• Maintain calm and focus during change.	<ul style="list-style-type: none">• Secure buy-in and sponsorship for change initiatives.	<ul style="list-style-type: none">• Actively adapt current structures and processes to incorporate the change interventions.
<ul style="list-style-type: none">• Identify gaps between the current and desired state.	<ul style="list-style-type: none">• Able to assist team members during change and keep them focused on the deliverables.	<ul style="list-style-type: none">• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness.	<ul style="list-style-type: none">• Mentor and guide team members on the effects of change, resistance factors and how to integrate change.
<ul style="list-style-type: none">• Identify potential risk and challenges to transformation, including resistance to change factors.	<ul style="list-style-type: none">• Volunteer to lead change efforts outside of own work team.	<ul style="list-style-type: none">• Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change.	<ul style="list-style-type: none">• Motivate and inspire others around change initiatives.
<ul style="list-style-type: none">• Participate in change programs and piloting change interventions.	<ul style="list-style-type: none">• Able to gain buy-in and approval for change from relevant stakeholders.	<ul style="list-style-type: none">• Take the lead in impactful change programs.	
<ul style="list-style-type: none">• Understand the impact of change interventions on the institution within the broader scope of local government.	<ul style="list-style-type: none">• Identify change readiness levels and assist in resolving resistance to change factors.	<ul style="list-style-type: none">• Benchmark change interventions against best change practices.	
	<ul style="list-style-type: none">• Design change interventions that are aligned with the institution's strategic objectives and goals.	<ul style="list-style-type: none">• Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation.• Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation.	



Chief Financial Officer
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Municipal Manager:
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CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Financial Management			
COMPETENCY DEFINITION :	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognized financial practices. Further to ensure that all financial transactions are managed in an ethical manner			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Understand basic financial concepts and methods as they relate to institutional processes and activities	<ul style="list-style-type: none">Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate	<ul style="list-style-type: none">Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility.	<ul style="list-style-type: none">Develop planning tools to assist in evaluating and monitoring future expenditure trends.	
<ul style="list-style-type: none">Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems	<ul style="list-style-type: none">Assess, identify and manage financial risks.	<ul style="list-style-type: none">Prepare budgets that are aligned to the strategic objectives of the institution.	<ul style="list-style-type: none">Set budget frameworks for the institution.	
<ul style="list-style-type: none">Understand the importance of financial accountability	<ul style="list-style-type: none">Assume a cost-saving approach to financial management.	<ul style="list-style-type: none">Address complex budgeting and financial management concerns.	<ul style="list-style-type: none">Set strategic direction for the institution on expenditure and other financial processes.	
<ul style="list-style-type: none">Understand the importance of asset control.	<ul style="list-style-type: none">Prepare financial reports based on specified formats.	<ul style="list-style-type: none">Put systems and processes in place to enhance the quality and integrity of financial management practices.	<ul style="list-style-type: none">Build and nurture partnerships to improve financial management and achieve financial savings.	
	<ul style="list-style-type: none">Consider and understand the financial implications of decisions and suggestions.	<ul style="list-style-type: none">Advise on policies and procedures regarding asset control.	<ul style="list-style-type: none">Actively identify and implement new methods to improve asset control.	
	<ul style="list-style-type: none">Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated.Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget.	<ul style="list-style-type: none">Promote National Treasury's regulatory framework for Financial Management.	<ul style="list-style-type: none">Display professionalism in dealing with financial data and processes.	


 Chief Financial Officer
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CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Governance Leadership		
COMPETENCY DEFINITION:	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualization of relevant policies and enhance cooperative governance relationships.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements.	<ul style="list-style-type: none">Display a thorough understanding of governance and risk and compliance factors and implement plans to address these.	<ul style="list-style-type: none">Able to link risk initiatives into key institutional objectives and drivers.	<ul style="list-style-type: none">Demonstrate a high level of commitment in complying with governance requirements.
<ul style="list-style-type: none">Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders.	<ul style="list-style-type: none">Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution.	<ul style="list-style-type: none">Identify, analyse and measure risk, create valid risk forecasts and map risk profiles.	<ul style="list-style-type: none">Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework.
<ul style="list-style-type: none">Provide input into policy formulation.	<ul style="list-style-type: none">Actively drive policy formulation within the institution to ensure the achievement of objectives.	<ul style="list-style-type: none">Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives.	<ul style="list-style-type: none">Able to advise local government on risk management, best practice interventions and compliance management.
		<ul style="list-style-type: none">Demonstrate a thorough understanding of risk retention plans.	<ul style="list-style-type: none">Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government.t
		<ul style="list-style-type: none">Identify and implement comprehensive risk management systems and processes.	<ul style="list-style-type: none">Able to shape, direct and drive the formulation of policies on a macro level.
		<ul style="list-style-type: none">Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement.	


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Municipal Manager:
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CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Moral Competence		
COMPETENCY DEFINITION :	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Realise the impact of acting with integrity, but requires guidance and development in implementing principles.	<ul style="list-style-type: none">Conduct self in alignment with the values of local government and the institution.	<ul style="list-style-type: none">Identify, develop and apply measures of self-correction.	<ul style="list-style-type: none">Create an environment conducive of moral practices.
<ul style="list-style-type: none">Follow basic rules and regulations of the institution.	<ul style="list-style-type: none">Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver.	<ul style="list-style-type: none">Able to gain trust and respect through aligning actions with commitments.	<ul style="list-style-type: none">Actively develop and implement measures to combat fraud and corruption.
<ul style="list-style-type: none">Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.	<ul style="list-style-type: none">Actively report fraudulent activity and corruption with local government.	<ul style="list-style-type: none">Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders.	<ul style="list-style-type: none">Set integrity standards and shared accountability measures across the institution to support the objectives of local government.
	<ul style="list-style-type: none">Understand and honor the confidential nature of matters without seeking personal gain.	<ul style="list-style-type: none">Present values, beliefs and ideas that are congruent with the institution's rules and regulations.	<ul style="list-style-type: none">Take responsibility for own actions and decisions, even if the consequences are unfavorable.
	<ul style="list-style-type: none">Able to deal with situations of conflict of interest promptly and in the best interest of local government.	<ul style="list-style-type: none">Takes an active stance against corruption and dishonesty when noted.	
		<ul style="list-style-type: none">Actively promote the value of the institution to internal and external stakeholders.	
		<ul style="list-style-type: none">Able to work in unity with a team and not seek personal gain.	
<ul style="list-style-type: none">Apply universal moral principles consistently to achieve moral decisions.			


Chief Financial Officer
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Municipal Manager:
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CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Planning and Organising		
COMPETENCY DEFINITION :	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Able to follow basic plans and organise tasks around set objectives.	<ul style="list-style-type: none">• Actively and appropriately organise information and resources required for a task.	<ul style="list-style-type: none">• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation.	<ul style="list-style-type: none">• Focus on broad strategies and initiatives when developing plans and actions.
<ul style="list-style-type: none">• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans.	<ul style="list-style-type: none">• Recognise the urgency and importance of tasks.	<ul style="list-style-type: none">• Identify in advance required stages and actions to complete tasks.	<ul style="list-style-type: none">• Able to protect and forecast short, medium and long term requirements of the institution and local government.
<ul style="list-style-type: none">• Able to follow existing plans and ensure that objectives are met.	<ul style="list-style-type: none">• Balance short and long-term plans and goals and incorporate into the team's performance objectives.	<ul style="list-style-type: none">• Schedule realistic timelines, objectives and milestones for tasks and projects.	<ul style="list-style-type: none">• Translate policy into relevant projects to facilitate the achievement of institutional objectives.
<ul style="list-style-type: none">• Focus on short-term objectives in developing plans and actions	<ul style="list-style-type: none">• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources.	<ul style="list-style-type: none">• Produce clear, detailed and comprehensive plans to achieve institutional objectives.	
<ul style="list-style-type: none">• Arrange information and resources required for a task, but require further structure and organisation.	<ul style="list-style-type: none">• Measures progress and monitor performance results.	<ul style="list-style-type: none">• Identify possible risk factors and design and implement appropriate contingency plans.• Adapt plans in light of changing circumstances.• Prioritise tasks and projects according to their relevant urgency and importance.	


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Municipal Manager:
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CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Analysis and Innovation		
COMPETENCY DEFINITION :	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand the basic operation of analysis, but lack detail and thoroughness.	<ul style="list-style-type: none">Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations.	<ul style="list-style-type: none">Coaches team members on analytical and innovative approaches and techniques.	<ul style="list-style-type: none">Demonstrate complex analytical and problem solving approaches and techniques.
<ul style="list-style-type: none">Able to balance independent analysis with requesting assistance from others.	<ul style="list-style-type: none">Demonstrate objectivity, insight and thoroughness when analysing problems.	<ul style="list-style-type: none">Engage with appropriate individuals in analysing and resolving complex problems.	<ul style="list-style-type: none">Create an environment conducive to analytical and fact-based problem solving.
<ul style="list-style-type: none">Recommend new ways to perform tasks within own function.	<ul style="list-style-type: none">Able to break down complex problems into manageable parts and identify solutions.	<ul style="list-style-type: none">Identify solutions on various areas in the institution.	<ul style="list-style-type: none">Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence.
<ul style="list-style-type: none">Propose simple remedial interventions that marginally challenges the status quo.	<ul style="list-style-type: none">Consult internal and external stakeholders on opportunities to improve processes and service delivery.	<ul style="list-style-type: none">Formulate and implement new ideas throughout the institution.	<ul style="list-style-type: none">Create an environment that fosters innovative thinking and follows a learning organisation approach.
<ul style="list-style-type: none">Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking.	<ul style="list-style-type: none">Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders.	<ul style="list-style-type: none">Able to gain approval and buy-in for proposed interventions from relevant stakeholders.	<ul style="list-style-type: none">Be a thought leader on innovative customer service delivery and process optimisation.
	<ul style="list-style-type: none">Continuously identify opportunities to enhance internal processes.	<ul style="list-style-type: none">Identify trends and best practices in process and service delivery and propose institutional application.	<ul style="list-style-type: none">Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.
	<ul style="list-style-type: none">Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention.	<ul style="list-style-type: none">Continuously engage in research to identify client needs.	


 Chief Financial Officer
 Mr Kevin Carolus




 Municipal Manager:
 Ms Geraldine Mettler



CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Knowledge and Information Management			
COMPETENCY DEFINITION :	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Collect, categorise and track relevant information required for specific tasks and projects.	<ul style="list-style-type: none">Use appropriate information systems and technology to manage institutional knowledge and information sharing.	<ul style="list-style-type: none">Effectively predict future information and knowledge management requirements and systems.	<ul style="list-style-type: none">Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information.	
<ul style="list-style-type: none">Analyse and interpret information to draw conclusions.	<ul style="list-style-type: none">Evaluate data from various sources and use information effectively to influence decisions and provide solutions.	<ul style="list-style-type: none">Develop standards and processes to meet future knowledge management needs.	<ul style="list-style-type: none">Establish partnerships across local government to facilitate knowledge management.	
<ul style="list-style-type: none">Seek new sources of information to increase the knowledge base.	<ul style="list-style-type: none">Actively create mechanisms and structures for sharing information.	<ul style="list-style-type: none">Share and promote best-practice knowledge management across various institutions.	<ul style="list-style-type: none">Demonstrate a mature approach.	
<ul style="list-style-type: none">Regularly share information and knowledge with internal stakeholders and team members.	<ul style="list-style-type: none">Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.	<ul style="list-style-type: none">Establish accurate measures and monitoring systems for knowledge and information management.Create a culture conducive of learning and knowledge sharing.Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.	<ul style="list-style-type: none">Recognise and exploit knowledge points in interactions with internal and external stakeholders.	


Chief Financial Officer
Mr Kevin Carolus




Municipal Manager:
Ms Geraldine Mettler



CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Communication			
COMPETENCY DEFINITION :	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools.	<ul style="list-style-type: none">• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating.	<ul style="list-style-type: none">• Effectively communicate high-risk and sensitive matters to relevant stakeholders.	<ul style="list-style-type: none">• Regarded as a specialist in negotiations and representing the institution.	
<ul style="list-style-type: none">• Express ideas in a clear and focused manner, but does not always take the audience into consideration.	<ul style="list-style-type: none">• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs.	<ul style="list-style-type: none">• Develop a well-defined communication strategy.	<ul style="list-style-type: none">• Able to inspire and motivate others through positive communication that is impactful and relevant.	
<ul style="list-style-type: none">• Disseminate and convey information and knowledge adequately.	<ul style="list-style-type: none">• Adapt communication content and style to suit the audience and facilitate optimal information transfer.	<ul style="list-style-type: none">• Balance political perspectives with institutional needs when communicating viewpoints on complex issues.	<ul style="list-style-type: none">• Creates an environment conducive to transparent and productive communication and critical appreciate conversations.	
	<ul style="list-style-type: none">• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders.	<ul style="list-style-type: none">• Able to effectively direct negotiations around complex.	<ul style="list-style-type: none">• Able to coordinate negotiations at different levels within local government and externally.	
	<ul style="list-style-type: none">• Compile clear, focused, concise and well-structured written documents.	<ul style="list-style-type: none">• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution.• Able to communicate with the media with high levels of moral competence and discipline.		



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CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Results and Quality Focus			
COMPETENCY DEFINITION :	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Understand quality of work but requires guidance in attending to important matters.	<ul style="list-style-type: none">Focus on high-priority actions and does not become distracted by lower-priority activities.	<ul style="list-style-type: none">Consistently verify own standards and outcomes to ensure quality output.	<ul style="list-style-type: none">Coach and guide others to exceed quality standards and results.	
<ul style="list-style-type: none">Show a basic commitment to achieving the correct results.	<ul style="list-style-type: none">Display firm commitment and pride in achieving the correct results.	<ul style="list-style-type: none">Focus on the end result and avoids being distracted	<ul style="list-style-type: none">Develop challenging, client-focused goals and sets high standards for personal performance.	
<ul style="list-style-type: none">Produce the minimum level of results required in the role.	<ul style="list-style-type: none">Set quality standards and design processes and tasks around achieving set standards.	<ul style="list-style-type: none">Demonstrate a determined and committed approach to achieving results and quality standards.	<ul style="list-style-type: none">Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required.	
<ul style="list-style-type: none">Produce outcomes that is of a good standard.	<ul style="list-style-type: none">Produce output of high quality.	<ul style="list-style-type: none">Follow task and projects through to completion.	<ul style="list-style-type: none">Work with team to set ambitious and challenging team goals, communicating long- and short term expectations.	
<ul style="list-style-type: none">Focus on the quantity of output but requires development in incorporating the quality of work.	<ul style="list-style-type: none">Able to balance the quantity and quality of results in order to achieve objectives.	<ul style="list-style-type: none">Set challenging goals and objectives to self and team and display commitment to achieving expectations.	<ul style="list-style-type: none">Take appropriate risks to accomplish goals.	
<ul style="list-style-type: none">Produce quality work in general circumstances, but fails to meet expectation when under pressure.	<ul style="list-style-type: none">Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed.	<ul style="list-style-type: none">Maintain a focus on quality outputs when placed under pressure.	<ul style="list-style-type: none">Overcome setbacks and adjust action plans to realise goals.	
		<ul style="list-style-type: none">Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.	<ul style="list-style-type: none">Focus people on critical activities that yield a high impact.	

KC

Chief Financial Officer
Mr Kevin Carolus

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GM

Municipal Manager:
Ms Geraldine Mettler



STELLENBOSCH

STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Annexure C:

Personal Development Plan

CHIEF FINANCIAL OFFICER


.....
Chief Financial Officer
Mr Kevin Carolus




.....
Municipal Manager:
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Skills Performance Gap	Outcomes Expected	Suggested training and /or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/development area	Support Person
1.						
2.						
3.						

Signed and accepted by the Employee

Date: 07/07/2020

Signed by the Municipal Manager on behalf of the Municipality

Date: 07/07/2020.

ANNEXURE 3



STELLENBOSCH

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Performance Agreement

2020 - 2021

Director: Corporate Services

A handwritten signature in black ink, located in the bottom right corner of the page.



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN
STELLENBOSCH MUNICIPALITY HEREBY REPRESENTED BY:

THE MUNICIPAL MANAGER
Ms Geraldine Mettler
(herein and after referred as Employer)

AND

DIRECTOR: CORPORATE SERVICES
Ms Annalene De Beer
(herein and after referred as Employee)

FOR THE FINANCIAL YEAR:

01 JULY 2020 - 30 JUNE 2021

.....
Director: Corporate Services
Ms Annalene De Beer

.....
Municipal Manager:
Ms Geraldine Mettler



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Ms Annalene De Beer

Municipal Manager:
Ms Geraldine Mettler



1. INTRODUCTION

- 1.1 The Employer, duly represented by **Ms Geraldine Mettler**, in her capacity as the Municipal Manager has entered into a contract of employment with the Employee, **Ms Annalene De Beer**, in terms of section 57(1)(a) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) ("the Systems Act"). The Employer and the Employee are hereinafter referred as "the Parties";
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;
- 1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote local government policy goals;
- 1.4 The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act;
- 1.5 In this Agreement, the followings terms will have the meaning ascribed thereto:
- 1.5.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;
 - 1.5.2 "the **Municipal Manager**" – means the Municipal Manager of the Municipality appointed in terms of Section 54(A) of the Systems Act;
 - 1.5.3 "the Employee" means the **Director: Corporate Services** appointed in terms of Section 56 of the Systems Act;
 - 1.5.4 "the Employer" means **Stellenbosch Municipality**; and
 - 1.5.5 "the Parties" means the Employer and Employee.

2. PURPOSE OF THIS AGREEMENT

- 2.1 To comply with the provisions of Section 57(1)(b), (4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;
- 2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;
- 2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 To monitor and measure performance against set targeted outputs and outcomes;
- 2.5 To establish a transparent and accountable working relationship;
- 2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and


.....
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Ms Annalene De Beer


.....
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Ms Geraldine Mettler



- 2.7 To give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on **01 July 2020** and will remain in force until **30 June 2021** where-after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out –
- 4.1.1 The performance objectives and targets that must be met by the Employee;
 - 4.1.2 The time frames within which those performance objectives and targets must be met; and
 - 4.1.3 The core competency requirements (Annexure B – definitions) as the management skills regarded as critical to the position held by the Employee.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:
- 4.2.1 Key objectives that describe the main tasks that need to be done;
 - 4.2.2 Key performance indicators (KPIs) that provide the details of the evidence that must be provided to show that a key objective has been achieved;
 - 4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and
 - 4.2.4 Weightings showing the relative importance of the key objectives to each other.


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- 4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

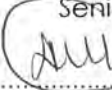
5. PERFORMANCE MANAGEMENT SYSTEM


- 5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the employees of the Employer;
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service providers to perform to the standards required;
- 5.3 The Employer will consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee;
- 5.4 The Employee undertakes to actively focus on the promotion and implementation of the Strategic Focus Areas (SFAs) (including special projects relevant to the employee's responsibilities) within the local government framework;
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, SFAs and Competency Framework requirements as per the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers, both of which shall be contained in the Performance Agreement;
- 5.6 The Employee's assessment will be based on his performance in terms of the outputs / outcomes (KPIs) identified as per attached Performance Plan (Annexure A), which are linked to the SFAs applicable to the Employee, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee.

Table 1: Strategic Focus Areas

Strategic Focus Areas
SFA 1 - Valley of Possibility
SFA 2 - Green and Sustainable Valley
SFA 3 - Safe Valley
SFA 4 - Dignified Living
SFA 5 - Good Governance and Compliance

- 5.7 The competency requirements for senior managers as per Regulation 9 of Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers will make up the other 20% of the Employee's assessment


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score. The competencies will be assessed every six (6) months (January and July).

Table 2: Leading and Core Competencies

Leading and Core Competencies		
1.	Strategic direction and leadership	<ul style="list-style-type: none"> Impact and influence Institutional performance management Strategic planning and management Organisational awareness
2.	People management	<ul style="list-style-type: none"> Human capital planning and development Diversity management Employee relations management Negotiation and dispute management
3.	Programme and project management	<ul style="list-style-type: none"> Programme and project planning and implementation Service delivery management Programme and project monitoring and evaluation
4.	Financial management	<ul style="list-style-type: none"> Budget planning and execution Financial strategy and delivery Financial reporting and delivery
5.	Change leadership	<ul style="list-style-type: none"> Change vision and strategy Process design and improvement Change impact monitoring and evaluation
6.	Governance leadership	<ul style="list-style-type: none"> Policy formulation Risk and compliance management Cooperative governance
7.	Moral competence	<ul style="list-style-type: none"> Core Competency
8.	Planning and organising	<ul style="list-style-type: none"> Core Competency
9.	Analysis and innovation	<ul style="list-style-type: none"> Core Competency
10.	Knowledge and information management	<ul style="list-style-type: none"> Core Competency
11.	Communication	<ul style="list-style-type: none"> Core Competency
12.	Results and quality focus	<ul style="list-style-type: none"> Core Competency

6. PERFORMANCE ASSESSMENT

6.1 The Performance Plan (Annexure A) to this Agreement sets out –


6.1.1 The standards and procedures for evaluating the Employee's performance; and

6.1.2 The intervals for the evaluation of the Employee's performance.

6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well


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- as the actions agreed to and implementation must take place within set time frames;
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.12 below;
- 6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;
- 6.6 Assessment of the achievement of results as outlined in the performance plan:
- 6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;
- 6.6.2 A rating on the five-point scale shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;
- 6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;
- 6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and
- 6.6.5 An overall score will be calculated based on the total of the scores calculated above.
- 6.7 Assessment of the Competencies:
- 6.7.1 Each Competency shall be assessed in terms of the description provided in (Annexure B);
- 6.7.2 A rating shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and
- 6.7.3 An overall score will be calculated based on the total of the scores calculated above.
- 6.8 Overall rating
- 6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and



6.8.2 Such overall rating represents the outcome of the performance appraisal.

6.9 The assessment of the performance of the Employee will be based on the following rating scales for SFAs and Competencies respectively:

6.9.1 Rating scale for SFAs - as mentioned in paragraph 5.6:

Table 3: Performance rating scale

Level	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that they employee has achieved below fully effective results against almost all the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

6.9.2 Rating scale for Competencies -as mentioned in paragraph 5.7:

Table 4: Rating scale for Competencies

Level	Achievement Levels	Description
5	Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops, and applies comprehensive concepts and methods
4	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses


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Level	Achievement Levels	Description
3	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses
2	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
1	Sub Standard	Applies little to no basic concepts, methods, and understanding of local government operations.

6.10 For purposes of evaluating the performance of the Employee for the year-end reviews, an evaluation panel constituted of the following persons will be established–

6.10.1 Municipal Manager;

6.10.2 Municipal Manager from another municipality;

6.10.3 Chairperson of the Performance Audit Committee or in his/her absence thereof, the Chairperson of the Audit Committee; and

6.10.4 The Member of the Mayoral Committee (Portfolio Chairperson).

6.11 The Municipal Manager will evaluate the performance of the Employee as at the end of the 1st, and 3rd quarters; and

6.12 The Municipal Manager will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meeting.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his performance agreement shall be reviewed on the following dates.

Table 5: Schedule for performance reviews


Quarter	Review Period	Review to be completed by
1	July - September	October / November 2020 (Informal)
2	October – December	January / February 2021 (Formal)
3	January – March	April / May 2021 (Informal)
4	April - June	After the receipt of the AG's Management Report

7.2 The Employer shall keep a record of the mid-year and year-end assessment meetings;

7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance;

7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and


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- 7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented, and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

- 8.1 The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall-

- 9.1.1 Create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 Provide access to skills development and capacity building opportunities;
- 9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-
- 10.1.1 A direct effect on the performance of any of the Employee's functions;
 - 10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
 - 10.1.3 A substantial financial effect on the Employer.
- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action with delay.


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Ms Annalene De Beer


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11. REWARD

- 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;
- 11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter and as informed by the quarterly performance assessments;
- 11.3 A performance bonus of between 5% to 14% of the all- inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

Table 6: Performance bonus calculations

Performance Rating		Bonus Calculation
0% - 64%	Poor Performance	0% of total package
65% - 69%	Average Performance	5% of total package
70% - 74%	Fair Performance	9% of total package
75% - 79%	Good Performance	11% of total package
80% - 100%	Excellent Performance	14% of total package

- 11.4 In the event of the Employee terminating his services during the validity period of this Agreement, the Employee's performance will be evaluated for the portion during which he was employed and he will be entitled to a pro-rata performance bonus based on his evaluated performance for the period of actual service; and
- 11.5 The Employer will submit the total score of the annual assessment and of the Employee, to full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;
- 12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;
- 12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and
- 12.4 In the case of unacceptable performance, the Employer shall –
- 12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and


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Ms Annalene De Beer


Municipal Manager:
Ms Geraldine Mettler



- 12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.


13. DISPUTE RESOLUTION

- 13.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;
- 13.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and
- 13.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment together with the relevant laws and regulations shall apply.

14. GENERAL

- 14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and
- 14.2 Nothing in this agreement diminishes the obligations, duties, or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives, or other instruments.


.....
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Ms Annalene De Beer


.....
Municipal Manager:
Ms Geraldine Mettler



Thus, done and signed at Stellenbosch on the 7th day of July 2020.


DIRECTOR: CORPORATE SERVICES

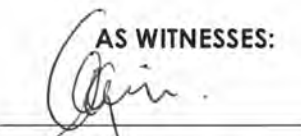
AS WITNESSES:

1. 
2. 

Thus, done and signed at Stellenbosch on the 7th day of July 2020.


MUNICIPAL MANAGER

AS WITNESSES:

1. 
2. 



MEMBER OF MAYORAL COMMITTEE
(Portfolio: Corporate Services)
Cllr AR Frazenburg

.....
Director: Corporate Services
Ms Annalene De Beer

.....
Municipal Manager:
Ms Geraldine Mettler



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Annexure A Performance Plan

DIRECTOR: CORPORATE SERVICES

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Director: Corporate Services
Ms Annalene De Beer

.....
Municipal Manager:
Ms Geraldine Mettler



The Performance Plan sets out:

- Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for 80% (**eighty percent**) of the total employee assessment score.

Part 1: Implementation of Service Delivery and Budget Implementation Plan (80%)

DIRECTOR: CORPORATE SERVICES														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/2019)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Administrative Support Services	Percentage of indicators of the Department: Administrative Support Services achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	3
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Human Resources Management (HRM)	Percentage of indicators of the Department: Human Resources Management (HRM) achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	3

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DIRECTOR: CORPORATE SERVICES														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/2019)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Information and Communications Technology (ICT)	Percentage of indicators of the Department: Information and Communications Technology (ICT) achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	3
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Section: Councillor's Support	Percentage of indicators of the Section: Councillor's Support achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	3
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Section: Properties Management and Municipal Building Maintenance	Percentage of indicators of the Section: Properties Management and Municipal Building Maintenance achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	3
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Section: Legal and Compliance Services	Percentage of indicators of the Section: Legal and Compliance Services achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	3
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Section: Municipal Court	Percentage of indicators of the Section: Municipal Court achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	3

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DIRECTOR: CORPORATE SERVICES														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/2019)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				Weight
										Q1	Q2	Q3	Q4	
KPI078	Green and Sustainable Valley	Submission of the Revised Facility Management Plan to the MayCo	Number of Revised Facility Management Plans submitted to the MayCo by 31 May	Output	New KPI	1 per annum	1	Proof of submission of the Revised Facility Management Plan to the MayCo	SM	N/A	N/A	N/A	1	2
KPI059	Good governance and Compliance	The percentage of actual payroll budget spent on implementing the Municipal Workplace Skills Plan (NKPI Proxy- MSA, Reg. S10(f))	Percentage of municipality's payroll budget actually spent on implementing its Workplace Skills Plan ((Total Actual Training Expenditure/ Total Annual payroll Budget) x100), measured by 30 June	Input	0.43%	0.85% per annum	0.58%	Report from the financial system	SM	N/A	N/A	N/A	0.58%	1
KPI065	Good governance and Compliance	Revised Information and Communication Technology (ICT) Backup Disaster Recovery Plan submitted to the ICT Steering Committee	Number of Revised ICT Backup Disaster Recovery Plans submitted to the ICT Steering Committee by 31 March	Output	1	1 per annum	1	Proof of submission of the Revised ICT Backup Disaster Recovery Plan to the ICT Steering Committee	SM	N/A	N/A	1	N/A	2
KPI066	Good governance and Compliance	Revised Strategic ICT Plan submitted to the ICT Steering Committee	Number of Revised Strategic ICT Plans submitted to the ICT Steering Committee by 31 March	Output	1	1 per annum	1	Proof of submission of the Revised Strategic ICT Plan to the ICT Steering Committee	SM	N/A	N/A	1	N/A	2
KPI072	Good governance and Compliance	Submission of a Draft Smart City Framework to the MayCo	Number of Draft Smart City Frameworks submitted to the MayCo by 31 May	Output	1	1 per annum	1	Proof of submission of the Draft Smart City Framework to the MayCo	SM	N/A	N/A	N/A	1	2


 Director: Corporate Services
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DIRECTOR: CORPORATE SERVICES														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/2019)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				weight
										Q1	Q2	Q3	Q4	
KPI083	Good governance and Compliance	Submission of a Cyber- attack Mitigation and Resilience strategy to the Municipal Manager	Number of a Cyber- attack Mitigation and Resilience Strategies submitted to the Municipal Manager by 31 March		New KPI	1 per annum	1	Proof of submission of the Cyber- attack Mitigation and Resilience Strategy to the Municipal Manager	SM	N/A	N/A	1	N/A	2
TBC	Good governance and Compliance	Spend the Directorate: Corporate Services approved Capital Budget	Percentage of approved Capital Budget of the Directorate: Corporate Services actually spent by 30 June	Input	98%	90% per annum	90%	Report from the financial system	SM	10%	30%	60%	90%	20
TBC	Good governance and Compliance	Submission of final bid specifications for all capital projects to the Bid Specification Committee (BSC) (2021/22)	Percentage of final bid specifications for all capital projects submitted to the BSC by 30 June (50% by 31 March 2021 and 100% by 30 June 2021. For the 2021/22 financial year)	Output	New indicator	100% per annum	100%	Reconciliation report from SCM	SM	N/A	N/A	50%	100%	10
TBC	Good governance and Compliance	Submission of detailed procurement needs for all operational projects to the Supply Chain Management (SCM) Department	Number of quarterly detailed procurement needs submitted to SCM 10 days before start of the quarter	Output	New indicator	4 per annum	4	Proof of submission to SCM	SM	1 (1)	1 (2)	1 (3)	1 (4)	1


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DIRECTOR: CORPORATE SERVICES														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/2019)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Performance agreements signed with all identified personnel	Number of performance agreements signed by 31 August	Output	100%	7 per annum	7	Signed performance agreements submitted to the PMS Unit	SM	7	N/A	N/A	N/A	1
TBC	Good governance and Compliance	Conduct formal performance evaluations with all identified personnel	Number of formal performance evaluations conducted with all identified personnel by 28 February	Output	100%	14 per annum	14	Ignite performance evaluations reports	SM	N/A	N/A	14	N/A	2
TBC	Good governance and Compliance	Develop Annual Departmental Risk Register	Number of Annual Risk Registers developed by 31 July	Output	1	1 per annum	1	Annual Departmental Risk Register submitted to the Risk Management Unit	SM	1	N/A	N/A	N/A	1
TBC	Good governance and Compliance	Evaluation of the Departmental Risk Register	Number of Departmental Risk Registers evaluated by 31 May	Output	4	2 per annum	2	Proof of risk evaluations submitted to the Risk Management Unit	SM	N/A	1 (1)	N/A	1 (2)	2
TBC	Good governance and Compliance	Implementation of Council resolutions	Percentage of resolutions implemented measured quarterly	Output	70%	70% per annum	100%	Council Resolution Register	SM	70%	70%	70%	70%	2
TBC	Good governance and Compliance	Attendance of quarterly Occupation Health and Safety (OHS) meetings	Number of quarterly OHS meetings attended by the Director or seconded	Output	4	4 per annum	4	OHS attendance registers	SM	1 (1)	1 (2)	1 (3)	1 (4)	1

Director: Corporate Services
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Municipal Manager:
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DIRECTOR: CORPORATE SERVICES														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/2019)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Implement the Customer Care System	Number of electronic Customer Care systems implemented by 30 June	Output	New indicator	1 per annum	1	Report from the system	SM	N/A	N/A	N/A	1	3
TBC	Good governance and Compliance	Implementation of the ICT Strategy	Number of actions implemented as identified in the ICT Strategy by 30 June	Outcome	New KPI	4 per annum	4	Report submitted to the Municipal Manager	SM	1	1	1	1	2
TBC	Good governance and Compliance	Conduct a customer satisfaction survey (CSS)	Number of CSSs conducted by 31 March	Output	New KPI	1 per annum	1	CSS results submitted to the Municipal Manager	SM	N/A	N/A	1	N/A	1
TBC	Good governance and Compliance	Submission of a Heritage Portfolio of Council assets to the Municipal Manager	Number of Heritage Portfolios of Council assets submitted to the Municipal Manager by 31 December	Output	New KPI	1 per annum	1	Proof of submission of a Heritage Portfolio of Council assets to the Municipal Manager	SM	N/A	1	N/A	N/A	1
TBC	Good governance and Compliance	Submission of a Feasibility Study on the outsourcing of the Municipal owned Heritage Asset Portfolio to the Municipal Manager	Number of Feasibility Studies on the outsourcing of the Municipal owned Heritage Asset Portfolio submitted to the Municipal Manager by 30 June	Output	New KPI	1 per annum	1	Proof of submission of a Feasibility Study on the outsourcing of the Municipal owned Heritage Asset Portfolio to the Municipal	SM	N/A	N/A	N/A	1	1
													Total	80

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Part 2: Competency Requirements (20%)

Ref	Leading and Core Competencies	(January) 1 st Assessment	(July) Final Assessment	Weights	Comments
2.1	Strategic direction and leadership			1.66%	
2.2	People management			1.66%	
2.3	Programme and project management			1.66%	
2.4	Financial management			1.66%	
2.5	Change leadership			1.67%	
2.6	Governance leadership			1.67%	
2.7	Moral competence			1.67%	
2.8	Planning and organising			1.67%	
2.9	Analysis and innovation			1.67%	
2.10	Knowledge and information management			1.67%	
2.11	Communication			1.67%	
2.12	Results and quality focus			1.67%	
Total				20%	

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Annexure B

Competency Framework

DIRECTOR: CORPORATE SERVICES

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Director: Corporate Services
Ms Annalene De Beer

.....
Municipal Manager:
Ms Geraldine Mettler



CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Strategic Direction and Leadership			
COMPETENCY DEFINITION :	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Understand Institutional and departmental strategic objectives, butlacks the ability to inspire others to achieve set mandate.	<ul style="list-style-type: none">Give direction to a team in realising the institution's strategic mandate and set objectives.	<ul style="list-style-type: none">Evaluate all activities to determine value and alignment to strategic intent.	<ul style="list-style-type: none">Structure and position the institution to local government priorities.	
<ul style="list-style-type: none">Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy.	<ul style="list-style-type: none">Has a positive impact and influence on the morale, engagement and participation of team members.	<ul style="list-style-type: none">Display in-depth knowledge and understanding of strategic planning.	<ul style="list-style-type: none">Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework.	
<ul style="list-style-type: none">Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole.	<ul style="list-style-type: none">Develop action plans to execute and guide strategy.	<ul style="list-style-type: none">Align strategy and goals across all functional areas.	<ul style="list-style-type: none">Hold self-accountable for strategy execution and results.	
<ul style="list-style-type: none">Demonstrate basic understanding of key decision making.	<ul style="list-style-type: none">Assist in defining performance measures to monitor the progress and effectiveness of the institution.	<ul style="list-style-type: none">Actively define performance measures to monitor the progress and effectiveness of the institution.	<ul style="list-style-type: none">Provide impact and influence through building and maintaining strategic relationships.	
	<ul style="list-style-type: none">Displays an awareness of institutional structures and political factors.	<ul style="list-style-type: none">Consistently challenge strategic plans to ensure relevance.	<ul style="list-style-type: none">Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions.	
	<ul style="list-style-type: none">Effectively communicate barriers to execution to relevant parties.	<ul style="list-style-type: none">Understand institutional structures and political factors, and the consequences of actions.	<ul style="list-style-type: none">Integrate various systems into a collective whole to optimise institutional performance management.	
	<ul style="list-style-type: none">Provide guidance to all stakeholders in the achievement of the strategic mandate.	<ul style="list-style-type: none">Empower others to follow the strategic direction and deal with complex situations.	<ul style="list-style-type: none">Uses understanding of competing interests to maneuver successfully to a win/win outcome.	
	<ul style="list-style-type: none">Understand the aim and objectives of the institution and relate it to own work.	<ul style="list-style-type: none">Guide the institution through complex and ambiguous concern.Use understanding of power relationships and dynamic tensions among key players		

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Ms Geraldine Mettler



CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Strategic Direction and Leadership		
COMPETENCY DEFINITION :	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
		to frame communications and develop strategies, positions and alliances.	

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CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	People Management			
COMPETENCY DEFINITION :	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Participate in team goalsetting and problem solving.	<ul style="list-style-type: none">Seek opportunities to increase team contribution and responsibility.	<ul style="list-style-type: none">Identify ineffective team and work processes and recommend remedial interventions.	<ul style="list-style-type: none">Develop and incorporate best practice people management processes, approaches and tools across the institution.	
<ul style="list-style-type: none">Interact and collaborate with people of diverse backgrounds.	<ul style="list-style-type: none">Respect and support the diverse nature of others and be aware of the benefits of a diverse approach.	<ul style="list-style-type: none">Recognise and reward effective and desired behavior.	<ul style="list-style-type: none">Foster a culture of discipline, responsibility and accountability.	
<ul style="list-style-type: none">Aware of guidelines for employee development, but requires support in implementing development initiatives.	<ul style="list-style-type: none">Effectively delegate tasks and empower others to increase contribution and execute functions optimally.	<ul style="list-style-type: none">Provide mentoring and guidance to others in order to increase personal effectiveness.	<ul style="list-style-type: none">Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution.	
	<ul style="list-style-type: none">Apply relevant employee legislation fairly and consistently.	<ul style="list-style-type: none">Identify development and learning needs within the team.	<ul style="list-style-type: none">Develop comprehensive integrated strategies and approaches to human capital development and management.	
	<ul style="list-style-type: none">Effectively identify capacity requirements to fulfill the strategic mandate.	<ul style="list-style-type: none">Inspire a culture of performance excellence by giving positive and constructive feedback to the team.Achieve agreement or consensus in adversarial environments.Lead and unite diverse teams across divisions to achieve institutional objectives.	<ul style="list-style-type: none">Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.	

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CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Programme and Project Management		
COMPETENCY DEFINITION :	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Initiate projects after approval from higher authorities.	<ul style="list-style-type: none">Establish broad stakeholder involvement and communicate the project status and key milestones.	<ul style="list-style-type: none">Manage multiple programs and balance priorities and conflicts according to institutional goals.	<ul style="list-style-type: none">Understand and conceptualise the long-term implications of desired project outcomes.
<ul style="list-style-type: none">Understand procedures of program and project management methodology, implications and stakeholder involvement.	<ul style="list-style-type: none">Define the roles and responsibilities of the project team and create clarity around expectations.	<ul style="list-style-type: none">Apply effective risk management strategies through impact assessment and resource requirements.	<ul style="list-style-type: none">Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives.
<ul style="list-style-type: none">Understand the rational of projects in relation to the institution's strategic objectives.	<ul style="list-style-type: none">Find a balance between project deadline and the quality of deliverables.	<ul style="list-style-type: none">Modify project scope and budget when required without compromising the quality and objectives of the project.	<ul style="list-style-type: none">Influence people in positions of authority to implement outcomes of projects
<ul style="list-style-type: none">Document and communicate factors and risk associated with own work.	<ul style="list-style-type: none">Identify appropriate project resources to facilitate the effective completion of the deliverables.	<ul style="list-style-type: none">Involve top-level authorities and relevant stakeholders in seeking project buy-in.	<ul style="list-style-type: none">Lead and direct translation of policy into workable action plans
<ul style="list-style-type: none">Use results and approaches of successful project implementation as guide.	<ul style="list-style-type: none">Comply with statutory requirements and apply policies in a consistent manner.Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation.	<ul style="list-style-type: none">Identify and apply contemporary project management methodologyInfluence and motivate project team to deliver exceptional results.Monitor policy implementation and apply procedures to manage risks.	<ul style="list-style-type: none">Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed.


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CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Change Leadership		
COMPETENCY DEFINITION :	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Display an awareness of change interventions and the benefits of transformation initiatives.	<ul style="list-style-type: none">• Perform an analysis of the change impact on the social, political and economic environment.	<ul style="list-style-type: none">• Actively monitor change impact and results and convey progress to relevant stakeholders.	<ul style="list-style-type: none">• Sponsor change agents and create a network of change leaders who support the interventions.
<ul style="list-style-type: none">• Able to identify basic needs for change.	<ul style="list-style-type: none">• Maintain calm and focus during change.	<ul style="list-style-type: none">• Secure buy-in and sponsorship for change initiatives.	<ul style="list-style-type: none">• Actively adapt current structures and processes to incorporate the change interventions.
<ul style="list-style-type: none">• Identify gaps between the current and desired state.	<ul style="list-style-type: none">• Able to assist team members during change and keep them focused on the deliverables.	<ul style="list-style-type: none">• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness.	<ul style="list-style-type: none">• Mentor and guide team members on the effects of change, resistance factors and how to integrate change.
<ul style="list-style-type: none">• Identify potential risk and challenges to transformation, including resistance to change factors.	<ul style="list-style-type: none">• Volunteer to lead change efforts outside of own work team.	<ul style="list-style-type: none">• Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change.	<ul style="list-style-type: none">• Motivate and inspire others around change initiatives.
<ul style="list-style-type: none">• Participate in change programs and piloting change interventions.	<ul style="list-style-type: none">• Able to gain buy-in and approval for change from relevant stakeholders.	<ul style="list-style-type: none">• Take the lead in impactful change programs.	
<ul style="list-style-type: none">• Understand the impact of change interventions on the institution within the broader scope of local government.	<ul style="list-style-type: none">• Identify change readiness levels and assist in resolving resistance to change factors.	<ul style="list-style-type: none">• Benchmark change interventions against best change practices.	
	<ul style="list-style-type: none">• Design change interventions that are aligned with the institution's strategic objectives and goals.	<ul style="list-style-type: none">• Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation.• Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation.	



 Director: Corporate Services
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 Municipal Manager:
Ms Geraldine Mettler



CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Financial Management		
COMPETENCY DEFINITION :	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand basic financial concepts and methods as they relate to institutional processes and activities	<ul style="list-style-type: none">Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate	<ul style="list-style-type: none">Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility.	<ul style="list-style-type: none">Develop planning tools to assist in evaluating and monitoring future expenditure trends.
<ul style="list-style-type: none">Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems	<ul style="list-style-type: none">Assess, identify and manage financial risks.	<ul style="list-style-type: none">Prepare budgets that are aligned to the strategic objectives of the institution.	<ul style="list-style-type: none">Set budget frameworks for the institution.
<ul style="list-style-type: none">Understand the importance of financial accountability	<ul style="list-style-type: none">Assume a cost-saving approach to financial management.	<ul style="list-style-type: none">Address complex budgeting and financial management concerns.	<ul style="list-style-type: none">Set strategic direction for the institution on expenditure and other financial processes.
<ul style="list-style-type: none">Understand the importance of asset control.	<ul style="list-style-type: none">Prepare financial reports based on specified formats.	<ul style="list-style-type: none">Put systems and processes in place to enhance the quality and integrity of financial management practices.	<ul style="list-style-type: none">Build and nurture partnerships to improve financial management and achieve financial savings.
	<ul style="list-style-type: none">Consider and understand the financial implications of decisions and suggestions.	<ul style="list-style-type: none">Advise on policies and procedures regarding asset control.	<ul style="list-style-type: none">Actively identify and implement new methods to improve asset control.
	<ul style="list-style-type: none">Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated.Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget.	<ul style="list-style-type: none">Promote National Treasury's regulatory framework for Financial Management.	<ul style="list-style-type: none">Display professionalism in dealing with financial data and processes.

Director: Corporate Services
Ms Annalene De Beer

Municipal Manager:
Ms Geraldine Mettler



CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Governance Leadership			
COMPETENCY DEFINITION:	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements.	<ul style="list-style-type: none">Display a thorough understanding of governance and risk and compliance factors and implement plans to address these.	<ul style="list-style-type: none">Able to link risk initiatives into key institutional objectives and drivers.	<ul style="list-style-type: none">Demonstrate a high level of commitment in complying with governance requirements.	
<ul style="list-style-type: none">Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders.	<ul style="list-style-type: none">Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution.	<ul style="list-style-type: none">Identify, analyse and measure risk, create valid risk forecasts and map risk profiles.	<ul style="list-style-type: none">Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework.	
<ul style="list-style-type: none">Provide input into policy formulation.	<ul style="list-style-type: none">Actively drive policy formulation within the institution to ensure the achievement of objectives.	<ul style="list-style-type: none">Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives.	<ul style="list-style-type: none">Able to advise local government on risk management, best practice interventions and compliance management.	
		<ul style="list-style-type: none">Demonstrate a thorough understanding of risk retention plans.	<ul style="list-style-type: none">Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government.	
		<ul style="list-style-type: none">Identify and implement comprehensive risk management systems and processes.	<ul style="list-style-type: none">Able to shape, direct and drive the formulation of policies on a macro level.	
		<ul style="list-style-type: none">Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement.		



 Director: Corporate Services
Ms Annalene De Beer



 Municipal Manager:
Ms Geraldine Mettler



CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Moral Competence		
COMPETENCY DEFINITION :	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Realise the impact of acting with integrity, but requires guidance and development in implementing principles.	<ul style="list-style-type: none">Conduct self in alignment with the values of local government and the institution.	<ul style="list-style-type: none">Identify, develop and apply measures of self-correction.	<ul style="list-style-type: none">Create an environment conducive of moral practices.
<ul style="list-style-type: none">Follow basic rules and regulations of the institution.	<ul style="list-style-type: none">Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver.	<ul style="list-style-type: none">Able to gain trust and respect through aligning actions with commitments.	<ul style="list-style-type: none">Actively develop and implement measures to combat fraud and corruption.
<ul style="list-style-type: none">Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.	<ul style="list-style-type: none">Actively report fraudulent activity and corruption with local government.	<ul style="list-style-type: none">Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders.	<ul style="list-style-type: none">Set integrity standards and shared accountability measures across the institution to support the objectives of local government.
	<ul style="list-style-type: none">Understand and honor the confidential nature of matters without seeking personal gain.	<ul style="list-style-type: none">Present values, beliefs and ideas that are congruent with the institution's rules and regulations.	<ul style="list-style-type: none">Take responsibility for own actions and decisions, even if the consequences are unfavorable.
	<ul style="list-style-type: none">Able to deal with situations of conflict of interest promptly and in the best interest of local government.	<ul style="list-style-type: none">Takes an active stance against corruption and dishonesty when noted.	
		<ul style="list-style-type: none">Actively promote the value of the institution to internal and external stakeholders.	
		<ul style="list-style-type: none">Able to work in unity with a team and not seek personal gain.	
<ul style="list-style-type: none">Apply universal moral principles consistently to achieve moral decisions.			

Director: Corporate Services
Ms Annalene De Beer

Municipal Manager:
Ms Geraldine Mettler



CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Planning and Organising		
COMPETENCY DEFINITION :	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Able to follow basic plans and organise tasks around set objectives.	<ul style="list-style-type: none">• Actively and appropriately organise information and resources required for a task.	<ul style="list-style-type: none">• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation.	<ul style="list-style-type: none">• Focus on broad strategies and initiatives when developing plans and actions.
<ul style="list-style-type: none">• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans.	<ul style="list-style-type: none">• Recognise the urgency and importance of tasks.	<ul style="list-style-type: none">• Identify in advance required stages and actions to complete tasks.	<ul style="list-style-type: none">• Able to protect and forecast short, medium and long term requirements of the institution and local government.
<ul style="list-style-type: none">• Able to follow existing plans and ensure that objectives are met.	<ul style="list-style-type: none">• Balance short and long-term plans and goals and incorporate into the team's performance objectives.	<ul style="list-style-type: none">• Schedule realistic timelines, objectives and milestones for tasks and projects.	<ul style="list-style-type: none">• Translate policy into relevant projects to facilitate the achievement of institutional objectives.
<ul style="list-style-type: none">• Focus on short-term objectives in developing plans and actions	<ul style="list-style-type: none">• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources.	<ul style="list-style-type: none">• Produce clear, detailed and comprehensive plans to achieve institutional objectives.	
<ul style="list-style-type: none">• Arrange information and resources required for a task, but require further structure and organisation.	<ul style="list-style-type: none">• Measures progress and monitor performance results.	<ul style="list-style-type: none">• Identify possible risk factors and design and implement appropriate contingency plans.• Adapt plans in light of changing circumstances.• Prioritise tasks and projects according to their relevant urgency and importance.	

Director: Corporate Services
Ms Annalene De Beer

Municipal Manager:
Ms Geraldine Mettler



CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Analysis and Innovation		
COMPETENCY DEFINITION :	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand the basic operation of analysis, but lack detail and thoroughness.	<ul style="list-style-type: none">Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations.	<ul style="list-style-type: none">Coaches team members on analytical and innovative approaches and techniques.	<ul style="list-style-type: none">Demonstrate complex analytical and problem solving approaches and techniques.
<ul style="list-style-type: none">Able to balance independent analysis with requesting assistance from others.	<ul style="list-style-type: none">Demonstrate objectivity, insight and thoroughness when analysing problems.	<ul style="list-style-type: none">Engage with appropriate individuals in analysing and resolving complex problems.	<ul style="list-style-type: none">Create an environment conducive to analytical and fact-based problem solving.
<ul style="list-style-type: none">Recommend new ways to perform tasks within own function.	<ul style="list-style-type: none">Able to break down complex problems into manageable parts and identify solutions.	<ul style="list-style-type: none">Identify solutions on various areas in the institution.	<ul style="list-style-type: none">Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence.
<ul style="list-style-type: none">Propose simple remedial interventions that marginally challenges the status quo.	<ul style="list-style-type: none">Consult internal and external stakeholders on opportunities to improve processes and service delivery.	<ul style="list-style-type: none">Formulate and implement new ideas throughout the institution.	<ul style="list-style-type: none">Create an environment that fosters innovative thinking and follows a learning organisation approach.
<ul style="list-style-type: none">Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking.	<ul style="list-style-type: none">Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders.	<ul style="list-style-type: none">Able to gain approval and buy-in for proposed interventions from relevant stakeholders.	<ul style="list-style-type: none">Be a thought leader on innovative customer service delivery and process optimisation.
	<ul style="list-style-type: none">Continuously identify opportunities to enhance internal processes.	<ul style="list-style-type: none">Identify trends and best practices in process and service delivery and propose institutional application.	<ul style="list-style-type: none">Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.
	<ul style="list-style-type: none">Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention.	<ul style="list-style-type: none">Continuously engage in research to identify client needs.	

Director: Corporate Services
Ms Annalene De Beer

Municipal Manager:
Ms Geraldine Mettler



CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Knowledge and Information Management			
COMPETENCY DEFINITION :	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Collect, categorise and track relevant information required for specific tasks and projects.	<ul style="list-style-type: none">Use appropriate information systems and technology to manage institutional knowledge and information sharing.	<ul style="list-style-type: none">Effectively predict future information and knowledge management requirements and systems.	<ul style="list-style-type: none">Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information.	
<ul style="list-style-type: none">Analyse and interpret information to draw conclusions.	<ul style="list-style-type: none">Evaluate data from various sources and use information effectively to influence decisions and provide solutions.	<ul style="list-style-type: none">Develop standards and processes to meet future knowledge management needs.	<ul style="list-style-type: none">Establish partnerships across local government to facilitate knowledge management.	
<ul style="list-style-type: none">Seek new sources of information to increase the knowledge base.	<ul style="list-style-type: none">Actively create mechanisms and structures for sharing information.	<ul style="list-style-type: none">Share and promote best-practice knowledge management across various institutions.	<ul style="list-style-type: none">Demonstrate a mature approach.	
<ul style="list-style-type: none">Regularly share information and knowledge with internal stakeholders and team members.	<ul style="list-style-type: none">Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.	<ul style="list-style-type: none">Establish accurate measures and monitoring systems for knowledge and information management.Create a culture conducive of learning and knowledge sharing.Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.	<ul style="list-style-type: none">Recognise and exploit knowledge points in interactions with internal and external stakeholders.	

Director: Corporate Services
Ms Annalene De Beer

Municipal Manager:
Ms Geraldine Mettler



CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Communication		
COMPETENCY DEFINITION :	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools.	<ul style="list-style-type: none">• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating.	<ul style="list-style-type: none">• Effectively communicate high-risk and sensitive matters to relevant stakeholders.	<ul style="list-style-type: none">• Regarded as a specialist in negotiations and representing the institution.
<ul style="list-style-type: none">• Express ideas in a clear and focused manner, but does not always take the audience into consideration.	<ul style="list-style-type: none">• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs.	<ul style="list-style-type: none">• Develop a well-defined communication strategy.	<ul style="list-style-type: none">• Able to inspire and motivate others through positive communication that is impactful and relevant.
<ul style="list-style-type: none">• Disseminate and convey information and knowledge adequately.	<ul style="list-style-type: none">• Adapt communication content and style to suit the audience and facilitate optimal information transfer.	<ul style="list-style-type: none">• Balance political perspectives with institutional needs when communicating viewpoints on complex issues.	<ul style="list-style-type: none">• Creates an environment conducive to transparent and productive communication and critical appreciate conversations.
	<ul style="list-style-type: none">• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders.	<ul style="list-style-type: none">• Able to effectively direct negotiations around complex.	<ul style="list-style-type: none">• Able to coordinate negotiations at different levels within local government and externally.
	<ul style="list-style-type: none">• Compile clear, focused, concise and well-structured written documents.	<ul style="list-style-type: none">• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution.• Able to communicate with the media with high levels of moral competence and discipline.	

Director: Corporate Services
Ms Annalene De Beer

Municipal Manager:
Ms Geraldine Mettler



CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Results and Quality Focus			
COMPETENCY DEFINITION :	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Understand quality of work but requires guidance in attending to important matters.	<ul style="list-style-type: none">Focus on high-priority actions and does not become distracted by lower-priority activities.	<ul style="list-style-type: none">Consistently verify own standards and outcomes to ensure quality output.	<ul style="list-style-type: none">Coach and guide others to exceed quality standards and results.	
<ul style="list-style-type: none">Show a basic commitment to achieving the correct results.	<ul style="list-style-type: none">Display firm commitment and pride in achieving the correct results.	<ul style="list-style-type: none">Focus on the end result and avoids being distracted	<ul style="list-style-type: none">Develop challenging, client-focused goals and sets high standards for personal performance.	
<ul style="list-style-type: none">Produce the minimum level of results required in the role.	<ul style="list-style-type: none">Set quality standards and design processes and tasks around achieving set standards.	<ul style="list-style-type: none">Demonstrate a determined and committed approach to achieving results and quality standards.	<ul style="list-style-type: none">Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required.	
<ul style="list-style-type: none">Produce outcomes that is of a good standard.	<ul style="list-style-type: none">Produce output of high quality.	<ul style="list-style-type: none">Follow task and projects through to completion.	<ul style="list-style-type: none">Work with team to set ambitious and challenging team goals, communicating long- and short term expectations.	
<ul style="list-style-type: none">Focus on the quantity of output but requires development in incorporating the quality of work.	<ul style="list-style-type: none">Able to balance the quantity and quality of results in order to achieve objectives.	<ul style="list-style-type: none">Set challenging goals and objectives to self and team and display commitment to achieving expectations.	<ul style="list-style-type: none">Take appropriate risks to accomplish goals.	
<ul style="list-style-type: none">Produce quality work in general circumstances, but fails to meet expectation when under pressure.	<ul style="list-style-type: none">Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed.	<ul style="list-style-type: none">Maintain a focus on quality outputs when placed under pressure.	<ul style="list-style-type: none">Overcome setbacks and adjust action plans to realise goals.	
		<ul style="list-style-type: none">Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.	<ul style="list-style-type: none">Focus people on critical activities that yield a high impact.	



 Director: Corporate Services
Ms Annalene De Beer



 Municipal Manager:
Ms Geraldine Mettler



STELLENBOSCH
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Annexure C: Personal Development Plan

DIRECTOR: CORPORATE SERVICES


Director: Corporate Services
Ms Annalene De Beer

Municipal Manager:
Ms Geraldine Mettler



Skills Performance Gap	Outcomes Expected	Suggested training and /or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/development area	Support Person
1.						
2.						
3.						

Signed and accepted by the Employee



Date: 07/07/2020.

Signed by the Municipal Manager on behalf of the Municipality



Date: 07/07/2020.

ANNEXURE 4



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Performance Agreement

2020 - 2021

**Director: Planning and Economic
Development**



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN
STELLENBOSCH MUNICIPALITY HEREBY REPRESENTED BY:

THE MUNICIPAL MANAGER
Ms Geraldine Mettler
(herein and after referred as Employer)

AND

DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT
Mr Anthony Barnes
(herein and after referred as Employee)

FOR THE FINANCIAL YEAR:

01 JULY 2020 - 30 JUNE 2021

AB

Director: Planning and Economic Development
Mr Anthony Barnes

Gm

Municipal Manager
Ms Geraldine Mettler



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Director: Planning and Economic Development
Mr Anthony Barnes

Municipal Manager
Ms Geraldine Mettler



1. INTRODUCTION

- 1.1 The Employer, duly represented by **Ms Geraldine Mettler**, in her capacity as the Municipal Manager has entered into a contract of employment with the Employee, **Mr Anthony Barnes**, in terms of section 57(1)(a) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) ("the Systems Act"). The Employer and the Employee are hereinafter referred as "the Parties";
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;
- 1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote local government policy goals;
- 1.4 The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act;
- 1.5 In this Agreement, the followings terms will have the meaning ascribed thereto:
 - 1.5.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;
 - 1.5.2 "the **Municipal Manager**" – means the Municipal Manager of the Municipality appointed in terms of Section 54(A) of the Systems Act;
 - 1.5.3 "the Employee" means the **Director: Planning and Economic Development** appointed in terms of Section 56 of the Systems Act;
 - 1.5.4 "the Employer" means **Stellenbosch Municipality**; and
 - 1.5.5 "the Parties" means the Employer and Employee.

2. PURPOSE OF THIS AGREEMENT

- 2.1 To comply with the provisions of Section 57(1)(b), (4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;
- 2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;
- 2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 To monitor and measure performance against set targeted outputs and outcomes;
- 2.5 To establish a transparent and accountable working relationship;
- 2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and

Director: Planning and Economic Development
Mr Anthony Barnes

Municipal Manager
Ms Geraldine Mettler



- 2.7 To give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on **01 July 2020** and will remain in force until **30 June 2021** where-after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out –
- 4.1.1 The performance objectives and targets that must be met by the Employee;
 - 4.1.2 The time frames within which those performance objectives and targets must be met; and
 - 4.1.3 The core competency requirements (Annexure B – definitions) as the management skills regarded as critical to the position held by the Employee.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:
- 4.2.1 Key objectives that describe the main tasks that need to be done;
 - 4.2.2 Key performance indicators (KPIs) that provide the details of the evidence that must be provided to show that a key objective has been achieved;
 - 4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and
 - 4.2.4 Weightings showing the relative importance of the key objectives to each other.

Director; Planning and Economic Development
Mr Anthony Barnes

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Ms Geraldine Mettler



- 4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the employees of the Employer;
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service providers to perform to the standards required;
- 5.3 The Employer will consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee;
- 5.4 The Employee undertakes to actively focus on the promotion and implementation of the Strategic Focus Areas (SFAs) (including special projects relevant to the employee's responsibilities) within the local government framework;
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, SFAs and Competency Framework requirements as per the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers, both of which shall be contained in the Performance Agreement;
- 5.6 The Employee's assessment will be based on his performance in terms of the outputs / outcomes (KPIs) identified as per attached Performance Plan (Annexure A), which are linked to the SFAs applicable to the Employee, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee.

Table 1: Strategic Focus Areas

Strategic Focus Areas
SFA 1 - Valley of Possibility
SFA 2 - Green and Sustainable Valley
SFA 3 - Safe Valley
SFA 4 - Dignified Living
SFA 5 - Good Governance and Compliance

- 5.7 The competency requirements for senior managers as per Regulation 9 of Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers will make up the other 20% of the Employee's assessment

Director: Planning and Economic Development
Mr Anthony Barnes

Municipal Manager
Ms Geraldine Mettler



score. The competencies will be assessed every six (6) months (January and July).

Table 2: Leading and Core Competencies

Leading and Core Competencies		
1.	Strategic direction and leadership	<ul style="list-style-type: none"> Impact and influence Institutional performance management Strategic planning and management Organisational awareness
2.	People management	<ul style="list-style-type: none"> Human capital planning and development Diversity management Employee relations management Negotiation and dispute management
3.	Programme and project management	<ul style="list-style-type: none"> Programme and project planning and implementation Service delivery management Programme and project monitoring and evaluation
4.	Financial management	<ul style="list-style-type: none"> Budget planning and execution Financial strategy and delivery Financial reporting and delivery
5.	Change leadership	<ul style="list-style-type: none"> Change vision and strategy Process design and improvement Change impact monitoring and evaluation
6.	Governance leadership	<ul style="list-style-type: none"> Policy formulation Risk and compliance management Cooperative governance
7.	Moral competence	<ul style="list-style-type: none"> Core Competency
8.	Planning and organising	<ul style="list-style-type: none"> Core Competency
9.	Analysis and innovation	<ul style="list-style-type: none"> Core Competency
10.	Knowledge and information management	<ul style="list-style-type: none"> Core Competency
11.	Communication	<ul style="list-style-type: none"> Core Competency
12.	Results and quality focus	<ul style="list-style-type: none"> Core Competency

6. PERFORMANCE ASSESSMENT

6.1 The Performance Plan (Annexure A) to this Agreement sets out –

6.1.1 The standards and procedures for evaluating the Employee's performance; and

6.1.2 The intervals for the evaluation of the Employee's performance.

6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well

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- as the actions agreed to and implementation must take place within set time frames;
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.12 below;
- 6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;
- 6.6 Assessment of the achievement of results as outlined in the performance plan:
- 6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;
- 6.6.2 A rating on the five-point scale shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;
- 6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;
- 6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and
- 6.6.5 An overall score will be calculated based on the total of the scores calculated above.
- 6.7 Assessment of the Competencies:
- 6.7.1 Each Competency shall be assessed in terms of the description provided in (Annexure B);
- 6.7.2 A rating shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and
- 6.7.3 An overall score will be calculated based on the total of the scores calculated above.
- 6.8 Overall rating
- 6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and



6.8.2 Such overall rating represents the outcome of the performance appraisal.

6.9 The assessment of the performance of the Employee will be based on the following rating scales for SFAs and Competencies respectively:

6.9.1 Rating scale for SFAs - as mentioned in paragraph 5.6:

Table 3: Performance rating scale

Level	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that they employee has achieved below fully effective results against almost all the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

6.9.2 Rating scale for Competencies -as mentioned in paragraph 5.7:

Table 4: Rating scale for Competencies

Level	Achievement Levels	Description
5	Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops, and applies comprehensive concepts and methods
4	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses

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Level	Achievement Levels	Description
3	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses
2	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
1	Sub Standard	Applies little to no basic concepts, methods, and understanding of local government operations.

6.10 For purposes of evaluating the performance of the Employee for the year-end reviews, an evaluation panel constituted of the following persons will be established–

6.10.1 Municipal Manager;

6.10.2 Municipal Manager from another municipality;

6.10.3 Chairperson of the Performance Audit Committee or in his/her absence thereof, the Chairperson of the Audit Committee; and

6.10.4 The Member of the Mayoral Committee (Portfolio Chairperson).

6.11 The Municipal Manager will evaluate the performance of the Employee as at the end of the 1st, and 3rd quarters; and

6.12 The Municipal Manager will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meeting.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his performance agreement shall be reviewed on the following dates.

Table 5: Schedule for performance reviews

Quarter	Review Period	Review to be completed by
1	July - September	October / November 2020 (Informal)
2	October – December	January / February 2021 (Formal)
3	January – March	April / May 2021 (Informal)
4	April - June	After the receipt of the AG's Management Report

7.2 The Employer shall keep a record of the mid-year and year-end assessment meetings;

7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance;

7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and

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- 7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented, and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

- 8.1 The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall-

- 9.1.1 Create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 Provide access to skills development and capacity building opportunities;
- 9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-
- 10.1.1 A direct effect on the performance of any of the Employee's functions;
 - 10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
 - 10.1.3 A substantial financial effect on the Employer.
- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action with delay.


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Ms Geraldine Mettler



11. REWARD

- 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;
- 11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter and as informed by the quarterly performance assessments;
- 11.3 A performance bonus of between 5% to 14% of the all- inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

Table 6: Performance bonus calculations

Performance Rating		Bonus Calculation
0% - 64%	Poor Performance	0% of total package
65% - 69%	Average Performance	5% of total package
70% - 74%	Fair Performance	9% of total package
75% - 79%	Good Performance	11% of total package
80% - 100%	Excellent Performance	14% of total package

- 11.4 In the event of the Employee terminating his services during the validity period of this Agreement, the Employee's performance will be evaluated for the portion during which he was employed and he will be entitled to a pro-rata performance bonus based on his evaluated performance for the period of actual service; and
- 11.5 The Employer will submit the total score of the annual assessment and of the Employee, to full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;
- 12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;
- 12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and
- 12.4 In the case of unacceptable performance, the Employer shall –
- 12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and

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- 12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

- 13.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;
- 13.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and
- 13.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment together with the relevant laws and regulations shall apply.

14. GENERAL

- 14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and
- 14.2 Nothing in this agreement diminishes the obligations, duties, or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives, or other instruments.

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Ms Geraldine Mettler



Thus, done and signed at Stellenbosch on the 7 day of July 2020.

DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT

AS WITNESSES:

1.

2.

Thus, done and signed at Stellenbosch on the 7th day of July 2020.

MUNICIPAL MANAGER

AS WITNESSES:

1.

2.

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Mr Anthony Barnes

Municipal Manager
Ms Geraldine Mettler



MEMBER OF MAYORAL COMMITTEE
(Portfolio: Integrated Human Settlements)
Cllr W Petersen

MEMBER OF MAYORAL COMMITTEE
(Portfolio: Planning, Local Economic Development and Tourism)
Cllr E Groenewald

MEMBER OF MAYORAL COMMITTEE
(Portfolio: Rural Management)
Cllr S Peters

.....
Director: Planning and Economic Development
Mr Anthony Barnes

.....
Municipal Manager
Ms Geraldine Mettler



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Annexure A Performance Plan

DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT

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Municipal Manager
Ms Geraldine Mettler



The Performance Plan sets out:

- Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for 80% (**eighty percent**) of the total employee assessment score.

Part 1: Implementation of Service Delivery and Budget Implementation Plan (80%)

DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/2019)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Development Management	Percentage of indicators of the Department: Development Management achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	4
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Development Planning	Percentage of indicators of the Department: Development Planning achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	4

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IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/2019)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Integrated Human Settlements	Percentage of indicators of the Department: Integrated Human Settlements achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	4
KPI007	Valley of Possibility	The number of jobs created through the Municipality's local economic development initiatives including capital projects (NKPI Proxy - MSA, Reg. S10(d))	Number of job opportunities created through the Municipality's local economic development initiatives including capital projects by 30 June	Outcome	153.10	1 300 per annum	1 300	EPWP reporting system	SM	400 (400)	900 (900)	1 100 (1 100)	1 300 (1 300)	3
KPI008	Valley of Possibility	Land-use applications considered by the Municipal Planning Tribunal within 120 days from a complete land-use application	Percentage of land-use applications considered by the Municipal Planning Tribunal within 120 days after a complete land-use application	Outcome	40%	90% per annum	90%	Minutes of the MPT Meeting	SM	90%	90%	90%	90%	3
KPI009	Valley of Possibility	Training opportunities provided for entrepreneurs and Small, Medium and Micro Enterprises (SMMEs)	Number of quarterly training opportunities provided for entrepreneurs and SMMEs	Output	5	4 per annum	4	Attendance Registers	SM	1 (1)	1 (2)	1 (3)	1 (4)	1
KPI012	Valley of Possibility	Revised Housing Pipeline (document) submitted to the Mayoral Committee (MayCo)	Number of Revised Housing Pipelines (documents) submitted to the MayCo by 31 March	Output	1	1 per annum	1	Proof of submission of the Revised Housing Pipeline (document) to the MayCo	SM	N/A	N/A	1	N/A	1

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IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/2019)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				Weight
										Q1	Q2	Q3	Q4	
KPI080	Valley of Possibility	Submission of Tourism Strategic Plan to the Municipal Manager	Number of Tourism Strategic Plans submitted to the Municipal Manager by 30 November	Output	New KPI	1 per annum	1	Proof of submission of the Tourism Strategic Plan to the Municipal Manager	SM	N/A	1	N/A	N/A	2
KPI018	Green and Sustainable Valley	Building plan applications processed within 30 days	Percentage of building plan applications of <500sqm processed within 30 days after date of receipt	Outcome	76.29%	90% per annum	90%	Building plan application register	SM	90%	90%	90%	90%	3
TBC	Good governance and Compliance	Spend the Directorate: Planning and Economic Development approved Capital Budget	Percentage of approved Capital Budget of the Directorate: Planning and Economic Development actually spent by 30 June	Input	79.93%	90% per annum	90%	Report from the financial system	SM	10%	30%	60%	90%	15
TBC	Good governance and Compliance	Submission of final bid specifications for all capital projects to the Bid Specification Committee (BSC) (2021/22)	Percentage of final bid specifications for all capital projects submitted to the BSC by 30 June (50% by 31 March 2021 and 100% by 30 June 2021. For the 2021/22 financial year)	Output	New indicator	100% per annum	100%	Reconciliation report from SCM	SM	N/A	N/A	50%	100%	10
TBC	Good governance and Compliance	Submission of detailed procurement needs for all operational projects to the Supply Chain Management (SCM) Department	Number of quarterly detailed procurement needs submitted to SCM 10 days before start of the quarter	Output	New indicator	4 per annum	4	Proof of submission to SCM	SM	1 (1)	1 (2)	1 (3)	1 (4)	1

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DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/2019)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Performance agreements signed with all identified personnel	Number of performance agreements signed by 31 August	Output	100%	3 per annum	3	Signed performance agreements submitted to the PMS Unit	SM	3	N/A	N/A	N/A	1
TBC	Good governance and Compliance	Conduct formal performance evaluations with all identified personnel	Number of formal performance evaluations conducted with all identified personnel by 28 February	Output	100%	6 per annum	6	Ignite performance evaluations reports	SM	N/A	N/A	6	N/A	1
TBC	Good governance and Compliance	Develop Annual Departmental Risk Register	Number of Annual Risk Registers developed by 31 July	Output	New indicator	1 per annum	1	Annual Departmental Risk Register submitted to the Risk Management Unit	SM	1	N/A	N/A	N/A	1
TBC	Good governance and Compliance	Evaluation of the Departmental Risk Register	Number of Departmental Risk Registers evaluated by 31 May	Output	New indicator	2 per annum	2	Proof of risk evaluations submitted to the Risk Management Unit	SM	N/A	1 (1)	N/A	1 (2)	2
TBC	Good governance and Compliance	Implementation of Council resolutions	Percentage of resolutions implemented measured quarterly	Output	70%	70% per annum	100%	Council Resolution Register	SM	70%	70%	70%	70%	2
TBC	Good governance and Compliance	Attendance of quarterly Occupation Health and Safety (OHS) meetings	Number of quarterly OHS meetings attended by the Director or secondee	Output	New indicator	4 per annum	4	OHS attendance registers	SM	1 (1)	1 (2)	1 (3)	1 (4)	1

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DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/2019)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Reduce the land use application backlog	Percentage reduction in the land use application backlog, measured per quarter	Outcome	New KPI	100% per annum	100%	Land use application register	SM	15%	30%	60%	100%	4
TBC	Valley of Possibility	Implementation of the Rural Management Plan	Percentage of actions implemented for the 2020/21 financial year as per the Rural Management Plan by 30 June	Outcome	New KPI	90% per annum	90%	Report to the Municipal Manager	SM	5%	30%	60%	90%	2
TBC	Good governance and Compliance	Raise / Collect Operating Budget revenue of the Department: Planning and Economic Development as per approved budget	Percentage of the Department: Planning and Economic Development revenue raised / collected by 30 June	Outcome	New KPI	96% per annum	96%	Report from the Financial System	SM	25%	50%	75%	96%	3
TBC	Valley of Possibility	Establish a Municipal Investment Desk	Number of Municipal Investment Desks established by 30 November	Output	New KPI	1 per annum	1	Report submitted to Municipal Manager	SM	N/A	1	N/A	N/A	2
TBC	Valley of Possibility	Submission of an ATC Concept Plan to the MayCo	Number of ATC Concept Plans submitted to the MayCo by 31 December	Output	New KPI	1 per annum	1	Proof of submission to the MayCo	SM	N/A	1	N/A	N/A	2
TBC	Valley of Possibility	Submission of a Klapmuts Development Concept Plan to the MayCo	Number of Klapmuts Development Concept Plans submitted to the MayCo by 31 March	Output	New KPI	1 per annum	1	Proof of submission to the MayCo	SM	N/A	N/A	1	N/A	3
TBC	Dignified Living	Submission of an Inclusionary Housing Policy to the Municipal Manager	Number of Inclusionary Housing Policies submitted to the Municipal Manager by 30 November	Output	New KPI	1 per annum	1	Proof of submission to the Municipal Manager	SM	N/A	1	N/A	N/A	5
													Total	80

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Part 2: Competency Requirements (20%)

Ref	Leading and Core Competencies	(January) 1 st Assessment	(July) Final Assessment	Weights	Comments
2.1	Strategic direction and leadership			1.66%	
2.2	People management			1.66%	
2.3	Programme and project management			1.66%	
2.4	Financial management			1.66%	
2.5	Change leadership			1.67%	
2.6	Governance leadership			1.67%	
2.7	Moral competence			1.67%	
2.8	Planning and organising			1.67%	
2.9	Analysis and innovation			1.67%	
2.10	Knowledge and information management			1.67%	
2.11	Communication			1.67%	
2.12	Results and quality focus			1.67%	
Total				20%	

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Annexure B

Competency Framework

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CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Strategic Direction and Leadership		
COMPETENCY DEFINITION :	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand Institutional and departmental strategic objectives, butlacks the ability to inspire others to achieve set mandate.	<ul style="list-style-type: none">Give direction to a team in realising the institution's strategic mandate and set objectives.	<ul style="list-style-type: none">Evaluate all activities to determine value and alignment to strategic intent.	<ul style="list-style-type: none">Structure and position the institution to local government priorities.
<ul style="list-style-type: none">Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy.	<ul style="list-style-type: none">Has a positive impact and influence on the morale, engagement and participation of team members.	<ul style="list-style-type: none">Display in-depth knowledge and understanding of strategic planning.	<ul style="list-style-type: none">Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework.
<ul style="list-style-type: none">Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole.	<ul style="list-style-type: none">Develop action plans to execute and guide strategy.	<ul style="list-style-type: none">Align strategy and goals across all functional areas.	<ul style="list-style-type: none">Hold self-accountable for strategy execution and results.
<ul style="list-style-type: none">Demonstrate basic understanding of key decision making.	<ul style="list-style-type: none">Assist in defining performance measures to monitor the progress and effectiveness of the institution.	<ul style="list-style-type: none">Actively define performance measures to monitor the progress and effectiveness of the institution.	<ul style="list-style-type: none">Provide impact and influence through building and maintaining strategic relationships.
	<ul style="list-style-type: none">Displays an awareness of institutional structures and political factors.	<ul style="list-style-type: none">Consistently challenge strategic plans to ensure relevance.	<ul style="list-style-type: none">Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions.
	<ul style="list-style-type: none">Effectively communicate barriers to execution to relevant parties.	<ul style="list-style-type: none">Understand institutional structures and political factors, and the consequences of actions.	<ul style="list-style-type: none">Integrate various systems into a collective whole to optimise institutional performance management.
	<ul style="list-style-type: none">Provide guidance to all stakeholders in the achievement of the strategic mandate.	<ul style="list-style-type: none">Empower others to follow the strategic direction and deal with complex situations.	<ul style="list-style-type: none">Uses understanding of competing interests to maneuver successfully to a win/win outcome.
	<ul style="list-style-type: none">Understand the aim and objectives of the institution and relate it to own work.	<ul style="list-style-type: none">Guide the institution through complex and ambiguous concern.Use understanding of power relationships and dynamic tensions among key players	

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CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Strategic Direction and Leadership		
COMPETENCY DEFINITION :	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
		to frame communications and develop strategies, positions and alliances.	

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CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	People Management		
COMPETENCY DEFINITION :	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Participate in team goalsetting and problem solving.	<ul style="list-style-type: none">Seek opportunities to increase team contribution and responsibility.	<ul style="list-style-type: none">Identify ineffective team and work processes and recommend remedial interventions.	<ul style="list-style-type: none">Develop and incorporate best practice people management processes, approaches and tools across the institution.
<ul style="list-style-type: none">Interact and collaborate with people of diverse backgrounds.	<ul style="list-style-type: none">Respect and support the diverse nature of others and be aware of the benefits of a diverse approach.	<ul style="list-style-type: none">Recognise and reward effective and desired behavior.	<ul style="list-style-type: none">Foster a culture of discipline, responsibility and accountability.
<ul style="list-style-type: none">Aware of guidelines for employee development, but requires support in implementing development initiatives.	<ul style="list-style-type: none">Effectively delegate tasks and empower others to increase contribution and execute functions optimally.	<ul style="list-style-type: none">Provide mentoring and guidance to others in order to increase personal effectiveness.	<ul style="list-style-type: none">Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution.
	<ul style="list-style-type: none">Apply relevant employee legislation fairly and consistently.	<ul style="list-style-type: none">Identify development and learning needs within the team.	<ul style="list-style-type: none">Develop comprehensive integrated strategies and approaches to human capital development and management.
	<ul style="list-style-type: none">Effectively identify capacity requirements to fulfill the strategic mandate.	<ul style="list-style-type: none">Inspire a culture of performance excellence by giving positive and constructive feedback to the team.Achieve agreement or consensus in adversarial environments.Lead and unite diverse teams across divisions to achieve institutional objectives.	<ul style="list-style-type: none">Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.

AB

Director: Planning and Economic Development
Mr Anthony Barnes

GM

Municipal Manager:
Ms Geraldine Mettler



CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Programme and Project Management		
COMPETENCY DEFINITION :	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Initiate projects after approval from higher authorities.	<ul style="list-style-type: none">Establish broad stakeholder involvement and communicate the project status and key milestones.	<ul style="list-style-type: none">Manage multiple programs and balance priorities and conflicts according to institutional goals.	<ul style="list-style-type: none">Understand and conceptualise the long-term implications of desired project outcomes.
<ul style="list-style-type: none">Understand procedures of program and project management methodology, implications and stakeholder involvement.	<ul style="list-style-type: none">Define the roles and responsibilities of the project team and create clarity around expectations.	<ul style="list-style-type: none">Apply effective risk management strategies through impact assessment and resource requirements.	<ul style="list-style-type: none">Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives.
<ul style="list-style-type: none">Understand the rational of projects in relation to the institution's strategic objectives.	<ul style="list-style-type: none">Find a balance between project deadline and the quality of deliverables.	<ul style="list-style-type: none">Modify project scope and budget when required without compromising the quality and objectives of the project.	<ul style="list-style-type: none">Influence people in positions of authority to implement outcomes of projects
<ul style="list-style-type: none">Document and communicate factors and risk associated with own work.	<ul style="list-style-type: none">Identify appropriate project resources to facilitate the effective completion of the deliverables.	<ul style="list-style-type: none">Involve top-level authorities and relevant stakeholders in seeking project buy-in.	<ul style="list-style-type: none">Lead and direct translation of policy into workable action plans
<ul style="list-style-type: none">Use results and approaches of successful project implementation as guide.	<ul style="list-style-type: none">Comply with statutory requirements and apply policies in a consistent manner.Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation.	<ul style="list-style-type: none">Identify and apply contemporary project management methodologyInfluence and motivate project team to deliver exceptional results.Monitor policy implementation and apply procedures to manage risks.	<ul style="list-style-type: none">Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed.

Director: Planning and Economic Development
Mr Anthony Barnes

Municipal Manager:
Ms Geraldine Mettler



CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Change Leadership		
COMPETENCY DEFINITION :	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Display an awareness of change interventions and the benefits of transformation initiatives.	<ul style="list-style-type: none">• Perform an analysis of the change impact on the social, political and economic environment.	<ul style="list-style-type: none">• Actively monitor change impact and results and convey progress to relevant stakeholders.	<ul style="list-style-type: none">• Sponsor change agents and create a network of change leaders who support the interventions.
<ul style="list-style-type: none">• Able to identify basic needs for change.	<ul style="list-style-type: none">• Maintain calm and focus during change.	<ul style="list-style-type: none">• Secure buy-in and sponsorship for change initiatives.	<ul style="list-style-type: none">• Actively adapt current structures and processes to incorporate the change interventions.
<ul style="list-style-type: none">• Identify gaps between the current and desired state.	<ul style="list-style-type: none">• Able to assist team members during change and keep them focused on the deliverables.	<ul style="list-style-type: none">• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness.	<ul style="list-style-type: none">• Mentor and guide team members on the effects of change, resistance factors and how to integrate change.
<ul style="list-style-type: none">• Identify potential risk and challenges to transformation, including resistance to change factors.	<ul style="list-style-type: none">• Volunteer to lead change efforts outside of own work team.	<ul style="list-style-type: none">• Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change.	<ul style="list-style-type: none">• Motivate and inspire others around change initiatives.
<ul style="list-style-type: none">• Participate in change programs and piloting change interventions.	<ul style="list-style-type: none">• Able to gain buy-in and approval for change from relevant stakeholders.	<ul style="list-style-type: none">• Take the lead in impactful change programs.	
<ul style="list-style-type: none">• Understand the impact of change interventions on the institution within the broader scope of local government.	<ul style="list-style-type: none">• Identify change readiness levels and assist in resolving resistance to change factors.	<ul style="list-style-type: none">• Benchmark change interventions against best change practices.	
	<ul style="list-style-type: none">• Design change interventions that are aligned with the institution's strategic objectives and goals.	<ul style="list-style-type: none">• Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation.• Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation.	

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Director: Planning and Economic Development
Mr Anthony Barnes

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Municipal Manager:
Ms Geraldine Mettler



CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Financial Management		
COMPETENCY DEFINITION :	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand basic financial concepts and methods as they relate to institutional processes and activities	<ul style="list-style-type: none">Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate	<ul style="list-style-type: none">Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility.	<ul style="list-style-type: none">Develop planning tools to assist in evaluating and monitoring future expenditure trends.
<ul style="list-style-type: none">Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems	<ul style="list-style-type: none">Assess, identify and manage financial risks.	<ul style="list-style-type: none">Prepare budgets that are aligned to the strategic objectives of the institution.	<ul style="list-style-type: none">Set budget frameworks for the institution.
<ul style="list-style-type: none">Understand the importance of financial accountability	<ul style="list-style-type: none">Assume a cost-saving approach to financial management.	<ul style="list-style-type: none">Address complex budgeting and financial management concerns.	<ul style="list-style-type: none">Set strategic direction for the institution on expenditure and other financial processes.
<ul style="list-style-type: none">Understand the importance of asset control.	<ul style="list-style-type: none">Prepare financial reports based on specified formats.	<ul style="list-style-type: none">Put systems and processes in place to enhance the quality and integrity of financial management practices.	<ul style="list-style-type: none">Build and nurture partnerships to improve financial management and achieve financial savings.
	<ul style="list-style-type: none">Consider and understand the financial implications of decisions and suggestions.	<ul style="list-style-type: none">Advise on policies and procedures regarding asset control.	<ul style="list-style-type: none">Actively identify and implement new methods to improve asset control.
	<ul style="list-style-type: none">Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated.Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget.	<ul style="list-style-type: none">Promote National Treasury's regulatory framework for Financial Management.	<ul style="list-style-type: none">Display professionalism in dealing with financial data and processes.

Director: Planning and Economic Development
Mr Anthony Barnes

Municipal Manager:
Ms Geraldine Mettler



CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Governance Leadership			
COMPETENCY DEFINITION:	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements.	<ul style="list-style-type: none">Display a thorough understanding of governance and risk and compliance factors and implement plans to address these.	<ul style="list-style-type: none">Able to link risk initiatives into key institutional objectives and drivers.	<ul style="list-style-type: none">Demonstrate a high level of commitment in complying with governance requirements.	
<ul style="list-style-type: none">Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders.	<ul style="list-style-type: none">Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution.	<ul style="list-style-type: none">Identify, analyse and measure risk, create valid risk forecasts and map risk profiles.	<ul style="list-style-type: none">Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework.	
<ul style="list-style-type: none">Provide input into policy formulation.	<ul style="list-style-type: none">Actively drive policy formulation within the institution to ensure the achievement of objectives.	<ul style="list-style-type: none">Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives.	<ul style="list-style-type: none">Able to advise local government on risk management, best practice interventions and compliance management.	
		<ul style="list-style-type: none">Demonstrate a thorough understanding of risk retention plans.	<ul style="list-style-type: none">Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government.t	
		<ul style="list-style-type: none">Identify and implement comprehensive risk management systems and processes.	<ul style="list-style-type: none">Able to shape, direct and drive the formulation of policies on a macro level.	
		<ul style="list-style-type: none">Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement.		

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Director: Planning and Economic Development
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Municipal Manager:
Ms Geraldine Mettler



CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Moral Competence		
COMPETENCY DEFINITION :	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Realise the impact of acting with integrity, but requires guidance and development in implementing principles.	<ul style="list-style-type: none">Conduct self in alignment with the values of local government and the institution.	<ul style="list-style-type: none">Identify, develop and apply measures of self-correction.	<ul style="list-style-type: none">Create an environment conducive of moral practices.
<ul style="list-style-type: none">Follow basic rules and regulations of the institution.	<ul style="list-style-type: none">Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver.	<ul style="list-style-type: none">Able to gain trust and respect through aligning actions with commitments.	<ul style="list-style-type: none">Actively develop and implement measures to combat fraud and corruption.
<ul style="list-style-type: none">Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.	<ul style="list-style-type: none">Actively report fraudulent activity and corruption with local government.	<ul style="list-style-type: none">Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders.	<ul style="list-style-type: none">Set integrity standards and shared accountability measures across the institution to support the objectives of local government.
	<ul style="list-style-type: none">Understand and honor the confidential nature of matters without seeking personal gain.	<ul style="list-style-type: none">Present values, beliefs and ideas that are congruent with the institution's rules and regulations.	<ul style="list-style-type: none">Take responsibility for own actions and decisions, even if the consequences are unfavorable.
	<ul style="list-style-type: none">Able to deal with situations of conflict of interest promptly and in the best interest of local government.	<ul style="list-style-type: none">Takes an active stance against corruption and dishonesty when noted.	
		<ul style="list-style-type: none">Actively promote the value of the institution to internal and external stakeholders.	
		<ul style="list-style-type: none">Able to work in unity with a team and not seek personal gain.	
<ul style="list-style-type: none">Apply universal moral principles consistently to achieve moral decisions.			

Director: Planning and Economic Development
Mr Anthony Barnes

Municipal Manager:
Ms Geraldine Mettler



CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Planning and Organising		
COMPETENCY DEFINITION :	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Able to follow basic plans and organise tasks around set objectives.	<ul style="list-style-type: none">• Actively and appropriately organise information and resources required for a task.	<ul style="list-style-type: none">• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation.	<ul style="list-style-type: none">• Focus on broad strategies and initiatives when developing plans and actions.
<ul style="list-style-type: none">• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans.	<ul style="list-style-type: none">• Recognise the urgency and importance of tasks.	<ul style="list-style-type: none">• Identify in advance required stages and actions to complete tasks.	<ul style="list-style-type: none">• Able to protect and forecast short, medium and long term requirements of the institution and local government.
<ul style="list-style-type: none">• Able to follow existing plans and ensure that objectives are met.	<ul style="list-style-type: none">• Balance short and long-term plans and goals and incorporate into the team's performance objectives.	<ul style="list-style-type: none">• Schedule realistic timelines, objectives and milestones for tasks and projects.	<ul style="list-style-type: none">• Translate policy into relevant projects to facilitate the achievement of institutional objectives.
<ul style="list-style-type: none">• Focus on short-term objectives in developing plans and actions	<ul style="list-style-type: none">• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources.	<ul style="list-style-type: none">• Produce clear, detailed and comprehensive plans to achieve institutional objectives.	
<ul style="list-style-type: none">• Arrange information and resources required for a task, but require further structure and organisation.	<ul style="list-style-type: none">• Measures progress and monitor performance results.	<ul style="list-style-type: none">• Identify possible risk factors and design and implement appropriate contingency plans.• Adapt plans in light of changing circumstances.• Prioritise tasks and projects according to their relevant urgency and importance.	

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Director: Planning and Economic Development
Mr Anthony Barnes

Gn

Municipal Manager:
Ms Geraldine Mettler



CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Analysis and Innovation		
COMPETENCY DEFINITION :	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand the basic operation of analysis, but lack detail and thoroughness.	<ul style="list-style-type: none">Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations.	<ul style="list-style-type: none">Coaches team members on analytical and innovative approaches and techniques.	<ul style="list-style-type: none">Demonstrate complex analytical and problem solving approaches and techniques.
<ul style="list-style-type: none">Able to balance independent analysis with requesting assistance from others.	<ul style="list-style-type: none">Demonstrate objectivity, insight and thoroughness when analysing problems.	<ul style="list-style-type: none">Engage with appropriate individuals in analysing and resolving complex problems.	<ul style="list-style-type: none">Create an environment conducive to analytical and fact-based problem solving.
<ul style="list-style-type: none">Recommend new ways to perform tasks within own function.	<ul style="list-style-type: none">Able to break down complex problems into manageable parts and identify solutions.	<ul style="list-style-type: none">Identify solutions on various areas in the institution.	<ul style="list-style-type: none">Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence.
<ul style="list-style-type: none">Propose simple remedial interventions that marginally challenges the status quo.	<ul style="list-style-type: none">Consult internal and external stakeholders on opportunities to improve processes and service delivery.	<ul style="list-style-type: none">Formulate and implement new ideas throughout the institution.	<ul style="list-style-type: none">Create an environment that fosters innovative thinking and follows a learning organisation approach.
<ul style="list-style-type: none">Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking.	<ul style="list-style-type: none">Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders.	<ul style="list-style-type: none">Able to gain approval and buy-in for proposed interventions from relevant stakeholders.	<ul style="list-style-type: none">Be a thought leader on innovative customer service delivery and process optimisation.
	<ul style="list-style-type: none">Continuously identify opportunities to enhance internal processes.	<ul style="list-style-type: none">Identify trends and best practices in process and service delivery and propose institutional application.	<ul style="list-style-type: none">Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.
	<ul style="list-style-type: none">Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention.	<ul style="list-style-type: none">Continuously engage in research to identify client needs.	

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Director: Planning and Economic Development
Mr Anthony Barnes

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Municipal Manager:
Ms Geraldine Mettler



CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Knowledge and Information Management		
COMPETENCY DEFINITION :	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Collect, categorise and track relevant information required for specific tasks and projects.	<ul style="list-style-type: none">• Use appropriate information systems and technology to manage institutional knowledge and information sharing.	<ul style="list-style-type: none">• Effectively predict future information and knowledge management requirements and systems.	<ul style="list-style-type: none">• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information.
<ul style="list-style-type: none">• Analyse and interpret information to draw conclusions.	<ul style="list-style-type: none">• Evaluate data from various sources and use information effectively to influence decisions and provide solutions.	<ul style="list-style-type: none">• Develop standards and processes to meet future knowledge management needs.	<ul style="list-style-type: none">• Establish partnerships across local government to facilitate knowledge management.
<ul style="list-style-type: none">• Seek new sources of information to increase the knowledge base.	<ul style="list-style-type: none">• Actively create mechanisms and structures for sharing information.	<ul style="list-style-type: none">• Share and promote best-practice knowledge management across various institutions.	<ul style="list-style-type: none">• Demonstrate a mature approach.
<ul style="list-style-type: none">• Regularly share information and knowledge with internal stakeholders and team members.	<ul style="list-style-type: none">• Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.	<ul style="list-style-type: none">• Establish accurate measures and monitoring systems for knowledge and information management.• Create a culture conducive of learning and knowledge sharing.• Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.	<ul style="list-style-type: none">• Recognise and exploit knowledge points in interactions with internal and external stakeholders.

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Mr Anthony Barnes

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Municipal Manager:
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CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Communication		
COMPETENCY DEFINITION :	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools.	<ul style="list-style-type: none">• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating.	<ul style="list-style-type: none">• Effectively communicate high-risk and sensitive matters to relevant stakeholders.	<ul style="list-style-type: none">• Regarded as a specialist in negotiations and representing the institution.
<ul style="list-style-type: none">• Express ideas in a clear and focused manner, but does not always take the audience into consideration.	<ul style="list-style-type: none">• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs.	<ul style="list-style-type: none">• Develop a well-defined communication strategy.	<ul style="list-style-type: none">• Able to inspire and motivate others through positive communication that is impactful and relevant.
<ul style="list-style-type: none">• Disseminate and convey information and knowledge adequately.	<ul style="list-style-type: none">• Adapt communication content and style to suit the audience and facilitate optimal information transfer.	<ul style="list-style-type: none">• Balance political perspectives with institutional needs when communicating viewpoints on complex issues.	<ul style="list-style-type: none">• Creates an environment conducive to transparent and productive communication and critical appreciate conversations.
	<ul style="list-style-type: none">• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders.	<ul style="list-style-type: none">• Able to effectively direct negotiations around complex.	<ul style="list-style-type: none">• Able to coordinate negotiations at different levels within local government and externally.
	<ul style="list-style-type: none">• Compile clear, focused, concise and well-structured written documents.	<ul style="list-style-type: none">• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution.• Able to communicate with the media with high levels of moral competence and discipline.	

Director: Planning and Economic Development
Mr Anthony Barnes

Municipal Manager:
Ms Geraldine Mettler



CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Results and Quality Focus		
COMPETENCY DEFINITION :	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand quality of work but requires guidance in attending to important matters.	<ul style="list-style-type: none">Focus on high-priority actions and does not become distracted by lower-priority activities.	<ul style="list-style-type: none">Consistently verify own standards and outcomes to ensure quality output.	<ul style="list-style-type: none">Coach and guide others to exceed quality standards and results.
<ul style="list-style-type: none">Show a basic commitment to achieving the correct results.	<ul style="list-style-type: none">Display firm commitment and pride in achieving the correct results.	<ul style="list-style-type: none">Focus on the end result and avoids being distracted	<ul style="list-style-type: none">Develop challenging, client-focused goals and sets high standards for personal performance.
<ul style="list-style-type: none">Produce the minimum level of results required in the role.	<ul style="list-style-type: none">Set quality standards and design processes and tasks around achieving set standards.	<ul style="list-style-type: none">Demonstrate a determined and committed approach to achieving results and quality standards.	<ul style="list-style-type: none">Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required.
<ul style="list-style-type: none">Produce outcomes that is of a good standard.	<ul style="list-style-type: none">Produce output of high quality.	<ul style="list-style-type: none">Follow task and projects through to completion.	<ul style="list-style-type: none">Work with team to set ambitious and challenging team goals, communicating long- and short term expectations.
<ul style="list-style-type: none">Focus on the quantity of output but requires development in incorporating the quality of work.	<ul style="list-style-type: none">Able to balance the quantity and quality of results in order to achieve objectives.	<ul style="list-style-type: none">Set challenging goals and objectives to self and team and display commitment to achieving expectations.	<ul style="list-style-type: none">Take appropriate risks to accomplish goals.
<ul style="list-style-type: none">Produce quality work in general circumstances, but fails to meet expectation when under pressure.	<ul style="list-style-type: none">Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed.	<ul style="list-style-type: none">Maintain a focus on quality outputs when placed under pressure.	<ul style="list-style-type: none">Overcome setbacks and adjust action plans to realise goals.
		<ul style="list-style-type: none">Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.	<ul style="list-style-type: none">Focus people on critical activities that yield a high impact.

AB

Director: Planning and Economic Development
Mr Anthony Barnes

Gm

Municipal Manager:
Ms Geraldine Mettler



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Annexure C:

Personal Development Plan

DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT

.....
Director: Planning and Economic Development
Mr Anthony Barnes

.....
Municipal Manager:
Ms Geraldine Mettler



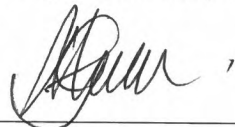
Skills Performance Gap	Outcomes Expected	Suggested training and /or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/development area	Support Person
1.						
2.						
3.						

Signed and accepted by the Employee



Date: 7-7-2020

Signed by the Municipal Manager on behalf of the Municipality



Date: 07/07/2020.

ANNEXURE 5



STELLENBOSCH

STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Performance Agreement

2020 - 2021

Director:
Infrastructure Services



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN
STELLENBOSCH MUNICIPALITY HEREBY REPRESENTED BY:

THE MUNICIPAL MANAGER
Ms Geraldine Mettler
(herein and after referred as Employer)

AND

DIRECTOR: INFRASTRUCTURE SERVICES
Mr Deon Louw
(herein and after referred as Employee)

FOR THE FINANCIAL YEAR:

01 JULY 2020 - 30 JUNE 2021

Director: Infrastructure Services
Mr Deon Louw

Municipal Manager:
Ms Geraldine Mettler



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Mr Deon Louw

Municipal Manager:
Ms Geraldine Mettler




1. INTRODUCTION

- 1.1 The Employer, duly represented by **Ms Geraldine Mettler**, in her capacity as the Municipal Manager has entered into a contract of employment with the Employee, **Mr Deon Louw**, in terms of section 57(1)(a) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) ("the Systems Act"). The Employer and the Employee are hereinafter referred as "the Parties";
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;
- 1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote local government policy goals;
- 1.4 The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act;
- 1.5 In this Agreement, the followings terms will have the meaning ascribed thereto:
- 1.5.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;
- 1.5.2 "the **Municipal Manager**" – means the Municipal Manager of the Municipality appointed in terms of Section 54(A) of the Systems Act;
- 1.5.3 "the Employee" means the **Director: Infrastructure Services** appointed in terms of Section 56 of the Systems Act;
- 1.5.4 "the Employer" means **Stellenbosch Municipality**; and
- 1.5.5 "the Parties" means the Employer and Employee.

2. PURPOSE OF THIS AGREEMENT

- 2.1 To comply with the provisions of Section 57(1)(b), (4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;
- 2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;
- 2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 To monitor and measure performance against set targeted outputs and outcomes;
- 2.5 To establish a transparent and accountable working relationship;
- 2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and


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- 2.7 To give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on **01 July 2020** and will remain in force until **30 June 2021** where-after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out –
- 4.1.1 The performance objectives and targets that must be met by the Employee;
 - 4.1.2 The time frames within which those performance objectives and targets must be met; and
 - 4.1.3 The core competency requirements (Annexure B – definitions) as the management skills regarded as critical to the position held by the Employee.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:
- 4.2.1 Key objectives that describe the main tasks that need to be done;
 - 4.2.2 Key performance indicators (KPIs) that provide the details of the evidence that must be provided to show that a key objective has been achieved;
 - 4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and
 - 4.2.4 Weightings showing the relative importance of the key objectives to each other.

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4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and

4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the employees of the Employer;

5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service providers to perform to the standards required;

5.3 The Employer will consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee;

5.4 The Employee undertakes to actively focus on the promotion and implementation of the Strategic Focus Areas (SFAs) (including special projects relevant to the employee's responsibilities) within the local government framework;

5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, SFAs and Competency Framework requirements as per the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers, both of which shall be contained in the Performance Agreement;

5.6 The Employee's assessment will be based on his performance in terms of the outputs / outcomes (KPIs) identified as per attached Performance Plan (Annexure A), which are linked to the SFAs applicable to the Employee, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee.

Table 1: Strategic Focus Areas

Strategic Focus Areas
SFA 1 - Valley of Possibility
SFA 2 - Green and Sustainable Valley
SFA 3 - Safe Valley
SFA 4 - Dignified Living
SFA 5 - Good Governance and Compliance

5.7 The competency requirements for senior managers as per Regulation 9 of Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers will make up the other 20% of the Employee's assessment



score. The competencies will be assessed every six (6) months (January and July).

Table 2: Leading and Core Competencies

Leading and Core Competencies		
1.	Strategic direction and leadership	<ul style="list-style-type: none"> Impact and influence Institutional performance management Strategic planning and management Organisational awareness
2.	People management	<ul style="list-style-type: none"> Human capital planning and development Diversity management Employee relations management Negotiation and dispute management
3.	Programme and project management	<ul style="list-style-type: none"> Programme and project planning and implementation Service delivery management Programme and project monitoring and evaluation
4.	Financial management	<ul style="list-style-type: none"> Budget planning and execution Financial strategy and delivery Financial reporting and delivery
5.	Change leadership	<ul style="list-style-type: none"> Change vision and strategy Process design and improvement Change impact monitoring and evaluation
6.	Governance leadership	<ul style="list-style-type: none"> Policy formulation Risk and compliance management Cooperative governance
7.	Moral competence	<ul style="list-style-type: none"> Core Competency
8.	Planning and organising	<ul style="list-style-type: none"> Core Competency
9.	Analysis and innovation	<ul style="list-style-type: none"> Core Competency
10.	Knowledge and information management	<ul style="list-style-type: none"> Core Competency
11.	Communication	<ul style="list-style-type: none"> Core Competency
12.	Results and quality focus	<ul style="list-style-type: none"> Core Competency

6. PERFORMANCE ASSESSMENT

6.1 The Performance Plan (Annexure A) to this Agreement sets out –

6.1.1 The standards and procedures for evaluating the Employee's performance; and

6.1.2 The intervals for the evaluation of the Employee's performance.

6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well

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as the actions agreed to and implementation must take place within set time frames;

- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.12 below;
- 6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;
- 6.6 Assessment of the achievement of results as outlined in the performance plan:
- 6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;
- 6.6.2 A rating on the five-point scale shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;
- 6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;
- 6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and
- 6.6.5 An overall score will be calculated based on the total of the scores calculated above.
- 6.7 Assessment of the Competencies:
- 6.7.1 Each Competency shall be assessed in terms of the description provided in (Annexure B);
- 6.7.2 A rating shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and
- 6.7.3 An overall score will be calculated based on the total of the scores calculated above.
- 6.8 Overall rating
- 6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and

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6.8.2 Such overall rating represents the outcome of the performance appraisal.

6.9 The assessment of the performance of the Employee will be based on the following rating scales for SFAs and Competencies respectively:

6.9.1 Rating scale for SFAs - as mentioned in paragraph 5.6:

Table 3: Performance rating scale

Level	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that they employee has achieved below fully effective results against almost all the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

6.9.2 Rating scale for Competencies -as mentioned in paragraph 5.7:

Table 4: Rating scale for Competencies

Level	Achievement Levels	Description
5	Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops, and applies comprehensive concepts and methods
4	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses

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Level	Achievement Levels	Description
3	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses
2	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
1	Sub Standard	Applies little to no basic concepts, methods, and understanding of local government operations.

6.10 For purposes of evaluating the performance of the Employee for the year-end reviews, an evaluation panel constituted of the following persons will be established–

6.10.1 Municipal Manager;

6.10.2 Municipal Manager from another municipality;

6.10.3 Chairperson of the Performance Audit Committee or in his/her absence thereof, the Chairperson of the Audit Committee; and

6.10.4 The Member of the Mayoral Committee (Portfolio Chairperson).

6.11 The Municipal Manager will evaluate the performance of the Employee as at the end of the 1st, and 3rd quarters; and

6.12 The Municipal Manager will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meeting.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his performance agreement shall be reviewed on the following dates.

Table 5: Schedule for performance reviews

Quarter	Review Period	Review to be completed by
1	July - September	October / November 2020 (Informal)
2	October – December	January / February 2021 (Formal)
3	January – March	April / May 2021 (Informal)
4	April - June	After the receipt of the AG's Management Report

7.2 The Employer shall keep a record of the mid-year and year-end assessment meetings;

7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance;

7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and

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- 7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented, and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS


- 8.1 The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall-
- 9.1.1 Create an enabling environment to facilitate effective performance by the employee;
 - 9.1.2 Provide access to skills development and capacity building opportunities;
 - 9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
 - 9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and
 - 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-
- 10.1.1 A direct effect on the performance of any of the Employee's functions;
 - 10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
 - 10.1.3 A substantial financial effect on the Employer.
- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action with delay.


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11. REWARD

- 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;
- 11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter and as informed by the quarterly performance assessments;
- 11.3 A performance bonus of between 5% to 14% of the all- inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

Table 6: Performance bonus calculations

Performance Rating		Bonus Calculation
0% - 64%	Poor Performance	0% of total package
65% - 69%	Average Performance	5% of total package
70% - 74%	Fair Performance	9% of total package
75% - 79%	Good Performance	11% of total package
80% - 100%	Excellent Performance	14% of total package

- 11.4 In the event of the Employee terminating his services during the validity period of this Agreement, the Employee's performance will be evaluated for the portion during which he was employed and he will be entitled to a pro-rata performance bonus based on his evaluated performance for the period of actual service; and
- 11.5 The Employer will submit the total score of the annual assessment and of the Employee, to full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;
- 12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;
- 12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and
- 12.4 In the case of unacceptable performance, the Employer shall –
 - 12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and

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- 12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

- 13.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;
- 13.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and
- 13.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment together with the relevant laws and regulations shall apply.

14. GENERAL

- 14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and
- 14.2 Nothing in this agreement diminishes the obligations, duties, or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives, or other instruments.

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Thus, done and signed at Stellenbosch on the 7th day of July 2020.

DIRECTOR: INFRASTRUCTURE SERVICES

AS WITNESSES:

1.

2.

Thus, done and signed at Stellenbosch on the 7th day of July 2020.

MUNICIPAL MANAGER

AS WITNESSES:

1.

2.



MEMBER OF MAYORAL COMMITTEE
(Portfolio: Infrastructure Services)
Cllr Q Smit

.....
Director: Infrastructure Services
Mr Deon Louw

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Municipal Manager:
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Annexure A Performance Plan

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**The Performance Plan sets out:**

- Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for 80% (**eighty percent**) of the total employee assessment score.

Part 1: Implementation of Service Delivery and Budget Implementation Plan (80%)

DIRECTOR: INFRASTRUCTURE SERVICES														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/19)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Water and Wastewater Services	Percentage of indicators of the Department: Water and Wastewater Services achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	3
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Infrastructure Planning, Development and Implementation	Percentage of indicators of the Department: Infrastructure Planning, Development and Implementation achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	3

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										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Roads, Transport and Storm Water (RTS)	Percentage of indicators of the Department: Roads, Transport and Storm Water (RTS) achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	3
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Electrical Services	Percentage of indicators of the Department: Electrical Services achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	3
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Waste Services	Percentage of indicators of the Department: Waste Services achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	3
KPI016	Green and Sustainable Valley	Conduct an external audit of the Stellenbosch Municipality Waste Disposal Facilities	Number of external audits of the Stellenbosch Municipality Waste Disposal Facilities conducted by 30 June	Output	1	1 per annum	1	Audit report	SM	N/A	N/A	N/A	1	1
KPI073	Green and Sustainable Valley	Implementation of identified waste minimisation projects	Number of identified waste minimisation projects implemented by 30 June	Output	New indicator	2 per annum	2	Waste minimisation report submitted to the Municipal Manager	SM	N/A	N/A	1 (1)	1 (2)	1
KPI019	Green and Sustainable Valley	Waste water quality managed and measured to the SANS Accreditation physical and micro parameters	Percentage waste water quality compliance as per analysis certificate measured by 30 June	Outcome	72.72%	75% per annum	70%	Report submitted by the service provider and report from GDS system	SM	N/A	N/A	N/A	80%	2


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										Q1	Q2	Q3	Q4	
KPI081	Green and Sustainable Valley	Reduce organic waste	Percentage of organic waste reduced by 30 June	Outcome	New indicator	20% per annum	20%	Weighbridge data and monthly progress reports	SM	N/A	N/A	N/A	20%	1
KPI082	Green and Sustainable Valley	Submission of an Integrated Waste Management Plan to the MayCo	Number of Integrated Waste Management Plans submitted to the MayCo by 31 March	Output	New KPI	1 per annum	1	Proof of submission of the Integrated Waste Management Plan to the MayCo	SM	N/A	N/A	1	N/A	1
KPI037	Dignified Living	Provision of waterborne toilet facilities	Number of waterborne toilet facilities provided by 30 June	Output	69	50 per annum	50	Completion certificates	SM	N/A	20 (20)	N/A	50 (50)	2
KPI040	Dignified Living	Limit unaccounted electricity to less than 9% annually {(Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold(incl. Free basic electricity)) / Number of Electricity Units Purchased and/or Generated} x 100}	Percentage average electricity losses measured by 30 June	Outcome	7.55%	<9% per annum	<9%	Monthly Eskom Accounts and Vending Reports from service provider and Notes to the AFS and monthly and annual Consumption reports generated by the Finance Department	SM	N/A	N/A	N/A	<9%	1
KPI041	Dignified Living	Water quality managed and measured quarterly to the SANS 241 physical and micro parameters	Percentage water quality level as per analysis certificate measured quarterly	Outcome	99.90%	90% per annum	90%	Quarterly Supply System Drinking Water Quality Report - DWA Blue Drop System (BDS)	SM	90%	90%	90%	90%	1

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IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/19)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				weight
										Q1	Q2	Q3	Q4	
KPI042	Dignified Living	Limit unaccounted water to less than 25%	Average percentage water losses measured by 30 June	Outcome	28%	<25% per annum	<25%	Quarterly water balance sheet and Monthly Consumption Report	SM	N/A	N/A	N/A	<25%	2
KPI071	Good governance and Compliance	Revised Electrical Master Plan submitted to Council	Number of Revised Electrical Master Plans submitted to Council by 30 June	Output	1	1 per annum	1	Proof of submission of the Revised Electrical Master Plan to Council	SM	N/A	N/A	N/A	1	1
TBC	Good governance and Compliance	Spend the Directorate: Infrastructure Services approved Capital Budget	Percentage of approved Capital Budget of the Directorate: Infrastructure Services actually spent by 30 June	Input	88.42%	90% per annum	90%	Report from the financial system	SM	10%	30%	60%	90%	20
TBC	Good governance and Compliance	Submission of final bid specifications for all capital projects to the Bid Specification Committee (BSC) (2021/22)	Percentage of final bid specifications for all capital projects submitted to the BSC by 30 June (50% by 31 March 2021 and 100% by 30 June 2021. For the 2021/22 financial year)	Output	New indicator	100% per annum	100%	Reconciliation report from SCM	SM	N/A	N/A	50%	100%	10
TBC	Good governance and Compliance	Submission of detailed procurement needs for all operational projects to the Supply Chain Management (SCM) Department	Number of quarterly detailed procurement needs submitted to SCM 10 days before start of the quarter	Output	New indicator	4 per annum	4	Proof of submission to SCM	SM	1 (1)	1 (2)	1 (3)	1 (4)	1

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IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/19)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Performance agreements signed with all identified personnel	Number of performance agreements signed by 31 August	Output	100%	5 per annum	5	Signed performance agreements submitted to the PMS Unit	SM	5	N/A	N/A	N/A	1
TBC	Good governance and Compliance	Conduct formal performance evaluations with all identified personnel	Number of formal performance evaluations conducted with all identified personnel by 28 February	Output	100%	10 per annum	10	Ignite performance evaluations reports	SM	N/A	N/A	10	N/A	1
TBC	Good governance and Compliance	Develop Annual Departmental Risk Register	Number of Annual Risk Registers developed by 31 July	Output	1	1 per annum	1	Annual Departmental Risk Register submitted to the Risk Management Unit	SM	1	N/A	N/A	N/A	1
TBC	Good governance and Compliance	Evaluation of the Departmental Risk Register	Number of Departmental Risk Registers evaluated by 31 May	Output	4	2 per annum	2	Proof of risk evaluations submitted to the Risk Management Unit	SM	N/A	1 (1)	N/A	1 (2)	1
TBC	Good governance and Compliance	Implementation of Council resolutions	Percentage of resolutions implemented measured quarterly	Output	70%	70% per annum	70%	Council Resolution Register	SM	70%	70%	70%	70%	2
TBC	Good governance and Compliance	Attendance of quarterly Occupation Health and Safety (OHS) meetings	Number of quarterly OHS meetings attended by the Director or seconded	Output	4	4 per annum	4	OHS attendance registers	SM	1 (1)	1 (2)	1 (3)	1 (4)	1

Director: Infrastructure Services
Mr Deon Louw

Municipal Manager:
Ms Geraldine Mettler



DIRECTOR: INFRASTRUCTURE SERVICES														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/19)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Raise / Collect Operating Budget revenue of the Department: Infrastructure Services as per approved budget	Percentage of the Department: Infrastructure Services revenue raised / collected by 30 June	Outcome	New KPI	96% per annum	96%	Report from the Financial System	SM	25%	50%	75%	96%	2
TBC	Green and Sustainable Valley	Implementation of the Non-Motorised Transport Plan (NMT)	Percentage of actions implemented for the 2020/21 financial year as per the NMT by 30 June	Outcome	New KPI	90% per annum	90%	Report to the Municipal Manager	SM	5%	30%	60%	90%	2
TBC	Green and Sustainable Valley	Submission of a Green Energy Strategy to the Municipal Manager	Number of Green Energy Strategies submitted to the Municipal Manager by 31 March	Output	New KPI	1 per annum	1	Proof of submission to the Municipal Manager	SM	N/A	N/A	1	N/A	1
TBC	Green and Sustainable Valley	Implementation of the Integrated Waste Management Plan	Percentage of actions implemented for the 2020/21 financial year as per the Integrated Waste Management Plan by 30 June	Outcome	New KPI	90% per annum	90%	Report to the Municipal Manager	SM	5%	30%	60%	90%	1
TBC	Good governance and Compliance	Resolve formal complaints received	Percentage of formal complaints received within 10 working days after receipt	Outcome	New KPI	90% per annum	90%	Complaints register	SM	90%	90%	90%	90%	2
TBC	Green and Sustainable Valley	Submission of a Parking Facilities Plan for the Stellenbosch Town to the Municipal Manager	Number of Parking Facilities Plans for the Stellenbosch Town submitted to the Municipal Manager by 30 June	Output	New KPI	1 per annum	1	Proof of submission to the Municipal Manager	SM	N/A	N/A	N/A	1	1


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Mr Deon Louw


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Municipal Manager:
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DIRECTOR: INFRASTRUCTURE SERVICES														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/19)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				Weight
										Q1	Q2	Q3	Q4	
TBC	Green and Sustainable Valley	Submission of a Park and Ride Master Plan to MayCo	Number of Park and Ride Master Plans submitted to MayCo by 31 March	Output	New KPI	1 per annum	1	Proof of submission to MayCo	SM	N/A	N/A	1	N/A	1
TBC	Green and Sustainable Valley	Submission of a Waste to Energy Strategy to the Municipal Manager	Number of Waste to Energy Strategies submitted to the Municipal Manager by 31 December	Output	New KPI	1 per annum	1	Proof of submission to the Municipal Manager	SM	N/A	1	N/A	N/A	1
TBC	Green and Sustainable Valley	Submission of a Waste Diversion Strategy to the MayCo	Number of Waste Diversion Strategies submitted to the MayCo by 31 March	Output	New KPI	1 per annum	1	Proof of submission to the MayCo	SM	N/A	N/A	1	N/A	1
TBC	Green and Sustainable Valley	Submission of a Comprehensive Integrated Transport Plan (CITP) to the MayCo	Number of CITPs submitted to the MayCo by 31 March	Output	New KPI	1 per annum	1	Proof of submission to the MayCo	SM	N/A	N/A	1	N/A	1
TBC	Green and Sustainable Valley	Submission of a Revised Non-motorised Plan (NMT) to the MayCo	Number of Revised NMTs submitted to the MayCo by 31 December	Output	New KPI	1 per annum	1	Proof of submission to the MayCo	SM	N/A	1	N/A	N/A	1
													Total	80


Director: Infrastructure Services
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Part 2: Competency Requirements (20%)

Ref	Leading and Core Competencies	(January) 1 st Assessment	(July) Final Assessment	Weights	Comments
2.1	Strategic direction and leadership			1.66%	
2.2	People management			1.66%	
2.3	Programme and project management			1.66%	
2.4	Financial management			1.66%	
2.5	Change leadership			1.67%	
2.6	Governance leadership			1.67%	
2.7	Moral competence			1.67%	
2.8	Planning and organising			1.67%	
2.9	Analysis and innovation			1.67%	
2.10	Knowledge and information management			1.67%	
2.11	Communication			1.67%	
2.12	Results and quality focus			1.67%	
Total				20%	


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STELLENBOSCH

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Annexure B

Competency Framework

DIRECTOR: INFRASTRUCTURE SERVICES

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Director: Infrastructure Services
Mr Deon Louw

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Municipal Manager:
Ms Geraldine Mettler



CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Strategic Direction and Leadership		
COMPETENCY DEFINITION :	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand Institutional and departmental strategic objectives, butlacks the ability to inspire others to achieve set mandate.	<ul style="list-style-type: none">Give direction to a team in realising the institution's strategic mandate and set objectives.	<ul style="list-style-type: none">Evaluate all activities to determine value and alignment to strategic intent.	<ul style="list-style-type: none">Structure and position the institution to local government priorities.
<ul style="list-style-type: none">Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy.	<ul style="list-style-type: none">Has a positive impact and influence on the morale, engagement and participation of team members.	<ul style="list-style-type: none">Display in-depth knowledge and understanding of strategic planning.	<ul style="list-style-type: none">Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework.
<ul style="list-style-type: none">Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole.	<ul style="list-style-type: none">Develop action plans to execute and guide strategy.	<ul style="list-style-type: none">Align strategy and goals across all functional areas.	<ul style="list-style-type: none">Hold self-accountable for strategy execution and results.
<ul style="list-style-type: none">Demonstrate basic understanding of key decision making.	<ul style="list-style-type: none">Assist in defining performance measures to monitor the progress and effectiveness of the institution.	<ul style="list-style-type: none">Actively define performance measures to monitor the progress and effectiveness of the institution.	<ul style="list-style-type: none">Provide impact and influence through building and maintaining strategic relationships.
	<ul style="list-style-type: none">Displays an awareness of institutional structures and political factors.	<ul style="list-style-type: none">Consistently challenge strategic plans to ensure relevance.	<ul style="list-style-type: none">Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions.
	<ul style="list-style-type: none">Effectively communicate barriers to execution to relevant parties.	<ul style="list-style-type: none">Understand institutional structures and political factors, and the consequences of actions.	<ul style="list-style-type: none">Integrate various systems into a collective whole to optimise institutional performance management.
	<ul style="list-style-type: none">Provide guidance to all stakeholders in the achievement of the strategic mandate.	<ul style="list-style-type: none">Empower others to follow the strategic direction and deal with complex situations.	<ul style="list-style-type: none">Uses understanding of competing interests to maneuver successfully to a win/win outcome.
	<ul style="list-style-type: none">Understand the aim and objectives of the institution and relate it to own work.	<ul style="list-style-type: none">Guide the institution through complex and ambiguous concern.Use understanding of power relationships and dynamic tensions among key players	


Director: Infrastructure Services
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CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Strategic Direction and Leadership		
COMPETENCY DEFINITION :	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
		to frame communications and develop strategies, positions and alliances.	

Director: Infrastructure Services
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CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	People Management			
COMPETENCY DEFINITION :	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Participate in team goalsetting and problem solving.	<ul style="list-style-type: none">Seek opportunities to increase team contribution and responsibility.	<ul style="list-style-type: none">Identify ineffective team and work processes and recommend remedial interventions.	<ul style="list-style-type: none">Develop and incorporate best practice people management processes, approaches and tools across the institution.	
<ul style="list-style-type: none">Interact and collaborate with people of diverse backgrounds.	<ul style="list-style-type: none">Respect and support the diverse nature of others and be aware of the benefits of a diverse approach.	<ul style="list-style-type: none">Recognise and reward effective and desired behavior.	<ul style="list-style-type: none">Foster a culture of discipline, responsibility and accountability.	
<ul style="list-style-type: none">Aware of guidelines for employee development, but requires support in implementing development initiatives.	<ul style="list-style-type: none">Effectively delegate tasks and empower others to increase contribution and execute functions optimally.	<ul style="list-style-type: none">Provide mentoring and guidance to others in order to increase personal effectiveness.	<ul style="list-style-type: none">Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution.	
	<ul style="list-style-type: none">Apply relevant employee legislation fairly and consistently.	<ul style="list-style-type: none">Identify development and learning needs within the team.	<ul style="list-style-type: none">Develop comprehensive integrated strategies and approaches to human capital development and management.	
	<ul style="list-style-type: none">Effectively identify capacity requirements to fulfill the strategic mandate.	<ul style="list-style-type: none">Inspire a culture of performance excellence by giving positive and constructive feedback to the team.Achieve agreement or consensus in adversarial environments.Lead and unite diverse teams across divisions to achieve institutional objectives.	<ul style="list-style-type: none">Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.	

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CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Programme and Project Management			
COMPETENCY DEFINITION :	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Initiate projects after approval from higher authorities.	<ul style="list-style-type: none">Establish broad stakeholder involvement and communicate the project status and key milestones.	<ul style="list-style-type: none">Manage multiple programs and balance priorities and conflicts according to institutional goals.	<ul style="list-style-type: none">Understand and conceptualise the long-term implications of desired project outcomes.	
<ul style="list-style-type: none">Understand procedures of program and project management methodology, implications and stakeholder involvement.	<ul style="list-style-type: none">Define the roles and responsibilities of the project team and create clarity around expectations.	<ul style="list-style-type: none">Apply effective risk management strategies through impact assessment and resource requirements.	<ul style="list-style-type: none">Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives.	
<ul style="list-style-type: none">Understand the rational of projects in relation to the institution's strategic objectives.	<ul style="list-style-type: none">Find a balance between project deadline and the quality of deliverables.	<ul style="list-style-type: none">Modify project scope and budget when required without compromising the quality and objectives of the project.	<ul style="list-style-type: none">Influence people in positions of authority to implement outcomes of projects	
<ul style="list-style-type: none">Document and communicate factors and risk associated with own work.	<ul style="list-style-type: none">Identify appropriate project resources to facilitate the effective completion of the deliverables.	<ul style="list-style-type: none">Involve top-level authorities and relevant stakeholders in seeking project buy-in.	<ul style="list-style-type: none">Lead and direct translation of policy into workable action plans	
<ul style="list-style-type: none">Use results and approaches of successful project implementation as guide.	<ul style="list-style-type: none">Comply with statutory requirements and apply policies in a consistent manner.Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation.	<ul style="list-style-type: none">Identify and apply contemporary project management methodologyInfluence and motivate project team to deliver exceptional results.Monitor policy implementation and apply procedures to manage risks.	<ul style="list-style-type: none">Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed.	

Director: Infrastructure Services
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CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Change Leadership		
COMPETENCY DEFINITION :	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Display an awareness of change interventions and the benefits of transformation initiatives.	<ul style="list-style-type: none">• Perform an analysis of the change impact on the social, political and economic environment.	<ul style="list-style-type: none">• Actively monitor change impact and results and convey progress to relevant stakeholders.	<ul style="list-style-type: none">• Sponsor change agents and create a network of change leaders who support the interventions.
<ul style="list-style-type: none">• Able to identify basic needs for change.	<ul style="list-style-type: none">• Maintain calm and focus during change.	<ul style="list-style-type: none">• Secure buy-in and sponsorship for change initiatives.	<ul style="list-style-type: none">• Actively adapt current structures and processes to incorporate the change interventions.
<ul style="list-style-type: none">• Identify gaps between the current and desired state.	<ul style="list-style-type: none">• Able to assist team members during change and keep them focused on the deliverables.	<ul style="list-style-type: none">• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness.	<ul style="list-style-type: none">• Mentor and guide team members on the effects of change, resistance factors and how to integrate change.
<ul style="list-style-type: none">• Identify potential risk and challenges to transformation, including resistance to change factors.	<ul style="list-style-type: none">• Volunteer to lead change efforts outside of own work team.	<ul style="list-style-type: none">• Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change.	<ul style="list-style-type: none">• Motivate and inspire others around change initiatives.
<ul style="list-style-type: none">• Participate in change programs and piloting change interventions.	<ul style="list-style-type: none">• Able to gain buy-in and approval for change from relevant stakeholders.	<ul style="list-style-type: none">• Take the lead in impactful change programs.	
<ul style="list-style-type: none">• Understand the impact of change interventions on the institution within the broader scope of local government.	<ul style="list-style-type: none">• Identify change readiness levels and assist in resolving resistance to change factors.	<ul style="list-style-type: none">• Benchmark change interventions against best change practices.	
	<ul style="list-style-type: none">• Design change interventions that are aligned with the institution's strategic objectives and goals.	<ul style="list-style-type: none">• Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation.• Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation.	

Director: Infrastructure Services
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Municipal Manager:
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CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Financial Management		
COMPETENCY DEFINITION :	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand basic financial concepts and methods as they relate to institutional processes and activities	<ul style="list-style-type: none">Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate	<ul style="list-style-type: none">Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility.	<ul style="list-style-type: none">Develop planning tools to assist in evaluating and monitoring future expenditure trends.
<ul style="list-style-type: none">Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems	<ul style="list-style-type: none">Assess, identify and manage financial risks.	<ul style="list-style-type: none">Prepare budgets that are aligned to the strategic objectives of the institution.	<ul style="list-style-type: none">Set budget frameworks for the institution.
<ul style="list-style-type: none">Understand the importance of financial accountability	<ul style="list-style-type: none">Assume a cost-saving approach to financial management.	<ul style="list-style-type: none">Address complex budgeting and financial management concerns.	<ul style="list-style-type: none">Set strategic direction for the institution on expenditure and other financial processes.
<ul style="list-style-type: none">Understand the importance of asset control.	<ul style="list-style-type: none">Prepare financial reports based on specified formats.	<ul style="list-style-type: none">Put systems and processes in place to enhance the quality and integrity of financial management practices.	<ul style="list-style-type: none">Build and nurture partnerships to improve financial management and achieve financial savings.
	<ul style="list-style-type: none">Consider and understand the financial implications of decisions and suggestions.	<ul style="list-style-type: none">Advise on policies and procedures regarding asset control.	<ul style="list-style-type: none">Actively identify and implement new methods to improve asset control.
	<ul style="list-style-type: none">Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated.Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget.	<ul style="list-style-type: none">Promote National Treasury's regulatory framework for Financial Management.	<ul style="list-style-type: none">Display professionalism in dealing with financial data and processes.

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CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Governance Leadership			
COMPETENCY DEFINITION:	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements.	<ul style="list-style-type: none">Display a thorough understanding of governance and risk and compliance factors and implement plans to address these.	<ul style="list-style-type: none">Able to link risk initiatives into key institutional objectives and drivers.	<ul style="list-style-type: none">Demonstrate a high level of commitment in complying with governance requirements.	
<ul style="list-style-type: none">Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders.	<ul style="list-style-type: none">Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution.	<ul style="list-style-type: none">Identify, analyse and measure risk, create valid risk forecasts and map risk profiles.	<ul style="list-style-type: none">Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework.	
<ul style="list-style-type: none">Provide input into policy formulation.	<ul style="list-style-type: none">Actively drive policy formulation within the institution to ensure the achievement of objectives.	<ul style="list-style-type: none">Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives.	<ul style="list-style-type: none">Able to advise local government on risk management, best practice interventions and compliance management.	
		<ul style="list-style-type: none">Demonstrate a thorough understanding of risk retention plans.	<ul style="list-style-type: none">Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government.t	
		<ul style="list-style-type: none">Identify and implement comprehensive risk management systems and processes.	<ul style="list-style-type: none">Able to shape, direct and drive the formulation of policies on a macro level.	
		<ul style="list-style-type: none">Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement.		

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CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Moral Competence		
COMPETENCY DEFINITION :	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Realise the impact of acting with integrity, but requires guidance and development in implementing principles.	<ul style="list-style-type: none">Conduct self in alignment with the values of local government and the institution.	<ul style="list-style-type: none">Identify, develop and apply measures of self-correction.	<ul style="list-style-type: none">Create an environment conducive of moral practices.
<ul style="list-style-type: none">Follow basic rules and regulations of the institution.	<ul style="list-style-type: none">Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver.	<ul style="list-style-type: none">Able to gain trust and respect through aligning actions with commitments.	<ul style="list-style-type: none">Actively develop and implement measures to combat fraud and corruption.
<ul style="list-style-type: none">Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.	<ul style="list-style-type: none">Actively report fraudulent activity and corruption with local government.	<ul style="list-style-type: none">Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders.	<ul style="list-style-type: none">Set integrity standards and shared accountability measures across the institution to support the objectives of local government.
	<ul style="list-style-type: none">Understand and honor the confidential nature of matters without seeking personal gain.	<ul style="list-style-type: none">Present values, beliefs and ideas that are congruent with the institution's rules and regulations.	<ul style="list-style-type: none">Take responsibility for own actions and decisions, even if the consequences are unfavorable.
	<ul style="list-style-type: none">Able to deal with situations of conflict of interest promptly and in the best interest of local government.	<ul style="list-style-type: none">Takes an active stance against corruption and dishonesty when noted.	
		<ul style="list-style-type: none">Actively promote the value of the institution to internal and external stakeholders.	
		<ul style="list-style-type: none">Able to work in unity with a team and not seek personal gain.	
<ul style="list-style-type: none">Apply universal moral principles consistently to achieve moral decisions.			

Director: Infrastructure Services
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Municipal Manager:
Ms Geraldine Mettler



CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Planning and Organising		
COMPETENCY DEFINITION :	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Able to follow basic plans and organise tasks around set objectives.	<ul style="list-style-type: none">• Actively and appropriately organise information and resources required for a task.	<ul style="list-style-type: none">• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation.	<ul style="list-style-type: none">• Focus on broad strategies and initiatives when developing plans and actions.
<ul style="list-style-type: none">• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans.	<ul style="list-style-type: none">• Recognise the urgency and importance of tasks.	<ul style="list-style-type: none">• Identify in advance required stages and actions to complete tasks.	<ul style="list-style-type: none">• Able to protect and forecast short, medium and long term requirements of the institution and local government.
<ul style="list-style-type: none">• Able to follow existing plans and ensure that objectives are met.	<ul style="list-style-type: none">• Balance short and long-term plans and goals and incorporate into the team's performance objectives.	<ul style="list-style-type: none">• Schedule realistic timelines, objectives and milestones for tasks and projects.	<ul style="list-style-type: none">• Translate policy into relevant projects to facilitate the achievement of institutional objectives.
<ul style="list-style-type: none">• Focus on short-term objectives in developing plans and actions	<ul style="list-style-type: none">• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources.	<ul style="list-style-type: none">• Produce clear, detailed and comprehensive plans to achieve institutional objectives.	
<ul style="list-style-type: none">• Arrange information and resources required for a task, but require further structure and organisation.	<ul style="list-style-type: none">• Measures progress and monitor performance results.	<ul style="list-style-type: none">• Identify possible risk factors and design and implement appropriate contingency plans.• Adapt plans in light of changing circumstances.• Prioritise tasks and projects according to their relevant urgency and importance.	

Director: Infrastructure Services
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Municipal Manager:
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CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Analysis and Innovation		
COMPETENCY DEFINITION :	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand the basic operation of analysis, but lack detail and thoroughness.	<ul style="list-style-type: none">Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations.	<ul style="list-style-type: none">Coaches team members on analytical and innovative approaches and techniques.	<ul style="list-style-type: none">Demonstrate complex analytical and problem solving approaches and techniques.
<ul style="list-style-type: none">Able to balance independent analysis with requesting assistance from others.	<ul style="list-style-type: none">Demonstrate objectivity, insight and thoroughness when analysing problems.	<ul style="list-style-type: none">Engage with appropriate individuals in analysing and resolving complex problems.	<ul style="list-style-type: none">Create an environment conducive to analytical and fact-based problem solving.
<ul style="list-style-type: none">Recommend new ways to perform tasks within own function.	<ul style="list-style-type: none">Able to break down complex problems into manageable parts and identify solutions.	<ul style="list-style-type: none">Identify solutions on various areas in the institution.	<ul style="list-style-type: none">Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence.
<ul style="list-style-type: none">Propose simple remedial interventions that marginally challenges the status quo.	<ul style="list-style-type: none">Consult internal and external stakeholders on opportunities to improve processes and service delivery.	<ul style="list-style-type: none">Formulate and implement new ideas throughout the institution.	<ul style="list-style-type: none">Create an environment that fosters innovative thinking and follows a learning organisation approach.
<ul style="list-style-type: none">Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking.	<ul style="list-style-type: none">Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders.	<ul style="list-style-type: none">Able to gain approval and buy-in for proposed interventions from relevant stakeholders.	<ul style="list-style-type: none">Be a thought leader on innovative customer service delivery and process optimisation.
	<ul style="list-style-type: none">Continuously identify opportunities to enhance internal processes.	<ul style="list-style-type: none">Identify trends and best practices in process and service delivery and propose institutional application.	<ul style="list-style-type: none">Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.
	<ul style="list-style-type: none">Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention.	<ul style="list-style-type: none">Continuously engage in research to identify client needs.	

Director: Infrastructure Services
Mr Deon Louw

Municipal Manager:
Ms Geraldine Mettler



CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Knowledge and Information Management		
COMPETENCY DEFINITION :	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Collect, categorise and track relevant information required for specific tasks and projects.	<ul style="list-style-type: none">• Use appropriate information systems and technology to manage institutional knowledge and information sharing.	<ul style="list-style-type: none">• Effectively predict future information and knowledge management requirements and systems.	<ul style="list-style-type: none">• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information.
<ul style="list-style-type: none">• Analyse and interpret information to draw conclusions.	<ul style="list-style-type: none">• Evaluate data from various sources and use information effectively to influence decisions and provide solutions.	<ul style="list-style-type: none">• Develop standards and processes to meet future knowledge management needs.	<ul style="list-style-type: none">• Establish partnerships across local government to facilitate knowledge management.
<ul style="list-style-type: none">• Seek new sources of information to increase the knowledge base.	<ul style="list-style-type: none">• Actively create mechanisms and structures for sharing information.	<ul style="list-style-type: none">• Share and promote best-practice knowledge management across various institutions.	<ul style="list-style-type: none">• Demonstrate a mature approach.
<ul style="list-style-type: none">• Regularly share information and knowledge with internal stakeholders and team members.	<ul style="list-style-type: none">• Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.	<ul style="list-style-type: none">• Establish accurate measures and monitoring systems for knowledge and information management.• Create a culture conducive of learning and knowledge sharing.• Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.	<ul style="list-style-type: none">• Recognise and exploit knowledge points in interactions with internal and external stakeholders.

Director: Infrastructure Services
Mr Deon Louw

Municipal Manager:
Ms Geraldine Mettler



CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Communication		
COMPETENCY DEFINITION :	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools.	<ul style="list-style-type: none">• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating.	<ul style="list-style-type: none">• Effectively communicate high-risk and sensitive matters to relevant stakeholders.	<ul style="list-style-type: none">• Regarded as a specialist in negotiations and representing the institution.
<ul style="list-style-type: none">• Express ideas in a clear and focused manner, but does not always take the audience into consideration.	<ul style="list-style-type: none">• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs.	<ul style="list-style-type: none">• Develop a well-defined communication strategy.	<ul style="list-style-type: none">• Able to inspire and motivate others through positive communication that is impactful and relevant.
<ul style="list-style-type: none">• Disseminate and convey information and knowledge adequately.	<ul style="list-style-type: none">• Adapt communication content and style to suit the audience and facilitate optimal information transfer.	<ul style="list-style-type: none">• Balance political perspectives with institutional needs when communicating viewpoints on complex issues.	<ul style="list-style-type: none">• Creates an environment conducive to transparent and productive communication and critical appreciate conversations.
	<ul style="list-style-type: none">• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders.	<ul style="list-style-type: none">• Able to effectively direct negotiations around complex.	<ul style="list-style-type: none">• Able to coordinate negotiations at different levels within local government and externally.
	<ul style="list-style-type: none">• Compile clear, focused, concise and well-structured written documents.	<ul style="list-style-type: none">• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution.• Able to communicate with the media with high levels of moral competence and discipline.	

Director: Infrastructure Services
Mr Deon Louw

Municipal Manager:
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CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Results and Quality Focus		
COMPETENCY DEFINITION :	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand quality of work but requires guidance in attending to important matters.	<ul style="list-style-type: none">Focus on high-priority actions and does not become distracted by lower-priority activities.	<ul style="list-style-type: none">Consistently verify own standards and outcomes to ensure quality output.	<ul style="list-style-type: none">Coach and guide others to exceed quality standards and results.
<ul style="list-style-type: none">Show a basic commitment to achieving the correct results.	<ul style="list-style-type: none">Display firm commitment and pride in achieving the correct results.	<ul style="list-style-type: none">Focus on the end result and avoids being distracted	<ul style="list-style-type: none">Develop challenging, client-focused goals and sets high standards for personal performance.
<ul style="list-style-type: none">Produce the minimum level of results required in the role.	<ul style="list-style-type: none">Set quality standards and design processes and tasks around achieving set standards.	<ul style="list-style-type: none">Demonstrate a determined and committed approach to achieving results and quality standards.	<ul style="list-style-type: none">Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required.
<ul style="list-style-type: none">Produce outcomes that is of a good standard.	<ul style="list-style-type: none">Produce output of high quality.	<ul style="list-style-type: none">Follow task and projects through to completion.	<ul style="list-style-type: none">Work with team to set ambitious and challenging team goals, communicating long- and short term expectations.
<ul style="list-style-type: none">Focus on the quantity of output but requires development in incorporating the quality of work.	<ul style="list-style-type: none">Able to balance the quantity and quality and quality of results in order to achieve objectives.	<ul style="list-style-type: none">Set challenging goals and objectives to self and team and display commitment to achieving expectations.	<ul style="list-style-type: none">Take appropriate risks to accomplish goals.
<ul style="list-style-type: none">Produce quality work in general circumstances, but fails to meet expectation when under pressure.	<ul style="list-style-type: none">Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed.	<ul style="list-style-type: none">Maintain a focus on quality outputs when placed under pressure.	<ul style="list-style-type: none">Overcome setbacks and adjust action plans to realise goals.
		<ul style="list-style-type: none">Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.	<ul style="list-style-type: none">Focus people on critical activities that yield a high impact.

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Mr Deon Louw

Municipal Manager:
Ms Geraldine Mettler



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Annexure C:

Personal Development Plan

DIRECTOR: INFRASTRUCTURE SERVICES

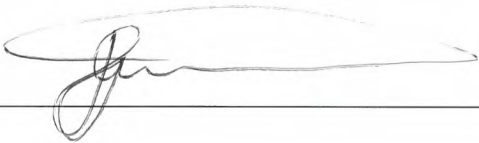
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Mr Deon Louw

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Ms Geraldine Mettler



Skills Performance Gap	Outcomes Expected	Suggested training and /or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/development area	Support Person
1.						
2.						
3.						

Signed and accepted by the Employee



Date: 07/07/2020

Signed by the Municipal Manager on behalf of the Municipality



Date: 07/07/2020

APPENDIX 6



STELLENBOSCH

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Performance Agreement

2020 - 2021

Director:

Community and Protection Services



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN
STELLENBOSCH MUNICIPALITY HEREBY REPRESENTED BY:

THE MUNICIPAL MANAGER
Ms Geraldine Mettler
(herein and after referred as Employer)

AND

DIRECTOR: COMMUNITY AND PROTECTION SERVICES
Mr Gary Boshoff
(herein and after referred as Employee)

FOR THE FINANCIAL YEAR:

01 JULY 2020 - 30 JUNE 2021


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Director Community and Protection Services
Mr Gary Boshoff


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Municipal Manager:
Ms Geraldine Mettler

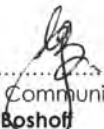


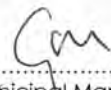
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Mr Gary Boshoff


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Municipal Manager:
Ms Geraldine Mettler



1. INTRODUCTION

- 1.1 The Employer, duly represented by **Ms Geraldine Mettler**, in her capacity as the Municipal Manager has entered into a contract of employment with the Employee, **Mr Gary Boshoff**, in terms of section 57(1)(a) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) ("the Systems Act"). The Employer and the Employee are hereinafter referred as "the Parties";
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;
- 1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote local government policy goals;
- 1.4 The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act;
- 1.5 In this Agreement, the followings terms will have the meaning ascribed thereto:
- 1.5.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;
- 1.5.2 "the **Municipal Manager**" – means the Municipal Manager of the Municipality appointed in terms of Section 54(A) of the Systems Act;
- 1.5.3 "the Employee" means the **Director: Community and Protection Services** appointed in terms of Section 56 of the Systems Act;
- 1.5.4 "the Employer" means **Stellenbosch Municipality**; and
- 1.5.5 "the Parties" means the Employer and Employee.

2. PURPOSE OF THIS AGREEMENT

- 2.1 To comply with the provisions of Section 57(1)(b), (4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;
- 2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;
- 2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 To monitor and measure performance against set targeted outputs and outcomes;
- 2.5 To establish a transparent and accountable working relationship;
- 2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and

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Mr Gary Boshoff

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Municipal Manager:
Ms Geraldine Mettler



- 2.7 To give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on **01 July 2020** and will remain in force until **30 June 2021** where-after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out –
- 4.1.1 The performance objectives and targets that must be met by the Employee;
 - 4.1.2 The time frames within which those performance objectives and targets must be met; and
 - 4.1.3 The core competency requirements (Annexure B – definitions) as the management skills regarded as critical to the position held by the Employee.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:
- 4.2.1 Key objectives that describe the main tasks that need to be done;
 - 4.2.2 Key performance indicators (KPIs) that provide the details of the evidence that must be provided to show that a key objective has been achieved;
 - 4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and
 - 4.2.4 Weightings showing the relative importance of the key objectives to each other.

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Mr Gary Boshoff

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Ms Geradine Mettler



4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and

4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the employees of the Employer;

5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service providers to perform to the standards required;

5.3 The Employer will consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee;

5.4 The Employee undertakes to actively focus on the promotion and implementation of the Strategic Focus Areas (SFAs) (including special projects relevant to the employee's responsibilities) within the local government framework;


5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, SFAs and Competency Framework requirements as per the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers, both of which shall be contained in the Performance Agreement;


5.6 The Employee's assessment will be based on his performance in terms of the outputs / outcomes (KPIs) identified as per attached Performance Plan (Annexure A), which are linked to the SFAs applicable to the Employee, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee.

Table 1: Strategic Focus Areas

Strategic Focus Areas
SFA 1 - Valley of Possibility
SFA 2 - Green and Sustainable Valley
SFA 3 - Safe Valley
SFA 4 - Dignified Living
SFA 5 - Good Governance and Compliance

5.7 The competency requirements for senior managers as per Regulation 9 of Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers will make up the other 20% of the Employee's assessment


Director, Community and Protection Services
Mr Gary Boshoff


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Ms Geraldine Mettler



score. The competencies will be assessed every six (6) months (January and July).

Table 2: Leading and Core Competencies

Leading and Core Competencies		
1.	Strategic direction and leadership	<ul style="list-style-type: none"> Impact and influence Institutional performance management Strategic planning and management Organisational awareness
2.	People management	<ul style="list-style-type: none"> Human capital planning and development Diversity management Employee relations management Negotiation and dispute management
3.	Programme and project management	<ul style="list-style-type: none"> Programme and project planning and implementation Service delivery management Programme and project monitoring and evaluation
4.	Financial management	<ul style="list-style-type: none"> Budget planning and execution Financial strategy and delivery Financial reporting and delivery
5.	Change leadership	<ul style="list-style-type: none"> Change vision and strategy Process design and improvement Change impact monitoring and evaluation
6.	Governance leadership	<ul style="list-style-type: none"> Policy formulation Risk and compliance management Cooperative governance
7.	Moral competence	<ul style="list-style-type: none"> Core Competency
8.	Planning and organising	<ul style="list-style-type: none"> Core Competency
9.	Analysis and innovation	<ul style="list-style-type: none"> Core Competency
10.	Knowledge and information management	<ul style="list-style-type: none"> Core Competency
11.	Communication	<ul style="list-style-type: none"> Core Competency
12.	Results and quality focus	<ul style="list-style-type: none"> Core Competency

6. PERFORMANCE ASSESSMENT

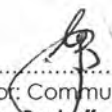
6.1 The Performance Plan (Annexure A) to this Agreement sets out –

6.1.1 The standards and procedures for evaluating the Employee's performance; and

6.1.2 The intervals for the evaluation of the Employee's performance.

6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well



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as the actions agreed to and implementation must take place within set time frames;

- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.12 below;
- 6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;
- 6.6 Assessment of the achievement of results as outlined in the performance plan:
- 6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;
- 6.6.2 A rating on the five-point scale shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;
- 6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;
- 6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and
- 6.6.5 An overall score will be calculated based on the total of the scores calculated above.
- 6.7 Assessment of the Competencies:
- 6.7.1 Each Competency shall be assessed in terms of the description provided in (Annexure B);
- 6.7.2 A rating shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and
- 6.7.3 An overall score will be calculated based on the total of the scores calculated above.
- 6.8 Overall rating
- 6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and


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Mr Gary Boshoff


.....
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Ms Geraldine Mettler



6.8.2 Such overall rating represents the outcome of the performance appraisal.

6.9 The assessment of the performance of the Employee will be based on the following rating scales for SFAs and Competencies respectively:

6.9.1 Rating scale for SFAs - as mentioned in paragraph 5.6:


Table 3: Performance rating scale

Level	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that they employee has achieved below fully effective results against almost all the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

6.9.2 Rating scale for Competencies -as mentioned in paragraph 5.7:

Table 4: Rating scale for Competencies

Level	Achievement Levels	Description
5	Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops, and applies comprehensive concepts and methods
4	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses


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Level	Achievement Levels	Description
3	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses
2	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
1	Sub Standard	Applies little to no basic concepts, methods, and understanding of local government operations.

6.10 For purposes of evaluating the performance of the Employee for the year-end reviews, an evaluation panel constituted of the following persons will be established–

6.10.1 Municipal Manager;

6.10.2 Municipal Manager from another municipality;

6.10.3 Chairperson of the Performance Audit Committee or in his/her absence thereof, the Chairperson of the Audit Committee; and

6.10.4 The Member of the Mayoral Committee (Portfolio Chairperson).

6.11 The Municipal Manager will evaluate the performance of the Employee as at the end of the 1st, and 3rd quarters; and

6.12 The Municipal Manager will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meeting.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his performance agreement shall be reviewed on the following dates.


Table 5: Schedule for performance reviews

Quarter	Review Period	Review to be completed by
1	July - September	October / November 2020 (Informal)
2	October – December	January / February 2021 (Formal)
3	January – March	April / May 2021 (Informal)
4	April - June	After the receipt of the AG's Management Report

7.2 The Employer shall keep a record of the mid-year and year-end assessment meetings;

7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance;

7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and


Director: Community and Protection Services
Mr Gary Boshoff


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- 7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented, and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

- 8.1 The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall-

- 9.1.1 Create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 Provide access to skills development and capacity building opportunities;
- 9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-
- 10.1.1 A direct effect on the performance of any of the Employee's functions;
 - 10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
 - 10.1.3 A substantial financial effect on the Employer.
- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

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Director: Community and Protection Services
Mr Gary Boshoff

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Municipal Manager:
Ms Geraldine Mettler



11. REWARD

- 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;
- 11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter and as informed by the quarterly performance assessments;
- 11.3 A performance bonus of between 5% to 14% of the all- inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:


Table 6: Performance bonus calculations

Performance Rating		Bonus Calculation
0% - 64%	Poor Performance	0% of total package
65% - 69%	Average Performance	5% of total package
70% - 74%	Fair Performance	9% of total package
75% - 79%	Good Performance	11% of total package
80% - 100%	Excellent Performance	14% of total package

- 11.4 In the event of the Employee terminating his services during the validity period of this Agreement, the Employee's performance will be evaluated for the portion during which he was employed and he will be entitled to a pro-rata performance bonus based on his evaluated performance for the period of actual service; and
- 11.5 The Employer will submit the total score of the annual assessment and of the Employee, to full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;
- 12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;
- 12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and
- 12.4 In the case of unacceptable performance, the Employer shall –
- 12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and


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- 12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

- 13.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;
- 13.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and
- 13.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment together with the relevant laws and regulations shall apply.

14. GENERAL

- 14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and
- 14.2 Nothing in this agreement diminishes the obligations, duties, or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives, or other instruments.


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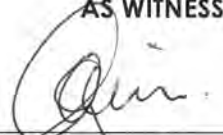


Thus, done and signed at Stellenbosch on the 7th day of July 2020.


DIRECTOR: COMMUNITY AND PROTECTION SERVICES

AS WITNESSES:

1.



2.

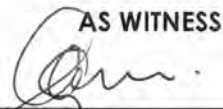


Thus, done and signed at Stellenbosch on the 7th day of July 2020.


MUNICIPAL MANAGER

AS WITNESSES:

1.




2.




Director: Community and Protection Services
Mr Gary Boshoff


Municipal Manager:
Ms Geraldine Mettler




MEMBER OF MAYORAL COMMITTEE
(Portfolio: Community Development and Protection Services)
Cllr R Badenhorst



MEMBER OF MAYORAL COMMITTEE
(Portfolio: Parks, Open Spaces and Environment)
Cllr X Mdemka



MEMBER OF MAYORAL COMMITTEE
(Portfolio: Youth, Sport and Culture)
Cllr M Pietersen



Director: Community and Protection Services
Mr Gary Boshoff



Municipal Manager:
Ms Geraldine Mettler



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Annexure A Performance Plan

DIRECTOR: COMMUNITY AND PROTECTION SERVICES


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Director, Community and Protection Services
Mr Gary Boshoff


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Municipal Manager:
Ms Geraldine Mettler

**The Performance Plan sets out:**

- Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for 80% (**eighty percent**) of the total employee assessment score.

Part 1: Implementation of Service Delivery and Budget Implementation Plan (80%)

DIRECTOR: COMMUNITY AND PROTECTION SERVICES														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/19)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Protection Services	Percentage of indicators of the Department: Protection Services achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	4
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Community Services	Percentage of indicators of the Department: Community Services achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	4



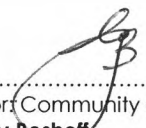
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Mr Gary Boshoff



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DIRECTOR: COMMUNITY AND PROTECTION SERVICES														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/19)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Section: Community Development	Percentage of indicators of the Section: Community Development achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	3
KPI025	SFA 3: Safe Valley	Revised Disaster Management Plan submitted to the Municipal Manager	Number of Revised Disaster Management Plans submitted to the Municipal Manager by 31 March	Output	1	1 per annum	1	Proof of submission of the Disaster Management Plan to the Municipal Manager	SM	N/A	N/A	1	N/A	3
KPI026	SFA 3: Safe Valley	Revised Safety and Security Strategy submitted to the Municipal Manager	Number of Revised Safety and Security Strategies submitted to the Municipal Manager by 31 March	Output	1	1 per annum	1	Proof of submission of the Revised Safety and Security Strategy to the Municipal Manager	SM	N/A	N/A	1	N/A	3
KPI027	SFA 3: Safe Valley	Revised Traffic Management Plan submitted to the Municipal Manager	Number of Revised Traffic Management Plans submitted to the Municipal Manager by 28 February	Output	New indicator	1 per annum	1	Proof of submission of the Revised Traffic Management Plan to the Municipal Manager	SM	N/A	N/A	1	N/A	3
TBC	SFA 3: Safe Valley	Establishment of a Tactical Response Unit (TRU)	Number of Tactical response Units established by 31 March	Output	New KPI	1 per annum	1	Organogram	SM	N/A	N/A	1	N/A	3


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IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/19)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Spend the Directorate: Community and Protection Services approved Capital Budget	Percentage of approved Capital Budget of the Directorate: Community and Protection Services actually spent by 30 June	Input	57.62%	90% per annum	90%	Report from the financial system	SM	10%	30%	60%	90%	20
TBC	Good governance and Compliance	Submission of final bid specifications for all capital projects to the Bid Specification Committee (BSC) (2021/22)	Percentage of final bid specifications for all capital projects submitted to the BSC by 30 June (50% by 31 March 2021 and 100% by 30 June 2021. For the 2021/22 financial year)	Output	New indicator	100% per annum	100%	Reconciliation report from SCM	SM	N/A	N/A	50%	100%	10
TBC	Good governance and Compliance	Submission of detailed procurement needs for all operational projects to the Supply Chain Management (SCM) Department	Number of quarterly detailed procurement needs submitted to SCM 10 days before start of the quarter	Output	New indicator	4 per annum	4	Proof of submission to SCM	SM	1 (1)	1 (2)	1 (3)	1 (4)	2
TBC	Good governance and Compliance	Performance agreements signed with all identified personnel	Number of performance agreements signed by 31 August	Output	100%	3 per annum	3	Signed performance agreements submitted to the PMS Unit	SM	3	N/A	N/A	N/A	2
TBC	Good governance and Compliance	Conduct formal performance evaluations with all identified personnel	Number of formal performance evaluations conducted with all identified personnel by 28 February	Output	100%	6 per annum	6	Ignite performance evaluations reports	SM	N/A	N/A	6	N/A	2


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DIRECTOR: COMMUNITY AND PROTECTION SERVICES														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/19)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Develop Annual Departmental Risk Register	Number of Annual Risk Registers developed by 31 July	Output	New indicator	1 per annum	1	Annual Departmental Risk Register submitted to the Risk Management Unit	SM	1	N/A	N/A	N/A	2
TBC	Good governance and Compliance	Evaluation of the Departmental Risk Register	Number of Departmental Risk Registers evaluated by 31 May	Output	New indicator	2 per annum	2	Proof of risk evaluations submitted to the Risk Management Unit	SM	N/A	1 (1)	N/A	1 (2)	2
TBC	Good governance and Compliance	Implementation of Council resolutions	Percentage of resolutions implemented measured quarterly	Output	70%	70% per annum	100%	Council Resolution Register	SM	70%	70%	70%	70%	2
TBC	Good governance and Compliance	Attendance of quarterly Occupation Health and Safety (OHS) meetings	Number of quarterly OHS meetings attended by the Director or secondee	Output	New indicator	4 per annum	4	OHS attendance registers	SM	1 (1)	1 (2)	1 (3)	1 (4)	1
TBC	Safe Valley	Spend the allocated CCTV cameras budget	Percentage of the allocated CCTV Camera budget actually spend by 30 June	Output	New KPI	90% per annum	100	Report from the Financial System	SM	10%	30%	60%	90%	1
TBC	Good Governance and Compliance	Raise / Collect Operating Budget revenue of the Department: Community and Protection Services as per approved budget	Percentage of the Department: Community and Protection Services revenue raised / collected by 30 June	Outcome	New KPI	96% per annum	96%	Report from the Financial System	SM	25%	50%	75%	96%	2


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IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/19)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				Weight
										Q1	Q2	Q3	Q4	
TBC	Green and Sustainable Valley	Information sessions held on alternative burial methods	Number of quarterly information sessions held on alternative burial methods	Output	New KPI	4 per annum	4	Attendance registers/	SM	1 (1)	1 (2)	1 (3)	1 (4)	2
TBC	Green and Sustainable Valley	Implementation of the Invasive Alien Vegetation Management Plan	Percentage of actions implemented for the 2020/21 financial year as per the Invasive Alien Vegetation Management Plan by 30 June	Outcome	New KPI	90% per annum	90%	Report to the Municipal Manager	SM	5%	30%	60%	90%	2
TBC	Green and Sustainable Valley	Submission of the Revised Public Facility Management Plan to the MayCo	Number of Revised Public Facility Management Plans submitted to the MayCo by 31 March	Output	New KPI	1 per annum	1	Proof of submission of the Revised Public Facility Management Plan to the MayCo	SM	N/A	N/A	1	N/A	2
TBC	Safe Valley	Implementation of the Safety Plan	Percentage of actions implemented for the 2020/21 financial year as per the Safety Plan by 30 June	Outcome	New KPI	90% per annum	90%	Report to the Municipal Manager	SM	5%	30%	60%	90%	2
TBC	Green and Sustainable Valley	Develop and update of COVID-19 related burials register	Percentage of COVID-19 related burials applications finalised within 24 hours of date of notification	Outcome	New KPI	90% per annum	90%	Burial application register	SM	90%	90%	90%	90%	1


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IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2018/19)	5 Year Target	2020/21	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2020/21)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good Governance and Compliance	Implementation of the Sport Facilities Management Plan	Percentage of actions implemented for the 2020/21 financial year as per the Sport Facilities Management Plan by 30 June	Outcome	New KPI	90% per annum	90%	Report to the Municipal Manager	SM	5%	30%	60%	90%	1
TBC	Good governance and Compliance	Implementation of a centralised electronic venue booking system for public facilities	Number of electronic centralised venue booking systems for public facilities implemented by 30 June	Output	New KPI	1 per annum	1	Publication of centralised electronic venue booking system	SM	N/A	N/A	N/A	1	1
													Total	80



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**Part 2: Competency Requirements (20%)**

Ref	Leading and Core Competencies	(January) 1 st Assessment	(July) Final Assessment	Weights	Comments
2.1	Strategic direction and leadership			1.66%	
2.2	People management			1.66%	
2.3	Programme and project management			1.66%	
2.4	Financial management			1.66%	
2.5	Change leadership			1.67%	
2.6	Governance leadership			1.67%	
2.7	Moral competence			1.67%	
2.8	Planning and organising			1.67%	
2.9	Analysis and innovation			1.67%	
2.10	Knowledge and information management			1.67%	
2.11	Communication			1.67%	
2.12	Results and quality focus			1.67%	
Total				20%	



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Annexure B

Competency Framework


DIRECTOR: COMMUNITY AND PROTECTION SERVICES


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Mr Gary Beshoff


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Municipal Manager:
Ms Geraldine Mettler



CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Strategic Direction and Leadership			
COMPETENCY DEFINITION :	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Understand Institutional and departmental strategic objectives, butlacks the ability to inspire others to achieve set mandate.	<ul style="list-style-type: none">Give direction to a team in realising the institution's strategic mandate and set objectives.	<ul style="list-style-type: none">Evaluate all activities to determine value and alignment to strategic intent.	<ul style="list-style-type: none">Structure and position the institution to local government priorities.	
<ul style="list-style-type: none">Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy.	<ul style="list-style-type: none">Has a positive impact and influence on the morale, engagement and participation of team members.	<ul style="list-style-type: none">Display in-depth knowledge and understanding of strategic planning.	<ul style="list-style-type: none">Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework.	
<ul style="list-style-type: none">Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole.	<ul style="list-style-type: none">Develop action plans to execute and guide strategy.	<ul style="list-style-type: none">Align strategy and goals across all functional areas.	<ul style="list-style-type: none">Hold self-accountable for strategy execution and results.	
<ul style="list-style-type: none">Demonstrate basic understanding of key decision making.	<ul style="list-style-type: none">Assist in defining performance measures to monitor the progress and effectiveness of the institution.	<ul style="list-style-type: none">Actively define performance measures to monitor the progress and effectiveness of the institution.	<ul style="list-style-type: none">Provide impact and influence through building and maintaining strategic relationships.	
	<ul style="list-style-type: none">Displays an awareness of institutional structures and political factors.	<ul style="list-style-type: none">Consistently challenge strategic plans to ensure relevance.	<ul style="list-style-type: none">Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions.	
	<ul style="list-style-type: none">Effectively communicate barriers to execution to relevant parties.	<ul style="list-style-type: none">Understand institutional structures and political factors, and the consequences of actions.	<ul style="list-style-type: none">Integrate various systems into a collective whole to optimise institutional performance management.	
	<ul style="list-style-type: none">Provide guidance to all stakeholders in the achievement of the strategic mandate.	<ul style="list-style-type: none">Empower others to follow the strategic direction and deal with complex situations.	<ul style="list-style-type: none">Uses understanding of competing interests to maneuver successfully to a win/win outcome.	
	<ul style="list-style-type: none">Understand the aim and objectives of the institution and relate it to own work.	<ul style="list-style-type: none">Guide the institution through complex and ambiguous concern.Use understanding of power relationships and dynamic tensions among key players		


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 Ms Geraldine Mettler




CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Strategic Direction and Leadership		
COMPETENCY DEFINITION :	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
		to frame communications and develop strategies, positions and alliances.	


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Director Community and Protection Services
Mr Gary Boshoff


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Municipal Manager:
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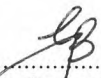
CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	People Management			
COMPETENCY DEFINITION :	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Participate in team goalsetting and problem solving.	<ul style="list-style-type: none">Seek opportunities to increase team contribution and responsibility.	<ul style="list-style-type: none">Identify ineffective team and work processes and recommend remedial interventions.	<ul style="list-style-type: none">Develop and incorporate best practice people management processes, approaches and tools across the institution.	
<ul style="list-style-type: none">Interact and collaborate with people of diverse backgrounds.	<ul style="list-style-type: none">Respect and support the diverse nature of others and be aware of the benefits of a diverse approach.	<ul style="list-style-type: none">Recognise and reward effective and desired behavior.	<ul style="list-style-type: none">Foster a culture of discipline, responsibility and accountability.	
<ul style="list-style-type: none">Aware of guidelines for employee development, but requires support in implementing development initiatives.	<ul style="list-style-type: none">Effectively delegate tasks and empower others to increase contribution and execute functions optimally.	<ul style="list-style-type: none">Provide mentoring and guidance to others in order to increase personal effectiveness.	<ul style="list-style-type: none">Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution.	
	<ul style="list-style-type: none">Apply relevant employee legislation fairly and consistently.	<ul style="list-style-type: none">Identify development and learning needs within the team.	<ul style="list-style-type: none">Develop comprehensive integrated strategies and approaches to human capital development and management.	
	<ul style="list-style-type: none">Effectively identify capacity requirements to fulfill the strategic mandate.	<ul style="list-style-type: none">Inspire a culture of performance excellence by giving positive and constructive feedback to the team.Achieve agreement or consensus in adversarial environments.Lead and unite diverse teams across divisions to achieve institutional objectives.	<ul style="list-style-type: none">Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.	


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CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Programme and Project Management		
COMPETENCY DEFINITION :	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Initiate projects after approval from higher authorities.	<ul style="list-style-type: none">Establish broad stakeholder involvement and communicate the project status and key milestones.	<ul style="list-style-type: none">Manage multiple programs and balance priorities and conflicts according to institutional goals.	<ul style="list-style-type: none">Understand and conceptualise the long-term implications of desired project outcomes.
<ul style="list-style-type: none">Understand procedures of program and project management methodology, implications and stakeholder involvement.	<ul style="list-style-type: none">Define the roles and responsibilities of the project team and create clarity around expectations.	<ul style="list-style-type: none">Apply effective risk management strategies through impact assessment and resource requirements.	<ul style="list-style-type: none">Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives.
<ul style="list-style-type: none">Understand the rational of projects in relation to the institution's strategic objectives.	<ul style="list-style-type: none">Find a balance between project deadline and the quality of deliverables.	<ul style="list-style-type: none">Modify project scope and budget when required without compromising the quality and objectives of the project.	<ul style="list-style-type: none">Influence people in positions of authority to implement outcomes of projects
<ul style="list-style-type: none">Document and communicate factors and risk associated with own work.	<ul style="list-style-type: none">Identify appropriate project resources to facilitate the effective completion of the deliverables.	<ul style="list-style-type: none">Involve top-level authorities and relevant stakeholders in seeking project buy-in.	<ul style="list-style-type: none">Lead and direct translation of policy into workable action plans
<ul style="list-style-type: none">Use results and approaches of successful project implementation as guide.	<ul style="list-style-type: none">Comply with statutory requirements and apply policies in a consistent manner.Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation.	<ul style="list-style-type: none">Identify and apply contemporary project management methodologyInfluence and motivate project team to deliver exceptional results.Monitor policy implementation and apply procedures to manage risks.	<ul style="list-style-type: none">Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed.


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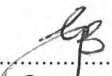
CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Change Leadership		
COMPETENCY DEFINITION :	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Display an awareness of change interventions and the benefits of transformation initiatives.	<ul style="list-style-type: none">• Perform an analysis of the change impact on the social, political and economic environment.	<ul style="list-style-type: none">• Actively monitor change impact and results and convey progress to relevant stakeholders.	<ul style="list-style-type: none">• Sponsor change agents and create a network of change leaders who support the interventions.
<ul style="list-style-type: none">• Able to identify basic needs for change.	<ul style="list-style-type: none">• Maintain calm and focus during change.	<ul style="list-style-type: none">• Secure buy-in and sponsorship for change initiatives.	<ul style="list-style-type: none">• Actively adapt current structures and processes to incorporate the change interventions.
<ul style="list-style-type: none">• Identify gaps between the current and desired state.	<ul style="list-style-type: none">• Able to assist team members during change and keep them focused on the deliverables.	<ul style="list-style-type: none">• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness.	<ul style="list-style-type: none">• Mentor and guide team members on the effects of change, resistance factors and how to integrate change.
<ul style="list-style-type: none">• Identify potential risk and challenges to transformation, including resistance to change factors.	<ul style="list-style-type: none">• Volunteer to lead change efforts outside of own work team.	<ul style="list-style-type: none">• Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change.	<ul style="list-style-type: none">• Motivate and inspire others around change initiatives.
<ul style="list-style-type: none">• Participate in change programs and piloting change interventions.	<ul style="list-style-type: none">• Able to gain buy-in and approval for change from relevant stakeholders.	<ul style="list-style-type: none">• Take the lead in impactful change programs.	
<ul style="list-style-type: none">• Understand the impact of change interventions on the institution within the broader scope of local government.	<ul style="list-style-type: none">• Identify change readiness levels and assist in resolving resistance to change factors.	<ul style="list-style-type: none">• Benchmark change interventions against best change practices.	
	<ul style="list-style-type: none">• Design change interventions that are aligned with the institution's strategic objectives and goals.	<ul style="list-style-type: none">• Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation.• Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation.	

.....
 Director: Community and Protection Services
Mr Gary Boshoff

.....
 Municipal Manager:
Ms Geraldine Mettler



CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Financial Management		
COMPETENCY DEFINITION :	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand basic financial concepts and methods as they relate to institutional processes and activities	<ul style="list-style-type: none">Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate	<ul style="list-style-type: none">Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility.	<ul style="list-style-type: none">Develop planning tools to assist in evaluating and monitoring future expenditure trends.
<ul style="list-style-type: none">Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems	<ul style="list-style-type: none">Assess, identify and manage financial risks.	<ul style="list-style-type: none">Prepare budgets that are aligned to the strategic objectives of the institution.	<ul style="list-style-type: none">Set budget frameworks for the institution.
<ul style="list-style-type: none">Understand the importance of financial accountability	<ul style="list-style-type: none">Assume a cost-saving approach to financial management.	<ul style="list-style-type: none">Address complex budgeting and financial management concerns.	<ul style="list-style-type: none">Set strategic direction for the institution on expenditure and other financial processes.
<ul style="list-style-type: none">Understand the importance of asset control.	<ul style="list-style-type: none">Prepare financial reports based on specified formats.	<ul style="list-style-type: none">Put systems and processes in place to enhance the quality and integrity of financial management practices.	<ul style="list-style-type: none">Build and nurture partnerships to improve financial management and achieve financial savings.
	<ul style="list-style-type: none">Consider and understand the financial implications of decisions and suggestions.	<ul style="list-style-type: none">Advise on policies and procedures regarding asset control.	<ul style="list-style-type: none">Actively identify and implement new methods to improve asset control.
	<ul style="list-style-type: none">Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated.Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget.	<ul style="list-style-type: none">Promote National Treasury's regulatory framework for Financial Management.	<ul style="list-style-type: none">Display professionalism in dealing with financial data and processes.


Director: Community and Protection Services
Mr Gary Boshoff


Municipal Manager:
Ms Geraldine Mettler




CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Governance Leadership			
COMPETENCY DEFINITION:	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements.	<ul style="list-style-type: none">Display a thorough understanding of governance and risk and compliance factors and implement plans to address these.	<ul style="list-style-type: none">Able to link risk initiatives into key institutional objectives and drivers.	<ul style="list-style-type: none">Demonstrate a high level of commitment in complying with governance requirements.	
<ul style="list-style-type: none">Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders.	<ul style="list-style-type: none">Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution.	<ul style="list-style-type: none">Identify, analyse and measure risk, create valid risk forecasts and map risk profiles.	<ul style="list-style-type: none">Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework.	
<ul style="list-style-type: none">Provide input into policy formulation.	<ul style="list-style-type: none">Actively drive policy formulation within the institution to ensure the achievement of objectives.	<ul style="list-style-type: none">Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives.	<ul style="list-style-type: none">Able to advise local government on risk management, best practice interventions and compliance management.	
		<ul style="list-style-type: none">Demonstrate a thorough understanding of risk retention plans.	<ul style="list-style-type: none">Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government.t	
		<ul style="list-style-type: none">Identify and implement comprehensive risk management systems and processes.	<ul style="list-style-type: none">Able to shape, direct and drive the formulation of policies on a macro level.	
		<ul style="list-style-type: none">Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement.		

.....
 Director: Community and Protection Services
Mr Gary Boshoff

.....
 Municipal Manager:
Ms Geraldine Mettler



CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Moral Competence		
COMPETENCY DEFINITION :	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Realise the impact of acting with integrity, but requires guidance and development in implementing principles.	<ul style="list-style-type: none">Conduct self in alignment with the values of local government and the institution.	<ul style="list-style-type: none">Identify, develop and apply measures of self-correction.	<ul style="list-style-type: none">Create an environment conducive of moral practices.
<ul style="list-style-type: none">Follow basic rules and regulations of the institution.	<ul style="list-style-type: none">Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver.	<ul style="list-style-type: none">Able to gain trust and respect through aligning actions with commitments.	<ul style="list-style-type: none">Actively develop and implement measures to combat fraud and corruption.
<ul style="list-style-type: none">Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.	<ul style="list-style-type: none">Actively report fraudulent activity and corruption with local government.	<ul style="list-style-type: none">Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders.	<ul style="list-style-type: none">Set integrity standards and shared accountability measures across the institution to support the objectives of local government.
	<ul style="list-style-type: none">Understand and honor the confidential nature of matters without seeking personal gain.	<ul style="list-style-type: none">Present values, beliefs and ideas that are congruent with the institution's rules and regulations.	<ul style="list-style-type: none">Take responsibility for own actions and decisions, even if the consequences are unfavorable.
	<ul style="list-style-type: none">Able to deal with situations of conflict of interest promptly and in the best interest of local government.	<ul style="list-style-type: none">Takes an active stance against corruption and dishonesty when noted.	
		<ul style="list-style-type: none">Actively promote the value of the institution to internal and external stakeholders.	
		<ul style="list-style-type: none">Able to work in unity with a team and not seek personal gain.	
<ul style="list-style-type: none">Apply universal moral principles consistently to achieve moral decisions.			


 Director, Community and Protection Services
Mr Gary Boshoff


 Municipal Manager:
Ms Geraldine Mettler



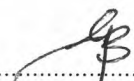
CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Planning and Organising		
COMPETENCY DEFINITION :	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Able to follow basic plans and organise tasks around set objectives.	<ul style="list-style-type: none">• Actively and appropriately organise information and resources required for a task.	<ul style="list-style-type: none">• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation.	<ul style="list-style-type: none">• Focus on broad strategies and initiatives when developing plans and actions.
<ul style="list-style-type: none">• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans.	<ul style="list-style-type: none">• Recognise the urgency and importance of tasks.	<ul style="list-style-type: none">• Identify in advance required stages and actions to complete tasks.	<ul style="list-style-type: none">• Able to protect and forecast short, medium and long term requirements of the institution and local government.
<ul style="list-style-type: none">• Able to follow existing plans and ensure that objectives are met.	<ul style="list-style-type: none">• Balance short and long-term plans and goals and incorporate into the team's performance objectives.	<ul style="list-style-type: none">• Schedule realistic timelines, objectives and milestones for tasks and projects.	<ul style="list-style-type: none">• Translate policy into relevant projects to facilitate the achievement of institutional objectives.
<ul style="list-style-type: none">• Focus on short-term objectives in developing plans and actions	<ul style="list-style-type: none">• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources.	<ul style="list-style-type: none">• Produce clear, detailed and comprehensive plans to achieve institutional objectives.	
<ul style="list-style-type: none">• Arrange information and resources required for a task, but require further structure and organisation.	<ul style="list-style-type: none">• Measures progress and monitor performance results.	<ul style="list-style-type: none">• Identify possible risk factors and design and implement appropriate contingency plans.• Adapt plans in light of changing circumstances.• Prioritise tasks and projects according to their relevant urgency and importance.	


 Director: Community and Protection Services
 Mr Gary Boshoff


 Municipal Manager:
 Ms Geraldine Mettler



CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Analysis and Innovation		
COMPETENCY DEFINITION :	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand the basic operation of analysis, but lack detail and thoroughness.	<ul style="list-style-type: none">Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations.	<ul style="list-style-type: none">Coaches team members on analytical and innovative approaches and techniques.	<ul style="list-style-type: none">Demonstrate complex analytical and problem solving approaches and techniques.
<ul style="list-style-type: none">Able to balance independent analysis with requesting assistance from others.	<ul style="list-style-type: none">Demonstrate objectivity, insight and thoroughness when analysing problems.	<ul style="list-style-type: none">Engage with appropriate individuals in analysing and resolving complex problems.	<ul style="list-style-type: none">Create an environment conducive to analytical and fact-based problem solving.
<ul style="list-style-type: none">Recommend new ways to perform tasks within own function.	<ul style="list-style-type: none">Able to break down complex problems into manageable parts and identify solutions.	<ul style="list-style-type: none">Identify solutions on various areas in the institution.	<ul style="list-style-type: none">Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence.
<ul style="list-style-type: none">Propose simple remedial interventions that marginally challenges the status quo.	<ul style="list-style-type: none">Consult internal and external stakeholders on opportunities to improve processes and service delivery.	<ul style="list-style-type: none">Formulate and implement new ideas throughout the institution.	<ul style="list-style-type: none">Create an environment that fosters innovative thinking and follows a learning organisation approach.
<ul style="list-style-type: none">Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking.	<ul style="list-style-type: none">Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders.	<ul style="list-style-type: none">Able to gain approval and buy-in for proposed interventions from relevant stakeholders.	<ul style="list-style-type: none">Be a thought leader on innovative customer service delivery and process optimisation.
	<ul style="list-style-type: none">Continuously identify opportunities to enhance internal processes.	<ul style="list-style-type: none">Identify trends and best practices in process and service delivery and propose institutional application.	<ul style="list-style-type: none">Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.
	<ul style="list-style-type: none">Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention.	<ul style="list-style-type: none">Continuously engage in research to identify client needs.	


 Director: Community and Protection Services
Mr Gary Boshoff


 Municipal Manager:
Ms Geraldine Mettler



CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Knowledge and Information Management		
COMPETENCY DEFINITION :	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Collect, categorise and track relevant information required for specific tasks and projects.	<ul style="list-style-type: none">• Use appropriate information systems and technology to manage institutional knowledge and information sharing.	<ul style="list-style-type: none">• Effectively predict future information and knowledge management requirements and systems.	<ul style="list-style-type: none">• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information.
<ul style="list-style-type: none">• Analyse and interpret information to draw conclusions.	<ul style="list-style-type: none">• Evaluate data from various sources and use information effectively to influence decisions and provide solutions.	<ul style="list-style-type: none">• Develop standards and processes to meet future knowledge management needs.	<ul style="list-style-type: none">• Establish partnerships across local government to facilitate knowledge management.
<ul style="list-style-type: none">• Seek new sources of information to increase the knowledge base.	<ul style="list-style-type: none">• Actively create mechanisms and structures for sharing information.	<ul style="list-style-type: none">• Share and promote best-practice knowledge management across various institutions.	<ul style="list-style-type: none">• Demonstrate a mature approach.
<ul style="list-style-type: none">• Regularly share information and knowledge with internal stakeholders and team members.	<ul style="list-style-type: none">• Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.	<ul style="list-style-type: none">• Establish accurate measures and monitoring systems for knowledge and information management.• Create a culture conducive of learning and knowledge sharing.• Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.	<ul style="list-style-type: none">• Recognise and exploit knowledge points in interactions with internal and external stakeholders.


 Director: Community and Protection Services
 Mr Gary Boshoff


 Municipal Manager:
 Ms Geraldine Mettler



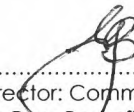
CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Communication		
COMPETENCY DEFINITION :	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools.	<ul style="list-style-type: none">• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating.	<ul style="list-style-type: none">• Effectively communicate high-risk and sensitive matters to relevant stakeholders.	<ul style="list-style-type: none">• Regarded as a specialist in negotiations and representing the institution.
<ul style="list-style-type: none">• Express ideas in a clear and focused manner, but does not always take the audience into consideration.	<ul style="list-style-type: none">• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs.	<ul style="list-style-type: none">• Develop a well-defined communication strategy.	<ul style="list-style-type: none">• Able to inspire and motivate others through positive communication that is impactful and relevant.
<ul style="list-style-type: none">• Disseminate and convey information and knowledge adequately.	<ul style="list-style-type: none">• Adapt communication content and style to suit the audience and facilitate optimal information transfer.	<ul style="list-style-type: none">• Balance political perspectives with institutional needs when communicating viewpoints on complex issues.	<ul style="list-style-type: none">• Creates an environment conducive to transparent and productive communication and critical appreciate conversations.
	<ul style="list-style-type: none">• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders.	<ul style="list-style-type: none">• Able to effectively direct negotiations around complex.	<ul style="list-style-type: none">• Able to coordinate negotiations at different levels within local government and externally.
	<ul style="list-style-type: none">• Compile clear, focused, concise and well-structured written documents.	<ul style="list-style-type: none">• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution.• Able to communicate with the media with high levels of moral competence and discipline.	


 Director: Community and Protection Services
Mr Gary Boshoff


 Municipal Manager:
Ms Geradine Mettler



CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Results and Quality Focus		
COMPETENCY DEFINITION :	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand quality of work but requires guidance in attending to important matters.	<ul style="list-style-type: none">Focus on high-priority actions and does not become distracted by lower-priority activities.	<ul style="list-style-type: none">Consistently verify own standards and outcomes to ensure quality output.	<ul style="list-style-type: none">Coach and guide others to exceed quality standards and results.
<ul style="list-style-type: none">Show a basic commitment to achieving the correct results.	<ul style="list-style-type: none">Display firm commitment and pride in achieving the correct results.	<ul style="list-style-type: none">Focus on the end result and avoids being distracted	<ul style="list-style-type: none">Develop challenging, client-focused goals and sets high standards for personal performance.
<ul style="list-style-type: none">Produce the minimum level of results required in the role.	<ul style="list-style-type: none">Set quality standards and design processes and tasks around achieving set standards.	<ul style="list-style-type: none">Demonstrate a determined and committed approach to achieving results and quality standards.	<ul style="list-style-type: none">Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required.
<ul style="list-style-type: none">Produce outcomes that is of a good standard.	<ul style="list-style-type: none">Produce output of high quality.	<ul style="list-style-type: none">Follow task and projects through to completion.	<ul style="list-style-type: none">Work with team to set ambitious and challenging team goals, communicating long- and short term expectations.
<ul style="list-style-type: none">Focus on the quantity of output but requires development in incorporating the quality of work.	<ul style="list-style-type: none">Able to balance the quantity and quality of results in order to achieve objectives.	<ul style="list-style-type: none">Set challenging goals and objectives to self and team and display commitment to achieving expectations.	<ul style="list-style-type: none">Take appropriate risks to accomplish goals.
<ul style="list-style-type: none">Produce quality work in general circumstances, but fails to meet expectation when under pressure.	<ul style="list-style-type: none">Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed.	<ul style="list-style-type: none">Maintain a focus on quality outputs when placed under pressure.	<ul style="list-style-type: none">Overcome setbacks and adjust action plans to realise goals.
		<ul style="list-style-type: none">Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.	<ul style="list-style-type: none">Focus people on critical activities that yield a high impact.


 Director: Community and Protection Services
Mr Gary Boshoff


 Municipal Manager:
Ms Geraldine Mettler



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Annexure C: Personal Development Plan

DIRECTOR: COMMUNITY AND PROTECTION SERVICES


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Director: Community and Protection Services
Mr Gary Boshoff


.....
Municipal Manager:
Ms Geraldine Mettler



Skills Performance Gap	Outcomes Expected	Suggested training and /or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/development area	Support Person
1.						
2.						
3.						

Signed and accepted by the Employee

Date: 7/7/2020

Signed by the Municipal Manager on behalf of the Municipality

Date: 07/07/2020

11.10.3	DECISIONS TAKEN BY DIRECTORATES IN TERMS OF DELEGATED AUTHORITY FROM 01 APRIL 2020 UNTIL 30 JUNE 2020
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Collaborator No:

IDP KPA Ref No:

Meeting Date:

Good Governance and Compliance

22 July 2020

1. SUBJECT: DECISIONS TAKEN BY DIRECTORATES IN TERMS OF DELEGATED AUTHORITY FROM 01 APRIL 2020 UNTIL 30 JUNE 2020

2. PURPOSE OF REPORT

To report to Council on the decisions taken by the Municipal Manager and Directors in terms of Council's System of Delegations for the period 01 January 2020 until 31 March 2020, in compliance with Section 63 of the Local Government: Municipal Systems Act read in conjunction with the System of Delegations as approved by Council.

3. DELEGATED AUTHORITY

Municipal Council

4. EXECUTIVE SUMMARY

In view of the legislative stipulations, attached is a summary as **ANNEXURE 1** of decisions taken by each Directorate. The report is for noting purposes.

Please note that these delegations only indicate the delegations exercised as delegated by Council to the various Senior Managers.

5. RECOMMENDATIONS:

That Council takes note of the decisions taken, for the period 01 April 2020 until 30 June 2020, by the following Section 56 Managers:

- Municipal Manager – Ms G Mettler (01 April 2020 – 30 June 2020).
- Chief Financial Officer – Mr K Carolus (01 April 2020 – 30 June 2020).
- Director Community and Protection Services Mr G Boshoff (01 April 2020 – 30 June 2020).
- Director Corporate Services – Ms A de Beer (01 April 2020 – 30 June 2020).
- Director Infrastructure Services – Mr D Louw (01 April 2020 – 30 June 2020).
- Acting Director Planning and Economic Development – Mr C Alexander (01 – 31 May 2020).
- Director Planning and Economic Development – Mr A Barnes (01 – 30 June 2020).

6. DISCUSSION / CONTENTS

6.1 Background

Section 63 of the Local Government Municipal Systems Act 32 of 2000 reads as follows:
"A political structure, political office bearer, Councillor or staff member of a municipality to whom a delegating authority has delegated or sub-delegated a power or duty, must report to the delegating authority at such intervals as the delegating authority may require, on decisions taken in terms of that delegated or sub-delegated power or duty since the last report."

6.2 Discussion

The report outlines the delegations exercised as delegated by Council to the various Senior Managers

6.4. Financial Implications

As per approved budget

6.4 Legal Implications

Council's System of Delegation and all applicable legislation

RECOMMENDATION FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2020-07-22: ITEM 11.10.3

That Council takes note of the decisions taken, for the period 01 April 2020 until 30 June 2020, by the following Section 56 Managers:

- Municipal Manager – Ms G Mettler (01 April 2020 – 30 June 2020).
- Chief Financial Officer – Mr K Carolus (01 April 2020 – 30 June 2020).
- Director Community and Protection Services Mr G Boshoff (01 April 2020 – 30 June 2020).
- Director Corporate Services – Ms A de Beer (01 April 2020 – 30 June 2020).
- Director Infrastructure Services – Mr D Louw (01 April 2020 – 30 June 2020).
- Acting Director Planning and Economic Development – Mr C Alexander (01 – 31 May 2020).
- Director Planning and Economic Development – Mr A Barnes (01 – 30 June 2020).

FOR FURTHER DETAILS CONTACT:

POSITION	<i>Municipal Manager</i>
DIRECTORATE	<i>Office of the Municipal Manager</i>
CONTACT NUMBERS	021 808 8025
E-MAIL ADDRESS	municipal.manager@ Stellenbosch.gov.za
REPORT DATE	03 July 2020

ANNEXURE 1

DELEGATIONS EXERCISED FOR PERIOD APRIL 2020
OFFICE OF THE MUNICIPAL MANAGER: G METTLER

Date	Delegation	Category	Report subject and Recommendations	Date Received	Date Resolved	Resolution and Comments
02/04/2020	MM9	Section 55(1)(e), Systems Act	Appointment of Accountant: Stores and Disposal Management	02/04/2020	02/04/2020	Approved
04/04/2020		MFMA	Quarterly report on the performance of the WC Financial Management support Grant	04/04/2020	04/04/2020	Approved
06/04/2020	MM9	Section 55(1)(e), Systems Act	Appointment of Admin Officer: LUM	06/04/2020	06/04/2020	Approved
08/04/2020	MM84	Section 66, MFMA	Cellphone allowance – Community and Protection Services	08/04/2020	08/04/2020	Approved
16/04/2020	MM9	Section 55(1)(e), Systems Act	Appointment of SCM Practitioner - Stores	16/04/2020	16/04/2020	Approved
17/04/2020	SC25	31(1)	Apple development support – Membership and account	17/04/2020	17/04/2020	Approved
20/04/2020	MM84	Section 66, MFMA	Timesheet – Communications Department	20/04/2020	20/04/2020	Approved
21/04/2020	CL10	Section 59(1) of MSA	Minutes: Special Grants Committee meeting	21/04/2020	21/04/2020	Approved
22/04/2020	LUP99	Section 24 of the BLUPBL	Issuing of Certificate of consolidated title Erf 122 Longlands to erven 288 and 343 of all the 77 properties Transfer number: T13250/2019	22/04/2020	22/04/2020	Approve the clearance certificates issuing for Erven 122&288 Longlands in line with advice from Chief Legal Advisor and Manager Housing Development. Email sent from Mervin on 22 April

						2020. For implementation by PED
22/04/2020	C22	Section 59(1)(a), Systems Act	Comments on the municipal tariff guidelines increase ad benchmarks for 2020/2021 financial year.	22/04/2020	22/04/2020	Approved
22/04/2020	EL10	Electricity Supply By-law	NERSA – Response to cost of supply preliminary report analysis questions	22/04/2020	22/04/2020	Approved
24/04/2020	MM122	Section 115(1)(a), MFMA	BSM 99/19: Upgrade of cameras, new camera installation and upgrade of both the CCTV and LPR cameras in the greater WC024 ending 30 June 2022	24/04/2020	24/04/2020	Rates approved on expenditure limited to available budget
29/04/2020	SC13	17(C)	Deviation: Klapmuts and Wemmershoek repairs due to COVID-19 lockdown	29/04/2020	29/04/2020	Approved
30/04/2020	EL14	Section 3(1)	Agreement for ESKOM electricity supply to Stellenbosch municipal area	30/04/2020	30/04/2020	Approved

DELEGATIONS EXERCISED FOR PERIOD MAY 2020
OFFICE OF THE MUNICIPAL MANAGER: G METTLER

Date	Delegation	Category	Report Subject and Recommendations	Date Received	Date Resolved	Resolution and Comments (if any)
06/05/2020	SC13	17(C)	Deviation: BSM 68/20 - Process chemicals	06/05/2020	06/05/2020	Approved
12/05/2020		MFMA	Statement of capital and operating expenditure for the 3 rd quarter ended 31 March 2020	12/05/2020	12/05/2020	Approved
12/05/2020		MFMA	Conditional grants transferred from National Departments and actual payments made by municipalities: preliminary results	12/05/2020	12/05/2020	Approved
12/05/2020		MFMA	WC024 – Investment monitoring for 3 rd quarter ended 31 March 2020	12/05/2020	12/05/2020	Approved
12/05/2020		MFMA	INEP grant allocations for 2019/20 and 2020/21: Financial implementation strategy and plans for INEP during the lockdown restrictions	12/05/2020	12/05/2020	Approved
13/05/2020	MM32	Section 7(1), MFMA	Guarantee – Nedbank: Erf 1852 Stellenbosch Municipality Division Transfer of property from Consolidated Limeworks Pty Ltd to Stellenbosch Municipality	13/05/2020	13/05/2020	Approved - COVID_19 related cleaning increases the usage of cleaning materials. This is an urgent issue as sanitisation of public areas must be continued on a regular basis to combat the spread of COVID-19
15/05/2020		MFMA	Quality Certificate: Monthly budget statement for April 2020	15/05/2020	15/05/2020	Approved

15/05/2020	SC13	17(C)	Deviation: Extension of DSM 13/20 to appoint additional labourers for cleaning, maintenance and sanitising of public ablution facilities in the informal settlements in Stellenbosch, WC024, to combat COVID-19	15/05/2020	15/05/2020	Approval was granted on the emergency procurement WhatsApp group on 13 April 2020
15/05/2020	MM82	Section 65(2)(c), MFMA	Invoice: Stellenbosch Bridge INV0004	15/05/2020	15/05/2020	Approved
15/05/2020		MFMA	Progress Report DBSA Project Funding	15/05/2020	15/05/2020	Approved
15/05/2020	MM84	Section 66, MFMA	Cellphone Allowance: Infrastructure services	15/05/2020	15/05/2020	Approved
18/05/2020	MM32	Section 7(1), MFMA	Nedbank: Application for performance: Letter of Guarantee	18/05/2020	18/05/2020	Approved
19/05/2020	C70	Section 34(1), MFMA	Transfer Payment Agreement: WCG via Dept of LG – COVID-19 Humanitarian Relief Fund	19/05/2020	19/05/2020	Approved
20/05/2020	HR2	Conditions of Service (SALGBC)	Addendum to Fixed term employment Contract: Senior Clerk - Financial Services	20/05/2020	20/05/2020	Approved
20/05/2020	HR2	Conditions of Service (SALGBC)	Addendum to Fixed term employment Contract: Store Administrator - Financial Services	20/05/2020	20/05/2020	Approved
20/05/2020	MM36	Section 9(b), MFMA	Demand Guarantee - Nedbank	20/05/2020	20/05/2020	Approved
20/05/2020	LUP85	In terms of the By-law Relating to the Erection of Boundary Walls and Fences and the Control of Materials Used Therefor.	LU/7640: Application for the deviation from the provision of the bylaw relating to the control of boundary walls and fences Erf 9623, Die Boord.	20/05/2020	20/05/2020	Application approved by the Municipal Manager i.t.o. delegation No LUP 85 i.t.o. the Council's Systems of Delegations. Abutting neighbour supported deviation due to privacy concerns.

20/05/2020	LUP85	In terms of the By-law Relating to the Erection of Boundary Walls and Fences and the Control of Materials Used Therefor.	Application for the deviation from the provision of the bylaw relating to the control of boundary walls and fences Erf 4805, Dalsig	20/05/2020	20/05/2020	In terms of Council System of Delegations, delegations No LUP 85.
20/05/2020	C43	Section 7(1), MFMA	Cancellation of ABSA Electronic Bank services	20/05/2020	20/05/2020	Approved
20/05/2020	MM84	Section 66, MFMA	Cellphone allowance: Infrastructure services	20/05/2020	20/05/2020	Approved
20/05/2020	MM23	MSA	Affordability verification certificate: Re-determination of upper limits with effect from 01/07/2019: Government Notice 43246 dated 24/04/2020	20/05/2020	20/05/2020	Approved
20/05/2020	Mm18	Section 62(4)(a), Systems Act	Response to grievance: SAMWU	20/05/2020	20/05/2020	Approved
25/05/2020	MM84	Section 66, MFMA	Acting Allowance: Planning and Economic Development	25/05/2020	25/05/2020	Approved
27/05/2020	RS1	MSA	Confirmation of appointment certificate: Development Planning	27/05/2020	27/05/2020	Approved
27/05/2020	MM87	Section 67(3), MFMA	Settlement Agreement: La Concorde South Africa and Stellenbosch Municipality	27/05/2020	27/05/2020	Approved
29/05/2020	MM82	Section 65(2)(c), MFMA	Invoice: Evolution Technology Group – April 2020	29/05/2020	29/05/2020	Approved

DELEGATIONS EXERCISED FOR PERIOD JUNE 2020
OFFICE OF THE MUNICIPAL MANAGER: G METTLER

Date	Delegation	Category	Report Subject and Recommendations	Date Received	Date Resolved	Resolution and Comments (if any)
01/06/2020	C19.2	Section 57	Reporting lines: Director Planning and Economic Development	01/06/2020	01/06/2020	Approved
01/06/2020	MM110	Section 79(1)(c), MFMA	Financial Delegations – Director Planning and Economic Development	01/06/2020	01/06/2020	Approved
01/06/2020	MM100	Section 72(1)(a), MFMA	Revised Performance Plan: 01 July 2019 – 30 June 2020 – Director Infrastructure Services	01/06/2020	01/06/2020	Approved
01/06/2020	C10	Section 36, Systems Act	Top Layer Service Delivery and Budget Implementation Plan 2020/2021	01/06/2020	01/06/2020	Approved
03/06/2020	LEG3	GENERAL	Application for acceptance as an approved competent person i.t.o. regulation A19	03/06/2020	03/06/2020	Approved
04/06/2020	C70	Section 34(1), MFMA	EPWP Quarterly Report	04/06/2020	04/06/2020	Approved
05/06/2020	MM34	Section 8(5), MFMA	Signatory amendment - Nedbank	05/06/2020	05/06/2020	Approved

05/06/2020	C70	Section 34(1), MFMA	MOU: DLG COVID-19 Humanitarian Relief Grant – Stellenbosch Municipality/Stellenbosch Unite	05/06/2020	05/06/2020	Approved
08/06/2020	MM122	Section 115(1)(a), MFMA	BSM 75/19 – Appointment of consulting engineering to implement, update and maintain water and sanitation master plan s and information management system on a bureau basis for a period ending 30 June 2022	08/06/2020	08/06/2020	Not approved due to specification biase as per Mazars Report
08/06/2020	MM84	Section 66, MFMA	Cellphone allowance: Financial Services	08/06/2020	08/06/2020	Approved
08/06/2020	C47	Section 8(4), MFMA	MOA – Funding to the municipality towards COVID-19 relief projects Cape Winelands Municipality and Stellenbosch Municipality	08/06/2020	08/06/2020	Approved
08/06/2020	MM82	Section 65(2)(c), MFMA	Invoice: Evolution Technology Group – Jan-March 2020	08/06/2020	08/06/2020	Approved
08/06/2020	HO5	Housing Act 107 of 1997	Klapmuts, Mandela City TRA, Erf 2181: Construction of ABT structures ceding of contract	08/06/2020	08/06/2020	Memo referred to internal toilets was installed; however, the financial implications show something different. I want to see the price difference with the new contractor and include size difference. Furthermore, notwithstanding the GEC does the MFMA and regulations provide for this, Finance to please confirm

09/06/2020	MM31	Schedule 2, Systems Act	Disclosure of interest: Director Planning and Economic Development	09/06/2020	09/06/2020	Approved
09/06/2020	EL4	Section 16, ERA	NERSA: Application for electricity tariff increase for financial year 2020/2021	09/06/2020	09/06/2020	Approved
10/06/2020	C47	Section 34(1), MFMA	MOA: Legal opinion costs – SALA Scheme of arrangement	10/06/2020	10/06/2020	Approved
10/06/2020	C47	Section 34(1), MFMA	MOA Community Library Service Grant: WC Government via Department of Cultural Affairs and Sport 2020/2021	10/06/2020	10/06/2020	Approved
10/06/2020	SC13	17(c)	BSM 66/20: Deviation Appointment of Waste Transport Contractor for the period from date of appointment for four months or until Tender BSM 66/20 is awarded	10/06/2020	10/06/2020	Approved as per rates in 5 under financial implications and period not exceeding 6 months or until new tender approved whichever occurs first. This is on essential services. During lockdown advertisement for tenders was not placed.
12/06/2020		MFMA	Quality certificate: Monthly budget monitoring report – May 2020	12/06/2020	12/06/2020	Approved
12/06/2020	MM84	Section 66, MFMA	Cellphone allowance: Financial Services	12/06/2020	12/06/2020	Approved
12/06/2020	MM99	Section 71(5), MFMA	Monthly Report NT: Finance Management Grant DORA	12/06/2020	12/06/2020	Approved

12/06/2020		MFMA	Western Cape Financial Management Support Grant (MFMA)	12/06/2020	12/06/2020	Approved
12/06/2020	LUP85	In terms of the By-law Relating to the Erection of Boundary Walls and Fences and the Control of Materials Used Therefor.	Application for waiver from the By-law relating to the control of boundary walls and fences Farm 1417, Paarl division	12/06/2020	12/06/2020	Approved
12/06/2020	APP1	Section 62(4)(a) MSA	Objection received ICT positions: CWJEU	12/06/2020	12/06/2020	Approved
12/06/2020	VAL9	Section 15(3) + (4) (a) MPRA	Approval for water leakage rebate, Erf 5527, Die Boord	12/06/2020	12/06/2020	Approved
17/06/2020	MM84	Section 66, MFMA	Cellphone Allowance: Land Use Management	17/06/2020	17/06/2020	Approved
17/06/2020	MM84	Section 66, MFMA	Cellphone allowance: Community and Protection Services	17/06/2020	17/06/2020	Approved
17/06/2020	MM84	Section 66, MFMA	Transport Allowance: Land Use Management	17/06/2020	17/06/2020	Approved
17/06/2020	MM83	Section 65(2)(d), MFMA	Request for approval of payment - Performance Assessment scheduled for 09 March 2020: Dr Len Mortimer	17/06/2020	17/06/2020	Approved
18/06/2020	MM64	Section 62(1)(f)(iv), MFMA	Deviation: To institute review proceedings against the arbitration award of commissioner Der Vlieger-Seynhaeve under case WCP011915 in the Labour Court in the matter	18/06/2020	18/06/2020	Approved. Urgency based on court process. Legal tender should be

			between IMATU obo Jephta's Stellenbosch including an application for contempt of court instituted by Jephtas against the Municipal Manager and the Municipality			finalised asap to avoid these deviations.
18/06/2020	HR2	Conditions of Service (SALGBC)	Annual leave application – Director Corporate Services	18/06/2020	18/06/2020	Approved
18/06/2020	MM122	Section 115(1)(a), MFMA	BSM 104/18 Bill payment services – Bill issuer service schedule	18/06/2020	18/06/2020	Approved
18/06/2020	EL2	Section 11, ERA	Authority to apply for new electricity connection to Erf 199, La Motte	18/06/2020	18/06/2020	Approved
19/06/2020	MM122	Section 115(1)(a), MFMA	BSM 15/20: Maintenance contract of mechanical and specialised equipment for water and sanitation infrastructure at Stellenbosch municipality ending June 2022	19/06/2020	19/06/2020	Approved
19/06/2020	MM122	Section 115(1)(a), MFMA	BSM 97/19: Appointment of legal service providers for a contract ending 30 June 2022	19/06/2020	19/06/2020	Approved
19/06/2020	MM84	Section 66, MFMA	Cellphone allowance: Director Planning and Economic Development	19/06/2020	19/06/2020	Approved
20/06/2020		Section 60 MSA	Encroachment Permit Capitec Properties Proprietary Limited Erf 9190 Technopark / Stellenbosch Municipality	20/06/2020	20/06/2020	Approved
20/06/2020	MM84	Section 66, MFMA	Recommendation for payment of Group-life Scheme pay-outs	20/06/2020	20/06/2020	Approved
20/06/2020	HR2	Conditions of Service (SALGBC)	Annual leave application: Office of the Municipal Manager	20/06/2020	20/06/2020	Approved

29/06/2020	MM94	Section 69(3)(a), MFMA	Letter to NT, PT, DLG, AG: Approved Top Layer Service Delivery and Budget Implementation Plan 2020/21	29/06/2020	29/06/2020	Approved
29/06/2020	LUP85	In terms of the By-law Relating to the Erection of Boundary Walls and Fences and the Control of Materials Used Therefor.	Application for the deviation from the provision of the By-law relating to the control of boundary walls and fences on Erf 575, Franschoek	29/06/2020	29/06/2020	Approved
29/06/2020	MM64	Section 62(1)(f)(iv), MFMA	Evaluation: Written qualifications replacement of roof sheeting and box gutters Distell Hostels Kayamandi	29/06/2020	29/06/2020	Approved
29/06/2020	APP1	Section 62(4)(a) MSA	PAC provisional Audit Report	29/06/2020	29/06/2020	Approved
29/06/2020	FP2	Section 34 of the Prevention and Combating of Corrupt Activities Act, 12 of 2004	Local Government Anti-Corruption Strategy Monitoring Tool	29/06/2020	29/06/2020	Approved
29/06/2020		MFMA	Status of the Minimum Competency Levels for Stellenbosch	29/06/2020	29/06/2020	Approved
29/06/2020	C47	Section 34(1), MFMA	MOA: Department of Mineral Resources and Energy/Stellenbosch municipality – Funding and implementation of the Integrated National Electrification Programme (INEP)	29/06/2020	29/06/2020	Approved
29/06/2020	C47	Section 8(4), MFMA	EPWP Business Plan 2020/2021	29/06/2020	29/06/2020	Approved

ACTING MUNICIPAL MANAGER: D LOUW 22 – 26 JUNE 2020						
23/06/2020	C50	Section 14(2) of the MFMA (read with section 90, MFMA)	Deed of Sale: Stellenbosch municipality and Selford Properties (Pty) Ltd	23/06/2020	23/06/2020	Approved
23/06/2020	C50	Section 14(2) of the MFMA (read with section 90, MFMA)	Deed of Sale: Stellenbosch municipality and Supergroup Trading (Pty)Ltd	23/06/2020	23/06/2020	Approved
25/06/2020	LEG6	GENERAL	Deidre Jephta/Stellenbosch municipality – payment of security i.t.o. Section 145(3) of the Labour Relations Act	25/06/2020	25/06/2020	Approved
26/06/2020	HR	SALGBC	Exemption Salary and wage agreement	26/06/2020	26/06/2020	Approved

DELEGATION EXERCISED FOR PERIOD APRIL 2020

DIRECTORATE: FINANCIAL SERVICES

Date	Delegation	Category	Report Subject and Recommendations	Date Received	Date Resolved	Resolution and Comments (if any)
01/04/2020	VPR2	Paragraph 6f	Capital Virements – All Directorates	01/04/2020	30/04/2020	Approved
01/04/2020	HR2	Conditions of Service (SALGBC)	Standby / Overtime for SCM, Stores Creditors for Emergencies during National Lockdown – COVID-19	01/04/2020	30/04/2020	Approved
24/04/2020	MM122	Section 115(1)(a), MFMA	B/SM 37/20 Supply and Delivery of Rear End Loader Skips (5.5 Cubic Metre)	24/04/2020	24/04/2020	Approved
24/04/2020	MM122	Section 115(1)(a), MFMA	B/SM 99/19 Upgrade of Cameras, New Camera Installations and Upgrades of both the CCTV and LPR Cameras in the Greater WCO24	24/04/2020	24/04/2020	Approved
28/04/2020	CM3	General provisions	SCM letters approved Tenderers	28/04/2020	28/04/2020	Approved
30/04/2020	RS1	MSA	Appointment of Senior Manager Financial Management Services – M Steyl	30/04/2020	30/04/2020	Approved

DELEGATION EXERCISED FOR PERIOD MAY 2020

DIRECTORATE: FINANCIAL SERVICES

Date	Delegation	Category	Report Subject and Recommendations	Date Received	Date Resolved	Resolution and Comments (if any)
04/05/2020	VPR2	Paragraph 6f	Capital Virementations – Various – All Directorates	04/05/2020	30/05/2020	Approved
04/05/2020	MM9	Section 55(1)(e), Systems Act	Appointment of SCM Personnel	04/05/2020	04/05/2020	Approved
15/05/2020	HR2	Conditions of Service (SALGBC)	Overtime pre-approval – Salaries department	15/05/2020	15/05/2020	Approved
04/05/2020	HR2	Conditions of Service (SALGBC)	Standby & Overtime Stores & SCM department	04/05/2020	30/05/2020	Approved
15/05/2020	M122	Section 115(1)(a), MFMA	B/SM 77/19 Supervision Communication Network Installation for Substations in the Stellenbosch Area	15/05/2020	15/05/2020	Approved
15/05/2020	MM122	Section 115(1)(a), MFMA	B/SM 44/20 Appointment of Structural Engineer(S): Various Projects.	15/05/2020	15/05/2020	Approved
15/05/2020	MM125	Section 116(2)(b), MFMA	SCM Letters Approved Tenderer's	15/05/2020	15/05/2020	Approved
22/05/2020	MM122	Section 115(1)(a), MFMA	B/SM 64/20 Supply and Delivery of Mattresses as a Social Relief of Distress Resources within the WC024	22/05/2020	22/05/2020	Approved
22/05/2020	MM122	Section 115(1)(a), MFMA	B/SM 36/20 The Hiring, Installation and Servicing of Bulk Underground Waste Receptacles for Solid Waste Management, as and when Required	22/05/2020	22/05/2020	Approved
22/05/2020	CM3	General provisions	SCM Letters Approved Tenderer's	22/05/2020	22/05/2020	Approved

DELEGATION EXERCISED FOR PERIOD JUNE 2020

DIRECTORATE: FINANCIAL SERVICES

Date	Delegation	Category	Report Subject and Recommendations	Date Received	Date Resolved	Resolution and Comments (if any)
01/06/2020	VPR2	Paragraph 6f	Capital Verimentations Various – All Directorates	01/06/2020	30/06/2020	Approved
01/06/2020	HR2	Conditions of Service (SALGBC)	Overtime & Standby Various departments within Finance	01/06/2020	30/06/2020	Approved
01/06/2020	MM122	Section 115(1)(a), MFMA	B/SM 63/20 The Supply and Delivery of Social of Distress Resources (SDR) Emergency Food	01/06/2020	01/06/2020	Approved
01/06/2020	CM3	General provisions	SCM Letter Approved Tenderer's	01/06/2020	01/06/2020	Approved
	MM122	Section 115(1)(a), MFMA	B/SM 61/20 Hard and Soft Landscaping at Klappmuts Multi-Purpose Centre	05/06/2020	05/06/2020	Approved
05/06/2020	CM3	General provisions	SCM Letter Approved Tenderer's	05/06/2020	05/06/2020	Approved
12/06/2020	MM122	Section 115(1)(a), MFMA	B/SM 45/20 Supply and Installation of Outdoor Gym Equipment with Base at Various Parks Stellenbosch (Wc024) as And When Needed with a Contract Ending June 2023	12/06/2020	12/06/2020	Approved
12/06/2020	MM122	Section 115(1)(a), MFMA	B/SM 48/20 Supply and Installation of Artificial Grass in Stellenbosch (Wc024) as and when Needed with a Contract Period Commencing	12/06/2020	12/06/2020	Approved

12/06/2020	MM122	Section 115(1)(a), MFMA	B/SM 49/20 Mowing / Grass Cutting of Developed/Undeveloped Public Open Spaces, Road Reserves, Cemeteries, Facilities and other Municipal Areas in Stellenbosch WC024 For a Period of Three Years as and When Required	12/06/2020	12/06/2020	Approved
12/06/2020	CM3	General provisions	SCM Letter Approved Tenderer's	12/06/2020	12/06/2020	Approved
17/06/2020	MM84	Section 66, MFMA	Cell phone Allowances – Various Employees within Finance	17/06/2020	17/06/2020	Approved
19/06/2020	HR2	Conditions of Service (SALGBC)	Termination of Contracts – EPWP – Assets x 5	19/06/2020	19/06/2020	Approved
19/06/2020	HR2	Conditions of Service (SALGBC)	Temporary Contract – T De Koker – SCM/Stores	19/06/2020	19/06/2020	Approved
19/06/2020	MM122	Section 115(1)(a), MFMA	B/SM 53/20 Upgrading of Stellenbosch Townhall's Kitchen and Bar Area	19/06/2020	19/06/2020	Approved
19/06/2020	MM122	Section 115(1)(a), MFMA	B/SM 81/20 Hygienic Services at Municipal Offices Ablution Facilities	19/06/2020	19/06/2020	Approved
19/06/2020	CM3	General provisions	SCM Letter Approved Tenderer's	19/06/2020	19/06/2020	Approved
26/06/2020	MM122	Section 115(1)(a), MFMA	B/SM 60/20 Supply and Delivery o Plumbing Material, Plumbing Tools, Irrigation Items, Geysers and Geyser Accessories	26/06/2020	26/06/2020	Approved
26/06/2020	MM122	Section 115(1)(a), MFMA	B/SM 38/20 Emergency Supply, Fit and Maintenance of Tyres for Solid Waste Management, as and when Required	26/06/2020	26/06/2020	Approved

26/06/2020	CM3	General provisions	SCM Letter Approved Tenderer's	26/06/2020	26/06/2020	Approved
23/06/2020	MM82	Section 65(2)(c), MFMA	International Payment – Microsoft R3313907,38	23/06/2020	26/06/2020	Approved
26/06/2020		MSA	Ignite User approval – Ernst & Young Brandon Forward	26/06/2020	26/06/2020	Approved

DELEGATIONS EXERCISED FOR PERIOD: APRIL 2020
DIRECTORATE: COMMUNITY AND PROTECTION SERVICES

DATE	Delegation	Category	Report Subject and Recommendations	Date Received	Date Resolved	Resolution and Comments (if any)
17/04/2020	MM82	Section 65(2)(c), MFMA	TMT invoice: March 2020	17/04/2020	17/04/2020	Approved
22/04/2020	VRP2	Paragraph 6f	Veriment: License fees R180 000_Sport and Facilities	23/04/2020	23/04/2020	Approved
22/04/2020	VRP2	Paragraph 6f	Veriment: Specialised Equipment R120 000_Sport and Facilities	23/04/2020	23/04/2020	Approved
22/04/2020	VRP2	Paragraph 6f	Veriment: Materials and supplies_R50 000_Cemeteries	23/04/2020	23/04/2020	Approved
22/04/2020	HR2	Conditions of Service (SALGBC)	Pre-approvals for April 2020: Parks Stellenbosch	23/04/2020	23/04/2020	Approved
22/04/2020	HR2	Conditions of Service (SALGBC)	Pre-approvals for May 2020: Law Enforcement	23/04/2020	23/04/2020	Approved
22/04/2020	HR2	Conditions of Service (SALGBC)	Pre-approvals for May 2020: Fire and Disaster	23/04/2020	23/04/2020	Approved
22/04/2020	MM22	Section 66(1)(b), Systems Act	Task Job description: Environmental Planner	23/04/2020	23/04/2020	Approved
22/04/2020	MM22	Section 66(1)(b), Systems Act	Task Job description: Foreperson: Municipal Properties and Rivers	23/04/2020	23/04/2020	Approved
22/04/2020	MM22	Section 66(1)(b), Systems Act	Task Job description: Senior Clerk: Community Services	23/04/2020	23/04/2020	Approved
22/04/2020	MM22	Section 66(1)(b), Systems Act	Task Job description: Clerks: Community Services	23/04/2020	23/04/2020	Approved
22/04/2020	MM22	Section 66(1)(b), Systems Act	Task Job description: Office Assistant/ Messenger	23/04/2020	23/04/2020	Approved
23/04/2020	MM64	Section 62(1)(f)(iv), MFMA	Tender specifications: BSM 49/20: Moving/grass cutting	23/04/2020	23/04/2020	Approved

23/04/2020	MM64	Section 62(1)(f)(iv), MFMA	Tender specifications: BSM 48/20: Installation of Artificial grass	23/04/2020	23/04/2020	Approved
23/04/2020	MM64	Section 62(1)(f)(iv), MFMA	Tender specifications: BSM 45/20: Installation of outdoor gym equipment	23/04/2020	23/04/2020	Approved
23/04/2020	MM64	Section 62(1)(f)(iv), MFMA	FQ Specifications: Artificial plants and flowers and display unit final	23/04/2020	23/04/2020	Approved
23/04/2020	MM64	Section 62(1)(f)(iv), MFMA	FQ Specifications: Greening supplies	23/04/2020	23/04/2020	Approved
23/04/2020	MM64	Section 62(1)(f)(iv), MFMA	FQ Specifications: Borehole repairs at Beltana nursery	23/04/2020	23/04/2020	Approved
23/04/2020	MM64	Section 62(1)(f)(iv), MFMA	FQ Specification: Supply and deliver Herbicides pesticides and fungicides doc	23/04/2020	23/04/2020	Approved
23/04/2020	MM64	Section 62(1)(f)(iv), MFMA	FQ Specifications: Supply and install irrigation	23/04/2020	23/04/2020	Approved
30/04/2020	HR2	Conditions of Service (SALGBC)	Pre-approvals for May 2020: Nature Conservation	30/04/2020	30/04/2020	Approved
30/04/2020	HR2	Conditions of Service (SALGBC)	Pre-approvals for May 2020: Urban Forestry	30/04/2020	30/04/2020	Approved
30/04/2020	HR2	Conditions of Service (SALGBC)	Pre-approvals for May 2020: Environmental Planning	30/04/2020	30/04/2020	Approved
30/04/2020	HR2	Conditions of Service (SALGBC)	Pre-approvals for May 2020: Workshop	30/04/2020	30/04/2020	Approved
30/04/2020	HR2	Conditions of Service (SALGBC)	Pre-approvals for May 2020: Parks Franschoek	30/04/2020	30/04/2020	Approved
30/04/2020	MM22	Section 66(1)(b), Systems Act	Task job descriptions: Traffic Services	30/04/2020	30/04/2020	Approved
30/04/2020	MM22	Section 66(1)(b), Systems Act	Task job descriptions: Sport and Facilities	30/04/2020	30/04/2020	Approved
30/04/2020	MM82	Section 65(2)(c), MFMA	Invoice: Roux container hire trust Inv 24550	30/04/2020	30/04/2020	Approved
30/04/2020			Permit essential services: Leon Visser	30/04/2020	30/04/2020	Approved
30/04/2020	MM82	Section 65(2)(c), MFMA	Invoice: SAMGRO_R86 603.83- Sport Section	30/04/2020	30/04/2020	Approved

30/04/2020	VRP2	Paragraph 6f	Veriment: Furniture, Tools and Equipment_R150 000_Parks Franschhoek	30/04/2020	30/04/2020	Approved
30/04/2020	VRP2	Paragraph 6f	Veriment: Maintenance of Equipment_R100 000_Protection Services	30/04/2020	30/04/2020	Approved

DELEGATIONS EXERCISED FOR PERIOD: MAY 2020
DIRECTORATE: COMMUNITY AND PROTECTION SERVICES

DATE	Delegation	Category	Report Subject and Recommendations	Date Received	Date Resolved	Resolution and Comments (if any)
4/05/2020	VRP2	Paragraph 6f	Veriment: Clearing and grass cutting to Maintenance of buildings and facilities_R400 000_Street Trees	4/05/2020	4/05/2020	Approved
4/05/2020	VRP2	Paragraph 6f	Veriment: Clearing and grass cutting to Uniform and Protective clothing_R60 000_Community Services	4/05/2020	4/05/2020	Approved
11/05/2020	MM64	Section 62(1)(f)(iv), MFMA	Approval of final tender invitation document: BSM 80/20: Appointment of an Event organiser to organise the Stellenbosch festival of Lights over a period of three years.	12/05/2020	12/05/2020	Approved
11/05/2020			Letter: Request for issuing of necessary permit: Cutting of grass and pruning of municipal trees in Stellenbosch WC024: Community Services	12/05/2020	12/05/2020	Approved
11/05/2020	RM2	Risk Management Policy, 2018	Reviewed Departmental Risk Register: Community and Protection Services 2018/19: Protection Services	12/05/2020	12/05/2020	Approved
11/05/2020			SOP: Cleaning of offices: Law Enforcement	12/05/2020	12/05/2020	Approved
11/05/2020	MM82	Section 65(2)(c), MFMA	Invoice: TMT for April 2020 (R238 630.66)	12/05/2020	12/05/2020	Approved
12/05/2020	MM82	Section 65(2)(c), MFMA	Invoice: MTF consultants PTY- Shredder paper 75 sheets (R6 514.75)			
12/05/2020		MSA	IT forms: Approval of IT forms: Tazmynn Linders	12/05/2020	12/05/2020	Approved
12/05/2020		MSA	IT forms: Approval of IT forms: Joswin Pausse	12/05/2020	12/05/2020	Approved
12/05/2020	HR2	Conditions of Service (SALBC)	Confidentiality form: Receiving of electronic equipment during COVID-19 pandemic: Charl Kitching	12/05/2020	12/05/2020	Approved
12/05/2020	HR2	Conditions of Service (SALBC)	Confidentiality form: Receiving of electronic equipment during COVID-19 pandemic: Angelique George	12/05/2020	12/05/2020	Approved
14/05/2020	HR2	Conditions of Service (SALBC)	Confidentiality form: Receiving of electronic equipment during COVID-19 pandemic: Albert Van Der Merwe	15/05/2020	15/05/2020	Approved
14/05/2020	HR2	Conditions of Service (SALBC)	Confidentiality form: Receiving of electronic equipment during COVID-19 pandemic: Tammy Leibrand	15/05/2020	15/05/2020	Approved

15/05/2020			RSEP Stellenbosch Management Plan			
15/05/2020			Letter: Approval of letter in response to Friends of the Stellenbosch Mountain: IDP comments: Environmental Management	15/05/2020	15/05/2020	Approved
15/05/2020	HR2	Conditions of Service (SALBC)	EPWP Projects registration form: Fire and Disaster Management	15/05/2020	15/05/2020	Approved
15/05/2020	HR2	Conditions of Service (SALBC)	Terminations letters: Community Development	15/05/2020	15/05/2020	Approved
15/05/2020	HR2	Conditions of Service (SALBC)	Termination letters: Environmental Management	15/05/2020	15/05/2020	Approved
15/05/2020	HR2	Conditions of Service (SALBC)	Termination letters: Sport and Facilities	15/05/2020	15/05/2020	Approved
15/05/2020	HR2	Conditions of Service (SALBC)	Termination letters: Parks and Cemeteries	15/05/2020	15/05/2020	Approved
15/05/2020	MM64	Section 62(1)(f)(iv), MFMA	Requisition approval: Purchasing of reusable/ washable masks: EPWP Staff: Community and Protection Services			
19/05/2020	MM64	Section 62(1)(f)(iv), MFMA	Tender questionnaires: Mont Rochelle Nature Reserve: Upgrade of Facilities FQ 48/20	19/05/2020	19/05/2020	Approved
19/05/2020	VPR2	Paragraph 6f	Veriment: Machinery and Equipment – Municipal Services (Ida's Valley Library) R40 000	19/05/2020	19/05/2020	Approved
19/05/2020	MM82	Section 65(2)(c), MFMA	Invoice: Inv A344 A.P.T (12000L water truck) R211 554.00- Urban Forestry	19/05/2020	19/05/2020	Approved
19/05/2020	MM82	Section 65(2)(c), MFMA	Invoice: Inv3734: Stodart Trees Stump-grinding R300 000- Cemeteries section	19/05/2020	19/05/2020	Approved
19/05/2020	MM82	Section 65(2)(c), MFMA	Invoice: Inv3719: Stodart Trees Stump-grinding R250 000- Cemeteries section	19/05/2020	19/05/2020	Approved
19/05/2020			RSEP Stellenbosch Management Plan Oct 2019- April 2020	19/05/2020	19/05/2020	Approved
20/05/2020	HR2	Conditions of Service (SALBC)	Standby and overtime pre-approvals: Law Enforcement and Events Management: June 2020			
22/05/2020			RSEP Stellenbosch Business Plan			
	HR2	Conditions of Service (SALBC)	Standby pre-approvals: Fire and Disaster Management: June 2020			
	HR2	Conditions of Service (SALBC)	Overtime pre-approvals: Traffic Services: June 2020			

25/05/2020			Extension of EPWP Contract: 1 May- 30 June 2020: Parks Stellenbosch Administrator	25/05/2020	25/05/2020	Approved
25/05/2020	HR2	Conditions of Service (SALBC)	Memo: Late submission of EPWP Contract: Admin: Parks Stellenbosch	25/05/2020	25/05/2020	Approved
27/05/2020	VPR2	Paragraph 6f	Veriment: Machinery and Equipment: Traffic Services R98 000	27/05/2020	27/05/2020	Approved
27/05/2020			Conditional Grant Libraries Business Plan	27/05/2020	27/05/2020	Approved
28/05/2020			Permit: Performing essential work: Level 4: COVID-19 Municipal contractor: GRAND LANDSCAPING Mowing / Grass Cutting of Developed/Undeveloped Public Open Spaces, Road Reserves, Cemeteries, Facilities and other Municipal Areas in Stellenbosch	29/05/2020	29/05/2020	Approved
28/05/2020	HR2	Conditions of Service (SALBC)	EPWP Registration forms: Environmental Management <ul style="list-style-type: none"> • Urban Forestry Project • Environmental Implementation Administrative clerk • Integrated Fire Management • Jan Marais Nature Reserve • Mountain Trails • Integrated River Management • Forest Guards • Biodiversity and Veld Rehabilitation 	29/05/2020	29/05/2020	Approved
28/05/2020	HR2	Conditions of Service (SALBC)	EPWP Registration forms: Ornamental Horticulture <ul style="list-style-type: none"> • Drought Alleviation Project 	29/05/2020	29/05/2020	Approved
28/05/2020	HR2	Conditions of Service (SALBC)	EPWP Registration forms: Parks Stellenbosch <ul style="list-style-type: none"> • Parks Wardens Project 	29/05/2020	29/05/2020	Approved
28/05/2020	HR2	Conditions of Service (SALBC)	EPWP Registration forms: Cemeteries <ul style="list-style-type: none"> • Maintenance and cleaning of Alien Species 	29/05/2020	29/05/2020	Approved

DELEGATIONS EXERCISED FOR PERIOD: JUNE 2020
DIRECTORATE: COMMUNITY AND PROTECTION SERVICES

01/06/2020	HR2	Conditions of Service (SALBC)	Termination letters: Sport and Facilities	29/05/2020	29/05/2020	Approved
01/06/2020	MM82	Section 65(2)(c), MFMA	Invoice: Trees Unlimited: Inv3513_R10 978.21 (Emergency work: Ryneveld Street Champion Oak Tree)	29/05/2020	29/05/2020	Approved
01/06/2020	MM84	Section 66, MFMA	Application form: Cell phone: Senior Superintendent: Traffic Services	29/05/2020	29/05/2020	Approved
01/06/2020	VPR2	Paragraph 6f	Veriment: Machinery to Municipal Services R40 000- Library Services	29/05/2020	29/05/2020	Approved
01/06/2020	MM64	Section 62(1)(f)(iv), MFMA	FQ 151/20: Supply and Deliver of tree cages (Parks Stellenbosch)	29/05/2020	29/05/2020	Approved
01/06/2020	HR2	Conditions of Service (SALBC)	Pre-approval: May 2020: Parks Stellenbosch	29/05/2020	29/05/2020	Approved
01/06/2020	HR2	Conditions of Service (SALBC)	Pre-approval: June 2020: Cemeteries	29/05/2020	29/05/2020	Approved
01/06/2020	HR2	Conditions of Service (SALBC)	Pre-approval: June 2020: Sport and Facilities	29/05/2020	29/05/2020	Approved
02/06/2020	MM82	Section 65(2)(c), MFMA	Invoices: ETG (Printers for Jan, Feb and March 2020) Community Development Fire and Disaster Management Law Enforcement and Events Management	02/06/2020	02/06/2020	Approved
02/06/2020	MM82	Section 65(2)(c), MFMA	Invoice: Bidvest/ Waltons inv BLW000858154SI (R59.98)	02/06/2020	02/06/2020	Approved
02/06/2020	MM64	Section 62(1)(f)(iv), MFMA	Approval of final tender invitation: BSM 04/20: Provisions of Traffic Law Enforcement Equipment, back office system related services of STB Municipality 1 July 2020- 30 June 2023: Traffic Services	02/06/2020	02/06/2020	Approved
02/06/2020	MM64	Section 62(1)(f)(iv), MFMA	Approval of final tender invitation: BSM 87/20: Supply and Deliver of Major 4x4 firefighting pumper with caps: Fire and Disaster Management	02/06/2020	02/06/2020	Approved
02/06/2020	MM64	Section 62(1)(f)(iv), MFMA	Approval of final tender invitation: BSM 94/20: The Prevention of illegal occupation on municipal land and the	02/06/2020	02/06/2020	Approved

			demolition of illegal structures tender: 1 July 2020-30 June 2023: Law Enforcement			
02/06/2020	MM84	Section 66, MFMA	COVID-19 Work plan readiness assessment: Community Services office	02/06/2020	02/06/2020	Approved
02/06/2020	MM84	Section 66, MFMA	Acting memos: May 2020: Acting PA to Director	02/06/2020	02/06/2020	Approved
02/06/2020	MM84	Section 66, MFMA	Acting Memos: May 2020: Acting Chief/ Manager Traffic Services	02/06/2020	02/06/2020	Approved
02/06/2020	MM84	Section 66, MFMA	Acting memos: May 2020: Acting Foreperson Halls Section	02/06/2020	02/06/2020	Approved
02/06/2020	HR2	Conditions of Service (SALBC)	Approval memo and standby pre-approval: May 2020: Wiseman Ndamase: Fire and Disaster Management	02/06/2020	02/06/2020	Approved
02/06/2020	HR2	Conditions of Service (SALBC)	Approval of memo: Exceeding of overtime of 40hours: Fire and Disaster Management	02/06/2020	02/06/2020	Approved
02/06/2020	HR2	Conditions of Service (SALBC)	Approval of Overtime pre-approvals: June 2020: Community Development	02/06/2020	02/06/2020	Approved
02/06/2020	HR2	Conditions of Service (SALBC)	EPWP registration form: 2020/21: Sport and Facilities <ul style="list-style-type: none"> • Clerk • Seasonal Cleaners 	02/06/2020	02/06/2020	Approved
02/06/2020		MSA	IT request form: Sport and Facilities	02/06/2020	02/06/2020	Approved
02/06/2020	HR2	Conditions of Service (SALBC)	Attendance register: May 2020: Senior Manager: Community Services	02/06/2020	02/06/2020	Approved
02/06/2020	HR2	Conditions of Service (SALBC)	Attendance register: May 2020: Senior Manager: Protection Services	02/06/2020	02/06/2020	Approved
02/06/2020			Attendance register: May 2020: Manager: Community Development	02/06/2020	02/06/2020	Approved
08/06/2020	MM64	Section 62(1)(f)(iv), MFMA	FQ: Supply and deliver of water trailer: Ornamental Horticulture	06/06/2020	06/06/2020	Approved
08/06/2020	HR2	Conditions of Service (SALBC)	Termination letter: Sport Section	06/06/2020	06/06/2020	Approved
08/06/2020	HR2	Conditions of Service (SALBC)	EPWP Registration: Fire and Disaster Management	06/06/2020	06/06/2020	Approved
08/06/2020	VPR2	Paragraph 6f	Veriment: 1511 Staff recruitment to Tenders- R20 000 (Fire Services)	06/06/2020	06/06/2020	Approved
08/06/2020	RM2	Risk Management Policy, 2018	Revised Departmental Risk register: 2018/19 Community Services- 31 May 2020	06/06/2020	06/06/2020	Approved

08/06/2020	HR2	Conditions of Service (SALBC)	Pre-approvals: June 2020: Urban Forestry	06/06/2020	06/06/2020	Approved
08/06/2020	HR2	Conditions of Service (SALBC)	Pre-approvals: June 2020: Environmental Management	06/06/2020	06/06/2020	Approved
08/06/2020	HR2	Conditions of Service (SALBC)	Pre-approvals: June 2020: Workshop	06/06/2020	06/06/2020	Approved
08/06/2020	HR2	Conditions of Service (SALBC)	Pre-approvals: June 2020: Nature Conservation	06/06/2020	06/06/2020	Approved
08/06/2020	HR2	Conditions of Service (SALBC)	Pre-approvals: June 2020: Ornamental Horticulture	06/06/2020	06/06/2020	Approved
09/06/2020		MFMA	Memo: Transfer of funds to Stellenbosch Unite: Provide food parcels during Covid-19 lockdown period	08/06/2020	08/06/2020	Approved
09/06/2020	MM82	Section 65(2)(c), MFMA	Invoice: TMT Services: May 2020 (R152 441.56)	08/06/2020	08/06/2020	Approved
09/06/2020	VPR2	Paragraph 6f	Verimentation: 3301: Materials and supplies to cellular contract (R3000)	08/06/2020	08/06/2020	Approved
09/06/2020			Permit: Performing essential work: Level 3: COVID-19 Municipal contractor: NM Granitetops (Funeral Services)	08/06/2020	08/06/2020	Approved
09/06/2020	HR2	Conditions of Service (SALBC)	Pre-approvals: Standby and Overtime for May 2020: Cemeteries	08/06/2020	08/06/2020	Approved
09/06/2020	HR2	Conditions of Service (SALBC)	Termination letter: Environmental Implementation	08/06/2020	08/06/2020	Approved
09/06/2020	MM82	Section 65(2)(c), MFMA	ETG invoices: April 2020 (Community Development, Law Enforcement and Fire Services)	08/06/2020	08/06/2020	Approved
09/06/2020	MM64	Section 62(1)(f)(iv), MFMA	BSM 45/20: Tender Specifications: Supply and Install of Outdoor Gym Equipment with base at various Parks in Stellenbosch for three (3) years.	09/06/2020	09/06/2020	Approved
09/06/2020	MM82	Section 65(2)(c), MFMA	Invoice: Toyota SA: Toyota Hulux 2.0 (R279 568.45)- Cemeteries Section	09/06/2020	09/06/2020	Approved
09/06/2020			Refunds: Halls deposit: Blanche Julius R1013.00	09/06/2020	09/06/2020	Approved
09/06/2020			Refunds: Halls deposit: MK Johnson R417.00	09/06/2020	09/06/2020	Approved
09/06/2020			Refunds: Halls deposit: Bruzenica Brandt R238.50	09/06/2020	09/06/2020	Approved
09/06/2020			Refunds: Halls deposit: Anneline Alkaster R238.50	09/06/2020	09/06/2020	Approved

12/06/2020	HR2	Conditions of Service (SALBC)	Termination of EPWP contracts: Traffic Services (June 2020)	12/06/2020	12/06/2020	Approved
12/06/2020	VPR2	Paragraph 6f	Veriment: Ida's Valley Library (Project Management to Municipal Services) R5 000	12/06/2020	12/06/2020	Approved
12/06/2020	VPR2	Paragraph 6f	Veriment: Groendal Library (Project Management to Municipal Services) R10 000	12/06/2020	12/06/2020	Approved
12/06/2020	VPR2	Paragraph 6f	Veriment: Ida's Valley Library (Standard Rated to Municipal Services) R5 000	12/06/2020	12/06/2020	Approved
12/06/2020	VPR2	Paragraph 6f	Veriment: Franschhoek Library (Project Management to Municipal Services) R10 000	12/06/2020	12/06/2020	Approved
12/06/2020	VPR2	Paragraph 6f	Veriment: Plein Street Library (Project Management to Municipal Services) R10 000	12/06/2020	12/06/2020	Approved
12/06/2020	VPR2	Paragraph 6f	Veriment: Sport Section (Standard Rated to Hiring charges) R5 000	12/06/2020	12/06/2020	Approved
12/06/2020	MM64	Section 62(1)(f)(iv), MFMA	Tender specifications and questionnaire: Preparation and Maintenance of Firebreak and De-bushing of Invasive Species within WC024: Environmental Implementation Section	12/06/2020	12/06/2020	Approved
12/06/2020	MM64	Section 62(1)(f)(iv), MFMA	Tender specifications and questionnaire: Purchasing of Small Plant Equipment: Environmental Implementation Section	12/06/2020	12/06/2020	Approved
17/06/2020	MM64	Section 62(1)(f)(iv), MFMA	Approval of bid specs: BSM: Purchasing of Trees (Tender specifications and questionnaire) Environmental Management	17/06/2020	17/06/2020	Approved
17/06/2020	MM64	Section 62(1)(f)(iv), MFMA	Approval of bid specs: BSM: Supply of Small Plant Equipment (Tender specifications and questionnaire) Environmental Management	17/06/2020	17/06/2020	Approved
17/06/2020	MM64	Section 62(1)(f)(iv), MFMA	Approval of bid specs: BSM: (Tender specifications and questionnaire) Traffic Services	17/06/2020	17/06/2020	Approved
17/06/2020	MM64	Section 62(1)(f)(iv), MFMA	FQ: 142/20 Supply and Delivery of Irrigation Equipment (Ornamental Horticulture)	17/06/2020	17/06/2020	Approved
17/06/2020	VRP2	Paragraph 6f	Veriment: Integrated Parks to Purchase Specialised Equipment R211 000 (Ornamental Horticulture)	17/06/2020	17/06/2020	Approved
17/06/2020	VRP2	Paragraph 6f	Veriment: Upgrade: Cloetesville Library to Libraries CCTV R620 000 (Ornamental Horticulture)	17/06/2020	17/06/2020	Approved

17/06/2020	VRP2	Paragraph 6f	Veriment: Upgrade: Cloetesville Libraries to Law Enforcement: R390 000	17/06/2020	17/06/2020	Approved
17/06/2020	MM82	Section 65(2)(c), MFMA	Grant-in-Aid Payment: Stellenbosch Night Shelter May 2020 (R1 251 871.00) Community Development	17/06/2020	17/06/2020	Approved
17/06/2020	HR2	Conditions of Service (SALBC)	Pre-approvals: Standby and Overtime: June 2020: Fire and Disaster Management	17/06/2020	17/06/2020	Approved
17/06/2020	HR2	Conditions of Service (SALBC)	Termination Letters: EPWP Contracts: Fire and Disaster Management: 30 June 2020	17/06/2020	17/06/2020	Approved
17/06/2020	MM82	Section 65(2)(c), MFMA	Invoices: Telkom: Traffic Services (R922.05)	17/06/2020	17/06/2020	Approved
17/06/2020	MM82	Section 65(2)(c), MFMA	Invoice: Bidvest/ Waltons: Stationary (R59.98)	17/06/2020	17/06/2020	Approved
18/06/2020	MM64	Section 62(1)(f)(iv), MFMA	Approval of Final invitation: BSM 86_20_Supply and delivery of Fire and Flood Kits and Photo Electric Smoke Alarms: Annexure E (Fire and Disaster Management)	18/06/2020	18/06/2020	Approved
18/06/2020	MM82	Section 65(2)(c), MFMA	Invoice: Inv350 (Paving Expert) Paving at Voorgelegen Gardens R73 100 (Ornamental Horticulture)	18/06/2020	18/06/2020	Approved
18/06/2020	MM82	Section 65(2)(c), MFMA	Invoice: Telkom: 005H200016lp Jamestown Cemetery: R994.20	18/06/2020	18/06/2020	Approved
19/06/2020	MM64	Section 62(1)(f)(iv), MFMA	Approval of BSM 50/18: Payment of Difference between previous approved rate and increased rate. Community Development	19/06/2020	19/06/2020	Approved
19/06/2020	MM64	Section 62(1)(f)(iv), MFMA	Approval of memo: Purchasing of hand sanitizing bottles: homeless people: Community Development	19/06/2020	19/06/2020	Approved
19/06/2020	VRP2	Paragraph 6f	Veriment: 1511 Staff recruitment to Tenders- R20 000 (Fire Services)	19/06/2020	19/06/2020	Approved
19/06/2020		MSA	IT forms: Approvals of IT forms: Superintendent: Urban Forestry	19/06/2020	19/06/2020	Approved
19/06/2020		MSA	3G IT forms: Superintendent: Parks Franschhoek: Hanneltjie Du Plessis	19/06/2020	19/06/2020	Approved
19/06/2020		MSA	IT forms: Superintendent: Ornamental Horticulture Ornamental	19/06/2020	19/06/2020	Approved
19/06/2020			EPWP Project registration: Parks Franschhoek	19/06/2020	19/06/2020	Approved

22/06/2020	MM82	Section 65(2)(c), MFMA	Invoice: #Inv3541: Trees Unlimited: Emergency work: Fishpond Oak tree at Jonkershoek (R16 467.31)	19/06/2020	19/06/2020	Approved
22/06/2020	MM82	Section 65(2)(c), MFMA	Invoice: InvS3759: Stodart Trees: Emergency work: cut up and remove tree at Jonkershoek (R16 675.00)	19/06/2020	19/06/2020	Approved
22/06/2020	MM82	Section 65(2)(c), MFMA	Invoice: Inv048/20: LIASA: Membership fee 2020 (R26 243.00)	19/06/2020	19/06/2020	Approved
22/06/2020	MM82	Section 65(2)(c), MFMA	Invoice: InvG-0005: CK Rumboll and Partners: BSM 17/16: Cemetery project (R56 658.00)- part payment	19/06/2020	19/06/2020	Approved
22/06/2020	MM82	Section 65(2)(c), MFMA	Invoice: Inv7642: Flowers in the Foyer (R1945.00)	19/06/2020	19/06/2020	Approved
			Refund: Halls function: Franschoek travellers lodge: R2 907.00			
22/06/2020	C19.2	Section 57	Payday report lines: Environmental Planning	19/06/2020	19/06/2020	Approved
23/06/2020	MM82	Section 65(2)(c), MFMA	Invoice: Media 24: Die Burger Wes: BSM87/20 and BSM 94/20: Advertisement of tenders: R13 041.00	23/06/2020	23/06/2020	Approved
23/06/2020	MM82	Section 65(2)(c), MFMA	Invoice: Inv351: Paving and Construction Expert: o/n 359799: Paving at Voorgelegen Gardens R73 100 (Ornamental Horticulture)	23/06/2020	23/06/2020	Approved
23/06/2020			Memorandum of Agreements: Driver, Operator and Maintain a tractor training	23/06/2020	23/06/2020	Approved
25/06/2020	MM64	Section 62(1)(f)(iv), MFMA	Tender specifications: BSM 104/20: Month Rochelle Nature Reserve: Upgrading of Facilities	25/06/2020	25/06/2020	Approved
25/06/2020	HR2	Conditions of Service (SALBC)	Memo: Delegation: Signing of Standby and Overtime document: Community Services	25/06/2020	25/06/2020	Approved
25/06/2020	AD3	GENERAL	Advertisements of vacancies: Traffic Services Personal Assistant, Chief Traffic Services and Manager: Traffic and Law Enforcement	25/06/2020	25/06/2020	Approved
25/06/2020	MM64	Section 62(1)(f)(iv), MFMA	Deviation: Provision pf Traffic Law Enforcement Equipment, Back Office System and Related Services	25/06/2020	25/06/2020	Approved
25/06/2020			Refunds: Halls Bookings Geraldine Fortuin: R417.00 Annanese Scott R417.00 Lillian Arendse R238.50 and R357.20 Amy Marion Jefthas R417.00	25/06/2020	25/06/2020	Approved

25/06/2020	HR2	Conditions of Service (SALBC)	Termination of EPWP letter: Patricia Williams (Library Services)	25/06/2020	25/06/2020	Approved
25/06/2020	HR2	Conditions of Service (SALBC)	Pre-approvals for July 2020: Overtime: Traffic Services	25/06/2020	25/06/2020	Approved
25/06/2020	HR2	Conditions of Service (SALBC)	Pre-approvals for July 2020: Overtime: Law Enforcement	25/06/2020	25/06/2020	Approved
25/06/2020	HR2	Conditions of Service (SALBC)	Pre-approvals for July 2020: Overtime: Traffic Services	25/06/2020	25/06/2020	Approved
25/06/2020	HR2	Conditions of Service (SALBC)	Pre-approvals for July 2020: Nature Conservation	25/06/2020	25/06/2020	Approved
25/06/2020	HR2	Conditions of Service (SALBC)	Pre-approvals for July 2020: Workshop	25/06/2020	25/06/2020	Approved
25/06/2020	HR2	Conditions of Service (SALBC)	Pre-approvals for July 2020: Urban Forestry	25/06/2020	25/06/2020	Approved
25/06/2020	HR2	Conditions of Service (SALBC)	Pre-approvals for July 2020: Environmental Planning	25/06/2020	25/06/2020	Approved
25/06/2020	HR2	Conditions of Service (SALBC)	Pre-approvals for July 2020: Cemeteries Section	25/06/2020	25/06/2020	Approved
25/06/2020			Memo: Notice of All funeral undertakers and relevant role-players regarding all Covid-19 burials at Onderpapegaaiberg Cemetery	25/06/2020	25/06/2020	Approved
25/06/2020	VPR2	Paragraph 6f	Veriment: Radio and TV transmissions to Motor vehicle licence (R3 000) Law Enforcement	25/06/2020	25/06/2020	Approved
26/06/2020	MM82	Section 65(2)(c), MFMA	Invoice: GP Towing: Inv6365 (R1 200)	26/06/2020	26/06/2020	Approved
26/06/2020	MM82	Section 65(2)(c), MFMA	Invoice: GP Towing: Inv6356 (1 500)	26/06/2020	26/06/2020	Approved
26/06/2020	MM162	Sections 8 – 36, RTA	Check request: License fees for period 08/06/2020-14/06/2020: Traffic Services (R1 044 436.29)	26/06/2020	26/06/2020	Approved
26/06/2020	VPR2	Paragraph 6f	Veriments Purchase of Specialised Vehicles- Spray/ Water park (R48 000) Purchase of Specialised Vehicles- Extension of Cemetery (R170 000)	26/06/2020	26/06/2020	Approved

			Integrated Parks- Furniture, Tools and Equipment (R134 000)			
30/06/2020	HR2	Conditions of Service (SALBC)	Termination letters: EPWP: Urban Forestry	30/06/2020	30/06/2020	Approved
30/06/2020			Permit: Municipal contractors: Performing Essential services: Maintenance	30/06/2020	30/06/2020	Approved
30/06/2020			Permit: Municipal contractors: Performing Essential services	30/06/2020	30/06/2020	Approved
30/06/2020	HR2	Conditions of Service (SALBC)	EPWP Project registration: x2 cleaners- Library Services	30/06/2020	30/06/2020	Approved
30/06/2020	HR2	Conditions of Service (SALBC)	New EPWP contracts: 1 July 2020 until 30 June 2021(Fire and Disaster Management Section	30/06/2020	30/06/2020	Approved
30/06/2020	MM64	Section 62(1)(f)(iv), MFMA	FQ specifications and questionnaire: Purchasing of x2 containers (Community Services	30/06/2020	30/06/2020	Approved
30/06/2020			Memo: Impoundment: Storage fees: Hyundai (Traffic Services)	30/06/2020	30/06/2020	Approved
30/06/2020	AD3	GENERAL	Advertisement of posts x30 Contract Law Enforcement officers for 6 months	30/06/2020	30/06/2020	Approved
30/06/2020	TR1	Skills Development Act /MSA	Counter performance agreements: SHE Representative training: Law Enforcement officers	30/06/2020	30/06/2020	Approved
30/06/2020		LEGAL	Serving of summonses: Traffic Services	30/06/2020	30/06/2020	Approved
30/06/2020	MM82	Section 65(2)(c), MFMA	Invoices: Isuzu Vehicle (R81 3380.00) - Cemeteries	30/06/2020	30/06/2020	Approved
30/06/2020	MM82	Section 65(2)(c), MFMA	Invoice: Volkswagen SA (R242 108.44)- inv50169066	30/06/2020	30/06/2020	Approved
30/06/2020	MM82	Section 65(2)(c), MFMA	Invoice: Volkswagen SA (R242 108.44)- inv50169067	30/06/2020	30/06/2020	Approved
30/06/2020	MM82	Section 65(2)(c), MFMA	Invoice: Volkswagen SA (R242 108.44)- inv50169068	30/06/2020	30/06/2020	Approved
30/06/2020	MM82	Section 65(2)(c), MFMA	Invoice: Volkswagen SA (R242 108.44)- inv50169061	30/06/2020	30/06/2020	Approved

DELEGATIONS EXERCISED FOR PERIOD: APRIL 2020

DIRECTORATE: COPRORATE SERVICES

DATE	Delegation	Category	Report Subject and Recommendations	Date Received	Date Resolved	Resolution and Comments (if any)
2/4/2020	MM9	Section 55(1)(e), Systems Act	Addendums: C Moffat, S Hektor, R de Wet	-	2/4/2020	Approved
2/4/2020	MM9	Section 55(1)(e), Systems Act	Appointment: Senior Clerk Pollution control officer	2/4/2020	2/4/2020	Approved
2/4/2020			Memorandum of Agreement for P Harribi	2/4/2020	2/4/2020	Approved
2/4/2020	MM122	Section 115(1)(a), MFMA	Payment – M Taljaard, A Mbizela, T Adams, S.I. Coetzer	2/4/2020	2/4/2020	Approved
2/4/2020	MM122	Section 115(1)(a), MFMA	Reimbursement – Injury on duty	2/4/2020	2/4/2020	Approved
3/4/2020	MM9	Section 55(1)(e), Systems Act	<ul style="list-style-type: none"> ➤ 1.Revised Offer of employment for C Moses ➤ 2. Offer of employment M Kok 	3/4/2020	3/4/2020	Approved
6/4/2020	AD3	GENERAL	Advertisements: <ul style="list-style-type: none"> ➤ IDP Officer: Performance Management Officer ➤ Public Participation Officer ➤ Manager: Management financial Asset SCM Professional 	6/4/2020	6/4/2020	Approved
6/4/2020	MM9	Section 55(1)(e), Systems Act	Offer Of employment: Admin Officer - LUM	6/4/2020	6/4/2020	Approved

6/4/2020	MM9	Section 55(1)(e), Systems Act	Confirmation of employment - Sampler	6/4/2020	6/4/2020	Approved
6/4/2020	MM9	Section 55(1)(e), Systems Act	Confirmation of employment: Accountant Stores	6/4/2020	6/4/2020	Approved
6/4/2020	MM9	Section 55(1)(e), Systems Act	Confirmation of employment: Carpenter	6/4/2020	6/4/2020	Approved
6/4/2020	MM9	Section 55(1)(e), Systems Act	Confirmation of employment: Housing Officer	6/4/2020	6/4/2020	Approved
6/4/2020	AD3	GENERAL	Short adverts: <ul style="list-style-type: none"> ➤ Manager Area cleaning ➤ Manager Solid Waste ➤ Principal Technician: Water ➤ Technician Roads ➤ Examiner of vehicles ➤ Senior LED Officer – Business Development and Agriculture Support 	6/4/2020	6/4/2020	Approved
6/4/2020	AD3	GENERAL	Advertisement: <ul style="list-style-type: none"> ➤ Performance Management Officer ➤ Public Participation Officer ➤ IDP Officer ➤ Inspector law enforcement ➤ Platoon Commander ➤ Manager: Financial Assets Management ➤ Principal technician – Water ➤ Senior technician – Water ➤ Supt Construction ➤ Manager area cleaning ➤ Manager waste minimization 	6/4/2020	6/4/2020	Approved
7/4/2020	AD3	GENERAL	Advert: Sup. Construction and electrical services	7/4/2020	7/4/2020	Approved

7/4/2020	MM122	Section 115(1)(a), MFMA	Invoices: ➤ Microsoft Licensing ➤ First technology – R73 209.00 ➤ First technology – R244 979.90 ➤ Izwe bridge Communications – R63 010.43 ➤ Upbeat Cabling – R1 850.00	7/4/2020	7/4/2020	Approved
8/4/2020	MM122	Section 115(1)(a), MFMA	Vodacom – R50 034.20	8/4/2020	8/4/2020	Approved
15/4/2020	MM9	Section 55(1)(e), Systems Act	Addendums: ➤ J.S van Wyk ➤ S Idas ➤ C.V. de Vries	-	15/4/2020	Approved
15/4/2020	MM9	Section 55(1)(e), Systems Act	Temp contract – E September	-	15/4/2020	Approved
16/4/2020	C50	Section 14(2) of the MFMA (read with section 90, MFMA)	Memorandum of agreement – Transfer of farm 1653	-	16/4/2020	Approved
16/4/2020	CM10	Circular 62	Appointment for service provider to attend to additional and alterations to 21 Simonsberg road (Tender)	-	16/4/2020	Approved
16/4/2020	MM122	Section 115(1)(a), MFMA	Foetech – R29 992.00	16/4/2020	16/4/2020	Approved
16/4/2020	MM122	Section 115(1)(a), MFMA	Invoices: ➤ Webber Wentzel – R202 090.08 ➤ Webber Wentzel – R235 456.53 ➤ Webber Wentzel – R202 090.05 ➤ STBB – R42 115.14	16/4/2020	16/4/2020	Approved

			<ul style="list-style-type: none"> ➤ Basson Blackburn – R18 745.00 ➤ STBB – R2 639.75 ➤ STBB – R207 743.38 			
16/4/2020	MM122	Section 115(1)(a), MFMA	Direct payment – R55 200.00	16/4/2020	16/4/2020	Approved
16/4/2020	MM122	Section 115(1)(a), MFMA	Invoice – Mail and guardian: R38 237.50	16/4/2020	16/4/2020	Approved
16/4/2020	MM9	Section 55(1)(e), Systems Act	Non-renewal for the extension of a fixed term contract for Library services	16/4/2020	16/4/2020	Approved
16/4/2020	HR2	Conditions of Service (SALGBC)	Overtime standby approval: <ul style="list-style-type: none"> ➤ ICT Services 	16/4/2020	16/4/2020	Approved
16/4/2020	MM9	Section 55(1)(e), Systems Act	Offer of employment for: <ul style="list-style-type: none"> ➤ R de Wet ➤ J Arends ➤ J Bruce and C Kriel 	16/4/2020	16/4/2020	Approved
17/4/2020	MM122	Section 115(1)(a), MFMA	Invoices: <p>Servest – R34 309.10</p> <p>Bidvest - R3 790.40</p>	17/4/2020	17/4/2020	Approved
17/4/2020	MM9	Section 55(1)(e), Systems Act	Approval of offer of employments: <ul style="list-style-type: none"> ➤ Senior SCM Professional ➤ Senior accountant tender and contract ➤ Assistant supt. Halls ➤ Manager Land Use Management Planning 	15/4/2020 7/4/2020 8/4/2020	17/4/2020	Approved
20/4/2020	MM122	Section 115(1)(a), MFMA	SALGA – R6 285 644.03	20/4/2020	20/4/2020	Approved

20/4/202	HR2	Conditions of Service (SALGBC)	Time and attendance sheets: ➤ F Mars, M Aaron, E Botha, M Fortuin, C Jacobs	20/4/2020	20/4/2020	Approved
20/4/2020	MM122	Section 115(1)(a), MFMA	Invoices: ➤ Business engineering ➤ Evolution technology (corporate directorate invoices for the months of January, February and March 2020)	20/4/2020	20/4/2020	Approved
20/4/2020	MM9	Section 55(1)(e), Systems Act	Offer of employment for Land Use Management	14/4/2020	20/4/2020	Approved
20/4/2020	MM122	Section 115(1)(a), MFMA	Invoices: ➤ Eskom – R3212.92 ➤ Eskom – R5203.55	20/4/2020	20/4/2020	Approved
20/4/2020	MM9	Section 55(1)(e), Systems Act	Confirmation of employment: ➤ Admin Officer ➤ Senior Accountant SCM ➤ Senior Clerk – Pollution Control	2/4/2020	20/4/2020	Approved
23/4/2020	MM122	Section 115(1)(a), MFMA	Invoices: ➤ Octofin – r665 685.33 ➤ Ibhunga cleaning and bricks paving ➤ ACE Consulting – R34 560.00	23/4/2020	23/4/2020	Approved
23/4/2020	MM9	Section 55(1)(e), Systems Act	Appointment of foreman – Sport and recreation	06/4/2020	23/4/2020	Approved
28/4/2020	MM9	Section 55(1)(e), Systems Act	Foreman x 2 Sport and recreation Halls x2 Red files	28/4/2020	28/4/2020	Approved
28/4/2020	MM122	Section 115(1)(a), MFMA	Broll invoice: R84 243.82	28/4/2020	28/4/2020	Approved

30/4/2020	MM9	Section 55(1)(e), Systems Act	Confirmation of employment – SCM Practitioner, stores	17/4/2020	30/4/2020	Approved
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DELEGATIONS EXERCISED FOR PERIOD: MAY 2020

DIRECTORATE: CORPORATE SERVICES

DATE	Delegation	Category	Report Subject and Recommendations	Date Received	Date Resolved	Resolution and Comments (if any)
05/05/2020	MM122	Section 115(1)(a), MFMA	Invoices: ➤ Vodacom – R7406.37 ➤ Vodacom – order nr: 359103, 359183, 355997	04/05/2020	05/05/2020	Approved
05/05/2020	MM122	Section 115(1)(a), MFMA	Invoices: ➤ ARP Construction – AO2286 order Nr: 35678 ➤ Broll – R84243.82 ➤ Windeed – order nr: 358698, R151.37	04/05/2020	05/05/2020	Approved
05/05/2020	MM122	Section 115(1)(a), MFMA	Contempt of Court – R1800.00	04/05/2020	05/05/2020	Approved
05/05/2020	HR2	Conditions of Service (SALGBC)	Timesheets – S Adams and N Kati	04/05/2020	05/05/2020	Approved
06/05/2020	HR2	Conditions of Service (SALGBC)	Timesheets for Council Support	05/05/2020	06/05/2020	Approved
06/05/2020	HR2	Conditions of Service (SALGBC)	Timesheets for Ward Administrators	05/05/2020	06/05/2020	Approved
07/05/2020	MM122	Section 115(1)(a), MFMA	Invoices: ➤ Business Engineering (INV7349) R93150.00	07/05/2020	07/05/2020	Approved

			➤ Avalon (359982) – R14799.35			
08/05/2020	HR2	Conditions of Service (SALGBC)	Overtime pre-approvals for the Maintenance team	07/05/2020	08/05/2020	Approved
12/05/2020	MM122	Section 115(1)(a), MFMA	Invoices: Payday Software systems – R7590.00 Payday Software systems – R7590.00	11/05/2020	12/05/2020	Approved
13/05/2020	HR2	Conditions of Service (SALGBC)	Overtime standby pre-approvals for maintenance team	13/05/2020	13/05/2020	Approved
13/05/2020	MM122	Section 115(1)(a), MFMA	Introstrat invoice – R6000.00	13/05/2020	13/05/2020	Approved
14/05/2020	HR2	Conditions of Service (SALGBC)	Overtime pre-approval for ICT employees	14/05/2020	14/05/2020	Approved
14/05/2020	MM9	Section 55(1)(e), Systems Act	Contract for J Julius	-	14/05/2020	Approved
14/05/2020	MM9	Section 55(1)(e), Systems Act	Fixed term addendums: S Hlwayi, A Malopa, D Macothoza and W George	-	14/05/2020	Approved
14/05/2020	MM9	Section 55(1)(e), Systems Act	Addendum for R Swartbooi	-	14/05/2020	Approved
14/05/2020	MM9	Section 55(1)(e), Systems Act	Addendums for: E Mezikel, M Prins, J Williams, D Williams, D Petersen, C Pietersen, R Rufus, G Buys, W Keller and S Joseph	-	14/05/2020	Approved
15/05/2020	MM122	Section 115(1)(a), MFMA	Invoices: ➤ Media24 – r16394.40 ➤ XON System – R350 674.56 ➤ AC Digital Energy – R3836.40	14/05/2020	15/05/2020	Approved

			➤ CHM – R2043.55			
18/05/2020	MM9	Section 55(1)(e), Systems Act	Addendums for D Janse and M Booysen	18/05/2020	18/05/2020	Approved
19/05/2020	MM122	Section 115(1)(a), MFMA	Invoices: ➤ Bidvest Executlora – INV430124, R3790.40 ➤ Indigokulani – INV712, R171 350.00 ➤ Attacq – R278 365.57 ➤ ARP (INVA02286) R142 089.43			Approved
19/05/2020	MM122	Section 115(1)(a), MFMA	Eezi Build – R2398.90	19/05/2020	19/05/2020	Approved
25/05/2020	MM9	Section 55(1)(e), Systems Act	Addendums for: F Lackay, R Clarke, W Boonzaaier, P Adams, M Myburgh, W Madolo, S Groeneveld, R Segers, E Linders, P Gladile and S January	-	25/05/2020	Approved
25/05/2020	MM122	Section 115(1)(a), MFMA	Nedsteel – R55 752.00 FK Maintenance – R103 500.00	25/05/2020	25/05/2020	Approved
25/05/2020	MM122	Section 115(1)(a), MFMA	Invoices: ➤ Evolution technology for ICT (January, February and March hire charges) ➤ Telkom payments for May 2020.	25/05/2020	25/05/2020	Approved
26/05/2020	MM122	Section 115(1)(a), MFMA	Invoices: ➤ Izwi bridge communication – R45185.41 ➤ Avalon Technology Group – R151800.00	26/05/2020	26/05/2020	Approved
27/05/2020	MM122	Section 115(1)(a), MFMA	Grants contractors – R73.00	27/05/2020	27/05/2020	Approved
27/05/2020	MM122	Section 115(1)(a), MFMA	Madge computers – R238.05	27/05/2020	27/05/2020	Approved

27/05/2020	MM122	Section 115(1)(a), MFMA	Invoices: <ul style="list-style-type: none"> ➤ Park Avenue – R1336.65 ➤ Madge Computers – R2380.5 ➤ Mr Moosa – R3283.12 	27/05/2020	27/05/2020	Approved
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DELEGATIONS EXERCISED FOR PERIOD: JUNE 2020

DIRECTORATE: CORPORATE SERVICES

DATE	Delegation	Category	Report Subject and Recommendations	Date Received	Date Resolved	Resolution and Comments (if any)
01/06/2020	MM122	Section 115(1)(a), MFMA	Data Tegra (INV0078) R31 558.35	30/05/2020	01/06/2020	Approved
01/06/2020	MM122	Section 115(1)(a), MFMA	Invoices: <ul style="list-style-type: none"> ➤ Vodacom – R216 965.29 ➤ Vodacom – R79 794.25 ➤ Data Tegra – R31558.35 	30/05/2020	01/06/2020	Approved
01/06/2020	MM9	Section 55(1)(e), Systems Act	Addendum for J Julius	01/06/2020	01/06/2020	Approved
02/06/2020	MM122	Section 115(1)(a), MFMA	Invoices: <ul style="list-style-type: none"> ➤ Media24 (359952) R3519.90 ➤ Octofin (INV104625) R67720853 ➤ Pendo Property Valuers – R7314.00 and R7820 ➤ Vision Elevators – R2932.50 ➤ Windeed (670406) R285.64 ➤ Eskom – R7033.55 	01/06/2020	02/06/2020	Approved
02/06/2020	MM122	Section 115(1)(a), MFMA	Invoices: <ul style="list-style-type: none"> ➤ Introstat (359621) R1692.80 ➤ Introstat (359879) R1629.60 	02/06/2020	02/06/2020	Approved
09/06/2020	MM122	Section 115(1)(a), MFMA	Invoices: <ul style="list-style-type: none"> ➤ He and She training – R14 612.04 	09/09/2020	09/09/2020	Approved

			<ul style="list-style-type: none"> ➤ Payday – R7590.00 ➤ Pendo Property Values – R21 470.50 			
09/06/2020	MM122	Section 115(1)(a), MFMA	Invoices: <ul style="list-style-type: none"> ➤ First technology – R113 082.95 ➤ XON Systems – R245 960.63 	09/09/2020	09/09/2020	Approved
09/06/2020	HR2	Conditions of Service (SALGBC)	Standby pre-approval for ICT	09/06/2020	09/06/2020	Approved
09/06/2020	HR2	Conditions of Service (SALGBC)	Timesheets for: Council Support	09/06/2020	09/06/2020	Approved
09/06/2020	MM122	Section 115(1)(a), MFMA	Business Engineering – R53 332.03	09/06/2020	09/06/2020	Approved
10/06/2020	MM122	Section 115(1)(a), MFMA	Rapp van Zyl – R271 058.75	09/06/2020	10/06/2020	Approved
10/06/2020	MM122	Section 115(1)(a), MFMA	Invoices: <ul style="list-style-type: none"> ➤ Liquid telecom – R12 012.04 ➤ Telkom – R227 697.09 	09/06/2020	10/06/2020	Approved
11/06/2020	HR2	Conditions of Service (SALGBC)	Timesheets: C Jacobs, M Fortuin, E Botha and M Aaron	11/06/2020	11/06/2020	Approved
17/06/2020	MM122	Section 115(1)(a), MFMA	Recommendation for payment of Group Life Scheme payments	-	17/06/2020	Approved
17/06/2020	MM122	Section 115(1)(a), MFMA	Invoices: <ul style="list-style-type: none"> ➤ Avalon Technology – R151800.00 (INV13871) ➤ Telkom (INV005h2000021p) 	17/06/2020	17/06/2020	Approved

17/06/2020	MM9	Section 55(1)(e), Systems Act	Contracts for C Kriel, E Christiaan and T Cloete	-	17/06/2020	Approved
18/06/2020	MM122	Section 115(1)(a), MFMA	Invoices: ➤ Telkom (INV00B2000041A) ➤ Vodacom – R236 169.32	18/06/2020	18/06/2020	Approved
19/06/2020	AD3	GENERAL	Advertisements: ➤ Manager housing ➤ Traffic officers ➤ IDP and Performance Management ➤ Stores Admin	19/06/2020	19/06/2020	Approved
22/06/2020	MM122	Section 115(1)(a), MFMA	Invoices: ➤ University of Stellenbosch (359327) R138 250.00 ➤ Gene Louw Traffic College (INV WC002063) ➤ Payday – R7590.00 (INVA50059)	19/06/2020	19/05/2020	Approved
22/06/2020	MM122	Section 115(1)(a), MFMA	Invoices: ➤ IKG (INV738) R75 048.86 ➤ TQG holding INV15/2020 – R2450.00 ➤ TQ & S Holdings Inv.14/2020 – R20 000.00 ➤ Carry on hardware INV 56225 – R2830.	22/06/2020	22/06/2020	Approved
22/06/2020	MM9	Section 55(1)(e), Systems Act	Addendums for: G Abrahams, R Loeks and S Idas	22/06/2020	22/06/2020	Approved
23/06/2020	MM9	Section 55(1)(e), Systems Act	Addendums for: S Adams, N Kati and S Nomnqa	23/06/2020	23/06/2020	Approved
23/06/2020	AD3	GENERAL	Advert: Electricians x 3	23/06/2020	23/06/2020	Approved
23/06/2020	HR2	Conditions of Service (SALGBC)	Resignation – T Stone	-	23/06/2020	Approved

25/06/2020	MM122	Section 115(1)(a), MFMA	Invoices: ➤ Dynamic Toner Solutions – R92.75 ➤ Western Cape Stationers – R523.11	25/06/2020	25/06/2020	Approved
25/06/2020	MM122	Section 115(1)(a), MFMA	Invoices: ➤ Avalon technology – 151 800.00 ➤ Blueline Industries Inv.100301 – R196020.00			Approved
29/06/2020	AD3	GENERAL	Adverts: ➤ Operator/Supervisor – collections	29/06/2020	29/06/2020	Approved
29/06/2020	MM122	Section 115(1)(a), MFMA	Payments of Ward committee members – R225 400.00	29/06/2020	29/06/2020	Approved
29/06/2020	MM122	Section 115(1)(a), MFMA	Invoices: ➤ Evolution technology (serial nr: V7C8817745) ➤ Evolution technology (serial nr: V7C8817743) ➤ Evolution technology (serial nr: A9JU02100453) ➤ Evolution technology (serial nr: V7C8817618) ➤ Evolution technology (serial nr: V7C8817639)			Approved
29/06/2020	AD3	GENERAL	Adverts: ➤ Snr Professional officer: Waste and wastewater	29/06/20202	29/06/2020	Approved
30/06/2020	MM122	Section 115(1)(a), MFMA	Invoices: ➤ Northlink college – R8000.00 ➤ Massive Quantum – R16 064.12 ➤ Waltons – R2421.74 ➤ Magasyn	30/06/2020	30/06/2020	Approved
30/06/2020	MM122	Section 115(1)(a), MFMA	Invoices: ➤ Broll – R79 308.12 ➤ FK – R69279.33 ➤ JC Refrigeration – R34 661.00 and R19 952.50	30/06/2020	30/06/2020	Approved

			➤ Cassie Gerber Property – R8000.00			
30/06/2020	MM122	Section 115(1)(a), MFMA	Invoices: <ul style="list-style-type: none"> ➤ Evolution technology (RQ:1068932) ➤ Evolution technology (RQ:1069039) ➤ Evolution technology (RQ:1069037) ➤ Evolution technology (RQ:1068935) ➤ Evolution technology (RQ:1069043) ➤ Evolution technology (RQ:1069018) ➤ Evolution technology (RQ:1069035) ➤ Evolution technology (RQ:1069052) ➤ Evolution technology (RQ:1069048) ➤ Evolution technology (RQ:1069040) ➤ Evolution technology (RQ:1069019) ➤ Evolution technology (serial nr: V7C8817747) 	30/06/2020	30/06/2020	Approved
30/06/2020	MM9	Section 55(1)(e), Systems Act	Addendums for S Adams and N Kati	30/06/2020	30/06/2020	Approved

DELEGATIONS EXERCISED FOR PERIOD: APRIL 2020

DIRECTORATE: INFRASTRUCTURE SERVICES

Delegation	Category	Report Subject and Recommendations	Date Received	Date Resolved	Resolution and Comments (if any)
To exercise all powers conferred upon the Municipality by applicable legislation relating to the supply of water and matters incidental thereto	WS1 Section 11, WSA	<p>Water restrictions exemption:</p> <p>0 - applications approved</p> <p>0 - application not approved</p> <p>0 - applications pending</p> <p>Water restrictions transgressions:</p> <p>0 - reported and notices served by Law Enforcement</p> <p>Borehole registrations:</p> <p>0 - Application to drill</p> <p>0 - Residential Applications</p> <p>0 - Commercial Applications</p> <p>0 - Public Buildings Applications</p> <p>0 - Grey water Applications</p>			<p>Approved</p> <p>Not approved</p> <p>Pending</p> <p>Approved</p> <p>Approved</p> <p>Approved</p> <p>Approved</p> <p>Approved</p>

DELEGATIONS EXERCISED FOR PERIOD MAY 2020

DIRECTORATE: INFRASTRUCTURE SERVICES

Delegation	Category	Report Subject and Recommendations	Date Received	Date Resolved	Resolution and Comments (if any)
To authorize a staff member, co to gain access to any property for the purpose of conducting inspection, tests or maintenance works	EL18 Section 10	MUNICIPAL NOTICE: Supply of water disconnected on 13 May 2020 Area affected: Canterbury and Pennylane, Paradyskloof		11/05/2020	Approved
To exercise all powers conferred upon the Municipality by applicable legislation relating to the supply of water and matters incidental thereto	WS1 Section 11, WSA	Water restrictions exemption: 0 - applications approved 0 - application not approved 0 - applications pending Water restrictions transgressions: 0 - reported and notices served by Law Enforcement Borehole registrations: 1 - Application to drill 0 - Residential Applications 0 - Commercial Applications 0 - Public Buildings Applications			Approved Not approved Pending Approved Approved Approved Approved Approved

		0 - Grey water Applications			
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DELEGATIONS EXERCISED FOR PERIOD JUNE 2020

DIRECTORATE: INFRASTRUCTURE SERVICES

Delegation	Category	Report Subject and Recommendations	Date Received	Date Resolved	Resolution and Comments (if any)
To authorize a staff member, co to gain access to any property for the purpose of conducting inspection, tests or maintenance works	EL18 Section 10	MUNICIPAL NOTICE:			
		Supply of electricity disconnected on 18 June 2020 Area affected: Helderberg Street, Idas Valley		02/06/2020	Approved
		Supply of electricity disconnected on 22 June 2020 Area affected: RFF FEEDER		09/06/2020	Approved
		Supply of electricity disconnected on 23 June 2020 Area affected: Hollandsche Molen		09/06/2020	Approved
To exercise all powers conferred upon the Municipality by applicable legislation relating to the supply of water and matters incidental thereto	WS1 Section 11, WSA	Water restrictions exemption:			
		0 - applications approved			Approved
		0 - application not approved			Not approved
		0 - applications pending			Pending
		Water restrictions transgressions:			
		0 - reported and notices served by Law Enforcement			Approved
		Borehole registrations:			

		0 - Application to drill 0 - Residential Applications 0 - Commercial Applications 0 - Public Buildings Applications 0 - Grey water Applications			Approved Approved Approved Approved Approved
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DELEGATIONS EXERCISED FOR PERIOD: MAY 2020

DIRECTORATE: ACTING DIRECTOR PLANNING AND ECONOMIC DEVELOPMENT

Date	Delegation	Category	Report Subject and Recommendations	Date Received	Date Resolved	Resolution and Comments (if any)
			To consider applications in terms of section 15 (2) (b) of the Land Use Planning By-Law, October 2015 for a building line relaxation on a street boundary and/ or a common boundary on the following properties:			
04/05/2020	Item 7.3.3 Council Meeting 2017-07-26	Category 2 applications for the consent of the municipality for any land use purpose or departure or deviation in terms of a land use scheme or existing scheme which does not constitute a land development application	Application for Rezoning and Consent, Farm 1101/1	04/05/2020	04/05/2020	Approved
04/05/2020			Temporary Departure, Farm 334/5	04/05/2020	04/05/2020	Approved
07/05/2020			Application for Rezoning and Consent, Farm 1433	07/05/2020	07/05/2020	Approved
08/05/2020			Special Development, Farm 183	08/05/2020	08/05/2020	Approved
08/05/2020			Application for Rezoning and Consent, Farm 524/15	08/05/2020	08/05/2020	Approved
08/05/2020			Amendment of Conditions, Rezoning, Farm 490/2	08/05/2020	08/05/2020	Approved
18/05/2020			Application for Rezoning and Consent, Erf 3298	18/05/2020	18/05/2020	Approved
18/05/2020			Rezoning, Subdivision, Phasing, Registration, Erf 1 Lynedoch	18/05/2020	18/05/2020	Approved
18/05/2020			Subdivision & Departure, Erf 208	18/05/2020	18/05/2020	Approved
18/05/2020			Rezoning Consent Use, Departure, Temporary Departure, Farm 65/43	18/05/2020	18/05/2020	Approved
18/05/2020			Application for Rezoning and Consent, Erf 171	18/05/2020	18/05/2020	Approved

18/05/2020			Title Deed Condition & Departure, Erf 5627	18/05/2020	18/05/2020	Approved
18/05/2020			Amendment of Condition, Erf 15686	18/05/2020	18/05/2020	Approved
18/05/2020			Subdivision, Condition, Rezoning, Consent Use & Departure, Erf 184,211	18/05/2020	18/05/2020	Approved
18/05/2020			Application for Consolidation, Farm 1533	18/05/2020	18/05/2020	Approved
19/05/2020			Special Development, Erf 12938	19/05/2020	19/05/2020	Approved
19/05/2020			Subdivision, Registration of Servitude, Departure, Erf 355	19/05/2020	19/05/2020	Approved
19/05/2020			Departure, Relocation of Restrictive Conditions, Erf 3888	19/05/2020	19/05/2020	Approved
19/05/2020			Application for Rezoning and Consent, Farm 489/13	19/05/2020	19/05/2020	Approved
19/05/2020			Amendment of Condition of Appr oval, Farm 1537	19/05/2020	19/05/2020	Approved
22/05/2020			Special Development, Erf 1567	22/05/2020	22/05/2020	Approved
22/05/2020			Application for Departure, Erf 7074	22/05/2020	22/05/2020	Approved
22/05/2020			Application for Departure, Erf 16055	22/05/2020	22/05/2020	Approved
22/05/2020			Deviation from the praising of the Bylaw control of binding walls, Erf 9623	22/05/2020	22/05/2020	Supported
27/05/2020			Special Development, Erf 4349	27/05/2020	27/05/2020	Approved
27/05/2020			Erf 16523 (Farm 961)	27/05/2020	27/05/2020	Approved
27/05/2020			Application for Departure, Erf 9195	27/05/2020	27/05/2020	Approved
27/05/2020	MM84	Section 66, MFMA	Cellphone Allowance & 3G/APN Access request Form	27/05/2020	27/05/2020	Approved
06/05/2020	HR2	Conditions of Service (SALGBC)	Timesheets	06/05/2020	06/05/2020	Resolved
01/05/2020 31/05/2020	MM82	Section 65(2)(c), MFMA	Manage the implementation of the Municipality's supply chain management policy, which, inter alia includes the	01/05/2020 31/05/2020	01/05/2020 31/05/2020	Approved

			procurement of goods and services and appointment of professional consultants (d) Certification of Invoices			
25/05/2020	HR2	Conditions of Service (SALGBC)	Overtime Approval + Standby – June 2020 (a) To approve all types of leave applications (PED Personnel) (b) To approve all types of leave applications: Informal Settlements	25/05/2020	25/05/2020	Approved
25/05/2020		LEGAL	5 Power of Attorney	25/05/2020	25/05/2020	Signed
25/05/2020	MP6	Section 55(1)(e), Systems Act	Confirmation of Appointment Certificate	25/05/2020	25/05/2020	Approved
29/05/2020	HR2	Conditions of Service (SALGBC)	Approval of termination letters – NRM fixed term contracts	29/05/2020	29/05/2020	Resolved
29/05/2019	HR2	Conditions of Service (SALGBC)	Acting Allowance as acting Manager Land Use Management: Planning and Economic Development	29/05/2019	29/05/2019	Supported

DELEGATION EXERCISED FOR PERIOD JUNE 2020
DIRECTORATE: PLANNING AND ECONOMIC DEVELOPMENT

Date	Delegation	Category	Report Subject and Recommendations	Date Received	Date Resolved	Resolution and Comments (if any)
	Item 7.3.3 Council Meeting 2017-07-26	Category 2 applications for the consent of the municipality for any land use purpose or departure or deviation in terms of a land use scheme or existing scheme which does not constitute a land development application	To consider applications in terms of section 15 (2) (b) of the Land Use Planning By-Law, October 2015 for a building line relaxation on a street boundary and/ or a common boundary on the following properties:			
02/06/2020			Application for Rezoning Departure, Erf 1628	02/06/2020	02/06/2020	Approved
02/06/2020			Application for Departure, Erf 15713	02/06/2020	02/06/2020	Approved
03/06/2020			Application for Submission, Farm 387	03/06/2020	03/06/2020	Approved
03/06/2020			Application for Special Development, Permanent Departure, Erf 5357	03/06/2020	03/06/2020	Approved
03/06/2020			Application for Consent Use, Farm 543/1	03/06/2020	03/06/2020	Approved
03/06/2020			Amendment of Approved Site, Erf 16442	03/06/2020	03/06/2020	Approved
15/06/2020			Application for Temporary Departure & Consent, Farm 387	15/06/2020	18/06/2020	Approved
15/06/2020			Contravention penalty, Erf 2823	15/06/2020	15/06/2020	Approved
18/06/2020			Exemption Certificate, Erf 6372	18/06/2020	18/06/2020	Approved
18/06/2020			Exemption Certificate, Erf 81	18/06/2020	18/06/2020	Approved
24/06/2020			Application for Amendment, Farm 1646	24/06/2020	24/06/2020	Approved

02/06/2020	HR2	Conditions of Service (SALGBC)	Payday ESS Reporting Lines	02/06/2020	02/06/2020	Resolved
03/06/2020	MM9	Section 55(1)(e), Systems Act	Confirmation of Offer of Employment: Collin Rabothata, Bongiwe Zondo, Dillon Williams, Aubery Langeveldt	03/06/2020	03/06/2020	Resolved
03/06/2020	VPR2	PARGRAPH 6F	Manage the implementation of the Municipality's supply chain management policy, which, inter alia includes the procurement of goods and services and appointment of professional consultants. <ul style="list-style-type: none"> Budget Virementation Requisition Book Tender: BSM 39/18 	03/06/2020	03/06/2020	Approved
06/05/2020	HR2	Conditions of Service (SALGBC)	Timesheet: May/June <ul style="list-style-type: none"> Sunette Bezuidenhout Nona Swartbooi 	06/05/2020	06/05/2020	Resolved
01/06/2020 30/06/2020	MM82	Section 65(2)(c), MFMA	Certification of Invoices	01/06/2020 30/06/2020	01/06/2020 30/06/2020	Approved
08/06/2020	MM64	Section 62(1)(f)(iv), MFMA	Manage the implementation of the Municipality's supply chain management policy, which, inter alia includes the procurement of goods and services and appointment of professional consultants. FQ: Supply and deliver a hired toilet for R44	08/06/2020	08/06/2020	Approved
08/06/2020	MM84	Section 66, MFMA	Acting Allowance as acting Snr LED Officer: Planning and Economic Development	08/06/2020	08/06/2020	Supported
09/06/2020	HR2	Conditions of Service (SALGBC)	Approval of termination of EPWP contracts	09/06/2020	09/06/2020	Resolved
09/06/2020	AD3	GENERAL	Approval advertisement: <ul style="list-style-type: none"> Manager: Housing Admin 	09/06/2020	09/06/2020	Resolved

			<ul style="list-style-type: none"> • Manager: Building Development Management 			
10/06/2020	HR2	Conditions of Service (SALGBC)	Cancellation of leave: Johru Robyn	10/06/2020	10/06/2020	Signed
10/06/2020	HR2	Conditions of Service (SALGBC)	Workplace Readiness Assessment: Housing Admin	10/06/2020	10/06/2020	Signed
11/06/2020	HO5	Housing Act 107 of 1997	Memo: Pledge for assistance: Mrs N Mto, zone N 25 Memo: Request to approve payment to Gibbs Engineering & Architect	11/06/2020	11/06/2020	Supported
11/06/2020		MSA	3G/APN Access request Form <ul style="list-style-type: none"> • Titus • Mpotololo • Kriel • Mdoda 	11/06/2020	11/06/2020	Approved
19/06/2020	HR2	Conditions of Service (SALGBC)	Payday ESS Reporting Lines: Planning and Economic Development	19/06/2020	19/06/2020	Resolved
19/06/2020	TR1	Skills Development Act /MSA	Training: She Rep Agreement <ul style="list-style-type: none"> • Building Development 	19/06/2020	19/06/2020	Signed
23/06/2020	Item 7.3.3 Council Meeting 2017-07-26	Items/ reports to consider the Administrator's consent as a condition in the title deed of the property.	Item: Application for the Deviation from the provisions of the bylaw relating to the control boundary walls and fences on erf 575, Union Street, Franschhoek.	23/06/2020	23/06/2020	Supported
24/06/2020	C50	Section 14(2) of the MFMA (read with section 90, MFMA)	21 deed of sale 1 power of attorney	24/06/2020	24/06/2020	Signed
24/06/2020	MM84	Section 66, MFMA	Allowances, Privileges and Benefits	24/06/2020	24/06/2020	Approved

		Section 66, MFMA	(l) To authorise reimbursement for occasional use of an employee's own car on official business for staff <ul style="list-style-type: none"> • Mduduzi Nhleko • Stiaan Carstens • Bernabe de la Bat • Barbara-Ann Henning 			
08/06/2020		SCM REG	MBD 7 – 107/19 HSH Global Software MBD 39/18 – SE – B – 57	08/06/2020	08/06/2020	Approved
30/06/2020	HR2	Conditions of Service (SALGBC)	Extension of EPWP contracts	30/06/2020	30/06/2020	Resolved

11.10.4	CONSIDERATION ON APPLICATIONS RECEIVED: (Animal Welfare) FUNDING OF EXTERNAL BODIES PERFORMING A MUNICIPAL FUNCTION AS PROVIDED BY THE POLICY FUNDING OF BODIES PERFORMING A MUNICIPAL FUNCTION, READ WITH SECTION 80(2) OF THE LOCAL GOVERNMENT SYSTEMS ACT, 32 OF 2000, FINANCIAL YEAR 2020 / 2021
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Collaborator No:

IDP KPA Ref No:

Meeting Date:

Good Governance

22 July 2020

- SUBJECT: CONSIDERATION ON APPLICATIONS RECEIVED: (Animal Welfare) FUNDING OF EXTERNAL BODIES PERFORMING A MUNICIPAL FUNCTION AS PROVIDED BY THE POLICY FUNDING OF BODIES PERFORMING A MUNICIPAL FUNCTION, READ WITH SECTION 80(2) OF THE LOCAL GOVERNMENT SYSTEMS ACT, 32 OF 2000, FINANCIAL YEAR 2020 / 2021**

- PURPOSE**

To discuss and consider the funding applications for the 2020 / 2021 financial year received from external bodies performing a Municipal function as provided by the Policy for the Funding of External Bodies Performing a Municipal Function, read with Section 80(2) of the Municipal Systems Act No. 32 of 2000.

- DELEGATED AUTHORITY**

In terms of Section 7(2) of said policy the Grants Committee is delegated to allocate funds to External Bodies Performing a Municipal Function.

- EXECUTIVE SUMMARY**

The Policy relating to External Bodies Performing a Municipal Function, as approved by Council, in terms of which allocations may be made to bodies performing a Municipal function, refers. In terms of Section 7(2) of said policy the Grants Committee is delegated to allocate funds to External Bodies performing a municipal function.

The notice of the applications for the funding of bodies performing a municipal function was advertised in the local newspapers on:

- Eikestadhuus 19 March 2020

The notice invited applications, in accordance with the Policy, for funding in the areas of:

- Facilities for the accommodation and burial of animals

The COVID-19 pandemic and lockdown regulations as promulgated by the President of the Republic of South Africa had the effect that the closing date for the applications of 14 April 2020 being extended to 24 April 2020. The extension notice was circulated to the external bodies, which have submitted their interest electronically, and each body which had responded to the notice in the media thus had a fair opportunity to provide the required information to be considered.

The following bodies submitted applications by the closing date for funding to perform the accommodation and burial of animals function for Council for the 2020 / 2021 financial year and this is compared with the funding granted for the 2019 / 2020 financial year:

COMMUNITY AND PROTECTION SERVICES:

Applicant	2020 / 2021 Funding requested in Rand Value	2019 / 2020 Funding Received in Rand Value
Animal Welfare Society Stellenbosch	R2 725 000.00	R941 000.00
SPCA Franschhoek	R220 000.00	R172 000.00

Currently, Council has budgeted the following amount for 2020/2021:

Community and Protection Services:

SPCA: R1 200 000.00

5. RECOMMENDATIONS

- (a) that the amount of R1 012 516.00 be allocated to the Animal Welfare Society of Stellenbosch for the 2020 / 2021 financial year; and
- (b) that the amount of R187 484.00 be allocated to the SPCA Franschhoek for the 2020/2021 financial year.

6. DISCUSSION

- 6.1** The following applications for the funding of facilities for the accommodation and burial of animals were received:

Animal Welfare Society of Stellenbosch	
Funds requested	2 725 666.26
Operational costs	2 225 666.26
Sterilisation	500 000.00
Sub-Total	2 725 666.26
TOTAL FUNDING REQUEST	2 725 666.26

SPCA Franschhoek	
Funds requested	220 000.00
Animal Euthanasia	30 000.00
Sterilisation	130 000.00
Education	12 000.00
Animal medication	48 000.00
Sub-Total	220 000.00
TOTAL FUNDING REQUEST	220 000.00

Compliance checks

Animal Welfare Society of Stellenbosch		Amount requested: 2 725 666.26
The following MUST accompany this application:		
1. A copy of the latest, audited financial statements.	✓	31 March 2019
2. A copy of the Organisation's Constitution or Memorandum of Incorporation as well as the resolutions/minutes adopting the Constitution or Memorandum of Incorporation.	✓	
3. A copy of a project/programme description and/or a business plan for the ensuing financial year. Including the following: • Full details of the proposal or project including its objectives, the number of people who will benefit and how the project will contribute or enhance the strategic objectives of Stellenbosch Municipality. • Commencement and completion dates of the project. • Information on the total cost of the project budget, including a breakdown of costs and an outline of any contribution by fundraising and/or own contribution. • A list of all other sources of funding together with the assessments. • A summary of past achievements. • References independent of the applicant and its executive.	✓	
4. An original copy of a correctly completed creditors control form of Stellenbosch Municipality.	✓	
5. If the Organisation received funding from Stellenbosch Municipality in the preceding financial year, you need to account for the expenditure of the funding received with your new application.	✓	Previous financials
6. If the Organisation received funding from other bodies, please identify and list the amounts received.	✓	
7. If the Organisation is a non-profit company as defined in the section 1 of the Companies Act, 2008, a certificate/letter issued by the Companies and Intellectual Property Commission (CIPC) confirming registration must be attached.	✓	
8. If the Organisation has been registered as a "non-profit" organisation in terms of the Non-Profit Organisation Act, 1997, a certificate/letter issued by the Department of Social Development confirming registration as a non-profit organisation must be attached.	n/a	
9. If the Organisation has been registered as a "Public Benefit Organisation" in terms of the Income Tax Act, 1962, a certificate/letter issued by SARS confirming the Organisation's tax exemption status must be attached.	n/a	
10. Valid Tax Clearance Certificate issued by SARS.	✓	

Compliance checks

SPCA Franschhoek		Amount requested: R220 000.00
The following MUST accompany this application:		
1. A copy of the latest, audited financial statements.	✓	31 March 2019
2. A copy of the Organisation's Constitution or Memorandum of Incorporation as well as the resolutions/minutes adopting the Constitution or Memorandum of Incorporation.	✓	
3. A copy of a project/programme description and/or a business plan for the ensuing financial year. Including the following: • Full details of the proposal or project including its objectives, the number of people who will benefit and how the project will contribute or enhance the strategic objectives of Stellenbosch Municipality. • Commencement and completion dates of the project. • Information on the total cost of the project budget, including a breakdown of costs and an outline of any contribution by fundraising and/or own contribution. • A list of	✓	

all other sources of funding together with the assessments. • A summary of past achievements. • References independent of the applicant and its executive.		
4. An original copy of a correctly completed creditors control form of Stellenbosch Municipality.	✓	
5. If the Organisation received funding from Stellenbosch Municipality in the preceding financial year, you need to account for the expenditure of the funding received with your new application.	n/a	
6. If the Organisation received funding from other bodies, please identify and list the amounts received;	n/a	
7. If the Organisation is a non-profit company as defined in the section 1 of the Companies Act, 2008, a certificate/letter issued by the Companies and Intellectual Property Commission (CIPC) confirming registration must be attached;	✓	
8. If the Organisation has been registered as a "non-profit" organisation in terms of the Non-Profit Organisation Act, 1997, a certificate/letter issued by the Department of Social Development confirming registration as a non-profit organisation must be attached;	n/a	
9. If the Organisation has been registered as a "Public Benefit Organisation" in terms of the Income Tax Act, 1962, a certificate/letter issued by SARS confirming the Organisation's tax exemption status must be attached;	n/a	
10. Valid Tax Clearance Certificate issued by SARS.	✓	

7. IMPACT OF COVID-19 ON FUNDING PROGRAMS

It should also be noted that promulgation of the national disaster (COVID-19 pandemic) in terms of the National Disaster Act, Act 57 of 2002 by the President of the Republic of South Africa from 27 March 2020 and the impact of the lockdown regulations with the systemic unlocking of economic activity, did not have an impact on the services the SPCA and Animal Welfare Societies performed as they continued performing an essential services which has been identified as a dire need.

8. EVALUATION OF FUNDING REQUESTS

Based on the factors mentioned in points 5 & 6 of this report, it is clear that these two (2) organisations have qualified to be considered for funding, which is the **Animal Welfare Society of Stellenbosch** and **SPCA Franschhoek**.

Although the Animal Welfare Society of Stellenbosch has requested R2 725 666.26 it is proposed that the Animal Welfare Society of Stellenbosch be allocated an amount of R1 012 516.00, which is a 7.6% increase on the previous year, and that the SPCA Franschhoek be allocated an amount of R187 484.00, which is an increase of 9% on the previous year which makes the increase an average of 8.3% on the previous allocations.

It should be noted that the previous financial year the Animal Welfare Society of Stellenbosch received an allocation of R941 000.00 and the SPCA Franschhoek R172 000.00. The request from the Animal Welfare Society of Stellenbosch of R2 725 666.26 is not within our available budget and thus the allocation as indicated should be seen as a reasonable allocation.

It would thus be proposed that the allocated amounts of the Animal Welfare Society of Stellenbosch and the SPCA Franschhoek be supported by the Grants Committee as specified for the 2020/2021 financial year, as follows:

Animal Welfare Society of Stellenbosch: R1 012 516.00

SPCA Franschhoek: R 187 484.00

The available budgeted amount for SPCA Grant funding for 2020/2021 is R1 200 000.00.

Sufficient funds are available to allocate the recommended allocations to the two organisations.

GRANTS-IN-AID COMMITTEE MEETING: 2020-07-10: ITEM 3.2

RECOMMENDATIONS

- (a) that the amount of R1 012 516.00 be allocated to the Animal Welfare Society of Stellenbosch for the 2020 / 2021 financial year; and
- (b) that the amount of R187 484.00 be allocated to the SPCA Franschhoek for the 2020/2021 financial year

RECOMMENDATIONS FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2020-07-22: ITEM 11.10.4

- (a) that the amount of R1 012 516.00 be allocated to the Animal Welfare Society of Stellenbosch for the 2020 / 2021 financial year; and
- (b) that the amount of R187 484.00 be allocated to the SPCA Franschhoek for the 2020/2021 financial year.

FOR FURTHER DETAILS CONTACT:

NAME	Neville Langenhoven
POSITION	CHIEF LAW ENFORCEMENT
DIRECTORATE	COMMUNITY AND PROTECTION SERVICES
CONTACT NUMBERS	021 808 8497
E-MAIL ADDRESS	Neville.langenhoven@ Stellenbosch.gov.za
REPORT DATE	01 July 2020

11.10.5	CONSIDERATION ON APPLICATIONS RECEIVED: (Tourism) FUNDING OF EXTERNAL BODIES PERFORMING A MUNICIPAL FUNCTION AS PROVIDED BY THE POLICY FUNDING OF BODIES PERFORMING A MUNICIPAL FUNCTION, READ WITH SECTION 80(2) OF THE LOCAL GOVERNMENT SYSTEMS ACT, 32 OF 2000, FINANCIAL YEAR 2020 / 2021
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Collaborator No:

IDP KPA Ref No:

Meeting Date:

Good Governance

22 July 2020

- SUBJECT: CONSIDERATION ON APPLICATIONS RECEIVED: (Tourism) FUNDING OF EXTERNAL BODIES PERFORMING A MUNICIPAL FUNCTION AS PROVIDED BY THE POLICY FUNDING OF BODIES PERFORMING A MUNICIPAL FUNCTION, READ WITH SECTION 80(2) OF THE LOCAL GOVERNMENT SYSTEMS ACT, 32 OF 2000, FINANCIAL YEAR 2020 / 2021**

- PURPOSE**

To discuss and consider the funding applications for the 2020 / 2021 financial year received from external bodies performing a Municipal function as provided by the Policy for the Funding of External Bodies Performing a Municipal Function, read with Section 80(2) of the Municipal Systems Act No. 32 of 2000.

- DELEGATED AUTHORITY**

In terms of Section 7(2) of said policy the Grants Committee is delegated to allocate funds to External Bodies Performing a Municipal Function.

- EXECUTIVE SUMMARY**

In terms of Section 7(2) of the Policy relating to External Bodies Performing a Municipal Function of which budget allocation are delegated to the Grants Committee to make recommendations to Council, as approved by Council.

The notice of the applications for the funding of bodies performing a municipal function was advertised in the Eikestadnuus dated 19 March 2020, attached as **Appendix 1** of which the closing date to submit such applications was 14 April 2020. The requirements as published in the advertisement, clearly stipulated that "*only applications received on the prescribed application form and accompanied by the required information, documentation, financial statements, covering letter....*"

The COVID-19 pandemic and lockdown regulations as promulgated by the President of the Republic of South Africa had the effect that the closing date for the applications of 14 April 2020 being extended to 24 April 2020. This extended closing date notice was circulated through email, see **APPENDIX 2**, to the external bodies, whom have submitted their interest during the period for the initial application process, and was given an opportunity to provide Council with the required information and documentation.

The following bodies submitted applications by the closing date for funding to perform the local tourism function for Council for the 2020 / 2021 financial year and this is compared with the funding granted for the 2019 / 2020 financial year:

Applicant	2020 / 2021 Funding requested in Rand Value	2019 / 2020 Funding Received in Rand Value
Lokxion Foundation	445 000.00	Not applicable
Visit Stellenbosch	6 000 000.00	2 528 511.00
Franschhoek Wine Valley including Dwarsrivier Tourism	1 722 412.00 710 558.00	1 202 075.00 452 414.00
Dwarsrivier Wine Valley Tourism (Community Organization)	Amount not stated	Not applicable
Stellenbosch Entrepreneur & Enterprise Development	n/a	417 000.00
Total Funding Requested	8 877 970.00	4 600 000.00

Currently, Council has budgeted for R5 000 000.00 for the 2020/2021 financial year. The requested amount by all the bodies is thus R3 877 970.00 over and above the budgeted amount. The Directorate: Planning & Economic Development is in the process of finalising the draft Stellenbosch Municipality Tourism Plan, 2020. A core component of this plan is to provide guidelines and prescripts to Local Tourism Organisations ("LTO") and Council for considering and evaluating the proposals for future funding applications for this function.

All funding applications from 2021/2022 will thus be allocated in line with the prescripts of the draft plan, when adopted by Council.

5. RECOMMENDATIONS

With due regard for the importance of tourism to the South African economy it is necessary to give thought to Municipal funding against the desired outcomes, the capabilities and capacity of the funded entities to deliver quantifiable outcomes and practice safe stewardship of the funds granted.

In the light of the above and the reasons submitted in this report, the following is recommended to the Grants Committee for endorsement to Council for decision:

- (a) that the amount of R1 475 000.00 be allocated to Franschhoek Wine Valley;
- (b) that the amount of R3 090 000.00 be allocated to Visit Stellenbosch;
- (c) that the funding in the amount of R430 000.00 identified to be transferred for the management and oversight of the Dwarsrivier Tourism Office be ring-fenced and held in abeyance, until such time that the Senior Manager: Development Planning & the Manager: Local Economic Development & Tourism are able to confirm the status of the LTO which will be responsible for the Tourism Office in Pniel;
- (d) that Lokxion Foundation's application, attached as **APPENDIX 4**, not be considered and supported as a range of required documentation and information was not submitted by the required extended timeframe, as required by the advertisement attached as **APPENDIX 1**; and
- (e) that Dwarsriver Wine Valley Tourism's application, attached as **APPENDIX 5**, not be considered and supported as a range of required documentation and information was not submitted by the required extended timeframe, as required by the advertisement attached as **APPENDIX 1**.

6. DISCUSSION /CONTENTS

The following applications for the funding of local tourism initiatives were received.

6.1 Franschhoek Wine Valley including Dwarsrivier Tourism Office (APPENDIX3)

Note should be taken that historically the oversight and operation of the Dwarsrivier Tourism office has been delegated to the Franschhoek Wine Valley Tourism Association.

Franschhoek Wine Valley ("FWV")	
Branding	259 400.00
Sustainable Development	25 000.00
Visitor Information Centre	1 368 832.00
Legislative Compliance	69 180.00
Sub-Total	1 722 412.00
Dwarsrivier Tourism Office (As part of FWV)	
Branding	178 000.00
Sustainable Development	63 000.00
Visitor Information centre	469 559.00
Sub-Total	710 559.00
TOTAL FUNDING REQUEST	2 432 971.00

Compliance checks

Franschhoek Wine Valley including Dwarsrivier Tourism Office		Amount requested: R2 432 971.00
The following MUST accompany this application:		
1. A copy of the latest, audited financial statements.	✓	30 June 2019
2. A copy of the Organisation's Constitution or Memorandum of Incorporation as well as the resolutions/minutes adopting the Constitution or Memorandum of Incorporation.	✓	
3. A copy of a project/programme description and/or a business plan for the ensuing financial year. Including the following: <ul style="list-style-type: none"> • Full details of the proposal or project including its objectives, the number of people who will benefit and how the project will contribute or enhance the strategic objectives of Stellenbosch Municipality. • Commencement and completion dates of the project. • Information on the total cost of the project budget, including a breakdown of costs and an outline of any contribution by fundraising and/or own contribution. • A list of all other sources of funding together with the assessments. • A summary of past achievements. • References independent of the applicant and its executive. 	✓	
4. An original copy of a correctly completed creditors control form of Stellenbosch Municipality.	✓	
5. If the Organisation received funding from Stellenbosch Municipality in the preceding financial year, you need to account for the expenditure of the funding received with your new application.	✓	Previous financials
6. If the Organisation received funding from other bodies, please identify and list the amounts received.	✓	
7. If the Organisation is a non-profit company as defined in the section 1 of the Companies Act, 2008, a certificate/letter issued	✓	

by the Companies and Intellectual Property Commission (CIPC) confirming registration must be attached.		
8. If the Organisation has been registered as a "non-profit" organisation in terms of the Non-Profit Organisation Act, 1997, a certificate/letter issued by the Department of Social Development confirming registration as a non-profit organisation must be attached.	n/a	
9. If the Organisation has been registered as a "Public Benefit Organisation" in terms of the Income Tax Act, 1962, a certificate/letter issued by SARS confirming the Organisation's tax exemption status must be attached.	n/a	
10. Valid Tax Clearance Certificate issued by SARS.	✓	

The following performance indicators was submitted by Franschhoek Wine Valley programmes description of the programmes; objective to be achieved; the deliverables; the potential outcomes; and the budget sought for the 2020 / 2021 financial year in the below table:

Name	Description	Objective	Deliverables	Outcomes	Budget	Motivation
Branding	Increase Franschhoek Brand Awareness	Re-establish destination brand awareness with: • Stakeholders • Core trade • Core domestic consumers • Core foreign consumers	Marketing collateral Website updates & maintenance measure social media, better visuals, mobile, creating content and updating maps	Project Plan of activities and timeframes on how to create marketing and branding awareness	R259 000.00	It is recommended that this programme be funded. Part of the core function of a LTO. <i>The Department is proposing that R200 000.00 be approved for this programme.</i>
				Number of production and distribution of marketing collateral to key international and domestic market.		
				Number of events calendars produced and distributed to tourism, events and hospitality to promote the Greater Stellenbosch as a key events destination exposing the brand to various markets.		
			Number of social media targets	Maintenance of website, reporting on number of hits per		

				month, the most visited section.		
		Franschhoek PR and Media. (Indication of where distributed.)	Number of events awareness	Identify events and awareness Franschhoek Cap Classique & Champagne Festival Franschhoek Summer Wines Winter Sculpture Fair		
			Production and dissemination of brochures	Develop and updating of brochures and maps		
		To profile the Greater Stellenbosch as a tourism destination internationally and domestically through exhibitions and tradeshow	Schedule of Tradeshow and exhibitions attended and type of exposure created and number of engagements	Schedule of tradeshow and events envisaged to attend with budget implications Getaway Show Somerset West WTM Africa Cape Town Indaba Durban Provide feedback report on tradeshow and events attended, indicating the number of engagements and envisaged outcomes and possible media exposure in international editorial pieces such as programmes, radio slots, website magazine etc.		
An inclusive tourism industry by facilitating tourism developme		Develop/maintain 8 community tourism products / projects	Re-establish tourism route in the area – Rond-en-Bont Heritage & Culture Celebration	Research on development support provided to tourism entrepreneurs and the development	R25 000.00	It is recommended that this programme be funded , as it promotes the diversification and transforming

nt and growth			Farmworker of the Year Awards	of a plan of action on how marketing support can and will be provided		of Tourism sector.
		Create a marketing platform for emerging entrepreneurs, facilitating enterprise growth and development.	A focused programme of action to create a marketing platform for emerging enterprises to access markets i.e. access to tradeshow and event, facilitation and assistance with deals etc. Rond-en-Bont Tourism Route	Co-ordination and facilitating emerging tourism entrepreneur participation with tourism business forum partners and the establishment of a focussed programme of action to create a marketing platform.		
Visitors Information Centre and Membership	World Class Visitor information Centre	Increase tourist enquiries 15%	Increased visitor bookings and walk in, by 10%	Identification of possible partners. FWV Audit Computer maintenance Office rental Electricity, Water and Refuse Salaries	R1 368 832.00	Visitors Information Centre forms the core of an LTO's tourism function. Tourism is a municipal mandate as per schedule B of the Constitution of the Republic and it is recommended that this programme be funded. The Department is proposing that R1 250 000.00 be approved for this programme.
	Membership	Networking functions	Identification of 4 joint marketing initiatives and an implementation plan. Members Forum Meetings	Increase networking functions and must include all members and non-members		
	Compliance Policy for Bodies Performing a Municipal Function	Compliance to terms and conditions as per Policy for the funding of External Bodies performing a municipal function	The head of the organisation/body must acknowledge in writing to the Municipal Manager that the money allocated was received in its bank account and that the money will be utilised in accordance with the completed and signed MOA, the submitted	Activities that will ensure compliance with the Policy for Bodies Performing a Municipal Function.	R69 180.00	The funding of this programme is not recommended, as these are duties which must be contained as part of the Visitors Information Centre funding.

			application and this Policy. The organisation/body shall submit monthly reports on actual expenditure against such transfer, the ward within which activities are conducted as well as the number of people benefiting from the activity to the Municipal Manager.			
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Franschhoek Wine Valley ("FWV") included all the required documentation and information to be considered for funding and the total funding requirement for Franschhoek Wine Valley is R1 722 412.00.

It should however be noted that the FWV included an amount of R710 558.00 for Dwarsrivier Valley Tourism which include the funding of the following programmes:

- Administration : R135 804.00
- Local Economic Development : R63 000.00
- Marketing : R178 000.00
- Staff Costs : R333 755.00

Currently, an application was also submitted separately by Dwarsrivier Wine Valley Tourism NPC, which is an organisation of which based on the information submitted, has a current Chief Executive Officer, Doreen Carolissen. Ms Carolissen however is appointed by FWV to serve as the official at the Pniel Office.

It should further be noted that the Dwarsrivier Wine Valley Tourism NPC did not submit any indication of the funding in their application, and Council thus not apply their mind with incomplete information. Their application is thus not considered.

It should also be noted that FWVA submitted a proposal for the Dwarsrivier Office which is almost double that of the 2019 / 2020 financial year. This increased amount thus need to be quantified at the hand of what is achievable. It also needs to be assessed whether the oversight and management should remain with FWVA, as Visit Stellenbosch also noted their interest in taking the role of mentor to the Dwarsrivier Valley Tourism.

It is thus proposed that the funding not be allocated at this stage, but rather to let the Senior Manager: Development Planning and the Manager: Economic Development & Tourism engage with the relevant parties and submit a proposal to Council in terms of these matters. The funds at this stage must be ring-fenced and the matter resolved as soon as possible.

It is thus proposed that the programmes of FWVA as noted in the above table be funded in terms of the said policy for the 2020 / 2021 financial year which amount to **R1 475 000.00**.

6.2 Lokxion Foundation (Appendix 4)**Project: Celebrating Kayamandi 3-day festival**

Festival & Logistics		55 000.00
Security and Safety		36 500.00
Project components		279 750.00
• Kayamandi Wine & Food	100 000.00	
• Kayamandi Fun Run/Walk	60 000.00	
• Kayamandi replanting	35 000.00	
• Market	12 750.00	
• Poetry in Kayamandi	72 000.00	
Project Management		74 250.00
TOTAL FUNDING REQUEST		445 000.00

Compliance checks

Lokxion Foundation		Amount requested: R445 000
F The following MUST accompany this application:		
1. A copy of the latest, audited financial statements.	X	Not supplied
2. A copy of the Organisation's Constitution or Memorandum of Incorporation as well as the resolutions/minutes adopting the Constitution or Memorandum of Incorporation.	✓	
3. A copy of a project/programme description and/or a business plan for the ensuing financial year. Including the following: <ul style="list-style-type: none"> • Full details of the proposal or project including its objectives, the number of people who will benefit and how the project will contribute or enhance the strategic objectives of Stellenbosch Municipality. • Commencement and completion dates of the project. • Information on the total cost of the project budget, including a breakdown of costs and an outline of any contribution by fundraising and/or own contribution. • A list of all other sources of funding together with the assessments. • A summary of past achievements. • References independent of the applicant and its executive. 	✓ ✓ X X X ✓ X ✓	
4. An original copy of a correctly completed creditors control form of Stellenbosch Municipality.	X	
5. If the Organisation received funding from Stellenbosch Municipality in the preceding financial year, you need to account for the expenditure of the funding received with your new application.	n/a	
6. If the Organisation received funding from other bodies, please identify and list the amounts received;	n/a	
7. If the Organisation is a non-profit company as defined in the section 1 of the Companies Act, 2008, a certificate/letter issued by the Companies and Intellectual Property Commission (CIPC) confirming registration must be attached;	✓	
8. If the Organisation has been registered as a "non-profit" organisation in terms of the Non-Profit Organisation Act, 1997, a certificate/letter issued by the Department of Social Development confirming registration as a non-profit organisation must be attached;	n/a	
9. If the Organisation has been registered as a "Public Benefit Organisation" in terms of the Income Tax Act, 1962, a certificate/letter issued by SARS confirming the Organisation's tax exemption status must be attached;	n/a	
10. Valid Tax Clearance Certificate issued by SARS.	✓	

Lokxion did not include all the required documentation and information to be considered for funding, and the funding application is not supported.

6.3 Dwarsrivier Wine Valley Tourism NPC (APPENDIX 5)

A first-time application was received from a newly founded organisation, Dwarsrivier Wine Valley Tourism. The individual application however did not include a budget, and the body also did not submit all the relevant documentation and information and their individual request is thus not supported.

Compliance checks

Dwarsrivier Wine Valley Tourism NPC		Budget unknown
The following MUST accompany this application:		
1. A copy of the latest, audited financial statements.	X	no
2. A copy of the Organisation's Constitution or Memorandum of Incorporation as well as the resolutions/minutes adopting the Constitution or Memorandum of Incorporation.	✓	
3. A copy of a project/programme description and/or a business plan for the ensuing financial year. Including the following: <ul style="list-style-type: none"> • Full details of the proposal or project including its objectives, the number of people who will benefit and how the project will contribute or enhance the strategic objectives of Stellenbosch Municipality. • Commencement and completion dates of the project. • Information on the total cost of the project budget, including a breakdown of costs and an outline of any contribution by fundraising and/or own contribution. • A list of all other sources of funding together with the assessments. • A summary of past achievements. • References independent of the applicant and its executive. 	X	Seven-point Strategy included in letter to MM. No budget breakdown or income and expenditure statement. No indication of total funding applied for.
4. An original copy of a correctly completed creditors control form of Stellenbosch Municipality.	✓	
5. If the Organisation received funding from Stellenbosch Municipality in the preceding financial year, you need to account for the expenditure of the funding received with your new application.	X	Not receiving funding- new organisation
6. If the Organisation received funding from other bodies, please identify and list the amounts received;		Not provided
7. If the Organisation is a non-profit company as defined in the section 1 of the Companies Act, 2008, a certificate/letter issued by the Companies and Intellectual Property Commission (CIPC) confirming registration must be attached;	✓	
8. If the Organisation has been registered as a "non-profit" organisation in terms of the Non-Profit Organisation Act, 1997, a certificate/letter issued by the Department of Social Development confirming registration as a non-profit organisation must be attached;	n/a	
9. If the Organisation has been registered as a "Public Benefit Organisation" in terms of the Income Tax Act, 1962, a certificate/letter issued by SARS confirming the Organisation's tax exemption status must be attached;	n/a	
10. Valid Tax Clearance Certificate issued by SARS.		Notice of registration

6.4 Visit Stellenbosch (APPENDIX 6)

Programmes & Projects Visit Stellenbosch

<i>Programs</i>	
Stakeholder Support Programmes	300 000.00
Tourism Skills & Social Development	975 000.00
Tourism Intelligence (Impact, Data & Insights)	200 000.00
Tourism Business Improvement District	200 000.00
Stellenbosch Wines (Wine Route)	750 000.00
Tasting Stellenbosch (Restaurants)	370 000.00
Stay in Stellenbosch (Accommodation)	370 000.00
Stellenbosch Market Place (Handmade)	550 000.00

Experience Stellenbosch (Sport, outdoor, adventure)	200 000.00
Visitor Information Centre	250 000.00
Meet in Stellenbosch (Business Tourism)	350 000.00
Sub Total for Programs	4 515 000.00
<i>Operating Expenses</i>	
Management, Program Delivery & Admin	2 000 000.00
Operating Expenses	1 100 000.00
Marketing & Communications	600 000.00
Visitor Services	700 000.00
Miscellaneous	80 000.00
Sub Total for Operating expenses	4 480 000.00
TOTAL FUNDING REQUEST	6 000 000.00

Compliance checks

Visit Stellenbosch		Amount Requested R6 000 000
The following MUST accompany this application:		
1. A copy of the latest, audited financial statements.		1 st Fin year concludes June 2020
2. A copy of the Organisation's Constitution or Memorandum of Incorporation as well as the resolutions/minutes adopting the Constitution or Memorandum of Incorporation.	✓	
3. A copy of a project/programme description and/or a business plan for the ensuing financial year. Including the following: • Full details of the proposal or project including its objectives, the number of people who will benefit and how the project will contribute or enhance the strategic objectives of Stellenbosch Municipality. • Commencement and completion dates of the project. • Information on the total cost of the project budget, including a breakdown of costs and an outline of any contribution by fundraising and/or own contribution. • A list of all other sources of funding together with the assessments. • A summary of past achievements. • References independent of the applicant and its executive.	✓	
4. An original copy of a correctly completed creditors control form of Stellenbosch Municipality.	✓	
5. If the Organisation received funding from Stellenbosch Municipality in the preceding financial year, you need to account for the expenditure of the funding received with your new application.	✓	
6. If the Organisation received funding from other bodies, please identify and list the amounts received;	✓	
7. If the Organisation is a non-profit company as defined in the section 1 of the Companies Act, 2008, a certificate/letter issued by the Companies and Intellectual Property Commission (CIPC) confirming registration must be attached;	✓	
8. If the Organisation has been registered as a "non-profit" organisation in terms of the Non-Profit Organisation Act, 1997, a certificate/letter issued by the Department of Social Development confirming registration as a non-profit organisation must be attached;	n/a	
9. If the Organisation has been registered as a "Public Benefit Organisation" in terms of the Income Tax Act, 1962, a certificate/letter issued by SARS confirming the Organisation's tax exemption status must be attached;	n/a	
10. Valid Tax Clearance Certificate issued by SARS.	✓	

The following performance indicators was submitted by Visit Stellenbosch programmes description of the programmes; objective to be achieved; the deliverables; the potential outcomes; and the budget sought for the 2020 / 2021 financial year in the below table:

Name	Description	Objective	Deliverables	Potential Outcome	Budget	Motivation
Visit Stellenbosch youth training and employment programme	Youth training and employment in the tourism sector	<p>Actively influence and develop training and employment opportunities for youth by integrating colleges and employers in the tourism sector in Stellenbosch, as a long-term strategy.</p> <p>To ensure that learning provided by our partner colleges can proceed during COVID-19.</p> <p>To ensure safety standards for employees that have returned to work.</p>	<p>Joint strategy with education partners and employers.</p> <p>Advancement of employer-led training practices and curriculums.</p> <p>Establish formal sector employment channels</p> <p>Improve professionalism and service standards of employed youth</p> <p>Online learning and data access support to our partner colleges</p> <p>Audio video safety lectures and instructions for broadcast to employees.</p>	<p>Unify tourism training and employment stakeholders to work together towards increased youth employment success.</p> <p>Enable colleges and students to meet sector employment expectations.</p> <p>Grow youth employment by connecting colleges directly to employer and employment opportunities for graduates.</p> <p>Continued learning during COVID-19</p> <p>Increased safety and ceasing the spread of the virus in places of work.</p>	R230 000.00	<p>This programme is in line with the needs identified in the IDP and must be funded.</p> <p><i>The Department thus proposed that a budget of R200 000.00 be approved.</i></p>
Stellenbosch Township and Village social enterprise	Community-based tourism enterprise and trade development.	<p>Actively promote trade and enterprise development by offering Stellenbosch Township and Village support, marketing services, equitable trading conditions and inclusion in the tourism sector.</p> <p>Establish a COVID-19 support fund for informal tourism entrepreneurs in our network.</p>	<p>Integrate existing Stellenbosch Township and Village tourism products into the market</p> <p>Further product development and entrepreneurs training and support</p> <p>Marketing and Sales development</p> <p>Develop income distribution and record keeping of social enterprise towards sustainability</p>	<p>Ongoing market-readiness development and market integration of 8 Stellenbosch Township and Village products</p> <p>Ongoing enterprise development and new product development in Jamestown, as well tour guide mentoring and training 10 additional tour guides</p> <p>Increased turn-over for service providers of Stellenbosch Township and Village</p>	R425 000.00	<p>SEED received for 2 consecutive years municipal funding on condition that it would be self-sustainable after Two (2) years. This programme is thus not recommended to be funded</p>

			<p>Promote trade development and economic justice in the tourism sector</p> <p>To raise funds to enable the payment of stipends for informal entrepreneurs during the COVID-19 pandemic</p>	<p>Organisational support and development of the Stellenbosch Township and Village online and financial management systems</p> <p>Growth in market share for community-based tourism entrepreneurs</p> <p>Social alleviation during the crisis</p>		
Social support and advancement of social cohesion during the COVID-19 pandemic	Food security support, local community co-ordinator support and the advancement of social cohesion in Stellenbosch	<p>To support food security in local communities during the COVID-19 pandemic</p> <p>To support local community co-ordinators active in our COVID-19 support efforts by offering mentorship and social support.</p>	<p>Ongoing fundraising and management of the Stellenbosch Unite COVID-19 Aid Action</p> <p>Mentorship and social support programme for community co-ordinators and leaders that are actively involved in the Stellenbosch COVID-19 Aid Action</p>	<p>Financial sustainability of the aid action. Partner management and efficient delivery of aid action.</p> <p>Sustainability of "on the ground" work in the distribution of aid Unified communication to community members and beneficiaries</p> <p>Positive community relationships. Sustainability of community co-ordinators in the programme</p>	R320 000.00	This programme is not related to the functioning of Tourism as prescribed in the applicable policy, and is thus <u>not recommended to be funded</u>
	Sustainable wine tourism strategy	<p>Develop and promote a viable competitive virtual events strategy.</p> <p>Design events to host Post Covid-19 adhering to Regulations.</p> <p>Encourage loyalty for WO Stellenbosch Wines in Stellenbosch Restaurants</p>	<p>A curated year-long programme of events and experiences in lifestyle and purists' formats</p> <p>Stellenbosch Wine Festival in winter programme (wine festival in a box virtual showcase)</p> <p>Series of wine masterclass (Wine School) experiences in off-peak periods. Stellenbosch</p>	<p>Convert events to a virtual format to fit in with trends around COVID-19.</p> <p>Search for / Design opportunities to kickstart the economy post COVID-19</p> <p>More events prolonging tourism season and kickstarting economic recovery</p> <p>Stellenbosch remains top of mind</p>	R750 000.00	<p>This is an established sector and should be able to finance a portion of the strategy. It should however be noted that due to the COVID-19 pandemic the sector was not able to yield the profits it required, and it is thus proposed that part of the required funding proposed must be funded.</p> <p><i>The Department thus proposed that a budget of R400 000.00 be approved.</i></p>

			remains top of mind Design programme around wine and food pairing events and tastings Increased wine sales via Stellenbosch Wines. Operational and logistical support for local wine related events (collaborations)	Increased economic impact Skills Development Tourism Product Development PR & Marketing generated		
	Tasting Stellenbosch:	Promote and position Stellenbosch as the leading culinary destination in South Africa Promote Stellenbosch (Restaurants) as a caring community, providing meals via local NGO's to crèche's and pre-schools	Deliver a series of virtual events to remain top of mind during a time of consumer reluctance to travel Activate a loyalty plan for restaurants and wine farms around Stellenbosch Deliver a Stellenbosch restaurant value added programme to aid in economic recovery process post COVID-19 Host "Secret Food Events" in off-peak periods Coordinate and assist Stellenbosch Restaurants with emergency food aid to children in impoverished communities	Redesigned events to address seasonality and kickstart economic recovery phase Special events pulling in locals. Cultivating a "support local" culture. Extracting and all opportunities in extraordinary times. Streamlined promotion of Stellenbosch Wines on branding collateral in and around restaurants in the centre of town Stellenbosch Wines promoted on the menus of Stellenbosch restaurants Secured restaurant offers into Visit Stellenbosch's online platforms to increase bookability.	R350 000.00	Delivering a series of virtual events to remain top of mind during a time of consumer reluctance to travel. Deliver a Stellenbosch restaurant value added programme to aid in economic recovery process post COVID-19 <i>The Department thus proposed that a budget of R80 000.00 be approved.</i>

	Stay in Stellenbosch:	Kickstart recover and improve Tourism in the months to come, extending into the winter months	Host a series of adventure / outdoors / treasure hunt weekends. Build more packages in partnership with Inbound Tourism Operators, adhering to regulations but adding irresistible value “Sunday Stays” in Stellenbosch package Aggressive campaign hosting tour operators, media and influencers educational,	Align stakeholders to offer all inclusive, cross sectoral packages Extract maximum benefit from tourists by offering value add packages. Increased visibility, PR and Marketing reach Optimise Tourism Increased volumes over-night stays in Stellenbosch during off-peak periods. Bolt accommodation to Visit Stellenbosch’s online platforms through Nightsbridge and other booking platforms to increase bookability.	R350 000.00	“Sunday Stays” in Stellenbosch package Aggressive campaign hosting tour operators, media and influencers educational. <i>The Department thus proposed that a budget of R80 000.00 be approved.</i>
	Meet in Stellenbosch:	Capitalise on 2nd tier status to Cape Town for MICE and increase to top 5 in Africa in ICCA ranking	Host annual Business Tourism Workshop Host shoulder events to main tourism events in Cape Town & Durban (e.g. WTM and Indaba) Develop a dedicated website with MICE info and packages – linked to business desk in VIC Establish business desk in VIC	Reintroduce Stellenbosch as a Business Tourism Hub Launch an online tool for conference organisers. A one-stop shop for delegates to book accommodations, meals, car rental and meals. Assisting organisers with compilation of Bidbooks. Increased visibility and marketing for Stellenbosch as a business tourism destination. Close the value chain and create opportunities for employment	R350 000.00	Hosting virtual annual Business Tourism Workshop Develop a dedicated website with MICE info and packages – linked to business desk in VIC Establish business desk in VIC <i>The Department thus proposed that a budget of R80 000.00 be approved.</i>

	Tourism Intelligence:	To better understand and measure the tourism impact on Stellenbosch, and to use tourism intelligence to inform future decision-making and strategies	<p>Articulated measures-of-success and key data metrics for the successful planning and execution of programme activities</p> <p>Appoint strategic research partner</p> <p>Bi-annual visitor surveys and quarterly industry occupancy surveys</p>	<p>Baselines from where to grow all growth can be measured</p> <p>Communicate data and insights effectively</p>	R200 000.00	<p><u>It is proposed that this component be funded,</u> as the intelligence generated would enable Council to make more informed decisions and is thus a value add. These data sets must however be produced in formats which Council can integrate with its current systems, e.g. GIS based.</p> <p><i>The Department thus proposed that a budget of R100 000.00 be approved.</i></p>
	Experience Stellenbosch	Make Stellenbosch the destination of choice for sport, adventure and outdoor enthusiasts	<p>Position Jonkershoek as a 2nd tier destination to Table Mountain National Park. Build it into the chrome of the overall marketing message of Visit Stellenbosch</p> <p>An easy-to-use cycling and hiking map for the area</p> <p>Host "Wild Weekends" in off-peak periods</p> <p>Re-ignite "Last Thursdays / First Fridays"</p> <p>A support function for art major exhibitions, galleries and museums</p>	<p>Closer links with the University, SAS and others to promote sport opportunities and events.</p> <p>Consolidated marketing efforts, more PR and ongoing positioning for Stellenbosch as outdoor lover's paradise.</p> <p>Increased sports tourism.</p> <p>Winter programmes extend sports tourism season.</p> <p>Skills development Increased marketing exposure.</p> <p>A united cycling initiative and organisations under an umbrella body to promote cycling activities and events in and around town.</p> <p>Bolt activity offers into Visit Stellenbosch's online platforms for increased book ability.</p>	R150 000.00	<p><u>The funding of this programme is not recommended at this stage,</u> due to the COVID-19 restrictions i.r.o. gatherings.</p>

Visitor Centre	Offer and operate a Visitor Information Centre providing frictionless visitor Experience	To delivery excellent Visitor Services (Staff included: Destination Manager, Wine and & Tourism Desks, MICE desk, Events Advisory services, information consultants)	Up to date local products/supplier information database Tourism Awareness Training Customer Services Training Mystery Shopper Programme implementation Continuous development of packages according to themes. Educational	World class information centre Increased service levels Increased desirability of Stellenbosch destination One-stop shop for all -inclusive information related to wine, and tourism, events assistance and book ability Track and report on service	R2 340 000.00	This programme is the main objective of the LTO and is <u>thus recommended to be funded.</u> <i>The Department thus proposed that a budget of R2 000 000.00 be approved.</i>
		Tourism Business Improvement District	Safety Programme for Stellenbosch CBD Collaborate and work with partner to Design tourism safety protocols	Reduce crime in Stellenbosch CBD Easy reference tools for safety tips and procedures. Increased communication of safety initiatives for Stellenbosch.		
		Creating enabling business services to members in supporting them to be competitive, sustainable and transformed	Creating compelling content, telling the story of Stellenbosch from different angles Events advisory service Media and Trade educational	Competitive edge, channelling and targeting specific demographics Attract more events in to a friendly and comfortable environment By-word-of-mouth and peer-to-peer marketing		
		Awareness and conversion Day-to-day running costs for administration, office logistics, "bricks and mortar"	Office consumables, hard costs for telecommunication, legal and financial fees, insurance, IT, Security,	Contribute to a world-class service and maintaining good governance, office environment and VIC centre		

	<p>Visitor Information and experience centre</p> <p>Inclusive calendar of events and happenings</p> <p>Comprehensive list and listings for Members' products and services relating to tourism and tourism infrastructure</p> <p>Booking portal</p>	<p>To provide a modern (tourism) information online service</p>	<p>Easy to use, convenient, practical and helpful source of information</p> <p>An up to date and online calendar</p> <p>Design and develop a smart booking portal enabling direct, online booking facilities</p> <p>Track and analyse data</p>	<p>Adds value to members and service providers for Stellenbosch.</p> <p>Ability to implement low season strategy</p> <p>Bid for events in low season</p> <p>Smart data is critical to planning and strategizing of the destination</p> <p>Increased income for the region</p> <p>Additional income stream for visitor centre</p>	R180 000.00	<p><u>The funding of this programme is recommended</u> but must consider the COVID-19 regulations and restrictions.</p> <p><i>The Department thus proposed that a budget of R150 000.00 be approved.</i></p>
	<p>Website: Proving a destination marketing portal with a booking portal</p>					
	<p>Stellenbosch Marketplace / Handmade in Stellenbosch</p>	<p>Support, coordinate and assist local entrepreneurs to list and promote their wares</p>	<p>Create an online marketplace where entrepreneurs can list and sell their goods.</p> <p>Connect people from several sectors</p> <p>Promote local products and services</p> <p>Mentorship and assistance programmes by leaders in the tourism and business-related sectors</p>	<p>Increased marketing and visibly for local products and entrepreneurs</p> <p>Beautiful, locally manufactured or produced goods and services in one place, easy to access and support</p> <p>Increased marketing and lobbying or local businesses</p> <p>Advertising, awareness and branding opportunities</p> <p>Increased economic opportunities</p>		
<p>Visit Stellenbosch (Integrated marketing approach for Tourism in Stellenbosch)</p>	<p>Support, Restart and Re-Imagine Tourism for Stellenbosch and its</p>	<p>Produce an economic recovery and support plan for the tourism sector</p>	<p>Deliver a toolkit</p> <p>Best practices guide, online assistance and tools</p>	<p>Develop an integrated and streamlined support system</p> <p>Easily accessible resources</p>		

	Tourism Sector		Health and Safety Training Mentorship and guidance Support Stellenbosch Local Campaign Love where you live – treasure hunt style online application	making it easy for members and tourism businesses to adapt and implement protocols Provide verified Information regarding resources, and announcements Itineraries, inspiring day-trips to Stellenbosch. Create interest around specific themed walking routes and activities, encourage more people to explore Stellenbosch, increasing spend and interest in the relevant sectors		
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Visit Stellenbosch included all the required documentation and information to be considered for funding. The organisation also noted that it aims to generate additional funding of R3 000 000.00 from other funding resources. It is also noted that although the municipal funding request is R6 000 000.00, the total funding requirement for Visit Stellenbosch is R8 995 000.00.

It should however be noted that the amount of funding requested by **Visit Stellenbosch** is higher than the budgeted amount for the entire tourism function, which is R5 000 000.00. It is thus proposed that the programmes as noted in the above table be funded in terms of the said policy for the 2020 / 2021 financial year which amount to **R3 090 000.00**.

6.5 Impact of Covid-19 on funding programs

It should also be noted that promulgation of the national disaster (COVID-19 pandemic) in terms of the National Disaster Act, Act 57 of 2002 by the President of the Republic of South Africa from 28 March 2020 and the impact of the lockdown regulations with the systemic unlocking of economic activity, may have a significant impact on the ability of the external bodies to perform the required function.

Tourism activities is only located at level 3 with indication that the country's borders may still be closed to international travelling and tourists. There is also currently a significant rise in the infections rate within specifically the Western Cape, which is accounting for more than 60% of the Republic's infections. It is thus clear that based on the information received from National Government, accommodation establishments will be limited and dining at restaurants may also be limited with a larger focus on delivering pre-prepared food.

6.6 Evaluation of funding requests

Based on the factors mentioned in point 5 & 6 of this report, it is clear that only two (2) organisations have qualified to be considered for funding, which is FWV (including Dwarsrivier Tourism) and Visit Stellenbosch.

6.7 Financial Implications

A total R4 565 000.00 will be disburse to the successful applicants for FWV and Visit Stellenbosch, and that the budget of R430 000.00 be held in abeyance until as it is confirmed where Dwarsrivier Valley Tourism will resort.

6.8 Legal Implications

The recommendations in this report comply with Council's policies and applicable legislation and the approved Policy for the Financing of External Bodies Performing a Municipal function.

The successful applicants are required to submit monthly reports reflecting accurately the application of the funds allocated to them as specified in the Memorandum of Understanding which they are required to enter into with the Municipality.

6.9 Staff Implications

None

6.10 Risk Implications

Lack of proper reporting from funded entities, making oversight difficult. If the uncertainty regarding the oversight and management of the Dwarsrivier Tourism Office is not resolved the office will be closed by the beginning of August 2020.

GRANTS-IN-AID COMMITTEE MEETING: 2020-07-15: ITEM 3.1

- (a) that the amount of R1 475 000.00 be allocated to Franschhoek Wine Valley;
- (b) that the amount of R3 090 000.00 be allocated to Visit Stellenbosch;
- (c) that the funding in the amount of R430 000.00 identified to be transferred for the management and oversight of the Dwarsrivier Tourism Office be ring-fenced and held in abeyance, until such time that the Senior Manager: Development Planning & the Manager: Local Economic Development & Tourism are able to confirm the status of the LTO which will be responsible for the Tourism Office in Pniel;
- (d) that Lokxion Foundation's application, attached as **APPENDIX 4**, not be considered and supported as a range of required documentation and information was not submitted by the required extended timeframe, as required by the advertisement attached as **APPENDIX 1**; and
- (e) that Dwarsriver Wine Valley Tourism's application, attached as **APPENDIX 5**, not be considered and supported as a range of required documentation and information was not submitted by the required extended timeframe, as required by the advertisement attached as **APPENDIX 1**.

RECOMMENDATIONS FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2020-07-22: ITEM 11.10.3

- (a) that the amount of R1 475 000.00 be allocated to Franschhoek Wine Valley;
- (b) that the amount of R3 090 000.00 be allocated to Visit Stellenbosch;
- (c) that the funding in the amount of R430 000.00 identified to be transferred for the management and oversight of the Dwarsrivier Tourism Office be ring-fenced and held in abeyance, until such time that the Senior Manager: Development Planning & the Manager: Local Economic Development & Tourism are able to confirm the status of the LTO which will be responsible for the Tourism Office in Pniel;
- (d) that Lokxion Foundation's application, attached as **APPENDIX 4**, not be considered and supported as a range of required documentation and information was not submitted by the required extended timeframe, as required by the advertisement attached as **APPENDIX 1**; and
- (e) that Dwarsriver Wine Valley Tourism's application, attached as **APPENDIX 5**, not be considered and supported as a range of required documentation and information was not submitted by the required extended timeframe, as required by the advertisement attached as **APPENDIX 1**.

APPENDICES: FRANSCHHOEK WINE VALLEY (INCLUDING DWARSRIVIER ATTACHED)

APPENDIX 1:	Advertisement
APPENDIX 2:	Communication on extension of closing date
APPENDIX 3:	Franschhoek Wine Valley Tourism Organisation
APPENDIX 4:	Lokxion Foundation
APPENDIX 5:	Dwarsrivier Wine Valley Tourism
APPENDIX 6:	Visit Stellenbosch

FOR FURTHER DETAILS, CONTACT:

NAME	Widmark Moses
POSITION	MANAGER: LED & TOURISM
DIRECTORATE	PLANNING AND ECONOMIC DEVELOPMENT
CONTACT NUMBERS	021 808 8974
E-MAIL ADDRESS	Widmark.Moses@ Stellenbosch.gov.za
REPORT DATE	13 July 2020

APPENDIX 1



Isaziso sika Masipala: 21/2020

ISAZISO: IZICELO ZENKXASO-MALI KUMAQUMRHU ANGAPHANDLE ENZA UMSEBENZI KAMASIPALA NGOKWEMIQATHANGO YOKUXHASA AMAQUMRHU ENZA UMSEBENZI KAMASIPALA FUNDA KWICANDELO 80(2) KWIQUMRHU LOBURHULUMENTE BASEKHAYA: SYSTEMS ACT, 32 KA 2000, KUNYAKA MALI KA 2020/2021.

Esi sisaziso esinikwa amaqumrhu angaphandle enza umsebenzi kaMasipala ngokwemiqathango yokuxhasa amaqumrhu enza umsebenzi kaMasipala funda kwicandelo 80 (2) kaRhulumente waseMakhaya: Systems Act, 32 of 2000, kunye nabo baselungelweni lokufumana uncdo ngezemali, benze isicelo ngokunxulumene nalemiqathango ichazwe ngasentla kaMasipala waseStellenbosch.

Ngamaqumrhu akwiningqi kaMasipala waseStellenbosch enza uMsebenzi kaMasipala njengale mizekelo:

• UKhenketho lwaseKuhlaleni;

Zizicelo ezifakwe kwifomu ekhethekileyo ekhatshwa ziinkcukacha, amaxwebhu, ingxelo yezemali, ileta echaza ubume bequmrhu elo (covering letter) njalo-njalo ezithe zafunyanwa yiNkokheli: yeSebe Lwezonzwanciso Nezoqoqosho phambi kwentsimbi yeshumi elinesibini ngomhla we 12h00 14 April 2020 kuphela eziyakunikwa ingqalelo.

likopi ze polisi ne fomu yezicelo ziyafumaneka ngamaxesha omsebenzi:

Kwi ofisi yoPhuhliso Lwezozqoqosho lwaseKuhlaleni
58 Andringa Street
Stellenbosch
7600

Russell Honeywill: (russell.honeywill@stellenbosch.gov.za)
Tel: 021 808 8127

Widmark Moses: (widmark.moses@stellenbosch.gov.za)
Tel: 021 808 8179

likopi ze zamaxwebhu ziyafumaneka website esesikweni ka Masipala ku:
www.stellenbosch.gov.za

GERALDINE METTLER
UMPHATHI KA MASIPALA
November 2019
5/P/17 & 11/1/13

Munisipale Kennisgewing 21/2020

KENNISGEWING: AANSOEKE OM SKENKINGS VIR DIE BEFONDSING VAN ENTITEITE WAT 'N MUNISIPALE FUNKSIE VERRIG SOOS VERVAT IN DIE BELEID VIR DIE BEFONDSING VAN EKSTERNE ENTITEITE WAT 'N MUNISIPALE FUNKSIE VERRIG, SAAMGELEES MET ARTIKEL 80(2) VAN DIE WET OP PLAASLIKE REGERING: MUNISIPALE STELSLS, WET 32 VAN 2000 FINANSIËLE JAAR 2020/2021.

Kennisname geskied hiermee vir Eksterne Entiteite wat 'n munisipale funksie verrig soos vervat in die Beleid vir die Befondsing van Entiteite wat 'n Munisipale Funksie Verrig, saamgelees met Artikel 80(2) van die Wet op Plaaslike Regering: Munisipale Stelsels, Wet 32 van 2000 en wat kwalifiseer vir finansiële hulp, om aansoek te doen ingevolge die bepalings vervat in die bostaande beleid van Stellenbosch Munisipaliteit.

Slegs organisasies binne die WCO24 munisipale grens wat die volgende munisipale funksies verrig:

• Plaaslike Toerisme;

Slegs aansoeke wat op die voorgeskrewe aansoekvorm ingedien word en vergesel word van al die gevraagde inligting, dokumentasie, finansiële state, dekkingsbrief ens. en deur die Direkteur: Beplanning en Ekonomiese Ontwikkeling ontvang word teen 12h00 op 14 April 2020 sal oorweeg word.

Afdrukke van die betrokke beleid en aansoekvorm is beskikbaar gedurende kantoorure by:

Plaaslike Ekonomiese Ontwikkelings Departement
Andringa Straat 58
Stellenbosch
7600

Russell Honeywill: (russell.honeywill@stellenbosch.gov.za)
Tel: 021 808 8127

Widmark Moses: (widmark.moses@stellenbosch.gov.za)
Tel: 021 808 8179

Aflaaibare kopie is ook beskikbaar op die Stellenbosch Munisipale webwerf:
www.stellenbosch.gov.za

GERALDINE METTLER
MUNISIPALE BESTUURDER
November 2019
5/P/17 & 11/1/13

Municipal Notice: 21/2020

NOTICE: APPLICATIONS FOR THE FUNDING OF EXTERNAL BODIES PERFORMING A MUNICIPAL FUNCTION AS PROVIDED BY THE POLICY FOR THE FUNDING OF BODIES PERFORMING A MUNICIPAL FUNCTION READ WITH SECTION 80(2) OF THE LOCAL GOVERNMENT: SYSTEMS ACT, 32 OF 2000, FINANCIAL YEAR 2020/2021.

Notice is hereby given to external bodies performing a Municipal Function as provided by the Policy for the Funding of Bodies Performing a Municipal Function read with section 80(2) of the Local Government: Municipal Systems Act, 32 of 2000, and who qualify for financial assistance, to apply in line with the aforementioned policy of the Stellenbosch Municipality.

Only organizations within WCO24 municipal boundary that provide a Municipal Function for:

• Local Tourism;

Only applications received on the prescribed application form and accompanied by the required information, documentation, financial statements, covering letter etc. and received by the Director: Planning and Economic Development by not later than 12h00 on 14 April 2020 will be considered.

Copies of the said policy and application form are available during office hours from:

The Local Economic Development Department
58 Andringa Street
Stellenbosch
7600

Russell Honeywill: (russell.honeywill@stellenbosch.gov.za)
Tel: 021 808 8127

Widmark Moses: (widmark.moses@stellenbosch.gov.za)
Tel: 021 808 8179

Downloadable copies of the documents are available on the Stellenbosch Municipal official website at: www.stellenbosch.gov.za

GERALDINE METTLER
MUNICIPAL MANAGER
November 2019
5/P/17 & 11/1/13

APPENDIX 2

Sharon Pedro

From: Widmark Moses
Sent: 09 July 2020 03:57 PM
To: Sharon Pedro
Subject: FW: Extension of the date for submission of your funding application

From: Widmark Moses
Sent: Tuesday, 21 April 2020 14:29
To: 'jeanneret@visitstellenbosch.org' <jeanneret@visitstellenbosch.org>; 'CEO Franschhoek' <ceo@franschhoek.org.za>; 'manager@dwarsriviertourism.org.za' <manager@dwarsriviertourism.org.za>; 'nicolette@seedsa.org.za' <nicolette@seedsa.org.za>
Cc: Craig Alexander <Craig.Alexander@stellenbosch.gov.za>; Craig Alexander <Craig.Alexander@stellenbosch.gov.za>
Subject: Extension of the date for submission of your funding application

Dear Tourism Colleagues

Due to the lockdown, we advised the extension of the date for submission of your funding application until 12h00, 22 April 2020, delivery to be made to the LED office 58/60 Andringa Street.

We currently however find ourselves in an extended lockdown that includes the 22 April and beyond, complicating submission of the application.

Please be advised that we will extend the deadline until Friday 24 April, for those who need extra time due to staffing and logistical issues.

In view of the fact that there is no full-time staff presence at our offices, could I suggest that you liaise directly with me either to arrange a time for delivery of the application to our offices, or as an alternative, a time and place where I will collect the applications from you.

Yours sincerely



Kind regards,

Widmark Moses

Manager: LED & Tourism

Planning & Economic Development

T: +27 21 808 8179 | C: +27 82 879 8490

58 Andringa Street, Stellenbosch, 7600

www.stellenbosch.gov.za



Disclaimer and confidentiality note: The legal status of this communication is governed by the terms and conditions published at the following link:
http://www.stellenbosch.gov.za/main_pages/disclaimerpage.htm

APPENDIX 3

APPENDIX A

**STELLENBOSCH**

STELLENBOSCH . PN IEL . FRANSCHHOEK

Municipality • Umasipala • Munisipaliteit

APPLICATION: FUNDING OF EXTERNAL BODIES PERFORMING A MUNICIPAL FUNCTION

NOTE: ONLY APPLICATIONS ON THIS PRESCRIBED FORM WILL BE CONSIDERED

PLEASE COMPLETE THE FOLLOWING:**A Registered name of organisation:**FRANSCHHOEK WINE VALLEY TOURISM ASSOCIATION.....**B Date and year in which the organisation was founded or incorporated (include brief description of business or activities of organisation):**BUSINESS FOUNDED AND REGISTERED IN OCTOBER 2003INFORMATION CENTRE AND TOURISM SERVICES TO LOCAL AND INTERNATIONAL VISITORS.DESTINATION MARKETING FOR ALL MEMBERS OF THE ASSOCIATION INCLUDING VIGNERONS DE FRANSCHHOEK, ACCOMMODATION, RESTAURANTS, RETAIL, ART GALLERIES AND SERVICES.SOCIAL DEVELOPMENT PROJECTS ARE UNDERTAKEN.**C Address:**

(i) Street

(ii)

Postal

62 HUGUENOT ROAD ...PO BOX 178.....FRANSCHHOEK FRANSCHHOEK..7690........7690.....

Contact details:

Name and Surname: ... REINHER BEHRENSTitle/Position held: C E OTel: ... 021 876 2861 ... E-mail: ceo@franschhoek.org.za**D List ALL the directors / board / committee members / shareholders / trustees of the organization (use additional pages if necessary):**Name and Surname: ... HEIN KOEGELENBERGPosition: CHAIRMANContact Address and tel. no: LA MOTTE - 021 876 3119

Name and Surname: **MALCOLM RUTHERFORD**

Position: **FINANCIAL DIRECTOR**

Contact Address and tel. no: ... **MIDDAGKRANS ROAD - 021 876 3568**

Name and Surname: **LINDA COLTART**

Position: **BOARD MEMBER**

Contact Address and tel. no: ... **16 Hauman Street 084 608 8815**

Name and Surname: **GORDON FRAZER**

Position: **BOARD MEMBER**

Contact Address and tel. no: ... **AUBERGE CLERMONT – 021 876 3700**

Name and Surname: ... **RAYMOND NDLOVU**

Position: **BOARD MEMBER**

Contact Address and tel. no: **BLACK ELEPHANT VINTNERS - 021 876 2903**

Name and Surname: ... **REG LASCARIS**

Position: **BOARD MEMBER**

Contact Address and tel. no: **ROSE COTTAGE - 0836263618**

Name and Surname: **NIKKI FRIEDMAN**

Position: **BOARD MEMBER**

Contact Address and tel. no: **MORESON – 021 876 8867**

Name and Surname: **CARLA MALHERBE**

Position: **BOARD MEMBER**

Contact Address and tel. no: **RUPERT & ROTHSCHILD – 021 874 1648**

Name and Surname: **CHRIS MULLINEUX**

Position: **BOARD MEMBER**

Contact Address and tel. no: **MULLINEUX & LEEU FAMILY WINES – 021 492 2455**

Name and Surname: ... **AMY KLEINHANS-CURD**

Position: **BOARD MEMBER**

Contact Address and tel. no: amy@plp.co.za - **0829941111**

Name and Surname: ... **ANN FERREIRA**

Position: **BOARD MEMBER**

Contact Address and tel. no: annferreira01@gmail.com - **08529091116**...

	<p>Name and Surname: ...BRETT GARNER.....</p> <p>Position: BOARD MEMBER</p> <p>Contact Address and tel. no: ...brett@garner.in - 0832600453...</p> <p>Name and Surname: ...GERARD HOLDEN.....</p> <p>Position: VIGNERONS CHAIRMAN</p> <p>Contact Address and tel. no: ...HOLDEN MANZ – 021 876 2738...</p> <p>Name and Surname:</p> <p>Position:</p> <p>Contact Address and tel. no:</p>
D	<p>Indicate in which ward the organisation is active:</p> <p>Ward: 1 (one)</p> <p>Is the organisation a non-profit company? <u>YES</u> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, provide company registration number: <u>2003/026592/08</u>-</p> <p>Is the organisation a non-profit organisation as contemplated in section 13 of the Non-Profit Organisation Act, 1997? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, provide registration number: _____ -</p> <p>Is the organisation a public benefit organisation as contemplated in terms of the Income Tax Act, 1962? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>If yes, provide registration number: _____ -</p> <p>Is funding required for a specific project? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>If yes, attach details separately.</p> <p>Budget amount of projects:</p> <p>Duration of project:</p> <p>Is funding required for general support? <u>YES</u> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, attach a copy of the organisation's overall budget and business plan.</p>

E	<p>Category:</p> <p>Please categorise your application (mark with x):</p> <p>Tourism Destination Marketing & Visitors Information <u>X</u></p> <p>Tourism Development <u>X</u></p> <p>Animal Welfare</p> <p>Note: For more detail, see attached Funding of External Bodies Performing a Municipal Function Policy.(general guidelines and categories)</p> <p>Please indicate the specific type of project/programme, as per the Funding of External Bodies Performing a Municipal Function Policy</p> <p><u>IN ORDER TO CREATE A SUSTAINABLE, CREDIBLE AND CARING TOWN BY</u> <u>EMPOWERING AND BUILDING COMMUNITIES. PROMOTING GROWTH AND</u> <u>SHARING THROUGH PARTNERSHIPS, LOCAL ECONOMIC DEVELOPMENT</u> <u>AND TOURISM</u></p>
F	<p>The following <u>MUST</u> accompany this application:</p> <ol style="list-style-type: none"> 1. A copy of the latest, audited financial statements. 2. A copy of the Organisation's Constitution or Memorandum of Incorporation as well as the resolutions/minutes adopting the Constitution or Memorandum of Incorporation. 3. A copy of a project/programme description and/or a business plan for the ensuing financial year. Including the following: <ul style="list-style-type: none"> • Full details of the proposal or project including its objectives, the number of people who will benefit and how the project will contribute or enhance the strategic objectives of Stellenbosch Municipality. • Commencement and completion dates of the project. • Information on the total cost of the project budget, including a breakdown of costs and an outline of any contribution by fundraising and/or own contribution. • A list of all other sources of funding together with the assessments. • A summary of past achievements. • References independent of the applicant and its executive. 4. An original copy of a correctly completed creditors control form of Stellenbosch Municipality. 5. If the Organisation received funding from Stellenbosch Municipality in the preceding financial year, you need to account for the expenditure of the funding received with your new application. 6. If the Organisation received funding from other bodies, please identify and list the amounts received;

	<ol style="list-style-type: none"> 7. If the Organisation is a non-profit company as defined in the section 1 of the Companies Act, 2008, a certificate/letter issued by the Companies and Intellectual Property Commission (CIPC) confirming registration must be attached; 8. If the Organisation has been registered as a "non-profit" organisation in terms of the Non-Profit Organisation Act, 1997, a certificate/letter issued by the Department of Social Development confirming registration as a non-profit organisation must be attached; 9. If the Organisation has been registered as a "Public Benefit Organisation" in terms of the Income Tax Act, 1962, a certificate/letter issued by SARS confirming the Organisation's tax exemption status must be attached; and 10. Valid Tax Clearance Certificate issued by SARS.
G	<p>The following shall apply:</p> <ol style="list-style-type: none"> 1. The allocation of funds will only be considered if the application document has been fully completed and signed and is accompanied by the required and supporting documentation referred to therein. Applicants must in their submission clearly indicate / specify and motivate what the funding will be utilised for. 2. The funding must be exclusively utilised for the purpose defined and the successful applicant must submit the necessary undertaking to this effect. 3. Applicants must in their submission satisfy the Council of their ability to execute the project successfully. 4. Organisations who have already received financial or other assistance from the Council during the previous financial year <u>must</u> specify same in their application. 5. No funding will be considered for political groupings, church/sectarian bodies or ratepayers organisations. 6. No funding will be considered where only an individual will benefit or where a member of Council or an official of Stellenbosch Municipality will receive any financial or other gain. 7. Projects outside the boundaries of the Council will not be considered. 8. Subsequent requests from applicants to cover overspending on projects will not be considered. 9. Council will not pay any funds to anyone who has already procured against the perception that they will receive any municipal funds. 10. Successful applicants must at all times comply with the provisions of Section 67(1) of the Municipal Finance Management Act No. 56 of 2003 which <i>inter alia</i> stipulates that the organisation or body has to:- <ul style="list-style-type: none"> • Enter into and comply with a Memorandum of Agreement with the Municipality as well as with all reporting, financial management and auditing requirements as may be contained in such agreement. This memorandum of agreement will bind the successful applicant to deliver on what the application speaks to, but also to commit to become involved with municipal programmes of the community where it functions. The Memorandum of Agreement will be made available to successful applicants for completion. • Report monthly on the actual expenditure of the amount allocated.

11. The Council reserves the right not to give funding to any or all organisations applying.
12. Having been awarded funding previously does not give an applicant the right to receive a grant/funding again.
13. Funding will not be considered where a project or organisation is already receiving funds from Council in terms of Council's functions. Applicants are required to disclose other sources of funding, failing which such applicant will be disqualified.
14. Funding will not be considered where in Council's opinion, an organisation received sufficient funds from other sources to sustain its activities or the project applied for. For this purpose, organisations must submit financial statements and budget for the ensuing financial year.
15. Organisations having received funding from Stellenbosch Municipality during the previous financial year, are required to attached to any new application, a copy of the financial statements relating to the year in which the funding was received from Council, as required in terms of section 67(1) of the Municipal Finance Management Act, 2003 (MFMA).

(The Funding of External Bodies Performing a Municipal Function Policy must be consulted for the sake of completeness)

H Undertaking:

I/We hereby verify that the information provided in this application is true and correct and that the conditions applicable to the allocation of funds as set out above have been read, understood and will be complied with.

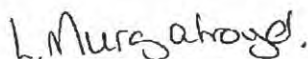
I/We also declare that the organisation implements effective, efficient and transparent financial management and internal control mechanisms to guard against fraud, theft and financial mismanagement and has in the past complied with requirements for similar transfer(s) of funds.

This completed and signed at Stellenbosch on this...24...day of APRIL 2020.



Reinher Behrens

Chairperson / Authorised Representative



Secretary / Duly Authorised Signatory

I Please take note:

(i) That completed_ application forms together with all the required documentation must be delivered to:

**Director: Planning and Economic Development
P O Box 17
Stellenbosch
7599**

Or delivered to:

**58 Andringa Street
Stellenbosch
7600**

(ii) That the closing date for the submission of applications is:.....at
.....

(iii) That **neither late nor incomplete applications** shall be considered.



FRANSCHHOEK WINE VALLEY

MARKETING PLAN 2020 - 2021

INTRODUCTION

The Covid-19 pandemic has had a massive impact on countries on a global scale. In South Africa all sectors have been negatively impacted by the virus, but the tourism industry, specifically, took a hard knock as borders closed down completely and a national lockdown was implemented for a large part of March and the whole of April. During this time, the Franschhoek Wine Valley Tourism Information Office (FWV) played a large role in assisting local communities with providing assistance and communicating information. A large part of this was to support the various charities in the valley, especially those that provided food parcels and aid relief to vulnerable households in Franschhoek. More details are available in our strategy under 'response' below.

It is evident that the impact of Covid-19 will be felt for most of 2020 and will most certainly also impact next year. Our members have been severely affected this year, with most experiencing a massive loss of income which have also impacted on their staff, and as a result of this we foresee that we will be struggling to collect our normal membership fees, which forms a large part of our overall budget. Festivals is another industry that has been severely impacted by Covid-19. Most festivals planned for 2020 in Franschhoek will not happen or will happen on a much smaller scale as before. As a revenue-generating activity for FWV, a loss of income in this regard will also impact on our budget. Our organisation has been creatively trying to mitigate the impact of Covid-19 with staff reduction and salaries being cut temporarily and including other cost saving measures. As such 2020 will definitely be a difficult year for our organisation, especially from a financial point of view. We therefore want to appeal to Stellenbosch Municipality to assist us so that we can continue to serve our communities and continue to promote Franschhoek as a preferred tourist destination.

Below we have highlighted our strategy for 2020. This will provide some insights into the different ways in which we will be assisting Franschhoek and our members this year to ensure a return of tourism. Franschhoek as a town is heavily dependent on tourism and many of our people are

directly employed in the industry. We therefore acknowledge that as an organisation, we will have to be creative and flexible and work tirelessly to assist our communities during this next phase - from response, to recovery and on towards resilience.

STRATEGY

Below is an overview of our 2020/2021 strategy:

RESPONSE (lockdown period) 3 to 6 weeks

During lockdown (27 March to 30 April) in South Africa, FWV focused on the following key activities:

- Support community initiatives and charities during lockdown.
- Shared all the good news stories on all platforms.
- Supported members by promoting their online initiatives during this time.
- Shared information sources with members regarding COVID-19 and created a dedicated page on the FWV website.
- Focused on promoting Franschhoek's attributes to keep the destination top of mind during lockdown.
- Liaised with industry role players and shared this information with members.

The following marketing campaigns were focused on during the lockdown period:

#DREAMNOWEXPLORELATER | We encouraged visitors to dream now and travel to Franschhoek later. Through this campaign FWV shared inspiring images and content focusing on Franschhoek's key attributes (scenic beauty, food, wine, people, sense of place).

#FRANSCHHOEKFROMMYWINDOW | We asked our members, residents and anyone in Franschhoek to show us what Franschhoek looks like from their windows. We encouraged them to post their images on Instagram, Twitter and Facebook. It resulted in an inspiring and positive campaign that showcased the beauty of Franschhoek.

RECOVERY (Lockdown lifted with restricted travel)

At some stage travel will open up again but will probably be restricted. Depending on these restrictions, FWV will be communicating with the following key groups:

- Immediate Franschhoek community and surrounds (first step when it is safe to start moving around again)
- Western Cape audience (next step when there is more confidence to venture out for day trips and weekend getaways)
- Johannesburg and rest of South Africa (final step to encourage South Africans to support local and holiday in Franschhoek this year)

Key messages will be to:

- Assure visitors that Franschhoek is safe to travel to. It will be important to highlight what Franschhoek members are doing to protect visitors e.g. hygiene measures in place.
- Promote Franschhoek as a high-quality small destination with much to do. The focus will be on the attributes of Franschhoek. No crowds. Healthy eating, peaceful stays and great outdoor activities.
- Stock up on your much-loved wine from beautiful Franschhoek wine estates.
- Walk the main road and shop at boutique stores with high quality items away from the crowds or malls.
- Healthy wholesome meals prepared for you. Focus on high quality service and high-quality food. Now it will be a luxury to have someone make a meal for you as everyone has become used to not being able to dine out.
- Promote the Franschhoek Rond en Bont community route as a great way to experience the local community and culture in Franschhoek.
- Focus on supporting members with online shops as some people will still be afraid to venture out but will want to shop from the comfort of their homes.

The focus of the above will be to stimulate immediate travel to Franschhoek and the aim will be to get bookings as soon as possible.

While this takes place, we will however still be communicating with the International market, even though travel will be restricted. What we do during this phase will have an immediate effect on International bookings in 2021 as they tend to make bookings further in advance.

RESILIENCE STRATEGY (open to International guests)

Once International travel opens up there will be an opportunity to get back visitors that have been to Franschhoek before for a repeat visit. They know Franschhoek is high quality and they can trust the destination.

Key messages will be to assure visitors that Franschhoek is safe to travel to. We will focus on promoting Franschhoek as a high quality and small intimate destination that is far from the crowds and where one can enjoy healthy good quality food and wine and many outdoor activities.

KEY INITIATIVES FOR 2020/2021

1. ENSURE GOOD QUALITY CONTENT

To keep Franschhoek top of mind in the coming year, we will be focusing on developing relevant content that is themed according to interests and that appeal to our different target markets. This also include ensuring that we have high quality images and videos to support text.

2. UPGRADE FWV WEBSITE

The FWV website needs a revamp to make it more relevant and user-friendly for target audiences. Instead of having it as primarily directory-based website, we want to make it more engaging by offering helpful advice, sample itineraries, and more relevant information. Part of this will be to change our main navigation.

3. ENSURE DIGITAL TOOLS ARE MAXIMISED

With more people making use of information online, we want to make sure that we maximise our social media platforms. Our Instagram, Facebook and Twitter accounts already have a strong following, but we want to ensure that we create more engaging content and focus more on the needs of our visitors.

4. VISIT KEY TRADE SHOWS AND EXPOS

To ensure that Franschhoek remains top of mind for industry partners, we would like to identify a few key expos to attend in the following year. We also want to make sure that we target the Gauteng market more specifically by attending trade shows in that region. We also want to explore the opportunity of taking some of our festivals to the Gauteng market, especially during a time when people may still be reluctant to travel.

5. MAXIMISE BENEFITS FROM DELICE NETWORK

As the only partner in Africa, it is important that Franschhoek keeps its membership with the Delice Network of Good Food Cities in the World. They have recently expanded to include more members from all parts of the world. The partnership with these regions remains a key priority in terms of

sharing skills and knowledge and drawing upon the benefits of closer relationships with similar cities.

6. HOSTING OF TRAVEL AGENTS

Once travel is safe, we would like to invite a few key trade partners to Franschhoek to come and experience the area.

7. FOCUS ON KEY MEDIA VISITS AND INFLUENCERS

In 2020/2021 we will focus on identifying a few key social media influencers that we can partner with. The idea is to find influencers that has a specific niche and that can assist us to promote Franschhoek to external key audiences which we might not have been able to reach on our own.

8. ASSIST OUR COMMUNITY MEMBERS

Promoting the Franschhoek Rond en Bont community tour in Franschhoek will remain a key priority. Endeavour to include additional local involvement to enhance the over experience. Continue with local hospitality training for FWV restaurant, accommodation and wine tasting facilities.

9. PROMOTE AND FURTHER DEVELOP OUR OUTDOOR TOURISM OFFERINGS

We need to further develop our outdoor offerings in Franschhoek. The key priority will be to further develop the Berg River area and ensure signage are adequate, routes are maintained and expanded on where possible and that it is being properly marketed. We will also assist the Mont Rochelle Nature Reserve where needed. Many of our members also have outdoor offerings and we will promote these experiences to our audiences.

BUDGET

The Municipal Grant budget breakdown is as follows:

- Administration - 31%
- Local Economic Development – 8%
- Marketing – 19%
- Staff - 43%

See Annexure B

AWARDS

Wine Competitions

Our Vignerons excelled at the following competitions:

- **Haut Espoir** and **La Bri** who were amongst the winners announced at the 2019 10 Year Old Wine Awards. In the Shiraz category, Haut Espoir scored 93 points for its 2009 Shiraz, whilst in the Red Blends category La Bri also scored 93 points for its 2009 Affinity.
- At the 2019 Old Mutual Trophy Wine Show **Leopard's Leap Family Vineyards** and **Wildeberg** were two of the competition's big winners. Leopard's Leap scooped the Riedel Trophy for Best Bordeaux-Style Red Blend for its Culinaria Collection Grand Vin 2017, while Wildeberg was awarded Trophy for Best Semillon for their Wildeberg White 2018.
- The 2019 Sommeliers Selection Wine Competition, which was conceptualized in 2015, and has revolutionized local wine competitions, saw seven Franschhoek Vignerons shining in their relevant categories. The producers who secured spots on the prestigious 'ultimate' wine list were **Anthonij Rupert Wyne, Boschendal, La Motte, Babylonstoren, Plaisir de Merle** and **Old Road Wine Co.** Furthermore, Plaisir de Merle was named as one of the Stand Out Wines for the Grand Plaisir 2014 in its relevant category, which reaffirms Franschhoek as a leading wine region.
- The 9th annual Chardonnay Report earned four Franschhoek Vignerons a spot on their prestigious Top 10 list. Each of the producers scored 90+ for their respective wines. The deserving farms were **Haute Cabrière, Babylonstoren, Boschendal** and **Haute Espoir**.
- The 2020 Platter's by Diners Club South African Wine Guide launched in early November 2019 resulted in Franschhoek Vignerons taking top honours in most of the categories as well as earning the coveted 5-star rating for no less than 14 wines. Topping the list was **Mullineux Wines** who were named Top Performing Winery of the Year, winning this title for the fourth time. In addition their Granite Syrah 2017 and Straw Wine 2018 not only received a 5-star rating, but were also each awarded Wines of the Year. **Anthonij Rupert Wyne's** Cabernet Franc 2013 and Cape of Good Hope Laing Groendruif Semillon 2016 were also awarded Wines of the Year in their respective categories. Also, sharing the Wine of the Year spotlight were the Leeu Passant Stellenbosch Chardonnay 2017 and **Rickety Bridge's** The Pilgrimage Semillon 2017.

- At the 2019 Decanter World Wine Awards South Africa earned six Platinum medals, which included the 2012 Vintage **Le Lude** Cuvée – the first South African MCC to receive this prestigious accolade.

Culinary/Restaurants

- With fine dining playing a pivotal role in what makes Franschhoek a truly memorable experience, our chefs and restaurants were once again honoured at South Africa's top culinary awards ceremony. This included 2019 Eat Out Mercedes-Benz Restaurant Awards where three of the region's restaurants were included in the line-up of the country's Top 20. The restaurants, in order of rank were: **La Petite Colombe** (#6), **Chefs Warehouse at Maison** (#14) and **Le Coin Français** (#16).
- Regarded as one of the most prestigious culinary competitions in the industry the 2020 American Express Awards included six Franschhoek establishments in their Top 24 Restaurants in South Africa. Participating restaurants were judged on food, service, wine, value and the X factor. The deserving restaurants were: **Babel at Babylonstoren**, **Foliage**, **Le Coin Français**, **La Petite Colombe**, **Protégé** and **The Werf Restaurant at Boschendal**.
- Callan Austin, Chef De Cuisine at **Le Coin Français** was selected as a semi-finalist for the 2020 S. Pellegrino Top 10 Young Chef competition. Seven of the 10 semi-finalists for the Africa and Middle East region were from South Africa, which included Callan.

Accommodation

- At the annual Hosco-Audi Luxury Tourism Awards hosted by the Hospitality Counsel **Le Petit Manoir Franschhoek** secured 4th position overall on this prestigious list, which celebrates the finest contributions to the South African hospitality sector. In addition to this deserving accolade this 5-star luxurious boutique hotel was named as one of the as one of the Top 10 best Boutique Guesthouses in South Africa at the same awards event.
- In a detailed research survey conducted by New World Wealth their Top 10 residential estates in South Africa for 2019 saw the luxurious **Val de Vie Estate** securing the top position on this prestigious list. Furthermore, Val de Vie was voted as the top residential estate in the Western Cape.

Other

- Travel-planning site müvTravel released their list of the **Top 30 Millennial Travel Destinations for 2019** in May last year, and Franschhoek was the only listed South African

destination. Listed at number 27, Franschhoek shared the spotlight with the likes of Seville (Spain), Utah (USA) and Chiang Mai (Thailand).

- TripAdvisor, regarded as the world's largest travel site, released their list of the **Top 25 Emerging Worldwide Destinations** earlier this year, with Franschhoek securing 15th position. This list forms part of TripAdvisor's Travellers' Choice Awards for 2020. Internationally renowned as a leading wine and culinary region, the Franschhoek Wine Valley is the only South African destination mentioned.

FRANSCHHOEK WINE VALLEY

ANNEXURE A: TOURISM PERFORMANCE INDICATORS FOR 2020/21 FINANCIAL YEAR

Note: By mutual agreement of the parties this annexure will be interpreted as only requiring a single project plan for each Key Strategic Objective and not for each Key Activity

KEY STRATEGIC OBJECTIVE 1: BRANDING total budget R 259,400.00

STRATEGIC GOALS	PERFORMANCE TARGETS	DELIVERABLES	KEY ACTIVITIES	TIMEFRAME
Increase Franschhoek Brand Awareness	Re-establish destination brand awareness with: <ul style="list-style-type: none"> Stakeholders Core trade Core domestic consumers Core foreign consumers 	Marketing collateral Website updates & maintenance measure social media, better visuals, mobi-site, creating content and updating maps	Project Plan of activities and timeframes on how to create marketing and branding awareness	All Project Plans due end August 2020 Execution of projects to commence and end in line with each initiative
			Number of production and distribution of marketing collateral to key international and domestic market.	Project Plan of interaction and liaison with international and domestic market due September / October 2020
			Number of events calendars produced and distributed to tourism, events and hospitality to promote the Greater Stellenbosch as a key events destination exposing the brand to various markets.	Project plan of timeframe for producing events calendars and distribution list due November 2020.
			Number of social media targets	Project Plan due September / October 2020
	Franschhoek PR and Media. (Indication of where distributed.)	Number of events awareness	Identify events and awareness Franschhoek Cap Classique & Champagne Festival Franschhoek Summer Wines Winter Sculpture Fair	Action plan due September / October 2020
		Production and dissemination of brochures	Develop and updating of brochures and maps	Action plan on development of brochures due September/October 2020
	To profile the Greater Stellenbosch as a tourism destination internationally and domestically through exhibitions and tradeshow	Schedule of Tradeshow and exhibitions attended and type of exposure created and number of engagements	Schedule of tradeshow and events envisaged to attend with budget implications Getaway Show Somerset West WTM Africa Cape Town Indaba Durban Provide feedback report on tradeshow and events attended, indicating the number of engagements and envisaged outcomes and	Action plan on envisaged tradeshow and events to attend due November 2020 Action plan of including SMME's and emerging entrepreneurs to the events and tradeshow

			possible media exposure in international editorial pieces such as programmes, radio slots, website magazine etc.	
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KEY STRATEGIC OBJECTIVE 2: SUSTAINABLE DEVELOPMENT TOTAL BUDGET R 25,000.00

STRATEGIC GOALS	PERFORMANCE TARGETS	DELIVERABLES	KEY ACTIVITIES	TIMEFRAME
An inclusive tourism industry by facilitating tourism development and growth	Develop/ maintain 8 community tourism products / projects	Reestablish tourism route in the area – Rond en Bont Heritage & Culture Celebration Farmworker of the Year Awards	Research on development support provided to tourism entrepreneurs and the development of a plan of action on how marketing support can and will be provided	Action plan on marketing support initiatives and implementation plan due November 2020.
	Create a marketing platform for emerging entrepreneurs, facilitating enterprise growth and development.	A focused programme of action to create a marketing platform for emerging enterprises to access markets i.e. access to tradeshow and event, facilitation and assistance with deals etc. Rond en Bont Tourism Route	Co-ordination and facilitating emerging tourism entrepreneur participation with tourism business forum partners and the establishment of a focussed programme of action to create a marketing platform.	Action plan on marketing platform development and an implementation plan due January 2021.

KEY STRATEGIC OBJECTIVE 3: VISITOR INFORMATION CENTRE AND MEMBER LIAISON R 1,368,832.00

STRATEGIC GOALS	PERFORMANCE TARGETS	DELIVERABLES	KEY ACTIVITIES	TIMEFRAME
World Class Visitor information Centre	Increase tourist enquiries 15%	Increased visitor bookings and walk in, by 10%	Identification of possible partners. FWV Audit Computer maintenance Office rental Electricity, Water and Refuse Salaries	Partnership establishment for joint marketing initiatives-September / October 2020
Membership	Networking functions	Identification of 4 joint marketing initiatives and an implementation plan. Members Forum Meetings	Increase networking functions and must include all members and non-members	Action plan of possible activities to ensure spread of visitors-September / October 2019

KEY STRATEGIC OBJECTIVE 4: LEGISLATIVE COMPLIANCE R 69,180.00

STRATEGIC GOALS	PERFORMANCE TARGETS	DELIVERABLES	KEY ACTIVITIES	TIMEFRAME
Compliance Policy for Bodies Performing a Municipal Function	Compliance to terms and conditions as per Policy for the funding of External Bodies performing a municipal function	<p>The head of the organisation/body must acknowledge in writing to the Municipal Manager that the money allocated was received in its bank account and that the money will be utilised in accordance with the completed and signed MOA, the submitted application and this Policy.</p> <p>The organisation/body shall submit monthly reports on actual expenditure against such transfer, the ward within which activities are conducted as well as the number of people benefiting from the activity to the Municipal Manager.</p>	Activities that will ensure compliance with the Policy for Bodies Performing a Municipal Function.	July 2020 – June 2021
				Compilation of annual report at end of financial year of milestones accomplished in terms of strategic objectives set.

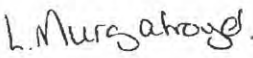
PS: reports on all deliverables must be submitted no later than one week after the end of every month as well as the visitor statistics for the said month, must be included in the monthly report.

Financials must be submitted with all reports.

I, Reinher Behrens, hereby agree to the set deliverables given to Franschhoek Wine Valley for the application for Bodies Performing a Municipal Function 2020/21 financial year.

Signed..... 

Name in full...REINHER BEHRENS.....

Witness signature 


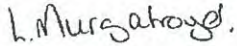
Witness name in full.....LESLEY MURGATROYD.....

Date24 April 2020.....



CREDITOR CONTROL FORM / KREDITEUR KONTROLE VORM

COMPANY DETAILS	CREDITOR CONTACT DETAIL / KREDITEUR KONTAK BESONDERHEDE (Supplier / Verskaffer, Organization / Organisasie)			
	REGISTERED NAME / GEREISTREERDE NAAM	FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATION		
	PHYSICAL STREET ADDRESS / FISIESE STRAAT ADRES:	POSTAL ADDRESS / POS ADRES: (If different to physical address)		
	STREET NAME: 62 HUGUENOT ROAD SUBURB: TOWN: FRANSCHHOEK POSTAL CODE: 7690	PO BOX 178 TOWN FRANSCHHOEK POSTAL CODE: 7690		
	TEL:	FAX / FAKS:		
PERSON	CREDITOR CONTACT PERSON DETAIL / KREDITEUR KONTAK PERSOON BESONDERHEDE			
	NAME AND SURNAME / NAAM EN VAN	LESLEY MURGATROYD		
	TEL: 021 876 2861	FAX / FAKS:	CELL / SEL: 082 406 9254	
	EMAIL / EPOS: accounts@franschhoek.org.za			
BANK DETAILS	CREDITOR BANKING DETAIL / KREDITEUR BANK BESONDERHEDE:			
	NAME OF BANK / NAAM VAN BANK	NEDBANK		
	BANK ACCOUNT NAME / BANK REKENING NAAM	FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATION		
	BANK ACCOUNT NUMBER / BANK REKENING NOMMER	147 000 0024		
	BRANCH NUMBER / TAKKODE:	167 005		
	ACCOUNT TYPE / TIPE REKENING	CHEQUE / TJEK		<input checked="" type="checkbox"/>
		SAVING / SPAAR		<input type="checkbox"/>
		TRANSM	<input type="checkbox"/>	
VAT REGISTERED / BTW GEREISTREER	YES / JA	<input checked="" type="checkbox"/>	VAT / 4930209475	
	NO / NEE	<input type="checkbox"/>	BTW NO:	

SIGNATURE / HANDTEKENING:  

OFFICE USE / KANTOOR GEBRUIK		
CREDITOR NO / KREDITEUR NO: <input type="text"/>		
Create a new creditor / Skep van nuwe Krediteur <input type="checkbox"/>		
Changing of creditors details / Verandering op Krediteur inligting <input type="checkbox"/>		
Deleting of creditor / Uitwis van Krediteur <input type="checkbox"/>		
REQUESTED BY: AANGEVRA DEUR:	DATE: DATUM:	DEPARTMENT: DEPARTEMENT
MOTIVATION: MOTIVERING:		
ENTERED BY: INGEVOER DEUR:	DATE: DATUM:	



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FRANSCHHOEK WINE VALLEY MUNICIPAL GRANT IN AIDE 2020/2024
Annexure B

	Municipal Grant 2020 / 2021 R 1 952 312	Municipal Grant 2021 / 2022 R 2 147 543	Municipal Grant 2022 / 2023 R 2 362 298	Municipal Grant 2023 / 2024 R 2 598 527
REVENUE : GRANTS	1 952 312	2 147 543	2 362 298	2 598 527
Grants	1 952 312	2 147 543	2 362 298	2 598 527
TOTAL INCOME	1 952 312	2 147 543	2 362 298	2 598 527
EXPENDITURE				
	31%			
ADMINISTRATION	604 757	665 233	731 756	804 932
Audit & sundry office expenses	97 180	106 898	117 588	129 347
Computer Maintenance & Expenses	61 186	67 305	74 035	81 439
Electricity, Water & Refuse	31 300	34 430	37 873	41 660
Telephone and Fax	68 000	74 800	82 280	90 508
Rent, security & maintenance	150 652	165 717	182 289	200 518
Rental - Office Equipment	196 439	216 083	237 691	261 460
	8%			
LED	150 000	165 000	181 500	199 650
Development Tourism Route	50 000	55 000	60 500	66 550
Emerging Businesses Mentorship	15 000	16 500	18 150	19 965
School Projects	15 000	16 500	18 150	19 965
Hospitality Tourism Training & Dev	70 000	77 000	84 700	93 170
	19%			
MARKETING	364 300	400 730	440 803	484 883
Brochures & Maps	40 000	44 000	48 400	53 240
Outdoor Routes Project	49 000	53 900	59 290	65 219
Website & Digital Management	84 000	92 400	101 640	111 804
Trade Shows	153 800	169 180	186 098	204 708
Routes Marketing & Tourism Partnerships	37 500	41 250	45 375	49 913
	43%			
STAFF COSTS	833 255	916 581	1 008 239	1 109 062
Salaries	641 930	706 123	776 735	854 409
SDL & UIF & PAYE	182 843	201 127	221 240	243 364
Staff training and other	3 000	3 300	3 630	3 993
Staff Expenses	0	0	0	0
Workmens Compensation	5 482	6 030	6 633	7 297
TOTAL EXPENDITURE	1 952 312	2 147 543	2 362 298	2 598 527
Net Profit / (Loss)	0	0	0	0



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Franschhoek Wine Valley
62 Huguenot Road
Franschhoek
Tel (021) 876 2861

Director: Planning and Economic Development Services,
58 Andringa Street,
Stellenbosch
7600

Grants-in-Aid Application

I hereby confirm that Franschhoek Wine Valley Tourism Association will receive R20,000 LTA funding from the Cape Winelands District Municipality during the 2020-21 financial year, for the purpose of community development projects.

Yours sincerely

Reinher Behrens
CEO Franschhoek Wine Valley



FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATION NPC
(Registration number 2003/06592/08)
ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2019

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)

Annual Financial Statements for the year ended 30 June 2019

Contents

The reports and statements set out below comprise the annual financial statements presented to the members:

Contents	Page
Directors' Responsibilities and Approval	2
Independent Auditor's Report	3 - 4
Directors' Report	5 - 6
Statement of Financial Position	7
Statement of Profit or Loss and Other Comprehensive Income	8
Statement of Changes in Equity	9
Statement of Cash Flows	10
Accounting Policies	11 - 15
Notes to the Financial Statements	16 - 19

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

Detailed Income Statement	20 - 21
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Level of assurance

These annual financial statements have been audited in compliance with the applicable requirements of the Companies Act of South Africa No. 71 of 2008, as amended.

Preparer

These annual financial statements are prepared by LDP Compliance Proprietary Limited with assistance from M Rutherford.

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)

Annual Financial Statements for the year ended 30 June 2019

Directors' Responsibilities and Approval

The directors are required by the Companies Act of South Africa No. 71 of 2008, as amended, to maintain adequate accounting records and are responsible for the content and integrity of the financial statements and related financial information included in this report. It is their responsibility to ensure that the financial statements fairly present the state of affairs of the company as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with the International Financial Reporting Standard for Small and Medium-sized Entities. The external auditor is engaged to express an independent opinion on the financial statements.

The financial statements are prepared in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The directors acknowledge that they are ultimately responsible for the system of internal financial control established by the company and place considerable importance on maintaining a strong control environment. To enable the directors to meet these responsibilities, the board sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the company and all employees are required to maintain the highest ethical standards in ensuring the company's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the company is on identifying, assessing, managing and monitoring all known forms of risk across the company. While operating risk cannot be fully eliminated, the company endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

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

The directors have reviewed the company's cash flow forecast for the year to 30 June 2020 and, in the light of this review and the current financial position, they are satisfied that the company has or has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditor is responsible for independently auditing and reporting on the company's financial statements. The financial statements have been examined by the company's external auditor and their report is presented on pages 3 and 4.

The financial statements set out on pages 5 to 21, which have been prepared on the going concern basis, were approved by the board on 13/11/2019 and were signed on its behalf by:

Director

Director



AUDIT | ADVISORY | TAX

Independent Auditor's Report

To the members of Franschhoek Wine Valley Tourist Association NPC

Opinion

We have audited the financial statements of Franschhoek Wine Valley Tourist Association NPC set out on pages 7 to 19, which comprise the statement of financial position as at 30 June 2019, and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements present fairly, in all material respects, the financial position of Franschhoek Wine Valley Tourist Association NPC as at 30 June 2019, and its financial performance and cash flows for the year then ended in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act of South Africa No. 71 of 2008, as amended.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the financial statements section of our report. We are independent of the company in accordance with the sections 290 and 291 the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors, parts 1 and 3 of the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (together the IRBA Codes) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities, as applicable, in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code are consistent with the corresponding sections of the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) respectively. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The directors are responsible for the other information. The other information comprises the Directors' Report as required by the Companies Act of South Africa No. 71 of 2008, as amended, and the supplementary information provided on pages 19 to 21. Other information does not include the financial statements and our auditor's report thereon.

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

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

Responsibilities of the directors for the Annual Financial Statements

The directors are responsible for the preparation and fair presentation of the financial statements in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act of South Africa No. 71 of 2008, as amended, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the Annual Financial Statements

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

As part of an audit in accordance with International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

LDP Inc.

LDP Inc.
Registered Auditor
Per: W van Zyl
Director

Stellenbosch
Date: 13/11/2019

10 Helderberg Street
Stellenbosch
7600

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)

Annual Financial Statements for the year ended 30 June 2019

Directors' Report

The directors have pleasure in submitting their report on the financial statements of Franschhoek Wine Valley Tourist Association NPC for the year ended 30 June 2019.

1. Nature of business

The company is engaged in the promotion of tourism in Franschhoek and the surrounding areas and operates in South Africa.

The operating results and the state of affairs of the company are fully set out in the attached annual financial statements and do not in our opinion require any further comment.

There have been no material changes to the nature of the company's business from the prior year.

2. Directors

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

Name	Appointments	Resignations
HF Koegelenberg (Chairman)		
NWG Davies		14 November 2017
D Windvogel		14 November 2017
N Friedman		
RSM Ndlovu		
RGR Lascaris		
B Garner	14 November 2017	
A Ferreira	14 November 2017	
AH Kleinhans - Curd		
C Mullineux		
MC Kent		
GR Frazer		
MT Rutherford		
CJ Malherbe		
L Coltart		

Note: The changes in directors on 14 November 2017 were as per the minutes of the annual general meeting. These directors are however not yet registered with the Companies and Intellectual Property Commission of South Africa.

3. Events after the reporting period

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

4. Going concern

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

5. Secretary

The company had no secretary during the year.

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)

Annual Financial Statements for the year ended 30 June 2019

Directors' Report

6. Auditor

LDP Inc. continued in office in accordance with section 90(6) of the Companies Act of South Africa No. 71 of 2008, as amended.

7. Accounting policies

International Financial Reporting Standards for Small and Medium-sized Entities was used in the current year.

8. Non-current assets

There were no changes in the nature of the non-current assets of the company during the year as well as the policy relating to its use. Additions and disposals during the current period is set out in note 2 to these financial statements.

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)

Annual Financial Statements for the year ended 30 June 2019

Statement of Financial Position as at 30 June 2019

Figures in Rand	Notes	2019	2018
Assets			
Non-Current Assets			
Property, plant and equipment	2	22 385	18 898
Intangible assets	3	44 750	57 564
		67 135	76 462
Current Assets			
Inventories	4	7 622	13 994
Trade and other receivables	5	1 018 283	212 381
Cash and cash equivalents	6	1 181 578	2 359 495
		2 207 483	2 585 870
Total Assets		2 274 618	2 662 332
Equity and Liabilities			
Equity			
Retained income		1 525 366	1 727 766
Liabilities			
Current Liabilities			
Trade and other payables	7	593 027	758 546
Provisions	8	156 225	176 020
		749 252	934 566
Total Equity and Liabilities		2 274 618	2 662 332

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)

Annual Financial Statements for the year ended 30 June 2019

Statement of Profit or Loss and Other Comprehensive Income

Figures in Rand	Notes	2019	2018
Revenue	9	8 541 793	8 188 243
Cost of sales	10	(6 242 292)	(5 718 601)
Gross profit		2 299 501	2 469 642
Other income		1 104 008	1 170 319
Operating expenses		(3 707 786)	(3 909 477)
Operating loss	11	(304 277)	(269 516)
Investment revenue	12	101 877	154 378
Loss for the year		(202 400)	(115 138)
Other comprehensive income		-	-
Total comprehensive loss for the year		(202 400)	(115 138)

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)

Annual Financial Statements for the year ended 30 June 2019

Statement of Changes in Equity

Figures in Rand	Retained income	Total equity
Balance at 01 July 2017	1 842 904	1 842 904
Loss for the year	(115 138)	(115 138)
Other comprehensive income	-	-
Total comprehensive loss for the year	(115 138)	(115 138)
Balance at 01 July 2018	1 727 766	1 727 766
Loss for the year	(202 400)	(202 400)
Other comprehensive income	-	-
Total comprehensive loss for the year	(202 400)	(202 400)
Balance at 30 June 2019	1 525 366	1 525 366

Note

Franschhoek Wine Valley Tourist Association NPC

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Annual Financial Statements for the year ended 30 June 2019

Statement of Cash Flows

Figures in Rand	Notes	2019	2018
Cash flows from operating activities			
Cash receipts from customers		7 735 891	8 030 770
Cash paid to suppliers and employees		(9 000 949)	(8 539 286)
Cash used in operations	15	(1 265 058)	(508 516)
Interest income		101 877	154 378
Net cash used in operating activities		(1 163 181)	(354 138)
Cash flows from investing activities			
Purchase of property, plant and equipment	2	(14 736)	(11 631)
Total cash movement for the year		(1 177 917)	(365 769)
Cash at the beginning of the year		2 359 495	2 725 264
Total cash at end of the year	6	1 181 578	2 359 495

Franschhoek Wine Valley Tourist Association NPC

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Annual Financial Statements for the year ended 30 June 2019

Accounting Policies

1. Presentation of annual financial statements

The financial statements have been prepared on a going concern basis in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities, and the Companies Act of South Africa No. 71 of 2008, as amended. The financial statements have been prepared on the historical cost basis, and incorporate the principal accounting policies set out below. They are presented in South African Rands.

These accounting policies are consistent with the previous period.

1.1 Significant judgements and sources of estimation uncertainty

In preparing the financial statements, management is required to make judgements, estimates and assumptions that affect the amounts represented in the financial statements and related disclosures. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results in the future could differ from these estimates which may be material to the financial statements.

Key sources of estimation uncertainty

The following are the key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Financial assets measured at cost and amortised cost

The company assesses its financial assets measured at cost and amortised cost for impairment at each reporting date. In determining whether an impairment loss should be recorded in the statement of comprehensive income, the company makes judgements as to whether there is observable data indicating a measurable decrease in the estimated future cash flows from a financial asset.

The impairment for financial assets measured at cost and amortised cost is calculated on a portfolio basis, based on historical loss ratios, adjusted for national and industry-specific economic conditions and other indicators present at the reporting period that correlate with defaults on the portfolio. These annual loss ratios are applied to loan balances in the portfolio and scaled to the estimated loss emergence period.

Provisions

Provisions are inherently based on assumptions and estimates using the best information available. Additional disclosure of these estimates of provisions are included in note 8 - Provisions.

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)

Annual Financial Statements for the year ended 30 June 2019

Accounting Policies

1.2 Property, plant and equipment

Property, plant and equipment are tangible items that:

- are held for use in the production or supply of goods or services, for rental to others or for administrative purposes; and
- are expected to be used during more than one period.

Property, plant and equipment is carried at cost less accumulated depreciation and accumulated impairment losses.

Cost includes all costs incurred to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

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

Depreciation is provided using the straight-line method to write down the cost, less estimated residual value over the useful life of the property, plant and equipment, which is as follows:

Item	Average useful life
Other fixed assets	3 years
Office equipment	6 years
Furniture and fixtures	3 years
IT equipment	3 years

The residual value, depreciation method and useful life of each asset are reviewed at each annual reporting period if there are indicators present that there has been a significant change from the previous estimate.

Each part of an item of property, plant and equipment with cost that is significant in relation to the total cost of the item and have significantly different patterns of consumption of economical benefits is depreciated separately over its useful life.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss in the period.

1.3 Intangible assets

Intangible assets are initially recognised at cost and subsequently at cost less accumulated amortisation and accumulated impairment losses.

Research and development costs are recognised as an expense in the period incurred.

Amortisation is provided to write down the intangible assets, on a year basis, as follows:

Item	Useful life
Trademarks	10 years

1.4 Financial instruments

Classification

The company classifies financial assets and financial liabilities into the following categories:

- Financial assets measured at amortised cost;
- Financial liabilities measured at amortised cost.

A financial instrument is classified on the date of recognition. Classification depends on the nature of the instrument and purpose for which the instrument was obtained or incurred.

Recognition

The company shall recognise a financial asset or a financial liability when the company becomes a party to the contractual provisions of the instrument.

Franschhoek Wine Valley Tourist Association NPC

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Annual Financial Statements for the year ended 30 June 2019

Accounting Policies

1.4 Financial instruments (continued)

Initial and subsequent measurement per category

- Financial assets measured at amortised cost

Debt instruments issued by the company as well as cash and cash equivalents are classified as financial assets measured at amortised cost. These include loans to directors, cash and cash equivalents, trade debtors, certain other receivables and other loans receivable. These instruments are measured initially at the transaction price, including transaction costs, and subsequently at amortised cost, using the effective interest method.

- Financial liabilities measured at amortised cost.

Debt instruments held by the company are classified as financial liabilities measured at amortised cost. These include loans from shareholders, loans payable, bank overdraft, trade creditors and certain other payables. These instruments are measured initially at the transaction price, including transaction costs, and subsequently at amortised cost, using the effective interest method.

Impairment of financial instruments measured at cost less impairment or amortised cost

At the end of each reporting period, the company shall assess whether there is objective evidence of impairment of any financial assets that are measured at cost less impairment or amortised cost. If there is objective evidence of impairment, the company shall recognise an impairment loss in profit or loss immediately.

If, in a subsequent period, the amount of accumulated impairment losses previously recognised decrease, and the decrease can be related objectively to an event occurring after the impairment was recognised, the company shall reverse the previously recognised impairment losses.

Amortised cost and effective interest rate method

The amortised cost of a financial asset or financial liability is calculated as follows:

- the amount at which the financial asset or financial liability is measured at initial recognition;
- minus any repayments of the principal;
- plus or minus the cumulative amortisation using the effective interest method of any difference between the amount at initial recognition and maturity amount; and
- minus, in the case of a financial asset, any reduction for impairment or uncollectibility.

A financial instrument that has no stated repayment terms and/or interest rate is measured at its undiscounted amount.

The effective interest rate method is a method calculating the amortised cost of a financial instrument and of allocating interest income and interest expense over the relevant period.

Interest expense is recognised on the basis of the effective interest rate method and is included in finance cost. Interest income is recognised on the basis of the effective interest rate method and is included in investment income.

Derecognition

- Derecognition of financial assets

The company derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the company neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the company recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the company retains substantially all the risks and rewards of ownership of a transferred financial asset, the company continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

- Derecognition of financial liabilities

The company derecognises financial liabilities when, and only when, the company's obligations are discharged, cancelled or they expire.

Franschhoek Wine Valley Tourist Association NPC

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Annual Financial Statements for the year ended 30 June 2019

Accounting Policies

1.5 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership to the lessee. All other leases are operating leases.

Operating leases – lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term unless:

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

Any contingent rents are expensed in the period they are incurred.

1.6 Inventories

Inventories are measured at the lower of cost and estimated selling price less costs to complete and sell, on the first-in, first-out (FIFO) basis.

1.7 Impairment of assets

The company assesses at each reporting date whether there is any indication that property, plant and equipment or intangible assets or goodwill may be impaired.

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

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

1.8 Employee benefits

Short-term employee benefits

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

1.9 Provisions

Provisions are recognised when:

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

1.10 Government grants

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

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

Grants received before the revenue recognition criteria are satisfied are recognised as a liability.

Franschhoek Wine Valley Tourist Association NPC

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Annual Financial Statements for the year ended 30 June 2019

Accounting Policies

1.11 Revenue

Revenue from the sale of goods is recognised when all the following conditions have been satisfied:

- the company has transferred to the buyer the significant risks and rewards of ownership of the goods;
- the company retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be measured reliably;
- it is probable that the economic benefits associated with the transaction will flow to the company; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

When the outcome of a transaction involving the rendering of services can be estimated reliably, revenue associated with the transaction is recognised by reference to the stage of completion of the transaction at the end of the reporting period.

The outcome of a transaction can be estimated reliably when all the following conditions are satisfied:

- the amount of revenue can be measured reliably;
- it is probable that the economic benefits associated with the transaction will flow to the company;
- the stage of completion of the transaction at the end of the reporting period can be measured reliably; and
- the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

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

Revenue is measured at the fair value of the consideration received or receivable and represents the amounts receivable for goods and services in the normal course of business, net of trade discounts and volume rebates, and value - added taxation.

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

1.12 Borrowing costs

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

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)

Annual Financial Statements for the year ended 30 June 2019

Notes to the Financial Statements

Figures in Rand

2019

2018

2. Property, plant and equipment

	2019			2018		
	Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
Other fixed assets	114 758	(114 758)	-	114 758	(114 758)	-
Furniture and fixtures	6 436	(1 430)	5 006	-	-	-
Office equipment	25 450	(24 543)	907	25 450	(23 553)	1 897
IT equipment	202 143	(185 671)	16 472	193 843	(176 842)	17 001
Total	348 787	(326 402)	22 385	334 051	(315 153)	18 898

Reconciliation of property, plant and equipment - 2019

	Opening balance	Additions	Depreciation	Closing balance
Furniture and fixtures	-	6 436	(1 430)	5 006
Office equipment	1 897	-	(990)	907
IT equipment	17 001	8 300	(8 829)	16 472
	18 898	14 736	(11 249)	22 385

Reconciliation of property, plant and equipment - 2018

	Opening balance	Additions	Depreciation	Closing balance
Office equipment	2 886	-	(989)	1 897
IT equipment	19 528	11 631	(14 158)	17 001
	22 414	11 631	(15 147)	18 898

3. Intangible assets

	2019			2018		
	Cost	Accumulated amortisation	Carrying value	Cost	Accumulated amortisation	Carrying value
Trademarks	128 142	(83 392)	44 750	128 142	(70 578)	57 564

Reconciliation of intangible assets - 2019

	Opening balance	Amortisation	Total
Trademarks	57 564	(12 814)	44 750

Reconciliation of intangible assets - 2018

	Opening balance	Amortisation	Total
Trademarks	70 378	(12 814)	57 564

4. Inventories

Merchandise	7 622	13 994
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Franschhoek Wine Valley Tourist Association NPC

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Annual Financial Statements for the year ended 30 June 2019

Notes to the Financial Statements

Figures in Rand	2019	2018		
5. Trade and other receivables				
Trade receivables	442 857	174 679		
Bastille festival	450 209	22 122		
Prepayments	17 059	750		
Deposits	8 400	8 400		
Value-added taxation	54 327	2 829		
Dwarsrivier Assistance Project	41 330			
Other receivable	4 101	3 601		
	1 018 283	212 381		
6. Cash and cash equivalents				
Cash and cash equivalents consist of:				
Cash on hand	41 268	8 100		
Bank balances	1 140 310	2 351 395		
	1 181 578	2 359 495		
7. Trade and other payables				
Trade payables	339 181	343 059		
Dwarsrivier Assistance Project	-	54 576		
Winter Wines Festival	-	38 210		
Herb Garden and Community Restaurant	-	46 261		
Wine Members Technical Benchmarking	-	1 139		
Mystery Weekend	248 750	234 027		
Christmas Lights project	5 096	41 274		
	593 027	758 546		
8. Provisions				
Reconciliation of provisions - 2019				
	Opening balance	Additions	Reversed during the year	Total
Provision for leave pay	176 020	156 225	(176 020)	156 225
Reconciliation of provisions - 2018				
	Opening balance	Additions	Reversed during the year	Total
Provision for leave pay	148 974	176 020	(148 974)	176 020
9. Revenue				
Sale of goods	25 716	49 465		
Membership fees and other income	1 316 702	1 197 471		
Dwarsrivier tourism	249 988	278 625		
Government grant income	1 652 965	1 764 914		
Development income	199 110	165 595		
Promotions and events	5 097 312	4 732 173		
	8 541 793	8 188 243		

Franschhoek Wine Valley Tourist Association NPC

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Annual Financial Statements for the year ended 30 June 2019

Notes to the Financial Statements

Figures in Rand	2019	2018
10. Cost of sales		
Rendering of services		
Overheads	16 731	12 430
Maps Tourism Routes	172 853	186 606
Marketing	52 994	30 569
E-Commerce	13 605	4 775
Development	426 874	246 577
Promotions and events	4 779 640	4 355 753
Sundry purchases	4 665	40 605
Dwarsrivier tourism	774 930	841 286
	6 242 292	5 718 601
11. Operating loss		
Operating loss for the year is stated after accounting for the following:		
Operating lease charges		
Equipment		
• Contractual amounts	118 863	96 696
Amortisation on intangible assets	12 814	12 814
Depreciation on property, plant and equipment	11 249	15 147
Employee costs	2 059 141	2 117 928
12. Investment revenue		
Interest revenue		
Bank	101 877	154 378
13. Taxation		
The association is exempt from income tax in terms of section 10(1)(d)(iv)(bb) of the Income Tax Act, 1962 as amended.		
14. Auditor's remuneration		
Fees	59 100	55 104
15. Cash used in operations		
Loss before taxation	(202 400)	(115 138)
Adjustments for:		
Depreciation and amortisation	24 063	27 961
Interest received	(101 877)	(154 378)
Movements in provisions	(19 795)	27 046
Changes in working capital:		
Inventories	6 372	(2 075)
Trade and other receivables	(805 902)	22 867
Trade and other payables	(165 519)	(314 799)
	(1 265 058)	(508 516)
16. Directors' remuneration		
No emoluments were paid to the directors or any individuals holding a prescribed office during the year (2018 : Rnil).		

Franschhoek Wine Valley Tourist Association NPC

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Annual Financial Statements for the year ended 30 June 2019

Notes to the Financial Statements

Figures in Rand	2019	2018
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17. Comparative figures

Certain comparative figures have been reclassified for presentation purposes.

18. Going concern

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

19. Direct marketing costs

Advertising	19 477	28 385
Members' benefits	26 193	37 638
Promotion	20 974	200
Public relations	263 490	246 450
	330 134	312 673

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)

Annual Financial Statements for the year ended 30 June 2019

Detailed Income Statement

Figures in Rand	Notes	2019	2018
Revenue			
Revenue from sales		25 716	49 465
Membership fees		1 316 702	1 197 471
Dwarsrivier project		249 988	278 625
Government grant income		1 652 965	1 764 914
Development income		199 110	165 595
Promotions and events		5 097 312	4 732 173
	9	8 541 793	8 188 243
Cost of sales	10	(6 242 292)	(5 718 601)
Gross profit		2 299 501	2 469 642
Other income			
Commissions received		27 546	16 981
Consulting fees		180 000	180 000
Interest received	12	101 877	154 378
Tourism levies		863 732	951 354
Other income		32 730	21 984
		1 205 885	1 324 697

Franschhoek Wine Valley Tourist Association NPC

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Annual Financial Statements for the year ended 30 June 2019

Detailed Income Statement

Figures in Rand	Notes	2019	2018
Operating expenses			
Accounting fees		6 139	3 505
Auditor's remuneration	14	59 100	55 104
Bad debts		-	44 840
Bank charges		36 210	32 866
Cleaning		42 354	35 459
Computer expenses		64 111	44 179
Consulting and professional fees		40 224	37 800
Consumables		8 037	9 078
Depreciation, amortisation and impairments		24 063	27 961
Development and corporate social responsibility		40 695	7 476
Direct marketing cost	19	330 134	312 673
Donations		900	1 200
Employee costs		2 059 141	2 117 928
Entertainment		9 869	15 357
Festival expenditures		275 251	264 601
Insurance		41 371	38 595
Lease rentals on operating lease		118 863	96 696
Legal expenses		28 210	44 862
Municipal expenses		30 704	28 350
Office expenses		2 750	3 949
Other expenses		112 427	101 951
Outdoor trails		25 567	119 238
Postage		1 053	2 574
Printing and stationery		17 039	21 517
Product development		48 963	28 162
Repairs and maintenance		11 694	11 576
Security		4 676	4 282
Subscriptions		81 174	92 982
Telephone and fax		65 428	67 999
Training		-	14 646
Training		5 296	14 132
Travel - local		46 584	81 136
Travel - overseas		38 045	58 437
Website maintenance		31 694	68 366
		3 707 786	3 909 477
Loss for the year		(202 400)	(115 138)

MEMORANDUM OF INCORPORATION
FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATION NPC
 COMPANY REGISTRATION NUMBER: 2003/026592/08

In this Memorandum of Incorporation –

- a) A reference to a section by number refers to the corresponding section of the Companies Act, 2008 (Act 71 of 2008) as amended (“the Act”);
- b) words that are defined in the Companies Act, 2008, bear the same meaning in this Memorandum of Incorporation (MOI) as in that Act.
- c) The following additional words are defined outside of the Companies Act, 2008:
 - i. **Franschhoek Valley:** means the area delineated on a map signed by the Chairperson deposited at the registered office of the company and such adjacent or other areas as the board may from time to time determine;
 - ii. **Member:** means a person whose name is listed as such in the register;
 - iii. **Membership year:** means the period from 1st July in each year to 30th June in the next year or such other period of 12 (twelve) months as the board may from time to time determine.
- d) Words importing the singular shall include the plural and vice versa, and words importing the masculine gender shall include the feminine, and words importing persons shall include corporate bodies and created entities.
- e) Headings to a clause or series of clauses shall not be considered in interpreting such clauses.
- f) Where any term is defined within the context of any particular section in this MOI, the term so defined, unless it is clear from the section in question that the term so defined has limited application to the relevant section, shall bear the meaning ascribed to it for all purposes in terms of these sections, notwithstanding that that term has not been defined in this definition clause.
- g) Subject to the above definitions, words and expressions defined in the Act shall have the same meaning when used in this MOI as in the Act.
- h) If the provisions of this MOI are in any way inconsistent with, or in conflict with, the provisions of the Statutes, the provisions of the Statutes shall prevail and this MOI shall be interpreted in all respects as being subject to the Statutes.

1.1 Incorporation

- 1.1.1 The Company is incorporated in accordance with and governed by:
 - 1.1.1.1 the unalterable provisions of the Act; and
 - 1.1.1.2 the alterable provisions of the Act; subject to the limitations, extensions, variations or substitutions set out in this MOI; and
 - 1.1.1.3 the other provisions of this MOI.

1.2 Main business and object of the Company

- 1.2.1 The main business and object of the company is to promote tourism in Franschhoek and the surrounding areas; provided that all the activities of the Company be limited to activities that comply with Section 30 of the Income Tax Act, 1962 (Act 58 of 1962). In particular, without limitation the main business and object will include:
 - 1.2.1.1 the formulation of a tourism policy and strategy, in accordance with the general tourism policy of the Province of Western Cape, for Franschhoek;
 - 1.2.1.2 to provide an information and assistance service to encourage tourists to visit Franschhoek in a way which is mutually beneficial to the tourist and local community;
 - 1.2.1.3 to develop and promote tourism skills and awareness across all members and within the local community of Franschhoek to achieve the maximum sustainable

benefits from tourism through the widest possible participation in the local tourism industry;

- 1.2.1.4 to promote the development of appropriate tourism infrastructure and products including attractions, accommodation and transport and shopping facilities;
- 1.2.1.5 to protect and advance within the tourism industry emerging businesses and persons or categories of persons disadvantaged by unfair discrimination, inter alia, by employing ethical and socially responsible practises;
- 1.2.1.6 to identify and promote the natural and cultural assets of the Franschhoek area;
- 1.2.1.7 to produce and distribute appropriate literature and marketing material;
- 1.2.1.8 to protect the Franschhoek environment through encouraging the use of sustainable practises across all sectors.
- 1.2.2 Any specific ancillary object which is not in accordance with the main object of the company is excluded from the unlimited ancillary objects of the company.
- 1.2.3 The Company may by special resolution of the members alter or amend the provisions of its MOI with respect to the objects and powers of the company.

1.3 Memorandum of Incorporation

- 1.3.1 This MOI may only be altered or amended by way of a special resolution of the members except if such amendment is in compliance with a Court Order.
- 1.3.2 Agreement by 75% (seventy-five percent) of the members is required in order to pass the special resolution.
- 1.3.3 Any amendment of the MOI or written instrument of the company will be submitted to the Commissioner of the South African Revenue Services within 30 (thirty) days of its amendment.

1.4 Incorporators of the company

- 1.4.1 The incorporators of the company are its –
 - 1.4.1.1 first members; and
 - 1.4.1.2 its first members of which there must be at least three persons who accept fiduciary responsibility, will not be connected persons in relation to each other, with no single person directly or indirectly controlling the decision making powers relating to the Company; and
 - 1.4.2.3 the Company must form a committee, board of management or similar governing body of at least three persons to accept the fiduciary responsibilities of the Company.

1.5 Guarantee

- 1.5.1 The liability of members is limited to the amount referred to in paragraph 1.5.2.
- 1.5.2 Each member undertakes to contribute to the assets of the Company in the event of its being wound up while he is a member or within one year afterwards, for payment of the debts and liabilities of the Company contracted before he ceased to be a member and of the costs, charges and expenses for the winding up and for adjustment of the rights of the contributors amongst themselves, an amount of R7.00 (Seven Rand).

2. Funding of the Company

Substantially the whole of the company's initial funding will be provided by way of donations. Thereafter, the company's funding will to be derived from its annual or other long-term members.

3. Powers of the Company

The following specific powers are excluded from the plenary powers of the company:

- 3.1 To undertake and execute any trust;
- 3.2 To act as principals, agents, contractors or trustees; and
- 3.3 To distribute in specie or in kind any of its assets among its members.

The specific powers or part of any specific powers of the company are to be executed only in accordance with the main object of the company.

4. Application of Assets and Income

- 4.1 The company will apply, utilise and direct all of its assets and income, however derived, to advance its stated objects, as set out in this MOI.
- 4.2 Subject to 4.1, may –
 - 4.2.1 acquire and hold securities issued by a profit company;
 - 4.2.2 directly or indirectly, alone or with any other person, carry on any business, trade or undertaking consistent with or ancillary to its stated objects; and
 - 4.2.3 may not have a share or other interest in any business, profession or occupation which is carried on by its members.
- 4.3 The company may not, directly or indirectly, pay any portion of its income or transfer any of its assets, regardless how the income or asset was derived, to any person who is or was an incorporator of the company, or who is a member or director, or person appointing a director, of the company, except –
 - 4.3.1 as reasonable –
 - 4.3.1.1 remuneration for goods delivered or services rendered to, or at the direction of, the company; or
 - 4.3.1.2 payment of, or reimbursement for, expenses incurred to advance a stated object of the company;
 - 4.3.2 as payment of an amount due and payable by the company in terms of a *bona fide* agreement between the company and that person or another;
 - 4.3.3 as a payment in respect of any rights of that person, to the extent that such rights are administered by the company in order to advance a stated object of the company;
 - 4.3.4 in respect of any legal obligation binding on the company; and
 - 4.3.5 may not pay any employee, office bearer, member or other person any remuneration, as defined in the Fourth Schedule of the Income Tax Act, which is excessive, having regard to what is generally considered reasonable in the sector and in relation to the services rendered.
- 4.4 The company may not provide a loan to, secure a debt or obligation of, or otherwise provided direct or indirect financial assistance to, a director of the company or of a related or inter-related company, or to a person related to any such director.
- 4.5 Sub-item 4.4 does not prohibit a transaction if it –
 - 4.5.1 is in the ordinary course of the company's business and for fair value;
 - 4.5.2 constitutes an accountable advance to meet –
 - 4.5.2.1 legal expenses in relation to a matter concerning the company; or
 - 4.5.2.2 anticipated expenses incurred by the person on behalf of the company;
 - 4.5.3 is to defray the person's expenses for removal at the company's request; or
 - 4.5.4 is in terms of an employee benefit scheme generally available to all employees or a specific class of employees.
- 4.6 The company may make donations: Provided that no donations may be made to members or directors of the company: Provided further that any donations made must be made in accordance with the main object of the company.

- 4.7 The company may pay gratuities and pensions and establish pension and medical aid schemes and other incentive schemes in respect of its officers and employees.

5. Fundamental Transactions

- 5.1 The company may not –
- 5.1.1 amalgamate or merge with, or convert to, a profit company; or
 - 5.1.2 dispose of any part of its assets, undertaking or business to a profit company, other than for fair value, except to the extent that such a disposition of an asset occurs in the ordinary course of the activities of the company.
- 5.2 Any proposal to –
- 5.2.1. dispose of all or the greater part of its assets or undertaking; or
 - 5.2.2 amalgamate or merge with another non-profit company, must be submitted to the voting members of the Company for approval in a manner comparable to that required of profit companies in accordance with sections 112 and 113, respectively.
- 5.3 Sections 115 and 116, read with the changes required by context, apply with respect to the approval of a proposal contemplated in sub-item ii).

6. Members

The company must have a minimum of three members.

- 6.1 Membership will not be restricted or regulated in any manner that amounts to unfair discrimination in terms of section 9 of the Constitution provided that should a minimum of 25 members object to the membership of any proposed member, then that proposed member may not be a member.
- 6.2 Membership may be held by juristic persons, including profit companies.
- 6.3 There shall be one class of members – voting members.
- 6.4 Members shall have an interest in promoting the town of Franschhoek as a leading tourist destination.
- 6.5 The members of the company shall be initially the subscribers to the MOI who shall be deemed to be members, and such other persons, bodies or associations admitted to membership in accordance with this MOI.
- 6.5.1. Subject to the provision of 6.5.2 those eligible to be members of the company shall consist of:
 - 6.5.1.1 Tourist establishments within the Franschhoek Valley;
 - 6.5.1.2 A vineyard that is a member of the Vignerons de Franschhoek -
 - 6.5.1.2.1 the applicant produces wine –
 - 6.5.1.2.2 the applicant uses some grapes from the FW geographic area –
 - 6.5.1.2.3 the applicant owns or rents property located within the defined FW geographic area –
 - 6.5.1.2.4 the applicant must associate itself with Franschhoek
 - 6.5.1.3 Members of the general public resident in the Franschhoek Valley;
 - 6.5.1.4 Business organisations within the Franschhoek Valley;
 - 6.5.1.5 Business organisations whose registered physical office address is not the Franschhoek Valley, but whose business operations are conducted partly within the Valley and who maintain a sales presence at the FWV offices;
 - 6.5.1.6 Any other tourist establishment, vineyard, members of the general public or business organisation that was a member on the 1st of July 2006.
 - 6.5.2 A vineyard shall not be eligible for membership unless at the time of its application for membership or renewal of membership the wine that it produces has been certified by the Wine and Spirit Board ("the Board") established in terms of the Liquor Products Act 1989 as

- compliant with all the requirements of the Wine of Origin Scheme as administered by the Board.
- 6.5.3 The names of those admitted to membership and their status shall be entered in the register.
 - 6.5.4 Subject to payment of the annual fees due on renewal of membership within 28 days of service of notice requiring payment thereof the membership of each member who is eligible for membership shall be renewed for each membership year.
 - 6.5.5 The membership of a member who fails to pay the annual membership fee in accordance with 6.5.4 shall be automatically suspended until payment thereof has been made in full.
 - 6.5.6 The annual membership fees shall be in the amount determined by the board from time to time and may include different fees for different categories of members.
 - 6.5.7 Notice of any increase in fees shall be given to members no later than 28 days before the commencement of each membership year.
- 6.6 The admittance of members in addition to the members stipulated in section 6.5.1 shall be at the discretion of the board by invitation only. Such members shall be known as associate members and their names shall be entered into the register accordingly. Associate members shall be entitled to attend, and speak at, the annual general meeting and all other general meetings of the company but they shall not be entitled to vote under any circumstances.
- 6.7 Applicants for membership (including those applying to be admitted as an associate member) shall pay the proportion of the annual membership fee applicable to their category of membership at the time of applying for membership calculated from the date of their application to the end of the then current membership year, which shall be repaid if the application is unsuccessful. Application for membership is by written application to the Board of the Company. Provided the proposed member is not excluded under 6.1, approval by the majority of the existing directors is required in order for a new member to be elected.
- 6.8 There is no limitation on the number of members of the company.
- 6.9 The board shall be entitled to terminate the membership of a member who failed to pay his membership fees within the 14 (fourteen) day period stipulated in 6.14.2 below ("the defaulting member"). The board or any one of them authorised by the board shall be deemed to be authorised in rem suam by the defaulting member to sign and execute any document necessary to terminate the membership of a member.
- 6.10 The rights, benefits, privileges and obligations of membership are not transferable.
- 6.11 Members shall treat as confidential all information concerning the company acquired on that basis.
- 6.12 The board of directors may from time to time in their discretion recommend to a general meeting of the members of the company such persons as they may deem fit as honorary members of the company and the members in the general meeting shall be entitled to appoint such persons as honorary members of the company. Such honorary members of the company shall not be liable to pay annual subscriptions nor contribute towards the debts of the company. Such honorary members shall be entitled to attend, and speak at, general meetings, but they shall not be entitled to vote.
- 6.13 **Rights and obligations, if any, of membership in any class**
The rights and obligations of membership in any class is restricted to voting.
- 6.14 **Termination of membership**
A member shall cease to be a member of the company:
- 6.14.1 upon receipt by the chairman of the company of written notice from the member of his resignation from the company;
 - 6.14.2 if the member fails to pay his annual membership fee and persists in such failure for 14 (fourteen) days after having been notified to rectify such failure followed by a resolution by the board to terminate his membership;
 - 6.14.3 if the board decides to terminate the membership of that member and gives written notice to that member of such termination: -

- 6.14.3.1 on grounds considered reasonable in their discretion; or
- 6.14.3.2 if that member fails to comply with a recommendation for payment of compensation made by a Complaints Officer pursuant to a current Complaints Procedure (which has been approved by members in general meeting) within 14 (fourteen) days' notice being given to that member by the board requiring that member to do so; or
- 6.14.3.3 a number of complaints of a similar nature are made against that member; or
- 6.14.3.4 if that member does anything which in the opinion of the board brings or is likely to bring the company or the tourist industry in the Franschhoek Valley or any part thereof into disrepute.
- 6.14.4 If that member:
 - 6.14.4.1 Is declared insolvent or of unsound mind by a competent court;
 - 6.14.4.2 Is convicted of an offence and sentenced to a term of imprisonment without the option of a fine but no one may be regarded as having been sentenced until any appeal that has been made against the conviction or sentence has been determined; or
 - 6.14.4.3 dies
- 6.14.5 A member who ceased to be a member of the company may on application be re-admitted as a member of the company, subject to such terms and conditions the board may in their discretion determine.

6.15 **Members' right to information**

Every member who has an interest in the Company has the right to access information as set out in section 26 of the Act.

6.16 **Member meetings**

- 6.16.1 The Board is entitled to call a Members' meeting at any time.
- 6.16.2 The company shall hold an annual general meeting not later than 6 (six) months after the end of each financial year, in addition to any other general meetings held during that year and shall designate the meeting as such in the notice convening the meeting.
- 6.16.3 Not more than 15 (fifteen) months shall elapse between the date of one annual general meeting and the next. The annual general meeting shall be held at the time, date and place determined by the board of directors.
- 6.16.4 All general meetings other than the annual general meeting shall be referred to simply as general meetings.
- 6.16.5 The board may, whenever it thinks fit, convene other general meetings. They shall also convene a general meeting on a requisition thereto by members in terms of section 61 of the Act, failing which such a meeting may be convened by the requisitionists themselves in accordance with the provisions of the aforesaid section 61.
- 6.16.6 All meetings (whether called for the passing of special or ordinary resolutions) shall be called on not less than 15 (fifteen) business days' notice.
- 6.16.7 If at any time there are not within the Republic sufficient directors capable of forming a quorum, any director or any 2 (two) members of the company may convene a general meeting in the same manner as nearly as possible as that in which meetings may be convened by the board of directors.
- 6.16.8 The quorum for a Members' meeting to begin or for a matter to be considered, shall be at least ten members present in person or by proxy or represented. Should a quorum not be present, the Chairman of the meeting shall be obliged to call another meeting with 5 days' notice. Should there not be a quorum at this reconvened meeting, provided that at least 3 members are present, in person, by proxy or represented, the meeting shall be deemed to be duly constituted.
- 6.16.9 Each voting member of the company will have at least one vote.

6.16.10 The vote of each member of the company is of equal value to the vote of each other voting member on any matter to be determined by vote of the members, except to the extent that the MOI provides otherwise.

6.16.11 The Company is not required to hold any members' meetings other those specifically required by the Companies Act, 2008.

6.16.12 The authority of the Company's Board of Directors to determine the location of any members' meeting, and the authority of the Company to hold such meeting in the Republic or in any foreign country, as set out in section 61(9) is not limited or restricted by this MOI.

6.17 Members' meetings by electronic communication

The authority of the Company to conduct a meeting entirely by electronic communication or to provide for participation in a meeting by electronic communication, as set out in section 63 is not limited or restricted by this MOI.

6.18 Members' resolutions

6.18.1 For an ordinary resolution to be adopted at a Members' meeting, it must be supported by the holders of at least 50% of the voting rights exercised on the resolution, as provided in section 65(7).

6.18.2 For a special resolution to be adopted at a Members' meeting, it must be supported by the holders of at least 75% of the voting rights exercised on the resolution, as provided in section 65(9).

6.18.3 A special resolution adopted at a Members' meeting is not required for a matter to be determined by the Company, except those matters set out in section 65(11), or elsewhere in the Act.

- Section 65(11) A special resolution is required to –

- a) Amend the company's Memorandum of Incorporation to the extent required by section 16(1)(c);
- b) Approve the voluntary winding-up of the company, as contemplated in section 80(1); or
- c) Approve any proposed fundamental transaction, to the extent required by Part A of Chapter 5.

6.19 Members' Register

6.19.1 The company will maintain a membership register as contemplated in section 24(4) of the Act.

6.19.2 The board shall cause to be kept in one or more books a register of the members for each membership year and there shall be entered therein:

- 6.19.2.1 the names and addresses of the members;
- 6.19.2.2 the date at which the name of any person was entered in the register as a member;
- 6.19.2.3 whether the member is an associate or full member;
- 6.19.2.4 the membership fee due from such member and the date on which such fee was paid;
- 6.19.2.5 the date at which any person ceased to be a member; and such register shall be kept at the registered office of the company and shall be open to the inspection of the members during business hours, subject to any reasonable restrictions from time to time imposed by the company in general meeting.

6.20 Notices

6.20.1 A notice by the company to a member or a director and any document accompanying such notice may be:-

- 6.20.1.1 given personally; or

- 6.20.1.2 sent by post by stamped letter addressed to the member or director at his registered address, or (if he does not have a registered address in the Republic) to the address in South Africa, if any, supplied by him to the company as the address at which notice may be given to him; or
- 6.20.1.3 sent by facsimile transmission to the facsimile number supplied by him to the company as the number at which notice may be given to him; or
- 6.20.1.4 sent by email to such email address as he may have supplied to the company.
- 6.20.2 Notice of every general meeting shall be given in manner hereinbefore provided to:
 - 6.20.2.1 every member of the company registered as such at the date of giving of such notice; and
 - 6.20.2.2 every director of the company; and
 - 6.20.2.3 the auditor of the company for the time being.
- 6.20.3 No other person shall be entitled to receive notices of general meetings.
- 6.20.4 Any notice shall be deemed to have been duly served, unless the contrary is proved, if:
 - 6.20.4.1 delivered by hand during business hours on a business day on the day of delivery;
 - 6.20.4.2 sent by post two business days after the business day on which the letter containing the notice is posted and to prove that the notice had been given by post it will be sufficient to show that the letter containing the notice had been properly addressed and posted in the post office;
 - 6.20.4.3 sent by facsimile transmission on the first business day following the date of transmission and to prove that the notice had been given by facsimile transmission it will be sufficient to submit the proof of transmission; and
 - 6.20.4.4 sent by email on the first business day after the date of transmission and to prove that the notice had been given by email it will be sufficient to show that the email had been sent to the last email address the member may have supplied to the company.
- 6.20.5 The signature to any notice given by the company may be written or printed, or partly written and partly printed.
- 6.20.6 Notwithstanding anything to the contrary contained in the MOI but subject to the provisions of the Act, the company is hereby authorised to deliver, issue, distribute, register, lodge, publish and make available all returns, certificates, registers, notices and other information relevant to shareholders, such as circulars, annual reports, financial statements, accounts, interim and other reports, details of listing, notices of meetings and proxy forms, and to effect voting by proxy, by means of computer linkage, through electronic media, including faxes, electronic mail, bulletin board, internet web sites and computer networks.
- 6.20.7 When a given number of days' notice or notice extending over any other period is required to be given, such number of days shall be clear days, that is to say the day on which the notice is given and the date in respect of which the notice is given, shall not be counted in calculating the period.

7. Directors

7.1 Basis on which directors of the Company are chosen by Members

- 7.1.1 Directors will be elected at the Annual General Meeting of the company;
- 7.1.2 Directors are to serve three (3) year terms with at least one director in three completing the term or standing for re-election each year.

7.2 Election of directors by voting Members

If any directors are elected by the voting members, at least one-third of those directors must be elected each year.

7.3 Financial assistance to Directors

- 7.3.1 The Company may not provide a loan to, secure a debt or obligation of, or otherwise provide direct or indirect financial assistance to, a director of the company or of a related or inter-related company, or to a person related to such director.
- 7.3.2 Sub-item 7.3.1 does not prohibit a transaction if it –
 - 7.3.2.1 is in the ordinary course of the company's business and for fair value;
 - 7.3.2.2 constitutes an accountable advance to meet –
 - 7.3.2.2.1 legal expenses in relation to a matter concerning the company; or
 - 7.3.2.2.2 anticipated expenses to be incurred by the person on behalf of the company;
 - 7.3.2.3 is to defray the person's expenses for removal at the company's request; or
 - 7.3.2.4 is in terms of an employee benefit scheme generally available to all employees or a specific class of employee.

7.4 Composition of the Board of Directors

- 7.4.1 Subject to the provisions of article 7.9 the number of directors shall not be more than 12 (twelve) or less than 10 (ten) or such other minimum or maximum number as a general meeting of the company may approve plus a councillor or other authorised representative of the Municipality of Stellenbosch nominated by its Mayor or any person who is duly appointed as managing director or chief executive officer as an employee of the company in terms of paragraph 7.5.1.
- 7.4.2 In addition to the appointed directors there are no *ex officio* directors of the Company as contemplated in section 66(4).
- 7.4.3 In addition to satisfying the qualification and eligibility requirements set out in section 69, to become or remain a director or a prescribed officer of the Company, a person need not satisfy any further eligibility requirements or qualifications. A person need not be a member of the company to qualify for appointment as director of the company.
- 7.4.4 A director shall be appointed by a majority of members present, in person, by proxy or represented at the meeting.
- 7.4.5 At the end of the annual general meeting in every subsequent year after the third annual general meeting or any adjournment thereof one third of the directors for the time being, or if their number is not 3 (three) or a multiple of 3 (three), the number of directors nearest to one third, shall retire from office.
- 7.4.6 In the absence of agreement between them the directors to retire in every year shall be those who have been longest in office since their last election, but as between persons who became directors on the same day, those to retire shall, unless they otherwise agree among themselves, be determined by lot.
- 7.4.7 A retiring director shall be eligible for re-election.
- 7.4.8 At the annual general meeting at which a director retires in the manner aforesaid or at any other general meeting, the company may fill the vacancy by appointing a director to office in accordance with the provisions of this article 7.4.
- 7.4.9 If at any meeting at which an election of directors ought to take place the offices of the retiring directors are not filled, unless it is expressly resolved not to fill such vacancies, the meeting shall stand adjourned and the provisions of articles 8.3.4 and 8.3.5 shall apply *mutatis mutandis* to such adjournment, and if at such adjourned meeting the vacancies are not filled, the retiring directors or such of them as have not had their offices filled shall be deemed to have been re-elected at such adjourned meeting unless a resolution for the re-election of any such director shall have been put to the meeting and defeated.
- 7.4.10 Provided that the minimum number of directors is maintained, the company may from time to time in general meeting increase or reduce the number of directors, and may also determine in what rotation such increased or reduced number of directors is to retire from office.

- 7.4.11 Unless the members otherwise determine in general meeting, any casual vacancy occurring on the board (including in terms of article 7.4.14) shall be filled by the board if it wishes to do so, but the director so appointed shall be subject to the same terms, qualifications and conditions which exist with reference to the director vacating his office, including, without limitation, retirement at the same time as if he had become a director on the day on which the director in whose stead he is appointed, was last elected a director.
- 7.4.12 The directors have the power at any time to appoint a person as an additional director but so that the total number of directors shall not at any time exceed the number fixed according to the MOI.
- 7.4.13 A director appointed in terms of 7.4.12 or 7.4.13 shall retire from office at the next following annual general meeting and shall then be eligible for re-election but shall not be taken into account in determining which directors are to retire by rotation at such meeting.
- 7.4.14 The company may by ordinary resolution of which special notice has been given in accordance with section 71 of the Act remove any director before the expiration of his period of office, notwithstanding anything to the contrary contained in the MOI or in any agreement between the company and such director.
- 7.4.15 Each director shall have the power to nominate a person possessing the necessary qualifications of a director, to act as alternate director in his place during his absence or inability to act, provided that the appointment of an alternate director shall be approved in writing by the board and on such appointment being made, the alternate director shall, in all respects, be subject to the terms, qualifications and conditions existing with reference to the other directors of the company.
- 7.4.16 An alternate director, whilst acting in the stead of the directors who appointed him, shall exercise and discharge all the powers, duties and functions of the directors he represents. The appointment of an alternate director shall be revoked, and the alternate director shall cease to hold office, whenever the director who appointed him ceases to be a director or gives notice to the secretary of the company that the alternate director representing him has ceased to do so, and in the event of the disqualification or resignation of any alternate director during the absence or inability to act of the director whom he represents, the vacancy so arising shall be filled by the chairman of the board who shall nominate a person to fill such vacancy, subject to the approval of the board of directors.
- 7.4.17 The board shall elect, immediately after the annual general meeting at which this MOI was adopted and after each subsequent annual general meeting, a chairman and vice-chairman (who shall each be a director) to hold office until the conclusion of the next annual general meeting following such election. Such chairman and vice-chairman shall be eligible for re-election.
- 7.4.18 If the chairman or vice-chairman resigns as such or ceases to be a director for any reason the board shall elect another director to be chairman or vice-chairman (as the case may be) who shall hold office for the unexpired residue of the term of office of the chairman or vice-chairman who has resigned or ceased to be a director.
- 7.4.19 The office of director shall be vacated if the director:
 - 7.4.19.1 Ceases to be a director or becomes prohibited from being a director by virtue of any provision of the Act; or
 - 7.4.19.2 Becomes insolvent or makes an arrangement or composition with his creditors generally;
 - 7.4.19.3 Becomes in the discretion of the other directors so mentally or otherwise defective that he can no longer properly execute his office;
 - 7.4.19.4 Resigns his notice by giving notice in writing to the company;
 - 7.4.19.5 Is restrained from being a director by reason of any order made under section 162 of the Act;
 - 7.4.19.6 Absents himself from 4 (four) consecutive meetings of the board without special leave of absence and it is resolved that his office be vacated;

- 7.4.19.7 Is removed from office by resolution duly passed pursuant to any other provision of the Act or MOI;
- 7.4.19.8 Was a member on the date on which he was appointed and ceases to be a member of the company, and such director shall be deemed to have vacated his office of director *ipso facto* from the date he ceases to be a member;
- 7.4.19.9 Having served a minimum period of 6 months as a duly elected director in terms of paragraph 7.4.5 above, is removed from office by a majority of at least 50% of the Directors; or
- 7.4.19.10 Is removed from office pursuant to any other provision of the Act or the MOI.

7.5 Executive Directors

- 7.5.1 The board shall from time to time appoint an executive director or a chief executive officer, form among their numbers or from among the employees of the company who shall be a director for so long as he or she is employed as such, for the period and at the remuneration they deem fit, and may revoke such appointment subject to the terms of an agreement that had been reached in a specific case of the terms and conditions of any existing employment agreement in respect of an employee of the company. A director appointed accordingly shall not, whilst he holds such office, be subject to retirement via rotation, and shall not be taken into account in the determination of the retirement rotation of directors, subject, however to the provisions of this article 7.5 below.
- 7.5.2 The appointment of an executive director as such shall expire, without any prejudice to any claim of whichever nature such director may have against the company, if he ceases being a director for any reason whatsoever.
- 7.5.3 Any executive director appointed in terms of 7.5.1 shall in his capacity as such be subject to the same provisions relating to discharge as the other directors of the company, and should he cease being a director, his appointment to such post or executive office shall be terminated *ipso facto*, without prejudicing any claim for damages he may have as a result of such termination or detracting from the terms and conditions of any employment agreement of such a director.
- 7.5.4 The remuneration of a director appointed to any post or executive office in terms of paragraph 7.5.1:
 - 7.5.4.1 shall be determined by an impartial quorum of the board of directors;
 - 7.5.4.2 shall be paid to him over and above or instead of any normal remuneration he receives as a director of the company, whatever the board may determine; and
 - 7.5.4.3 may comprise a salary or a commission or partially in one manner and partially in the other, whatever the board may determine.

7.6 Authority of the Board of Directors

- 7.6.1 The affairs of the company shall be conducted and managed by the board who may pay all expenses incurred in promoting and registering the company and may exercise all such powers of the company as are not, by the Act or by this MOI, required to be exercised by the company in general meeting, subject nevertheless to this MOI, to the provisions of the Act and to such regulations not inconsistent with the MOI or provisions, as may be prescribed by the company in general meeting; but no regulation made by the company in general meeting shall invalidate any prior act of the directors which would have been valid if such regulation had not been made.
- 7.6.2 The authority of the Company's Board of Directors to manage and direct the business and affairs of the Company, as set out in section 66(1) is not limited or restricted by this MOI.
- 7.6.3 The Board has the authority to exercise all of the powers and perform any of the functions of the Company: Provided that such actions will be executed only in accordance with the main object of the Company.

- 7.6.4 The directors of the company must comply with section 112 of the Act in order to dispose of the undertaking of the company or the whole or greater part of the assets of the company. The special resolution so required may be approved by the company in general meeting.
- 7.6.5 Any business which is either expressly or impliedly authorised to be undertaken by the company may be undertaken by the directors at such time or times as they think fit or may be suspended for so long as the directors deem it expedient not to commence or proceed with that business and whether or not that business may have actually been commenced: Provided that such actions will be executed only in accordance with the main object of the Company.
- 7.6.6 A meeting of the directors for the time being at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretion by or under the MOI of the company for the time being vested in or exercisable by the directors generally: Provided that such actions will be executed only in accordance with the main object of the Company.
- 7.6.7 The drawing up and implementation of the budget each year shall be the responsibility of the board of directors.

7.7 Directors' Meetings

7.7.1 Directors acting other than at meeting

- 7.7.1.1 A decision that could be voted on at a meeting of the Board of the Company may instead be adopted by written consent of a majority of directors, given in person, or by electronic communication, provided that each director has received notice of the matter to be decided.
- 7.7.1.2 A decision made in this manner is of the same effect as if it had been approved by voting at a meeting.
- 7.7.1.3 Subject to the provisions of the Act, a resolution in writing, signed by all the directors, shall be as valid and effectual as if it had been passed at a meeting of the directors duly convened and held.

7.7.2 Proceedings of the board of directors

- 7.7.2.1 A director may at any time convene a meeting of the directors.
- 7.7.2.2 The board may meet for the despatch of business, adjourn and otherwise regulate their meetings, as they think fit, provided that:
 - 7.7.2.2.1 Reasonable notice shall be given of meetings of the directors and an agenda shall be circulated at least 7 (seven) days in advance of the meetings unless for reasons of urgency that is not possible; and
 - 7.7.2.2.2 The directors shall meet regularly at such intervals as the board may from time to time determine, for the despatch of business, subject thereto that any two directors or the chairman (as the case may be) shall be entitled to instruct the secretary to convene a meeting of the board of directors.
- 7.7.2.3 Questions arising at any meeting of the board shall be decided by a majority of votes if consensus could not be reached which the board shall at all times strive to reach. The chairman shall allow reasonable time in his discretion to debate the issues in respect of which consensus cannot be reached. In case of an equality of votes, the chairman shall have a second or casting vote.
- 7.7.2.4 Unless absent from the Republic every director shall be entitled to receive notice of all meetings of the board of directors.
- 7.7.2.5 The quorum for the transacting of business at a meeting of the directors shall be majority of the directors in office. If a quorum is not present at a meeting, that meeting shall be adjourned to the same time and place in the following week or if that is a public holiday, to the following day and the chairman shall ensure that a faxed or email notice of such adjournment is given to all directors. The directors

- present at the adjourned meeting shall constitute a quorum even if they do not meet the afore-mentioned quorum requirements.
- 7.7.2.6 The continuing directors may act notwithstanding any vacancy in their number but if and so long as their number is reduced below the number fixed by or pursuant to the articles as the necessary quorum of the board of directors, the continuing directors may act for the purpose of increasing the number of directors to that number, or of summoning a general meeting of the company, but for no other purpose.
- 7.7.2.7 The directors may elect a chairman of their meetings and determine the period for which he is to hold office. The chairman shall act as chairman for any meeting of the board held during his term of office. If there is no such chairman or if at any meeting he is not present within 15 (fifteen) minutes after the time appointed for holding the meeting or has notified his inability to be present or is unwilling to act as chairman, the vice chairman shall act as chairman and if he cannot or will not act the members present shall choose one of their number to be chairman of the meeting.
- 7.7.3 The Board of Directors is authorised to allow for the conduct of a meeting entirely by electronic communication as set out in section 73(3) of the Act.
- 7.7.4 The authority of the Company's Board of Directors to determine the manner and form of providing notice of its meetings, as set out in section 73(3) is not limited or restricted by this MOI.
- 7.7.5 The authority of the Company's Board of Directors to proceed with a meeting despite a failure or defect in giving notice of the meeting, as set out in section 73(5) is limited or restricted in that in the event of an equality of votes, the chairman shall not have a casting vote.
- 7.7.6 Questions arising at any meeting shall be decided by a majority of votes.
- 7.7.7 All acts done by any meeting of the directors or a committee of directors or by any person acting as a director shall, notwithstanding that it be afterwards discovered that there was some defect in the appointment of any such directors or person acting as aforesaid or that they or any of them were disqualified, be as valid as if every such person had been duly appointed and were qualified to be a director.
- 7.7.8 It shall, however, be competent for every director, even if he is not a member of the company, to attend general meetings of the company and to take part in the deliberations thereat and to express his views on any matter before the meetings, but he shall not be entitled, unless he is a member or otherwise entitled to vote, to exercise any voting rights at any such general meeting, save as proxy for or representative of a member.

7.8 Written resolutions

Subject to the MOI:

- 7.8.2 a resolution in writing signed by all the members of the board (or their alternates where applicable) for the time being or all the members of a directors' committee shall be as valid and effectual as if it had been passed at a meeting of the board or the committee duly called and constituted. The resolution may consist of several documents, each signed by one or more directors in terms of this article or may consist of one or more facsimiles or emails reflecting signatures of the directors, and shall be deemed to have been taken on the date upon which it has been signed by the director who signed last (unless a statement to the contrary is made in that resolution);
- 7.8.3 in the case of matters requiring urgent resolution or, if for any reason it is impracticable to meet as contemplated in the MOI or pass a resolution as contemplated in 7.8.1 above, proceedings may be conducted by utilising conference telephone facilities, provided that the required quorum is met. A resolution agreed to during the course of such proceedings

shall be as valid and effectual as if it had been passed at a meeting of the directors duly called and constituted. The secretary of the company shall as soon as is reasonably possible after such meeting by telephone has been held, be notified thereof by the relevant parties to the meeting, and the secretary shall prepare a written minute thereof.

7.9 Committees of the Board

- 7.9.1 The board may delegate any of its powers to committees consisting of such member or members of their body as they think fit (which shall not necessarily be directors of the company). Any committee so formed shall, in the exercise of the powers so delegated, conform to any regulations that may be imposed on them by the directors.
- 7.9.2 A committee may elect a chairman of its meetings. If no such chairman is elected, or if at any meeting the chairman is not present within five minutes after the time appointed for holding the meeting, the members present may elect one of their number to be chairman of the meeting.
- 7.9.3 A committee may meet and adjourn as they think proper. Questions arising at any meeting shall be determined by a majority of votes of the members of the committee present and in case of an equality of votes, the matter shall forthwith be referred to the board for decision.
- 7.9.4 In particular, a Marketing Committee and a Development Committee may respectively be formed by the company. Such committee(s) shall furthermore perform the functions and have the powers and authorities as the board may determine from time to time in their discretion. The number of committee members and the period of office shall be determined at the discretion of the board of directors.

7.10 Delegation of powers to Executive Committee

- 7.10.1 The board may from time to time entrust to or confer upon one or more directors, an executive director or other official of the company for the time being such of the powers and authorities vested in them as they may think fit, and they may confer such powers and authorities for such time and to be exercised for such objects and purposes and upon such terms and conditions and with such restriction as they may think expedient; and they may confer such powers and authorities either collaterally with or to the exclusion of, and in substitution for, all or any of the powers and authorities of the board and may from time to time revoke or vary all or any of such powers and authorities. In particular, all contracts, deeds, cheques and other documents which are required to be signed on behalf of the company, shall be signed in such manner as the board shall from time to time determine.
- 7.10.2 The management and handling of the day to day affairs of the company may be entrusted by the board to an executive committee consisting of at least the chairman, 2 (two) other directors, the executive director or manager or chief executive officer, if there is one, occupying the office from time to time. The chairman of the board shall also act as chairman of the executive committee.

7.11 Borrowing powers

- 7.11.1 The Directors may from time to time exercise all the powers of the company to borrow money: Provided that such actions will be executed only in accordance with the main object of the company.
- 7.11.2 The Directors may secure the payment of moneys borrowed in any manner including the mortgaging and pledging of property and, without detracting from the generality thereof, in particular by the issue of any kind of debenture or debenture stock, with or without security: Provided that such actions will be executed only in accordance with the main object of the Company.

7.12 Indemnification of Directors

- 7.12.1 The authority of the Company to advance expenses to a director, or indemnify a director, in respect of the defence of legal proceedings, as set out in section 78(4) is not limited, restricted or extended by this MOI.
- 7.12.2 The authority of the Company to indemnify a director in respect of liability as set out in section 78(5) is not limited or restricted by this MOI.
- 7.12.3 The authority of the Company to purchase insurance to protect the Company, or a director, as set out in section 78(7) is not limited, restricted or extended by this MOI.
- 7.12.4 Every director, manager, secretary and other officer or servant of the company shall be indemnified by the company against, and it shall be the duty of the directors out of the funds of the company to pay to him, all costs, losses and expenses including travelling expenses which he may have incurred or become liable for by reason of any contract entered into or act or deed done by him in that capacity or in any way in the bona fide discharge of his duties.
- 7.12.5 No director, manager, secretary or other officer or servant of the company shall be liable for any act, omission or failure of any other director or officer or servant, or for joining in any such act or omission or failure, or for loss or expenses suffered by the company through the inadequate or incomplete title to any property acquired by order of the directors or on behalf of the company, or for insufficient or defective security in or upon which any of the monies of the company have been invested, or for any loss or damage arising from the insolvency, liquidation or delict of any person with whom any monies, securities or effects have been deposited, or for any loss or damage occasioned by any error of judgement or oversight on his part or for any loss, damage or misfortune whatever which took place in the execution of his duties of office, unless he would otherwise be liable in law on the grounds of negligence, default, breach of duty or breach of trust in relation to the company.

7.13 Expenses of directors

Subject to paragraph 4.3 of the MOI of the company and excluding the remuneration payable in terms of 7.5.4 above, the directors may from time to time be paid all reasonable expenses which may be incurred by them in or about the execution of the powers conferred upon them.

7.14 Validity of acts

- 7.14.1 All acts done at or authorised by any meeting of the board or of a committee of the board or by any person acting as a director shall, notwithstanding that it be afterwards discovered that there was some defect in the appointment or continuance in office of any such director or person acting as aforesaid, or that they or any of them were disqualified or had vacated office, be as valid as if every such person had been duly appointed or had duly continued in office, or was qualified and had continued to be a director or had been entitled to vote as a director.
- 7.14.2 No director or intending director shall be disqualified by his office from contracting with the company in any manner whatsoever provided that the director discloses to the remaining directors at the relevant meeting the nature of his/her interest, whether direct or indirect, even if one or more of the directors may know of it already. Such director shall not be entitled to vote at any meeting of the board or otherwise in relation to such contract, but he/she shall be reckoned for the purpose of constituting a quorum of directors.

8. Meetings of the Company

The company is governed by the applicable sections in the Act, in addition to the provisions set out below:

8.1 General meetings

- 8.1.1 The Company shall hold its first annual general meeting within eighteen months after the date of its incorporation and shall thereafter in each year hold an annual general meeting; provided that not more than fifteen months shall elapse between the date of one annual general meeting and that of the next.
- 8.1.2 Other general meetings of the Company may be held from time to time.
- 8.1.3 Annual general meetings and other general meetings shall be held at such time and place as the Directors shall appoint.

8.2 Notice of meetings

Section 62 of the Act applies, in addition to the following –

- 8.2.1 An annual general meeting and a meeting called for the passing of a special resolution shall be called by not less than 15 (fifteen) business days' notice in writing and any other general meeting shall also be called by not less than 15 (fifteen) business days' notice in writing.
- 8.2.2 The notice shall be in writing, exclusive of the day on which it is served or deemed to be served and of the date for which it is given, and shall specify the place, the day and the hour of the meeting and shall be delivered to each member either by electronic communication or by prepaid post addressed to such member at his registered address.
- 8.2.3 Every notice calling an annual general meeting shall specify the meeting as such.
- 8.2.4 The notice convening the meeting shall state:
 - 8.2.4.1 Which directors will be retiring and whether they are offering themselves for re-election as directors;
 - 8.2.4.2 That nominations to fill any vacancies as directors there may then be or will be following the retirement of directors must be made in writing endorsed with the acceptance of the nomination by the nominee and delivered to the registered office of the company or such other address as may be specified in the notice convening the annual general meeting or sent by facsimile transmission to the number specified in that notice no later than 10 clear days before the date of that annual general meeting;
 - 8.2.4.3 Not less than 5 (five) business days before the date of that annual general meeting the company shall give members notice of any nominations made in terms of section 8.2.4.2 (but any failure to do shall not invalidate any such nominations) and shall include in such notice any statement by the nominee not exceeding two hundred words that was submitted with his or her nomination provided that such statement is not in the opinion of the board defamatory or otherwise objectionable.
 - 8.2.4.4 A meeting of the company, notwithstanding that it is called by shorter notice than that specified in this section, shall be deemed to have been duly called if it is so agreed to by a majority in number of the members having the right to attend and vote at the meeting and together representing not less than 95% (ninety-five percent) of the total voting rights of all members having at the said date the right to vote at general meetings of the company.
 - 8.2.4.5 The inadvertent omission to give notice of a meeting to, or the non-receipt of a notice of a meeting by any person entitled to receive such notice, shall not invalidate the proceedings at that meeting.

8.3 Conduct of meetings (Section 63)

- 8.3.1 A members' meeting may only be held in person, by proxy or representative.
- 8.3.2 The annual general meeting shall deal with and dispose of all matters prescribed by the Act, including the consideration of the annual financial statements, the election of directors (where applicable) and other officers in the place of those retiring and the appointment and fixing of remuneration of the auditor and deal with any other business laid before it. All other

business or business laid before any other general meeting shall be considered special business.

- 8.3.3 No business shall be transacted at any general meeting unless a quorum of members is present at the time when the meeting proceeds to business. Save as herein otherwise provided, the quorum for such meetings shall be 25 % (twenty five percent) in number of members entitled to vote, present in person or by proxy or, if a member is a body corporate, represented at the meeting.
- 8.3.4 If within half an hour after the time appointed for the meeting a quorum is not present, the meeting, if convened upon the requisition of members, shall be dissolved. In any other case it shall stand adjourned to the same day in the next week, at the same time and place or, if that day be a public holiday, to the next weekday not being a public holiday, and if at such adjourned meeting a quorum is not present within 15 (fifteen) minutes after the time appointed for the meeting, the members present in person or by proxy shall form a quorum subject to the provisions of section 64 of the Act as regards the requirements for the adoption of a special resolution.
- 8.3.5 Where a meeting has been adjourned as aforesaid or pursuant to 8.3.8 below the company shall, upon a date not later than 3 (three) days after the adjournment, give to members, a notice served in manner hereinafter appearing stating:
 - 8.3.5.1 the date, time and place to which the meeting had been adjourned;
 - 8.3.5.2 the matter before the meeting when it was adjourned; and
 - 8.3.5.3 the ground for the adjournment.
- 8.3.6 The chairman of the board shall preside as chairman at every general meeting of the company.
- 8.3.7 If there is no such chairman or if at any meeting he is not present within 15 (fifteen) minutes after the time appointed for holding the meeting, the vice chairman of the board shall act as chairman or, failing him, the members present shall elect one of their number to be chairman of the meeting.
- 8.3.8 The chairman of the meeting may, with the consent of any meeting at which a quorum is present, and shall, if so directed by the meeting, adjourn the meeting from time to time and from place to place, but no business shall be transacted at any adjourned meeting other than the business left unfinished at the meeting from which the adjournment took place. When a meeting is adjourned, the provisions of articles 8.3.4 and 8.3.5 above shall mutatis mutandis apply to such adjournment.
- 8.3.9 At any general meeting a resolution put to the vote of the meeting shall be decided on a show of hands, unless a poll is demanded beforehand or on the declaration of the result of the show of hands:
 - 8.3.8.1 by the chairman of the meeting; or
 - 8.3.8.2 by at least 5 (five) members present in person or by proxy having the right to vote at the meeting; or
 - 8.3.8.3 by any member or members present in person or by proxy having the right to vote at the meeting and representing not less than one-tenth of the total voting rights of all members having the right to vote at the meeting.
- 8.3.9 Unless a poll is demanded, a declaration by the chairman of the meeting that a resolution has, on a show of hands, been carried or carried unanimously or by a particular majority, or lost, and an entry made to that effect in the book of the proceedings of the company, shall be conclusive evidence of the fact, without proof of the number or proportion of the votes recorded in favour of or against such resolution.
- 8.3.10 If a poll is duly demanded it shall be taken in such manner as the chairman or the meeting directs, and the result of the poll shall be deemed to be the resolution of the meeting at which the poll was demanded. In determining the result of the poll the number of votes to which each member is entitled in terms of the articles shall be taken into account. Scrutineers shall be appointed by the chairman of the meeting to determine the result of the poll, and their decision, which shall be announced by the chairman of the meeting, shall,

when announced, be deemed to be the resolution of the meeting at which the poll is demanded.

- 8.3.11 A poll, which is demanded on the election of a chairman of the meeting or on a question of adjournment, shall be taken forthwith. A poll demanded on any other question shall be taken at such time as the chairman of the meeting directs. The demand for a poll shall not prevent the continuation of a meeting for the transaction of any business other than the question upon which the poll has been demanded.
- 8.3.12 In the case of an equality of votes, whether on a show of hands or on a poll, the chairman of the meeting shall be entitled to a second or casting vote.
- 8.3.13 Subject to 6.6 above in relation to voting by associate members, on a show of hands every member who is not in arrears in payment of his membership fees shall have 1 (one) vote.
- 8.3.14 Subject to 8.3.17 below on a poll the total number of votes in the company shall be equal to the total amount of membership fees due and paid at the relevant date expressed in Rands, adjusted upwards or downwards to the nearest round number, and each member shall have the number of votes equal to his membership fees due and paid at that date, expressed in Rands and *mutatis mutandis* adjusted as aforesaid.
- 8.3.15 The membership fees due and paid by associate members shall not be taken into account in determining the total number of votes.
- 8.3.16 Any member entitled to attend and vote at a meeting of the company shall be entitled to appoint another person who is also a member of the company as his proxy, to attend and vote in his stead on a poll but not on a show of hands, and a proxy appointed to attend and vote instead of a member shall also have the same right as the member to speak at the meetings.
- 8.3.17 On a poll votes may be given either personally or by proxy.
- 8.3.18 The instrument appointing a proxy shall be in writing under the hand of the appointer or of his agent duly authorised in writing or, if the appointer is a body corporate, under the hand of an officer or agent authorised by such body corporate. Every notice convening a meeting of the company shall state that a member entitled to attend and vote is entitled to appoint one or more proxies to attend and speak and, on a poll, vote in his stead, provided that a proxy must also be a member.
- 8.3.19 The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a notarially certified copy of such power or authority shall be deposited at the registered office of the company, not less than 48 (forty-eight) hours before the time for holding the meeting or adjourned meeting at which the person named in the instrument of proxy is to exercise his vote and failing compliance herewith such instrument shall not be treated as valid. No instrument appointing a proxy shall be valid after the expiration of 6 (six) months from the date when it was signed, unless so specifically stated in the proxy itself.
- 8.3.20 The instrument appointing a proxy may be in any form which the directors may approve and which complies with the provisions of section 189(5) of the Act, and shall be deemed to confer the power to demand or to join in a demand that a poll be taken.
- 8.3.21 A vote given in accordance with the terms of an instrument of proxy shall be valid notwithstanding the previous death or insanity of the principal or revocation of the proxy or of the authority under which the proxy was executed, provided that no intimation in writing of such death, insanity or revocation as aforesaid shall have been received by the company at its registered office before the commencement of the meeting or adjourned meeting at which the instrument of proxy is used.
- 8.3.22 No objection may be raised against the authority of a member to vote except during the meeting or adjourned meeting at which the vote objected against is cast or proffered and every vote, which has not been refused during such meeting, shall for all purposes be valid. Any such objection, which had been made timeously, shall be referred to the chairman of the meeting and his decision shall be final and binding.
- 8.3.23 Any corporate body which is a member of the company may by resolution of its directors, or other governing body, authorise such person as it thinks fit to act as its representative at any

meeting of the company and the persons so authorised shall be entitled to exercise the same powers on behalf of the corporate body which he represents as that corporate body could exercise if it were an individual member of the company.

- 8.3.24 All resolutions at any general meeting of the company where a quorum is present shall, subject to the provisions of the Act in relation to special resolutions and unless stipulated to the contrary in the memorandum and articles of association of the company in respect of a particular matter, be taken by a majority vote.

8.4 Meeting quorum and adjournment (Section 64)

- 8.4.1 The annual general meeting shall deal with and dispose of all matters prescribed by the Act, including the consideration of the annual financial statements, the election of directors and the appointment of an auditor, and may deal with any other business laid before it. All business laid before any other general meeting shall be considered special business.
- 8.4.2 No business shall be transacted at any general meeting unless a quorum of members is present at the time when the meeting proceeds to business. Save as herein otherwise provided, 25% (twenty-five percent) in number of members entitled to vote, present in person or by proxy or, if a member is a body corporate, represented at the meeting.
- 8.4.3 If within half an hour after the time appointed for the meeting a quorum is not present, the meeting, if convened upon the requisition of the members, shall be dissolved; in any other case it shall stand adjourned to a day not earlier than seven days and not later than twenty-one days after the date of the meeting and if at such adjourned meeting a quorum is not present within half an hour after the time appointed for the meeting the members present in person or by proxy, or represented shall be a quorum.
- 8.4.4 The chairman, if any, of the Board of Directors shall preside as chairman at every general meeting of the company.
- 8.4.5 If there is no such chairman, or if at any meeting he is not present within fifteen minutes after the time appointed for holding the meeting or is unwilling to act as chairman, the members present shall elect one of their number to be chairman.
- 8.4.6 The chairman may with the consent of any meeting at which a quorum is present (and shall if so directed by the meeting), adjourn the meeting from time to time and from place to place, but no business shall be transacted at any adjourned meeting other than the business left unfinished at the meeting at which the adjournment took place.

8.5 Member resolutions (Section 65)

- 8.5.1 For an ordinary resolution to be approved by members, it must be supported by more than 50% of the voting rights of those present, in person, by proxy or represented.
- 8.5.2 For a special resolution to be approved by members, it must be supported by at least 75% of the voting rights of those present, in person, by proxy or represented.
- 8.5.3 A special resolution adopted at a Members' meeting is not required for a matter to be determined by the Company, except those matters set out in section 65(11), or elsewhere in the Act.
- Section 65(11) A special resolution is required to –
 - d) Amend the company's Memorandum of Incorporation to the extent required by section 16(1)(c);
 - e) Approve the voluntary winding-up of the company, as contemplated in section 80(1); or
 - f) Approve any proposed fundamental transaction, to the extent required by Part A of Chapter 5.

9. Company records

The company will comply with the requirements as contained in section 24 – “Form and Standards for company records”; section 25 – “Location of company records” and section 26 – “Access to company records” of the Act.

9.1 **Inspection of Minutes**

The minutes kept of every general meeting and annual general meeting of the company may be inspected and copied as provided for in sections 24, 25 and 26 of the Act.

9.2 **Minutes and Minute book**

- 9.2.1 The board shall cause minutes to be kept in books provided for the purpose:
 - 9.2.1.1 of all appointments of officers made by the board of directors;
 - 9.2.1.2 of the names of the members of the board present at each meeting of the board and of any committee of the board of directors; and
 - 9.2.1.3 of all resolutions and proceedings at all meetings of the company and of the board and of the committees of the board of directors, and any such minutes of any meeting of the company, of the board or of any committee, if purporting to be signed by the chairman of such meeting or by the chairman of the next succeeding meeting, shall be receivable as prima facie evidence of the matters of such minutes.
- 9.2.2 Every member of the board present at any meeting of the board shall sign his name in a book to be kept for that purpose.

10. **Accounting records**

- 10.1 The board shall cause such accounting records to be kept as are prescribed by section 28 of the Act – Accounting records.
- 10.2 The company will comply with the requirements, as set out in section 29 of the Act, in respect of financial statements.
- 10.3 The board shall, in terms of section 30 of the Act, cause to be prepared and laid before the company in general meeting such annual financial statements, group annual financial statements and group reports (if any) as are required by the Act.
- 10.4 Section 30 of the Act further requires that the company prepare Annual Financial Statements within six months after the end of the company's financial year.
- 10.5 The accounting records shall be kept at the registered office of the company or at such other place or places as the directors think fit, and shall always be open to inspection by the directors.
- 10.6 The board shall from time to time determine whether and to what extent and at what times and places and under what conditions or regulations the accounting records of the company or any of them shall be open to inspection by members not being directors, and no member (not being a director) shall have any right of inspecting any accounting records or document of the company except as conferred by the Act or authorised by the directors or by the company in general meeting.
- 10.7 A copy of the annual financial statements and group annual financial statements (if any), which is to be laid before the company in general meeting, shall not less than 15 (fifteen) business days before the date of the meeting, be sent to all such persons as are entitled to receive notices of general meetings of the company, provided that this article shall not require a copy of any of the aforementioned documents to be sent to any person of whose address the company is not aware.
- 10.8 The company will comply with such reporting requirements as may be determined by the Commissioner of the South African Revenue Services from time to time.

11. **Additional accountability requirements**

- 11.1 In terms of section 30(2)(b)(ii)(bb) the company elects to have the annual financial statements of the company independently reviewed in a manner that satisfies the regulations made in terms of section 30(7), subject to subsection 30(2A) of the Act.
- 11.2 In terms of section 34(2) of the Act, the Company does not elect to comply voluntarily with the extended accountability requirements set out in Chapter 3 of the Companies Act, 2008, except to the extent contemplated in section 84(1)(c), or as required by the company's MOI.

Application of Chapter 3 – Enhanced Accountability and Transparency

84(1) This Chapter applies to –

- (c) a private company, a personal liability company or a non-profit company
- (i) if the company is required by this Act or the regulations to have its annual financial statements audited every year: Provided that the provisions of Parts B and D of this Chapter will not apply to any such company; or
- (ii) otherwise, only to the extent that the company's Memorandum of Incorporation so requires, as contemplated in section 34(2).

12. Pre-acquisition profits

In the discretion of the board and to the extent that it is lawful, if any asset, business or property is acquired by the company as from a date in the past (whether such date falls before or after the incorporation of the company) on condition that the income and gains and/or expenses thereof shall accrue to the company as from that date, such income/gain or expenses shall be credited or debited, as the case may be, in whole or in part to the income account, and any amount so credited or debited shall for all purposes be dealt with as an income/gain or expense.

13. Avoidance arrangements

The company is not knowingly and will not knowingly become a party to, and does not knowingly and will not knowingly permit itself to be used as part of, an impermissible avoidance arrangement contemplated in Part IIA of Chapter III, or a transaction, operation or scheme contemplated in section 103(5) of the Income Tax Act.

14. Winding-up or Dissolution of the Company

Despite any provision in any law or agreement to the contrary, upon the winding-up or dissolution of the company –

- 14.1 no past or present member or director of the company, or person appointing a director of the company, is entitled to any part of the net value of the company after its obligations and liabilities have been satisfied; and
- 14.2 the entire net value of the company must be distributed to one or more non-profit companies, registered external non-profit companies carrying on activities within the Republic, voluntary associations or non-profit trusts -
 - 14.2.1 having objects similar to the company's main object; or
 - 14.2.2 another entity approved by the Commissioner of the South African Revenue Services as set out in Section 30B of the Income Tax Act; or
 - 14.2.3 a public benefit organisation approved in terms of section 30 of the Income Tax Act; or
 - 14.2.4 an institution, board or body which is exempt from tax under section 10(1)(cA)(i) of the Income Tax Act; or
 - 14.2.5 the government of the Republic in the national, provincial or local sphere; and
 - 14.2.6 as determined –
 - 14.2.6.1 in terms of the company's MOI;

14.2.6.2 by its members, if any, or its directors, at or immediately before the time of its dissolution; or

14.2.6.3 by the court, if the MOI, or the members or directors fail to make such a determination.

15. **Application of optional provisions of the Companies Act, 2008**

The Company does not elect, in terms of section 118(1)(c)(ii) to submit voluntarily to the provisions of Parts B and C of Chapter 5 of the Companies Act, 2008, and the Takeover Regulations provided for in that Act.

H Koegelenberg

Director and Chairman of the Board

Date: _____



TAX COMPLIANCE STATUS Verification

FRANSCHHOEK WINE VALLEY TOURIST
ASSOCIATION NPC
PO BOX 920
STELLENBOSCH
7599

Enquiries should be addressed to SARS:

Contact Detail

SARS
Alberton
1528

Contact Centre Tel: 0800 00 SARS (7277)
SARS online: www.sars.gov.za

Details

Taxpayer Reference Number: 9121691159

Always quote this reference
number when contacting SARS

Issue Date: 2020/04/22

Dear Franschhoek Wine Valley Tourist Association Npc

TAX COMPLIANCE STATUS VERIFICATION

With reference to your tax compliance status (TCS) verification request, the South African Revenue Service (SARS) confirms the following:

TCS Verification	
Taxpayer Name	Franschhoek Wine Valley Tourist Association Npc
Trading Name	FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATION NPC
Tax Reference Number(s)	9121691159
PIN	B718FB25HT
Date of Verification	2020/04/22
Tax Compliance Status Type	Good Standing
Tax Compliance Status	Compliant
Tax Compliance Status Description	The taxpayer is registered for tax and is currently compliant in respect of filing and payment responsibilities

Should you have any queries please call the SARS Contact Centre on 0800 00 SARS (7277). Remember to have your taxpayer reference number at hand when you call to enable us to assist you promptly.

Sincerely

ISSUED ON BEHALF OF THE SOUTH AFRICAN REVENUE SERVICE

**Resolution of the Board of Directors of
Franschhoek Wine Valley Tourist Association NPC
("the Company")
Passed on the 8th of July 2016
Registration number: 2003/026592/08**

IT WAS RESOLVED THAT, in order to meet the requirements set down by the South African Revenue Services ("SARS") in terms of Section 30B of the Income Tax Act and to maintain its tax exempt status, the Company must amend its founding document. To this end, a revised Memorandum of Incorporation ("MOI") was drafted in terms of the Companies Act of 2008 (Act 71 of 2008) incorporating the SARS requirements. The draft MOI was approved by the sub-committee appointed to look into the matter.

IT WAS FURTHER RESOLVED THAT the draft MOI as presented to the board be and is hereby approved to be presented to the members of the company for their approval and adoption.

IT WAS FURTHER RESOLVED THAT the Chairman of the board of directors be and is hereby authorised to sign all documents necessary to implement the process, including but not limited to the documents which are required to be submitted to the Companies and Intellectual Properties Commission ("CIPC") to amend the company's status with CIPC.

Director
Name:



Director
Name: M.T. RUTHERFORD

Director
Name:

Director
Name:

Director
Name:

Director
Name:

Director
Name:

Director
Name:

Director
Name:

Director
Name:

Certificate issued by the Commissioner of Companies & Intellectual Property Commission on Tuesday, September 18, 2018 at 11:07



Disclosure Certificate: Companies and Close Corporations

Companies and Intellectual
Property Commission

Registration Number: 2003 / 026592 / 08

Enterprise Name: FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATION

a member of the dti group

ENTERPRISE INFORMATION

Registration Number 2003 / 026592 / 08
Enterprise Name FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATION NPC
Registration Date 23/10/2003
Business Start Date 23/10/2003
Enterprise Type Non Profit Company
Enterprise Status In Business
Compliance Status Compliant
Financial Year End June
TAX Number 9121691159
Addresses POSTAL ADDRESS

PO BOX 920
SELLENBOSCH

7599

ADDRESS OF REGISTERED OFFICE

DE WATERKANT BUILDING
10 HELDERBERG STREET
STELLENBOSCH

7600

ACTIVE MEMBERS / DIRECTORS

Surname and First Names	Type	ID Number / Date of Birth	Contrib. (R)	Interest (%)	Appoint. Date	Address
KENT, MARC CARTER	Director	7011095082087	0.00	0.00	23/10/2003	Postal: P O BOX 433, FRANSCHHOEK, FRANSCHHOEK, WESTERN Residential: BOEKENHOUTSKLOOF, FRANSCHHOEK,
DAVIES, NICHOLAS WETHERLY GEORGE	Director	5208245150085	0.00	0.00	15/10/2005	Postal: PO BOX 211, FRANSCHHOEK, FRANSCHHOEK, WESTERN Residential: 1 FRANSCHHOEK PASS, FRANSCHHOEK, FRANSCHHOEK, WESTERN
COLTART, LINDA	Director	6512070159080	0.00	0.00	20/11/2014	Postal: LE QUARTIER FRANCAIS, PO BOX 237, FRANSCHHOEK, WESTERN CAPE, 7690 Residential: 16 HAUMAN ROAD, FRANSCHHOEK, FRANSCHHOEK, WESTERN
KOEGELEBERG, HEIN FREDERIK	Director	6010155047080	0.00	0.00	01/02/2010	Postal: PO BOX 685, FRANSCHHOEK, FRANSCHHOEK, WESTERN Residential: 491 PEARL VALLEY GOLF ESTATE, PAARL, PAARL, WESTERN CAPE, 7646

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Physical Address
the dti Campus - Block F
77 Meintjies Street
Sunnyside 0001

Postal Address: Companies
P O Box 429
Pretoria
0001

Docex: 256
Web: www.cipc.co.za
Contact Centre: 086 100 2472 (CIPC)
Contact Centre (International): +27 12 384 9573



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a member of the dti group

LASCARIS, REGINALD GEORGE RALPH	Director	1947-08-03	0.00	0.00	01/11/2013	Postal: VERDUN ROAD, FRANSCHHOEK, FRANSCHHOEK, WESTERN Residential: VERDUN ROAD, FRANSCHHOEK, FRANSCHHOEK, WESTERN
NDLOVU, RAYMOND SIBUSISO MBEKI	Director	1966-07-19	0.00	0.00	01/04/2014	Postal: P O BOX 686, FRANSCHHOEK, FRANSCHHOEK, WESTERN Residential: 40A UITKYK STREET, FRANSCHHOEK, FRANSCHHOEK, WESTERN
RUTHERFORD, MALCOLM THOMAS	Director	6106215227082	0.00	0.00	24/11/2008	Postal: PO BOX 426, FRANSCHHOEK, FRANSCHHOEK, WESTERN Residential: MIDDAGKRANS FARM, FRANSCHHOEK, FRANSCHHOEK, WESTERN
WINDVOGEL, DANVER	Director	7811145177088	0.00	0.00	20/11/2014	Postal: 62 HUGENOT ROAD, FRANSCHHOEK, FRANSCHHOEK, WESTERN Residential: 69 KEEROM STREET, GROENDAL, FRANSCHHOEK, WESTERN CAPE, 7690
SMIT NIKKI	Director	8211120255083	0.00	0.00	15/11/2012	Postal: PO BOX 114, FRANSCHHOEK, FRANSCHHOEK, WESTERN Residential: MORESON FARM, HAPPY VALLEY ROAD, FRANSCHHOEK, WESTERN
MALHERBE, CARLA JANE	Director	1980-07-04	0.00	0.00	12/11/2015	Postal: BOSCHENDAL ESTATE, FRANSCHHOEK ESTATE, STELLENBOSCH, WESTERN Residential: 3 TWELFTH SLOT, BRANDWACHT AAN RIVIER, STELLENBOSCH, WESTERN
FRAZER, GORDON ROBERT	Director	1965-11-16	0.00	0.00	12/11/2015	Postal: P O BOX 504, FRANSCHHOEK, FRANSCHHOEK, WESTERN Residential: CLERMONT, ROBERTSVLEI ROAD, FRANSCHHOEK, WESTERN
KLEINHANS-CURD, AMELIA HOPE	Director	6807120057080	0.00	0.00	10/11/2016	Postal: P O BOX 558, FRANSCHHOEK, FRANSCHHOEK, WESTERN Residential: 2742 DASSENBERG ROAD, FRANSCHHOEK, FRANSCHHOEK, WESTERN
MULLINEUX, JOHN CHRISTOPHER	Director	7609085037084	0.00	0.00	10/11/2016	Postal: P O BOX 369, RIEBEEK KASTEEL, RIEBEEK KASTEEL, WESTERN CAPE, 7307 Residential: ROUND STONE ESTATE, RIEBEEKSRIVIER ROAD, MALMESBURY, WESTERN CAPE,

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Physical Address
the dti Campus - Block F
77 Meintjies Street
Sunnyside 0001

Postal Address: Companies
P O Box 429
Pretoria
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Contact Centre (International): +27 12 394 9573



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Property Commission

Registration Number: 2003 / 026592 / 08

Enterprise Name: FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATION

a member of the dti group

AUDITOR DETAILS

Auditor Name	Type	Status	Appointment Date	Resignation Date	Email Address
BROWN AND COMPANY	Auditor	Name Change			
Profession Number:					
LOUBSER DU PLESSIS INC	Auditor	Current	2008-09-30	ACTIVE	SEK@LDP.CO.ZA
Profession Number: 944270					
BROWN & CO	Auditor	Resign	2006-08-21		
Profession Number: 959758					
MOORES ROWLAND	Auditor	Resign	2006-11-29		
Profession Number: 900222E					

CHANGE SUMMARY

24/10/2003	Registration of CC/CO on 23/10/2003.
15/01/2004	Member Change on 03/12/2003. Change Record Surname = GORDON First Names = PENELOPE ELIZABETH Status = Resigned
15/01/2004	Member Change on 03/12/2003. Change Record Surname = HEYMAN First Names = BRIAN DERRICK Status = Resigned
15/01/2004	Member Change on 03/12/2003. Add Record Surname = SINFIELD First Names = JONATHAN WILLIAM LEWIS Status = Active
15/01/2004	Member Change on 03/12/2003. Add Record Surname = SKYMAN First Names = JEAN-PIERRE Status = Active
28/07/2006	Member Change on 28/07/2006. Surname=HUXTER Full ForeNames=SUSAN Id No=5701190006086 Status :ACTIVENature of Change=NO CHANGE
28/07/2006	Member Change on 28/07/2006. Surname=KENT Full ForeNames=MARC CARTER Id No=7011095082087 Status :ACTIVENature of Change=NO CHANGE
28/07/2006	Member Change on 28/07/2006. Surname=MCNAUGHT Full ForeNames=NIGEL AUSTEN CRAIG Id No=5502025009085 Status :ACTIVENature of Change=NO CHANGE

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APPENDIX A

**STELLENBOSCH**

STELLENBOSCH • PN IEL • FRANSCHHOEK

Municipality • Umasipala • Munisipaliteit

APPLICATION: FUNDING OF EXTERNAL BODIES PERFORMING A MUNICIPAL FUNCTION

NOTE: ONLY APPLICATIONS ON THIS PRESCRIBED FORM WILL BE CONSIDERED

PLEASE COMPLETE THE FOLLOWING:**A Registered name of organisation:**DWARSRIVIER VALLEY TOURISM**B Date and year in which the organisation was founded or incorporated (include brief description of business or activities of organisation):**DEVELOPMENT BEGAN JULY 2007.DEVELOPING AND PMARKETING A RESPONSIBLE TOURIST DESTINATION IN THE DWARSRIVIER VALLEY FOCUSING ON LOCAL ECONOMIC DEVELOPMENT AND COMMUNITY UPLIFTMENT AS PRIORITY.....DEVELOP AND PROMOTE CHOIR FESTIVAL – DWARSRIVIER UNITY PROJECT**C Address:**

(i) Street

(ii)

Postal

MUNICIPAL BUILDING, MAIN ROAD ... PO BOX 178.....PNIEL.....FRANSCHHOEK..7690.....

Contact details:

Name and Surname: ...DOREEN CAROLISSENTitle/Position held:OFFICE MANAGERTel: ...021 885 2467... E-mail: ...manager@dwarsriviertourism.org.za**D List ALL the directors / board / committee members / shareholders / trustees of the organization (use additional pages if necessary):**Name and Surname: ...REINHER BEHRENSPosition:CEOContact Address and tel. no: FRANSCHHOEK WINE VALLEY 021 876 2861NO BOARD MEMBERS

Name and Surname:
 Position:
 Contact Address and tel. no:
 Name and Surname:
 Position:
 Contact Address and tel. no:

 Name and Surname:
 Position:
 Contact Address and tel. no:

 Name and Surname:
 Position:
 Contact Address and tel. no:

D Indicate in which ward the organisation is active:

Ward: **THREE & FOUR**

Is the organisation a non-profit company? YES ☒ Yes ☐ No

If yes, provide company registration number: 2003/026592/08-

Is the organisation a non-profit organisation as contemplated in section 13 of the Non-Profit Organisation Act, 1997? ☐ Yes ☐ No

If yes, provide registration number: _____ -

Is the organisation a public benefit organisation as contemplated in terms of the Income Tax Act, 1962? ☐ Yes ☒ No

If yes, provide registration number: _____ -

Is funding required for a specific project? ☐ Yes ☒ No

If yes, attach details separately.

Budget amount of projects:


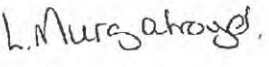
Duration of project:

Is funding required for general support? YES ☒ Yes ☐ No

If yes, attach a copy of the organisation's overall budget and business plan.

E	<p>Category:</p> <p>Please categorise your application (mark with x):</p> <p>Tourism Destination Marketing & Visitors Information <u>X</u></p> <p>Tourism Development <u>X</u></p> <p>Animal Welfare</p> <p>Note: For more detail, see attached Funding of External Bodies Performing a Municipal Function Policy.(general guidelines and categories)</p> <p>Please indicate the specific type of project/programme, as per the Funding of External Bodies Performing a Municipal Function Policy</p> <p><u>IN ORDER TO CREATE A SUSTAINABLE, CREDIBLE AND CARING TOWN BY</u> <u>EMPOWERING AND BUILDING COMMUNITIES. PROMOTING GROWTH AND</u> <u>SHARING THROUGH PARTNERSHIPS. LOCAL ECONOMIC DEVELOPMENT</u> <u>AND TOURISM</u></p>
F	<p>The following <u>MUST</u> accompany this application:</p> <ol style="list-style-type: none"> 1. A copy of the latest, audited financial statements. 2. A copy of the Organisation's Constitution or Memorandum of Incorporation as well as the resolutions/minutes adopting the Constitution or Memorandum of Incorporation. 3. A copy of a project/programme description and/or a business plan for the ensuing financial year. Including the following: <ul style="list-style-type: none"> • Full details of the proposal or project including its objectives, the number of people who will benefit and how the project will contribute or enhance the strategic objectives of Stellenbosch Municipality. • Commencement and completion dates of the project. • Information on the total cost of the project budget, including a breakdown of costs and an outline of any contribution by fundraising and/or own contribution. • A list of all other sources of funding together with the assessments. • A summary of past achievements. • References independent of the applicant and its executive. 4. An original copy of a correctly completed creditors control form of Stellenbosch Municipality. 5. If the Organisation received funding from Stellenbosch Municipality in the preceding financial year, you need to account for the expenditure of the funding received with your new application. 6. If the Organisation received funding from other bodies, please identify and list the amounts received;

	<ol style="list-style-type: none"> 7. If the Organisation is a non-profit company as defined in the section 1 of the Companies Act, 2008, a certificate/letter issued by the Companies and Intellectual Property Commission (CIPC) confirming registration must be attached; 8. If the Organisation has been registered as a "non-profit" organisation in terms of the Non-Profit Organisation Act, 1997, a certificate/letter issued by the Department of Social Development confirming registration as a non-profit organisation must be attached; 9. If the Organisation has been registered as a "Public Benefit Organisation" in terms of the Income Tax Act, 1962, a certificate/letter issued by SARS confirming the Organisation's tax exemption status must be attached; and 10. Valid Tax Clearance Certificate issued by SARS.
G	<p>The following shall apply:</p> <ol style="list-style-type: none"> 1. The allocation of funds will only be considered if the application document has been fully completed and signed and is accompanied by the required and supporting documentation referred to therein. Applicants must in their submission clearly indicate / specify and motivate what the funding will be utilised for. 2. The funding must be exclusively utilised for the purpose defined and the successful applicant must submit the necessary undertaking to this effect. 3. Applicants must in their submission satisfy the Council of their ability to execute the project successfully. 4. Organisations who have already received financial or other assistance from the Council during the previous financial year <u>must</u> specify same in their application. 5. No funding will be considered for political groupings, church/sectarian bodies or ratepayers organisations. 6. No funding will be considered where only an individual will benefit or where a member of Council or an official of Stellenbosch Municipality will receive any financial or other gain. 7. Projects outside the boundaries of the Council will not be considered. 8. Subsequent requests from applicants to cover overspending on projects will not be considered. 9. Council will not pay any funds to anyone who has already procured against the perception that they will receive any municipal funds. 10. Successful applicants must at all times comply with the provisions of Section 67(1) of the Municipal Finance Management Act No. 56 of 2003 which <i>inter alia</i> stipulates that the organisation or body has to:- <ul style="list-style-type: none"> • Enter into and comply with a Memorandum of Agreement with the Municipality as well as with all reporting, financial management and auditing requirements as may be contained in such agreement. This memorandum of agreement will bind the successful applicant to deliver on what the application speaks to, but also to commit to become involved with municipal programmes of the community where it functions. The Memorandum of Agreement will be made available to successful applicants for completion. • Report monthly on the actual expenditure of the amount allocated.

	<p>11. The Council reserves the right not to give funding to any or all organisations applying.</p> <p>12. Having been awarded funding previously does not give an applicant the right to receive a grant/funding again.</p> <p>13. Funding will not be considered where a project or organisation is already receiving funds from Council in terms of Council's functions. Applicants are required to disclose other sources of funding, failing which such applicant will be disqualified.</p> <p>14. Funding will not be considered where in Council's opinion, an organisation received sufficient funds from other sources to sustain its activities or the project applied for. For this purpose, organisations must submit financial statements and budget for the ensuing financial year.</p> <p>15. Organisations having received funding from Stellenbosch Municipality during the previous financial year, are required to attached to any new application, a copy of the financial statements relating to the year in which the funding was received from Council, as required in terms of section 67(1) of the Municipal Finance Management Act, 2003 (MFMA).</p> <p>(The Funding of External Bodies Performing a Municipal Function Policy must be consulted for the sake of completeness)</p>
H	<p>Undertaking:</p> <p>I/We hereby verify that the information provided in this application is true and correct and that the conditions applicable to the allocation of funds as set out above have been read, understood and will be complied with.</p> <p>I/We also declare that the organisation implements effective, efficient and transparent financial management and internal control mechanisms to guard against fraud, theft and financial mismanagement and has in the past complied with requirements for similar transfer(s) of funds.</p> <p>This completed and signed at Stellenbosch on this...24...day of APRIL..... 2020.</p> <p></p> <hr/> <p>Reinher Behrens Chairperson / Authorised Representative</p> <p></p> <hr/> <p>Secretary / Duly Authorised Signatory</p>

I Please take note:

(i) That completed_ application forms together with all the required documentation must be delivered to:

**Director: Planning and Economic Development
P O Box 17
Stellenbosch
7599**

Or delivered to:

**58 Andringa Street
Stellenbosch
7600**

(ii) That the closing date for the submission of applications is:.....at
.....

(iii) That **neither late nor incomplete applications** shall be considered.



Dwarsrivier Tourism
Main Road
Pniel
Tel (021) 885 2467
Manager@dwarsriviertourism.org.za

Director: Planning and Economic Development Services,
58 Andringa Street,
Stellenbosch
7600

Grants-in-Aid Application

I hereby confirm that Dwarsrivier Tourism will receive R20,000 LTA funding from the Cape Winelands District Municipality during the 2020-21 financial year, for the purpose of community development projects.

Yours sincerely

Reinher Behrens
CEO Franschhoek Wine Valley

**Tax Clearance Certificate Number:**

0700/2/2018/A002193251

Tax Clearance Certificate - Good Standing**Enquiries**

0800 00 SARS (7277)

Approved Date

2018-08-14

Expiry Date

2019-08-14

Company registration number 2017/202644/07

Income Tax 9702967168
SMART-FIX (PTY) LTD

Trading Name SMART-FIX

It is hereby confirmed that, on the basis of the information at the disposal of the South African Revenue Service (SARS), the above-mentioned taxpayer has complied with the requirements as set out in the Tax Administration Act.

This certificate is valid until the expiry date reflected above, subject to the taxpayer's continued tax compliance. To verify the validity of this certificate, contact SARS through any of the following channels:

- via eFiling
- by calling the SARS Contact Centre
- at your nearest SARS branch

This certificate is issued in respect of the taxpayer's tax compliance status only, and does not address any other aspect of the taxpayer's affairs.

This certificate is issued free of charge by SARS

DWARSRIVIER TOURISM**ANNEXURE A: TOURISM PERFORMANCE INDICATORS FOR 2020/21 FINANCIAL YEAR**

Note: By mutual agreement of the parties this annexure will be interpreted as only requiring a single project plan for each Key Strategic Objective and not for each Key Activity

KEY STRATEGIC OBJECTIVE 1: BRANDING total budget R 178 000.00

STRATEGIC GOALS	PERFORMANCE TARGETS	DELIVERABLES	KEY ACTIVITIES	TIMEFRAME
Increase Dwarsrivier Valley as a Tourism Destination Awareness	Create destination awareness with: <ul style="list-style-type: none"> Stakeholders Core trade Core domestic consumers Core foreign consumers 	Marketing collateral of tourism routes Website update to integrate social media, measure social media, better visuals, mobi-site, online brochure using latest technology	Project Plan of activities and timeframes on how DWR will create marketing and destination awareness	All Project Plans due September / October 2020 Execution of projects to commence and end in line with each initiative.
		Production and dissemination of brochures	Develop and updating of brochures and including the municipal logo	Action plan on development of brochures due November 2020
	To profile the Dwarsrivier Valley as a tourism destination internationally and domestically through exhibitions and tradeshow	Schedule of Tradeshow and exhibitions attended and type of exposure created and number of engagements	Schedule of tradeshow and events envisaged to attend with budget implications Getaway Show Western Cape WTM Africa Cape Town Provide feedback report on tradeshow and events attended, indicating the number of engagements and envisaged outcomes and possible media exposure in editorial pieces such as programmes, radio slots, website magazine etc.	Action plan on envisaged tradeshow and events to attend due September / October 2020 Action plan to include SMME's and emerging entrepreneurs attending the events and tradeshow
				Monthly progress report on the milestones achieved in terms of key strategic objective 1

KEY STRATEGIC OBJECTIVE 3: VISITOR INFORMATION CENTRE AND MEMBER LIAISON R469,559.00

STRATEGIC GOALS	PERFORMANCE TARGETS	DELIVERABLES	KEY ACTIVITIES	TIMEFRAME
Visitor information Centre	Increase tourist enquiries and bookings	Increased visitor bookings and walk in enquiries	Identification of possible partners. Computer maintenance Office administration Website hosting and telephone expenses Salaries	Partnership establishment for joint marketing initiatives- September / October 2020
Membership	Networking functions	Identification of joint marketing initiatives and an implementation plan. Members Networking Sessions	Increase networking functions and must include all members and also non members	Action plan of possible activities to ensure spread of visitors September / October 2020

KEY STRATEGIC OBJECTIVE 4: LEGISLATIVE COMPLIANCE

STRATEGIC GOALS	PERFORMANCE TARGETS	DELIVERABLES	KEY ACTIVITIES	TIMEFRAME
Compliance Policy for Bodies Performing a Municipal Function	Compliance to terms and conditions as per Policy for the funding of External Bodies performing a municipal function	The head of the organisation/body must acknowledge in writing to the Municipal Manager that the money allocated was received in its bank account and that the money will be utilised in accordance with the completed and signed MOA, the submitted application and this Policy.	Activities that will ensure compliance with the Policy for Bodies Performing a Municipal Function.	July 2020 – June 2021

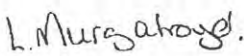
PS: reports on all deliverables must be submitted no later than one week after the end of every month as well as the visitor statistics for the said month, must be included in the monthly report.

Financials must be submitted with all reports.

I, Reinher Behrens, hereby agree to the set deliverables given to Dwarsrivier Tourism for the application for Bodies Performing a Municipal Function 2020/21 financial year.

Signed..... 

Name in full...REINHER BEHRENS.....

Witness signature 

Witness name in full.....LESLEY MURGATROYD.....

Date

DWARSRIVIER VALLEY TOURISM MUNICIPAL GRANT IN AIDE 2020 / 2024

	Municipal Grant 2020/2021	Municipal Grant 2021/2022	Municipal Grant 2022/2023
REVENUE	710 558	781 614	859 774
Municipal Grant 2019/2020	710 558	781 614	859 774
TOTAL INCOME	710 558	781 614	859 774
EXPENDITURE			
ADMINISTRATION	135 804	149 384	164 323
Bank Charges	605	666	732
Computer Expenses	16 500	18 150	19 965
Consumables	3 630	3 993	4 392
Insurances	4 574	5 031	5 534
Cleaning materials	908	998	1 098
Office Cleaning & Administration	9 438	10 382	11 420
Office Equipment	32 354	35 589	39 148
Repairs and Maintenance	1 815	1 997	2 196
Security & Fire Protection	5 881	6 469	7 116
Stationary	6 630	7 293	8 022
Sundry Expenses	6 050	6 655	7 321
Telephone and Fax	27 000	29 700	32 670
Travelling expenses	15 000	16 500	18 150
Website hosting	5 420	5 962	6 558
LED	63 000	69 300	76 230
Schools Art Competitions (Chrysathemum Sho	5 000	5 500	6 050
Youth development awareness programme	5 000	5 500	6 050
Schools Project - educational programme	8 000	8 800	9 680
Business Networking Session (SMME Develop	15 000	16 500	18 150
Media Educationals	30 000	33 000	36 300
MARKETING	178 000	195 800	215 380
Advertising	5 000	5 500	6 050
Promotions & Public Relations	45 000	49 500	54 450
Website & Digital Management	48 000	52 800	58 080
Shows & Exhibitions	65 000	71 500	78 650
Map Brochure	15 000	16 500	18 150
STAFF COSTS	333 755	367 130	403 843
Salaries	284 473	312 921	344 213
SDL, UIF & PAYE	36 281	39 909	43 900
Staff expenses	5 000	5 500	6 050
Staff training	8 000	8 800	9 680
TOTAL EXPENDITURE	710 558	781 614	859 776
NET PROFIT / (LOSS)	(0)	(0)	(1)



TAX COMPLIANCE STATUS Verification

FRANSCHHOEK WINE VALLEY TOURIST
ASSOCIATION NPC
PO BOX 920
STELLENBOSCH
7599

Enquiries should be addressed to SARS:

Contact Detail

SARS
Alberton
1528

Contact Centre Tel: 0800 00 SARS (7277)
SARS online: www.sars.gov.za

Details

Taxpayer Reference Number: 9121691159

Always quote this reference
number when contacting SARS

Issue Date: 2020/04/22

Dear Franschhoek Wine Valley Tourist Association Npc

TAX COMPLIANCE STATUS VERIFICATION

With reference to your tax compliance status (TCS) verification request, the South African Revenue Service (SARS) confirms the following:

TCS Verification

Taxpayer Name	Franschhoek Wine Valley Tourist Association Npc
Trading Name	FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATION NPC
Tax Reference Number(s)	9121691159
PIN	B718FB25HT
Date of Verification	2020/04/22
Tax Compliance Status Type	Good Standing
Tax Compliance Status	Compliant
Tax Compliance Status Description	The taxpayer is registered for tax and is currently compliant in respect of filing and payment responsibilities

Should you have any queries please call the SARS Contact Centre on 0800 00 SARS (7277). Remember to have your taxpayer reference number at hand when you call to enable us to assist you promptly.


Sincerely

ISSUED ON BEHALF OF THE SOUTH AFRICAN REVENUE SERVICE

**CREDITOR CONTROL FORM / KREDITEUR KONTROLE VORM**

COMPANY DETAILS	CREDITOR CONTACT DETAIL / KREDITEUR KONTAK BESONDERHEDE (Supplier / Verskaffer, Organization / Organisasie)		
	REGISTERED NAME / GEREISTREERDE NAAM		DWARSRIVER VALLEY TOURISM
	PHYSICAL STREET ADDRESS / FISIIESE STRAAT ADRES:		POSTAL ADDRESS / POS ADRES: (If different to physical address)
	STREET NAME: MUNICIPAL BUILDING, MAIN ROAD SUBURB: TOWN: PNIEL POSTAL CODE: 7690		PO BOX 178 TOWN FRANSCHHOEK POSTAL CODE: 7690
	TEL:		FAX / FAKS:
	PERSON	CREDITOR CONTACT PERSON DETAIL / KREDITEUR KONTAK PERSOON BESONDERHEDE	
NAME AND SURNAME / NAAM EN VAN		LESLEY MURGATROYD	
TEL: 021 876 2861		FAX / FAKS: CELL / SEL: 082 406 9254	
EMAIL / EPOS: accounts@franschhoek.org.za			
BANK DETAILS	CREDITOR BANKING DETAIL / KREDITEUR BANK BESONDERHEDE:		
	NAME OF BANK / NAAM VAN BANK		NEDBANK
	BANK ACCOUNT NAME / BANK REKENING NAAM		FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATION t/a DWARSRIVIER VALLEY TOURISM
	BANK ACCOUNT NUMBER / BANK REKENING NOMMER		167 001 3235
	BRANCH NUMBER / TAKKODE:		167 005
	ACCOUNT TYPE / TIPE REKENING		CHEQUE / TJEK <input checked="" type="checkbox"/> SAVING / SPAAR <input type="checkbox"/> TRANSM <input type="checkbox"/>
	VAT REGISTERED / BTW GEREISTREER		YES / JA <input checked="" type="checkbox"/> NO / NEE <input type="checkbox"/> VAT / 4930209475 BTW NO:

SIGNATURE / HANDTEKENING: _____

 L. Murgatroyd.

OFFICE USE / KANTOOR GEBRUIK		
CREDITOR NO / KREDITEUR NO: _____		
Create a new creditor / Skep van nuwe Krediteur <input type="checkbox"/>		
Changing of creditors details / Verandering op Krediteur inligting <input type="checkbox"/>		
Deleting of creditor / Uitwis van Krediteur <input type="checkbox"/>		
REQUESTED BY: AANGEVRA DEUR:	DATE: DATUM:	DEPARTMENT: DEPARTEMENT
MOTIVATION: MOTIVERING:		
ENTERED BY: INGEVOER DEUR:	DATE: DATUM:	

APPENDIX 4

APPENDIX A	
 <p style="text-align: center;">STELLENBOSCH STELLENBOSCH • PNIEL • FRANSCHHOEK Municipality • Umasipala • Munisipaliteit</p> <p style="text-align: center;">APPLICATION : FUNDING OF EXTERNAL BODIES PERFORMING A MUNICIPAL FUNCTION</p> <p style="text-align: center;">NOTE: ONLY APPLICATIONS ON THIS PRESCRIBED FORM WILL BE CONSIDERED</p>	
PLEASE COMPLETE THE FOLLOWING:	
A	Registered name of organisation: LOKXION Foundation
B	Date and year in which the organisation was founded or incorporated (include brief description of business or activities of organisation): LOKXION Foundation was established in 2012, but formal registered in 23 August 2016. working with youth in sport and performing Arts.
C	Address: (i) Street (ii) Postal 1849 Snake Valley Kapaewandi 7600 Contact details: Name and Surname: Paul Rouiss Khambole Title/Position held: Chairperson Tel: 0726108441 E-mail: Paulrouiss@gmail.com
D	List ALL the directors / board / committee members / shareholders / trustees of the organization (use additional pages if necessary): Name and Surname: PAUL ROUISS KHAMBOLE Position: Chairperson Contact Address and tel. no: Paulrouiss@gmail.com 0726108441 Name and Surname: Samkela Mhlaka 2a

Contact Address and tel. no:	0735426338
Name and Surname:	Nomuyiseko Mbya
Position:	Director
Contact Address and tel. no:	0737432016
Name and Surname:	Siphemanda Sidiyana
Position:	Director
Contact Address and tel. no:	0783900399
Name and Surname:	Silulani mbokwana
Position:	Director
Contact Address and tel. no:	0820872432
Name and Surname:	
Position:	
Contact Address and tel. no:	

D Indicate in which ward the organisation is active:

Ward: 12

Is the organisation a non-profit company? Yes No

If yes, provide company registration number: 2016/366

Is the organisation a non-profit organisation as contemplated in section 13 of the Non-Profit Organisation Act, 1997? Yes No

If yes, provide registration number: 2016/366170/08

Is the organisation a public benefit organisation as contemplated in terms of the Income Tax Act, 1962? Yes No

If yes, provide registration number: _____

Is funding required for a specific project? Yes No

If yes, attach details separately

Budget amount of projects: R445 500.00

Duration of project: 4 Months

Is funding required for general support? Yes No

If yes, attach a copy of the organisation's overall budget and business plan.

E	<p>Category:</p> <p>Please categorise your application (mark with x):</p> <p>Tourism Destination Marketing & Visitors Information</p> <p>Tourism Development</p> <p>Animal Welfare</p> <p>Note: For more detail, see attached Funding of External Bodies Performing a Municipal Function Policy.(general guidelines and categories)</p> <p>Please indicate the specific type of project/programme, as per the Funding of External Bodies Performing a Municipal Function Policy</p> <p><i>Tourism Development: This project aims to develop annual celebration of Kayamandi Community with Poetry, Food and wine, fun run & walk, and Story telling. => aimed to bring the community together and share the beauty of Kayamandi with the outside people</i></p>
F	<p>The following <u>MUST</u> accompany this application:</p> <p><input checked="" type="checkbox"/> 1. A copy of the latest, audited financial statements.</p> <p><input checked="" type="checkbox"/> 2. A copy of the Organisation's Constitution or Memorandum of Incorporation as well as the resolutions/minutes adopting the Constitution or Memorandum of Incorporation.</p> <p>3. A copy of a project/programme description and/or a business plan for the ensuing financial year. Including the following:</p> <ul style="list-style-type: none"> <input type="checkbox"/> • Full details of the proposal or project including its objectives, the number of people who will benefit and how the project will contribute or enhance the strategic objectives of Stellenbosch Municipality. <input type="checkbox"/> • Commencement and completion dates of the project. <input type="checkbox"/> • Information on the total cost of the project budget, including a breakdown of costs and an outline of any contribution by fundraising and/or own contribution. <input type="checkbox"/> • A list of all other sources of funding together with the assessments. <input checked="" type="checkbox"/> • A summary of past achievements. <input checked="" type="checkbox"/> • References independent of the applicant and its executive. <p><input checked="" type="checkbox"/> 4. An original copy of a correctly completed creditors control form of Stellenbosch Municipality.</p> <p>5. If the Organisation received funding from Stellenbosch Municipality in the preceding financial year, you need to account for the expenditure of the funding received with your new application.</p> <p>6. If the Organisation received funding from other bodies, please identify and list the amounts received;</p>

	<ol style="list-style-type: none"> 7. If the Organisation is a non-profit company as defined in the section 1 of the Companies Act, 2008, a certificate/letter issued by the Companies and Intellectual Property Commission (CIPC) confirming registration must be attached; 8. If the Organisation has been registered as a "non-profit" organisation in terms of the Non-Profit Organisation Act, 1997, a certificate/letter issued by the Department of Social Development confirming registration as a non-profit organisation must be attached; 9. If the Organisation has been registered as a "Public Benefit Organisation" in terms of the Income Tax Act, 1962, a certificate/letter issued by SARS confirming the Organisation's tax exemption status must be attached; and 10. Valid Tax Clearance Certificate issued by SARS.
G	<p>The following shall apply:</p> <ol style="list-style-type: none"> 1. The allocation of funds will only be considered if the application document has been fully completed and signed and is accompanied by the required and supporting documentation referred to therein. Applicants must in their submission clearly indicate / specify and motivate what the funding will be utilised for. 2. The funding must be exclusively utilised for the purpose defined and the successful applicant must submit the necessary undertaking to this effect. 3. Applicants must in their submission satisfy the Council of their ability to execute the project successfully. 4. Organisations who have already received financial or other assistance from the Council during the previous financial year <u>must</u> specify same in their application. 5. No funding will be considered for political groupings, church/sectarian bodies or ratepayers organisations. 6. No funding will be considered where only an individual will benefit or where a member of Council or an official of Stellenbosch Municipality will receive any financial or other gain. 7. Projects outside the boundaries of the Council will not be considered. 8. Subsequent requests from applicants to cover overspending on projects will not be considered. 9. Council will not pay any funds to anyone who has already procured against the perception that they will receive any municipal funds. 10. Successful applicants must at all times comply with the provisions of Section 67(1) of the Municipal Finance Management Act No. 56 of 2003 which <i>inter alia</i> stipulates that the organisation or body has to:- <ul style="list-style-type: none"> • Enter into and comply with a Memorandum of Agreement with the Municipality as well as with all reporting, financial management and auditing requirements as may be contained in such agreement. This memorandum of agreement will bind the successful applicant to deliver on what the application speaks to, but also to commit to become involved with municipal programmes of the community where it functions. The Memorandum of Agreement will be made available to successful applicants for completion. • Report monthly on the actual expenditure of the amount allocated.

11. The Council reserves the right not to give funding to any or all organisations applying.
12. Having been awarded funding previously does not give an applicant the right to receive a grant/funding again.
13. Funding will not be considered where a project or organisation is already receiving funds from Council in terms of Council's functions. Applicants are required to disclose other sources of funding, failing which such applicant will be disqualified.
14. Funding will not be considered where in Council's opinion, an organisation received sufficient funds from other sources to sustain its activities or the project applied for. For this purpose, organisations must submit financial statements and budget for the ensuing financial year.
15. Organisations having received funding from Stellenbosch Municipality during the previous financial year, are required to attached to any new application, a copy of the financial statements relating to the year in which the funding was received from Council, as required in terms of section 67(1) of the Municipal Finance Management Act, 2003 (MFMA).

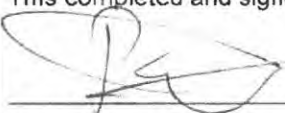
(The Funding of External Bodies Performing a Municipal Function Policy must be consulted for the sake of completeness)

H Undertaking:

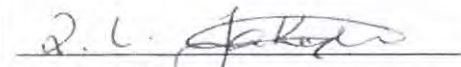
I/We hereby verify that the information provided in this application is true and correct and that the conditions applicable to the allocation of funds as set out above have been read, understood and will be complied with.

I/We also declare that the organisation implements effective, efficient and transparent financial management and internal control mechanisms to guard against fraud, theft and financial mismanagement and has in the past complied with requirements for similar transfer(s) of funds.

This completed and signed at Stellenbosch on this 24 day of April 2020



Chairperson / Authorised Representative



Secretary / Duly Authorised Signatory

I **Please take note:**

(i) That completed application forms together with all the required documentation must be delivered to:

**Director: Planning and Economic Development
P O Box 17
Stellenbosch
7599**

Or delivered to:

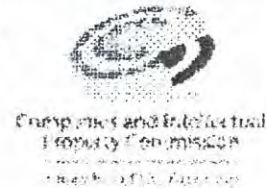
**58 Andringa Street
Stellenbosch
7600**

(ii) That the closing date for the submission of applications is: at

.....

(iii) That **neither late nor incomplete applications** shall be considered.

**Certificate issued by the Companies and Intellectual Property Commission
on Tuesday, August 23, 2016 02:18
Registration Certificate**



Registration number	2016 / 366170 / 08
Enterprise name	LOKXION FOUNDATION NPC
Enterprise shortened name	NOT APPLICABLE
Enterprise translated name	NOT APPLICABLE
Registration date	23/08/2016
Business start date	23/08/2016
Enterprise type	NON PROFIT COMPANY
Enterprise status	IN BUSINESS
Financial year end	FEBRUARY
Type of MOI	NON-STANDARD (COR15.1E)
Main business/main object	NO RESTRICTION ON BUSINESS ACTIVITIES
Postal address	1849 SNAKE VALLEY KAYAMANDI STELLENBOSCH 7600
Address of registered office	1849 SNAKE VALLEY KAYAMANDI STELLENBOSCH 7600

The Companies and Intellectual Property Commission of South Africa
P.O. Box 428, Pretoria, 0001, Republic of South Africa
Docex 258, Pretoria
Contact centre 086 100 2472
www.cipc.co.za



**Certificate issued by the Companies and Intellectual Property Commission
on Tuesday, August 23, 2016
Registration Certificate**

Companies and Intellectual
Property Commission
Pretoria, South Africa

Registration number 2016/366170/08
Enterprise name LOKXION FOUNDATION NPC

Auditors

Directors

Surname and first names	Status	ID number or date of birth	Director type	Appointment date	Addresses
MHLAKAZA, SAMKELA	ACTIVE	9306165582085	DIRECTOR	23/08/2016	Postal 1849 SNAKE VALLEY, KAYAMANDI, STELLENBOSCH, 7600 Residential ZONE J183 NDUMELA STREET, KAYAMANDI, STELLENBOSCH, 7600
MTIYA, NOMVUYISEKO ARETHA	ACTIVE	8709241207081	DIRECTOR	23/08/2016	Postal P O BOX 1166, STELLENBOSCH, 7599 Residential 809 4TH AVENUE, KAYAMANDI, STELLENBOSCH, 7600
SIDIYAMA, SIPHAMANDLA	ACTIVE	9209176432084	DIRECTOR	23/08/2016	Postal 1849 SNAKE VALLEY, KAYAMANDI, STELLENBOSCH, 7600 Residential C139 2ND AVENUE, KAYAMANDI, STELLENBOSCH, 7600
MBOKWANA, SILULAMI	ACTIVE	7911095633088	DIRECTOR	23/08/2016	Postal 1849 SNAKE VALLEY, KAYAMANDI, STELLENBOSCH, 7600 Residential 1849 SNAKE VALLEY, KAYAMANDI, STELLENBOSCH, 7600
KHAMBULE, PAUL ROVISS	ACTIVE	7810066006086	DIRECTOR	23/08/2016	Postal 1849 SNAKE VALLEY, KAYAMANDI, STELLENBOSCH, 7600 Residential 1849 SNAKE VALLEY, KAYAMANDI, STELLENBOSCH, 7600

The Companies and Intellectual Property Commission of South Africa
P.O. Box 429, Pretoria, 0001, Republic of South Africa
Docex 256, Pretoria
Contact centre 086 100 2472
www.cipc.co.za





To whom it may concern

Date

1	6	0	3	2	0	1	9
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Dear Sir/Madam

CONFIRMATION OF BANK ACCOUNT

This letter serves to confirm that LOKXION FOUNDATION residing at
1849 SNAKE VALLEY KAYAMANDI, STELLENBOSCH conducts an account in our books.

Details are:

Bank NEDBANK Branch STELLENBOSCH
Account number

2	0	0	6	3	9	4	7	9	7
---	---	---	---	---	---	---	---	---	---

 Branch sort code

1	9	8	7	6	5
---	---	---	---	---	---

Account Type SAVINGS

Yours faithfully

S. MULLER
CONSULTANT

The information in this letter is strictly confidential.



This letter is issued without prejudice to Nedbank and we reserve all our rights in this regard. Nedbank will not be liable for any loss or damage that any person may suffer as a result of any reliance being placed on the information contained in this letter.



NEDBANK

ENQUIRIES • STELLENBOSCH

((Physical address)) ((Postal address))
Tel ((Tel no)) Fax ((Fax no)) www.nedbank.co.za

Nedbank Limited Reg No 1951/000009/06, VAT Reg No 4320116074, Nedbank 135 Rivonia Campus, 135 Rivonia Road Campus, Sandown, Sandton, 2196, South Africa.
Directors: Dr RJ Khoza (Chairman) MWT Brown (Chief Executive) TA Boardman TCP Chikane GW Dempster (Chief Operating Officer) MA Enus-Brey ID Gladman
PM Makwana NP Mxasane RK Morishi (Chief Financial Officer) JK Netshizenze JVF Roberts* GT Serobe M Wyman* (*British)
Company Secretary: TSB Jell 30.06.2013

We subscribe to the Code of Banking Practice of The Banking Association South Africa and, for unresolved disputes, support resolution through the Ombudsman for Banking Services.
We are an authorised financial services provider. We are a registered credit provider in terms of the National Credit Act (NCR Reg No NCRCP16).

A Member of the OLD MUTUAL Group

BankingConfirmationLetter NEDE.dot 23Jul13 | SD2



LOKXION FOUNDATION
Reg 158-230 NPO
Physical Address
1849 Snake Valley
Kayamandi
STELLENBOSCH
Western Cape
7800

Contact Persons:
Managing Director : Paul Khambule
Cell: 0726108441
Email: paulroviss@gmail.com
Operations Director: Sikulani Moolwana
Cell: 0820872432 / 0618797687
slumbolwana@gmail.com

LOKXION FOUNDATION

PROPOSAL

CELEBRATING KHAYAMNANDI;
27 – 29 Nov 2020

BACKGROUND AND CONTEXT

Celebrating Khayamandi is a milestone event seeking to facilitate social cohesion, build pride, promote unity and place Khayamandi as an integral part of greater Stellenbosch and a common neighbourhood for all of Stellenbosch. This event will draw together, community, business, youth, community organisations, media and visitors from all over Greater Stellenbosch and the world to celebrate the Khayamandi heritage, diversity, richness and dynamism.

Khayamandi is a small predominantly black human settlement that has gone through various stages of development. In the late 1930s they started to build this community on the outskirts of Stellenbosch and officially declared it a township in November 1941. It is the second oldest township in the Western Cape.

Aim of the Event and Objectives:

Through a three day festival we aim to celebrate our home and its place in the wider community. We wish to build and strengthen the bonds within the community as well as extend community bonds with other neighbourhoods in the Greater Stellenbosch area and beyond.

- **Township Tourism Benefits**—With this initiative we wish to stimulate the growth of tourism in Khayamandi and positively affect the local businesses. Overnight visitors will provide another source of off-site revenue to Khayamandi, especially the homestays.
- **Social Cohesion** - Tourism has the opportunity to bring communities together and instill a sense of community pride and knowledge of their history, Khayamandi has a rich history which is not known to many, including the residents. We believe this festival will foster community pride, teach people new things, and strengthen relationships across the Greater Stellenbosch area.
- **Strong Relationships**—We believe the festival will help to build stronger relationships within a community, as most of the relationship-building occurs in the festival planning phase. This is where the bonds among public and private organizations, government, and neighborhood groups are forged and where connections among appointed steering committee members, staff, volunteers and interested residents are made.
- **Value of training** - The Festival and Event Management program covers strategic planning, site management, budgeting and financial planning, marketing and sponsorship, human resource management and volunteer recruitment, and event evaluation. The skills that members of the community, particularly the youth, will be able to acquire in putting together the festival will be invaluable for building up their CVs

and accessing work opportunities elsewhere. Additionally both small businesses and organisations will have the opportunity to upgrade their skills in many areas that will impact their endeavours going forward.

PROJECTS

The following projects will form the core of the Celebrating Khayamnandi 2020;

- **Khayamnandi Wine and Food Celebration**

With the assistance of the Stellenbosch Wine Route, we will bring 25 of the best wine estates.

The emerging wine consumer also presents many challenges to the industry. To address these challenges, the wine industry requires a strategy surrounding growing domestic wine consumption. A collective effort within the wine community is required to set common goals, establish an industry structure to drive interventions and measure progress. A township distribution infrastructure should also be established to ensure the regular delivery of wine of a consistent quality to the township marketing.

The event aims to educate the market and create a platform for the brands to sell to, educate and engage with potential consumers. This will enable brands a chance to reach this particular market at a fraction of the cost.

Khayamnandi is a community in the centre of the winelands; families working the wine industry in many parts of the value chain, it is only fair to bring the final product to them to experience with their family and friends. There is also a growing interest amongst the youth in the potential for a career in the wine industry which extends way beyond the seasonal agricultural work that they have seen their parents and grand-parents do. This interest should be fostered and grown further.

- **Re-Planting Khayamnandi - Tree planting**

This initiative was initiated by two elders of Khayamnandi Mr. Mayekiso and Mr. Setona. The aim of this initiative is to rebuild the foundations of Khayamnandi both physically and metaphorically; community of the people by the people. With re-planting of trees in Khayamnandi there will be a joining of hands in the community, young, old and in between. This will begin with a dialogue on what it means to be resident of Khayamnandi. While taking care of the planted tree, we should invest the same energy in taking care of each other as humans. The pair believes, we as humans can learn a lot from nature!

Khayamnandi used to have beautiful pine trees, which were cut down between 2012 – 2015 due to safety concerns, since the trees were falling during heavy winds.

- **Poetry in Khayamnandi:**

We've been bringing people together in communities in Stellenbosch to interrogate the word 'Citizen'. We've asked people young and old what it means to them, what it inspires and how they think the idea of being an equal citizen relates to local communities, to the country and the wider world. The poets will explore and express their point of view about being a citizen and lead a conversation(s) about the Land, Racism, Education, Gender, Language, Democracy and Youth.

We are looking to invite the poetry community to come down to Khayamnandi and celebrate with us, in a way in which they know how. There many powerful and respected poetry communities: Poetry in McGregor, UWC Creative Writers, Lingua Franca Spoken Word, Open Book, InZync Poetry, just to name a few.

We aim to open up 6 churches along the Masithandane street to host these curated poetry events:

- Apostolic Faith Mission (AFM),
- Methodist United,
- St. Paul's,
- Presbyterian Church,
- St. Johns Anglican Church and
- Dutch United Reformed Church
- **Amazink;** will be our central spot. We will host Open Mic sessions and use the space as information area.

- **Khayamnandi Fun Run/Walk**

To encourage a healthy lifestyle, we will encourage the residents and entire Greater Stellenbosch to join Khayamnandi as the run and walk the streets. The fun race caters for both runners and walkers with a 5 km course around Khayamnandi and is a relaxed affair that includes families, and friends. Entrants are encouraged to dress in the theme of the day, but it is not compulsory.

- **Market at Amazink**

Amazink is the central space in Khayamnandi, it is ideal as a centre for the Festival. Vendors will be invited to sell their items. The market will feature local food, local farmers, local clothing brands, jewellery, local crafters and artists.

MAJOR PARTNERS

Lokxion Foundation is a non-politically affiliated organisation. Lokxion Foundation has agreed to work with every member of the community on organising the celebration of Khayamnandi, and is open to work with individuals and organisations sharing the same vision. Working steering committees will be formed based on projects.

Steering Core Steering Committee

Proposed Core Steering Committee;

1. Paul Khambule - Lokxion Foundation
2. Odwa Nomavuka - Market
3. Samkela Mhlakaza – Food and Wine
4. Zimasa Faku – Khayamnandi Fun Run/Walk
5. Tshepo Setona – Replanting Khayamnandi
6. Mawande Ndywamba – Poetry in Khayamnandi

Operational Team

All management team will share a fundamental stewardship role which includes the inescapable basic responsibility to promote the health and well-being of the Lokxion lifestyle.

- **Managing Director (MD):** Paul Roviss Khambule is responsible to implement the strategic goals and objectives of the Lokxion Foundation and along with the team and partners Also to give direction and leadership towards the achievement of the Lokxion Foundation's philosophy, mission, strategy, and its annual goals and objectives.
- **Operations Team:** The Operations team will oversees the Lokxion Foundation's operations (all events and suppliers) and ensures they are aligned with the Lokxion Foundation's mission, strategy and its annual goals and objectives. The Operations team will be lead by Silulami Mbokwana. They will make sure the design, marketing, delivery and quality of events are positively representing the Lokxion Foundation.
- **Financial Team:** The Financial team is responsible for the overall finances of the Lokxion Foundation. This includes recommending events budget for approval by different departments and prudently managing Lokxion Foundation's resources within those budget guidelines and according to current South African laws and regulations. The Financial team will be lead by Ayanda Ndiki. The team is responsible for all tax and auditing activities and for the management of the Lokxion Foundation's cash flow. Fund raising is also the responsibility of this Manager.
- **Marketing and PR Team:** The Marketing and PR team will insure that the Lokxion Foundation and its mission, and events are consistently well marketed. This team also has the responsibility to ensure the Lokxion Foundation is consistently presented in with a strong, positive image to relevant stakeholders. This manager is responsible for communication to the external environment. The team will be lead by Samkela Mhlakaza.

The below table outlines the involvement of the community to the project. The project success lies to the buy in by the residents and taking ownership.

Organisation(s)	Founding Member(s)	Additional Members	Total
Lokxion Foundation	5	10 (EPWP)	15
Poetry in Khayamnandi	3	67	70
Steering Committee	3	12	15
Poets		45	45
Venue Coordinators		10	10
Food and Wine		33	33
Wine and Food expertise		7	7
Security & Car Marshals		10	10
Artists and Performers		6	6
Cleaners		10	10
Market at Amazink		20	20
Steering Committee		5	5
Vendors		15	15
Khayamnandi Fun Run/Walk		56	56
Steering Committee		6	6
Marshalls		50	50
Total			164

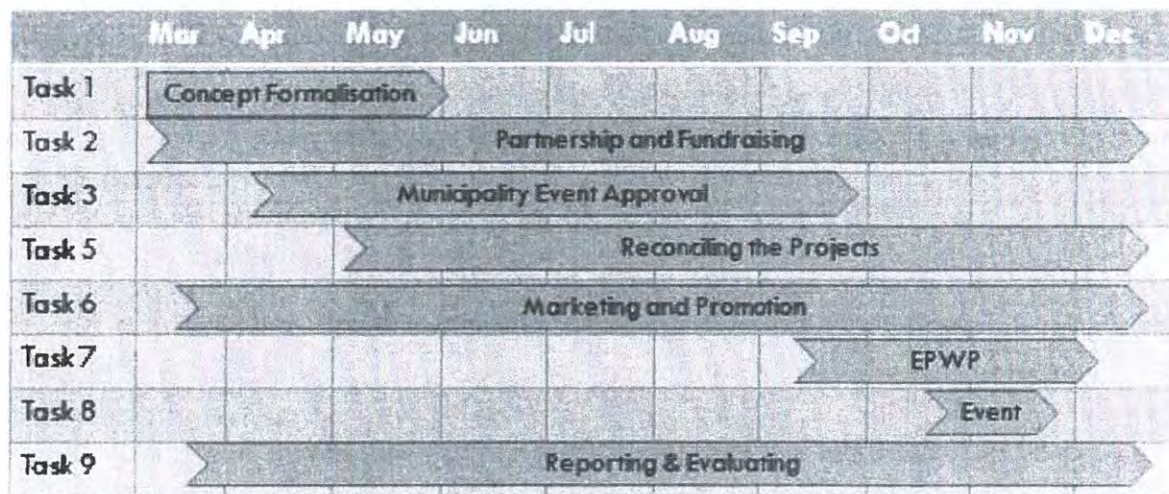
APPROACHED PARTNERS

We will be initiating discussion around the festival with the organisations, institutions and businesses below, as they are very much aligned to our objectives;

1. Visit Stellenbosch
2. Stellenbosch Wine Route
3. University of Stellenbosch (Department of History, Social Impact, Woordfees, SRC & Transformation Office)
4. Stellenbosch Municipality
5. The Cape Winelands District Municipality
6. Spier Wine Farm
7. e'Bosch (Stellenbosch Heritage Project)
8. Stellenbosch Heritage Foundation
9. Stellenbosch Academy of Photography and Design
10. Khayamandi NGOs and Schools

TIMELINE

Below milestones will be observed to ensure greater success for the events. All people involved will be workshop'ed on the importance of keeping to the schedule.



BUDGET

The table below shows estimated budget for the Celebrating Khayamnandi 2020;

	Amount
Festival Logistics	R 55 000.00
Security and Safety	R 36 500.00
Projects	R279 750.00
1) Khayamnandi Wine and Food	R100 000.00
2) Khayamnandi Fun Run/Walk	R60 000.00
3) Khayamnandi Re-Planting	R35 000.00
4) Market	R12 750.00
5) Poetry in Khayamnandi	R72 000.00
Project Management	R 74 250.00
	R 445 500.00

CONTACT AND BANKING DETAILS**Banking Details:**

Lokxion Foundation

Bank: Nedbank

Account Number: 2006394797

Account type: Savings

Branch Code: 175005

Contact Person

Paul Roviss Khambule

Cell: 0726108441

E-mail: paulroviss@gmail.com

¹ Growing the consumption of wine amongst emerging market consumers in South Africa, by Mary-Lyn Foxcroft

VISIT STELLENBOSCH

Suite 224, Postnet X5061, Stellenbosch, 7599
47 Church Street, Stellenbosch, 7600
+27 (0)21 886 4310
info@visitstellenbosch.org
www.visitstellenbosch.org

6 March 2020

Dear Linda Mase and Wesgro team

RE: Celebrating Khayamnandi 2020 - Endorsement letter for event proposal

On behalf of, **Visit Stellenbosch and Stellenbosch Wine Routes**, please accept this letter of support to, **Lokxion Foundation**, in their event proposal for **Celebrating Khayamnandi 2020**.

The new integrated DMO for Stellenbosch, Visit Stellenbosch, aims to connect all aspects of tourism and create a compelling and unique place experiences for locals and visitors throughout the year in the town of Stellenbosch and in the Stellenbosch Wine Region.

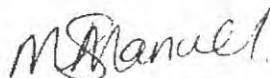
Visit Stellenbosch is in the process of uniting all tourism stakeholders in Stellenbosch under a joint destination brand and a unified destination vision with a long-term tourism plan. Centralising the operational functions and resources of Stellenbosch stakeholders in wine, tourism, food and business, among other sectors. Visit Stellenbosch's long-term tourism plan is aimed at improving service excellence, driving tourism innovation and enhancing the place experience for locals and visitors alike.

Celebrating Khayamnandi is a milestone event seeking to facilitate social cohesion, build pride, promote unity and place Khayamandi as an integral part of greater Stellenbosch and a common neighbourhood for all of Stellenbosch. This event will draw together, community, business, youth, community organisations, media and visitors from all over Greater Stellenbosch and the world to celebrate the Khayamandi heritage, diversity, richness and dynamism.

The following projects will form part of the 3-day celebration:

- Khayamnandi Wine and Food
- Khayamnandi Fun Run/Walk
- Khayamnandi Re-Planting – Tree Planting
- Market
- Poetry in Khayamnandi

Sincerely,



Madalene Manuel
Brand and Communications Administrator
Visit Stellenbosch and Stellenbosch Wine Routes

THE COMPANIES ACT, NO. 71 OF 2008

(as amended)

MEMORANDUM OF INCORPORATION

of

LOKXION FOUNDATION (NPC)
A NON-PROFIT COMPANY

(Registration number _____)




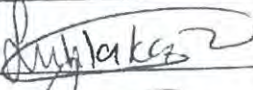

(Registration date _____)

The Company is a Non-Profit Company with Members with the following main object:

*TO INFORM, DEVELOP AND EMPOWER YOUTH AND THE ELDERLY IN IMPOVERISHED TOWNSHIPS
THROUGH SOCIAL ENTERPRISE, ARTS, SPORT AND HERITAGE*

Adoption of Memorandum of Incorporation

This Memorandum of Incorporation was adopted by the incorporators of the Company, in accordance with section 13 (1) of the Act, as evidenced by the following signatures made by each of them, or on their behalf:

Name of Incorporator	Identity Number	Signature	Date
Paul Roviss Khambule	781006 6006 086		08/06/2016
Silulami Mbokwana	791109 5633 088		09/06/2016
Nomvuyiseko Aretha Mtiya	870924 1207 081		07/06/2016
Samkela Mhlakaza	930616 5562 085		09/06/2016
Siphamandla Sidiyama	920917 6432 084		08/06/2016

1 INTERPRETATION

- 1.1 In this Memorandum of Incorporation unless inconsistent with or otherwise indicated by the context:
- 1.1.1 "Act" means the Companies Act, No. 71 of 2008, as amended, consolidated or re-enacted from time to time, and includes all schedules to such Act and the Regulations, or any act which replaces it;
- 1.1.2 "Board" means the board of Directors from time to time of the Company;
- 1.1.3 "Company" means Lokxion Foundation (NPC) a company to be formed and duly incorporated in terms of Schedule 1 of the Act as a Non-Profit Company;
- 1.1.4 "Code of Conduct" means the Code of Conduct set out in Schedule 3 hereto;
- 1.1.5 "Director" means a member of the Board as contemplated in section 66 of the Act, or an alternate director, and includes any person occupying the position of a director or alternate director, by whatever name designated;
- 1.1.6 "Electronic Communication" has the meaning set out in section 1 of the Electronic Communications and Transactions Act, No. 25 of 2002;

- 1.1.7 **"Income Tax Act"** means the Income Tax Act, No. 58 of 1962, as amended from time to time and includes all Schedules to the Income tax Act and the regulations;
- 1.1.8 **"Member"** means a person who has attained Membership in the Company in accordance with Schedule 1 of this Memorandum of Incorporation and who is entered as such in the Register, subject to the provisions of section 57 of the Act;
- 1.1.9 **"Memorandum of Incorporation"** means this Memorandum of Incorporation as amended from time to time, including all Schedules and Annexures thereto;
- 1.1.10 **"Public Benefit Activity"** means any activity listed in Part I of the Ninth Schedule to the Income Tax Act, or any other activity as determined by the Minister from time to time, gazetted by the government of the Republic to be of a benevolent nature, having regard to the needs, interests and well-being of the general public;
- 1.1.11 **"Regulations"** means the regulations published in terms of the Act from time to time;
- 1.1.12 **"Republic"** means the Republic of South Africa;
- 1.1.13 **"Rules"** means any rules made in respect of the Company from time to time as contemplated in section 15(3) to (5) of the Act and clause 18 hereof;
- 1.1.14 **"Register"** means the Membership register kept by the Company as required by item 1 (9) of Schedule 1 to the Act, in accordance with section 24(4) and section 50(1) of the Act, as set out in Schedule 1 hereof;
- 1.1.15 **"Schedule"** means the schedules attached to this Memorandum of Incorporation and which form part of this Memorandum of Incorporation;
- 1.1.16 words and expressions defined in the Act and which are not defined herein shall have the meanings given to them in the Act;
- 1.1.17 a reference to a section by number refers to the corresponding section of the Act, notwithstanding the renumbering of such section after the date on which the Memorandum of Incorporation is adopted;
- 1.1.18 in any instance where there is a conflict between a provision (be it expressed, implied or tacit) of this Memorandum of Incorporation and:
- 1.1.22.1 an alterable or elective provision of the Act, the provision of this Memorandum of Incorporation shall prevail to the extent of the conflict; and
- 1.1.22.2 an unalterable or non-elective provision of the Act, the unalterable or non-elective provision of the Act shall prevail to the extent of the conflict, unless the Memorandum of Incorporation imposes on the Company a higher standard, greater restriction, longer period of time or similarly more onerous requirement, in which event the relevant provision of this Memorandum of Incorporation shall prevail to the extent of the conflict;

- 1.1.19 clause headings are for convenience only and are not to be used in its interpretation;
- 1.1.20 an expression which denotes any: gender includes the other genders; a natural person includes a juristic person and *vice versa*, and the singular includes the plural and *vice versa*;
- 1.1.21 if the due date for performance of any obligation in terms of this Memorandum of Incorporation is a day which is not a business day then (unless otherwise stipulated), the due date for performance of the relevant obligation shall be the immediately succeeding business day;
- 1.1.22 any reference to a notice shall be construed as a reference to a written notice, and shall include a notice which is transmitted electronically in a manner and form permitted in terms of the Act and/or the Regulations.
- 1.2 Any reference in this Memorandum of Incorporation to:
 - 1.2.1 "days" shall be construed as calendar days unless qualified by the word "business", in which instance a "business day" will be any day other than a Saturday, Sunday or public holiday as gazetted by the government of the Republic from time to time;
 - 1.2.2 "law" means any law of general application and includes the common law and any statute, constitution, decree, treaty, regulation, directive, ordinance, by-law, order or any other enactment of legislative measure of government (including local and provincial government) statutory or regulatory body which has the force of law and a reference to any statutory enactment shall be construed as a reference to that enactment as amended or substituted from time to time;
 - 1.2.3 "writing" means legible writing and in English and includes printing, typewriting, lithography or any other mechanical process, as well as, any electronic communication in a manner and a form permitted in terms of the Act and/or the Regulations.
- 1.3 The words "include" and "including" mean "include without limitation" and "including without limitation". The use of the words "include" and "including" followed by a specific example or examples shall not be construed as limiting the meaning of the general wording preceding it.
- 1.4 Unless otherwise provided in this Memorandum of Incorporation or the Act, defined terms appearing herein in title case shall be given their meaning as defined, while the same terms appearing in lower case shall (except where defined in the Act) be interpreted in accordance with their plain English meaning.
- 1.5 Where a particular number of business days is provided for between the happening of one event and another, the number of days must be calculated by excluding the day on which the first event occurs and including the day on which or by which the second event is to occur.

2 ADOPTION OF MEMORANDUM OF INCORPORATION

- 2.1 This Memorandum of Incorporation is adopted by the Company as its founding document.
- 2.2 The Company is incorporated in accordance with and governed by:
 - 2.2.1 the unalterable provisions of the Act that are applicable to Non-Profit Companies;
 - 2.2.2 the alterable provisions of the Act that are applicable to Non-Profit Companies, subject to the limitations, extensions, variations or substitutions set out in this Memorandum of Incorporation; and
 - 2.2.3 the provisions of this Memorandum of Incorporation.

3 INCORPORATION OF THE COMPANY AND FINANCIAL YEAR

- 3.1 The Company is a Non-Profit Company as defined in the Act, and accordingly:
 - 3.1.1 it has been incorporated for a public benefit, or other object as required by item 1 (1)(a)(i) of Schedule 1 to the Act; and
 - 3.1.2 its income and property are not distributable to its incorporators, Members, Directors, officers or a person appointing a Director of the Company, except to the extent permitted by item 1(3) of Schedule 1 to the Act.
- 3.2 The financial year-end of the Company shall be the last day of June each year.

4 OBJECTS OF THE COMPANY

- 4.1 The Company's main object is to inform, develop and empower youth and the elderly in impoverished townships through social enterprise, arts, sport and heritage.
- 4.2 The Company's ancillary objects are set out below and the main object of the Company is to be accomplished by the following actions:
 - 4.2.1 to empower youth and the elderly and assist them in seeking initiatives that change their lives and that of the greater communities;
 - 4.2.2 the promotion of community-based projects relating to self-help, empowerment, capacity building, skills development and anti-poverty;
 - 4.2.3 to facilitate a system-wide change for youth social entrepreneurship by building the capacity in entrepreneurship education, as well as incubating and accelerating high-impact youth social entrepreneurs;
 - 4.2.4 to develop leadership amongst youth and to encourage participation in sports and educational activities that seek to empower them;

- 4.2.5 to create an interactive space for township youth, where they can be kept away from substance/drug abuse and other life threatening activities;
- 4.2.6 to engage in informing, campaigning, advocacy, mobilizing public opinion and influencing policy in favour of social security, realization of rights and improvement of the standard of living of youth and the elderly in townships.

5 POWERS OF THE COMPANY

- 5.1 The legal powers and capacity of the Company as contemplated in the Act are subject to certain restrictions, limitations and qualifications as allowed for in section 19(1)(b)(ii) of the Act as more fully set out in clause 5.2 below.
- 5.2 The legal powers and capacity of the Company are restricted, limited and qualified to the extent required to be classified as an Non-Profit Company in terms of the Act and to be classified as a Public Benefit Organisation in terms of Schedule 9 of the Income Tax Act, with the result that:
 - 5.2.1 all activities of the Company are to be carried on in a non-profit manner and with an altruistic or philanthropic intent;
 - 5.2.2 no activity of the Company may be intended to directly or indirectly promote the economic self-interest of any fiduciary or employee of the Company, other than by way of reasonable remuneration to that fiduciary or employee;
 - 5.2.3 the activities of the Company are to be carried on for the benefit of, or are to be widely accessible to the general public at large, including a sector thereof, and are not to the benefit of a small and exclusive group;
 - 5.2.4 the income and assets of the Company, obtained from whichever source, shall be applied solely in furtherance of its objects as stated in clause 4 above, and no part thereof shall be directly or indirectly, whether by means of dividend, bonus or otherwise, be paid or transferred to any person or a company otherwise than in the course of undertaking any Public Benefit Activity or in the circumstances set out in section 1(3)(a) to (d) of Schedule 1 to the Act;
 - 5.2.5 donations shall only be made by the Company in accordance with its stated objects and in the course of undertaking a Public Benefit Activity and the Company does not have the power to make donations to its Members or Directors;
 - 5.2.6 the Company is prohibited from accepting any donation which is revocable at the instance of the donor for reasons other than material failure to conform to the designated purposes and conditions of such donation, unless the donor is also a Public Benefit Organisation or an institution, board or body which is exempt from tax under the provisions of section 10(1)(cA)(i) of the Income Tax Act, which has as its sole or principal object the carrying on of any Public Benefit Activity;

- 5.2.7 the Company shall not use its resources, directly or indirectly, to support or advance, or oppose any political party;
- 5.2.8 the Company shall submit a copy of any amendment(s) to this Memorandum of Incorporation to the Commissioner for the South African Revenue Services as required under the Income Tax Act from time to time;
- 5.2.9 the Company shall not, in accordance with Item 2(1) of Schedule 1 of the Act, amalgamate or merge with, or convert to a profit company, or dispose any part of its assets, undertaking or business to a profit company, other than for fair value, except to the extent that such disposition of an asset occurs in the ordinary course of the activities of the Company;
- 5.2.10 the Company shall only take part in the management, supervision and control of the business or operations of any other company or business with the same or similar objects and enter into partnerships with the same or similar objects, on condition that such company, business and/or partnership has been approved as a Public Benefit Organisation or is an institution, board or body which is exempt from tax under the provisions of section 10(1)(cA)(i) of the Income Tax Act, which has as its sole or principal object the carrying on of any Public Benefit Activity, contemplated in section 10(1)(a) or (b) of the Income Tax Act;
- 5.2.11 the Company may form a company or trust with the same or similar stated objects as the Company and have an interest in any such company or trust for the purpose of acquiring the undertaking, or all or any of the assets or liabilities of such company, or for any other purpose which may seem directly or indirectly, calculated to benefit the Company, and to transfer to any such company or trust, the undertaking or all or any of the assets and liabilities of the Company; and
- 5.2.12 the Company may not provide a loan to, secure a debt or obligations of, or otherwise provide direct or indirect financial assistance to, a Director or Member of the Company or of a related or inter-related company, or to any person related to such Director or Member.
- 5.3 In addition to the restrictions provided for in clause 5.2 above, the Company shall not have the power to enter into agreements with third parties the duration of which will be longer than 12 (twelve) months, except as provided for by way of a special resolution.
- 5.4 However, nothing contained in clause 5.2 shall prevent the Company from:
 - 5.4.1 paying any portion of its income, or transfer any of its assets, directly or indirectly, regardless of how the income or asset was derived, to any person who is or was an incorporator of the Company, or who is a Member or Director, or any person appointing a Director of the Company in the following circumstances:
 - 5.4.1.1 as reasonable remuneration for goods delivered or services rendered to, or at the direction of, the Company, which is not excessive having regard to what is

generally considered reasonable in the sector and in relation to the service rendered and does not economically benefit any person in a manner which is inconsistent with the objects of the Company;

- 5.4.1.2 as reasonable payment of, or reimbursement for, expenses incurred to advance a stated object of the Company;
- 5.4.1.3 as an amount due and payable by the Company in terms of a *bona fide* agreement between the Company and that person or another;
- 5.4.1.4 as payment in respect of any rights of that person, to the extent that such rights are administered by the Company in order to advance a stated object of the Company;
- 5.4.1.5 in respect of any legal obligation that is binding on the Company.
- 5.4.2 acquiring and holding securities issued by a profit company; and
- 5.4.3 directly or indirectly, alone or with any other person, carrying on any business, trade or undertaking consistent with or ancillary to the Company's stated objects.

6 WINDING-UP OR DISSOLUTION

- 6.1 Upon winding-up or dissolution of the Company:
 - 6.1.1 no past or present Member or Director of the Company, or person appointing a Director of the Company, shall be entitled to any part of the net value of the Company after its obligations and liabilities have been satisfied; and
 - 6.1.2 its entire net value is to be distributed to one or more Public Benefit Organisations having objects similar to its main object as set out in clause 4.1, as determined by the Members of the Company by way of special resolution at, or immediately before, the time of winding-up or dissolution of the Company, or by the Court if the Members fail to make such a determination.

7 APPLICATION OF OPTIONAL PROVISIONS OF THE ACT

The Company elects, in terms of section 34(2) of the Act, not to voluntarily comply with the extended accountability provisions of Chapter 3 of the Act.

8 MEMBERS OF THE COMPANY

- 8.1 The Company has Members as allowed for in item 4(1) of Schedule 1 to the Act.
- 8.2 The terms and conditions of Membership in the Company shall be as set out in Schedule 1 attached to this Memorandum of Incorporation.

9 MEMBERS' MEETINGS

9.1 Requirement to hold meetings

The Company shall not be required to hold any meetings of Members other than those required by the Act, but may do so.

9.2 Requisition of a Members' meeting

9.2.1 The Board, or any prescribed officer of the Company authorised by the Board, is entitled to call a Members' meeting at any time.

9.2.2 The Board shall convene a Members' meeting if requested to do so by any Member.

9.2.3 Subject to clause 10, the Company shall hold a Members' meeting:

9.2.3.1 at any time that the Board is required by the Act or this Memorandum of Incorporation to refer a matter to Members for decision; or

9.2.3.2 whenever required in terms of the Act to fill a vacancy on the Board in the event that the requirement for a minimum number of Directors, as contemplated in clause 12, is breached; or

9.2.3.3 when required in terms of clause 9.2.2 or by any other provision of this Memorandum of Incorporation.

9.3 Location of Members' meetings

The Board may determine the location of any Members' meeting and the Company may hold any such meeting in the Republic and the authority of the Board and the Company in this regard is not limited or restricted by this Memorandum of Incorporation.

9.4 Notice of Members' meetings

9.4.1 The minimum number of days for the Company to deliver a notice in writing of a Members' meeting to the Members (other than an annual general meeting), is 15 (fifteen) business days before the meeting is to begin, as provided for in section 62 (1) of the Act.

9.4.2 The notice must set out the date, time and place for the meeting, the record date for the meeting, the general purpose of the meeting, as well as any specific purpose for which the meeting may have been called if requisitioned by the Members, a copy of the proposed resolution which is to be considered at the meeting and the percentage of voting rights that would be required for that resolution to be adopted. Furthermore, the notice must contain a statement that a Member is entitled to appoint a proxy to attend, participate in and vote at the meeting and that the proxy need not be a Member of the Company.

9.4.3 Where there is a material defect in giving notice of any meeting to any particular Member the meeting may proceed only if every person entitled to exercise voting rights in respect of any item at the meeting is present at the meeting and approves the ratification of the defective notice.

9.4.4 An immaterial defect in the form or manner of giving notice, or an accidental omission to give notice of any meeting to any particular Member or Members shall not invalidate any action taken at any such meeting.

9.5 **Electronic participation in Members' meetings**

9.5.1 The Company may conduct a Members' meeting entirely by Electronic Communication or provide for participation in a meeting by Electronic Communication, and the power of the Company to do so is not limited or restricted by this Memorandum of Incorporation. Accordingly:

9.5.1.1 any Members' meeting may be conducted entirely by Electronic Communication; or

9.5.1.2 one or more Members, or proxies for Members, may participate by Electronic Communication in all or part of any Members' meeting that is being held in person,

as long as the Electronic Communication employed ordinarily enables all persons participating in that meeting to communicate concurrently with each other and without an intermediary, and to participate reasonably effectively in the meeting.

9.5.2 Any notice of any meeting of Members at which it will be possible for Members to participate by way of Electronic Communication shall inform Members of the ability to so participate and shall provide any necessary information to enable Members or their proxies to access the available medium or means of Electronic Communication, provided that such access shall be at the expense of the Member or proxy concerned.

9.6 **Quorum for Members' meetings**

9.6.1 The quorum requirement for a Members' meeting is that a Members' meeting may only commence and a matter may only be considered until there are sufficient persons present in person or by proxy at the meeting to exercise, in aggregate, at least 25 % (twenty five percent) of the voting rights that are entitled to be exercised in respect of at least 1 (one) matter to be decided at the meeting.

9.6.2 The time periods allowed in section 64(4) and (5) of Act apply to the Company without variation and, accordingly, if within 30 (thirty) minutes after the appointed time for a meeting to begin, the requirements of clause 9.6.1 for that meeting to begin have not been satisfied, the meeting shall be automatically be postponed, without any motion, vote or further notice, to the same day (or if that day is not a business day, the next business day) at the same time and place in the next week.

- 9.6.3 Provided that the chairperson may extend the 30 (thirty) minutes limit on the grounds that:
- 9.6.3.1 exceptional circumstances affecting weather, transportation or Electronic Communication have generally impeded or are generally impeding the ability of Members to be present at the meeting; or
 - 9.6.3.2 one or more particular Members, having been delayed, have communicated an intention to attend the meeting, and those Members, together with others in attendance, would satisfy the requirements of clause 9.6.1.
- 9.6.4 The chairperson may adjourn a Members' meeting at which a quorum is present or any matter being debated at such Members' meeting from time to time without further notice, on a motion supported by persons entitled to exercise in aggregate the majority of the voting rights held by all persons present at the meeting at the time.
- 9.6.5 An adjournment of a Members' meeting or of consideration of a matter being debated at the Members' meeting in terms of clause 9.6.4 may either be to a fixed time and place or until further notice, provided that the maximum period allowable for an adjournment of a Members' meeting will be 20 (twenty) business days.
- 9.6.6 The Company shall not be required to give further notice of a meeting that has been postponed or adjourned in terms of clauses 9.6.2 and 9.6.4 unless the location for the meeting is different from:
- 9.6.6.1 the location of the postponed or adjourned meeting;
 - 9.6.6.2 the location announced at the time of adjournment; or
 - 9.6.6.3 the location and time was 'until further notice', in the case of an adjourned meeting.
- 9.6.7 If within 30 (thirty) minutes from the time appointed in terms of clause 9.6.2 for a postponed meeting to begin, or for an adjourned meeting in terms of clause 9.6.4 to resume, the requirements of clause 9.6.1 have not been satisfied, the Members present in person or by proxy will be deemed to constitute a quorum.
- 9.6.8 The chairperson of the Board or, failing him, the deputy chairperson of the Board, if any (or if more than one of them is present and willing to act, the most senior of them) shall preside as chairperson at every Members' meeting. If there is no such chairperson or deputy chairperson, or if at any meeting he or she is not present within 15 (fifteen) minutes after the time appointed for holding the meeting or is unwilling to act as chairperson, the Members present shall choose 1 (one) of their number to be chairperson.
- 9.6.9 The chairperson of a meeting shall, subject to the Act and this Memorandum of Incorporation and any Rules, determine the procedure to be followed at that meeting.

9.7 Members' resolutions

- 9.7.1 Every person present and entitled to exercise voting rights shall be entitled to 1 (one) vote on a show of hands.
- 9.7.2 The vote of each Member is of equal voting value to the vote of each other voting Member on any matter to be determined by vote of the Members, except to the extent that the Memorandum of Incorporation provides otherwise.
- 9.7.3 At any meeting of the Company a resolution put to the vote at the meeting shall be decided on a show of hands, or by means of ballot if requisitioned by the chairperson or by at least 1 (one) Member.
- 9.7.4 If a meeting is decided by means of a ballot, a Member shall also have 1 (one) vote each so that the vote of a Member is of equal value to the vote of each other voting Member as provided for in the Act.
- 9.7.5 A declaration by the chairperson that a resolution has, on a show of hands, or by means of ballot been carried or carried unanimously or by a particular majority or defeated, an entry to that effect in the book containing the minutes of the proceedings of the Company, shall be conclusive evidence of the fact, without proof of the number of the votes recorded in favour of or against such resolution.
- 9.7.6 In the case of a tied vote the chairperson may cast a deciding vote if the chairperson did not initially vote and, if the chairperson did initially have a cast or a vote he will have a second vote.
- 9.7.7 For an ordinary resolution to be adopted at a Members' meeting, it must be supported by more than 50% (fifty percent) of the Members who voted on the resolution.
- 9.7.8 For a special resolution to be adopted at a Members' meeting, it must be supported by at least 75% (seventy five percent) of the Members who voted on the resolution.
- 9.7.9 Any resolution that could be voted on at a Members' meeting may instead be submitted for consideration to the Members and voted on in writing, in terms of clause 10.

10 MEMBERS ACTING OTHER THAN AT A MEETING

- 10.1 In accordance with the provisions of section 60 of the Act, a resolution that could be voted on at a Members' meeting (including in respect of the election of Directors) may instead be:
 - 10.1.1 submitted by the Board for consideration to the Members entitled to exercise the voting rights in relation to the resolution; and

- 10.1.2 voted on in writing or by e-mail by such Members within a period of 20 (twenty) business days after the resolution was submitted to them.
- 10.2 A resolution contemplated in clause 10.1:
 - 10.2.1 will have been adopted if it is supported by persons entitled to exercise sufficient voting rights for it to have been adopted as an ordinary or special resolution, as the case may be, at a properly constituted Members' meeting; and
 - 10.2.2 if adopted, will have the same effect as if it had been approved by voting at a meeting.
- 10.3 In addition to a resolution passed in terms of clause 10.1, a resolution in writing signed by all the Members entitled to vote thereon shall be as valid and effectual as if adopted at a duly convened general meeting.
- 10.4 Within 10 (ten) business days after adopting a resolution, or conducting an election of Directors in terms of the provisions of this clause 10, the Company shall deliver a statement describing the results of the vote, consent process, or election to every Member who was entitled to vote on or consent to the resolution, or vote on the election of a Director, as the case may be.

11 REPRESENTATION BY PROXY

- 11.1 Any Member may at any time appoint any (one) natural person, as a proxy to:
 - 11.1.1 participate in, and speak and vote at, a Members' meeting on behalf of that Member; or
 - 11.1.2 give or withhold written consent on behalf of that Member to a decision contemplated in clause 10.
- 11.2 A proxy appointment form must be in writing, dated and signed by the Member and remains valid for:
 - 11.2.1 1 (one) year after the date on which it was signed; or
 - 11.2.2 any longer or shorter period expressly set out in the appointment,

unless it is revoked in a manner contemplated in the Act or expires earlier as contemplated in the Act.
- 11.3 The holder of a power of attorney or other written authority from a Member may, if so authorised thereby, represent such Member at any meeting of the Company and such holder shall deliver the power of attorney or other written authority (if any), or a certified copy thereof, to the Company before such holder exercises any rights of the Member at a Members' meeting.

11.4 All of the remaining provisions of the Act relating to the appointment and revocation of proxies and the rights of proxies generally shall apply and, in particular:

11.4.1 a Member or his proxy must deliver to the Company a copy of the instrument appointing a proxy before the commencement of the meeting at which the proxy intends to exercise that Member's rights; and

11.4.2 unless the instrument appointing a proxy provides otherwise, a Member's proxy may decide, without direction from the Member, whether to exercise or abstain from exercising any voting right of the Member, as set out in section 58(7),

and none of such rights or powers are limited, restricted or varied by this Memorandum of Incorporation, provided that a proxy may not delegate his/her power to another person.

11.5 Every instrument of proxy shall, as far as circumstances permit, be substantially in accordance with the form set out in Schedule 2 hereof.

12 DIRECTORS AND OFFICERS

12.1 Composition of the Board of Directors

12.1.1 The incorporators of the Company shall be its first Members and its first Directors.

12.1.2 Unless otherwise determined in a Member's meeting by way of special resolution, there shall not be less than 3 (three) and not more than 10 (ten) Directors on the Board, who shall be appointed as follows:

12.1.2.1 the Members shall be entitled to elect the Directors by way of an ordinary resolution;

12.1.2.2 there shall be an election or re-election each year of at least one third of these elected Directors, and the Directors due for re-election shall be those longest in office;

12.1.2.3 the election and appointment of all Directors shall be made in the manner provided for in clause 12.1 of this Memorandum of Incorporation.

12.1.3 The Company shall have elected Directors and such *ex officio* Directors as may from time to time be designated or approved by the Members by way of an ordinary resolution.

12.1.4 In any election of Directors:

12.1.4.1 all the nominated Directors' names must be provided to the Members, which will be listed on a nomination form;

12.1.4.2 the election is to be conducted as a series of votes, each of which is on the candidacy of a single individual to fill a single vacancy; and

- 12.1.4.3 in each vote to fill a vacancy, each Member entitled to vote may exercise his vote only once and the vacancy is filled only if a majority of the voting rights exercised by Members support the candidate;

provided only that, in the event that the Company only has 1 (one) Member, the above provisions of this clause 12.1.4 will not apply and the election of Directors shall take place in such manner as the Member shall determine.

- 12.1.5 Each elected Director of the Company shall serve for an indefinite term, as contemplated in section 68(1) of the Act and a vacancy in the number of Directors shall only arise in the event of:

- 12.1.5.1 any elected Director resigning or ceasing to hold office or becoming disqualified or eligible from holding office as such for any reason;

- 12.1.5.2 the Members resolving to decrease the number of elected Directors;

- 12.1.5.3 any of the other circumstances contemplated in section 70(1) of the Act arising; and/or

- 12.1.5.4 is due for re-election in terms of clause 12.1.2.2 and is not re-elected.

- 12.1.7 The Board has the power to fill any vacancy on the Board on a temporary basis, as set out in section 68(3) of the Act and read with section 70 of the Act.

12.2 **Authority of the Board of Directors**

- 12.2.1 The business and affairs of the Company shall be managed by or under the direction of its Board of Directors and the authority of the Company's Board of Directors to manage and direct the business and affairs of the Company is not limited or restricted by this Memorandum of Incorporation.

- 12.2.2 The Directors may at any time and from time to time by power of attorney appoint any person(s) to be the attorney(s) and agent(s) of the Company for such purposes and with such powers, authorities and discretions (not exceeding those vested in or exercisable by the Directors in terms of this Memorandum of Incorporation) and for such period and subject to such conditions as the Directors may from time to time think fit. Any such appointment may, if the Directors think fit, be made in favour of any company, the Members, directors, nominees or managers of any company or firm, or otherwise in favour of any fluctuating body of persons, whether nominated directly or indirectly by the Directors. Any such power of attorney may contain such provisions for the protection or convenience of persons dealing with such attorneys and agents as the Directors think fit. Any such attorneys or agents as aforesaid may be authorised by the Directors to sub-delegate all or any of the powers, authorities and discretions for the time being vested in them.

12.3 Directors' Meetings

- 12.3.1 Save as may be provided otherwise herein, the Directors may meet together for the despatch of business, adjourn and otherwise regulate their meetings as they think fit, which meeting shall be known as a General Board Meeting.
- 12.3.2 The Directors may elect a chairperson and a deputy chairperson and determine the period for which each is to hold office. The chairperson, or in his absence the deputy chairperson, shall be entitled to preside over all meetings of Directors. If no chairperson or deputy chairperson is elected, or if at any meeting neither is present or willing to act as chairperson thereof within 10 (ten) minutes of the time appointed for holding the meeting, the Directors present shall choose 1 (one) of their number to be chairperson of such meeting.
- 12.3.3 The authority of the Company's Board of Directors to consider a matter other than at a meeting, as set out in section 74 of the Act, is not limited or restricted by this Memorandum of Incorporation.
- 12.3.4 The Board has the power to:
- 12.3.4.1 consider any matter and/or adopt any resolution other than at a meeting as set out in section 74 and, accordingly, any decision that could be voted on at a meeting of the Board may instead be adopted by the written consent of a majority of the Directors, given in person or by Electronic Communication, provided that each Director has received notice of the matter to be decided;
- 12.3.4.2 conduct a meeting entirely by Electronic Communication, or to provide for participation in a meeting by Electronic Communication, as set out in section 73(3), provided that the Electronic Communication facility employed ordinarily enables all persons participating in the meeting to communicate concurrently with each other without an intermediary and to participate reasonably effectively in the meeting;
- 12.3.4.3 determine the manner and form of providing notice of its meetings as set out in section 73(4), provided that:
- 12.3.4.3.1 the notice period for the convening of any meeting of the Board will be at least 7 (seven) days unless the decision of the Directors is required on an urgent basis which justifies a shorter period of notice, in which event the meeting may be called on shorter notice. The decision of the chairperson of the Board, or failing the chairperson for any reason, the decision of any 2 (two) Directors as to whether a matter should be decided on an urgent basis, and the period of notice to be given, shall be final and binding on the Directors;
- 12.3.4.3.2 an agenda of the matters to be discussed at the meeting shall be given to each Director, together with the notice referred to above;

12.3.4.3.3 no meeting may be held if notice thereof and the agenda therefor is not given in accordance with clauses 12.3.4.3.1 and 12.3.4.3.2; and

12.3.4.3.4 the meeting may proceed despite a failure or defect in giving notice of the meeting, as provided in section 73(5),

and the powers of the Board in respect of the above matters are not limited or restricted by this Memorandum of Incorporation.

12.3.5 The quorum requirement for a Directors' meeting (including an adjourned meeting) to begin, the voting rights at such a meeting, and the requirements for approval of a resolution at such a meeting are as set out in section 73(5) and accordingly:

12.3.5.1 if all of the Directors of the Company:

12.3.5.1.1 acknowledge actual receipt of the notice convening a meeting; or

12.3.5.1.2 are present at a meeting; or

12.3.5.1.3 waive notice of a meeting,

the meeting may proceed even if the Company failed to give the required notice of that meeting or there was a defect in the giving of the notice;

12.3.5.2 a majority of the Directors must be present at a meeting before a vote may be called at any meeting of the Directors;

12.3.5.3 each Director has 1 (one) vote on a matter before the Board;

12.3.5.4 a majority of the votes cast in favour of a resolution is sufficient to approve that resolution.

12.3.6 In the case of a tied vote the vote will fail, and must be referred back to the Members for voting, which vote may then be passed by way of an ordinary resolution of Members.

12.3.7 Resolutions adopted by the Board:

12.3.7.1 must be dated and sequentially numbered; and

12.3.7.2 are effective as of the date of the resolution, unless any resolution states otherwise.

12.3.8 Any minutes of a meeting, or a resolution, signed by the chairperson of the meeting, or by the chairperson of the next meeting of the Board, are evidence of the proceedings of that meeting, or the adoption of that resolution, as the case may be.

13 DIRECTORS' COMPENSATION AND FINANCIAL ASSISTANCE

The Directors and the managing Director are not entitled to remuneration, but the Members

may resolve, by way of a special resolution, to remunerate the Directors and the managing Director(s) for services rendered by them which are inside the scope of the ordinary duties of a Director.

14 MANAGING DIRECTOR

- 14.1 The Directors may from time to time appoint 1 (one) or more of their body to the office of managing Director for such term as they may think fit (subject only to the requirements of section 66(8) and (9) of the Act), and may revoke such appointment subject to the terms of any agreement entered into in any particular case, provided that the period of office of a managing Director appointed in terms of an agreement shall be for a maximum period of 3 (three) years at any one time. A Director so appointed shall be subject to retirement in the same manner as the other Directors except during the period of his agreement, and his appointment shall terminate if he ceases for any reason to be a Director.
- 14.2 Subject to the provisions of any contract between himself/herself and the Company, a managing Director shall be subject to the same provisions as to disqualification and removal as the other Directors of the Company.
- 14.3 The Directors may from time to time entrust to and confer upon a managing Director for the time being such of the powers exercisable in terms of this Memorandum of Incorporation by the Directors as they may think fit, and may confer such powers for such time and to be exercised for such objects and purposes, and upon such terms and conditions, and with such restrictions, as they think expedient; and they may confer such powers either collaterally with or to the exclusion of and in substitution for all or any of the powers of the Directors in that behalf, and may from time to time revoke, withdraw, alter or vary all or any of such powers.

15 COMMITTEES OF THE BOARD

- 15.1 The Board may appoint any number of committees of Directors and delegate to any such committee any of the authority of the Board and may include in any such committee persons who are not Directors and the power of the Board in this regard is not limited or restricted by this Memorandum of Incorporation.
- 15.2 The committee appointed by the Board may consult with or receive advice from any person and have the full authority of the Board in respect of a matter referred to it.
- 15.3 The meetings and proceedings of a committee consisting of more than 1 (one) Member shall be governed by the provisions of the Memorandum of Incorporation relating to the meetings and proceedings of Directors.

16 SPECIAL RESOLUTIONS

- 16.1 For a special resolution to be approved by the Members, it must be supported by at least

75% (seventy five percent) of the voting rights exercised on the resolution.

- 16.2 Subject to and in addition to the requirements of the Companies Act relating to special resolutions as set out in section 65 (11) and any such matters specifically requiring special resolutions in terms of this Memorandum of Incorporation, a special resolution shall be required to:
 - 16.2.1 elect a different number of Directors as is provided for in clause 12.1.2;
 - 16.2.2 remunerate the Directors and the managing Director for services rendered by them which are within the scope of their ordinary duties as Directors;
 - 16.2.3 change the criteria, cost of membership and/or the voting rights of Members;
 - 16.2.4 approve an individual, legal entity and/or trust as Member of the Company;
 - 16.2.5 amend the Code of Conduct;
 - 16.2.6 enter into any agreement with third parties the duration of which will be longer than 12 (twelve) months;
 - 16.2.7 determine the Public Benefit Organisation(s) to which the net value of the Company may be distributed on winding-up or dissolution of the Company in terms of clause 6.1.2 above.

17 AMENDMENT OF MEMORANDUM OF INCORPORATION

- 17.1 This Memorandum of Incorporation may also only be altered or amended by way of special resolution passed in terms of the Act.
- 17.2 The Company shall submit a copy of all amendments to the Memorandum of Incorporation to the Commissioner for the South African Revenue Services as required under the Income Tax Act, No. 58 of 1962 (as amended) from time to time.

18 COMPANY RULES

The Board is authorised to make, amend or repeal any necessary or incidental rules relating to the governance of the Company in respect of matters that are not addressed in the Act or in this Memorandum of Incorporation.

19 ACCOUNTS

- 19.1 The Company's Board must keep accurate and complete accounting records as required or prescribed by the Act.
- 19.2 The accounting records must be kept at the registered office of the Company or (subject to the provisions of section 25 of the Act) at such other location within the Republic as the Board thinks fit, and shall at all times be accessible and open to inspection by the Board or any Member.

- 19.3 The Board must, if required by and in accordance with sections 29 and 30 of the Act, cause to be prepared and laid before the Company at its annual general meeting annual financial statements and reports, if any.

20 NOTICES

- 20.1 Any notice that is required to be given to Members or Directors may be given in any manner prescribed in the Table CR3 to the Regulations and that notice shall be deemed to have been delivered as provided for in the Regulations as a result of the relevant method of delivery.
- 20.2 Each Member and Director: shall notify in writing to the Company an address, which address shall be his or her registered address for the purposes of receiving written notices from the Company by post and if he or she has not named such an address he or she shall be deemed to have waived his right to be so served with notices; and
- 20.2.2 may notify in writing to the Company an email address and/or facsimile number, which address shall be his address for the purposes of receiving notices by way of Electronic Communication.
- 20.3 Save as determined in this Memorandum of Incorporation or in the Act, no Member other than a registered Member whose address appears in the Register as being in South Africa, shall be entitled to receive any notice from the Company.

21 GOOD FAITH

The Company, Members and Directors shall at all times:

- 21.1 act reasonably, honestly, in good faith, in the best interests of the Company and in good faith to one another and use reasonable endeavours to avoid conflicts of interest;
- 21.2 perform their obligations arising from the Memorandum of Incorporation diligently and with reasonable care; and
- 21.3 undertake to do all such things, perform all such actions and take all such steps (including in particular the exercise of their respective voting rights in the Company) and to procure the doing of all such things, as may be open to them and necessary for or incidental to the putting into effect and maintenance of the terms, conditions and import of this Memorandum of Incorporation.

22 RESOLUTION OF DISPUTES

- 22.1 In the event of a dispute or difference between any Member(s), Director(s) or the Company or arising from any of the provisions of this Memorandum of Incorporation, such dispute or difference shall, on written demand by any such person, be submitted to arbitration at Stellenbosch before a single arbitrator in accordance with the rules of the Arbitration Foundation of South Africa ("AFSA"), which arbitration shall be administered by AFSA.
- 22.2 Should AFSA, as an institution, not be operating at that time or not be accepting requests for arbitration for any reason, then the arbitration shall be conducted in accordance with the AFSA rules for commercial arbitration (as last applied by AFSA) before a single arbitrator appointed by agreement between the parties to the dispute or difference or failing agreement within 10 (ten) business days of the demand for arbitration, then any party to the dispute or difference shall be entitled to forthwith call upon the chairperson of the Cape Bar Council to nominate the arbitrator, provided that the person so nominated shall be an advocate or attorney of not less than 15 years standing as such. The person so nominated shall be the duly appointed arbitrator in respect of the dispute or difference. In the event of the attorneys of the parties to the dispute or difference failing to agree on any matter relating to the administration of the arbitration, such matter shall be referred to and decided by the arbitrator whose decision shall be final and binding on the parties to the dispute.
- 22.3 Any party to the arbitration may appeal the decision of the arbitrator or arbitrators in terms of the AFSA rules for commercial arbitration.
- 22.4 Nothing herein contained shall be deemed to prevent or prohibit a party to the arbitration from applying to the appropriate court for urgent relief or for judgment in relation to a liquidated claim.
- 22.5 Any arbitration in terms of this clause 22 (including any appeal proceedings) shall be conducted in camera and the parties to the arbitration shall treat as confidential details of the dispute or difference submitted to arbitration, the conduct of the arbitration proceedings and the outcome of the arbitration.
- 22.6 This clause 20 will continue to be binding notwithstanding any liquidation of the Company, the commencement of any business rescue proceedings in respect of the Company to the extent that the implementation of the provisions of this clause will not give rise to any contravention of any provision of the Act or of any other applicable legislation.
- 22.7 The written demand by a party to the dispute in terms of clause 22 that the dispute or difference be submitted to arbitration, shall be deemed to be a legal process for the purpose of interrupting extinctive prescription in terms of the Prescription Act, 1969.

SCHEDULE 1**TERMS AND CONDITIONS OF MEMBERSHIP****1 Members of the Company**

- 1.1 The first Members of the Company shall be the Incorporators listed in the Memorandum of Incorporation.
- 1.2 Members shall only have such rights and privileges as are expressly conferred upon them in terms of this Memorandum of Incorporation, and they shall be bound by the provisions of the Memorandum of Incorporation and Code of Conduct of the Company at all times.

2 Qualifications for Membership

A person may only become a member if he or she has been nominated by the Board or any of the existing Members and if such application for membership has been approved in terms of this Schedule 1.

3 Process for applying for Membership

- 3.1 Membership shall be open to individuals, legal entities, trusts and any other association.
- 3.2 An application for membership of the Company shall be addressed to the Company for consideration by the Members.
- 3.3 The Members may from time to time prescribe the manner of the application form and details to be submitted by parties wishing to acquire membership.
- 3.4 A request for membership must be considered by the Members who shall have the sole discretion to allow or disallow the individual and/or legal entity and/or trust becoming a Member of the Company.
- 3.5 The admission of a new Member shall require the approval of Members by way of a special resolution.

4 Cost of Membership

There shall be no cost attached to Membership of the Company unless otherwise decided by the Members by way of a special resolution.

5 Votes of Members

- 5.1 An application for membership by a candidate shall be considered by the Members and may only be approved by the Members on behalf of the Company by way of a special resolution.

- 5.2 Each Member shall on a show of hands or on a ballot have 1 (one) vote each as set out in clause 9.7 of the Memorandum of Incorporation.

6 Code of Conduct

Any party who has been approved as Member of the Company shall sign a Deed of Adherence in the form as contained in Schedule 3 hereto in terms of which such party shall agree to be bound by the provisions set out in this Memorandum of Incorporation and the Code of Conduct before becoming a Member.

7 Termination of Membership

- 7.1 Membership to the Company shall be terminated automatically:

- 7.1.1 if a Member submits notice of his, her or its resignation to the Board in writing;
- 7.1.2 if a Member has violated or breached this Memorandum of Incorporation and/or the Code of Conduct and has failed to remedy such violation or breach after and in accordance with any written notice given by the Company to such Member;
- 7.1.3 by special resolution of the Members of the Company.

8 Membership Register

- 8.1 The Board of the Company shall establish a comprehensive list of Members and maintain such Membership register. All Members will be required to provide the Company with an address and current e-mail address, if applicable, details of which will be recorded in the Membership Register.
- 8.3 The Board shall be entitled to dispatch all notices relating to the Company to the e-mail addresses of the Members.
- 8.4 The Membership Register shall be contained in a separate document to this Memorandum of Incorporation.

SCHEDULE 2
PROXY APPOINTMENT FORM

"I/We _____

being a Member of Lokxion Foundation (NPC) do hereby appoint

or failing him/her

or failing him/her, the chairperson of the meeting as my/our proxy to vote or abstain from voting on my/our behalf at the meeting of the Company to be held at _____ on and at any adjournment thereof as follows:

	In favour of	Against	Abstain
Special Resolution 1
Ordinary Resolution 1

(Indicate instruction to proxy by way of a cross in space provided above).

Except as instructed above or if no instructions are inserted above, my/our proxy may vote as he/she thinks fit.

SIGNED this day of in the year of .

MEMBER'S SIGNATURE

(Note: A Member entitled to attend, speak and vote is entitled to appoint a proxy to attend, speak and vote in his/her stead, and such proxy need not be a Member of the Company)

SCHEDULE 3

DEED OF ADHERENCE &
CODE OF CONDUCT

Lokxion Foundation (NPC) ("the Company") is a non-profit organisation dedicated to the development and empowerment of youth and the elderly in impoverished townships through social enterprise, arts, sport and heritage.

Membership of the Company and participation in the Company's programs are subject to the observance of the Company's Code of Conduct and the Memorandum of Incorporation of the Company.

Disciplinary steps shall be taken against any Member who violates this Code of Conduct. This may result in the suspension or termination, of a Member's membership.

Duties of Members:

1. Members are required to act at all times in the best interests of the Company;
2. Members are required at all times to act in good faith towards the Company;
3. A Member shall bring to the attention of the Board any issues which he/she/it believes will or may have an adverse effect on the Company;
4. A Member shall declare any conflicts of interest between his/her/its personal interests and the interests of the Company, and shall abstain from voting at a Member's meeting when appropriate;
5. A Member shall keep confidential all information obtained in his/her/its capacity as Member of the Company and shall not use such information to the detriment of the Company, the Directors or the Members;
6. Members must at all times act with the necessary respect and honesty towards fellow Members, which includes respecting the opinion of fellow Members;
7. Members must adhere to the provisions of the Memorandum of Incorporation and Code of Conduct of the Company.

I have read and I understand the Company's Code of Conduct. By accepting membership in the Company, I agree to be bound by and to abide by the provisions of the Memorandum of Incorporation and the Code of Conduct of the Company. I acknowledge that I may be removed as a Member if I violate the provisions of the Memorandum of Incorporation and/or the Code of Conduct.

Full names of Member: _____ Email address: _____

Date: _____ Place of signature: _____

Signature, duly authorised hereto



TAX COMPLIANCE STATUS

PIN Issued

LOKXION FOUNDATION
1849 SNAKE VALLEY
KAYAMANDI
STELLENBOSCH
7600

Enquiries should be addressed to SARS:

Contact Detail

SARS
Alberton
1528

Contact Centre Tel: 0800 00 SARS (7277)
SARS online: www.sars.gov.za

Details

Taxpayer Reference Number: 9243376226

Always quote this reference
number when contacting SARS

Issue Date:

2020/05/25

Dear Taxpayer

TAX COMPLIANCE STATUS PIN ISSUED

The South African Revenue Service (SARS) has issued your tax compliance status (TCS) PIN as indicated below:

TCS Details:	
Taxpayer Name	Lokxion Foundation
Trading Name	LOKXION FOUNDATION
Tax Reference Number(s)	IT - 9243376226
Purpose of Request	Good Standing
Request Reference Number	0038968947GS2505201458288
PIN	E65842G384
PIN Expiry Date	25/05/2021

You may authorise a third party to view your TCS by providing them the PIN. The PIN only allows the third party access to your TCS. All other tax information remains secure.

Your TCS displayed is based on your compliance as at the date and time the PIN is used.

You may cancel this PIN at any time before the expiry date reflected above. Once cancelled, a third party will not be able to verify your TCS.

SARS reserves the right to cancel this PIN in the event that it was fraudulently issued or obtained.

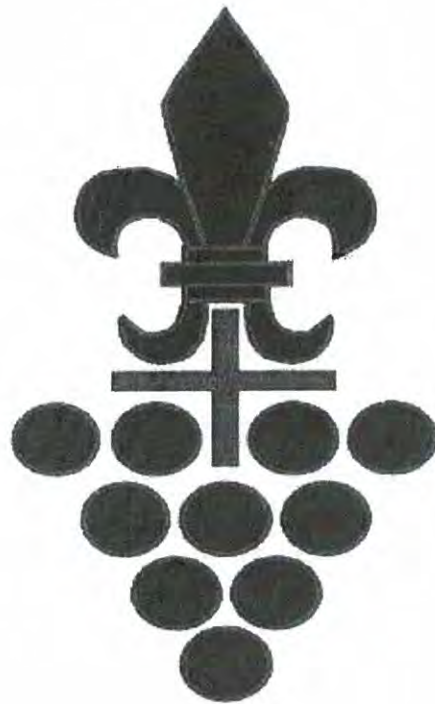
Should you have any other queries please call the SARS Contact Centre on 0800 00 SARS (7277). Remember to have your taxpayer reference number at hand when you call to enable us to assist you promptly.

Sincerely

ISSUED ON BEHALF OF THE SOUTH AFRICAN REVENUE SERVICE

APPENDIX 5

STELLENBOSCH MUNICIPALITY



FINANCING OF EXTERNAL BODIES PERFORMING MUNICIPAL FUNCTIONS POLICY

2019/2020



STELLENBOSCH MUNICIPALITY

FINANCING OF EXTERNAL BODIES PERFORMING MUNICIPAL FUNCTIONS POLICY

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1. DEFINITIONS

1.1 In this policy unless the context indicates otherwise:

- 1.1.1 **"Accounting Officer"** means the Municipal Manager as referred to in section 60 of the Local Government: Municipal Finance Management Act, 56 of 2003 ("MFMA");
- 1.1.2 **"Approved Budget"** means the Municipality's annual budget approved by the Council in terms of section 24 of the MFMA and include an adjustment budget in terms of Section 28 of the MFMA;
- 1.1.3 **"Community"** means the residents within the Stellenbosch WCO24 area;
- 1.1.4 **"Constitution"** means the Constitution of the Republic of South Africa, 1996;
- 1.1.5 **"Director"** means a person appointed in terms of section 56 of the Systems Act who is directly accountable to the Municipal Manager;
- 1.1.6 **"Executive Mayor"** means the councillor elected as the Executive Mayor in terms of section 55 of the Local Government: Municipal Structures Act, 32 of 2000 ("the Structures Act");
- 1.1.7 **"Chief Financial Officer"** or "CFO" means an official as envisaged in section 80(2)(a) of the Local Government: Municipal Finance Management Act, 56 of 2003 ("MFMA");
- 1.1.8 **"Grant"** means a grant or allocation, as referred to in section 17(3)(j)(ii) and 17(3)(j)(iv) of the MFMA, made by the Municipality to any organisation or body referred to in section 67(1) and to be utilised to assist the Municipality in fulfilling its constitutional mandates including local tourism, municipal health services and such other municipal functions contemplated in Part B of Schedules 4 and 5 of the Constitution;
- 1.1.9 **"Grant Committee"** means the Committee established in terms of clause 7 of this policy;
- 1.1.10 **"official"** means an employee in the service of the Municipality;
- 1.1.11 **"organisation or body"** means those organisations or bodies outside any sphere of government making application for Grants in terms of this Policy, Which include associations, non-profit organisations or companies or trusts;
- 1.1.12 **"the Systems Act"** means the Local Government: Municipal Systems Act, 32 of 2000;
- 1.1.13 **"the Structures Act"** means the Local Government: Municipal Structures Act, 117 of 1998;
- 1.1.14 **"the MFMA"** means the Local Government: Municipal Finance Management Act, 56 of 2003;
- 1.1.15 **"the Municipality"** means the Stellenbosch Municipality and reference to Council has a similar meaning;

APPENDIX A

**STELLENBOSCH**

STELLENBOSCH • PNIEL • FRANSCHHOEK

Municipality • Umasipala • Munisipaliteit

APPLICATION : FUNDING OF EXTERNAL BODIES PERFORMING A MUNICIPAL FUNCTION

NOTE: ONLY APPLICATIONS ON THIS PRESCRIBED FORM WILL BE CONSIDERED

PLEASE COMPLETE THE FOLLOWING:

A	Registered name of organisation: <u>Dwarsriver Wine Valley Tourism NPC</u>						
B	Date and year in which the organisation was founded or incorporated (include brief description of business or activities of organisation): <u>28 November 2019. Local Tourism Office promoting tourism and local economic development.</u>						
C	<p>Address:</p> <table border="0"> <tr> <td>(i) Street</td> <td>(ii) Postal</td> </tr> <tr> <td><u>Main Road</u></td> <td><u>P.O. Box 441</u></td> </tr> <tr> <td><u>Pniel, 7681</u></td> <td><u>Pniel, 7681</u></td> </tr> </table> <p>.....</p> <p>Contact details:</p> <p>Name and Surname: <u>Doreen Carolissen</u></p> <p>Title/Position held: <u>Office Manager</u></p> <p>Tel: <u>021 885 2467</u> E-mail: <u>manager@dwarsriviertourism.org.za</u></p>	(i) Street	(ii) Postal	<u>Main Road</u>	<u>P.O. Box 441</u>	<u>Pniel, 7681</u>	<u>Pniel, 7681</u>
(i) Street	(ii) Postal						
<u>Main Road</u>	<u>P.O. Box 441</u>						
<u>Pniel, 7681</u>	<u>Pniel, 7681</u>						
D	<p>List ALL the directors / board / committee members / shareholders / trustees of the organization (use additional pages if necessary):</p> <p>Name and Surname: <u>Doreen Carolissen</u></p> <p>Position: <u>Manager</u></p> <p>Contact Address and tel. no: <u>Main Road Pniel</u> <u>072 105 7248</u></p> <p>Name and Surname: <u>Dudley Lackay</u></p>						

E	<p>Category:</p> <p>Please categorise your application (mark with x):</p> <p>Tourism Destination Marketing & Visitors Information <input checked="" type="checkbox"/></p> <p>Tourism Development</p> <p>Animal Welfare</p> <p>Note: For more detail, see attached Funding of External Bodies Performing a Municipal Function Policy.(general guidelines and categories)</p> <p>Please indicate the specific type of project/programme, as per the Funding of External Bodies Performing a Municipal Function Policy</p> <p><u>Local Economic development and</u> <u>Tourism programmes and projects</u></p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>
F	<p>The following <u>MUST</u> accompany this application:</p> <ol style="list-style-type: none"> 1. A copy of the latest, audited financial statements. 2. A copy of the Organisation's Constitution or Memorandum of Incorporation as well as the resolutions/minutes adopting the Constitution or Memorandum of Incorporation. 3. A copy of a project/programme description and/or a business plan for the ensuing financial year. Including the following: <ul style="list-style-type: none"> • Full details of the proposal or project including its objectives, the number of people who will benefit and how the project will contribute or enhance the strategic objectives of Stellenbosch Municipality. • Commencement and completion dates of the project. • Information on the total cost of the project budget, including a breakdown of costs and an outline of any contribution by fundraising and/or own contribution. • A list of all other sources of funding together with the assessments. • A summary of past achievements. • References independent of the applicant and its executive. 4. An original copy of a correctly completed creditors control form of Stellenbosch Municipality. 5. If the Organisation received funding from Stellenbosch Municipality in the preceding financial year, you need to account for the expenditure of the funding received with your new application. 6. If the Organisation received funding from other bodies, please identify and list the amounts received;

11. The Council reserves the right not to give funding to any or all organisations applying.
12. Having been awarded funding previously does not give an applicant the right to receive a grant/funding again.
13. Funding will not be considered where a project or organisation is already receiving funds from Council in terms of Council's functions. Applicants are required to disclose other sources of funding, failing which such applicant will be disqualified.
14. Funding will not be considered where in Council's opinion, an organisation received sufficient funds from other sources to sustain its activities or the project applied for. For this purpose, organisations must submit financial statements and budget for the ensuing financial year.
15. Organisations having received funding from Stellenbosch Municipality during the previous financial year, are required to attached to any new application, a copy of the financial statements relating to the year in which the funding was received from Council, as required in terms of section 67(1) of the Municipal Finance Management Act, 2003 (MFMA).

(The Funding of External Bodies Performing a Municipal Function Policy must be consulted for the sake of completeness)

H Undertaking:

I/We hereby verify that the information provided in this application is true and correct and that the conditions applicable to the allocation of funds as set out above have been read, understood and will be complied with.

I/We also declare that the organisation implements effective, efficient and transparent financial management and internal control mechanisms to guard against fraud, theft and financial mismanagement and has in the past complied with requirements for similar transfer(s) of funds.

This completed and signed at Stellenbosch on this 06 day of MARCH 2020



Chairperson / Authorised Representative



Secretary / Duly Authorised Signatory



CREDITOR CONTROL FORM / KREDITEUR KONTROLE VORM

COMPANY DETAILS	CREDITOR CONTACT DETAIL / KREDITEUR KONTAK BESONDERHEDE (Supplier / Verskaffer, Organization / Organisasie)		
	REGISTERED NAME / GEREISTREERDE NAAM: Dwarsriver Wine Valley Tourism NPC		
	PHYSICAL STREET ADDRESS / FISIESE STRAAT ADRES:		POSTAL ADDRESS / POS ADRES: (If different to physical address)
	STREET NAME: Main Road		PO BOX 441
	SUBURB: Pniel		TOWN Pniel
	TOWN:		POSTAL CODE: 7681
PERSON	CREDITOR CONTACT PERSON DETAIL / KREDITEUR KONTAK PERSOON BESONDERHEDE		
	NAME AND SURNAME / NAAM EN VAN: Antonio Roberts		
	TEL: 083 705 9347	FAX / FAKS:	CELL / SEL:
	EMAIL / EPOS: antonioroberts100@gmail.com		
BANK DETAILS	CREDITOR BANKING DETAIL / KREDITEUR BANK BESONDERHEDE:		
	NAME OF BANK / NAAM VAN BANK: First National Bank		
	BANK ACCOUNT NAME / BANK REKENING NAAM: Dwarsriver Wine Valley Tourism NPC		
	BANK ACCOUNT NUMBER / BANK REKENING NOMMER: 62835887475		
	BRANCH NUMBER / TAKKODE: 200110		
	ACCOUNT TYPE / TIPE REKENING	CHEQUE / TJEK	<input type="checkbox"/>
		SAVING / SPAAR	<input type="checkbox"/>
		TRANSM	<input type="checkbox"/>
VAT REGISTERED / BTW GEREISTREER	YES / JA	<input type="checkbox"/>	
	NO / NEE	<input type="checkbox"/>	
VAT / BTW NO:			

SIGNATURE / HANDTEKENING: _____

OFFICE USE / KANTOOR GEBRUIK		
CREDITOR NO / KREDITEUR NO: <input type="text"/>		
Create a new creditor / Skep van nuwe Krediteur <input type="checkbox"/>		
Changing of creditors details / Verandering op Krediteur inligting <input type="checkbox"/>		
Deleting of creditor / Uitwis van Krediteur <input type="checkbox"/>		
REQUESTED BY: AANGEVRA DEUR:	DATE: DATUM:	DEPARTMENT: DEPARTEMENT
MOTIVATION: MOTIVERING:		
ENTERED BY: INGEVOER DEUR:	DATE: DATUM:	



DWARSRIVIER WINE VALLEY TOURISM OFFICE CONSTITUTION

Tel:0218852467

Fax:02178852467

email:manager@dwarsriviertourism.org.za

website:dwarsriviertourism.org.za

P.O.Box 441

Main Road

Pniel

7681

1 | Page

Handwritten signatures and initials:

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- SP
- DM
- W.S.
- YEC

DWARSRIVIER TOURISM OFFICE CONSTITUTION

1. NAME

The Association shall be called the DWARSRIVIER VALLEY TOURISM OFFICE and shall be an association not for gain.

2. INTRODUCTORY PROVISIONS

In this constitution, unless the context indicates otherwise -

DEFINITIONS

"Association" means the DWARSRIVER WINE VALLEY TOURISM OFFICE (DWTO)

"Executive Committee" means the Executive Committee of the Association as duly constituted under the provisions of section 10 of this Constitution;

"Council", means the Local Authority Council of Stellenbosch, and shall include the expressions "Local Authority" and "Municipality";

"Member", means an individual, business, corporate company, association, organization, forum institution or group of persons subscribing to the aims and objectives of the Association and who are obliged to pay a membership fee as regulated by said Association;

Words in singular number shall include the plural and words in the plural number shall include the singular. Words imparting the masculine gender shall include the female gender.

3. OFFICE

The office of the Association shall be situated or located in Pniel or at such locations as the Executive Committee may from time to time decide upon to the benefit of the Association.

4. AIM

The aim of the Association shall be to create, develop, provide, encourage, contribute, co-ordinate and significantly promote the total human and natural environment of Dwarsriver Wine Valley and its historical and cultural resources in an accessible yet sustainable manner as a unique, quality tourist destination to the benefit of all people.

5. OBJECTIVES

The underlying philosophy and objectives of the Association shall be: -

- 5.1 to establish manage and maintain an effective, representative and balanced tourism organization;
- 5.2 to foster and encourage community involvement, awareness and commitment through effective participation;
- 5.3 to promote equitable access to information, resources, market opportunities, and socio-economic benefits for all participants, communities and particularly the assurance that long-term benefits will revert and accrue to the communities in which tourists enjoy facilities;
- 5.4 to promote social harmony and peace that will promote tourist perceptions of personal safety and provide a means of reinforcing community pride;
- 5.5 to promote a competitive environment, which will be conducive to the judicious and effective use of available resources and will contribute to broader participation in the economy;
- 5.6 to promote within prescribed legislation the conservation and judicious use of the environmental resources that form the basis of the attractions that Dwarsriver Valley and its environs can offer;
- 5.7 to implement and facilitate an effective, appropriate and dynamic tourism marketing plan and strategy;
- 5.8 to continuously research the tourist market or industry and devise means and methods to improve existing tourism infrastructures;
- 5.9 in conjunction with the Council, to publicize the commercial, industrial, climatic and other amenities of Dwarsrivier and to undertake the publication and distribution of leaflets, brochures, posters and other printed matter to this end;

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- 5.10** to promote, organize and manage shows, exhibitions, coordinated sporting events, entertainment and other tourism related attractions within Dwarsriver Wine Valley
- 5.11** to advertise Dwarsrivier Valley through press advertisements, pictures, shows or in any other way that may be desirable, and if thought fit, to achieve such goals or any other of the goals contained in this constitution, in conjunction with Government Departments, the Stellenbosch Tourism Board, Regional Associations, Local Authorities or with any other body that the Association deems necessary;
- 5.12** to issue particulars of hotels, guest houses and other places of accommodation for visitors;
- 5.13** to organize and to issue pamphlets or advertisements in relation to visits to places of interest in the Region and in the surrounding areas and to periodically arrange for attractions of any or every description as may be deemed desirable;
- 5.14** to become a member of any other association, whose objectives are wholly or in part similar to those of this Association and to communicate to or obtain from other associations such information as may be likely to benefit or promote the aims of this Association;
- 5.15** to foster and encourage a spirit of service excellence amongst the business sector;
- 5.16** to undertake any action necessary to encourage tourism to Dwarsriver Valley and in the Region; and
- 5.17** to advise and assist in the development of new tourism related businesses and operators.

6. MEMBERSHIP

- 6.1** Membership shall consist of all individuals and businesses that have paid their annual membership fees.
- 6.2** Each paid-up individual member shall be entitled to one vote at all general meetings of the Association, whereas each paid-up business shall be entitled to two votes.
- 6.3** Application for membership shall be made in writing and shall be accompanied by the appropriate membership fee. Any application for membership shall be deemed to be an acknowledgment by the member to be bound by the Association's constitution and all amendments thereto.

7. MEMBERSHIP FEES

- 7.1** Membership fees shall be determined annually by a resolution at the Annual General Meeting.
- 7.2** All membership fees shall be due and payable from the first day of each year.
- 7.3** All membership fees shall be paid to the Association.
- 7.4** Membership fees shall be as laid out in Annexure A of this Constitution.
- 7.5** Funds of the Association, whether obtained in the form of membership fees, donations or any other form, shall only be appropriated for investment or for carrying out the objectives of the Association as contained in this Constitution.

8. SUSPENSION OF MEMBERS

- 8.1** The membership of any member of the Association, who has not paid the appropriate membership fees within one month of its due date, shall lapse, provided that such a member may, at the discretion of the Executive Committee, be reinstated as a member upon successful re-application.
- 8.2** If the Executive Committee considers or determines that the conduct of any member is inconsistent or renders his continued membership unacceptable the Executive Committee shall have the power vested in it to act in accordance with its disciplinary code and guidelines.
- 8.3** A member found guilty of misconduct in terms of Section 8.2 shall have the right to appeal to any General Meeting of the Association, provided that fourteen (14) days notice of such an appeal shall be given in writing to the Secretary. Members present at the General Meeting who are eligible to vote shall decide by secret ballot whether to uphold such an appeal, or not, and this decision shall be final.

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9. ELECTION OF OFFICE BEARERS

9.1 The Association shall elect by every second year at its Annual General Meeting an Executive Committee consisting of eight (8) members of whom the current office manager will be the Chief Executive Officer and shall automatically serve as a member of the Executive Committee.

9.2 The Executive Committee shall, immediately after the Annual General Meeting, convene to elect the following office bearers:

9.2.1 Chairman

9.2.2 Vice-Chairman

9.2.3 Secretary

9.2.4 Treasurer

9.3 All community resident in Dwarsriver Valley are eligible for election to the Executive Committee.

9.4 In the case of a tie in the number of votes for the position of Chairman, voting will continue until a simple majority is achieved.

10. POWERS, DUTIES AND FUNCTIONS OF THE EXECUTIVE COMMITTEE

10.1 The Executive Committee shall direct and manage all the affairs of the Association and shall, within the constraints of the Constitution, do what it considers conducive to the interests of good management and the furtherance of its objectives.

10.2 The Executive Committee shall have the power to:

10.2.1 convene meetings;

10.2.2 acquire and dispose of, to hold, and to have custody and control of the funds and assets of the Association;

10.2.3 open banking, savings and/or deposit accounts for dedicated projects, which shall be operated under the joint signatures of any two of three members of any sub committee elected to manage such projects as authorized thereto by the Association from time to time.

10.2.4 appoint committees, determine their terms of reference and to dissolve any such committees;

10.2.5 enter into, confirm, vary or terminate agreements with any other person or body or association or persons for the furtherance of the objectives of the association;

10.2.6 nominate representatives of the Association to other bodies or associations or committees;

10.2.7 appoint paid members of staff when it deems to be advisable and necessary;

10.2.8 delegate powers to a member of staff appointed to enable proper execution of administrative functions;

10.2.9 lease or purchase or construct accommodation for the conduct of the affairs of the association;

10.2.10 co-opt, with voting rights, any person(s), whether they are members or not to assist in its work on condition that the voting right would only be for the period of co-option ; and

10.2.11 make such rules, directions, policy guidelines or regulations as may be necessary in connection with the discipline, discharge or suspension of an executive member or members, and any related issues conducive to the sound and effective administration of the Association.

11. MEETINGS OF THE EXECUTIVE COMMITTEE

11.1 Meetings of the Executive Committee shall be determined by the Executive Committee as and when required.

11.2 Notice of the meetings of the Executive Committee shall be given, in writing, at least seven (7) days prior to each meeting.

11.3 A quorum for any Executive Meeting shall consist of a minimum of 50% of the members of the Executive Committee.

11.4 Voting at any Executive meeting shall be decided by a majority vote of those members present. In case of a tie of votes the Chairman shall have a casting vote in addition to his deliberative vote.

11.5 The Executive meeting shall be presided over by the Chairman of the Association and in his absence, by the Vice-Chairman. In the absence of both these members, the Executive Committee shall appoint a Chairman from amongst those members present.

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12. DUTIES OF OFFICE BEARERS

12.1 Chairman:

12.1.1 The Chairman of the Association shall preside at all meetings of the Association.

12.1.2 The Chairman shall annually at the Annual General Meeting, submit a report on the Association's activities over the immediate past term.

12.1.3 The Chairman shall affix his signature to every approved amendment to the constitution made to the copy thereof contained in the Association minute book.

12.2 Vice-Chairman:

12.2.1 In the absence of the Chairman, the Vice-Chairman of the Association shall preside at all meetings of the Association and shall perform all duties of the Chairman.

12.3 Treasurer:

12.3.1 The Treasurer shall maintain a record of all income and expenditure of the association during his term of office.

12.3.2 The Treasurer shall prepare and have audited a statement of revenue and expenditure for the preceding year for presentation to the Annual Meeting;

12.3.3 The Treasurer shall submit an annual budget to the Executive Committee for presentation to the Annual General Meeting.

12.4 Secretary:

12.4.1 The Secretary of the Association shall have charge of the Association's official records and minute book.

12.4.2 The Secretary shall record in the minute book, minutes of all meetings of the Association and make copies available.

12.4.3 The Secretary shall conduct and record the correspondence of the Association.

12.4.4 The Secretary shall be responsible for giving due notice of all meetings.

12.5 The Chairman and Vice-Chairman shall be ex officio members of all sub-committees. Any vacancy in the office of Chairman or Vice-Chairman may be filled from the members of the Executive Committee at a meeting of the Executive Committee to be held immediately after the occurrence of such a vacancy, and any vacancy on the Executive Committee may be filled by co-opting an ordinary member of the Association.

12.6 A member of the Executive Committee who is absent for three consecutive meetings without leave of absence shall cease to be an office bearer.

13. OPERATIONAL TERMS

13.1 The Financial year shall be from the 1st day of July in each year to the 30th day of June of the subsequent year.

14. GENERAL MEETINGS

14.1 The Annual General Meeting of the Association shall be held not later than three months after the financial year each year at a venue and a time to be decided upon by the Executive Committee.

14.2 Notice of the Annual General Meeting and the agenda for the meeting shall be sent by the Secretary to all members of the Association not less than twenty one (21) days before the meeting.

14.3 A quorum for any general meeting of the Association shall consist of a minimum of 15% of the total paid-up members.

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14.4 The business of the Annual General Meeting shall be:

14.4.1 to read and confirm the minutes of the last Annual General Meeting.

14.4.2 to hear the annual report of the Chairman of the Association.

14.4.3 to receive a statement of the financial position of the Association and an audited report of its income and expenditure for the year.

14.4.4 to consider and vote upon any alteration or addition to the Constitution of which due notice has been given in terms of Section 20.

14.4.5 to elect the office bearers in terms of Section 9.

14.4.6 to appoint auditors for the ensuing year.

14.4.7 to consider and if necessary to vote upon other relevant business.

14.5 The Executive Committee may call for General Meetings during a year.

14.6 The Executive Committee shall call a Special General Meeting within thirty (30) days of receipt of a request in writing to do so, signed by not less than ten (10) paid-up members. Such a request must state the purpose of the Special General Meeting. Notice of such Special General Meeting shall be given as stipulated under section 14.2.

14.7 A Special General Meeting shall only deal with the particular issue of which due notice has been given in terms of Section 14.5.

14.8 Notice of a Special General Meeting and the subject of the meeting shall be sent by the Secretary to all members of the Association not less than twenty one (21) days before the meeting.

14.9 The Chairman of any meeting shall have an ordinary as well as a deciding vote.

15. QUORUM AT GENERAL MEETINGS

In the absence of a quorum within thirty (30) minutes of the scheduled hour fixed for holding the annual meeting, the meeting shall stand adjourned until a date and time and at a place to be decided upon by the members present, which must not be held within 7 days and not later than 14 days.

16. VOTING AT ANNUAL GENERAL MEETINGS

16.1 All Members or their duly authorized secondi present shall be entitled to the number of votes stipulated in accordance to section 6.2.

16.2 Except where otherwise specifically laid down in the constitution, a majority vote of those members present and entitled to vote shall be decisive.

16.3 In case of a tie of votes the Chairman shall at all meetings of the Association or Committees have a casting vote in addition to his deliberative vote.

16.4 Except where otherwise specifically laid down in the constitution, voting at a Meeting of the Association shall be by show of hand unless a secret ballot is demanded by a majority of those members present who are entitled to vote.

16.5 The declaration by the Chairman of the result of a vote shall be binding unless a recount of votes is immediately requested by a simple majority.

16.6 Subject to the provisions of these rules the Chairman of any meeting may, with the consent of those present, adjourn the meeting from time to time and from place to place, but, except with the consent of the majority of members present at the meeting no business shall be transacted at any adjourned meeting other than the business left unfinished at the meeting that was adjourned. No notice need be given of an adjourned meeting unless it is directed in the resolution of adjournment.

[Handwritten signatures and initials]
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17. LEGAL PROCEEDINGS

The Association shall be a body with legal rights to own property, acquire assets, take on obligations, sue or be sued in its legal capacity in its own name or bring any proceedings in any competent Court of Law in the name of the Association.

18. INDEMNIFICATION

The members of the Executive Committee and members appointed by the Executive Committee shall be indemnified and secured out of the assets of the Association from all actions, costs, losses, damages and expenses which they or any of them may incur or sustain by reason of any act done, concurred in or supposed duty, except in respect of such losses as they shall incur through their own neglect, default or dishonesty and none of them shall be answerable for the acts, omissions, neglects or defaults of other or others of them nor for the loss, misfortunes or damages which may happen in the execution of the office unless the same shall happen by or through their own neglect, default or dishonesty.

19. INTERPRETATION OF THE CONSTITUTION

In case of doubt as to the meaning or interpretation of this Constitution, the Executive Committee shall be final arbiter and its decision shall be binding upon all members until the next Annual Meeting of the Association, when if so desired, the matter may be referred to the members present and entitled to vote for a decision by the majority.

20. AMENDMENTS TO THE CONSTITUTION

This Constitution shall only be amended by a two thirds majority vote of the members present who are entitled to vote at an Annual General Meeting. Any proposal to amend or add to this Constitution shall be submitted in writing to the Secretary at least 30 days before the Annual General Meeting and the Secretary shall forthwith gave notice of such a proposal to all members of the Association. Such a proposal must be signed by a proposer and secondant who are entitled to vote and shall be contained in the agenda, provided that, if the Executive Committee submits a proposal, it shall be deemed to be properly proposed and seconded.

In the case of amendments to the Constitution, paid-up members who will be unable to attend the Meeting may submit a proxy vote or a postal vote. Postal votes should reach the Secretary not less than seven (7) days before the Annual General Meeting. No member may hold more than five (5) proxies for any vote.

21. FINANCIAL REPORTS

The Treasurer shall submit to the Auditor, not less than six (6) weeks after the 30th day of June of every year, a financial report for the year ending 30th June including a balance sheet setting out the position of the Association on such date. The Auditor must examine figures and information stated therein and report on that in writing. At least twenty-one (21) days prior to the date set for each Annual Meeting, the Secretary must dispatch to members the said audited financial report and balance sheet and also submit same at the Annual Meeting.








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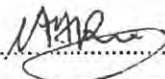
22. AUDITORS

The Association at each Annual Meeting, shall appoint an auditor or competent and/or qualified person or body who shall retire from office or whose instruction shall terminate at each annual meeting and who shall be eligible for re-appointment.


23. DISSOLUTION OF THE ASSOCIATION

If upon the winding up, liquidation or dissolution of the Association there remains after the satisfaction of all its debts and liabilities any property whatsoever the same shall revert to the Members and in case of fixed movable property donated to the Association to the donors of such property.

This constitution approved and ratified in Pniel on this the 6 day of DECEMBER 2019.

PROPOSED 

SECONDED 

CHAIRMAN  achay.

**ANNEXURE A TO DWARSRIVIER VALLEY TOURISM OFFICE CONSTITUTION:
MEMBERSHIP FEES**

INDIVIDUAL MEMBERS: R350.00

BUSINESS MEMBERS: Option1: R300.00 (once-off payment on or before due date as determined by the Executive Committee)
 Option 2: R500.00 (paid off over 5 months)

When a person/company wants to enroll more than one business: (All businesses must be registered in that person/company's name)

TWO BUSINESSES: R 750.00 (R375 x 2)
THREE BUSINESSES: R1,050.00 (R350 x 3)
FOUR BUSINESSES: R1,300.00 (R325 x 4)
5 AND MORE: R300 each

**THIS DOCUMENT SERVES AS A CONSTITUTION FOR THE DWARSRIVIER WINE VALLEY
TOURISM OFFICE AND WILL BE AMENDED/ADOPTED UPON THE ELECTION OF A FULL
BOARD OF DIRECTORS.**



Certificate issued by the Commissioner of Companies & Intellectual
Property Commission on Wednesday, February 26, 2020 at 2:04



Companies and Intellectual
Property Commission

a member of the dti group

Address Change for Companies and Close Corporations

COR 21.1

Registration Number: 2019 / 605086 / 08
Enterprise Name: DWARSRIVER WINE VALLEY TOURISM

ENTERPRISE INFORMATION

Registration Number: 2019 / 605086 / 08
Enterprise Name: DWARSRIVER WINE VALLEY TOURISM NPC
Enterprise Shortened Name:
Enterprise Translated Name:
Registration Date: 28/11/2019
Business Start Date: 28/11/2019
Enterprise Type: Non Profit Company
Enterprise Status: In Business
Financial Year End: February

Addresses

POSTAL ADDRESS

MAINROAD
PNIEL
STELLENBOSCH
WESTERN CAPE
7681

ADDRESS OF REGISTERED OFFICE

MAINROAD
PNIEL
STELLENBOSCH
WESTERN CAPE
7681

ACTIVE MEMBERS / DIRECTORS

Surname and First Names	Type	ID Number / Date of Birth	Contrib. (R)	Interest (%)	Appoint. Date	Address
CAROLISSEN, DOREEN	Director	6003200083085	0.00	0.00	28/11/2019	Postal: 2 EAGLE CLOSE, WELLINGTON, WELLINGTON, WESTERN CAPE, 7655 Residential: 2 EAGLE CLOSE, WELLINGTON, WELLINGTON, WESTERN CAPE, 7655
LACKAY, DUDLEY PATRICK	Director	4512275086080	0.00	0.00	28/11/2019	Postal: 7PROTEA STREET, PNIEL, STELLENBOSCH, WESTERN CAPE, 7681 Residential: 7PROTEA STREET, PNIEL, STELLENBOSCH, WESTERN CAPE, 7681
ROBERTS, ANTONIO FRANCISCO	Director	8106025070084	0.00	0.00	28/11/2019	Postal: 11 ADAMS STREET, KYLEMORE, STELLENBOSCH, WESTERN CAPE, 7600 Residential: 11 ADAMS STREET KYLEMORE, STELLENBOSCH, WESTERN CAPE, 7600

AUDITOR DETAILS

Auditor Name	Type	Status	Appointment Date	Resignation Date	Email Address
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Profession Number:

Page 1 of 2

Physical Address
the dti Campus - Block F
77 Meintjies Street
Sunnyside 0001

Postal Address: Companies
P O Box 429
Pretoria
0001

Docex: 256
Web: www.cipc.co.za
Contact Centre: 086 100 2472 (CIPC)
Contact Centre (International): +27 12 394 9573





FNB
First National Bank

10 DEC 2019

Date: 20191210

To whom it may concern

ACCOUNT CONFIRMATION LETTER

We confirm that DWARSRIVER WINE VALLEY TOURISM NPC
trading as
with identification/registration number 2019/605086/08 ("the account holder") holds the following account with First National Bank, a division of FirstRand Bank Limited ("FNB"):

Account Type	RESERVED	Account Number	62835887475
Branch Code	200110	Branch Name	PAARL
Swift Code	FIRNZAJJ	Date Opened	20191210

FNB issues this letter at the specific request of the account holder and for informational purposes only. This letter serves only to confirm that the above information is, according to the records available to FNB, factually correct as at the date of this letter.

Accordingly, FNB provides no warranties, guarantees, assurances or undertakings of any nature in connection with the above information, the account and/or the account holder, cannot be held responsible for any reliance which may be placed on this letter.

Without limiting the above in any way:

- (i) This letter does not constitute a letter of guarantee or a letter of credit.
- (ii) This letter does not imply or infer in any way that FNB has reserved the funds held in the account in favour of any person, nor that FNB has placed a hold on or limited the amount available in the account. The amount available in the account may change at any time without prior notice to you; and
- (iii) FNB will not be held responsible for any change in the information contained in this letter.

This letter is issued to you without any liability for FNB or its employees. You are to treat this letter as confidential.

Should you have any queries, please visit our website www.fnb.co.za or feel free to contact us on 087 575 9404.



INCOME TAX

Notice of Registration

D CAROLISSEN
2 EAGLE CLOSE
WELGELEE
WELLINGTON
7655

Enquiries should be addressed to SARS

Contact Detail

SARS 0800 00 7277
Alberton Website: www.sars.gov.za
1528

Details

Taxpayer Reference No: 9741662176
Case No: 339647115
Date: 2019-12-13

Always quote this reference
number when contacting SARS

Electronic Certification



With Absence of this Stamp
Certified as a true copy and there is no indication that the original
has been altered (to be signed and dated)

2019-12-13

Dear Taxpayer

NOTICE OF REGISTRATION

The South African Revenue Service (SARS) confirms registration of the following taxpayer:

Registered name: DWARSRIVER WINE VALLEY TOURISM
Trading name: DWARSRIVER WINE VALLEY TOURISM
Taxpayer registration number: 2019/605086/08
Taxpayer reference number: 9741662176
Date of Registration: 2019-11-28

Your tax obligation

Every Company/Close Corporation which conducts business or has an office in South Africa must, within one month thereof appoint a representative as the Public Officer of the Company. The relevant particulars of the representative must be furnished to a SARS branch.

Every company is regarded as a provisional taxpayer. The Company/Close Corporation is required to make provisional tax payments as from the 2021 tax period.

Date of liability for provisional tax : 202003

Provisional payments must be made twice a year on or before the following dates: August and February

Your attention is drawn to the provisions of section 89*bis* of the Income Tax Act and paragraph 27 of the Fourth Schedule to the Income Tax Act, in terms of which interest at the prescribed rate and a penalty of ten percent will be charged on any amount not paid on or before the date on which payment for the relevant period is due.

Kindly notify SARS of any change to your registered particulars within 21 business days of such change.

Should you have any queries please call the SARS Contact Centre on 0800 00 7277. Remember to have your taxpayer reference number at hand when you call to enable us to assist you promptly.

Sincerely



D CAROLISSEN
9741662176
RFDREG
RFDREG

20924441
0119
0142
0119REG



how can we help you?

14 April 2020

Dear,

RE: SIGNING/STAMPING OF TENDER DOCUMENTS

Kindly be advised that our processes have changed and regrettably First National Bank, a division of FirstRand Bank Limited ("the Bank") will no longer be able to sign or stamp tender documents for clients.

This decision was taken on the basis that the Bank does not have control over the contents of documents such as tender documents which have been drafted by third parties/external parties. Such documents may have an undesirable binding effect on the Bank and accordingly the Bank cannot sign or stamp them. The Bank regrets any inconvenience this change of process may cause. However, the Bank cannot be held responsible for any damages or losses you may suffer arising out of this change of process.

We confirm that the Bank will as an alternative issue a standard letter (Account Confirmation Letter) setting out the details of the account(s) you hold with the Bank.

Yours Sincerely,

FNB BUSINESS



Date: 20191210

To whom it may concern

ACCOUNT CONFIRMATION LETTER

We confirm that DWARSRIVER WINE VALLEY TOURISM NPC
trading as
with identification/registration number 2019/605086/08 ("the account holder") holds the following account with First National Bank, a division of FirstRand Bank Limited ("FNB"):

Account Type	RESERVED	Account Number	62835887475
Branch Code	200110	Branch Name	PAARL
Swift Code	FIRZAJJ	Date Opened	20191210

FNB issues this letter at the specific request of the account holder and for informational purposes only. This letter serves only to confirm that the above information is, according to the records available to FNB, factually correct as at the date of this letter.

Accordingly, FNB provides no warranties, guarantees, assurances or undertakings of any nature in connection with the above information, the account and/or the account holder, cannot be held responsible for any reliance which may be placed on this letter.

Without limiting the above in any way:

- (i) This letter does not constitute a letter of guarantee or a letter of credit.
- (ii) This letter does not imply or infer in any way that FNB has reserved the funds held in the account in favour of any person, nor that FNB has placed a hold on or limited the amount available in the account. The amount available in the account may change at any time without prior notice to you; and
- (iii) FNB will not be held responsible for any change in the information contained in this letter.

This letter is issued to you without any liability for FNB or its employees. You are to treat this letter as confidential.

Should you have any queries, please visit our website www.fnb.co.za or feel free to contact us on 087 575 9404.

I, (As the Manager of the DRVT) have been working for the past 10 years as the manager at the Dwarsrivier Tourism office with affiliates namely; Franschhoek Wine Valley Tourism, (Hence, the community elected me as the new Chief Executive Officer for the Dwarsrivier Wine Valley Tourism that will fully function on the 1st of July 2020.

With the experience of 10 years in SMME development and Small Scale Farming at Cape Winelands District Municipality in the LED department .With my Qualifications in a Diploma: Project management, Diploma: Public Relations Management, Certificate NQF Level 5 Local Economic Development, Certificate: NQF Level 7 Public Government Monitoring & Valuations.

The Non-Profit Company (Registration NO:2019/605086/08) will be renamed the Dwarsrivier Wine Valley Tourism. We will operate as usual as a information Center for the Dwarsrivier Valley

The Vision is for Sustainable Tourism Development, interrelationships and interactions among a multitude of environmental factors and inter disciplinary forces that play a crucial role in tourism Development.

Our Marketing strategy for 2020

- To market Tourism holistically in the Western Cape (winelands experiences, museums, churches, street art, tea gardens, wine farms, etc
- To increase brand awareness and conversion rates of visitors through digital marketing and promotional advertising
- To attract potential buyers, investors and partnerships to assist with sustainability of the businesses and social development projects
- To position Dwarsrivier Wine Valley Tourism as a unique tourism destination in its authenticity and culture / Cultural experiences
- To promote the Dwarsrivier APP together with other tourism activities
- Increase exposure through trade shows and exhibitions
- Social & Media mechanisms.

DWARSRIVIER INCOME AND EXPENDITURE FOR PERIOD ENDED: 31 January 2019

Previous Year PROJECT as at 30 June 2018	FORECAST						Total Income & Expenditure		
	January 2019	February 2019	March 2019	April 2019	May 2019	June 2019	Total Income & Expenditure to 30 Jun 2019	Total Budget 2018/2019	Variance Total Budget
Members Subsidy	4 456	0	0	0	0	0	3 652	4 500	
OTHER INCOME	4 456					0	3 652	4 500	
CWDM	175 670	0	14 000	0	0	0	178 665	0	-178 665
Arts & Crafts Market	3 300	14 000				0	159 000	-	(159 000)
Business Network Sessions	550						2 174	-	(2 174)
Sponsorship - Event related	720						17 391	-	(17 391)
REVENUE	176 837	1 276	1 129	1 053	984	685	591 481	579 516	-11 965
Income rolled forward	136 911					353	54 576	54 576	-
Municipal Grant: 2018/2019	562 662						524 942	524 942	-
Interest	15 264	1 276	1 129	1 053	984	685	11 063	-	(11 063)
TOTAL INCOME	895 863	1 276	16 129	1 053	984	685	773 699	584 018	(189 681)
EXPENDITURE									
ADMINISTRATION	99 508	4 717	23 106	8 348	9 480	9 582	117 470	112 190	(5 280)
Bank Charges	61	31		30			187	500	(319)
Computer Expenses	32 418	120	14 884	270	120	3 122	22 620	15 000	(7 620)
Consumables	2 815	125	125	12	419	68	2 190	3 000	(810)
Insurances	2 924						3 775	3 780	(5)
Cleaning materials	524	347			202		751	750	(1)
Office Cleaning	6 845	660	510	680	680	680	7 353	7 800	(447)
Office Equipment		2 521	2 414	2 415	2 495	2 434	29 630	30 000	(370)
Repairs and Maintenance	9 066						1 500	1 500	-
Security & Fire Protection	4 753	404	404	404	404	404	5 388	4 860	(528)
Stationery	2 800		20		208	255	1 502	3 000	(1 498)
Sundry Expenses	(51)			180		85	360	5 000	(4 640)
Telephone and Fax	28 599	500	2 043	3 184	2 034	2 067	27 715	25 000	(2 715)
Travelling expenses	7 673	9	2 906	1 193	2 917	552	15 999	10 000	(5 999)
Website & emails	1 080						-	2 000	(2 000)
DEVELOPMENT	188 108						182 642	20 000	(162 642)
Schools Art Competition (Chrystianum Show)	38 452						-	5 000	5 000
Youth Development Programme	3 769						-	-	-
Schools Project - educational programme	20 000						23 600	-	(23 600)
Business Network Sessions (SMME Development)	24 281						-	5 000	5 000
BR&E Projects	20 733						-	-	-
Dwarsrivier Community Festival	55 030						58 299	-	(58 299)
Dwarsrivier Christmas Show							7 700	5 000	(2 700)
Orchard Run & Food & Wine Festival	19 806						40 722	-	(40 722)
Media Educationals	6 038						36 760	-	(36 760)
MARKETING	271 576	16 522	30 080	12 200	10 000	10 000	15 561	5 000	(10 561)
Tourism Month	3 500						-	-	-
Promotions & Public Relations	3 305						186 827	152 657	(34 170)
Promotional Material	12 665						-	5 000	5 000
Expos - Local - SMME Road Show - CT	836						11 275	40 000	(28 725)
Expos - Local - Getaway - Jhb							-	-	-
Shows & Expos - Local - WTM - CT	6 455	2 174					7 750	6 500	(1 250)
Shows & Expos - Local - Indaba - Dbn	14 314	2 174					8 174	6 500	(1 674)
Mobile App			11 811	2 200			14 174	15 000	(826)
Website	30 450						14 011	-	(14 011)
Marketing Consulting	180 000	10 000	10 000	10 000	10 000	10 000	1 000	5 500	4 500
Other events (Bookfoes & Dorpees)	2 400						130 000	68 000	(62 000)
Trade shows - Meetings Africa Jhb	6 317						-	-	-
Trade shows - Beeld Holiday Jhb	11 101	2 174	6 270				10 444	-	(10 444)
Maps & Brochure							-	6 157	6 157
STAFF COSTS	282 094	24 300	25 063	24 300	24 820	24 690	296 107	299 086	(3 979)
Salaries - office supervisor	176 004	14 534	14 433	14 473	14 497	14 514	173 784	173 200	(584)
Salaries - info consultant	66 616	7 118	7 118	7 118	7 118	7 118	85 412	85 412	-
Salaries - temps	3 000						-	-	-
SDL UIF & PAYE	29 943	2 646	2 642	2 709	2 684	2 688	32 292	32 983	(691)
Workmens Compensation	997						-	1 000	1 000
Staff expenses	5 534		900		520	390	3 620	2 500	(1 120)
Staff training							-	4 000	4 000
TOTAL EXPENDITURE	841 287	45 538	78 279	44 847	44 299	44 271	792 047	583 942	(208 105)
NET PROFIT / (LOSS)	54 576	(44 262)	(62 150)	(43 794)	(43 316)	(43 586)	(18 348)	76	(18 424)

DWARSRIVIER INCOME AND EXPENDITURE FOR PERIOD ENDED: 31 December 2018

	Previous Year PROJECT as at 30 June 2018	FORECAST							Total Income & Expenditure		
		December	January	February	March	April	May	June	Total Income & Expenditure to 31 Dec 2018	Total Budget	Variance to Total Budget
		2018	2019	2019	2019	2019	2019	2019		2018/2019	
INCOME											
MEMBERS	4 456	0	0	0	0	0	0	0	3 652	4 500	848
Members Subscriptions	4 456								3 652	4 500	848
OTHER INCOME											
CWDM	175 570	0	0	14 000	0	0	0	0	178 565	0	-178 566
Arts & Crafts Market	153 300			14 000					159 000	-	(159 000)
Business Network Sessions	550								-	-	-
Sponsorship - Event related	-								2 174	-	(2 174)
	21 720								17 391	-	(17 391)
REVENUE											
Income rolled forward	715 837	1 298	1 276	1 529	1 453	984	685	353	592 281	579 518	-12 763
Municipal Grant 2018/2019	136 911								54 576	54 576	0
Interest	562 862								524 942	524 942	-
	16 264	1 298	1 276	1 529	1 453	984	685	353	12 763	-	(12 763)
TOTAL INCOME	895 863	1 298	1 276	15 529	1 453	984	685	353	774 498	584 018	(190 480)
EXPENDITURE											
ADMINISTRATION	99 608	7 500	6 811	23 243	8 348	9 480	9 582	7 500	119 701	112 190	(7 511)
Bank Charges	81		98		30				262	500	248
Computer Expenses	32 418	242	189	120	270	120	3 122	242	8 124	15 000	6 876
Consumables	2 815	146	86	14 564	12	419	68	146	16 591	3 000	(13 591)
Insurances	2 924								3 775	3 780	5
Cleaning materials	524					202			404	750	346
Office Cleaning	6 845	510	573	510	680	680	680	510	7 266	7 800	534
Office Administration	(13 176)	2 559	2 476	2 414	2 415	2 495	2 434	2 559	29 586	30 000	415
Repairs and Maintenance	9 066								-	1 500	1 500
Security & Fire Protection	4 753	674	404	404	404	404	404	674	5 388	4 880	(508)
Stationary	2 600	65	404	20		208	255	65	1 906	3 000	1 094
Sundry Expenses	13 125				180				360	5 000	4 640
Telephone and Fax	28 599	3 304	1 729	2 306	3 164	2 034	2 067	3 304	29 206	25 000	(4 206)
Travelling expenses	7 873		854	2 906	1 193	2 917	552		16 844	10 000	(6 844)
Website & emails	1 080								-	2 000	2 000
DEVELOPMENT											
Schools Art Competition (Chrystianemum Show)	188 108	16 468	-	-	-	-	-	-	182 642	20 000	(162 642)
Youth Development Programme	38 452								-	5 000	5 000
Schools Project - educational programme	3 769								-	-	-
Business Network Sessions (SMME Development)	20 000								23 600	-	(23 600)
BR&E Projects	24 281								-	5 000	5 000
Dwarsrivier Community Festival	20 733	15 000							58 299	-	(58 299)
Dwarsrivier Christmas Show	55 030								7 700	5 000	(2 700)
Orchard Run & Food & Wine Festival	-	1 468							40 722	-	(40 722)
Media Educationals	19 806								36 760	-	(36 760)
	6 038								15 561	5 000	(10 561)
MARKETING											
Tourism Month	271 576	4 000	-	22 626	2 200	-	10 000	25 000	109 851	152 657	42 806
Promotions & Public Relations	3 500								-	5 000	5 000
Promotional Material	3 305	4 000							11 275	40 000	28 725
Expos - Local - SMME Road Show - CT	12 865								-	-	-
Expos - Local - Getaway - Jhbg	839								-	-	-
Shows & Expos - Local - WTM - CT	-								7 750	6 500	(1 250)
Shows & Expos - Local - Indaba - Dbn	6 485							10 000	10 000	6 500	(3 500)
Mobile App	14 314							15 000	15 000	15 000	-
Website	-			11 811	2 200				14 011	-	(14 011)
Marketing Consulting	30 450						10 000		11 000	5 500	(5 500)
Other events (Bookfees & Dorplees)	180 000								30 000	68 000	38 000
Trade shows -Meetings Africa Jhbg	2 400								-	-	-
Trade shows - Beeld Holiday Jhbg	6 317								-	-	-
Maps & Brochure	11 101			10 815					10 815	-	(10 815)
	-								-	6 157	6 157
STAFF COSTS											
Salaries - office supervisor	282 094	24 300	24 300	25 200	24 300	24 820	24 590	24 300	295 214	299 095	3 881
Salaries - info consultant	176 004	14 525	14 364	14 433	14 473	14 497	14 514	14 525	173 614	173 200	(414)
Salaries - temps	66 616	7 118	7 118	7 118	7 118	7 118	7 118	7 118	85 412	85 412	0
SDL, UIF & PAYE	3 000								-	-	-
Workmens Compensation	29 643	2 656	2 818	2 749	2 709	2 684	2 668	2 656	32 568	32 983	415
Staff expenses	997								-	1 000	1 000
Staff training	5 534			900		520	390		3 620	2 500	(1 120)
	-								-	4 000	4 000
TOTAL EXPENDITURE	841 287	52 267	31 111	71 068	34 647	34 299	44 271	56 800	707 408	583 942	(123 466)
NET PROFIT / (LOSS)	54 576	(50 969)	(29 835)	(55 539)	(33 394)	(33 316)	(43 586)	(56 447)	67 090	76	67 014

DWARSRIEVER INCOME AND EXPENDITURE FOR PERIOD ENDED: 31 January 2019

	Previous Year PROJECT as at 30 June 2018	FORECAST						Total Income & Expenditure		
		January 2019	February 2019	March 2019	April 2019	May 2019	June 2019	Total Income & Expenditure to 30 Jun 2019	Total Budget 2018/2019	Variance to Total Budget
INCOME										
MEMBERS	4 456	0	0	0	0	0	0	3 652	4 500	848
Members Subscriptions	4 456							3 652	4 500	848
OTHER INCOME	175 670	0	14 000	0	0	0	0	178 585	0	-178 685
CWDM	153 300		14 000					159 000	-	(159 000)
Arts & Crafts Market	550							-	-	-
Business Network Sessions	-							2 174	-	(2 174)
Sponsorship - Event related	21 720							17 391	-	(17 391)
REVENUE	716 837	1 276	1 129	1 053	984	685	353	691 481	679 618	-11 963
Income rolled forward	136 911							54 576	54 576	0
Municipal Grant 2018/2019	562 662							524 942	524 942	-
Interest	16 264	1 276	1 129	1 053	984	685	353	11 963	-	(11 963)
TOTAL INCOME	895 863	1 276	15 129	1 053	984	685	353	773 699	684 018	(189 681)
EXPENDITURE										
ADMINISTRATION	99 508	4 717	23 106	8 348	9 480	9 582	7 500	117 470	112 190	(5 280)
Bank Charges	61	31		30				187	500	313
Computer Expenses	32 418	120	14 664	270	120	3 122	242	22 620	16 000	(7 620)
Consumables	2 815	125	125	12	419	68	146	2 160	3 000	810
Insurances	2 924							3 775	3 780	5
Cleaning materials	524	347			202			751	750	(1)
Office Cleaning	6 845	660	510	680	680	680	510	7 353	7 800	447
Office Equipment	-	2 521	2 414	2 415	2 495	2 434	2 559	28 630	30 000	370
Repairs and Maintenance	9 066							-	1 500	1 500
Security & Fire Protection	4 753	404	404	404	404	404	674	5 388	4 860	(528)
Stationary	2 600		20		208	255	65	1 502	3 000	1 498
Sundry Expenses	(51)			180				360	5 000	4 640
Telephone and Fax	28 599	500	2 043	3 164	2 034	2 067	3 304	27 715	25 000	(2 715)
Travelling expenses	7 873	9	2 906	1 193	2 917	552		15 999	10 000	(5 999)
Website & emails	1 080							-	2 000	2 000
DEVELOPMENT	188 108	-	-	-	-	-	-	182 642	20 000	(162 642)
Schools Art Competition (Chrysthenemum Show)	38 452							-	5 000	5 000
Youth Development Programme	3 769							-	-	-
Schools Project - educational programme	20 000							23 600	-	(23 600)
Business Network Sessions (SMME Development)	24 281							-	5 000	5 000
BR&E Projects	20 733							59 299	-	(59 299)
Dwarsrivier Community Festival	55 030							7 700	5 000	(2 700)
Dwarsrivier Christmas Show	-							40 722	-	(40 722)
Orchard Run & Food & Wine Festival	19 805							36 760	-	(36 760)
Media Educationals	6 038							15 561	5 000	(10 561)
MARKETING	271 576	16 522	30 080	12 200	10 000	10 000	28 000	196 827	152 657	(44 170)
Tourism Month	3 500							-	5 000	5 000
Promotions & Public Relations	3 305							11 275	40 000	28 725
Promotional Material	12 865							-	-	-
Expos - Local - SMME Road Show - CT	839							-	-	-
Expos - Local - Getaway - Jhbg	-							7 750	6 500	(1 250)
Shows & Expos - Local - WTM - CT	6 485	2 174					6 000	8 174	6 500	(1 674)
Shows & Expos - Local - Indaba - Dbn	14 314	2 174					12 000	14 174	15 000	826
Mobile App	-		11 811	2 200				14 011	-	(14 011)
Website	30 450							1 000	5 500	4 500
Marketing Consulting	180 000	10 000	10 000	10 000	10 000	10 000	10 000	130 000	68 000	(62 000)
Other events (Bookfests & Dorpfests)	2 400							-	-	-
Trade shows - Meetings Africa Jhbg	6 317							-	-	-
Trade shows - Beeld Holiday Jhbg	11 101	2 174	8 270					10 444	-	(10 444)
Maps & Brochure	-							-	6 157	6 157
STAFF COSTS	282 094	24 300	25 093	24 300	24 820	24 690	24 300	295 107	299 095	3 988
Salaries - office supervisor	176 004	14 534	14 433	14 473	14 497	14 514	14 525	173 784	173 200	(584)
Salaries - info consultant	66 616	7 118	7 118	7 118	7 118	7 118	7 118	85 412	85 412	0
Salaries - temps	3 000							-	-	-
SDL, UIF & PAYE	29 943	2 648	2 642	2 709	2 684	2 668	2 656	32 292	32 983	691
Workmens Compensation	997							-	1 000	1 000
Staff expenses	5 534		900		520	390		3 620	2 500	(1 120)
Staff training	-							-	4 000	4 000
TOTAL EXPENDITURE	841 287	45 538	78 279	44 847	44 299	44 271	59 800	792 047	683 942	(208 105)
NET PROFIT / (LOSS)	54 576	(44 262)	(63 150)	(43 794)	(43 316)	(43 586)	(59 447)	(18 348)	76	(18 424)



DWARSRIVIER TOURISM

CAPE WINELANDS · SOUTH AFRICA

Dwarsrivier Wine Valley Tourism
Dwarsrivier Tourism, Municipal Banquet Hall , Pniel.

AGENDA – Tues, 28th Jan 2020- 6pm

- Welcoming
- Apologies
- Approval of Minutes of previous meeting
- Signing of official documents by all Board Members-
Dwarsrivier Wine Valley Tourism.

General Discussion- Way forward:

- New matters arising
- Set date for next meeting .

Conclusion and Thanks.



DWARSRIVIER TOURISM

CAPE WINELANDS · SOUTH AFRICA

Minutes of the Dwarsrivier Wine Valley Tourism, board meeting held on Tuesday, 28th January 2020 at the Dwarsrivier Tourism Office, Pniel- 6pm

PRESENT

D Carolissen	Dwarsrivier Tourism
D Lackay	Chairman
A Roberts	Treasurer
L Goshai	Dwarsrivier Tourism
N Jansen	Solms Delta –additional Member
Yvonne Carolissen	YnC Cycles- additional Member

Notice of Absence:

Gizelle Baadjies	Vice Chairperson
Wilma Josephs	Secretary

1. Opening and Welcome

- Chairman, Mr. D. Lackay, welcomed everyone present and opened the meeting with prayer.

2. Minutes of previous meeting was read by Chairman which was accepted and signed.

3. Matters arising from previous meeting:

- Bank account was opened, account number was obtained. Account not yet operational as there is no funds in account yet.
- All legal SARS documentation obtained and signed by relevant board members- matter is complete.

4. Doreen Carolissen explained and informed all members regarding her meeting with STB Municipality, LED Manager, Mr. Widmark Moses, on Monday. 27th Jan 2020; documents such as Business Plan for DWVT and Constitution for DWVT had to be ammended.

- 4.1 Updated Business Plan and Constitution was accepted by all members present. Acceptance- Proposed by Nico Jansen and Seconded by Antonio Roberts.
 - 4.1.1 All members present signed and initialised the updated BusinessPlan for DWVT.
 - 4.1.2 All members present signed and initialised the updated Constitution for the DWVT.
5. Chairman proposed that Doreen Carolissen together with appointed Treasurer, Antonio Roberts make time the coming week of the 3-7 Feb 2020 to spend some time working through proposed budget.
6. Next meeting will be advised in due course.

Minutes accepted by: J. Machay , Chairman on,
11 March, signed J. Machay at P. Vier .



DWARSRIVIER TOURISM

CAPE WINELANDS · SOUTH AFRICA

Dwarsriver Wine Valley Tourism

PRESENT

D Carolissen	Dwarsriver Tourism
G Baadjies	Vice Chair Person
D Lackay	Chairman
A Roberts	Treasurer

Resolution:

6 December 2019

Letter of Appointment

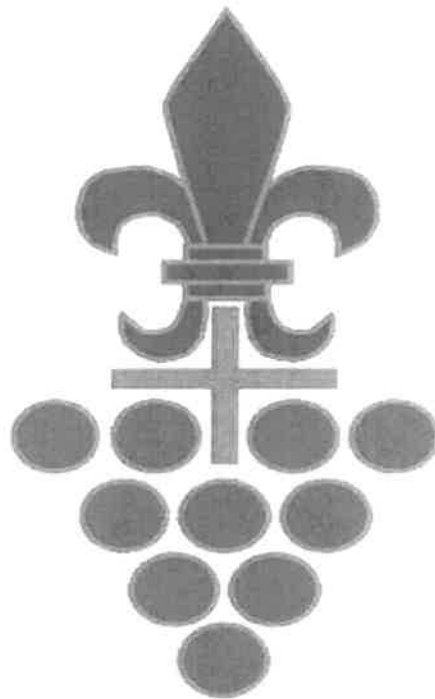
The Executive Board of the Dwarsriver Wine Valley Tourism Office has agreed and accepted to appoint, Doreen Carolissen, as Chief Executive Officer of the Dwarsriver Wine Valley Office, situated in the Municipal Building of Pniel, Main Road (R310).

Doreen Carolissen is appointed as CEO of the Dwarsriver Wine Valley Tourism Office as public official and has accepted the appointment as per meeting held on Friday, 6th December 2019 at the Office of the Dwarsriver Wine Valley Tourism Office.

APPENDIX 6

APPENDIX 26

STELLENBOSCH MUNICIPALITY



FINANCING OF EXTERNAL BODIES PERFORMING MUNICIPAL FUNCTIONS POLICY

2019/2020



STELLENBOSCH MUNICIPALITY

FINANCING OF EXTERNAL BODIES PERFORMING MUNICIPAL FUNCTIONS POLICY

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1. DEFINITIONS

1.1 In this policy unless the context indicates otherwise:

- 1.1.1 **"Accounting Officer"** means the Municipal Manager as referred to in section 60 of the Local Government: Municipal Finance Management Act, 56 of 2003 ("MFMA");
- 1.1.2 **"Approved Budget"** means the Municipality's annual budget approved by the Council in terms of section 24 of the MFMA and include an adjustment budget in terms of Section 28 of the MFMA;
- 1.1.3 **"Community"** means the residents within the Stellenbosch WCO24 area;
- 1.1.4 **"Constitution"** means the Constitution of the Republic of South Africa, 1996;
- 1.1.5 **"Director"** means a person appointed in terms of section 56 of the Systems Act who is directly accountable to the Municipal Manager;
- 1.1.6 **"Executive Mayor"** means the councillor elected as the Executive Mayor in terms of section 55 of the Local Government: Municipal Structures Act, 32 of 2000 ("the Structures Act");
- 1.1.7 **"Chief Financial Officer"** or "CFO" means an official as envisaged in section 80(2)(a) of the Local Government: Municipal Finance Management Act, 56 of 2003 ("MFMA");
- 1.1.8 **"Grant"** means a grant or allocation, as referred to in section 17(3)(j)(ii) and 17(3)(j)(iv) of the MFMA, made by the Municipality to any organisation or body referred to in section 67(1) and to be utilised to assist the Municipality in fulfilling its constitutional mandates including local tourism, municipal health services and such other municipal functions contemplated in Part B of Schedules 4 and 5 of the Constitution;
- 1.1.9 **"Grant Committee"** means the Committee established in terms of clause 7 of this policy;
- 1.1.10 **"official"** means an employee in the service of the Municipality;
- 1.1.11 **"organisation or body"** means those organisations or bodies outside any sphere of government making application for Grants in terms of this Policy, Which include associations, non-profit organisations or companies or trusts;
- 1.1.12 **"the Systems Act"** means the Local Government: Municipal Structures Act, 32 of 2000;
- 1.1.13 **"the Structures Act"** means the Local Government: Municipal Structures Act, 117 of 1998;
- 1.1.14 **"the MFMA"** means the Local Government: Municipal Finance Management Act, 56 of 2003;
- 1.1.15 **"the Municipality"** means the Stellenbosch Municipality and reference to Council has a similar meaning;

- 1.1.16 **"the Policy"** means the Financing of External Organisation/Bodies Performing Municipal Function Policy as set out in this document.
- 1.1.17 **"service delivery agreement"** or "MOA" means the agreement entered into between the Municipality and any organisation or body which received a Grant in terms of this Policy.

1. PURPOSE, AIMS AND OBJECTIVES

- 1.1 The purpose of this Policy is to provide a framework for financial assistance by Stellenbosch Municipality ("the Municipality") to external organisations / bodies performing local government functions to the extent as set out in section 155(6)(a) and (7) of the Constitution as listed in Part B of Schedule 4 and 5.
- 1.2 The purpose of this Policy is to ensure the efficient performance of the municipal function entrusted to that external organisation/body in a manner which gives effect to the goals and objectives of the Municipality's Integrated Development Plan ("IDP") by establishing partnerships between the municipality and the organisations and bodies performing the functions on behalf of the Municipality.
- 1.3 The Municipality will favour grants for achievement of outcomes aligned to the IDP. The objective of the funding of external bodies performing municipal functions is primarily to ensure the achievement of agreed outcomes to improve the health and well-being of the citizens and not to cover administrative costs and salaries.

2. LEGAL FRAMEWORK

- 2.1 In terms of section 156 of the Constitution, the Municipality has executive authority in respect of and the right to administer –
- 2.1.1 the local government matters listed in Part B of Schedule 4 and 5; and
- 2.1.2 any other matters assigned to it by national and provincial legislation.
- 2.2 Section 16(2) of the MFMA provides that the Mayor of the Municipality must table the annual budget at a council meeting at least 90 days before the start of the budget year. Section 17(3)(j)(ii) and 17(3)(j)(iv) provides that when an annual budget is tabled in terms of section 16(2) it must include particulars of any proposed allocation or grants by the municipality to any municipal entities and other external mechanism assisting the municipality in the exercise of its functions or power and any organisation or bodies referred to in section 67(1).
- 2.3 Immediately after the tabling of the annual budget the accounting officer must make public the annual budget and invite the local community to submit representations in connection with the budget before the budget is approved by Council in terms of section 24 of the MFMA.
- 2.4 Section 67 of the MFMA provides that the Municipality implement and sustain proper and effective controls and procedures when transferring funds of the

- Municipality to an organisation or body outside any sphere of government.
- 2.5 Section 67(1) provides that the accounting officer must be satisfied that the organisation or body has the capacity and agreed to comply with any agreement with the Municipality including all reporting, financial management and auditing requirements as may be stipulated in the agreement, to report at least monthly to the accounting officer on actual expenditure against such transfer and to submit audited financial statements for its financial year to the accounting officer promptly. The organization must implement effective, efficient and transparent financial management and internal control systems to guard against fraud, theft and financial mismanagement and has the obligation to prove in terms of previous similar transfers that it has complied with all the requirements. The accounting officer must through contractual and other appropriate mechanism enforce compliance with this policy.
- 2.6 All transfer of funds in terms of this Policy shall comply with the Constitution, the Systems Act, the Structures Act, the MFMA and any other applicable legislation, regulations and policies that may govern the transfer of municipal funds and that are not in contradiction to the aforementioned legislation.

3. PUBLIC ADVERTISEMENT AND APPLICATION PROCEDURE

- 3.1 Applications for funding of external bodies performing municipal functions shall be considered where organisations or bodies have responded to advertisements published in the local newspapers distributed in the Stellenbosch Municipal Area calling upon organisations or bodies to submit proposals in the prescribed form, as set out 4.3 below, to perform a specific municipal function for a period up to 3 years. Such advertisements may be published quarterly by the accounting officer.
- 3.2 Advertisements should clearly specify the categories for which requests are called, the closing date for applications, who they should be addressed to, and where and how to obtain the relevant documentation pertaining to such applications, including the prescribed forms. Only applications made on the prescribed form (see Annexure A) may be considered.
- 3.3 The organisation/body must submit a detailed business plan with its application, confirming the envisaged outcomes their past achievements in the field and their commitment to performing that particular municipal function effectively and in line with Council's goals as set out in the IDP. Applications must be accompanied by a covering letter on the organisation/body letterhead, signed by the head of the organisation/body and must include the following information:
- 3.3.1 the organisation/body's legal name and a brief description of the organisation/body's business;
 - 3.3.2 the organisation/body's registration number, if any;
 - 3.3.3 the date of establishment, details of the organisation/body's members, founding documents, including constitution and certificates of incorporation;
 - 3.3.4 the contact name of the person signing the application, full street address, telephone number and email address of the organisation;
 - 3.3.5 if funding is required for a specific project, a brief description of the project and what it aims to achieve, as well as the detailed budget

- for and the duration of the project together with a written confirmation by the relevant municipal Director that the project is part of the IDP projects or programs;
- 3.3.6 references, independent of the organisation/body and the head of the organisation/body;
- 3.3.7 most recent audited financial statements not older than 24 months;
- 3.3.8 a summary of its past achievements; and
- 3.3.9 a declaration by the head of the organisation/body to the satisfaction of the Municipal Manager that the organisation/body implements effective, efficient and transparent financial management and internal control mechanism to guard against fraud, theft and financial mismanagement and has in the past complied with requirements for similar transfers of funds.
- 3.4 Individuals will not be considered or appointed as an organisation/body to provide a municipal function as contemplated in this Policy.
- 3.5 Organisations or bodies whose directors, managers, major shareholders or trustees are in service of the state will not be considered or appointed as an organisation/body to provide a municipal function as contemplated in this Policy.
- 3.6 The appointment of a particular organisation/body to perform a municipal function for a period of three (3) years does not guarantee financial support by the Municipality, which will be determined annually when the municipal budget is approved by the Municipal Council.
- 3.7 No late applications received, in response to an advertisement as contemplated in clause 3.1 and 3.2 above will be considered and processed by the Grant Committee.

4. OBLIGATIONS OF THE ORGANISATION/BODY

- 4.1 The head of the organisation/body must acknowledge in writing to the Municipal Manager that the money allocated was received in its bank account and that the money will be utilised in accordance with the completed and signed MOA, the submitted application and this Policy within 30 days of transfer of funds / payment, failing which no future grants may be considered.
- 4.2 The organisation / body shall submit monthly reports on actual expenditure against such transfer, the ward within which activities are conducted as well as the number of people benefiting from the activity to the Municipal Manager.
- 4.3 The relevant municipal Director must co-sign each monthly report to confirm monthly management and oversight of the activities.

5. RIGHTS OF THE MUNICIPALITY, CONTROL AND MONITORING

- 5.1 The relevant municipal Director shall be entitled, at any reasonable time from time to time, to verify and inspect the existence and activities of the organisation/body. The relevant municipal Director or his delegate has the right to physically visit the premises where the organisation/body or funded project is based, to peruse the budgets and any progress report related to the project.

- 5.2 The relevant municipal Director shall manage the service delivery agreement entered into between the Municipality and the organisation / body by inter alia receiving and considering monthly reports, inspecting financial records including audited financial statement.
- 5.3 If the organisation / body fails to comply with the terms and conditions of its service delivery agreement with the Municipality, the accounting officer may in consultation with the relevant municipal Director terminate the agreement with reasonable notice or grant the organization / body an opportunity to rectify the breach within an agreed period of not more than 90 days, failing which the accounting officer may terminate the agreement with reasonable notice.
- 5.4 The Municipality has the right not to give a Grant to any or all organisations/bodies applying for such Grants or to give proportional or partial grants to give. Having been awarded a Grant previously does not give an organisation/body the right to receive a Grant again.
- 5.5 The relevant municipal Director shall ensure that those organisations or bodies, who have received Grants in terms of this Policy:-
 - 5.5.1 comply with all the provisions of the completed and signed MOA;
 - 5.5.2 comply with all reporting, financial management and auditing requirements as stipulated in the MOA;
 - 5.5.3 report at least monthly to the Municipality on actual expenditure against such transfer;
 - 5.5.4 promptly, or no longer than 4 months after the end of their financial year, submit their audited financial statements; and
 - 5.5.5 utilise the grant funding strictly in accordance with the approved business plan and approved budget.
- 5.6 The requirements in paragraphs 5.5.1 to 5.5.4 above shall not apply to organisations where the transfer does not exceed R200 000,00 (two hundred thousand rand), provided the Accounting Officer takes all reasonable steps to ensure that the targeted beneficiaries, as identified by the organisation or body in its application, receive the benefit of such grants and it certifies that compliance by that organisation or body with 5.5.1 to 5.5.4 above is uneconomical or unreasonable.

6. GRANT COMMITTEE

- 6.1 A Grant Committee consisting of at least the Municipal Manager, the Chief Financial Officer and one director of the Municipality, as well as any other official whom the Municipal Manager may include, shall evaluate all applications received in response to the local advertisement.
- 6.2 The Grant Committee will have the power to make recommendations to Council for final appointments and financial allocations.
- 6.3 The Grant Committee must submit a report on its decisions to the Council for final approval.
- 6.4 The Grant Committee shall, in terms of the Systems Act, establish a programme for community consultation and information dissemination regarding the appointment of any organisation/body and the availability of the service delivery agreement for perusal will be communicated to the local community through the media prior to any service delivery agreement being entered into between the Municipality and the organisation or body.

- 6.5 No payments in terms of the allocation will be made to any organisation / body until a service delivery agreement in the form approved by the accounting officer has been signed by the respective parties.
- 6.6 No payment can be made to an organisation/body until it has submitted its audited financial statements as contemplated in this Policy and a statement certified by its auditor that it has fully complied with its agreement with the Municipality.
- 6.7 Payments may be allocated as a once off amount or in tranches as determined by the CFO in consultation with the relevant municipal Director.

7. Funding acknowledgement of the Municipality

Successful applicants will be required to acknowledge the Municipality as the provider of Grant funding in their funding record as well as any public record in respect of Grants received in order to confirm that these transfers of funds are also part of the Municipality's endeavours to meet its strategic objectives and to assist it in carrying out its constitutional powers and functions.

8. COMMENCEMENT

This Policy called the **FINANCING OF EXTERNAL BODIES PERFORMING MUNICIPAL FUNCTIONS POLICY** takes effect on the date on which it is adopted by the Council.

APPENDIX A

**STELLENBOSCH**

STELLENBOSCH . PNIEL . FRANSCHHOEK

Municipality • Umasipala • Munisipaliteit

APPLICATION : FUNDING OF EXTERNAL BODIES PERFORMING A MUNICIPAL FUNCTION

NOTE: ONLY APPLICATIONS ON THIS PRESCRIBED FORM WILL BE CONSIDERED

PLEASE COMPLETE THE FOLLOWING:

A	Registered name of organisation: Visit Stellenbosch NPC								
B	Date and year in which the organisation was founded or incorporated (include brief description of business or activities of organisation): 19 June 2019 Visitor Service - Destination Marketing Organisation								
C	Address: <table border="0"> <tr> <td style="vertical-align: top;">(i) Street</td> <td style="vertical-align: top;">(ii) Postal</td> </tr> <tr> <td>47 Church Street</td> <td>Suite 224</td> </tr> <tr> <td>Stellenbosch</td> <td>Postnet X5061</td> </tr> <tr> <td>7600</td> <td>Stellenbosch, 7599</td> </tr> </table> Contact details: Name and Surname: Jeanneret Nomberg Title/Position held: General Manager Tel: 021 886 4310 E-mail: jeanneret@visits Stellenbosch.org	(i) Street	(ii) Postal	47 Church Street	Suite 224	Stellenbosch	Postnet X5061	7600	Stellenbosch, 7599
(i) Street	(ii) Postal								
47 Church Street	Suite 224								
Stellenbosch	Postnet X5061								
7600	Stellenbosch, 7599								
D	List ALL the directors / board / committee members / shareholders / trustees of the organization (use additional pages if necessary): Name and Surname: Michael Stansfield Ratcliffe Position: Chairperson Contact Address and tel. no: Little Wedge Farm, Idols Valley Stellenbosch, 7600 Name and Surname: Jeanneret Nomberg								

	<ol style="list-style-type: none"> 7. If the Organisation is a non-profit company as defined in the section 1 of the Companies Act, 2008, a certificate/letter issued by the Companies and Intellectual Property Commission (CIPC) confirming registration must be attached; 8. If the Organisation has been registered as a "non-profit" organisation in terms of the Non-Profit Organisation Act, 1997, a certificate/letter issued by the Department of Social Development confirming registration as a non-profit organisation must be attached; 9. If the Organisation has been registered as a "Public Benefit Organisation" in terms of the Income Tax Act, 1962, a certificate/letter issued by SARS confirming the Organisation's tax exemption status must be attached; and 10. Valid Tax Clearance Certificate issued by SARS.
G	<p>The following shall apply:</p> <ol style="list-style-type: none"> 1. The allocation of funds will only be considered if the application document has been fully completed and signed and is accompanied by the required and supporting documentation referred to therein. Applicants must in their submission clearly indicate / specify and motivate what the funding will be utilised for. 2. The funding must be exclusively utilised for the purpose defined and the successful applicant must submit the necessary undertaking to this effect. 3. Applicants must in their submission satisfy the Council of their ability to execute the project successfully. 4. Organisations who have already received financial or other assistance from the Council during the previous financial year <u>must</u> specify same in their application. 5. No funding will be considered for political groupings, church/sectarian bodies or ratepayers organisations. 6. No funding will be considered where only an individual will benefit or where a member of Council or an official of Stellenbosch Municipality will receive any financial or other gain. 7. Projects outside the boundaries of the Council will not be considered. 8. Subsequent requests from applicants to cover overspending on projects will not be considered. 9. Council will not pay any funds to anyone who has already procured against the perception that they will receive any municipal funds. 10. Successful applicants must at all times comply with the provisions of Section 67(1) of the Municipal Finance Management Act No. 56 of 2003 which <i>inter alia</i> stipulates that the organisation or body has to:- <ul style="list-style-type: none"> • Enter into and comply with a Memorandum of Agreement with the Municipality as well as with all reporting, financial management and auditing requirements as may be contained in such agreement. This memorandum of agreement will bind the successful applicant to deliver on what the application speaks to, but also to commit to become involved with municipal programmes of the community where it functions. The Memorandum of Agreement will be made available to successful applicants for completion. • Report monthly on the actual expenditure of the amount allocated.

<p>Contact Address and tel. no: <u>Middelwei Wynbidgeed, Fleming Street</u></p> <p>Name and Surname: <u>Jakobus Wilhelm Basson</u></p> <p>Position: <u>Director</u></p> <p>Contact Address and tel. no: <u>Kleine Zalze Estate, Stellenbosch 7600</u></p> <p>Name and Surname:</p> <p>Position:</p> <p>Contact Address and tel. no:</p> <p>Name and Surname:</p> <p>Position:</p> <p>Contact Address and tel. no:</p> <p>Name and Surname:</p> <p>Position:</p> <p>Contact Address and tel. no:</p>
<p>D Indicate in which ward the organisation is active:</p> <p>Ward:</p> <p>Is the organisation a non-profit company? <u>Yes</u> No</p> <p>If yes, provide company registration number: <u>2019/30450/08</u> -</p> <p>Is the organisation a non-profit organisation as contemplated in section 13 of the Non-Profit Organisation Act, 1997? <u>Yes</u> No</p> <p>If yes, provide registration number: _____ -</p> <p>Is the organisation a public benefit organisation as contemplated in terms of the Income Tax Act, 1962? <u>Yes</u> No</p> <p>If yes, provide registration number: <u>4710289002</u></p> <p>Is funding required for a specific project? <u>Yes</u> No</p> <p>If yes, attach details separately.</p> <p>Budget amount of projects: <u>9 Million</u></p> <p>Duration of project: <u>12 Months</u></p> <p>Is funding required for general support? <u>Yes</u> No</p> <p>If yes, attach a copy of the organisation's overall budget and business plan.</p>

E Category:

Please categorise your application (mark with x):

Tourism Destination Marketing & Visitors Information

Tourism Development

Animal Welfare

Note: For more detail, see attached Funding of External Bodies Performing a Municipal Function Policy.(general guidelines and categories)

Please indicate the specific type of project/programme, as per the Funding of External Bodies Performing a Municipal Function Policy

Various — See page 15 of
Strategic Programmes — Strategic
Plan 2020/2021

F The following MUST accompany this application:

1. A copy of the latest, audited financial statements.
2. A copy of the Organisation's Constitution or Memorandum of Incorporation as well as the resolutions/minutes adopting the Constitution or Memorandum of Incorporation.
3. A copy of a project/programme description and/or a business plan for the ensuing financial year. Including the following:
 - Full details of the proposal or project including its objectives, the number of people who will benefit and how the project will contribute or enhance the strategic objectives of Stellenbosch Municipality.
 - Commencement and completion dates of the project.
 - Information on the total cost of the project budget, including a breakdown of costs and an outline of any contribution by fundraising and/or own contribution.
 - A list of all other sources of funding together with the assessments.
 - A summary of past achievements.
 - References independent of the applicant and its executive.
4. An original copy of a correctly completed creditors control form of Stellenbosch Municipality.
5. If the Organisation received funding from Stellenbosch Municipality in the preceding financial year, you need to account for the expenditure of the funding received with your new application.
6. If the Organisation received funding from other bodies, please identify and list the amounts received;

11. The Council reserves the right not to give funding to any or all organisations applying.
12. Having been awarded funding previously does not give an applicant the right to receive a grant/funding again.
13. Funding will not be considered where a project or organisation is already receiving funds from Council in terms of Council's functions. Applicants are required to disclose other sources of funding, failing which such applicant will be disqualified.
14. Funding will not be considered where in Council's opinion, an organisation received sufficient funds from other sources to sustain its activities or the project applied for. For this purpose, organisations must submit financial statements and budget for the ensuing financial year.
15. Organisations having received funding from Stellenbosch Municipality during the previous financial year, are required to attached to any new application, a copy of the financial statements relating to the year in which the funding was received from Council, as required in terms of section 67(1) of the Municipal Finance Management Act, 2003 (MFMA).

(The Funding of External Bodies Performing a Municipal Function Policy must be consulted for the sake of completeness)

H Undertaking:

I/We hereby verify that the information provided in this application is true and correct and that the conditions applicable to the allocation of funds as set out above have been read, understood and will be complied with.

I/We also declare that the organisation implements effective, efficient and transparent financial management and internal control mechanisms to guard against fraud, theft and financial mismanagement and has in the past complied with requirements for similar transfer(s) of funds.

This completed and signed at Stellenbosch on this 24 day of April 2020



Chairperson / Authorised Representative



Secretary / Duly Authorised Signatory

I Please take note:

(i) That completed application forms together with all the required documentation must be delivered to:

**Director: Planning and Economic Development
P O Box 17
Stellenbosch
7599**

Or delivered to:

**58 Andringa Street
Stellenbosch
7600**

(ii) That the closing date for the submission of applications is: 24 April at Stellenbosch 2020

(iii) That **neither late nor incomplete applications** shall be considered.

**Certificate issued by the Commissioner of Companies & Intellectual
Property Commission on Tuesday, July 23, 2019 at 11:44**



Disclosure Certificate: Companies and Close Corporations

Registration Number: 2019 / 304510 / 08
Enterprise Name: VISIT STELLENBOSCH

Companies and Intellectual
Property Commission

member of the dti group

ENTERPRISE INFORMATION

Registration Number 2019 / 304510 / 08
Enterprise Name VISIT STELLENBOSCH NPC
Registration Date 19/06/2019
Business Start Date 19/06/2019
Enterprise Type Non Profit Company
Enterprise Status In Business
Compliance Notice Status NONE
Financial Year End June
TAX Number 9597737189
Addresses POSTAL ADDRESS

SUITE 224
POSTNET X 5061
STELLENBOSCH

7599

ADDRESS OF REGISTERED OFFICE

47 CHURCH STREET
STELLENBOSCH

7600

ACTIVE MEMBERS / DIRECTORS

Surname and First Names	Type	ID Number / Date of Birth	Contrib. (R)	Interest (%)	Appoint. Date	Address
RATCLIFFE, MICHAEL STANSFIELD	Director	7210305173088	0.00	0.00	19/06/2019	Postal: VILAFONTE, UNIT 7C, BOSMAN CROSSING, LOWER DORP STREET, STELLENBOSCH, Residential: LITTLE WEDGE FARM, IDAS VALLEY, STELLENBOSCH, 7600
MOMBERG, JEANNERET	Director	6807160026086	0.00	0.00	19/06/2019	Postal: P O BOX 66, STELLENBOSCH, 7600 Residential: MIDDELVLIE WYNLANDGOED, FLAMINGO STREET, STELLENBOSCH, 7600
BASSON, JAKOBUS WILHELM	Director	5807045119081	0.00	0.00	19/06/2019	Postal: P O BOX 12837, DIE BOORD, 7613 Residential: KLEINE ZALZE ESTATE, STELLENBOSCH, 7600

AUDITOR DETAILS

Auditor Name	Type	Status	Appointment Date	Resignation Date	Email Address
--------------	------	--------	---------------------	---------------------	---------------

Profession Number:

Page 1 of 2

Physical Address
the dti Campus - Block F
77 Meintjies Street
Sunnyside 0001

Postal Address: Companies
P O Box 429
Pretoria
0001

Docex: 256
Web: www.cipc.co.za
Contact Centre: 086 100 2472 (CIPC)
Contact Centre (International): +27 12 394 9573



**Certificate issued by the Commissioner of Companies & Intellectual
Property Commission on Tuesday, July 23, 2019 at 11:44**



Disclosure Certificate: Companies and Close Corporations

Registration Number: 2019 / 304510 / 08
Enterprise Name: VISIT STELLENBOSCH

**Companies and Intellectual
Property Commission**
a member of the dti group

CHANGE SUMMARY

19/06/2019 Registration of CC/CO on 19/06/2019.

Page 2 of 2

Physical Address
the dti Campus - Block F
77 Meintjies Street
Sunnyside 0001

Postal Address: Companies
P O Box 429
Pretoria
0001

Docex: 256
Web: www.cipc.co.za
Contact Centre: 086 100 2472 (CIPC)
Contact Centre (International): +27 12 394 9573





STELLENBOSCH
STELLENBOSCH • PNIEL • FRANSCHHOEK
MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

CREDITOR CONTROL FORM / KREDITEUR KONTROLE VORM

COMPANY DETAILS	CREDITOR CONTACT DETAIL / KREDITEUR KONTAK BESONDERHEDE (Supplier / Verskaffer, Organization / Organisasie)								
	REGISTERED NAME / GEREISTREERDE NAAM		Visit Stellenbosch NPC						
	PHYSICAL STREET ADDRESS / FISIIESE STRAAT ADRES:		POSTAL ADDRESS / POS ADRES: (If different to physical address)						
	STREET NAME: 47 Church street SUBURB: Stellenbosch TOWN: Stellenbosch		PO BOX: Suite 224, Postnet X5061 TOWN: Stellenbosch						
	POSTAL CODE: 7600		POSTAL CODE: 7599						
	TEL: 021 886 4310		FAX / FAKS: N/A						
PERSON	CREDITOR CONTACT PERSON DETAIL / KREDITEUR KONTAK PERSOON BESONDERHEDE								
	NAME AND SURNAME / NAAM EN VAN:		Jeanneret Momberg						
	TEL: 021 8864 310		FAX / FAKS: CELL / SEL: 082 944 3868						
	EMAIL / EPOS: jeanneret@visitstellenbosch.org								
BANK DETAILS	CREDITOR BANKING DETAIL / KREDITEUR BANK BESONDERHEDE:								
	NAME OF BANK / NAAM VAN BANK		NEDBANK						
	BANK ACCOUNT NAME / BANK REKENING NAAM		Visit Stellenbosch						
	BANK ACCOUNT NUMBER / BANK REKENING NOMMER		1191201414						
	BRANCH NUMBER / TAKKODE:		Stellenbosch						
	ACCOUNT TYPE / TIPE REKENING		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td>CHEQUE / TJEK</td> <td style="text-align: center;">X</td> </tr> <tr> <td>SAVING / SPAAR</td> <td style="text-align: center;"></td> </tr> <tr> <td>TRANSM</td> <td style="text-align: center;"></td> </tr> </table>	CHEQUE / TJEK	X	SAVING / SPAAR		TRANSM	
	CHEQUE / TJEK	X							
	SAVING / SPAAR								
TRANSM									
VAT REGISTERED / BTW GEREISTREER		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td>YES / JA</td> <td style="text-align: center;">X</td> </tr> <tr> <td>NO / NEE</td> <td style="text-align: center;"></td> </tr> </table>	YES / JA	X	NO / NEE				
YES / JA	X								
NO / NEE									
<div style="border: 1px solid black; padding: 5px; text-align: center;"> Nedbank Limited Reg No. 1951/900009/09 STELLENBOSCH 24 APR 2020 ENQUIRIES (071) 16 - 99 - 45 </div>									

SIGNATURE / HANDTEKENING:

OFFICE USE / KANTOOR GEBRUIK		
CREDITOR NO / KREDITEUR NO: 		
<div style="display: flex; justify-content: space-between;"> <div>Create a new creditor / Skep van nuwe Krediteur</div> <div style="border: 1px solid black; width: 40px; height: 20px;"></div> </div>		
<div style="display: flex; justify-content: space-between;"> <div>Changing of creditors details / Verandering op Krediteur inligting</div> <div style="border: 1px solid black; width: 40px; height: 20px;"></div> </div>		
<div style="display: flex; justify-content: space-between;"> <div>Deleting of creditor / Uitwis van Krediteur</div> <div style="border: 1px solid black; width: 40px; height: 20px;"></div> </div>		
REQUESTED BY: AANGEVRA DEUR:	DATE: DATUM:	DEPARTMENT: DEPARTEMENT
MOTIVATION: MOTIVERING:		
ENTERED BY: INGEVOER DEUR:	DATE: DATUM:	

Visit Stellenbosch

Management Statements for the period 01/07/2019 – 31/03/2020

Note	Budget for the period 01/07/2019 to 30/06/2020		Budget for the period 01/07/2019 to 31/03/2020		Actual for the period 01/07/2019 to 31/03/2020		Variance for the period 01/07/2019 to 31/03/2020	
Projects								
Stakeholder Alignment								
Municipal grant - Stakeholder Alignment	R	65.000,00	R	65.000,00	R	65.000,00	R	-
Expenses	R	-65.000,00	R	-65.000,00	R	-65.000,00	R	-
Net income / (loss)		-	R	-	R	-	R	-
Social Development								
Municipal grant	R	240.000,00	R	180.000,00	R	180.000,00	R	-
Expenses	R	-240.000,00	R	-180.000,00	R	-180.000,00	R	-
Net income / (loss)		-	R	-	R	-	R	-
Sustainable Wine Tourism								
Municipal grant	R	700.000,00	R	525.000,00	R	585.000,00	R	-60.000,00
Expenses	R	-700.000,00	R	-525.000,00	R	-555.000,00	R	30.000,00
Net income / (loss)		-	R	-	R	30.000,00	R	-30.000,00
Tasting Stellenbosch								
Municipal grant	R	100.000,00	R	75.000,00	R	76.000,00	R	-1.000,00
Expenses	R	-100.000,00	R	-75.000,00	R	-67.000,00	R	-8.000,00
Net income / (loss)		-	R	-	R	9.000,00	R	-9.000,00
Stay in Stellenbosch								
Municipal grant	R	100.000,00	R	75.000,00	R	77.500,00	R	-2.500,00
Expenses	R	-100.000,00	R	75.000,00	R	-61.000,00	R	136.000,00
Net income / (loss)		-	R	150.000,00	R	16.500,00	R	133.500,00
Meet in Stellenbosch								
Municipal grant	R	150.000,00	R	112.500,00	R	120.000,00	R	-7.500,00
Expenses	R	-150.000,00	R	-112.500,00	R	-130.000,00	R	17.500,00
Net income / (loss)		-	R	-	R	-10.000,00	R	10.000,00
Tourism Intelligence Stellenbosch								
Municipal grant	R	100.000,00	R	75.000,00	R	-	R	75.000,00
Expenses	R	-100.000,00	R	-75.000,00	R	-	R	-
Net income / (loss)		-	R	-	R	-	R	75.000,00

Visit Stellenbosch

Management Statements for the period 01/07/2019 – 31/03/2020

	Budget		Budget		Actual		Variance	
	for the period		for the period		for the period		for the period	
	01/07/2019		01/07/2019		01/07/2019		01/07/2019	
	to		to		to		to	
Note	30/06/2020		31/03/2020		31/03/2020		31/03/2020	
Projects								
Play Stellenbosch								
Municipal grant	R	80.000,00	R	60.000,00	R	-	R	60.000,00
Expenses	R	-80.000,00	R	-60.000,00	R	-	R	-
Net income / (loss)		-	R	-	R	-	R	60.000,00
Visit Stellenbosch Visitor Centre								
Municipal grant	R	1.000.000,00	R	750.000,00	R	761.182,10	R	-11.182,10
Expenses	R	-1.000.000,00	R	-750.000,00	R	-785.182,08	R	35.182,08
Net income / (loss)		-	R	-	R	-23.999,98	R	23.999,98
Balance carried over to 01/04/2020					R	685.328,92		
					R	-1.843.182,08		

Visit Stellenbosch

Management Statements for the period 01/07/2019 – 29/02/2020

Note	Budget for the period 01/07/2019 to 30/06/2020		Budget for the period 01/07/2019 to 29/02/2020		Actual for the period 01/07/2019 to 29/02/2020		Variance for the period 01/07/2019 to 29/02/2020	
Projects								
Stakeholder Alignment								
Municipal grant - Stakeholder Alignment	R	65.000,00	R	65.000,00	R	65.000,00	R	-
Expenses	R	-65.000,00	R	-65.000,00	R	-65.000,00	R	-
Net income / (loss)		-	R	-	R	- -	R	-
Social Development								
Municipal grant	R	240.000,00	R	160.000,00	R	160.000,00	R	-
Expenses	R	-240.000,00	R	-160.000,00	R	-160.000,00	R	-
Net income / (loss)		-	R	-	R	- -	R	-
Sustainable Wine Tourism								
Municipal grant	R	700.000,00	R	466.666,67	R	405.000,00	R	61.666,67
Expenses	R	-700.000,00	R	-466.666,67	R	-405.000,00	R	-61.666,67
Net income / (loss)		-	R	-	R	- -	R	-
Tasting Stellenbosch								
Municipal grant	R	100.000,00	R	66.666,67	R	67.000,00	R	-333,33
Expenses	R	-100.000,00	R	-66.666,67	R	-32.000,00	R	-34.666,67
Net income / (loss)		-	R	-	R	35.000,00	R	-35.000,00
Stay in Stellenbosch								
Municipal grant	R	100.000,00	R	66.666,67	R	70.000,00	R	-3.333,33
Expenses	R	-100.000,00	R	66.666,67	R	-40.000,00	R	106.666,67
Net income / (loss)		-	R	133.333,33	R	30.000,00	R	103.333,33
Meet in Stellenbosch								
Municipal grant	R	150.000,00	R	100.000,00	R	110.000,00	R	-10.000,00
Expenses	R	-150.000,00	R	-100.000,00	R	-130.000,00	R	30.000,00
Net income / (loss)		-	R	-	R	-20.000,00	R	20.000,00
Tourism Intelligence Stellenbosch								
Municipal grant	R	100.000,00	R	66.666,67	R	-	R	66.666,67
Expenses	R	-100.000,00	R	-66.666,67	R	-	R	-
Net income / (loss)		-	R	-	R	- -	R	66.666,67

Visit Stellenbosch

Management Statements for the period 01/07/2019 – 29/02/2020

	Budget for the period 01/07/2019 to 30/06/2020		Budget for the period 01/07/2019 to 29/02/2020		Actual for the period 01/07/2019 to 29/02/2020		Variance for the period 01/07/2019 to 29/02/2020	
Note								
Projects								
Play Stellenbosch								
Municipal grant	R	80.000,00	R	53.333,33	R	-	R	53.333,33
Expenses	R	-80.000,00	R	-53.333,33	R	-	R	-
Net income / (loss)		-	R	-	R	-	R	53.333,33
Visit Stellenbosch Visitor Centre								
Municipal grant	R	1.000.000,00	R	666.666,67	R	681.182,10	R	-14.515,43
Expenses	R	-1.000.000,00	R	-666.666,67	R	-700.182,08	R	33.515,41
Net income / (loss)		-	R	-	R	-18.999,98	R	18.999,98

B. Amount carried over to 01/03/2020

R 996.328,92

R -1.532.182,08

Visit Stellenbosch

Management Statements for the period 01/07/2019 – 31/01/2020

	Budget for the period 01/07/2019 to 30/06/2020		Budget for the period 01/07/2019 to 31/01/2020		Actual for the period 01/07/2019 to 31/01/2020		Variance for the period 01/07/2019 to 31/01/2020	
Note								
Projects								
StakeHolder Alignment								
Municipal grant - Stakeholder Alignment	R	65.000,00	R	65.000,00	R	65.000,00	R	-
Expenses	R	-65.000,00	R	-65.000,00	R	-65.000,00	R	-
Net income / (loss)		-	R	-	R	-	R	-
Social Development								
Municipal grant	R	240.000,00	R	140.000,00	R	140.000,00	R	-
Expenses	R	-240.000,00	R	-140.000,00	R	-140.000,00	R	-
Net income / (loss)		-	R	-	R	-	R	-
Stellenbosch Wine Tourism								
Municipal grant	R	700.000,00	R	408.333,33	R	235.000,00	R	173.333,33
Expenses	R	-700.000,00	R	-408.333,33	R	-205.000,00	R	-203.333,33
Net income / (loss)		-	R	-	R	30.000,00	R	-30.000,00
Tasting Stellenbosch								
Municipal grant	R	100.000,00	R	58.333,33	R	58.000,00	R	333,33
Expenses	R	-100.000,00	R	-58.333,33	R	-32.000,00	R	-26.333,33
Net income / (loss)		-	R	-	R	26.000,00	R	-26.000,00
Stay in Stellenbosch								
Municipal grant	R	100.000,00	R	58.333,33	R	62.500,00	R	-4.166,67
Expenses	R	-100.000,00	R	58.333,33	R	-40.000,00	R	98.333,33
Net income / (loss)		-	R	116.666,67	R	22.500,00	R	94.166,67
Meet in Stellenbosch								
Municipal grant	R	150.000,00	R	87.500,00	R	60.000,00	R	27.500,00
Expenses	R	-150.000,00	R	-87.500,00	R	-130.000,00	R	42.500,00
Net income / (loss)		-	R	-	R	-70.000,00	R	70.000,00
Tourism Intelligence Stellenbosch								
Municipal grant	R	100.000,00	R	58.333,33	R	-	R	58.333,33
Expenses	R	-100.000,00	R	-58.333,33	R	-	R	-
Net income / (loss)		-	R	-	R	-	R	58.333,33

Visit Stellenbosch

Management Statements for the period 01/07/2019 – 31/01/2020

		Budget for the period 01/07/2019 to 30/06/2020	Budget for the period 01/07/2019 to 31/01/2020	Actual for the period 01/07/2019 to 31/01/2020	Variance for the period 01/07/2019 to 31/01/2020
Note					
Projects					
Play Stellenbosch					
Municipal grant	R	80.000,00	R 46.666,67	R -	R 46.666,67
Expenses	R	-80.000,00	R -46.666,67	R -	R -
Net income / (loss)		-	R -	R -	R 46.666,67
Visit Stellenbosch Visitor Centre					
Municipal grant	R	1.000.000,00	R 583.333,33	R 601.182,10	R -17.848,76
Expenses	R	-1.000.000,00	R -583.333,33	R -618.182,08	R 34.848,75
Net income / (loss)		-	R -	R -16.999,98	R 16.999,98

B. Balance carried over to 01/02/2020

R 1.298.328,92

R -1.230.182,08

Visit Stellenbosch

Management Statements for the period 01/07/2019 – 31/12/2019

Note	Budget for the period 01/07/2019 to 30/06/2020		Budget for the period 01/07/2019 to 31/12/2020		Actual for the period 01/07/2019 to 31/12/2019		Variance for the period 01/07/2019 to 31/12/2019	
Projects								
Stakeholder Alignment								
Municipal grant - Stakeholder Alignment	R	65.000,00	R	65.000,00	R	65.000,00	R	-
Expenses	R	-65.000,00	R	-65.000,00	R	-65.000,00	R	-
Net income / (loss)		-	R	-	R	- -	R	-
Social Development								
Municipal grant	R	240.000,00	R	120.000,00	R	120.000,00	R	-
Expenses	R	-240.000,00	R	-120.000,00	R	-120.000,00	R	-
Net income / (loss)		-	R	-	R	- -	R	-
Stellenbosch Wine Tourism								
Municipal grant	R	700.000,00	R	350.000,00	R	205.000,00	R	145.000,00
Expenses	R	-700.000,00	R	-350.000,00	R	-145.000,00	R	-205.000,00
Net income / (loss)		-	R	-	R	60.000,00	R	-60.000,00
Tasting Stellenbosch								
Municipal grant	R	100.000,00	R	50.000,00	R	49.000,00	R	1.000,00
Expenses	R	-100.000,00	R	-50.000,00	R	-32.000,00	R	-18.000,00
Net income / (loss)		-	R	-	R	17.000,00	R	-17.000,00
Stay in Stellenbosch								
Municipal grant	R	100.000,00	R	50.000,00	R	55.000,00	R	-5.000,00
Expenses	R	-100.000,00	R	-	R	-40.000,00	R	40.000,00
Net income / (loss)		-	R	50.000,00	R	15.000,00	R	35.000,00
Meet in Stellenbosch								
Municipal grant	R	150.000,00	R	75.000,00	R	50.000,00	R	25.000,00
Expenses	R	-150.000,00	R	-75.000,00	R	-130.000,00	R	55.000,00
Net income / (loss)		-	R	-	R	-80.000,00	R	80.000,00
Tourism Intelligence Stellenbosch								
Municipal grant	R	100.000,00	R	50.000,00	R	-	R	50.000,00
Expenses	R	-100.000,00	R	-50.000,00	R	-	R	-
Net income / (loss)		-	R	-	R	- -	R	50.000,00

Visit Stellenbosch

Management Statements for the period 01/07/2019 – 31/12/2019

		Budget for the period 01/07/2019 to 30/06/2020	Budget for the period 01/07/2019 to 31/12/2020	Actual for the period 01/07/2019 to 31/12/2019	Variance for the period 01/07/2019 to 31/12/2019
Note					
Projects					
Play Stellenbosch					
Municipal grant	R	80.000,00	R	40.000,00	R - 40.000,00
Expenses	R	-80.000,00	R	-40.000,00	R -
Net income / (loss)		-	R	-	R 40.000,00
Visit Stellenbosch Visitor Centre					
Municipal grant	R	1.000.000,00	R	500.000,00	R 521.182,10 R -21.182,10
Expenses	R	-1.000.000,00	R	-500.000,00	R -536.182,08 R 36.182,08
Net income / (loss)		-	R	-	R -14.999,98 R 14.999,98
Balance carried over to 01/01/2020				R	1.460.328,92
				R	-1.068.182,08

Visit Stellenbosch

Management Statements for the period 01/07/2019 – 30/11/2019

	Note	Actual for the period 01/07/2019 to 30/11/2019
Funding received 01/07/2019 - 30/06/2019	R	2.528.511,00
Opening balance 30/11/2019	R	2.064.065,32
Projects		
StakeHolder Alignment		
Municipal grant - Stakeholder Alignment	R	85.000,00
Expenses	R	-76.000,00
Net income / (loss)	R	9.000,00
Social Development		
Municipal grant	R	100.000,00
Expenses	R	-20.000,00
Net income / (loss)	R	80.000,00
Sustainable Wine Tourism		
Municipal grant	R	155.000,00
Expenses	R	-155.000,00
Net income / (loss)	R	- -
Tasting Stellenbosch		
Municipal grant	R	-
Expenses	R	-
Net income / (loss)	R	- -
Stay in Stellenbosch		
Municipal grant	R	-
Expenses	R	-
Net income / (loss)	R	- -
Meet in Stellenbosch		
Municipal grant	R	-
Expenses	R	-
Net income / (loss)	R	- -
Tourism Intelligence Stellenbosch		
Municipal grant	R	15.000,00
Expenses	R	-12.500,00
Net income / (loss)	R	2.500,00

Visit Stellenbosch**Management Statements for the period 01/07/2019 – 30/11/2019**

	Note	Actual for the period 01/07/2019 to 30/11/2019
Funding received 01/07/2019 - 30/06/2019	R	2.528.511,00
Opening balance 30/11/2019	R	2.064.065,32
Projects		
<i>Play Stellenbosch</i>		
<i>Municipal grant</i>	R	-
<i>Expenses</i>	R	-
<i>Net income / (loss)</i>	R	- -
Visit Stellenbosch Visitor Centre		
<i>Municipal grant</i>	R	351.182,10
<i>Expenses</i>	R	-351.182,10
<i>Net income / (loss)</i>	R	-0,00
 Balance carried over to 01/12/2019	 R	 1.449.383,22

Visit Stellenbosch

Management Statements for the period 01/07/2019 – 31/10/2019

			Actual for the period 01/07/2019 to 31/10/2019
	Note		
Projects			
StakeHolder Alignment			
Municipal grant - Stakeholder Alignment		R	65.000,00
Expenses		R	-56.000,00
Net income / (loss)		R	9.000,00
Social Development			
Municipal grant		R	-
Expenses		R	-
Net income / (loss)		R	- -
Sustainable Wine Tourism			
Municipal grant		R	120.000,00
Expenses		R	-115.000,00
Net income / (loss)		R	5.000,00
Tasting Stellenbosch			
Municipal grant		R	-
Expenses		R	-
Net income / (loss)		R	- -
Stay in Stellenbosch			
Municipal grant		R	-
Expenses		R	-
Net income / (loss)		R	- -
Meet in Stellenbosch			
Municipal grant		R	-
Expenses		R	-
Net income / (loss)		R	- -
Tourism Intelligence Stellenbosch			
Municipal grant		R	15.000,00
Expenses		R	-12.500,00
Net income / (loss)		R	2.500,00

Visit Stellenbosch**Management Statements for the period 01/07/2019 – 31/10/2019**

			Actual for the period 01/07/2019 to 31/10/2019
	Note		
Projects			
Play Stellenbosch			
<i>Municipal grant</i>		R	-
<i>Expenses</i>		R	-
<i>Net income / (loss)</i>		R	- -
Visit Stellenbosch Visitor Centre			
<i>Municipal grant</i>		R	280.945,68
<i>Expenses</i>		R	-280.945,68
<i>Net income / (loss)</i>		R	-0,00
Balance carried over to 01/11/2019		R	2.064.065,32

SEKR 01

**Companies and Intellectual Property Commission
Republic of South Africa**

Form CoR 14.1

- This form is issued in terms of section 13 of the Companies Act, 2008, and Regulation 14 of the Companies Regulations, 2011.
- A profit company may be incorporated by an organ of state, or by one or more persons. A non-profit company may be incorporated by an organ of state, a juristic person, or by three or more persons.
- To each of paragraphs 1, 2, 3, 6 and 7, you must select one option, by ticking the appropriate box.
- Annexure A must be completed and attached.
- Annexure B is required only if you tick the 3rd option at paragraph 6.
- Annexure C is required only if you tick the 2nd option at paragraph 7.
- The basic filing fee is R175 if the company's Memorandum of Incorporation is in Form 15.1A or 15.1C, or R475 in any other case.
- An MOI in Form CoR 15.1A, 15.1B, 15.1C, 15.1D or 15.1E or unique to the company must be attached.
- A company is not registered until the Commission has issued a Registration Certificate in Form CoR 14.3.

**Contacting the
Commission**

The Companies and Intellectual
Property Commission of South Africa

Postal Address
PO Box 429
Pretoria 0001
Republic of South Africa
Tel: 086 100 2472

www.cipc.co.za

Notice of Incorporation

SEKR01

Customer Code:

From:

(Name, address and identity or registration number of Incorporator)
(If there are multiple Incorporators, each must be listed. Use a separate sheet.)

Name: JEANNERET MOMBERG

Address: MIDDELVEI WYNLANDGOED, FLAMINGO STREET,
STELLENBOSCH, WESTERN CAPE, 7600

Identity/Reg No: 680716 0026 086

1. The incorporators have incorporated a juristic person to be registered as a:

☐

State Owned Company

☐

Public Company

☐

Personal Liability Company

☐

Private Company

☒

Non Profit Company

2. The incorporation of the company is to take effect on

☒

The date of the registration certificate is issued

☐

, if later than the registration date.

3. The company's first financial year will end on JUNE

4. The company's registered office address is

47 CHURCH STREET, STELLENBOSCH, WESTERN CAPE, 7600

SUITE 224, POSTNET X 5061, STELLENBOSCH, WESTERN CAPE, 7599

5. There are 3 initial directors of the company, as listed in Annexure A.

6. The company name is to be:

☐The company's registration number, followed by the elements
required by section 11 (3).☒The name currently reserved or registered under # 9188276569
for use by SEKRETARI (VISIT STELLENBOSCH)☐The first of the names set out on annexure B that proves to be
eligible, in terms of Regulation 14 (1) (b)(iii).

7. The company's Memorandum of Incorporation, attached in Form

CoR 15.1 E (Indicate form number) or unique ☐ (tick if appropriate)☒

has no provision of the type contemplated in section 15 (2) (b) or (c).

☐has provisions of the type contemplated in section 15 (2) (b) or (c), as
listed in Annexure C.

**I declare that the information in this application is true. If I am not the applicant, I
declare that the Applicant has authorised me to make this application.**

Signature

Date



14 JUNE 2019

For Commission
Use only

Commission file number:

Date filed:

SEKR 01

**Companies and Intellectual Property Commission
Republic of South Africa**

Form CoR 14.1

- This form is issued in terms of section 13 of the Companies Act, 2008, and Regulation 14 of the Companies Regulations, 2011.
- A profit company may be incorporated by an organ of state, or by one or more persons. A non-profit company may be incorporated by an organ of state, a juristic person, or by three or more persons.
- To each of paragraphs 1, 2, 3, 6 and 7, you must select one option, by ticking the appropriate box.
- Annexure A must be completed and attached.
- Annexure B is required only if you tick the 3rd option at paragraph 6.
- Annexure C is required only if you tick the 2nd option at paragraph 7.
- The basic filing fee is R175 if the company's Memorandum of Incorporation is in Form 15.1A or 15.1C, or R475 in any other case.
- An MOI in Form CoR 15.1A, 15.1B, 15.1C, 15.1D or 15.1E or unique to the company must be attached.
- A company is not registered until the Commission has issued a Registration Certificate in Form CoR 14.3.

**Contacting the
Commission**

The Companies and Intellectual
Property Commission of South Africa

Postal Address
PO Box 429
Pretoria 0001
Republic of South Africa
Tel: 086 100 2472

www.cipc.co.za

Notice of Incorporation

Customer Code: **SEKR01**

From:

(Name, address and identity or registration number of Incorporator)
(If there are multiple incorporators, each must be listed. Use a separate sheet.)

Name: **MICHAEL STANSFIELD RATCLIFFE**

Address: **LITTLE WEDGE FARM, IDAS VALLEY, STELLENBOSCH,
WESTERN CAPE, 7600**

Identity/Reg No: **721030 5173 088**

- The incorporators have incorporated a juristic person to be registered as a:

<input type="checkbox"/> State Owned Company	<input type="checkbox"/> Public Company
<input type="checkbox"/> Personal Liability Company	<input type="checkbox"/> Private Company
<input checked="" type="checkbox"/> Non Profit Company	
- The incorporation of the company is to take effect on

<input checked="" type="checkbox"/> The date of the registration certificate is issued	
<input type="checkbox"/>	, if later than the registration date.
- The company's first financial year will end on **JUNE**.
- The company's registered office address is
**47 CHURCH STREET, STELLENBOSCH, WESTERN CAPE, 7600
SUITE 224, POSTNET X 5061, STELLENBOSCH, WESTERN CAPE, 7599**
- There are **3** Initial directors of the company, as listed in Annexure A.
- The company name is to be:

<input type="checkbox"/> The company's registration number, followed by the elements required by section 11 (3).	
<input checked="" type="checkbox"/> The name currently reserved or registered under # 9188276569 for use by SEKRETARI (VISIT STELLENBOSCH)	
<input type="checkbox"/> The first of the names set out on annexure B that proves to be eligible, in terms of Regulation 14 (1) (b)(iii).	
- The company's Memorandum of Incorporation, attached in Form
CoR **15.1 E** (Indicate form number) or unique ☐ (tick if appropriate)
☒ has no provision of the type contemplated in section 15 (2) (b) or (c).
☐ has provisions of the type contemplated in section 15 (2) (b) or (c), as listed in Annexure C.

I declare that the information in this application is true. If I am not the applicant, I declare that the Applicant has authorised me to make this application.

Signature

Date



14 JUNE 2019

For Commission
Use only

Commission file number:

Date filed:

FINANCIAL STATEMENTS

SEKR 01

**Companies and Intellectual Property Commission
Republic of South Africa**

Form CoR 14.1

- This form is issued in terms of section 13 of the Companies Act, 2008, and Regulation 14 of the Companies Regulations, 2011.
- A profit company may be incorporated by an organ of state, or by one or more persons. A non-profit company may be incorporated by an organ of state, a juristic person, or by three or more persons.
- To each of paragraphs 1, 2, 3, 6 and 7, you must select one option, by ticking the appropriate box.
- Annexure A must be completed and attached.
- Annexure B is required only if you tick the 3rd option at paragraph 6.
- Annexure C is required only if you tick the 2nd option at paragraph 7.
- The basic filing fee is R175 if the company's Memorandum of Incorporation is in Form 15.1A or 15.1C, or R475 in any other case.
- An MOI in Form CoR 15.1A, 15.1B, 15.1C, 15.1D or 15.1E or unique to the company must be attached.
- A company is not registered until the Commission has issued a Registration Certificate in Form CoR 14.3.

**Contacting the
Commission**

The Companies and Intellectual
Property Commission of South Africa

Postal Address
PO Box 429
Pretoria 0001
Republic of South Africa
Tel: 086 100 2472

www.cipc.co.za

Notice of Incorporation

SEKR01

Customer Code:

From:

*(Name, address and identity or registration number of Incorporator)
(If there are multiple Incorporators, each must be listed. Use a separate sheet.)*

Name: JAKOBUS WILHELM BASSON

Address: KLEINE ZALZE ESTATE, STELLENBOSCH,
WESTERN CAPE, 7600

Identity/Reg No: 580704 5119 081

- The incorporators have incorporated a juristic person to be registered as a:

<input type="checkbox"/> State Owned Company	<input type="checkbox"/> Public Company
<input type="checkbox"/> Personal Liability Company	<input type="checkbox"/> Private Company
<input checked="" type="checkbox"/> Non Profit Company	
- The incorporation of the company is to take effect on

<input checked="" type="checkbox"/> The date of the registration certificate is issued	
<input type="checkbox"/>	, if later than the registration date.
- The company's first financial year will end on JUNE.
- The company's registered office address is
47 CHURCH STREET, STELLENBOSCH, WESTERN CAPE, 7600
SUITE 224, POSTNET X 5061, STELLENBOSCH, WESTERN CAPE, 7599
- There are 3 initial directors of the company, as listed in Annexure A.
- The company name is to be:

<input type="checkbox"/> The company's registration number, followed by the elements required by section 11 (3).	
<input checked="" type="checkbox"/> The name currently reserved or registered under # <u>9188276569</u> for use by <u>SEKRETARI (VISIT STELLENBOSCH)</u>	
<input type="checkbox"/> The first of the names set out on annexure B that proves to be eligible, in terms of Regulation 14 (1) (b)(iii).	
- The company's Memorandum of Incorporation, attached in Form
CoR 15.1 E (indicate form number) or unique ☐ (tick if appropriate)
☒ has no provision of the type contemplated in section 15 (2) (b) or (c).
☐ has provisions of the type contemplated in section 15 (2) (b) or (c), as listed in Annexure C.

I declare that the information in this application is true. If I am not the applicant, I declare that the Applicant has authorised me to make this application.

Signature

Date



14 JUNE 2019

For Commission
Use only

Commission file number:

Date filed:

SEKR 01

**Companies and Intellectual Property Commission
Republic of South Africa**

Form CoR 14.1**Annexure A**

- This form is issued in terms of section 13 of the Companies Act, 2008, and Regulation 14 of the Companies Regulation, 2011.
- Annexure A must be completed and attached to the Notice of Incorporation when it is filed.
- A public company, or a state owned company, must have at least 3 initial directors.
- A non-profit company must have at least 3 initial directors.
- A private company, or a personal liability company, must have at least 1 initial director.
- A company is not registered until the Commission has issued a Registration Certificate in Form CoR 14.3

**Contacting the
Commission**

The Companies and Intellectual
Property Commission of South Africa

Postal Address
PO Box 429
Pretoria
0001
Republic of South Africa
Tel: 086 100 2472

www.cipc.co.za

**Notice of Incorporation
Initial Directors of the Company**

The incorporators confirm that each person named below has consented to being appointed in terms of section 66 (7) (b) as a director of the company, whose Memorandum of Incorporation is attached.

Full name / former name, if any: **MICHAEL STANSFIELD RATCLIFFE**

Identity number: **7210305173088**

Nationality: **SOUTH AFRICA**

Passport number, if not South African: **NA**

Date of appointment: **DATE OF INCORPORATION**

Designation in the company: **DIRECTOR**

Residential address: **LITTLE WEDGE FARM, IDAS VALLEY,
STELLENBOSCH, WESTERN CAPE, 7600**

Business address: **VILAFONTÉ, UNIT 7C, BOSMANS CROSSING,
LOWER DORP STREET, STELLENBOSCH, 7600**

Postal address: **VILAFONTÉ, UNIT 7C, BOSMANS CROSSING,
LOWER DORP STREET, STELLENBOSCH, 7600**

Occupation: **FARMER**

South African resident: **YES** (Yes) (No)

For Commission
Use only

Commission file number:

Date filed:

SEKR 01

**Companies and Intellectual Property Commission
Republic of South Africa**

Form CoR 14.1**Annexure A**

- This form is issued in terms of section 13 of the Companies Act, 2008, and Regulation 14 of the Companies Regulation, 2011.
- Annexure A must be completed and attached to the Notice of Incorporation when it is filed.
- A public company, or a state owned company, must have at least 3 initial directors.
- A non-profit company must have at least 3 initial directors.
- A private company, or a personal liability company, must have at least 1 initial director.
- A company is not registered until the Commission has issued a Registration Certificate in Form CoR 14.3

**Contacting the
Commission**

The Companies and Intellectual
Property Commission of South Africa

Postal Address
PO Box 429
Pretoria
0001
Republic of South Africa
Tel: 086 100 2472

www.cipc.co.za

**Notice of Incorporation
Initial Directors of the Company**

The incorporators confirm that each person named below has consented to being appointed in terms of section 66 (7) (b) as a director of the company, whose Memorandum of Incorporation is attached.

Full name / former name, if any: JEANNERET MOMBERG

Identity number: 6807160026086

Nationality: SOUTH AFRICA

Passport number, if not South African: NA

Date of appointment: DATE OF INCORPORATION

Designation in the company: DIRECTOR

Residential address: MIDDELVLEI WYNLANDGOED, FLAMINGO STREET
STELLENBOSCH, WESTERN CAPE, 7600

Business address: AS ABOVE

Postal address: PO BOX 66, STELLENBOSCH, 7600

Occupation: WINE PRODUCER

South African resident: YES (Yes) _____ (No)

**For Commission
Use only**

Commission file number:

Date filed:

SEKR 01

**Companies and Intellectual Property Commission
Republic of South Africa**

Form CoR 14.1**Annexure A**

- This form is issued in terms of section 13 of the Companies Act, 2008, and Regulation 14 of the Companies Regulation, 2011.
- Annexure A must be completed and attached to the Notice of Incorporation when it is filed.
- A public company, or a state owned company, must have at least 3 initial directors.
- A non-profit company must have at least 3 initial directors.
- A private company, or a personal liability company, must have at least 1 initial director.
- A company is not registered until the Commission has issued a Registration Certificate in Form CoR 14.3

**Contacting the
Commission**

The Companies and Intellectual
Property Commission of South Africa

Postal Address
PO Box 429
Pretoria
0001
Republic of South Africa
Tel: 086 100 2472

www.cipc.co.za

**Notice of Incorporation
Initial Directors of the Company**

The incorporators confirm that each person named below has consented to being appointed in terms of section 66 (7) (b) as a director of the company, whose Memorandum of Incorporation is attached.

Full name / former name, if any: JAKOBUS WILHELM BASSON

Identity number: 5807045119081

Nationality: SOUTH AFRICA

Passport number, if not South African: NA

Date of appointment: DATE OF INCORPORATION

Designation in the company: DIRECTOR

Residential address: KLEINE ZALZE ESTATE, STELLENBOSCH,
WESTERN CAPE, 7600

Business address: AS ABOVE

Postal address: PO BOX 12837, DIE BOORD, 7613

Occupation: WINE PRODUCER

South African resident: YES (Yes) _____ (No)

**For Commission
Use only**

Commission file number:

Date filed:

COR9.4



Companies and Intellectual
Property Commission

Republiek van Suid-Afrika

Date: 14/06/2019

Our Reference: 9188276569

CATHERINA DORA DU PLESSIS
E-mail: INFO@SEKRETARI.CO.ZA
P O BOX 14195
LYTTTELTON
LYTTTELTON
0140

Confirmation Notice of Name Reservation

We have received a COR9.1 from you dated 14/06/2019.

The names proposed on the form were compared to our database and the results of the comparison are listed below:

1 VISIT STELLENBOSCH

Clear

This notice confirms that the name 'VISIT STELLENBOSCH' has been reserved in the name of the applicant from 14/06/2019 to 14/12/2019 under reservation number 9188276569.

Notice:

This notice is issued in terms of Regulation 9, 10 or 11 of the Companies Regulations, 2011.

In terms of sections 12 (3) (b), and 160 of the Companies Act, 2008, any person with an interest in the use of the reserved name, or registered defensive name, as set out in this Notice, may apply to the Companies Tribunal for an order confirming or varying this Notice in whole or in part, or setting aside this Notice and directing the Commission to cancel the reservation, or defensive registration, of the name.

An application to the Companies Tribunal as discussed above may be made in Form CTR 142 any time within 3 months after the date on which that person received a copy of this Notice, or later with leave of the Tribunal for good cause.

Yours truly

Commissioner

AON AON



The Companies and Intellectual Property Commission

of South Africa

P.O. BOX 429, PRETORIA, 0001, Republic of South Africa. Docex 256, PRETORIA.

Call Centre Tel 068 100 2472, Website www.cipc.co.za



REPUBLIC OF SOUTH AFRICA
NATIONAL IDENTITY CARD

Surname:
BASSON
First Name:
JAKOBUS WILHELM
Sex:
M
Nationality:
RSA
Identity Number:
68070451190R1
Date of Birth:
04 JUL 1958
Country of Birth:
RSA
Status:
CITIZEN



Signature

[Signature]



ID

Conditions:

This card has been issued by the
Department of Home Affairs in terms of the
Identification Act, Act 68 of 1997

If found please return to the Department of Home Affairs
For a reply or verification 0120000000 or 0800 00 11 90

Date of Issue:

17 APR 2019



110477878



[Signature]

BEATRICE HILL
KOMMISSARIS VAN EDE
COMMISSIONER OF OATHS
CLUVER MARKOTTER ING/INC
PRAKTYSERENDE PROKUREUR RSA/ PRACTICING ATTORNEY RSA
NR 22952
CLUVER MARKOTTER GEBOU / BUILDING
MEULSTRAAT / MILL STREET
STELLENBOSCH

14 JUN 2019

GESERTIFISEER 'N WARE AFSCRIF VAN DIE OORSPRONKLIKE.
CERTIFIED A TRUE COPY OF THE ORIGINAL.


**REPUBLIC OF SOUTH AFRICA
NATIONAL IDENTITY CARD**

Surname:
VAN ZIJL
Names
JOHANNA JACOMINA
Sex:
F
Nationality:
RSA
Identity Number:
7710190003084
Date of Birth:
19 OCT 1977
Country of Birth:
RSA
Status:
CITIZEN



Signature



Conditions:

This card has been issued by the
Department of Home Affairs in terms of the
Identification Act, Act 68 of 1997

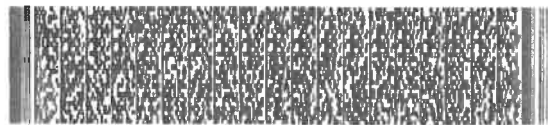
If found please return to the Department of Home Affairs
For enquiry or verification purposes contact 0800 60 11 90

Date of Issue:

22 SEP 2018



108759298



Gesertifiseer 'n ware afskrif van die oorspronklike dokument. Daar is
geen aanduiding dat die oorspronklike dokument deur onregmatige
persone gewysig is nie.

Certified a true copy of the original document. There is no indication
that the original document had been altered by unauthorised persons.

Signature:

Kommissaris van eede / Commissioner of oaths
Edith Jessie Wilkins (Bestuurder / Manager)
Bldg 30, Ground Floor, Oxford Business Park
3 Bauhinia St, Highveld Techno Park

Verwysing / Reference: 614413 / JAB:Retro (24/10/2018)

Date:

10 APR 2019


**REPUBLIC OF SOUTH AFRICA
NATIONAL IDENTITY CARD**

Surname:
DU PLESSIS
Names:
CATHERINA DORA
Sex:
F
Nationality:
RSA
Identity Number:
6212200167084
Date of Birth:
20 DEC 1962
Country of Birth:
RSA
Status:
CITIZEN



Signature:



Conditions:

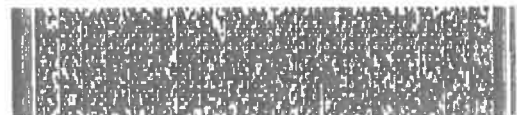
This card has been issued by the
Department of Home Affairs in terms of the
Identification Act, Act 68 of 1997

If found please return to the Department of Home Affairs
For enquiry or verification purposes contact 0800 80 11 80

Date of Issue:

28 MAY 2018

107794331



Gesertifiseer 'n ware afskrif van die oorspronklike dokument. Daar is
geen aanduiding dat die oorspronklike dokument deur onregmatige
persone gewysig is nie.

Certified a true copy of the original document. There is no indication
that the original document has been altered by unauthorized persons.

Signature:

Kommissaris van eede / Commissioner of oaths
Edith Jessie Wilkins (Bestuurder / Manager)
Bldg 30, Ground Floor, Oxford Business Park
3 Bauhinia St, Highveld Techno Park

Verwysing / Reference EW417 / 10 Pretoria (24/10/2010)

Date:

25 MAR 2018

POWER OF ATTORNEY TO REGISTER A NEW COMPANY

I / We, the undersigned directors

<u>MICHAEL STANFELD DATCLIFFE</u>	ID	<u>7210305173088</u>
<u>Jeanneret Momberg</u>	ID	<u>6807160026086</u>
<u>Jakobus W Basson</u>	ID	<u>5807045119081</u>
_____	ID	_____
_____	ID	_____
_____	ID	_____

hereby appoint CATHERINA DORA DU PLESSIS / EDITH JESSIE WILKINS / JOHANNA JACOMINA VAN ZIJL with power of substitution, to be my/our lawful agent and on my/our behalf:

1. Register a new company Visit Stellenbosch NPC
2. draw, complete, sign, amends or substitute the Memorandum and Articles of Association and such documents and forms (in particular form CoR9.1 (if required), CoR 14.1; CoR15.1 E, as may be required for purpose of the registration or by the Registrar of Companies;
3. Lodge and uplift all documents as may be required by the Registrar of Companies.

AND IN GENERAL for effecting the purposes aforesaid, to do or cause to be done whatever shall be requisite, as fully and effectively for all intents and purposes as I/we might or could do if personally present and whatsoever my/our said agent shall lawfully do or cause to be done.

SIGNED AT Stellenbosch on 12 June 2019

AS WITNESS:

M.S. DATCLIFFE
J. Momberg
JW. BASSON

DIRECTOR SIGNATURES:

[Signature]
[Signature]
[Signature]

MEMORANDUM OF INCORPORATION

of

VISIT STELLENBOSCH NPC

A NON-PROFIT COMPANY WITH MEMBERS




(hereinafter "the Company")

1. OBJECTS OF THE COMPANY

The Company is a non-profit company with members, with the objects as set out in Schedule A hereto.

2. ADOPTION OF MEMORANDUM OF INCORPORATION

This Memorandum of Incorporation was adopted by the incorporators of the Company, in accordance with section 13(1), as evidenced by the following signatures made by each of them, or on their behalf.

NAME OF INCORPORATOR	IDENTITY NUMBER	SIGNATURE	DATE
Michael Stansfield Ratcliffe	721030 5173 08 8		14 JUN 2019
Jeanneret Momberg	680716 0026 08 6		14 JUN 2019
Jakobus Wilhelm Basson	580704 5119 08 1		14 JUN 2019

3. INTERPRETATION

3.1 In this Memorandum of Incorporation –

- 3.1.1 a reference to a section by number refers to the corresponding section of the Companies Act, No. 71 of 2008 (as amended) (hereinafter "the Act");
- 3.1.2 words that are defined in the Act bear the same meaning in this Memorandum as in the Act; and
- 3.1.3 words appearing to the right of an optional check line are void unless that line contains a mark to indicate that it has been chosen as the applicable option.

3.2 The Schedule(s) attached to this Memorandum are part of the Memorandum of Incorporation.

4. INCORPORATION AND JURISTIC PERSONALITY

- 4.1 The Company is incorporated as a Non-Profit company, as defined in the Act.
- 4.2 The Company is incorporated in accordance with, and governed by–
 - 4.2.1 the unalterable provisions of the Companies Act, 2008 that are applicable to Non-Profit companies;
 - 4.2.2 the alterable provisions of the Companies Act, 2008 that are applicable to Non-Profit companies, subject to any limitation, extension, variation or substitution set out in this Memorandum; and
 - 4.2.3 the provisions of this Memorandum of Incorporation.

5. POWERS OF THE COMPANY

- 5.1 The Company has all of the legal powers and capacity contemplated in the Act, and no provision contained in this Memorandum of Incorporation should be interpreted as limiting or restricting those powers in any way whatsoever.
- 5.2 The legal powers and capacity of the Company are not subject to any restrictions, limitation or qualifications, as contemplated in section 19(1) (b) (ii).
- 5.3 The company is not subject to any provisions contemplated in Section 15(2) (b) or (c).
- 5.4 Upon winding up, deregistration or dissolution, the assets of the Company remaining after satisfaction of all its liabilities shall be transferred to some other association or intuition having similar objects, or failing such determination, by the Court.
- 5.5 The power of the Company is limited by the tax conditions as contemplated in terms of section 30 of the Income Tax Act of 1962 (hereinafter "ITA") in terms whereof the Company will:
 - 5.5.1 submit to the Commissioner for the South African Revenue Service a copy of any amendment to the Memorandum of Incorporation for the Company within 30 (thirty) days of such amendment;
 - 5.5.2 not pay any remuneration to any employee, office bearer, member or other person, which is excessive, having regard to what is generally considered reasonable in the sector and in relation to the service rendered;

5.5.3 has not and will not use its resources directly or indirectly to support, advance or oppose any political party; and

5.5.4 comply with such reporting requirements as may be determined by the Commissioner for the South African Revenue Service.

5.6 The Company is not knowingly and will not knowingly become a party to, and does not knowingly and will not knowingly permit itself to be used as part of an impermissible avoidance arrangement contemplated in Part IIA of Chapter III, or a transaction, operation or scheme contemplated in section 103(5) of the ITA.

6. OPTIONAL PROVISIONS

The Company does not elect, in terms of Section 34(2), to comply voluntarily with the extended accountability provisions set out in Chapter 3 of the Act.

7. MEMBERS OF THE COMPANY

The Company has members who are all in a single class, being voting members, each of whom has one vote in any matter to be decided by the members of the Company.

8. MEMBERS' AUTHORITY TO ACT

If, at any time, every member of the Company is also a director as contemplated in section 57(4), the authority of the members to act without notice or compliance with any other internal formalities is not limited or restricted by this Memorandum of Incorporation.

9. MEMBERS' RIGHT TO INFORMATION

In addition to the rights to access information set out in section 26 (1), membership shall confer upon each member the right to:

9.1 nominate and elect the directors of the Company;

9.2 receive copies of the annual financial statements of the Company; and

9.3 receive notice of, attend, speak and vote at a general meeting of the Company.

10. PROXIES AND REPRESENTATIVES

- 10.1 A member entitled to vote at a meeting may at any time appoint one or more persons in the alternative to each other as his proxy to attend, speak and vote at a meeting on his behalf.
- 10.2 A proxy need not be a member of the Company.
- 10.3 The instrument appointing a proxy shall be in writing or, if the appointer is a body corporate, under the hand of the authorised representative. A proxy need not be witnesses. Whether he is himself a member or not, the holder of a general or special power of attorney given by a member shall, if duly authorised under that power to attend and take part in meeting and proceedings of the Company, be entitled to attend general meeting and to vote thereat.
- 10.4 A form of proxy may be issued at the company's expense only if it is sent to all members who are entitled to attend and vote at a meeting to which the proxy form relates.
- 10.5 The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed, (or a notarially certified copy of such power of authority, shall be deposited at the office not less than 48 (forty-eight) hours before the time for the holding of the meeting. A form of power of attorney or proxy shall be invalid if the Article is not complied with.
- 10.6 Unless the contrary is stated, the form appointing a proxy shall be valid for each adjournment of a meeting to which it relates.
- 10.7 No instrument appointing a proxy shall be valid after the expiration of 6 (six) months from the date on which it was signed unless specifically states to the contrary in the instrument of proxy itself.
- 10.8 The instrument appointing a proxy may be in any usual or common form approved by the directors but shall be so worded that the holder thereof may vote for, against or abstain from voting on any one or more of the resolutions proposed at the meeting at which the proxy is to be used.
- 10.9 A members' proxy may delegate the proxy's power to another person as set out in section 58(3)(b).
- 10.10 The authority of a member's proxy to decide without direction from the member whether to exercise, or abstain from exercising any voting right of the member, as set out in section 58 (7) is not limited or restricted by this Memorandum of Incorporation.

11. RECORD DATE FOR EXERCISE OF MEMBERS RIGHTS

If, at any time, the Company's Board of Directors fails to determine a record date as contemplated in section 59, the record date for the relevant matter is as determined in accordance with section 59 (3).

12. MEMBERS ACTING OTHER THAN AT A MEETING

Subject to the provisions of the Act, a resolution in writing signed by the majority of the member entitled to receive notice and to attend and vote at the meeting shall be as valid and effective as if it had been passed at a meeting duly called and constituted. A resolution in terms of this Article may consist of several documents of the same form, each of which is signed by one or more members in terms of this Article and shall be deemed to have been passed on the date of signature thereof by the last member entitled to sign same.

13. REQUIREMENT TO HOLD MEETINGS

The Company is required to hold an Annual General Meeting not later than 6 (six) months after the end of each financial year of the Company.

14. MEMBERS RIGHT TO REQUIRE A MEETING

The right of members to require a meeting, as set out in Section 61(3), may be exercised by at least 10% of the voting members, as provided for in that section.

15. LOCATION OF MEMBERS MEETINGS

The authority of the Company's Board of Directors to determine the location of any members meeting as set out in section 61(9) is not limited or restricted by this Memorandum of Incorporation.

16. NOTICE OF MEMBERS MEETINGS

The minimum number of days for the Company to deliver a notice of a members meeting to the members, as required by section 62, is 15 business days before the meeting is to begin.

17. ELECTRONIC PARTICIPATION IN MEMBERS MEETING

The authority of the Company to conduct a meeting entirely by electronic communication, or to provide for participation in a meeting by electronic communication as set out in section 63 is not limited or restricted by this Memorandum of Incorporation.

18. QUORUM FOR MEMBERS MEETINGS

- 18.1 The quorum requirements for any members meeting to begin, or for a matter to be considered are 25 (twenty five percent) members present and entitled to vote, of which at least 2 (two) shall be directors of the Company.
- 18.2 If within half an hour after the time appointed for the meeting a quorum is not present, the meeting shall be adjourned to 7 (seven) days later.
- 18.3 The authority of a meeting to continue to consider a matter, as set out in section 64(9) is restricted.
- 18.4 The maximum period allowable for an adjournment of a members meeting is as set out in section 64 (12).

19. MEMBERS RESOLUTIONS

- 19.1 For an ordinary resolution to be adopted at a members meeting, it must be supported by more than 50% of the members who voted on the resolution, as provided in section 65 (7).
- 19.2 For a special resolution to be adopted at a members meeting, it must be supported by at least 75% of the members who voted on the resolution, as provided in section 65(7).
- 19.3 No matters, except for those matters set out in section 65(11) require a special resolution adopted at a Members' meeting of the Company.

- 19.4 Subject to the provisions of this Memorandum of Incorporation, no person other than a duly registered member who has paid every sum, if any, which is due and payable to the Company in respect of or arising out of his membership and who is not under suspension, shall be entitled to present or vote on any question at any general meeting.

20. COMPOSITION AND POWERS OF THE BOARD OF DIRECTORS

- 20.1 The Board of Directors of the Company shall comprise of not less than 3 (three) each of whom is to be appointed by the members at the Annual General meeting.
- 20.2 A director need not be a member of the Company.
- 20.3 Each appointed director shall hold office from the date of his appointment until the Annual General meeting following his appointment, at which meeting each director shall be deemed to have retired from office but shall, subject to nomination by a member of the company, be eligible for re-election to the Board of Directors.
- 20.4 In addition to the appointed directors there will be no appointed or ex officio directors as contemplated in section 66 (4).
- 20.5 Apart from satisfying the qualification and eligibility requirements set out in section 69, a person need not satisfy any further eligibility requirements or qualifications to become or remain a director or a prescribed officer of the Company.

21. AUTHORITY OF THE BOARD OF DIRECTORS

The authority of the Company's Board of Directors to manage and direct the business and affairs of the Company, as set out in section 66 (1) is not limited or restricted by the Memorandum of Incorporation.

22. BOARD OF DIRECTORS MEETINGS

- 22.1 The Board has the power to consider any matter and adopt any resolution other than at a meeting as set out in section 74 and, accordingly, any decision that could be voted on at a meeting of the Board may instead be adopted by the written consent of a majority of the Directors, provided that each Director has received notice of the matter to be decided.
- 22.2 The Board of the Company must call a meeting if required so by at least two directors.

- 22.3 The Board has the power to conduct a meeting entirely by Electronic Communication, as set out in section 73(3) provided that the electronic communication facility enables all persons participating in the meeting to communicate concurrently with each other.
- 22.4 The Board may determine the manner and form of providing notice of its meeting as set out in section 73 (4), provided that the notice period for the convening of any meeting of the Board will be at least 7 (seven) days unless the decision of the Directors is required on an urgent basis and agreed on by all directors, in which event the meeting may be called on shorter notice.
- 22.5 The authority of the Company's Board of Directors to proceed with a meeting despite a failure or defect in giving notice of the meeting, as set out in section 73 (5), is not limited or restricted by this Memorandum of Incorporation.
- 22.6 A majority of directors must be present at a meeting before a vote may be called at any meeting and each director has 1 (one) vote on a matter before the Board.

23. INDEMNIFICATION OF DIRECTORS

The Company may:

- 23.1 advance expenses to a Director or prescribed officer or directly or indirectly indemnify a director in respect of the defence of legal proceedings, as set out in Section 78(4);
- 23.2 indemnify a director or prescribed officer in respect of liability as set out in section 78(5); and
- 23.3 purchase insurance to protect the company or a director or prescribed officer as set out in section 78(7).

24. OFFICERS AND COMMITTEES OF THE BOARD

- 24.1 The Board of Directors may appoint any officers it considers necessary to better achieve the objects of the Company.
- 24.2 The authority of the Company's Board of Directors to appoint committees of directors and delegate to any such committee any of the authority of the Board as set out in Section 72(1), or to include in any such committee persons who are not directors, as set out in section 72(2)(a), is not limited or restricted by this Memorandum of Incorporation.

- 24.3 The authority of a committee appointed by the Board as set out in section 72(2) (b) and (c) is not limited or restricted by the Memorandum of Incorporation.

25. ANNUAL FINANCIAL STATEMENTS

A copy of the annual financial statement shall be tabled at the Annual General meeting and shall, not less than 15 (fifteen) days before the date of that meeting, be sent to every member of the Company.

26. NON-PROFIT AND PUBLIC BENEFIT STATUS OF THE COMPANY

- 26.1 The Company's income and property are not distributable to its members or office-bearers, except as reasonable compensation for services rendered.
- 26.2 Subject to the provisions of the Act, the Company's members and office-bearers have no rights in the property or other assets of the organisation solely by virtue of their being members or office-bearers.
- 26.3 The Company's financial transactions must be conducted by means of a banking account held with a bank registered under the Banks Act, 94 of 1990.
- 26.4 Notwithstanding any other provision of this Memorandum, the Company must at all times have at least three directors.
- 26.5 No Director may be a connected person (as contemplated in the ITA) in relation to another Director.
- 26.6 The Company may not directly or indirectly distribute any of its funds to any person otherwise than in the course of undertaking any public benefit activity as defined in the ITA and is required to utilise its funds solely for the object for which it has been established.
- 26.7 The Company may not accept any donation which is recoverable at the instance of the donor for reasons other than a material failure to conform to the designated purposes and conditions of such donation, including any misrepresentation with regard to the tax deductibility thereof in terms of Section 18A of the ITA; provided that a donor (other than a donor which is an approved public benefit organisation as defined in the ITA or an institution board or body which is exempt from tax in terms of Section 10(1)(CA)(i) of the ITA, which has as its sole or principal object the carrying on of any

public activity as defined in the ITA) may not impose conditions which could enable such donor or any connected person in relation to such donor (as contemplated in the ITA) to derive some direct or indirect benefit from the application of such donation.

- 26.8 The Company must submit a copy of each amendment of this Memorandum of Incorporation to the Commissioner of the South African Revenue Service.

27. MEMORANDUM OF INCORPORATION AND COMPANY RULES

- 27.1 This Memorandum of Incorporation of the Company may be altered or amended only in the manner set out in section 16, 17 or 152 (6) (b).
- 27.2 In addition to the above, the Memorandum of Incorporation and Company Rules adopted from time to time may be amended from time to time on an Annual or Special General Meeting.
- 27.3 Subject to any restriction imposed or direction given at an annual general meeting of the Company, the directors may from time to time make rules as set out in Art 15(3) to (5).
- 27.4 The Company may in general meeting vary or modify any rules made by it or by the directors from time to time.
- 27.5 The Board must publish any rules made in terms of Section 15(3) to (5) by delivering a copy of those rules to each member electronically or by ordinary mail.
- 27.6 The Company must publish a notice of any alteration of the Memorandum of Incorporation or the Rules, made in terms of section 17.(1), by delivering a copy of those rules to each director and member by ordinary mail.

SCHEDULE A – OBJECT AND NATURE OF THE COMPANY

A.1 Object and Policies of the Company

A.1.1 The Main Object of the Company will be to perform the functions of the local Tourism Marketing, Tourism Development and Visitor Information Services for Stellenbosch. The objective of the company will focus on an inclusive and future-focused tourism plan for Stellenbosch town and surrounding areas (collectively "Stellenbosch") which will include but not be limited to the following:

- To enhance and uphold the national and international reputation of Stellenbosch.
- To build mutually beneficial strategic, operational and thematic partnerships for Stellenbosch.
- To actively market the town to both local and international visitors and to ensure a quality visitor experience.
- To cultivate visitor satisfaction and loyalty by creating a physical environment that is focused on delivering a quality experience.
- To actively assist all stakeholders (attractions, accommodation providers, conferences, businesses and educational institutions) with excellent service delivery, to become highly competitive and to adopt sustainable practices.
- To provide a world-class visitor information service.
- To build a culture of organisational excellence through strategic management, research, development and stakeholder relations.
- To encourage stakeholders to contribute to a sustainable funding model for the Stellenbosch Brand.
- To promote social cohesion to ensure financial, environmental and social sustainability of Stellenbosch.

A.1.2 The Object of the company complies with the requirements as set out in Section 1 (a) of Schedule 1 of the Act being:

A.1.2.1 a public benefit object; or

- A.1.2.2 an object relating to one or more cultural or social activity, or communal or group interest; and
 - A.1.2.3 is consistent with the principles set out in this Schedule and the Memorandum of Incorporation.
 - A.1.3 The Company applies all of its assets and income, however derived, to advance the main object, as stated, and may:
 - A.1.3.1 acquire and hold securities issued by a profit company; or
 - A.1.3.2 directly or indirectly, alone or with any other person, carries on any business trade of undertaking consistent with of ancillary to its stated object.
 - A.1.4 The Company may not, directly or indirectly, pay any portion of its income or transfer any assets, regardless of how the income or asset was derived, to any incorporator, member, director or person appointing a director of the company, except in the following situations:
 - A.1.4.1 As reasonable remuneration for goods delivered or services rendered to, or at the direction of the company; or
 - A.1.4.2 Reasonable payment of, or reimbursement for, the expenses incurred to advance the stated object of the company;
 - A.1.4.3 As a payment of an amount due and payable by the company in terms of a bona fide agreement between the company and that person;
 - A.1.4.4 As a payment in respect of any rights of that person, to the extent that such rights is administered by the company in order to advance the stated object of the company;
 - A.1.4.5 In respect of any legal obligation binding on the company.
 - A.1.5 Substantially the whole of the Company's funding must be derived from its annual or long-term Members or from appropriation by the government of the Republic in the national, provincial or local sphere.
 - A.1.6 The Company may not have a share or other interest in any business, profession or occupation which is carried on by its Members.

GEREGISTREERDE WOON- EN POSADRES

1. Bewaar die bewys van u GEREGISTREERDE WOON- EN POSADRES in hierdie sakke.

2. Indien u van adres verander het, of indien besonderhede van u huidige adres, by. straatnaam en/of -nommer, ens. verander het, moet die vorm KENNISGEWING VAN ADRESVERANDERING, wat in die sakke agter in die Identiteitsdokument is, gebruik word om die verandering aan te meld en moet di ingedien word by of opges word aan die naaste streek- distrikkantoor van die DEPARTEMENT VAN BINNELANDSE SAKE.

REGISTERED RESIDENTIAL AND POSTAL ADDRESS

1. Keep the proof of your REGISTERED RESIDENTIAL AND POSTAL ADDRESS in this pocket

2. If you have changed your address, or, if particulars of your present address, e.g. name of street and/or street number, etc., have been changed, the NOTICE OF CHANGE OF ADDRESS form in the pocket at the back of the identity document must be used to report the change and it must be handed in at or posted to the nearest regional district office of the DEPARTMENT OF HOME AFFAIRS

I D.No. 721030 5173 08 8



S.A. BURGER/S.A. CITIZEN

VAMISURNAMME

RATCLIFFE

VOORNAME/FORENAME

MICHAEL STANSFIELD

GEBORTE/DATE OF BIRTH

SOUTH AFRICA

GEBORTE/DATE OF BIRTH

1972-10-10



OORLEEF/ISSUED

2009-06-30

VERVAL/EXPIRES

2011-06-30


VERVAL/EXPIRES

2013-06-30

REPRODUCTION OF THE
IDENTITY DOCUMENT OR A
REPRODUCTION OF THE
IDENTITY DOCUMENT

PERSONAL NUMBER 20937466 NAME SGT
W.T. TWASA

SOUTH AFRICAN POLICE SERVICE
CLOUTENVILLE
COMMUNITY SERVICE CENTRE
14 JUN 2010
GEMEENSKAP DE KES' NTRUM
CLOUTENVILLE
SUID-APRIKAANSE POLISIEDIENS

<p>NOTICE OF PERSONAL PARTICULARS</p>	<p>I.D. No. 680716 0026 086</p>
<p>1. Any changes to the personal particulars in your ID Book must be communicated to all relevant parties.</p>	<p>SURNAME MOMBERG</p>
<p>NOTICE OF CHANGE OF ADDRESS</p>	<p>FORENAMES JEANNERET</p>
<p>1. Keep the NOTICE OF CHANGE OF ADDRESS form in this pocket to report a change of address or a change in particular of your present address e.g. name of street and/or street number etc.</p>	<p>COUNTRY OF BIRTH SOUTH WEST AFRICA</p>
<p>2. Hand in at or post to the nearest regional/district office of the DEPARTMENT OF HOME AFFAIRS</p>	<p>DATE OF BIRTH 1958-07-16</p>
	
	<p>DATE ISSUED 2013-06-25</p>
	<p>ISSUED BY AUTHORITY OF THE DIRECTOR GENERAL HOME AFFAIRS</p>

[Signature]

BEATRICE HILL
KOMMISSARIS VAN EDE
COMMISSIONER OF OATHS
CLUVER MARKOTTER ING/INC
PRAKTISERENDE PROKUREUR RSA/ PRACTICING ATTORNEY RSA
NR 22952
CLUVER MARKOTTER GEBOU / BUILDING
MEULSTRAAT / MILL STREET
STELLENBOSCH

14 JUN 2019

GESERTIFISEER 'N WARE AFSKRIF VAN DIE OORSPRONKE.
CERTIFIED A TRUE COPY OF THE ORIGINAL

PROJECT /
PROGRAMME

VISIT STELLENBOSCH

Visit Stellenbosch - Destination Marketing – Performance indicators

Name	Description	Objective	Deliverables	Potential Outcome	Budget	Recommendation
Visit Stellenbosch youth training and employment programme	Youth training and employment in the tourism sector	Actively influence and develop training and employment opportunities for youth by integrating colleges and employers in the tourism sector in Stellenbosch, as a long-term strategy.	Joint strategy with education partners and employers.	Unify tourism training and employment stakeholders to work together towards increased youth employment success.	R120 000	
			Advancement of employer-led training practices and curriculums.			
			Establish formal sector employment channels	Enable colleges and students to meet sector employment expectations.		
			Improve professionalism and service standards of employed youth	Grow youth employment by connecting colleges directly to employer and employment opportunities for graduates.		
		To ensure that learning provided by our partner colleges can proceed during COVID-19.	Online learning and data access support to our partner colleges	Continued learning during COVID-19	R90 000	
			Audio video safety lectures and instructions for broadcast to employees.	Increased safety and ceasing the spread of the virus in places of work.		
		To ensure safety standards for employees that have returned to work.			R20 000	

Name	Description	Objective	Deliverables	Potential Outcome	Budget	Recommendation
Stellenbosch Township and Village social enterprise	Community-based tourism enterprise and trade development.	<p>Actively promote trade and enterprise development by offering Stellenbosch Township and Village support, marketing services, equitable trading conditions and inclusion in the tourism sector.</p> <p>Establish a COVID-19 support fund for informal tourism entrepreneurs in our network.</p>	<p>Integrate existing Stellenbosch Township and Village tourism products into the market</p> <p>Further product development and entrepreneurs training and support</p> <p>Marketing and Sales development</p> <p>Develop income distribution and record keeping of social enterprise towards sustainability</p> <p>Promote trade development and economic justice in the tourism sector</p> <p>To raise funds to enable the payment of stipends for informal entrepreneurs during the COVID-19 pandemic</p>	<p>Ongoing market-readiness development and market integration of 8 Stellenbosch Township and Village products</p> <p>Ongoing enterprise development and new product development in Jamestown, as well tour guide mentoring and training 10 additional tour guides</p> <p>Increased turn-over for service providers of Stellenbosch Township and Village</p> <p>Organisational support and development of the Stellenbosch Township and Village online and financial management systems</p> <p>Growth in market share for community-based tourism entrepreneurs</p> <p>Social alleviation during the crisis</p>	R425,000	

Name	Description	Objective	Deliverables	Potential Outcome	Budget	Recommendation
Social support and advancement of social cohesion during the COVID-19 pandemic	Food security support, local community co-ordinator support and the advancement of social cohesion in Stellenbosch	<p>To support food security in local communities during the COVID-19 pandemic</p> <p>To support local community co-ordinators active in our COVID-19 support efforts by offering mentorship and social support.</p>	<p>Ongoing fundraising and management of the Stellenbosch Unite COVID-19 Aid Action</p> <p>Mentorship and social support programme for community co-ordinators and leaders that are actively involved in the Stellenbosch COVID-19 Aid Action</p>	<p>Financial sustainability of the aid action. Partner management and efficient delivery of aid action.</p> <p>Sustainability of "on the ground" work in the distribution of aid</p> <p>Unified communication to community members and beneficiaries</p> <p>Positive community relationships. Sustainability of community co-ordinators in the programme</p>	R320,000	

Name	Description	Objective	Deliverables	Potential Outcome	Budget	Recommendation
	Sustainable wine tourism strategy (R750,000)	Develop and promote a viable competitive virtual events strategy. Design events to host Post Covid-19 adhering to Regulations. Encourage loyalty for WO Stellenbosch Wines in Stellenbosch Restaurants	A curated year-long programme of events and experiences in lifestyle and purists' formats Stellenbosch Wine Festival in winter programme (wine festival in a box virtual showcase) Series of wine masterclass (Whine School) experiences in off-peak periods. Stellenbosch remains top of mind Increased wine sales via Stellenbosch Wines.	Convert events to a virtual format to fit in with trends around COVID-19. Search (Design) for opportunities to kickstart the economy post COVID-19 More events prolonging tourism season and kickstarting economic recovery Stellenbosch remains top of mind Increased economic impact Skills Development Tourism Product Development PR & Marketing generated		

Tasting Stellenbosch: (R350,000)	<p>Promote and position Stellenbosch as the leading culinary destination in South Africa</p> <p>Promote Stellenbosch (Restaurants) as a caring community, providing meals via local NGO's to creche's and pre-schools</p>	<p>Deliver a series of virtual events to remain top of mind during a time of consumer reluctance to travel</p> <p>Activate a loyalty plan for restaurants and wine farms around Stellenbosch</p> <p>Deliver a Stellenbosch restaurant value added programme to aid in economic recovery process post COVID-19</p> <p>Host "Secret Food Events" in off-peak periods</p> <p>Coordinate and assist Stellenbosch Restaurants with emergency food aid to children in impoverished communities</p>	<p>Redesigned events to address seasonality and kickstart economic recovery phase</p> <p>Special events pulling in locals. Cultivating a "support local" culture. Extracting and all opportunities in extraordinary times.</p> <p>Streamlined promotion of Stellenbosch Wines on branding collateral in and around restaurants in the centre of town</p> <p>Stellenbosch Wines promoted on the menus of Stellenbosch restaurants</p> <p>Secured restaurant offers into Visit Stellenbosch's online platforms to increase bookability</p>	
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	Stay in Stellenbosch: (R350,000)	Kickstart recover and improve Tourism in in the months to come, extending into the winter months	<p>Host a series of adventure / outdoors / treasure hunt weekends.</p> <p>Build more packages in partnership with Inbound Tourism Operators, adhering to regulations but adding irresistible value</p> <p>"Sunday Stays" in Stellenbosch package</p> <p>Aggressive campaign hosting tour operators, media and influencers educational,</p>	<p>Align stakeholders to offer all inclusive, cross sectoral packages</p> <p>Extract maximum benefit from tourists by offering value add packages.</p> <p>Increased PR and Marketing reach</p> <p>Optimise Tourism</p> <p>Increased volumes over-night stays in Stellenbosch during off-peak periods.</p> <p>Bolt accommodation to Visit Stellenbosch's online platforms through Nightsbridge to increase bookability.</p>	
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	Meet in Stellenbosch: (R350,000)	Capitalise on 2nd tier status to Cape Town for MICE and increase to top 5 in Africa in ICCA ranking	<p>Host annual Business Tourism Workshop</p> <p>Host shoulder events to main tourism events in Cape Town & Durban (e.g. WTM and Indaba</p> <p>Develop a dedicated website with MICE info and packages – linked to business desk in VIC</p> <p>Establish business desk in VIC</p>	<p>Reintroduce Stellenbosch as a Business Tourism Hub</p> <p>Launch an online tool for conference organisers. A one-stop shop for delegates to book accommodations, meals, car rental and meals.</p> <p>Assisting organisers with compilation of Bidbooks.</p> <p>Close the value chain and create opportunities for employment</p>	
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<p>Tourism Intelligence: (R200,000)</p>	<p>To better understand and measure the tourism impact on Stellenbosch, and to use tourism intelligence to inform future decision-making and strategies</p>	<p>Articulated measures-of-success and key data metrics for the successful planning and execution of programme activities</p> <p>Appoint strategic research partner</p> <p>Bi-annual visitor surveys and quarterly industry occupancy surveys</p>	<p>Base-lines from where to grow all growth can be measured</p> <p>Communicate data and insights effectively</p>		
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Experience Stellenbosch: (R150,0000)	Make Stellenbosch the destination of choice for sport, adventure and outdoor enthusiasts	Position Jonkershoek as a 2 nd tier destination to Table Mountain National Park. Build it into the chrome of the overall marketing message of Visit Stellenbosch An easy-to-use cycling and hiking map for the area Host "Wild Weekends" in off-peak periods Re-ignite "Last Thursdays / First Fridays A support function for art major exhibitions, galleries and museums "	<p>Closer links with the University, SAS and others to promote sport opportunities and events</p> <p>Consolidated marketing efforts</p> <p>Increased sports tourism</p> <p>Winter programmes extend sports tourism season</p> <p>Skills development Increased marketing exposure</p> <p>A united cycling initiative and organisations under an umbrella body to promote cycling activities and events in and around town</p> <p>Bolt activity offers into Visit Stellenbosch's online platforms for increased bookability</p>	
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Visit Stellenbosch - Visitor Information Centre and Office

Name	Description	Objective	Deliverables	Potential Outcome	Budget	Recommendation
Visitor Centre	Offer and operate a Visitor Information Centre providing frictionless visitor Experience	To delivery excellent Visitor Services (Staff included: Destination Manager, Wine and & Tourism Desks, MICE desk, Events Advisory services, information consultants)	Up to date local products/supplier information database Tourism Awareness Training Customer Services Training Mystery Shopper Programme implementation Contuous development of packages according to themes. Educational	World class information centre Increased service levels Increased desirability of Stellenbosch destination One-stop shop for all - inclusive information related to wine, and tourism, events assistance and book ability Track and report on service	2,340,000.00	
		Expanded Membership programme Support Member Transformation and -initiatives	Increased member product sales Member business development and networking sessions Measure and communicate success	Increased opportunities Economic growth Community building and increased collaboration/cohesion amongst stakeholders / products and services.		

Visitor Information and experience centre	To provide a modern (tourism) information online service	Easy to use, convenient, practical and helpful source of information	Adds value to members and service providers for Stellenbosch.	180,000.00	
	Inclusive calendar of events and happenings Comprehensive list and listings for Members' products and services relating to tourism and tourism infrastructure Booking portal	An up to date and online calendar Design and develop a smart booking portal enabling direct, online booking facilities Track and analyse data	Ability to implement low season strategy Bid for events in low season Smart data is critical to planning and strategizing of the destination Increased income for the region Additional income stream for visitor centre		
Website: Providing a destination marketing portal with a booking portal					

Name	Description	Objective	Deliverables	Potential Outcome	Budget	Recommendation
Visit Stellenbosch (Integrated marketing approach for Tourism in Stellenbosch)	Support, Restart and Re-Image Tourism for Stellenbosch and its Tourism Sector	Produce an economic recovery and support plan for the tourism sector	Delivery a toolkit Best practices guide Health and Safety Training Mentorship and guidance	Develop an integrated and streamlined support system Provide verified Information regarding resources, and announcements		

VISIT
STELLENBOSCH

AN UNIFIED DESTINATION
MARKETING APPROACH
FOR STELLENBOSCH

2020/2021

Strategic Business Plan

2020/2021

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VISIT STELLENBOSCH

About

Visit Stellenbosch, the official DMO for Stellenbosch, **connects all aspects of tourism and social development initiatives** to create a compelling and unique place experience for locals and visitors throughout the year.

Centralising the operational functions and resources of Stellenbosch stakeholders in wine, tourism, food and business, social economic development, among other sectors, Visit Stellenbosch's long-term tourism plan is aimed at improving service excellence, driving tourism innovation and enhancing the place experience for locals and visitors alike.

At the heart of this lies a determined, focus on tourism-led social solutions, specifically in terms of job creation and skills improvement and enterprise development.

Visit Stellenbosch is committed to bringing about **sustainable and measurable economic growth through tourism**. An enlarged and accelerated tourism sector will support more enterprises and subsequently more employment and trade opportunities.

Our goal is to create 5 000 new jobs in the tourism and experience economy in Stellenbosch in the next 5 years. This can be achieved, not only by inspiring visitors to stay longer, do more and visit us again, but also to also drive a targeted and focussed effort on social and entrepreneurial improving for all in our extended communities.

Visit Stellenbosch will implement a long-term destination strategy to maximise the tourism potential with concrete and realistic metrics/milestones for monitoring and evaluation over time. These measures-of-success / KPIs (for sectors, stakeholders, residents and visitors) will guide the effective planning of programmes and activities to ensure that we meaningfully invest resources for maximum impact.

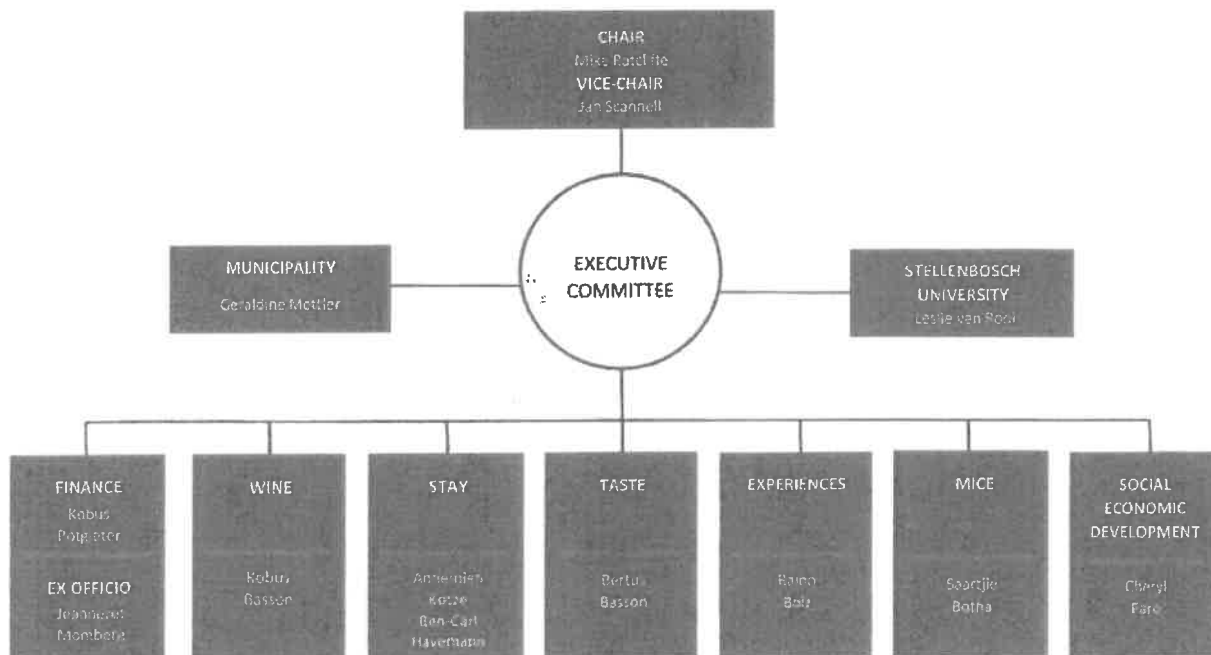


Corporate Governance and Institutional Development

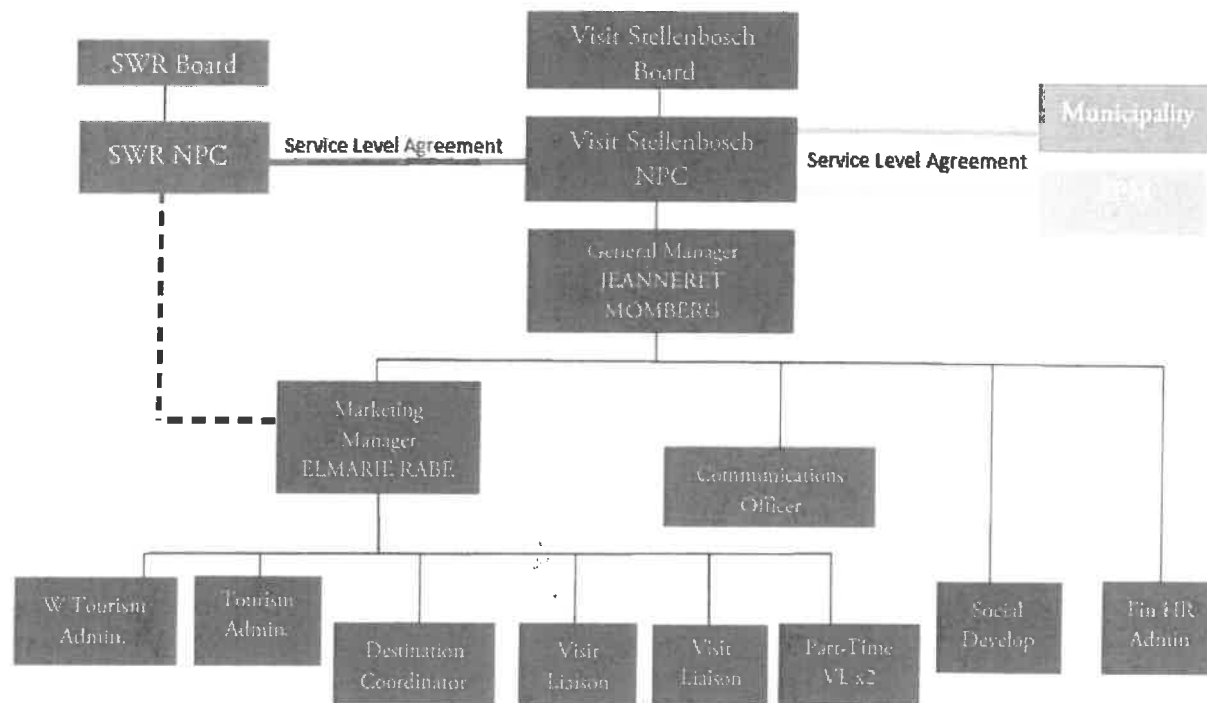
Visit Stellenbosch has a healthy financial cash flow status and is overseen by a financial committee, and represented on the Board. The board consists of directors representing each of the tourism sectors.

Board meetings are held every three months and Monthly Management Reports are circulated to all directors.

Visit Stellenbosch Board Structure



Stellenbosch is a diverse, authentic destination, which exudes tangible warmth and generosity, and is driven by to ensure sustainable growth and benefits to all communities.



Visit Stellenbosch will meaningfully invest resources with board approval that:

- enable productive team dynamics,
- and projects to flourish.

Visit Stellenbosch adheres to all labour and operational requirements and will continually review and enhance HR policies.

Visit Stellenbosch will continue to deliver industry orientation and service excellence training through a reputable service provides for the skills development programmes we promote.

Visit Stellenbosch will also continue to work with educational institutions by providing opportunities for their students to do either job shadowing or in-service training.

Our Vision for Stellenbosch

Visit Stellenbosch established a destination marketing function and brand that encompasses all aspects of the tourism economy in Stellenbosch.

This brand goes beyond our history and scenery and captures the energy and soul of Stellenbosch – a place where people come to discover, learn, create, start up, launch and bring into being.

Visit Stellenbosch embraces this spirit of advancement by creating shareable moments for locals and visitors, representative of a town that celebrates its past, but is also passionate about its future as a dynamic, youthful hub of innovation. Our aim is to create 5 000 new jobs in the tourism and experience economy in Stellenbosch in the next 5 years by inspiring visitors to stay longer, do more and visit us again.

VISION: To create
5 000 new jobs in the
tourism and
experience economy
in Stellenbosch in the
next 5 years

Visit Stellenbosch aims to find ways to connect, equip, empower and include community based, previously disadvantaged and currently marginalised individuals and enterprises in the tourism economic stream, that we are endeavouring to widen. Our tourism-led solutions create opportunities for all our communities to thrive and prosper.

Mission



Brand Positioning Statement

Stellenbosch is a vibrant, university town, surrounded by majestic mountains, that offers a rich history with wine, culture and outdoor experiences that inspire and exceeds expectations to local and international, discerning consumers.

Mandate

The mandate for Visit Stellenbosch remains the implementation of an integrated marketing plan focussing on sustainable and scalable solutions aligned with National, Provincial and Municipal tourism policies. Our aim is to mobilise all available resources with one goal: marketing brand Stellenbosch and growing the tourism economy for all.

In the current cycle and for Q1 and Q2 of the new financial year, the mandate is expanded to implement a Tourism Recovery Programme. The programme will assist, support, restart and reimagining the tourism economy across all related sectors affected by the adverse economic impact of COVID-19.

In this regard, Visit Stellenbosch will act as the conduit that connects, supports and nurtures the establishment of a comprehensive destination strategy to:

- Lead the Recovery Programme of the Tourism Economy of Stellenbosch;
- Co-ordinate and assist with Emergency Food Relief Programme (Stellenbosch Unite);
- Support all Tourism Sectors in the Restart and Reimagine Stages, post COVID-19;
- Maintain and promote an events and experiences calendar, including virtual events in line with prescribed regulations;
- Facilitate strategic alignment of stakeholders;
- Ensure the efficient utilisation of resources in order to deliver against the expanded tourism strategy.
- Attract more return visitors;
- Encourage visitors to stay longer;
- Manage excellent Visitor Information Centre;

Alignment with the Strategic Objectives of Stellenbosch Municipality

Visit Stellenbosch aligns itself with the Municipality's drive for dynamic, efficient, accountable and quality service delivery, underpinned by a passion for excellence, innovation and good governance. Our organisation is committed to making a positive impact, harnessing tourism's benefits to achieving sustainable development goals, and stimulate job creation to improve the quality of life in Stellenbosch for all its citizens.

Stellenbosch requires a specialised and nimble destination marketing function to deliver on its socio-economic development plan, and the tourism marketing and experience economy on behalf of the Stellenbosch Municipality in a focused and dynamic manner.

While Visit Stellenbosch supports the tourism development agenda, we believe that we will bring about greater impact when we concentrate our efforts on tourism marketing and visitor services delivery to drive awareness and demand for Stellenbosch. If we can attract more visitors to Stellenbosch we can increase spend and positively impact on the lives of people sustained by the tourism sector, whilst growing further job opportunities through tourism.

We will ensure that the tourism marketing strategy is aligned with the Local Economic Development Strategy objectives and in particular, work with the Stellenbosch Municipality to improve the dispersal of visitors across Stellenbosch, beyond the traditional tourism sites to include townships and lesser-known areas.

Visit Stellenbosch will collaborate with industry stakeholders to design a robust and deliberate plan for entrepreneurs in tourism, services and manufacturing in a drive to kickstart sectoral economies. We will work with local communities to unlock the unique selling points and stories of the different clusters and areas in the greater Stellenbosch and package these experiences in an attractive way that will encourage visitors to explore Stellenbosch beyond the obvious and well-established tourism routes.

Building a demand for alternative tourism experiences in Stellenbosch will be a priority and is the forerunner to continued and sustainable tourism development. If tourism development happens in isolation of marketing and if there is not a demand for the more unique and new experiences, tourism businesses in township areas will never become sustainable.



Social Economic Development

- Training and Development
- Emerging Enterprise Support
- Hands-on Volunteering

VISIT
STELLENBOSCH

Strategic Relations

Partnerships and collaboration are essential to ensure that opportunities and resources are maximised. Visit Stellenbosch's strategic partners will include:

- Regional and Local Tourism Organisations
- SA Tourism (and their country offices worldwide)
- Wesgro (Western Cape Destination Marketing, Investment and Trade Promotion Agency)
- Western Cape Department of Economic Development and Tourism (DEDAT)
- WOSA (Wines of South Africa)
- Vinpro (Industry association driving Wine Tourism)
- SA embassies
- Cape Winelands District Municipality
- SATSA (Inbound Tourism Industry Body)
- Fedhasa (Federated Hospitality Association of SA)
- Sporting / Service Clubs & community organisations
- Stellenbosch University and other Tertiary Institutions
- Business Chambers
- Event/Festival organisers
- Property developers, investors
- Media
- Stellenbosch Network
- Stellenbosch Unite

Effective Tourism Marketing

Visit Stellenbosch broke away from traditional destination marketing, taking Stellenbosch into a new era with innovative, cost-effective marketing done in partnership between the private and public sectors.

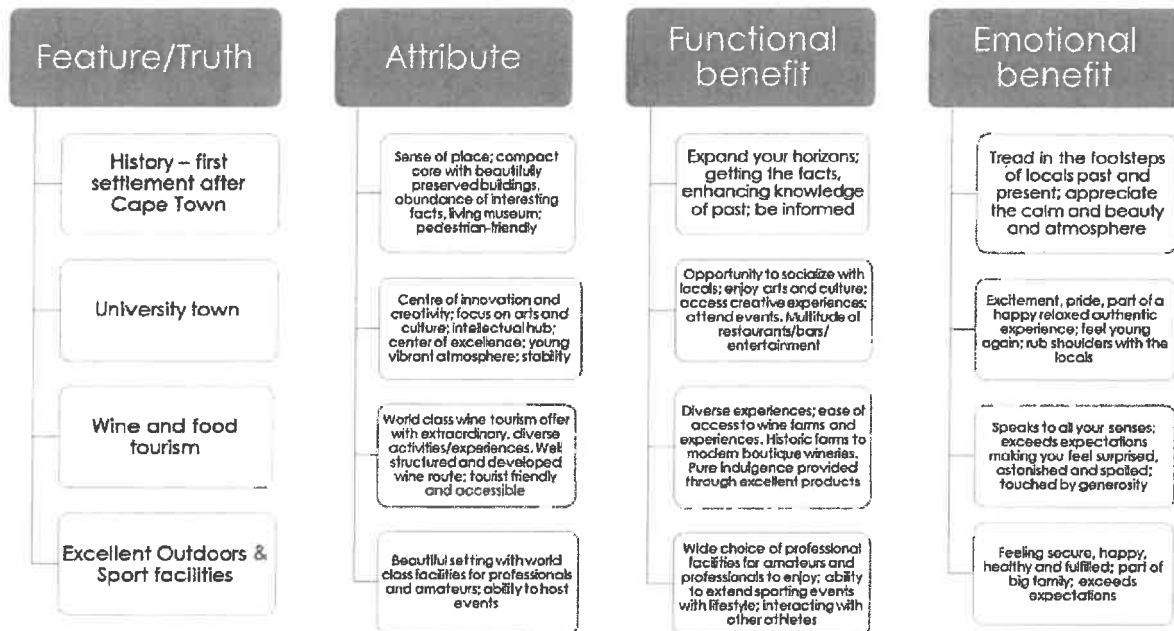
Visit Stellenbosch place local residents and travellers at the centre of the stories we share with the world to inspire them to visit us. We transformed the way we deal with visitor information, taking information to the visitor through the use of technology and digital communication.

Stellenbosch's proximity to Cape Town provides us with the opportunity to collaborate with the tourism role players in Cape Town, Stellenbosch is also the perfect hub from where to explore the surrounding Cape Winelands.

Effective tourism marketing of a destination like Stellenbosch will not only result in more visitors, but more investment, more sustainable jobs and ultimately a better place to live for the people of Stellenbosch.

Brand Stellenbosch		
<p>Consumer Insight</p> <p>Tourists are enthusiastic about exploring, discovering and experiencing new and special things, including cultural experiences. They are well-travelled and enjoy relaxing and feeling pampered. They appreciate quality – especially when it comes to food and wine</p>	<p>Brand Essence</p> <p>Sareable, captivating, pioneering, innovation, remarkable, memorable, cultured, epicurean, enriched, and inspired</p>	<p>Brand Positioning:</p> <p>Stellenbosch is a destination that delivers depth of experiences that exceed expectations, enrich local and international guests and inspire them to share their stories</p>

Visit Stellenbosch Brand Essence:



VISIT STELLENBOSCH: STRATEGIC PLAN

This strategic plan is a “living document” and has been developed to Visit Stellenbosch’s integrated programme of work initiated in June 2019.

The strategic plan does not stand in isolation and various national, provincial, regional and local legislations, policies, and plans were analysed and considered in drafting and implementing the strategy.

The plan is **aligned with the strategic objectives of the Stellenbosch Municipality**, reinforcing the vision of positioning Stellenbosch as Innovation Capital of South Africa.



Strategic Objectives

The high-level vision for tourism and socio-economic growth in Stellenbosch provides the focus and framework of the following strategic objectives for Visit Stellenbosch’s work:

- Support stakeholders under a joint destination banner and produce a long-term strategy with concrete and realistic metrics and milestones.
- To activate a broad and inclusive stakeholder network towards the implement our SED strategy (ANNEXURE A).
- To continue to support and participate in the inclusive co-creation of our future destination where people are the focal point and our marketing strategy is anchored in social development. A future where locals and visitors must not only co-exist but interact around shared experiences. To integrate our commitment to Socio Economic Development into all aspects of the Visit Stellenbosch operational processes and marketing services
- To implement plans and campaigns, generating value for the tourism economy all-year-round.
- To improve every touchpoint of the customer journey and help locals and visitors to have an experience worth travelling for and raving about.
- To enhance the national and international image and awareness of Stellenbosch as an innovation hub and an outstanding place to visit and live.
- To bring about opportunities by growing the total value of the tourism sector in Stellenbosch and creating more economic opportunities

- To offer product development, marketing and trade development support to community-based tourism entrepreneurs through our partnership with Stellenbosch Township and Village.
- To provide direct employment access for youth by connecting employers with our partner training colleges, advancing employer led training and offering ongoing on-the-job development for youth employees.
- To actively pursue social cohesion across the greater Stellenbosch region through the establishment of annual heritage festivals and events, that promote inter-cultural communication, commercial opportunities and a spirit of solidarity.

Strategic Priorities

To fulfil these objectives, Visit Stellenbosch has identified five strategic priorities that are the focus of the business plan:

1. Co-create an Inclusive Future

Visit Stellenbosch supports the inclusive co-creation of our destination and have adopted an SED strategy (ANNEXURE A) aimed at the socio-economic development of traditional Stellenbosch communities through engagement in the tourism sector.

The areas of impact include skills training and employment, tourism enterprise development and localised ownership, giving representation to all Stellenbosch communities, economic inclusion of all communities and finally, the development of social integration and cohesion.

2. Define Success for Stellenbosch As A Place Brand

As a destination, Stellenbosch will extract more value from the visitors, already visiting our region. Our offering will inspire them to stay longer, do more and visit us again.

Visit Stellenbosch supports the common goals and principles that unite Stakeholders and produce a long-term destination strategy with concrete and realistic metrics/milestones for monitoring and evaluation over time.

3. Create A Loyal Local Following

Visit Stellenbosch will pull the buying power of locals to support community and small businesses across the tourism sector. Visit Stellenbosch will inspire a culture of solidarity, community and unity through its Stellenbosch Marketplace and specific campaigns, such as Proudly Stellenbosch, Local is Lekker and Handmade in Stellenbosch.

4. Improve the Place Product Offering and Visitor Experience

Individual experiences impact a visitor's brand perception. By investing more and improving our product we will help to tell the right stories to the right people who will share them with the world.

Stakeholders seek to improve all touchpoints of the customer journey and help residents and visitors have an experience worth travelling for and be enthusiastic about.

5. Unifying Marketing Strategy & Integrated Communications

Visit Stellenbosch adopted a communication strategy (ANNEXURE C) that creates a unifying destination brand with which all stakeholders can engage, and which successfully translates the destination's value proposition vs its competitors.

Together we position Stellenbosch as a preferred Tourism Destination that leverages on our strong brand recognition as a leading wine tourism region. Capitalising on its youthful, innovative spirit of Stellenbosch – a juxtaposition of the existing reputation that Stellenbosch has as an historic destination. Goodbye 'City of Oaks', hello 'Forever Young'.

The plan further reflects Stellenbosch's strong hook of 'food and wine', but not at the expense of the destination's other brand assets – heritage, university, sport, innovation, business, adventure, art & culture, and design.



Increased brand awareness among chosen segments and source markets



Improve seasonality



Stellenbosch beyond the half-day visit



Align and leverage collective marketing for benefit of Destination Stellenbosch

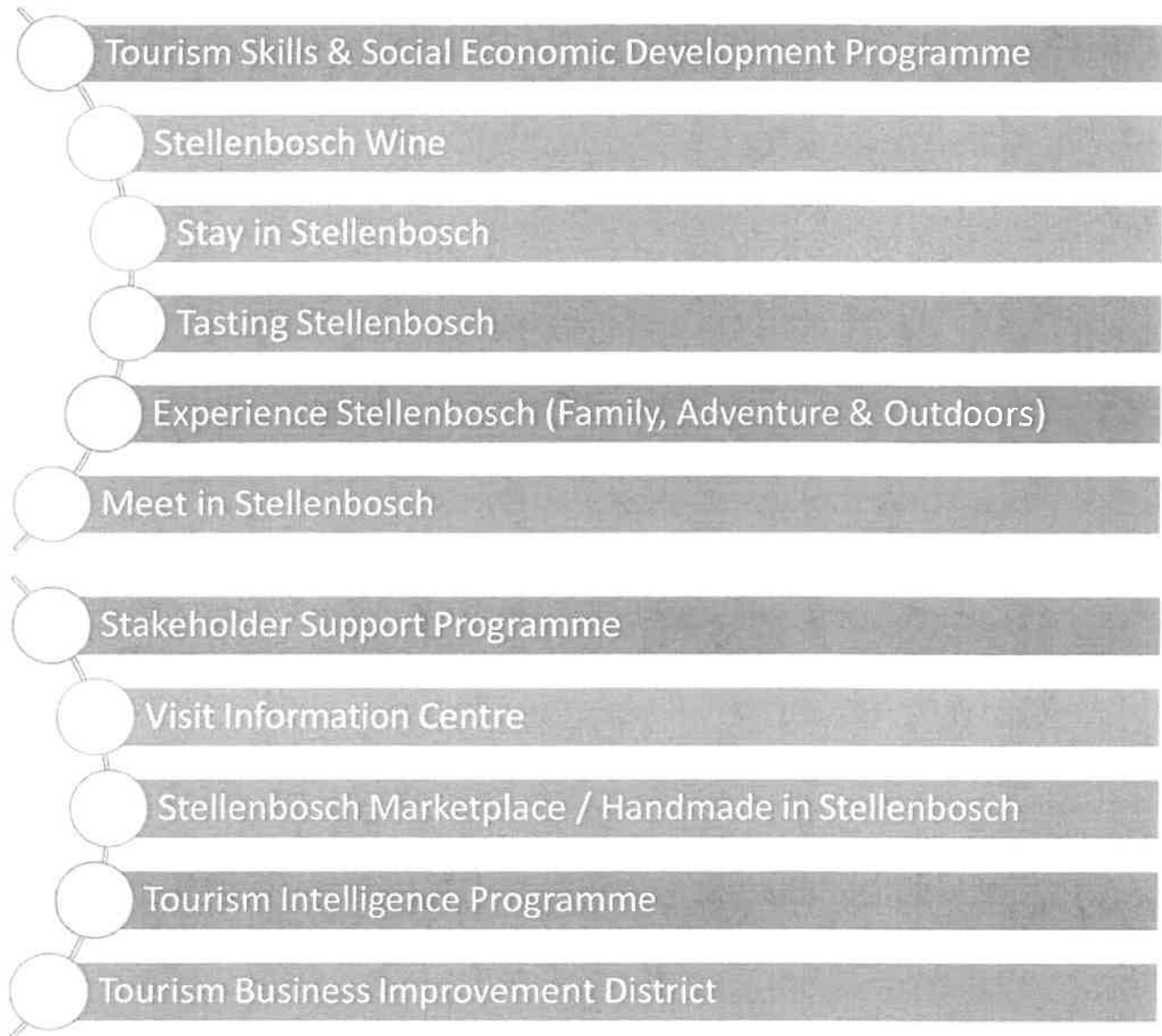


Make it easier and more attractive for audience to access the destination

STRATEGIC PROGRAMMES

To deliver these priorities, Visit Stellenbosch will focus on the following 10 key programmes on top of a far-reaching Stakeholder Alignment Programme over the next 3 years:

Key Strategic Programmes



Once the Provincial and Municipal tourism strategies are finalised, these programmes will be re-evaluated to ensure optimal alignment and impact.

Visit Stellenbosch Strategic Programmes

SOCIAL ECONOMIC DEVELOPMENT PROGRAMMES (ANNEXURE B)		
AIM / OBJECTIVE	BY WHEN	PERFORMANCE TARGETS
Youth training and employment development in the tourism sector. To influence and develop training and employment opportunities for youth by integrating colleges and employers in the tourism sector in Stellenbosch. To ensure that learning provided by our partner colleges can proceed during COVID-19. To ensure safety standards for employees that have returned to work.	July 2020	Develop an integrated tourism training and employment strategy for Stellenbosch
	June 2020-July 2021	Influence training curriculums to be more employer led
	June 2020-July 2021	Establish formal sector employment channels for youth training colleges
	July 2020-September 2020	To provide online learning support and data access to our partner colleges and their learners
	July 2020-September 2020	Improve professionalism and safety standards of youth and other employees
Community-based tourism enterprise and trade development. Actively promote trade and enterprise development through marketing services, equitable trading conditions and inclusion in the tourism sector. Establish a COVID-19 support fund for informal tourism entrepreneurs	November 2020	Integrate existing Stellenbosch Township and Village tourism products into the market
	October 2020	Further product development and entrepreneurs training and support
	October 2020	Marketing and Sales development
	July 2020-June 2021	Further development of income distribution and record keeping of social enterprise towards sustainability
	July 2020-June 2021	Promote trade development and economic justice in the tourism sector
Social support and advancement of social cohesion during the COVID-19 pandemic.	July 2020-October 2021	Raise funds and disburse stipends to informal tourism entrepreneurs in our network
	July 2020-October 2020	Ongoing fundraising and management of the Stellenbosch Unite COVID-19 Aid Action

Food security, local community co-ordinator support and the advancement of social cohesion in Stellenbosch	July 2020-October 2020	Mentorship and social support programme for community co-ordinators and leaders that are actively involved in the Stellenbosch COVID-19 Aid Action
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STELLENBOSCH WINE		
AIM / OBJECTIVE	BY WHEN	PERFORMANCE TARGETS
Develop and promote curated year-long programme of wine appreciation events and experiences in lifestyle and purists formats.	June – Nov 2020	Regular programme of virtual events
	August 2020	Virtual Wine Festival-in-a-box
	Aug – Dec 2020	“Rediscover Stellenbosch” Campaign
	Dec 2020 – March 2021	Host Stellenbosch Street Soiree
	Feb 2021	Stellenbosch Harvest Parade
	April – June 2021	Winter programme and activations (ANNEXURE D)

STAY IN STELLENBOSCH		
AIM / OBJECTIVE	BY WHEN	PERFORMANCE TARGETS
Increase over-night stays in Stellenbosch during off-peak periods.	Aug – Nov 2020	Support, Mitigate, Re-Activate
	Dec 2020 – March 2021	Develop a narrative and accompanying package for “Rediscover Stellenbosch” or “Stellenbosch Revival”
	April 2021 onwards	Host a series of Winter Wine Weekend experiences build-up and rolling out full on winter campaign – May to August 2021 (ANNEX D)
	Nov 2020 onwards	Increased and accelerated hosting of media, influencers and educational experiences for inbound tour operators
	July 2020	Continue building and increasing bookability functionality of hospitality products into Visit Stellenbosch’s online platform.

TASTING STELLENBOSCH		
AIM / OBJECTIVE	BY WHEN	PERFORMANCE TARGETS
Promote and position Stellenbosch as the leading culinary destination in South Africa. More than 200 restaurants to choose from, in the town and surrounding areas to enjoy anything from a hearty feast to a fine-dining culinary experience or simply to enjoy a hot cup of coffee. The wineries in Stellenbosch are famed for their hospitality, and many have restaurants and bistros onsite to get the full winery experience	Aug - Sept 2020	Education and Support, Restart, Reimagine
	Aug – Sept 2020	Host weekly virtual events
	On-Going (soft target November 2020)	Promote Stellenbosch Wines on the menus of Stellenbosch restaurants
	On-Going	Restaurant Weeks
	Feb 2021	Bolt Restaurant offers into Visit Stellenbosch’s online platforms through online booking portals
	July 2020 – on-going	Mentorship and Training

EXPERIENCE STELLENBOSCH

AIM / OBJECTIVE	BY WHEN	PERFORMANCE TARGETS
Make Stellenbosch the destination of choice for sport, adventure and outdoor enthusiasts.	On-Going	Position Jonkershoek as a 2 nd tier destination to Table Mountain National Park. Build it into the chrome of the overall marketing message of Visit Stellenbosch
	Jun 2020 onwards	Unite the various cycling initiatives and organisations under an umbrella body to promote cycling activities and events in and around town
	Sept 2020 onwards	Work with the University, SAS and others to promote sport opportunities and events
	Sept 2019	Develop an easy-to-use cycling and hiking map for the area
	Oct 2020	Garden Showcase
	May – Sept 2021	Host “Wild Weekends” in off-peak periods
	Jun 2019	Bolt activity offers into Visit Stellenbosch’s online platforms to increase bookability.
	Oct 2020	Provide a support function for art major exhibitions, galleries and museums

MEET IN STELLENBOSCH

AIM / OBJECTIVE	BY WHEN	PERFORMANCE TARGETS
Capitalise on 2nd tier status to Cape Town for MICE and increase to top 5 in Africa in ICCA ranking.	July 2020	Launch a dedicated website with MICE info and packages – linked to business desk in VIC
	Aug-Oct 2020 February 2021	Establish business desk in VIC Host Business Tourism Showcase reintroducing Stellenbosch as a Business Tourism Destination
	Feb 2021 (ongoing)	Host shoulder events to main tourism events in Cape Town & Durban (e.g. WTM and Indaba) where applicable

STAKEHOLDER SUPPORT PROGRAMME

AIM / OBJECTIVE	BY WHEN	PERFORMANCE TARGETS
Deliver a support programme unifying the destination behind unified destination vision and a strategy that connects all aspects of tourism and creates a compelling and unique place experience for locals and visitors throughout the year.	June 2020 onwards	COVID-19 Support, Inform, Restart and Reimagine
	July 2020	Develop sectoral protocol and best practices regarding COVID-19
	July 2020	Training on Health and Safety Procedures
	July 2020 onwards	Manage and adjust strategy to implement short- and medium-term plans for economic recovery
	June 2020 onwards	Maintain an up-to-date events and experiences calendar
	On-Going	Campaign to encourage locals to support local business and entrepreneurs; Loyalty Programme

STELLENBOSCH VISITOR INFORMATION CENTRE		
AIM / OBJECTIVE	BY WHEN	PERFORMANCE TARGETS
Offer and operate a Visitor Information Centre providing a frictionless visitor Experience	July – Aug 2020	COVID-19 Support, Inform, Restart and Reimagine
	July – Sept 2020	Support for Feeding Aid and Volunteering
	July – Sept 2020	Summer Packages
	July 2020 ongoing	Collect key data (visitor numbers, spend etc)
	Aug 2020 / Feb 2021	Conduct bi-annual visitor surveys and quarterly industry occupancy surveys
	April – Aug 2021	Winter programme, packages and rewards passport

STELLENBOSCH MARKETPLACE		
AIM / OBJECTIVE	BY WHEN	PERFORMANCE TARGETS
Provide a platform for training and education of entrepreneurs to showcase local crafts and goods. Mentor up-and-coming entrepreneurs in the production of quality local goods to attract more SMMEs to manufacture in Stellenbosch.	July 2020	Build and launch a platform in collaboration with other Stellenbosch stakeholders – The Stellenbosch Marketplace.
	July 2020 ongoing	Feature stories about local artisanal craftsmen in promotional campaigns
	July 2020 ongoing	Facilitate participation under the banner “Stellenbosch Marketplace / Handmade in Stellenbosch”

TOURISM INTELLIGENCE PROGRAMME		
AIM / OBJECTIVE	BY WHEN	PERFORMANCE TARGETS
To better understand and measure the tourism impact on Stellenbosch, and to use tourism intelligence to inform future decision-making and strategies.	July 2020	Articulate the measures-of-success and key data metrics for the successful planning and execution of programme activities
	July 2020	Brief and appoint strategic research partner/s
	Aug 2020	Conduct base-line research for measurement
	Aug 2020	Collect key data (visitor numbers, spend etc)
	Feb & Aug 2021	Conduct bi-annual visitor surveys and quarterly industry occupancy surveys
	Quarterly	Communicate data and insights

TOURISM BUSINESS IMPROVEMENT DISTRICT		
AIM / OBJECTIVE	BY WHEN	PERFORMANCE TARGETS
Long term project: Start a TBID research project to improve the experience of Stellenbosch for businesses and tourists.	Jun – Dec 2020	Produce innovative way-finding solutions to navigate the town and the wine routes
	Ongoing	Promotes the safety of visitors and locals
	Sept 2020	Launch Tourism Safety Protocol
	TBC	Facilitate the establishment of a working group to enhance Die Braak and other key recreational areas in the centre of town

BUDGETS AND RESOURCES

Sources of Income

The following are the anticipated trends and assumptions in Visit Stellenbosch's main sources of income which form the basis for the budget projections.

Grants and Donations

- Stellenbosch Municipality operational grant funding of **R 6,000,000** in 2020/2021 is required, thereafter the grant funding should be sustained and increased for expansion.
- Visit Stellenbosch will on an ongoing basis engage various for-good organisation, foundations and corporates to fund the growth and success of the organisation. It is estimated that the value of donations received form for 2020/2021 will total **R 250,000**.
- Cape Winelands District Municipality (grants) ringfenced for specific projects and not part of operation income/expenditure of **R 100,000**.

Marketing Sponsorships

- Not expected in the next financial cycle due to adverse impact of COVID-19 on events and people centric gatherings.

Members

- The total income from Wine Tourism Membership for 2020/2021 is estimated to be **R 1,300,000**.
- Income from **other members** (accommodation, restaurants, local business etc) is estimated to reach **R450,000**
- **R 800,000** Contribution form SPM (Stellenbosch Publicity Marketing)

Commercial Activities

Commercial activities with the inclusion of new services (for accommodation, restaurants, local business etc) it is estimated to reach **R100,000**.

Total Estimated Income For 2020/2021: **R 9,000,000**

Commercial Income Development:

Although the following areas of activity seem to have the greatest potential for substantial growth in income for Visit Stellenbosch, it is highly unlikely in the 20/21 year due to the impact of COVID-19:

- Increased membership participation in product programmes
- Event packaging
- Website Sales (commission, packages, deals, events)
- Stellenbosch specific merchandising and retail
- Commercial marketing partners

BUDGET OVERVIEW

The budget in this proposal reflects the 3-year budget and seed-funding requirement from Stellenbosch Municipality to execute and implement the 10 key programmes which will support the delivery of the key priorities and objectives of the integrated destination marketing plan for Visit Stellenbosch.

PROJECTED INCOME:

2020/2021

Municipal Seed Funding / Grant	R	6.000.000,00	←
Donations	R	250.000,00	
Grants (CWDM / Wesgro)	R	100.000,00	
Marketing Sponsorships	R	-	
Wine Members: Contributions	R	1.300.000,00	
Other Members: Contributions	R	450.000,00	
Stellenbosch Publicity Marketing	R	800.000,00	
Commercial Activities	R	100.000,00	
Total Income	R	9.000.000,00	

ESTIMATED PROGRAMME EXPENSES

1 Stakeholder Support Programmes	R	300.000,00	380 000
2 Tourism Skills & Social Development	R	975.000,00	
3 Tourism Intelligence (Impact, Data & Insights)	R	200.000,00	
4 Tourism Business Improvement District	R	200.000,00	
Stellenbosch Wines (Wine Route)	R	750.000,00	
Tasting Stellenbosch (Restaurants)	R	370.000,00	
Stay in Stellenbosch (Accommodation)	R	370.000,00	
Stellenbosch Market Place (Handmade)	R	550.000,00	
9 Experience Stellenbosch (Sport, Outdoor & Adventure)	R	200.000,00	
Visitor Information Centre	R	250.000,00	
11 Meet in Stellenbosch (Business Tourism)	R	350.000,00	
	R	4.515.000,00	

ESTIMATED OPERATING EXPENSES

Management, Programme Delivery & Administration	R	2.000.000,00
Operating Expenses	R	1.100.000,00
Marketing & Communications	R	600.000,00
Visitor Services	R	700.000,00
Miscellaneous	R	80.000,00
	R	4.480.000,00

Surplus / Shortfall R 5.000,00

2	Social Development		
	Youth Training and Employment development	R	230.000,00
	Township and Village	R	425.000,00
	Social support and cohesion	R	320.000,00
	Total	R	975.000,00

	Stellenbosch Wine		
	Events & Experiences	R	550.000,00
	Marketing, Communication & Promotions	R	80.000,00
	Operations & Logistics	R	20.000,00
	Programme Execution: Consulting & Administration	R	100.000,00
	Total	R	750.000,00

7	Stay in Stellenbosch (Accommodation)		
	Events & Experiences	R	170.000,00
	Marketing, Communication & Promotions	R	100.000,00
	Operations & Logistics	R	50.000,00
	Programme Execution: Consulting & Administration	R	50.000,00
	Total	R	370.000,00

6	Tasting Stellenbosch (Restaurants)		
	Events & Experiences	R	170.000,00
	Marketing, Communication & Promotions	R	100.000,00
	Operations & Logistics	R	50.000,00
	Programme Execution: Consulting & Administration	R	50.000,00
	Total	R	370.000,00

9	Experience Stellenbosch (Adventure & Sport)		
	Events & Experiences	R	100.000,00
	Marketing, Communication & Promotions	R	50.000,00
	Operations & Logistics	R	20.000,00
	Programme Execution: Consulting & Administration	R	30.000,00
	Total	R	200.000,00

11	Meet in Stellenbosch (Business Tourism)		
	Events & Experiences	R	150.000,00
	Marketing, Communication & Promotions	R	100.000,00
	Operations & Logistics	R	50.000,00
	Programme Execution: Consulting & Administration	R	50.000,00
	Total	R	350.000,00

Stakeholder Support

Support, Restart & Re-imagine	R	150.000,00
Marketing, Establishment & Stakeholder Engagement	R	150.000,00
Branding & Identity Design	R	30.000,00
Branding Collateral	R	50.000,00
Total	R	380.000,00

↑

Visitor Information

Events & Experiences	R	100.000,00
Marketing, Communication & Promotions	R	100.000,00
Operations & Logistics	R	-
Programme Execution: Consulting & Administration	R	50.000,00
Total	R	250.000,00

Stellenbosch Marketplace / Handmade in Stellenbosch

Events & Experiences	R	100.000,00
Marketing, Communication & Promotions	R	100.000,00
Operations & Logistics	R	200.000,00
Programme Execution: Consulting & Administration	R	150.000,00
Total	R	550.000,00

Tourism Intelligence (Measurement, Data & Insights)

Research	R	140.000,00
Monitoring & Evaluation	R	40.000,00
Reporting	R	20.000,00
Total	R	200.000,00

Tourism Business Improvement District

Design & Development: Signage, Maps & Technology	R	80.000,00
Projects	R	80.000,00
Operations & Logistics	R	20.000,00
Programme Execution: Consulting & Administration	R	20.000,00
Total	R	200.000,00

MONITORING & EVALUATION

The following factors are fundamental in order for this integrated plan to succeed:

- Support and buy-in of Stellenbosch Municipality and top management at all stakeholder organisations is essential;
- Sufficient budget allocation coupled with proper planning;
- Adequate resources to drive tourism development in the Stellenbosch region;
- Full participation of all stakeholders in the tourism development process;
- The marketing plan must be consistently implemented over the stipulated timeframes and according to the SDBIP if it is to achieve the desired outcomes.

LEGISLATION

The following legislation is considered in all planned tourism initiatives and activities for Visit Stellenbosch:

National Development Plan (NDP)

SA Tourism is entrusted with a critical mandate of contributing towards creating an environment for sustainable employment and inclusive economic growth through tourism. SA Tourism has specifically interrogated and aligned its role to the National Development Plan 2030.

National Tourism Sector Strategy (NTSS)

The NTSS was approved by Cabinet and launched in March 2011. It sets bold commitments for the tourism sector. The NTSS advocates the development of a Domestic Tourism Growth Strategy aimed at increasing domestic tourism's contribution to the economy. The achievement of the NTSS's objectives is dependent on a collaborative effort between government and the private sector.

Domestic Tourism Growth Strategy (DTGS)

The Domestic Tourism Growth Strategy (DTGS) outlines practical measures to address the lack of a tourism culture in South Africans – particularly from previously disadvantaged communities. The strategy is aimed at achieving set targets through education and awareness-raising across the country, as well as by promoting affordable and accessible travel and tourism opportunities.

CONCLUSION

This strategic plan serves as a working document which should be consistently re-evaluated.

Each suggested strategic objective can be revised and needs to be considered in detail pending budget allocations from Stellenbosch Municipality and other stakeholders.

Collectively these strategic actions present a road map of how Visit Stellenbosch can further grow the tourism economy and create opportunities for locals to be part of the industry and increase economic activity to our area.

Stakeholder involvement and improved planning and budgeting for tourism development will be critical to the successful implementation of this plan.

Simply put: we will be stronger when we join forces.

ANNEXURE

A; B; C; D.

Visit Stellenbosch

Socio-Economic Development (SED) Strategy

Written by Nicolette Booyens

(DRAFT 4 - February 2020)

Please note that this is a draft strategy, pending approval of the VS Board.

The VS SED sub-committee has approved the strategy.

All additions and changes recommended by the VS SED sub-committee have been included.

Note that this document is not purposed for distribution or publishing in any form or nature.

Upon the approval of the basic premise of the strategy, the budget and operational elements will be detailed.

Introduction

Visit Stellenbosch (VS) in its capacity as the official Stellenbosch destination marketing organisation (DMO) herewith presents a socio-economic development (SED) strategy for the Stellenbosch tourism sector. The strategy has been commissioned by its founding directors, management board, leadership team and socio-economic sub-committee, and aims to give expression to the values, policies, objectives, projects, budgets and measurement of SED efforts.

VS has adopted SED as a founding principle and this strategy serves as the embodiment of the commitment we have made to bring about sustainable and measurable socio-economic impact through economic development in the tourism sector in Stellenbosch.

At the outset of this strategy we would like to share a few fundamental principles that lead and govern this strategy and our SED approach in general:

Business UNUSUAL

We are profoundly aware of the fact that 'business as usual' does not result into meaningful socio-economic impact. With this as a backdrop, we are exploring new ways of approaching economic development that is pro-poor and focussed on uniting the dual economies in our town. We believe that Stellenbosch belongs to everyone, and it is our main objective to give leadership to a tourism community that is inclusive, fair and mindful of the economic exclusion that prevails in the region.

Cohesive PARTNERSHIPS

The VS board has embraced a policy that defines our SED interventions as a guiding, supporting and enabling role, which practically means that a partnership model, rather than a 'hands-on' approach will be followed. We recognise the value of NPOs, PBOs, the Stellenbosch University, the Stellenbosch Municipality and the various government structures that are tasked with bringing about social and economic development. Our role is to lead, direct, empower, enable and support these specialists, through a variety of partnership models, innovative approaches and strategic support.

We see the BIG picture

South Africa has the highest Gini coefficient in the world (World Bank, 2019), making us the most unequal society anywhere on earth. Although millions of Rands, Dollars and Euros are annually spent on SED in South Africa, these interventions are for the most part unsuccessful with no notable poverty relief. There has been good success in terms of alleviating social problems, but our unequal, exclusive and divided economy still dictates that the majority of South Africans are poor. *Business as usual simply is not making a difference.* The following World Bank (2019) statement offers a very accurate summary of the 'state of our nation' and forms the basis of our strategic approach:

"The South African economy grew by 1.3% in 2017 and 0.8% in 2018. The World Bank projects 2019 growth at 1.3%, accelerating further to 1.7% in 2020. Given population growth, gross domestic product (GDP) per capita growth has been close to nil since 2014, leaving little room to reduce poverty.

South Africa has made considerable strides toward improving the wellbeing of its citizens since its transition to democracy in the mid-1990s, but progress is slowing. Based on the international poverty line of \$1.90 per day, (2011 Purchasing Power Parity, exchange rates), 18.8% of South Africans were poor in 2015, following a decline from 33.8% in 1996. Factors driving this progress include, among others, real income growth, expansion of social safety nets, access to basic services including subsidised housing credit.

Yet progress towards poverty reduction has slowed in recent years, with the \$1.90 per day poverty rate increasing from 16.8% to 18.8% between 2011 and 2015. This is partly due to structural challenges and weak growth since the global financial crisis of 2008, but increasingly too by labor market developments that demand skills that the country's poor currently lack. Unemployment remains a key challenge, standing at 27.6% in the first quarter of 2019. The unemployment rate is even higher among youths, at around 55.2%.

*South Africa remains a **dual economy** with one of the highest inequality rates in the world, with a consumption expenditure Gini coefficient of 0.63 in 2015. Inequality has been persistent, having increased from 0.61 in 1996. High inequality is perpetuated by a **legacy of exclusion and the nature of economic growth**, which is not pro-poor and does not generate sufficient jobs. **Inequality in wealth is even higher:** the richest 10% of the population held around 71% of net wealth in 2015, while the bottom 60% held 7% of the net wealth.*

*Furthermore, **intergenerational mobility is low meaning inequalities are passed down from generation to generation** with little change in inequality over time. Not only does South Africa lag its peers on level of inequality and poverty, it lags on the inclusiveness of consumption growth.*

In this summary clear definition is given to the socio-economic situation in South Africa, and it is from this perspective that the VS SED strategy is developed. Based on the above summary, the following aspects are recognised and prioritised as the foundation of the VS SED strategy:

- Poverty cannot be reduced without economic growth: to this end, the overall VS strategy is focussed on growing the Stellenbosch tourism sector as a whole, and subsequently the economy in the region. From a basis of real economic growth, SED can be brought about.
- Youth unemployment is one of the most critical issues in our society and economic growth is not pro-poor as it does not generate enough jobs: With a youth unemployment rate of over 55%, it is one of the most critical and destabilising social factors in our country as a whole. VS will therefore prioritise youth training and employment in the tourism sector.
- South Africa has a dual economy, inequality is perpetuated by a legacy of exclusion, and inequalities are passed down from generation to generation: Business as usual will not address the lack of black enterprise development and growth. VS will therefore focus on merging the two economies in an attempt to overcome the exclusion of black entrepreneurs in the tourism sector in Stellenbosch.
- Inequality is passed on from generation to generation: VS aims to promote social cohesion and inclusion to redirect the multi generational inequalities through communication, inclusion and social support.

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Overview and Strategy Summary

We face a very big development challenge in South Africa and although there are many worthy causes that deserve investment and support, we have decided to place our focus and resources firmly on the economic development of Stellenbosch, by endeavouring to grow the economic value of the tourism sector in the region. An enlarged and accelerated tourism sector will support more enterprises and subsequently more employment and enterprise opportunities. In a free and fair business environment this rationale would suffice, but the historical and political context of South Africa dictates that financial growth alone will not necessarily make an impact on the socio-economic conditions in our town. The distribution of financial gain should be questioned as the majority of our residents remain excluded from formal financial systems, and subsequent growth and opportunity.

Vision

From this premise, our SED strategy aims to find ways to connect, equip, empower and include previously disadvantaged and currently marginalised individuals and enterprises in the tourism economic stream, that we are endeavouring to widen. We therefore refer to our strategy as 'socio-economic' in nature. This practically means that we are focused on realising meaningful social impact through the economic development objectives that are the main purpose of the organisation. *These two aspects, economic development and social impact should therefore not be seen as two separate concepts, but rather as integrated, with economic development catalysing social impact through fair distribution of opportunity.*

As an organisation we are mindful of the individuals, entrepreneurs and communities who are economically marginalised and do not enjoy the bounty of the tourism and visitation economy our town thrives on. The very central objective of this strategy is therefore to find and actualise ways to redirect financial gain to the individuals, enterprises and communities that require social development support. In real terms, we believe that financial injection through the redirection of the tourism industry can have a profound impact on the quality of life and personal freedom of the disadvantaged among us. We are mindful of our

unequal and separated society, and that we have a responsibility to contribute to the healing of our nation. To this end we understand that the very social fibre of our country relies on the hope that all individuals can become financially sustainable.

This document is purposed to give expression, meaning and direction to the VS founding principle of creating social impact through the economic development of the tourism sector in Stellenbosch.

Goals

We have set the following objectives to realise the strategic SED vision of VS.

- To develop an innovating socio-economic development strategy and to gain the support of our stakeholders to successfully implement it.
- To integrate our commitment to socio-economic development into the focus of all VS operations, and as a guide to decision making.
- To bring about socio-economic development by growing the value of the tourism sector in Stellenbosch.
- To redistribute opportunities and create market access for black entrepreneurs.
- To stimulate and procure employment opportunities for unemployed youth.
- To influence tourism training curriculums, to insure that sector requirements are met.
- To influence sector integration with training colleges, in order to facilitate employment creation and the preparation of qualifying candidates.
- To actively pursue social cohesion across the greater Stellenbosch region through communication, inter-cultural events and a spirit of solidarity
- To develop relationships with a broad and inclusive network of stakeholders to partner with us in realising our SED strategy.
- To fulfil the commitments made to our donors through an innovative strategy, sound research and professional implementation.
- To operate in a fair and transparent way and to adhere to the fiduciary compliance that regulate the non-profit and donor sector.
- To measure, evaluation and report publicly on all our socio-economic development activities.

Strategy Synopsis

Herewith please find a synopsis of the SED strategy:

Section	Section 1: SED Projects	Section 2: Stakeholder Management	Section 3: SED Management
Purpose	In this section we describe three distinct projects (interventions) that VS will embark on to directly stimulate and bring about meaningful SED in Stellenbosch.	In this section we describe the process of attracting and activating the collective SED potential in Stellenbosch.	This section describes the function of managing, resourcing and funding our SED strategy
Summary	Project 1: Actively influence and develop training and employment opportunities for youth by integrating colleges and employers in the tourism sector in Stellenbosch.	Objective 1: Integrate, influence and harness the SED potential of all tourism stakeholders associated with VS	Objective 1: Manage and insure fiduciary compliance associated with grand funding and non-profit legislation.
	Project 2: Actively participate in trade and enterprise development by offering our partners support, marketing services, equitable trading conditions and inclusion in the tourism sector.	Objective 2: Establish develop and broker relationships with and between SED stakeholders in Stellenbosch (NGO's, PBO's, donors, learning institutions, government bodies)	Objective 2: Measurement and evaluation of all projects as required by donors and stakeholders, inline with NPO legislation.
	Project 3: Host, support and promote events that advance and communicate social cohesion and SED insight in Stellenbosch	Objective 3: Position VS as a successful SED focussed organisation through marketing and communication	Objective 3: Ongoing fundraising, disbursement of funds, reporting and donor relationship management.

Visit Stellenbosch: Socio-Economic Development (SED) Strategy

1. SED Projects

In this section we describe three distinct projects (interventions) that VS will embark on to directly stimulate and bring about meaningful SED in Stellenbosch. The overall SED policy of VS is based on partnerships, enablement and support.

We will not directly initiate, own or operate any non-profit activities. We will however focus on partnering with existing successful projects in the tourism and development sectors in Stellenbosch. It is also important to mention that we will not be involved in social projects, but rather keep our focus on SED projects, where economic growth and development are key indicators of success.

SED Projects		
Project 1: Actively influence and develop training and employment opportunities for youth by integrating colleges and employers in the tourism sector in Stellenbosch.	Project 2: Actively participate in trade and enterprise development by offering our SED partners support, marketing services, equitable trading conditions and inclusion in the tourism sector.	Project 3: Host, support and promote events that advance and communicate social cohesion and SED insight in Stellenbosch

1.1. Youth Training and Employment Development

1.1.1. Introduction

Youth in South Africa is defined by the National Youth Commission Act of 1996 and the National Youth Development Policy Framework of 2002 (SA Government, 2015:10), as people between the ages of 14 and 35 years old. Youth is further divided into two groups, being persons between 15-24 years of age, and people between 25-34 years of age (Statsa, 2019). The first group (15-24 years old) has the highest unemployment rate in the country, being 56,4% across all levels of education (Statsa, 2019), making them the most vulnerable part of our society. Youth that is 'not in education and not in employment or

training' is known as NEETS (Wolhuter et al, 2015) and will be the focus of our strategy in terms of employment development.

Out of necessity and the need for innovation, a number of social partnerships and linkages between educators, NGOs, CBOs, civic groups and philanthropies have been established, giving rise to the establishment of colleges and places of learning that are founded and managed by non governmental organisations, known as community education and training centres (CETCs) (Land & Aitchison 2017). Falling into the category of adult education and training (AET) these learning institutions offer great promise in the process of community development, reduction of poverty and social exclusion (Mayombe, 2018).

Community learning offers great promise to NEETS and three CETCs have been identified in the Stellenbosch region. These CETCs are described as institutions offering tuition and training to NEETS at post-secondary school level, hold close ties to the community and offer curricula and programmes particularly relevant to the tourism sector. This includes Bergzicht Training Centre, The Pilotage Youth Academy (PYDA) and Stellemploy.

1.1.2. Project Overview

The VS employment strategy is based on the following assumptions:

- There is a disconnect between job seekers and employers
- The overall growth in the tourism sector in Stellenbosch will create more employment opportunities and support the growth and sustainability of existing employment
- That employer-led training curriculum will yield better employment results
- That relationships between employer representatives and learning institutions will facilitate the successful employment of learners

To this end the VS employment strategy will focus on the following two actions:

Action 1	Overview
To establish formal relationships between training institutions and the tourism sector	To engage with the said learning institutions, establish partnerships and to orientate them towards a bigger focus on employment
To investigate the relevance of tourism training programmes in terms of sector expectations	To establish the nature and focus of tourism learning curriculums in terms of employability in the sector, and where needed to make recommendations
To establish formal sector employment channels	To set up a formal employment channels by connecting sector employers directly to educational institutions.

A research study will be undertaken to establish best practice and growth requirements. This will happen in conjunction with the above outlined action.

In addition to the above action, we will also focus on the enhancement of the service quality and work conditions of already employed youth and other entry level employees. This will be done through 'on the job' skills development. VS will undertake periodic training workshops aimed at the youth employees of member tourism organisations.

Enhancement of service quality and employment conditions:

Action 2	Overview
On the job workshops for entry level and youth employees in VS member organisations.	<ul style="list-style-type: none"> To improve service quality in tourism sector To offer ongoing training for employees To prepare youthful employees for promotion and career development To insure successful employment and equitable conditions

1.1.3. Outcomes and M&E

The overall outcome of this intervention is to increase the post graduation employment rate of NEETS in the tourism sector and to improve the quality of service provided by youth already employed in the sector. In addition to the above, we aim to offer a valuable service to CTEC's and similar colleges, by facilitating their integration into the tourism business sector, making them more effective, employer-led and relevant to economic development in our region.

Measurement and evaluation will therefore include the following indicators:

Action1:

- Number of colleges in the programme
- Number of learners in the programme
- Measurement (and improvement) of post graduation employment success rates
- Employment success statistics
- Narrative documentation of progress, challenges and innovation
- Feedback from college directors, educators and learners
- Feedback from sector employers

Action 2:

- Number of workshops annually
- Number of participating employees
- Number of participating VS member organisations
- Employee performance feedback from participating VS member organisations.
- Feedback from workshop participants

1.2. Trade and Enterprise Development

1.2.1. Introduction

National Government, Western Cape Government and Stellenbosch Municipality have all prioritised the development of emerging enterprises as a vital part of SED in South Africa. This national focus, combined with the growing demand for authentic cultural and heritage tourism creates a favourable environment for the development and activation of community based tourism SME's in Stellenbosch.

The fast growing tourism economy is able to sustain new entrants to the market, and it is on this premise that VS will set out, not only to aid the development of emerging tourism enterprises, but to support and stimulate their entrance into the Stellenbosch tourism value chain.

Supporting the development of emerging enterprises has proven not to be enough to bring about meaningful economic change in emerging communities. VS will therefore set out to integrate these emerging enterprises into the sector, to procure trade opportunities for them and to contribute to economic justice and equal opportunities.

1.2.2. Project Overview

The VS strategy includes the following actions:

Action	Overview
Identify and partner with development stakeholders	This entails identifying and partnering with enterprise development NPOs, PBOs, donors and government departments to create a cohesive development environment
Identify and direct deserving entrepreneurs	To firstly map the areas that have tourism potential and secondly to establish who the emerging enterprises are that need development. This step also entails formulating a compliance framework with which to categorise enterprises. Based on this framework qualifying enterprises will be included in development efforts according to their status. Some SME's may be trade ready, while others may require incubation. Some applicants may be deemed to be not viable. Viable applicants will be directed to participating development agencies.
Influence and support development agencies	Through our partnerships with development agencies we will aim to firstly influence the nature and success of development interventions. VS in its role as Stellenbosch DMO is uniquely positioned to share sector intelligence and identified needs. In addition to orientating the development of SME's, VS will endeavour to offer support in a variety of ways. This will include aspects ranging from fundraising, strategic leadership and trading opportunities.
Influence economic inclusion through trade policies	The nature and make-up of industry in South Africa is such that emerging enterprises are often excluded from trade. To this end we will investigate the prevalence of this phenomena in the tourism sector in Stellenbosch and offer policy suggestions to our members and stakeholders.
Support emerging enterprises through marketing and sales support	We will actively endeavour to offer marketing and sales support (market access) to market ready tourism products operated by participating emerging entrepreneurs. This will include both strategic support through incubation, marketing collateral and direction of opportunities through our sector influence.

Support emerging enterprises through funding and strategic support

We will endeavour to participate in the raising of development funding for our incubation partners, to the direct benefit of the emerging entrepreneurs in the various programmes. In addition we will also use our strategic network to influence support from stakeholders.

1.2.3. Outcome and measurement and evaluation

The ultimate measurement for enterprise development is whether income has been generated and profit is made. To this end, the main measurement of this section of our strategy will relate to financial gain achieved. The indicators in this section will include:

- The number of participating entrepreneurs
- The number of participating enterprises
- Proved turn-over increase in participating enterprises
- Number of new products developed
- Measurement of product value and quality
- Increase of employment opportunities in participating enterprises
- Total financial value created in emerging enterprises

1.3. Advancement of Social Cohesion

1.3.1. Introduction

One of the founding principles of VS is to aid the development of a society that is free, fair and integrated. Social cohesion is therefore a primary objective of our development strategy. We aim to contribute to this objective by pursuing three goals in this section. These goals include:

- To give all residents an opportunity to learn about the history and culture of each different community that make up our town
- To host fun and informative inter-cultural and social impact events that all residents of Stellenbosch can enjoy
- To give Stellenbosch residents the opportunity to visit other communities

1.3.2. Project Overview

Our strategy includes the following actions:

Action	Overview
To collate and communicate the history and culture of all communities in Stellenbosch	Our aim is to share the rich and diverse history of all the communities in Stellenbosch. We aim to do this by working with specialised partners, hosting events and making collated information available through a variety of communication efforts.
Host, support and promote intercultural and social impact events for all members of the Stellenbosch community	Through our member network and partners, VS will embark on a variety of intercultural and social impact events. The purpose of these events will be to create dialogue, cultural understanding and citizenship throughout all communities in Stellenbosch.
Community visits	This entails inviting residents on informative visits, walking tours and other cultural activities in the various communities that are part of Stellenbosch.

1.3.3. Outcomes and measurement and evaluation

The measurement and evaluation of this section of our strategy will include the following indicators:

- Proof of research and collated information on the history and culture of all communities
- Number and nature of events hosted to communicate and share history and culture
- Number and nature of community visits
- Narrative report
- Participant feedback reports
- Partner feedback reports

2. Stakeholder Management

This section refers to the manner and methodologies used to integrate the SED objectives into the fibre of the VS organisation and the tourism sector in Stellenbosch. It also aims to describe the manner in which we aim to unlock and manage the SED potential of the wide variety of stakeholders and partners that are involved with VS.

The VS network is very diverse, and a variety of views on the importance and nature of SED are held across this wide stakeholder grouping. It is extremely important to advance a collective understanding of the objectives and methods that VS will follow in order to bring about SED. To this end, this section will outline the process of creating a collective understanding and movement towards the fulfilment of the VS SED goals.

Ultimately, we aim to create a collective energy to deliver our SED goals. Our plan therefore includes the following objectives

- To develop and grow relationships of cohesion and support with an inclusive network of stakeholders who share our vision and support our efforts.
- To harness the collective VS resources towards the fulfilment of the SED strategy.
- To use our influence to reshape the sector to be more representative and accessible to our SED beneficiaries

We aim to work very closely with the VS marketing and communication function to insure that the SED message and feedback reaches all our stakeholders.

The following three objectives have been set for this section:

Stakeholder Management		
Objective 1: Integrate, influence and harness the SED potential of all tourism stakeholders associated with VS.	Objective 2: Establish and develop efficient and positive partnerships with SED stakeholders in Stellenbosch (NGO's, PBO's, donors, learning institutions, government bodies).	Objective 3: Position VS as a successful SED focussed organisation through marketing and communication.

2.1. Mobilise Tourism Stakeholders

2.1.1. Introduction

This entails the sharing of the VS SED vision with stakeholders across the various areas of involvement in the tourism sector. This will be done to insure that all partners and stakeholders have the opportunity to give input, have a clear understanding of our vision and is able to participate and support.

2.1.2. Project Overview

Action	Overview
SED strategy workshops and input sessions	Informative workshops will be hosted to give VS stakeholders an opportunity to understand, give input and offer support to the SED strategy
Communication	SED messages will be communicated through all VS communication channels.
Volunteer programme	To attract, orientate and activate resourced members of the tourism business sector and Stellenbosch society toward the fulfilment of the VS development strategy
Individual meetings	VS stakeholders tasked with SED or interested in supporting or volunteering will be engaged individually.

The list below is a summary of the VS stakeholders that will be taken into consideration as part of the delivery of this section of the SED strategy:

Stakeholders	Overview
VS board of directors	Gaining support from the VS board and setting up reporting structures
VS Socio-economic development sub-committee	Insuring representation, utilising resource and setting up reporting structures
VS sub-committees	Gaining support from sub-committees, attracting participation, managing resources and setting up reporting structures
VS employees	Orientating employees, creating information flow and
VS members	Informing and gaining support from all VS members across all sections
VS donors and strategic partners	Informing and gaining support from all VS donors and strategic partners
National, provincial and regional government and legislative tourism management bodies	Informing and gaining support from all bodies, agencies and management organisations within the tourism sector;
National and international tourism organisation	Informing and gaining support from all private and commercial tourism companies, organisations and other sector related traders

2.1.3. Measurement and Evaluation

The success of this project will be measured through the following indicators:

- Progress report
- Number of SED workshops
- Participant feedback on SED workshops
- Report on stakeholder SED participation including number of participants, stakeholder profile and nature of participation

2.2. Mobilise SED Partners

2.2.1. Introduction

One of the founding principles of VS is to aid the development of a society that is free, fair and integrated. Social cohesion is therefore a primary objective of our development strategy. We aim to contribute to this objective by firstly identifying the role-players that are relevant to our SED objecties and then fostering partnerships for the delivery of our SED strategy.

2.2.2. Overview

The following actions have been identified as part of the VS partner model rollout.

Action	Overview
Stakeholder mapping and engagement	To create a comprehensive list of SED role players in Stellenbosch.
Stakeholder orientation	To orientate stakeholders on the VS SED objectives and opportunities through informative workshops.
Communication	SED messages will be communicated through all VS communication channels.
Partner Programme	To attract, orientate and activate SED Partners through a formal partnership programme aimed at delivering the VS SED objectives
Direct engagement	Selected SED partners will engage with VS to create a partnership plan and implementation strategy.

The stakeholders referred to in this section includes NPO's, PBO's, educational institutions, government bodies and other organisations that are active in the areas of the VS SED project fields. This includes:

Stakeholders	Overview
Youth employment	
Learning institutions	Create formal partnerships with the aim to develop the level to which training is employer-led, and secondly to develop youth employment opportunities by connecting the colleges to potential employers.
Tourism sector youth employees	To identify and engage with tourism learners and entry level employees in the sector.
Tourism sector employers / VS member organisations	Firstly to orientate them towards the employment of learners in participating learning institutions and secondly to involve them in the further training of youth already in their employe.
VS Taste and Accommodation members	To attract and orientate these members towards the VS employment objectives
Local economic development through enterprise development and trade support	
Emerging tourism entrepreneurs	Qualifying entrepreneurs that participate in the VS enterprise development plan
Development partners and stakeholders	NPOs, PBOs and social enterprises that are partnering with the VS enterprise programme
Government and donors	Government structures, corporate CSI manager and philanthropists
Formal enterprises in the sector	Developed and successful tourism enterprises in the formal sector
VS Staff and members	VS employees that receive and direct clients and trading opportunities
Social cohesion and comment integration	
Socio-economic development service providers (NPOs, PBOs, social enterprises)	All NPOs, PBOs, social enterprises and development agencies

Beneficiaries/participants	All previously disadvantaged and community based individuals interested in development opportunities or social interaction
Strategic socio-economic development stakeholder	Government structures and all other role players involved in development in Stellenbosch
Stellenbosch tourism industry stakeholders / VS Members	Developed and successful tourism enterprises in the formal sector
Stellenbosch public	All members of the Stellenbosch community
Volunteers	Resourced individuals that indicate interest in supporting the VS development plans through skills sharing, pro bono activities and other input.

2.2.3. Measurement and Evaluation

The success of this project will be measured through the following indicators:

- Progress report
- Number of workshops
- Participant feedback on workshops
- Report on partner programme including number of partners, partner profile and nature of partnership
- Partner feedback
- A full partnership measurement and evaluation on specific projects

2.3. Integrate SED in VS Brand

2.3.1. Introduction

VS has been positioned as an SED focussed organisation from its very outset. It is therefore imperative that any and all SED success be communicated to insure that stakeholders are constantly made aware of the fact that we are delivering on our SED promises. To this end a focussed communication plan to share SED information will be part of our overall strategy.

2.3.2. Overview

Action	Overview
SED editorial function	This entails a detailed editorial plan to insure that SED stories and visuals are captured and prepared for publishing
Integration into VS marketing channels	Constant contact with the VS marketing function to insure the publishing of the editorial content on SED progress
PR and media	To procure media interviews, articles and features on the VS SED activities
Reporting	To report on the overall SED success annually through a well curated and visually appealing report for all stakeholders
SED events	To share SED updates all VS events and to host dedicated SED feedback events.

2.3.3. Measurement and Evaluation

The success of this project will be measured through the following indicators:

- Report on number of media reports and place of publishing
- Feedback on number and nature media interviews, articles and features (Newsclip or similar)
- Mini opinion poll on perceived nature of SED success of VS
- Stakeholder and partner questionnaires

3. SED Management and Sustainability

This section describes the function of managing our SED activities inline with compliance expectations as legislated and expected in the non-profit sector in South Africa. The burden of proof lies with developers and ultimately success should be proven through a robust measurement and evaluation process. This section also includes the management of all aspects associated with funding and the sustainability of our SED plans.

SED Management		
Objective 1: Manage and insure fiduciary compliance associated with grand funding and non-profit legislation.	Objective 2: Measurement and evaluation of all projects as required by donors and stakeholders, inline with NPO legislation.	Objective 3: Ongoing fundraising, disbursement of funds, reporting and donor relationship management.

SED is a complex function that requires a high level of management, marketing, negotiation, measurement and financial skills and support. This section of our strategy outlines the manner in which the function itself will be managed.

3.1. Fiduciary Compliance

3.1.1. Introduction

This relates to compliance aspects as regulated by the various NGO, NPO and PBO laws and regulations. Non-profit compliance is a specialised and vital part of the success of any funded organisation. VS will therefore insure that all aspects of compliance is taken into account and adhered to at all times.

3.1.1. Overview

Action	Overview
Fiduciary compliance knowledge	The VS SED function as well as the overall organisation retains skilled and experienced individuals that can give leadership on this matter
Consulting specialists	Specialists will be called upon from time to time, to insure that VS is aware of and comply to all fiduciary duties
VS SED sub-committee	VS will rely on the guidance and caution of the SED sub-committee to oversee all fiduciary issues

3.1.2. Measurement and Evaluation

Fiduciary compliance is well legislated and a checklist will be prepared and completed as part of the annual audit.

3.2. Measurement and Evaluation

3.2.1. Introduction

Within the donor funded field, the burden of proof lies with development service providers. Measurement and Evaluation (M&E) are a specialised function that not only aims to prove that activities took place, but that they were success. M & E therefore includes useful reporting practices, the interpreting of data and the communication of results.

To this end VS will devise a comprehensive M&E strategy including meaningful reporting and analysis of all the aspects of the SED strategy.

3.2.2. Overview

Action	Overview
M & E strategy development	A comprehensive strategy will be developed, aimed to measure and report on all aspects of the SED strategy
M& E strategy evaluation	The VS SED sub-committee will be called on to evaluate the M & E strategy
Donor requirements will be evaluated and included	Specific donor M & E requirements will be evaluated and included into reporting practices as required

3.2.3. Measurement and Evaluation

The M & E strategy will be evaluated from time to time by the VS SED sub-committee.

3.3 Fundraising and Disbursement

3.3.1. Introduction

The process of fundraising is a very high level and integrated function that is critical to the success of our SED activities. There are various components that work together to make fundraising possible. The section below outlines the main actions of the VS SED fundraising process.

3.3.2. Overview

Action	Overview
Identification of funding opportunities	This includes both the awareness of general calls for applications and the lobbying for specific funding for VS SED projects.
Preparation of material	This includes a set of well designed document that outline the project(s) for which funding is requested, together with the required supporting documentation.
Reporting	This entails integrating individual funder M & E requirements into the VS M & E structure, to insure successful overall and specific donor reporting.
Relationship management	This entails ongoing contact and communication with donors on both general and specific project progress. This also entails procuring the continuation of funding relationships.

Disbursement of funds	The VS partner model will require that funds be disbursed to secondary beneficiaries including NPO's, entrepreneurs and other beneficiaries. The management and monitoring of these secondary beneficiaries will form part of the VS disbursement management function.
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3.3.3. Measurement and Evaluation

This function will be measured as follows:

- Oversight of donor pipeline and application process
- Number of new donor relationships procured
- Feedback from donors
- Feedback from beneficiaries
- Total annual funding obtained

Section 4: Budget

This section will be completed upon approval of the strategy.

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VISIT STELLENBOSCH

Annexure B

Socio-Economic Development (SED) Project Plan

1. Introduction

Visit Stellenbosch (VS) is committed to bringing about sustainable and measurable economic growth through tourism. An enlarged and accelerated tourism sector will support more enterprises and subsequently more employment and trade opportunities. In an equitable business environment this rationale would suffice, but the historical and political context of South Africa dictates that financial growth alone will not necessarily make an impact on the socio-economic conditions in our town. The distribution of financial gain should be questioned as the majority of our residents remain excluded from formal trade networks, and subsequent growth opportunities. To this end we have adopted a Socio-Economic Development (SED) strategy as summarised in this document.

We are profoundly aware of the fact that 'business as usual' does not result into meaningful socio-economic impact. With this as a backdrop, we are exploring new ways of approaching economic development that is pro-poor and focussed on uniting the dual economies in our town. We believe that Stellenbosch belongs to everyone, and it is our main objective to give leadership to a tourism community that is inclusive, fair and mindful of the economic exclusion that prevails in the region.

The VS board has embraced a policy that defines our SED interventions as a guiding, supporting and enabling, which practically means that a partnership model, rather than a 'hands-on' approach will be followed. We recognise the value of NPOs, PBOs, Social Enterprises, the Stellenbosch University, the Stellenbosch Municipality and the various government and community structures that are tasked with bringing about social and economic development. Our role is to lead, direct, empower, enable and support these specialists, through a variety of partnership models, innovative approaches and strategic support.

South Africa has the highest Gini coefficient in the world (World Bank, 2019), making us the most unequal society anywhere on earth. Although millions of Rands, Dollars and Euros are annually spent on SED in South Africa, these interventions are for the most part unsuccessful with no notable poverty

relief. There has been good success in terms of alleviating social problems, but our unequal, exclusive and divided economy still dictates that the majority of South Africans are poor. *Business as usual simply is not making a difference.*

In addition to our town already facing an uphill battle to economically empower marginalised entrepreneurs, it would be irresponsible at this time to ignore the devastating impact of the COVID-19 pandemic. We have therefore thought it prudent to adapt our plans for the next financial year, to be more relevant to the very fast changing reality that we collectively face. Our overall strategic objectives remain the same, but we have adapted our planning in three significant ways:

- To include operational methods that are practical and possible within the constraints imposed on society.
- To place a greater focus on the immediate economic needs of our members and beneficiaries.
- To more aggressively pursue local tourism uptake as a mid-term solution for stabilising the tourism economy

2. Vision

Our SED strategy aims to find ways to connect, equip, empower and include community based, previously disadvantaged and currently marginalised individuals and enterprises into the tourism economic stream, that we are endeavouring to widen. We therefore refer to our strategy as 'socio-economic' in nature. This practically means that we are focused on realising meaningful social impact through the economic development objectives that are the main purpose of the organisation. *These two aspects, economic development and social impact should therefore not be seen as two separate concepts, but rather as integrated, with economic development catalysing social impact through fair distribution of opportunity.*

As an organisation we are mindful of the individuals, entrepreneurs and communities who are economically marginalised and do not enjoy the bounty of the tourism and visitation economy our town thrives on. The very central objective of this strategy is therefore to find and actualise ways to redirect financial gain to the individuals, enterprises and communities that require social development support.

In real terms, we believe that financial injection through the redirection of the tourism industry can have a profound impact on the quality of life and personal freedom of the disadvantaged among us. We are mindful of our unequal and separated society, and that we have a responsibility to contribute to the healing of our nation. We understand that the very social fibre of our country relies on the hope that all individuals can become financially sustainable.

3. Strategic Objectives

We have set the following objectives to realise the strategic SED vision of VS.

- To activate our broad and inclusive stakeholder network towards the implementation of our SED strategy
- To integrate our commitment to SED into all aspects of the Visit Stellenbosch operational processes and marketing services
- To bring about SED by recovering and growing the total value of the tourism sector in Stellenbosch and creating more economic opportunities
- To offer COVID-19 support in conjunction with our ongoing product development, marketing and trade development support to community-based tourism entrepreneurs through our partnership with Stellenbosch Township and Village.
- To provide educational support and employment preparation for youth by connecting employers with our partner training colleges, advancing employer led training and offering ongoing on-the-job development for youth employees.
- To actively pursue social support solutions and cohesion across the greater Stellenbosch region through the establishment of COVID-19 support actions and the promotion of a spirit of solidarity

4. VS Socio-Economic Development Overview

The VS SED strategy was developed in conjunction with our Advisory Board, SED Sub-Committee and participating partners. The strategy is underpinned by our understanding that poverty cannot be reduced without economic growth: to this end, the overall VS strategy is focussed on recovering and growing the Stellenbosch tourism sector as a whole, and subsequently the economy in the region. From a basis of real economic growth, SED can be brought about. COVID-19 is delaying and altering our efforts, and although we are adapting to our new reality, our overall direction remains the same. Our planning should therefore be read with both a long-term vision and short term crisis mitigation lens.

Herewith a summary of our three projects:

Overview	Rationale	Objectives
Youth training and employment development in the tourism sector	Youth unemployment is one of the most critical issues in our society and economic growth is not pro-poor as it does not generate enough jobs. With a youth unemployment rate of over 56,4% (Statsa, 2019), it is one of the most critical and destabilising social factors in our country as a whole. Notwithstanding the COVID-10 pandemic we have to prepare for a post pandemic future and we will therefore remain committed to the overall vision of employment growth in the future.	Actively influence and develop training and employment opportunities for youth by integrating colleges and employers in the tourism sector in Stellenbosch.
Community-based tourism enterprise and trade development.	South Africa has a dual economy, inequality is perpetuated by a legacy of exclusion, and inequalities are passed down from generation to generation: Business as usual will not address the lack of black enterprise development and growth. VS will therefore focus on merging the two economies in an attempt to overcome the exclusion of black entrepreneurs in the tourism sector in Stellenbosch. We remain committed to our long term strategy and our sites are set on preparing for the 2021 tourism season. In the short term we will be offering COVID-19 support to the informal tourism entrepreneurs in our network. To this end we have launched a support fund to provide stipends to assist informal entrepreneurs with basic social needs.	Actively promote trade and enterprise development through marketing services, equitable trading conditions and inclusion in the tourism sector.
Promotion of social cohesion across communities.	The most profound change in our strategy is evident in this section of our proposal. We envisioned the establishment of a social calendar and the support of festivals and events in the traditional communities surrounding our town. We have however re-directed this vision (to be revisited next year) to make space for more direct COVID-19 community support.	To directly provide COVID-19 food security support, to support community co-ordinators involved in COVID-19 social support and to promote social cohesion and solidarity in Stellenbosch.

5. SED Projects

In this section we describe three distinct projects (interventions) that VS will embark on to directly stimulate and bring about meaningful SED in Stellenbosch. The overall SED policy of VS is based on partnerships, enablement and support.

We will not directly initiate, own or operate any non-profit activities. We will however focus on partnering with existing successful projects in the tourism and development sectors in Stellenbosch. It is also important to mention that we will only get involved in social support as required to manage the COVID-19 situation, but will in future remain focusses on SED projects, where economic growth and development are key indicators of success.

5.1. Youth Training and Employment Development

5.1.1. Introduction

Youth in South Africa has the highest unemployment rate in the country, being 56,4% across all levels of education (Statsa, 2019), making them the most vulnerable part of our society. Youth that is 'not in education and not in employment or training' is known as NEETS (Wolhuter et al, 2015) and will be the focus of our strategy in terms of training and employment development. Community learning offers great promise to NEETS and three CETCs have been identified in the Stellenbosch region. These CETCs are described as institutions offering tuition and training to NEETS at post-secondary school level, hold close ties to the community and offer curricula and programmes particularly relevant to the tourism sector. This includes Bergzicht Training Centre, The Pilotage Youth Academy (PYDA) and Stellemploy. In the light of the COVID-19 pandemic we will direct our focus more acutely to offering support to our partner colleges in preparation for the sector recovery.

5.1.2. Project Overview

The VS youth training and employment strategy is based on the following assumptions:

- There is a disconnect between job seekers and employers
- The overall growth (post recovery) in the tourism sector in Stellenbosch will create more employment opportunities and support the growth and sustainability of existing employment
- That employer-led training curriculum will yield better employment results
- That relationships between employer representatives and learning institutions will facilitate the successful employment of learners

To this end the VS Youth Training and Employment strategy will focus on the following actions:

Action	Overview
Joint strategy with education partners and employers	We have developed a training and employment strategy in partnership with the training providers partnered with, and the various employer representatives in our network. Training partners include Bergzicht Training Centre, The Pilotage Youth Academy (PYDA) and Stellemploy. Employer representatives include VS Taste (restaurants), VS Stay (accommodation) and VS Experience (tour provider).
Foster employer-led training practices and curriculums	To analyse the service and employment expectations of employers in the sector and to work with training institutions to evolve their training practices and curriculum to insure that graduates are equipped for the expectations of employers.
To establish formal sector employment channels	To facilitate increased employment rates (post recovery) by setting up formal employment channels that are directly connected to training colleges. This will be done through formal partnerships between colleges and employers.
Improve safety standards of employees	In order to safeguard tourism youth and general employees during the COVID-10 pandemic we will produce safety instructional audio video lectures to be used by employers to insure that the virus is not spread when operations are continued.
COVID-19 Support to training partners	To support continued learning by offering support towards the online training strategies of our partner colleges. This will include producing audio visual specialist lectures, developing online training spaces and assisting learners with internet connectivity.

5.1.3. Outcomes and M&E

In the short term our objective is to ensure that learning continues remotely and that employees are educated on safe operating procedures during the pandemic. Our one long term objective remains the increase of post graduation employment of NEETS in the tourism sector and the improvement of the quality of service provided by youth already employed in the sector. In addition to the above, we aim to offer a valuable service to CTEC's and similar colleges, by facilitating their integration into the tourism business sector, making them more effective, employer-led and relevant to economic development in our region.

Measurement and evaluation will therefore include the following indicators:

- Number of colleges and learners in the programme
- Employment success statistics and narrative report
- Feedback on the programme from college's, employers and participating students/employees
- Feedback on professional development workshops including number of participating employees and participating VS member organisations
-

5.2. Trade and Enterprise Development

5.2.1. Introduction

National Government, Western Cape Government and Stellenbosch Municipality have all prioritised the development of emerging enterprises as a vital part of SED in South Africa. This national focus, combined with the growing demand for authentic cultural and heritage tourism creates a favourable environment for the development and activation of community based tourism SME's in Stellenbosch.

When recovered, the tourism economy will be able to sustain new entrants to the market, and it is on this premise that VS will set out, not only to aid the development of emerging tourism enterprises, but to support and stimulate their entrance into the Stellenbosch tourism value chain.

Supporting the development of emerging enterprises has proven not to be enough to bring about meaningful economic change in emerging communities. VS will therefore set out to integrate these emerging enterprises into the sector, to procure trade opportunities for them and to contribute to economic justice and equal opportunities.

Visit Stellenbosch has appointed Stellenbosch Township and Village social enterprise to fulfil this objective. We have entered into a comprehensive five year renewable partnership of cooperation to fulfil the objectives set out in this document.

5.2.2. Project Overview

VS will fulfil a strategic, marketing and enabling function to the already existing successes attained by Stellenbosch Township and Village. Our shared vision will be fulfilled collectively, including the following:

Action	Overview
Integrate existing Stellenbosch Township and Village tourism products into the market (post pandemic recovery).	<p>Our partnership with Stellenbosch Township and Village will enable the further development and market integration of their already activated community-based products.</p> <p>To date the following products have been initiated or identified for further development:</p> <ul style="list-style-type: none"> • Kayamandi Walking Tour and local dining/event options • Priel Heritage Tour and local dining/event options • Kylemore Village Cycling and local dining options • Dwarsrivier Freedom Tour • Stellenbosch Spice Experience and local food sampling • Vlake Walking Tour • Stellenbosch University Social Redress Walking Tour • Local Dining: Including Kayamandi, Priel, and Kylemore,
Further product development and entrepreneurs training and support	<p>Development is the main deliverable that Stellenbosch Township and Village social enterprise bring to the partnership. To this end they will continue with the development and training of local service providers. Such development will be done remotely through online mentoring and training during the pandemic. Further identification and development in Jamestown will be embarked on in the following year. In particular an additional 10 tour guides will be trained (when safe to do so) to enable the provision of services across the various products on offer.</p>
Marketing and Sales development	<p>Marketing and sales are the main deliverable that VS brings to the partnership with Stellenbosch Township and Village. To this end we will bring industry intelligence, professional marketing services and ongoing promotion to the community-based products in our joint fold. SED is a founding principle of VS and the development of trade in this sector is a priority. VS in conjunction with Stellenbosch Township and Village is committed to growing turn-over for the social enterprise. In the short term we will focus on growing local tourism in the light of the pandemic.</p>

Develop income distribution and record keeping of social enterprise towards sustainability	Stellenbosch Township and Village, through their well-developed sales and financial systems will continue to manage the day to day sales, payment of service providers and service delivery standards. Our joint objective remains financial self-sustainability for the social enterprise. Our partnership has enlarged the scope and vision of the social enterprise and jointly we are able now to scale the offering to be more representative of the total Stellenbosch community-based tourism offering. During the pandemic their focus will be on the COVID-19 support programme for informal entrepreneurs.
Promote trade development and economic justice in the tourism sector	VS and official DMO is in a position to influence economic inclusion through trade practices. The nature and make-up of the tourism industry in South Africa is such that emerging enterprises are often excluded from trade. To this end we will give trade preference and market access opportunities to the community-based service providers affiliated to the social enterprise. Our function will therefore focus on trade justice and the creation of economic opportunities through our network.

5.2.3. Outcomes and M & E

The ultimate measurement for enterprise development is whether income has been generated and profit is made. Our endeavour is to grow the financial income and tourism market share of community based and black tourism entrepreneurs. In addition the development gains of the entrepreneurs and their formalisation growth are also valuable indicators that we will focus on.

The indicators in this section will include:

- Report on ongoing development of participating entrepreneurs, enterprises and products
- Report on new product development and training
- Report on marketing and sales services
- Financial report on income procured for the Stellenbosch Township and Village social enterprise, including distribution to entrepreneurs

- Report back on the COVID-19 informal entrepreneur support programme.

5.3. Support and Advancement of Social Cohesion

5.3.1. Introduction

One of the founding principles of VS is to aid the development of a society that is free, fair and integrated. Social cohesion is therefore a primary objective of our development strategy. Our strategy has completely changed in this section due to the COVID-19 pandemic and will now include the following aspects:

- To support food security in local communities during the COVID-19 pandemic
- To support local community co-ordinators active in our COVID-19 support efforts by offering mentorship and social support.

5.3.2. Project Overview

Our strategy includes the following actions:

Action	Overview
Support food security during the COVID-19 pandemic	Visit Stellenbosch together with various partners have started the Stellenbosch Unite COVID-19 Aid Action. We remain dedicated to the management and sustainability of the action.
To support local community co-ordinators active in our COVID-19 efforts by offering mentorship and social support.	<p>The community wide Stellenbosch Unite COVID-19 Aid Action is largely enabled by the voluntary help of committed community leaders and members that are instrumental in assessing needs and distributing food parcels. Most of these volunteers are vulnerable themselves and may not be able to sustain their participation. We are in the process of setting up an online/mobile mentoring programme to interact with co-ordinators. The aim is to:</p> <ul style="list-style-type: none"> - Insure that their own basic social needs are met - That community service delivery is uniform, well structured and consistent in all communities - That positive relationships are maintained - That correct messaging is given to community members - That our COVID-19 aid action is more sustainable and efficient

5.3.3. Outcomes and M & E

The measurement and evaluation of this section of our strategy will include the following:

- Report on participating communities, leaders and stakeholder
- Feedback on COVID-19 support action
- Feedback on support to local community co-ordinators during the COVID-19 pandemic

				online and financial management systems Growth in market share for community based tourism entrepreneurs		
		Establish a COVID-19 support fund for informal tourism entrepreneurs in our network.	To raise funds to enable the payment of stipends for informal entrepreneurs during the COVID-19 pandemic	Social alleviation during the crisis	R50 000	
Name	Description	Objective	Deliverables	Potential Outcome	Budget	Recommendation

6. SED Management

This section refers to the manner and methodologies used to integrate the SED objectives into the fibre of the VS organisation and the tourism sector in Stellenbosch. It also aims to describe the manner in which we aim to unlock and manage the SED potential of the wide variety of stakeholders and partners that are involved with VS.

6.1 Stakeholder Management

The VS network is very diverse, and a variety of views on the importance and nature of SED are held across this wide stakeholder grouping. It is extremely important to advance a collective understanding of the objectives and methods that VS will follow in order to bring about SED. To this end, this section will outline the process of creating a collective understanding and movement towards the fulfilment of the VS SED goals.

Ultimately, we aim to create a collective energy to deliver our SED goals. Our plan therefore includes the following objectives

- To develop and grow relationships of cohesion and support with an inclusive network of stakeholders who share our vision and support our efforts.
- To harness the collective VS resources towards the fulfilment of the SED strategy.
- To use our influence to reshape the sector to be more representative and accessible to our SED beneficiaries

We aim to work very closely with the VS marketing and communication function to insure that the SED message and feedback reaches all our stakeholders.

The following three objectives have been set for this section:

Stakeholder Management

Objective 1:

Integrate, influence and harness the SED potential of all tourism stakeholders associated with VS.

Objective 2:

Establish and develop efficient and positive partnerships with SED stakeholders in Stellenbosch (NGO's, PBO's, donors, learning institutions, government bodies).

Objective 3:

Position VS as a successful SED focussed organisation through marketing and communication.

7.2. SED Function Management and Sustainability

SED is a complex function that requires a high level of management, marketing, negotiation, measurement and financial skills and support. This section of our strategy outlines the manner in which the function itself will be managed. Our objectives for the management function of our SED interventions include the following:

- To fulfil the commitments made to our donors through an innovative strategy, sound research and professional implementation.
- To operate in a fair and transparent way and to adhere to the fiduciary compliance that regulate the non-profit and donor sector.
- To measure, evaluation and report publicly on all our socio-economic development activities.

Non-profit compliance is a specialised and vital part of the success of any funded organisation. VS will therefore insure that all aspects of compliance is taken into account and adhered to at all times. We understand that in the donor funded field, the burden of proof lies with development service providers. Measurement and Evaluation (M&E) are a specialised function that not only aims to prove that activities took place, but that they were successful. M & E therefore includes useful reporting practices, the interpreting of data and the communication of results. To this end VS what devised a comprehensive M&E strategy including meaningful reporting and analysis of all the aspects of the SED strategy.

Finally, process of fundraising and disbursement is a very high level and integrated function that is critical to the success of our SED activities. We have developed a fundraising and disbursement process to manage and safeguard the sustainability and audit ability of donor funding.

Our management processes include the following three aspects

SED Management	
Management and insure fiduciary compliance associated with grand funding and non-profit legislation.	Ongoing fundraising, disbursement of funds, reporting and donor relationship management.

Thank you for your consideration.

8. References

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- Wolhuter, C.C, Van der Walt, J.L. and Potgieter, F. J. (2015). 'The case for an adapted community college model for South Africa to address the problems of NEETS'. Progression, Vol. 37 (2), pp125-138. UNISA.
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VISIT STELLENBOSCH

2020 Marketing Communications Strategy

Prepared by:



About Visit Stellenbosch

The newly established Visit Stellenbosch connects all aspects of tourism and creates a compelling and unique place experience for locals and visitors throughout the year.

Centralising the operational functions and resources of Stellenbosch stakeholders in wine, tourism, food and business, among other sectors, Visit Stellenbosch's long-term tourism plan is aimed at improving service excellence, driving tourism innovation and enhancing the place experience for locals and visitors alike.

At the heart of this lies a determined focus on tourism-led social solutions, specifically in terms of job creation and skills improvement and enterprise development.

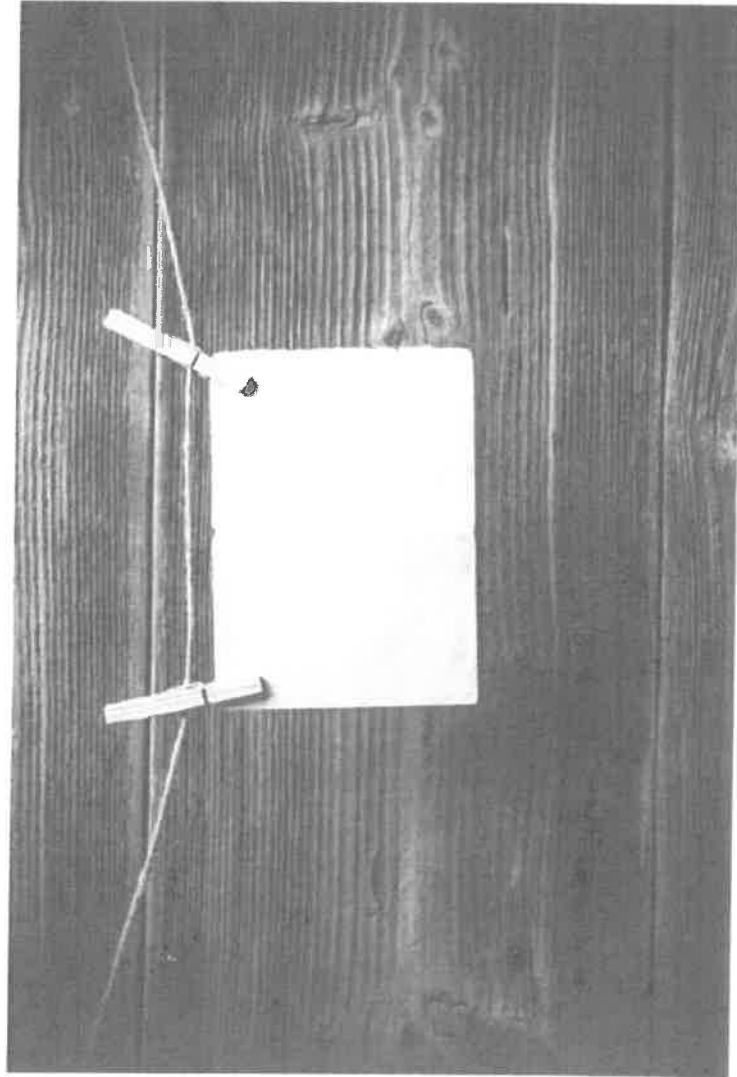
We aim to create 5 000 new jobs in the tourism and experience economy in Stellenbosch in the next 5 years by inspiring visitors to stay longer, do more and visit us again.

This brand goes beyond our history and scenery and captures the energy and soul of Stellenbosch – a place where people come to discover, learn, create, start up, launch and bring into being.

Visit Stellenbosch embraces this spirit of advancement by creating shareable moments for locals and visitors, representative of a town that celebrates its past, but is also passionate about its future as a dynamic, youthful hub of innovation.

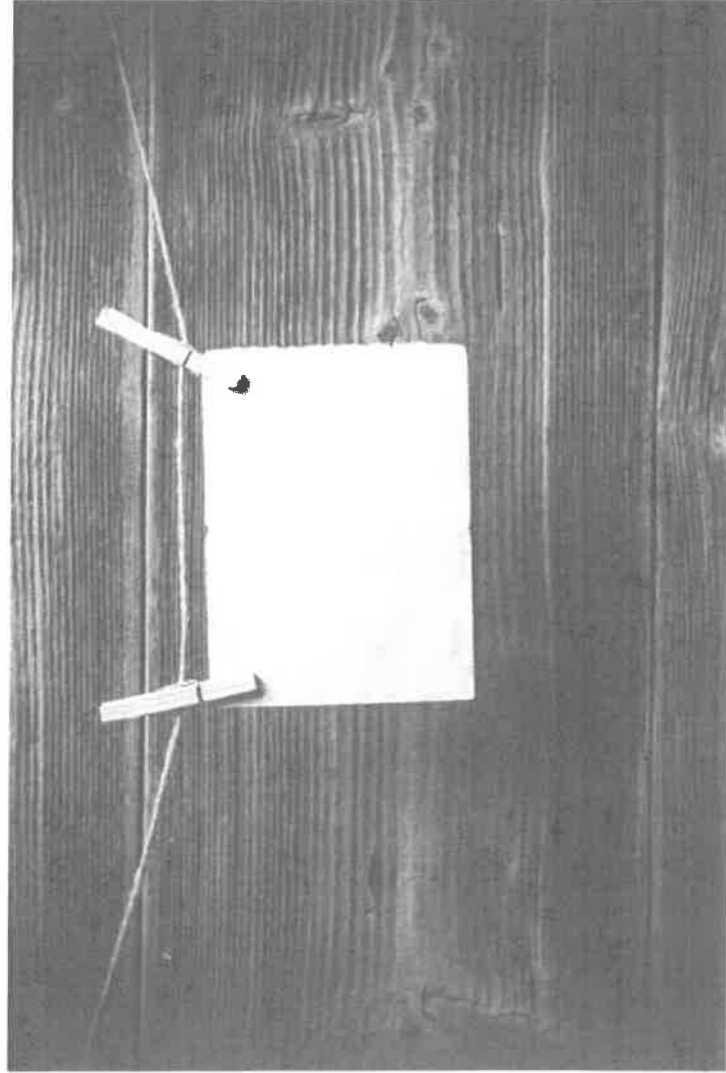


Stellenbosch Brand Pitch (25 wrds)



Stellenbosch is a diverse, authentic destination, which exudes tangible warmth and generosity, and is driven by to ensure sustainable growth and benefits to all communities.

Stellenbosch Brand Pitch (100 wrds)



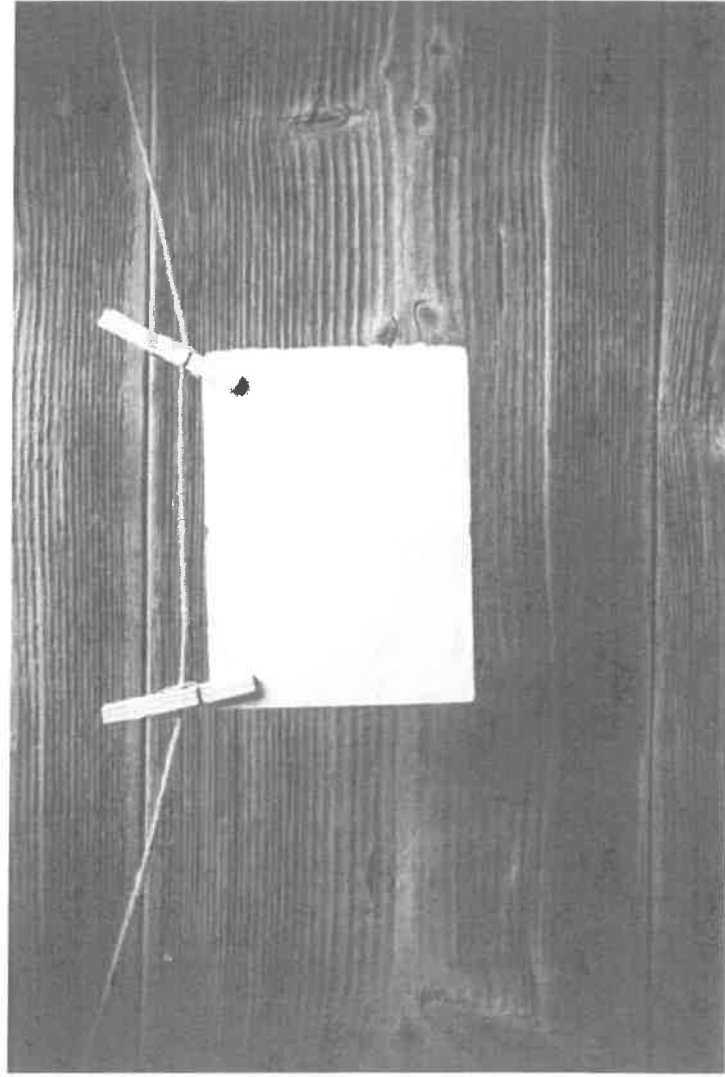
Stellenbosch is a diverse destination where warm and whole-hearted locals delight in sharing their hometown secrets with visitors the same way one would with friends and family.

Driven by a compelling mandate to ensure sustainable growth and benefits to all communities, Stellenbosch balances its centuries-old heritage with an innovative, youthful spirit – reflective of its status as a leading university town and one of the most historic centres of South Africa.

As a destination, we know how to live life to its fullest – whether through wine, food, music, sport, art or culture.

There's a Stellenbosch for everyone.

Stellenbosch Brand Pitch (150 wrds)



Stellenbosch is a place where people of all ages and interests come to discover, learn, create, start up, launch and bring into being.

This is a destination which is warm and whole-hearted; a captivating destination which enjoys great diversity, and delights in sharing this with visitors the same way one would with friends and family.

Driven by a compelling mandate to ensure sustainable growth and benefits to all communities, Stellenbosch balances its centuries-old heritage and traditions with an innovative, youthful spirit – reflective of its status as a leading university town and one of the most historic centres of South Africa.

As a destination, we know how to live life to its absolute fullest – whether through food, wine, music, sport, art or culture – and we want to share the secrets we are fortunate enough to enjoy, as Stellenbosch locals, generously with others.

There's a Stellenbosch for everyone.

Stellenbosch Brand DNA

CORE PURPOSE	To enable travellers to access and enjoy all aspects of the Stellenbosch tourism economy.			
BRAND MISSION	We aim to create 5 000 new jobs in the tourism and experience economy in Stellenbosch in the next 5 years by inspiring visitors to stay longer, do more and visit us again.			
BRAND PROMISE	Stellenbosch is a destination that delivers depth of experiences that exceed expectations, enrich local and international guests and inspire them to share their stories.			
BRAND ATTRIBUTES	Sustainability Stellenbosch is invested in the sustainability of the environment and social development of communities	Inclusivity Stellenbosch is an inclusive destination where people are the focal point. Locals and visitors co-exist and interact around shared experiences	Integrity Stellenbosch delivers on its promise as a place where people come to discover, learn, creative, start up, launch and bring into being	Hospitality Stellenbosch provides consistently high levels of service and an ethos of generosity at every touch point of the local or visitor experience
	Depth and quality of experience for the end traveler delivered by the diversity and integrity of product	An authentic and valuable travel experience shared by bringing locals and travellers together to share each others' stories	Meeting and exceeding the expectations of visitors consistently to enjoy a fulfilling and engaged encounter with Stellenbosch	The opportunity to be and feel pampered as a valued guest of Stellenbosch no matter how you experience the destination
END BENEFIT TO GUESTS				

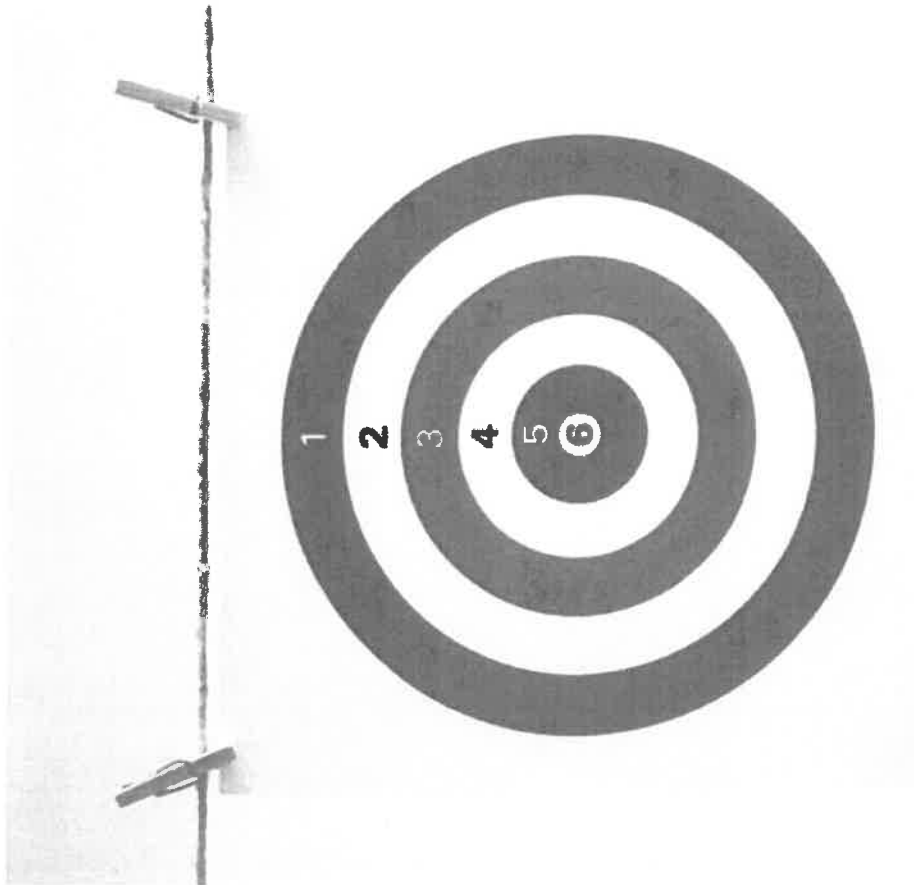
Current Scenario

Business Challenges

- The destination's current status as a half-day option tagged onto a Cape Town visit (Cape Winelands) – short length of stay, often without overnight.
- Brand strength of nearby destinations, such as Franschhoek.
- Historically, a siloed and fragmented approach to destination marketing.
- Strong awareness of the value proposition of Stellenbosch's food and wine offering, but not necessarily of other tourism assets.
- Close proximity to Cape Town – use Cape Town as a base instead of using Stellenbosch as a base.
- Existing product mix sold through trade remains unchanged for many years – Cape Peninsula Tour, Cape Town City Tour, Cape Winelands (day tour).
- Shrinking lengths of stay for inbound visitors due to price pressures which eliminates disposable time to try a 'different' destination beyond Cape Town.

Business Goals

- Create a unifying destination brand with which all stakeholders can engage, and which successfully translates the destination's value proposition vs its competitors.
- Create a strong link to Cape Town and the Cape Winelands without losing Brand Stellenbosch.
- Demonstrate how all members of Visit Stellenbosch, from accommodation to wine, would link into the new brand, i.e. one unifying logo.
- Leverage the existing caché of the established visual identity of Stellenbosch Wine Routes.
- Reveal the youthful, innovative spirit of Stellenbosch – a juxtaposition of the existing reputation of Stellenbosch has an historic destination. Goodbye 'City of Oaks', hello 'Forever Young' ...
- Reflect Stellenbosch's strong hook of 'food and wine', but not at the expense of the destination's other brand assets – heritage, university, sport, innovation, business, adventure, art & culture, design, etc.
- Create a brand that is memorable and easily scalable across segments, stakeholders – easy to roll out regardless of the resources at your disposal or which part of the Stellenbosch ecosystem you occupy.
- Brand DNA that can be applied to all forms of destination marketing collateral – no legacy assets available.



Increased brand awareness among chosen segments and source markets



Improve seasonality



Stellenbosch beyond the half-day visit

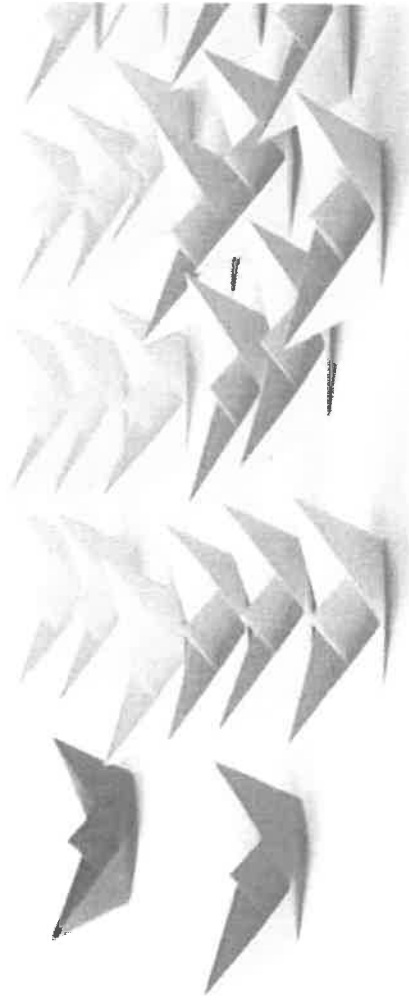


Align and leverage collective marketing for benefit of Destination Stellenbosch



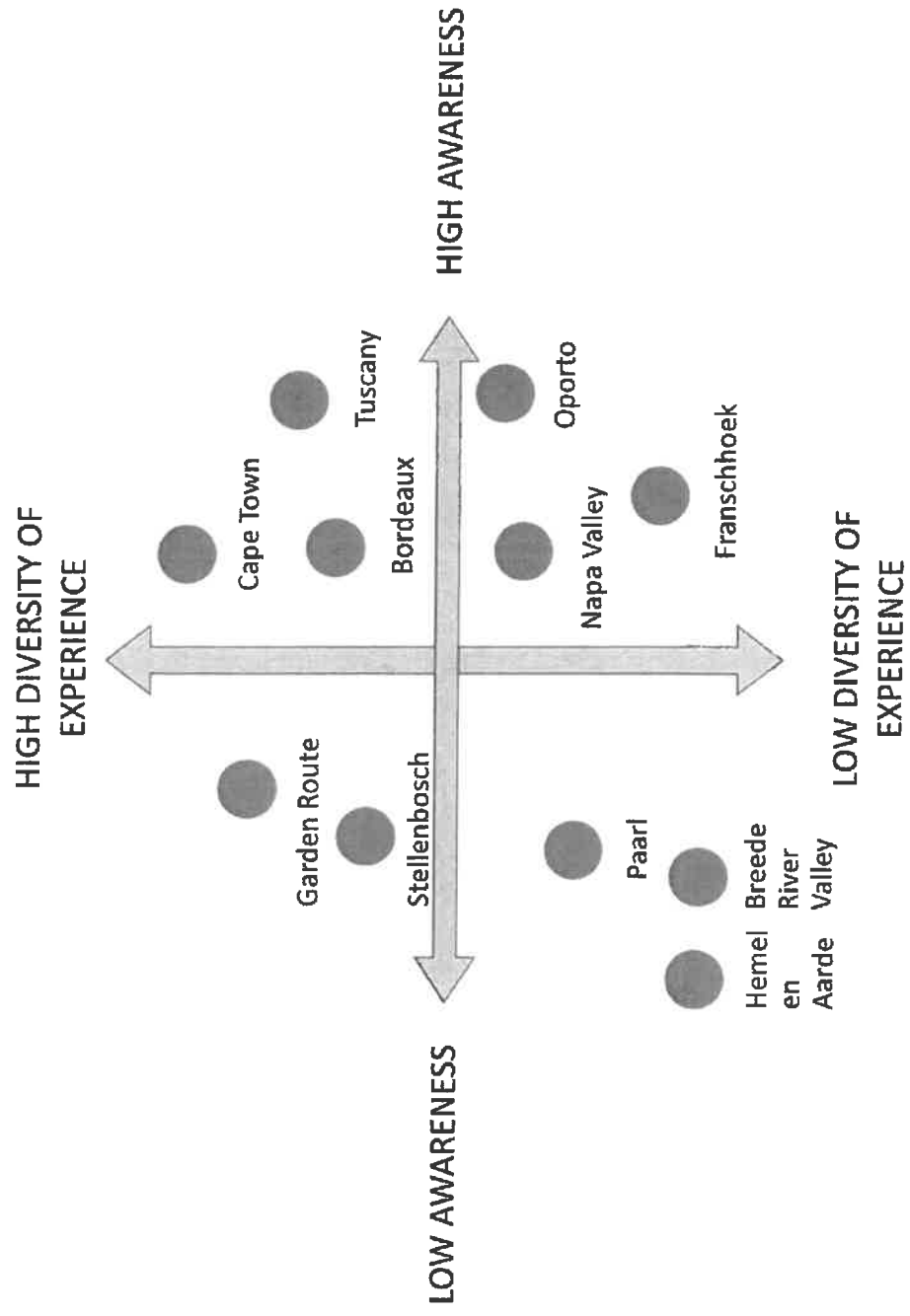
Make it easier and more attractive for audience to access the destination

Competitors



Tourism is one of the world's most competitive industries, as most destinations worldwide will have some form of tourism offering and several of these have as their key hook food and wine, for which Stellenbosch is also justifiably famous, e.g. Bordeaux, Oporto, Napa Valley, Yarra Valley (Victoria), Tuscany. In South Africa, the most immediate competitors to Stellenbosch are Cape Town and Franschhoek and, to a lesser extent, other Wineland destinations, e.g. Paarl, Hemel en Aarde Valley and Breede River Valley. Other South African destinations which would compete for first-time and repeat visitors include the Garden Route, Route 63 and KwaZulu Natal.

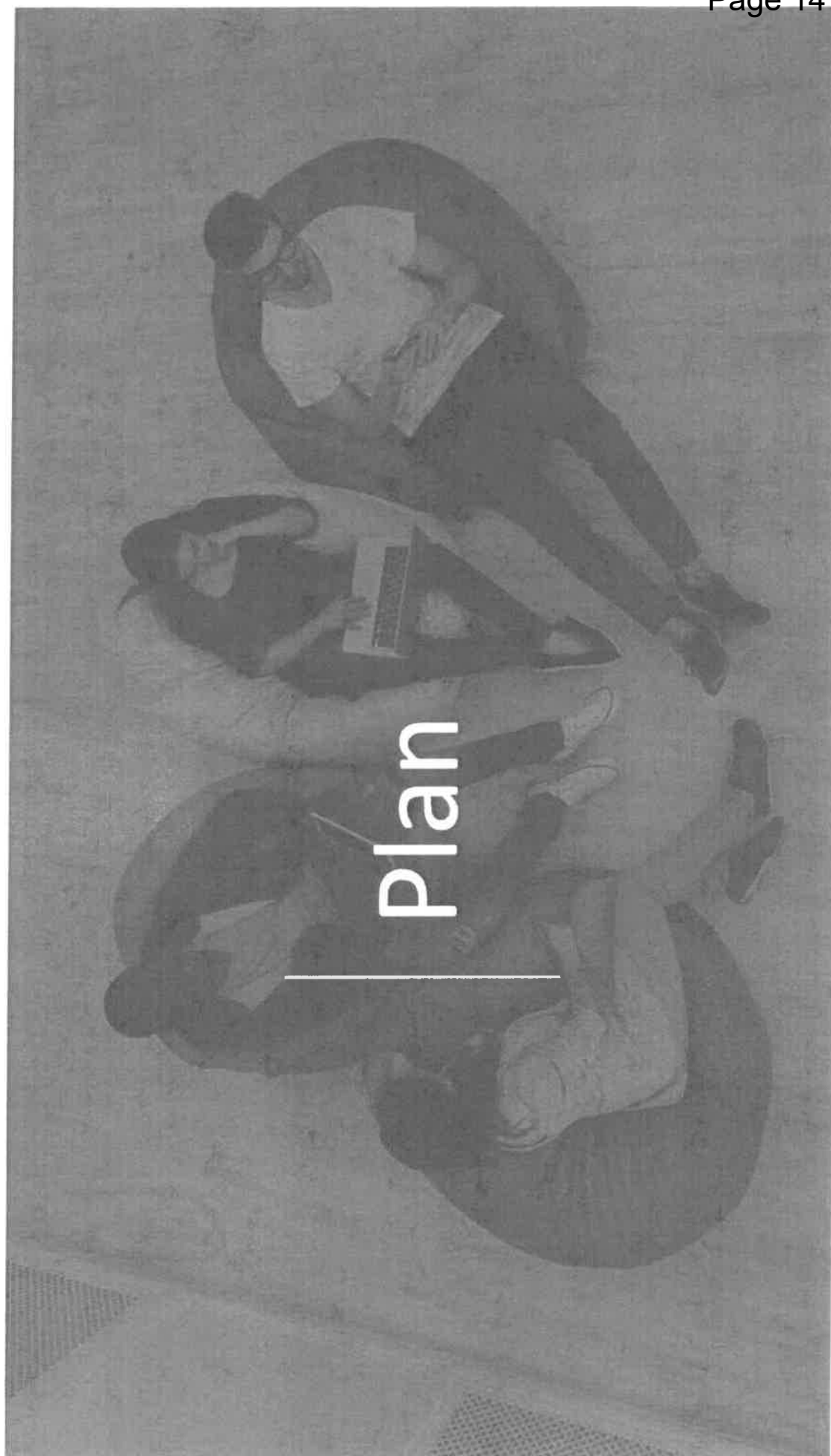
Competitive Positioning





Competitive Edge

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3





Content Pillars & Messaging

									
Tasting Stellenbosch Guests will have ample opportunity to taste and indulge in Stellenbosch wine at its finest	Art & Design Immersed in art and culture, Stellenbosch represents one of the oldest university towns in South Africa, of which heritage plays a pivotal role	Outdoors From soft adventure to intense trail running and mountain biking, or even sports, Stellenbosch offers outdoors' enthusiasts depth of experiences to suit their wanderlust	Culture & Living History One of the oldest towns in South Africa, Stellenbosch respects its past and invests in its future	Family Fun Stellenbosch is the perfect holiday destination to keep the whole family entertained	Meet Employing the concept of a Living Conference Centre, Stellenbosch offers diversity and diversity in terms of meeting opportunities for all types and needs of groups	Stay Guests are spoilt for choice when it comes to the array of accommodation options in Stellenbosch	Sustainable Stellenbosch is a destination that pioneers innovative and scalable high-impact solutions to tackle pressing social, economic and environmental issues	Wine Stellenbosch is without question the heart of the South African wine industry and has over several centuries perfected the art of wine making	Learn Stellenbosch has a vibrant student scene and is renowned for its spirit of innovation and creativity

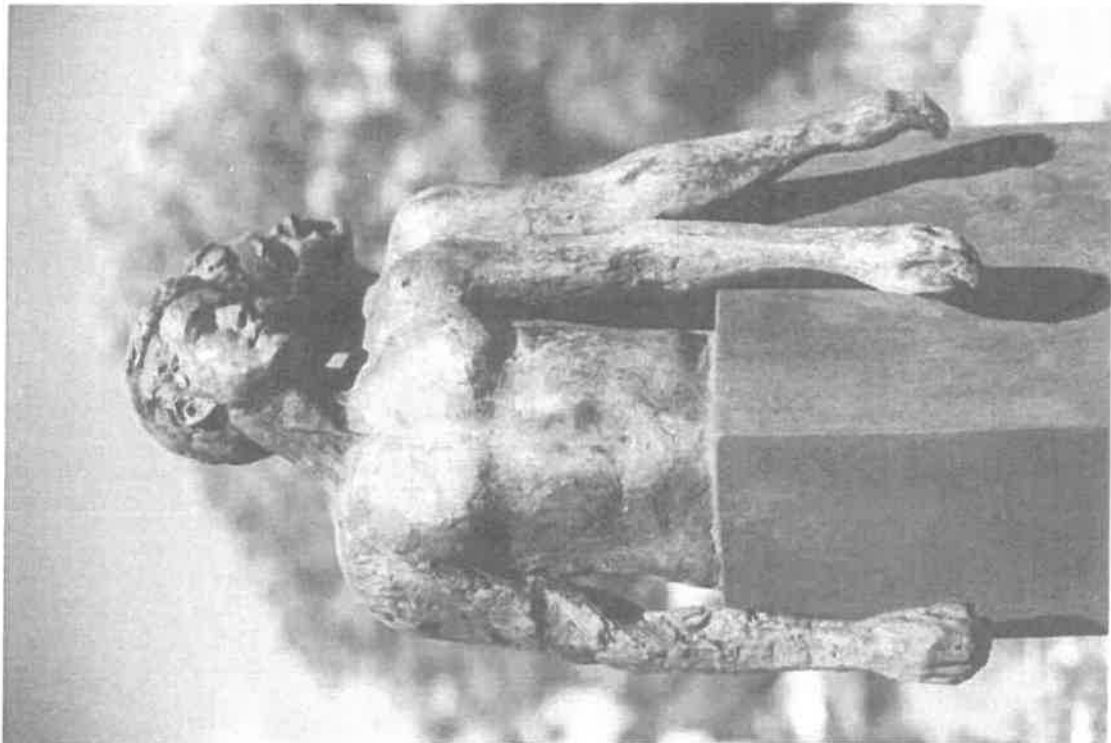
Tasting Stellenbosch

Wine and food are a match made to be enjoyed, choose one of the two hundred restaurants in the town and surrounding areas to enjoy anything from a hearty feast to a fine-dining culinary experience or simply to enjoy a hot cup of coffee. The wineries in Stellenbosch are famed for their hospitality, and many have restaurants and bistros onsite to get the full winery experience



Art & Design

- There are over 40 art, music and culture experiences in the town itself which include art galleries, sculpture walks, musical affairs and architecture discoveries.
- The town boasts a rich, multi-coloured canvas of unique art destinations and attractions buzzing with artistic activity. Strolling through Stellenbosch, particularly along historic Dorp Street, visitors will discover a 'natural art experience'.
- Sculptures are strategically placed within the historic town centre, on sidewalks and squares between Dorp and Victoria, Drostdy and Market Streets - also known as the 'Arts Quarter'. The numerous art galleries offer a unique insight into the history of South African art.
- Stellenbosch is also home to some of the best- preserved Cape Dutch buildings in the Western Cape, many of which are situated on wine farms that are open to the public



Outdoors

- For the adventurous and even no-so-adventurous outdoors enthusiast, there are 16km of river frontage cycling in the town, six designated mountain bike and running networks, hundreds of kilometres of developed mountain bike tracks and trails, as well as six golf courses in a 25km radius.
- For those who prefer a more moderate form of exertion, a walk through the botanical gardens, a cycle around the town, a spa visit or bird watching, will surely complement your stay.



Culture and Living History

- The rich heritage of the area is explained and detailed in the various museums and cultural centres in Stellenbosch, including the Stellenbosch Village Museum, historic homes dating back to the 18th and 19th centuries and Oom Samie se Winkel, a living museum and old-world village store housing antiques, collectables and old-fashioned local produce.
- For a true cultural experience, visit our friendly township, Kayamandi, with its colourful informal eateries, or stay overnight at one of the Homestays and join in the cooking fun with a local family!



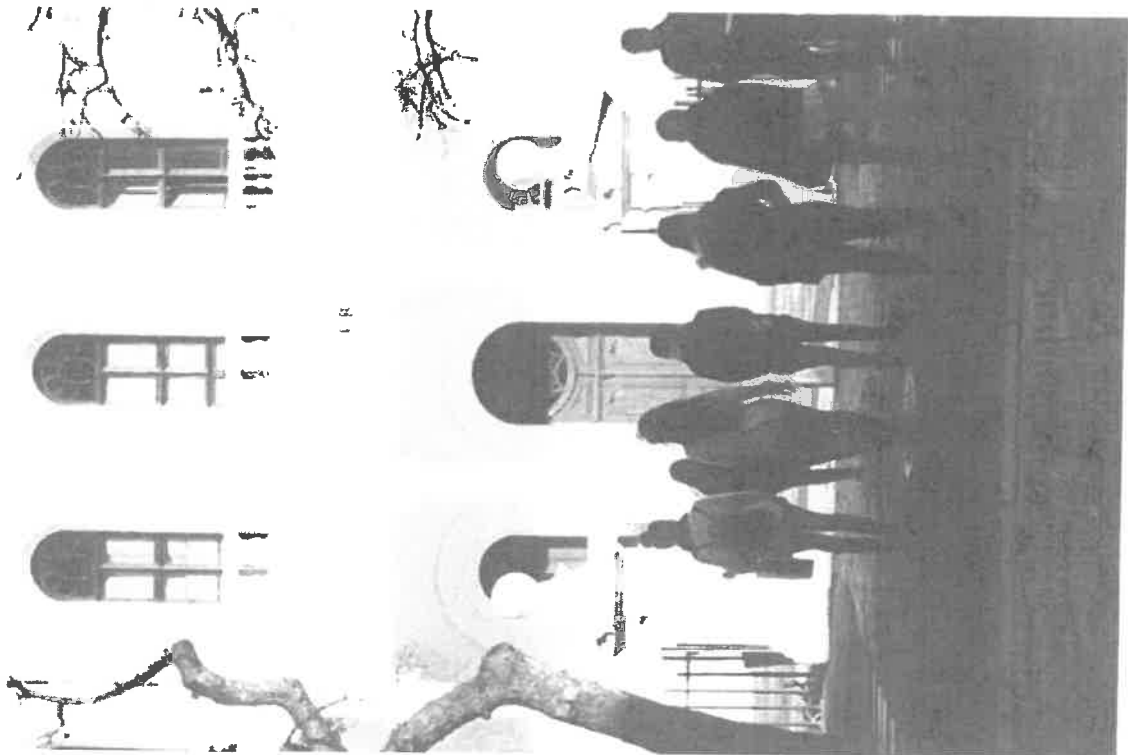
Family Fun

- There are a depth of experiences to keep young and old occupied in and around town. This 'forever young' town spins a merry playground of activities that go far beyond dreary museum visits and faded jungle gyms.
- Stellenbosch offers visitors the opportunity to explore this kid-friendly town with the family and have a blast whilst doing so.



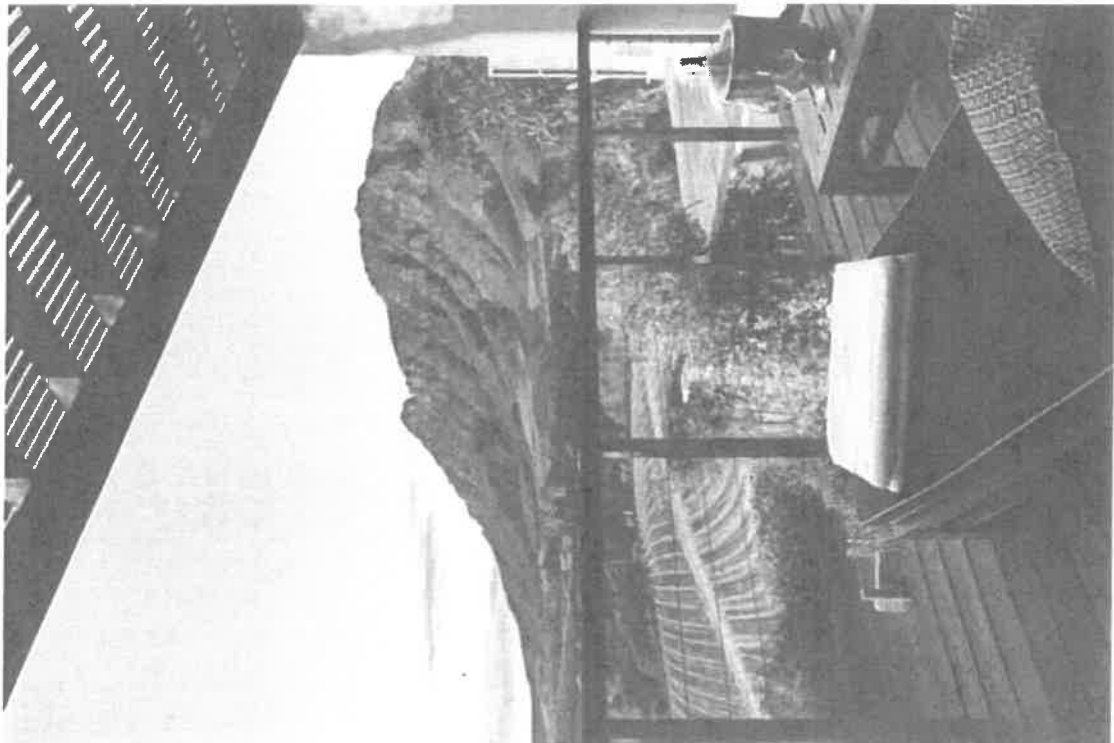
Meet in Stellenbosch

- Stellenbosch can cater for groups of all sizes, and a mere 40kms from CT International Airport, make the town perfect for business travellers. Various activities within the area ensure that group bookings are well cared for and top-class conference facilities are available to business travellers.



Stay in Stellenbosch

- From historic Cape Dutch hotels overlooking oak-lined streets to 5-star luxury villas in the Winelands and an eclectic mix of guesthouses, B&Bs and self-catering accommodation, staying over in Stellenbosch is a treat no matter what your requirement.
- Base yourself in Stellenbosch and explore the Winelands, Cape Town and the Garden Route with ease. Centrally located between Cape Town and the Garden Route, Stellenbosch is the perfect hub from which to enjoy day trips to the Mother City, Hermanus and beyond – returning to the comfort of your accommodation for a delicious dinner, our world-famous wines and a peaceful night's sleep.



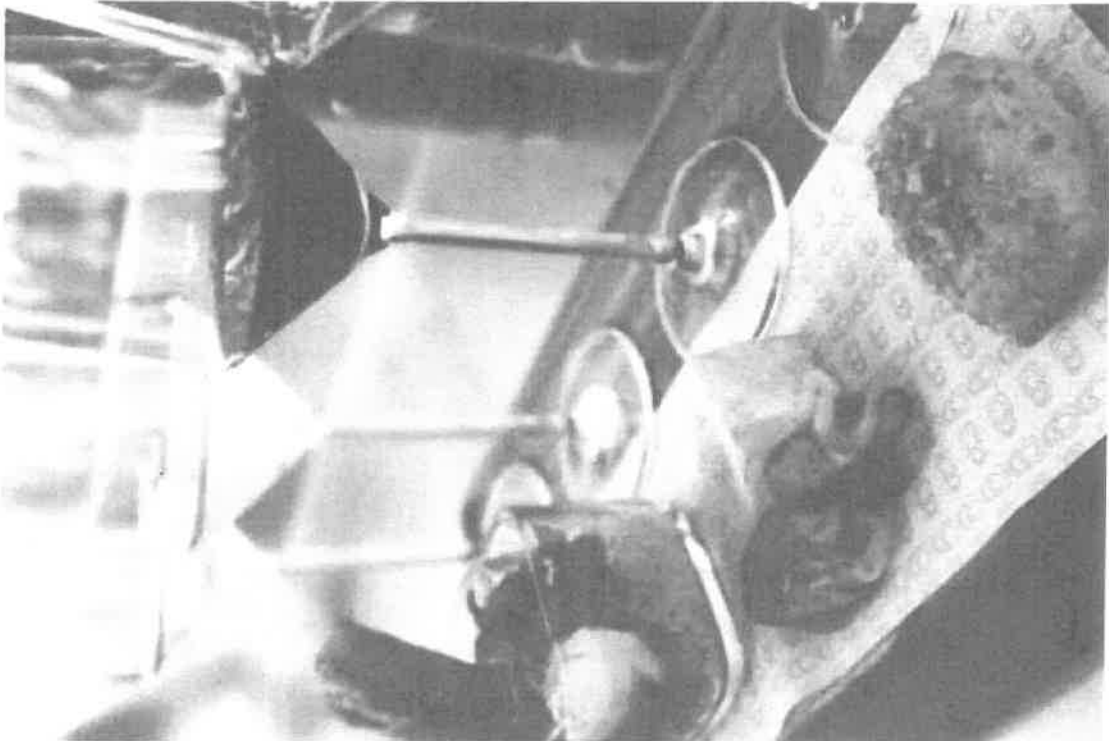
Sustainable Stellenbosch

- As a signatory of the Porto Protocol and a destination that has as its key driver a destination that pioneers innovative and scalable high-impact solutions to tackle pressing social, economic and environmental issues.
- As a destination, Stellenbosch is committed to growing the tourism and experience economy in Stellenbosch for the benefit of all communities and applying environmental best practice to mitigate climate change.



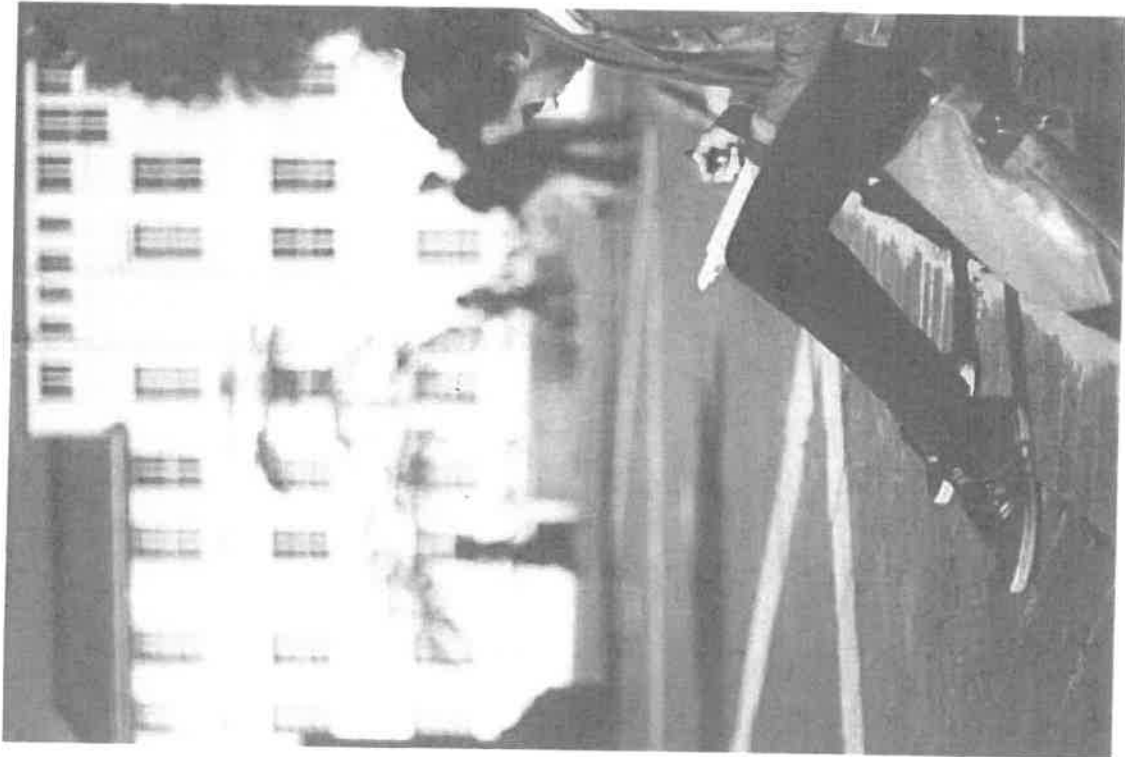
Wine in Stellenbosch

- As South Africa's leading wine destination, Stellenbosch is home to hundreds of farms producing wines of origin Stellenbosch. Discover and explore the many wine farms and estates where both connoisseurs and novice wine drinkers can enjoy award-winning wines and savour the beauty of the iconic Cape Winelands.



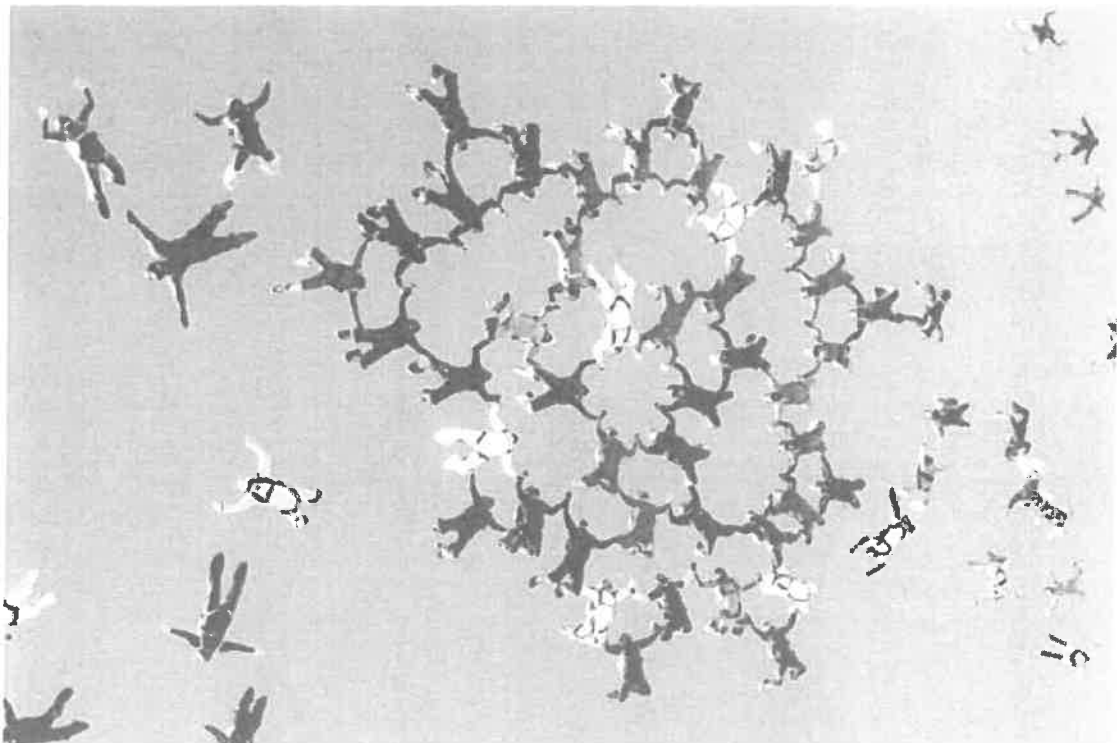
Learn in Stellenbosch

- Home to one of the oldest universities in South Africa, Stellenbosch has a vibrant student scene and is renowned for its spirit of innovation and creativity. This is a town that celebrates its past, but is also passionate about its future as a dynamic, youthful hub of innovation.



Editorial Vision

We will create shareable moments for locals and visitors so that they encounter and are personally enriched by the depth of experiences offered by Stellenbosch.

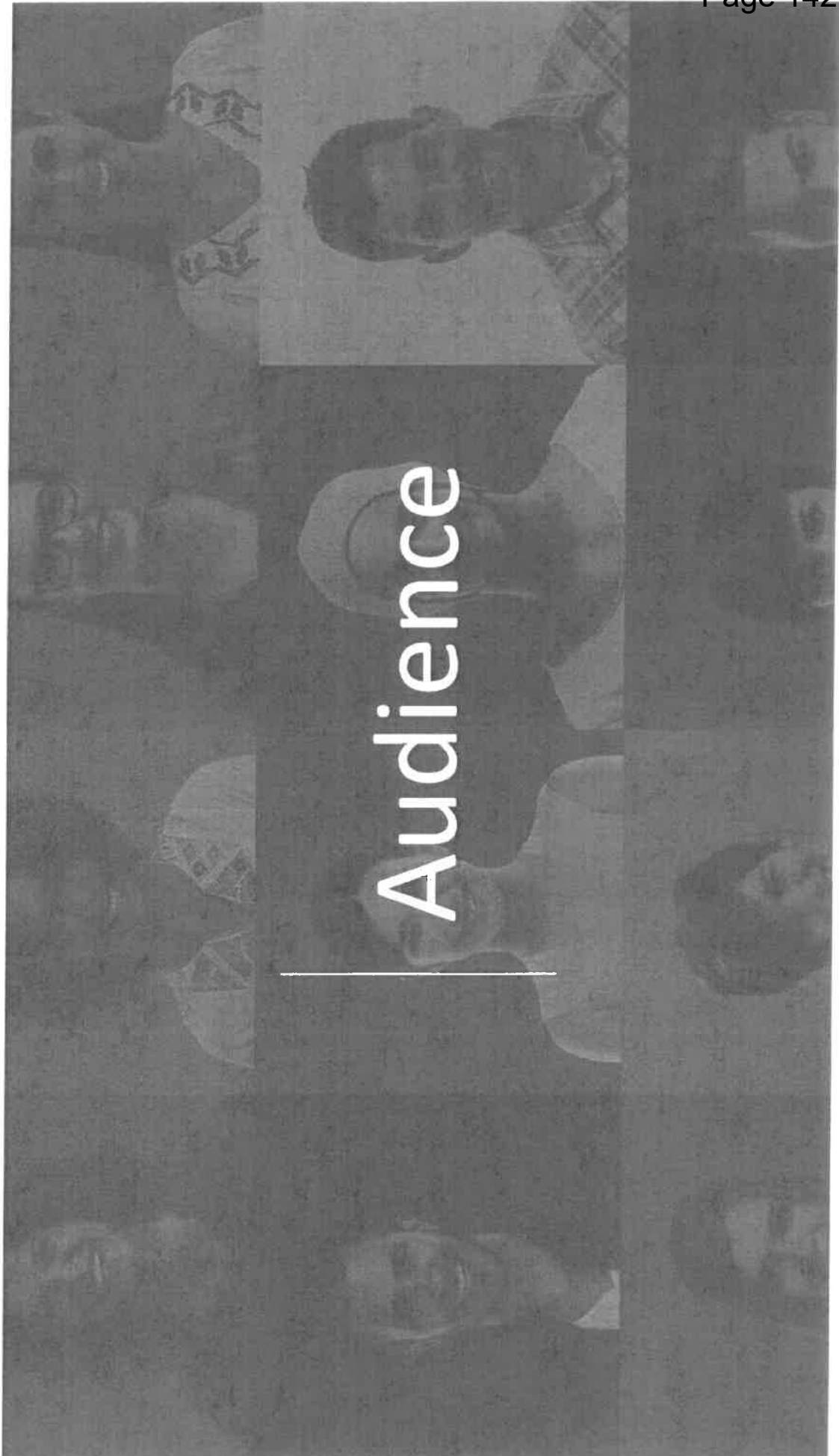


Content Goals

- ✓ Bring all stakeholders of tourism economy in Stellenbosch under one umbrella, singing from the same hymn sheet
- ✓ Highlight the value of tourism for Stellenbosch amongst local residents so they may become Stellenbosch 'ambassadors'
- ✓ Inspire visitors to stay longer, do more, visit us again and tell the Stellenbosch story



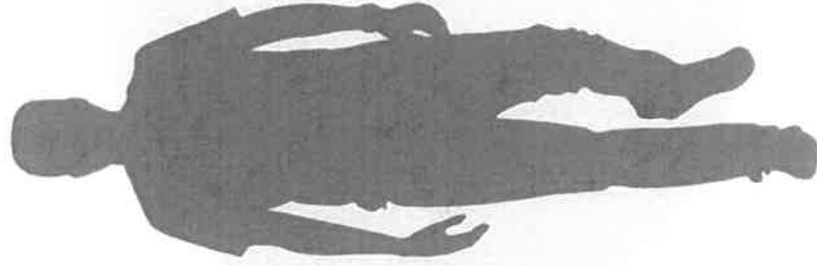
Audience



Target Markets

EXISTING CORE

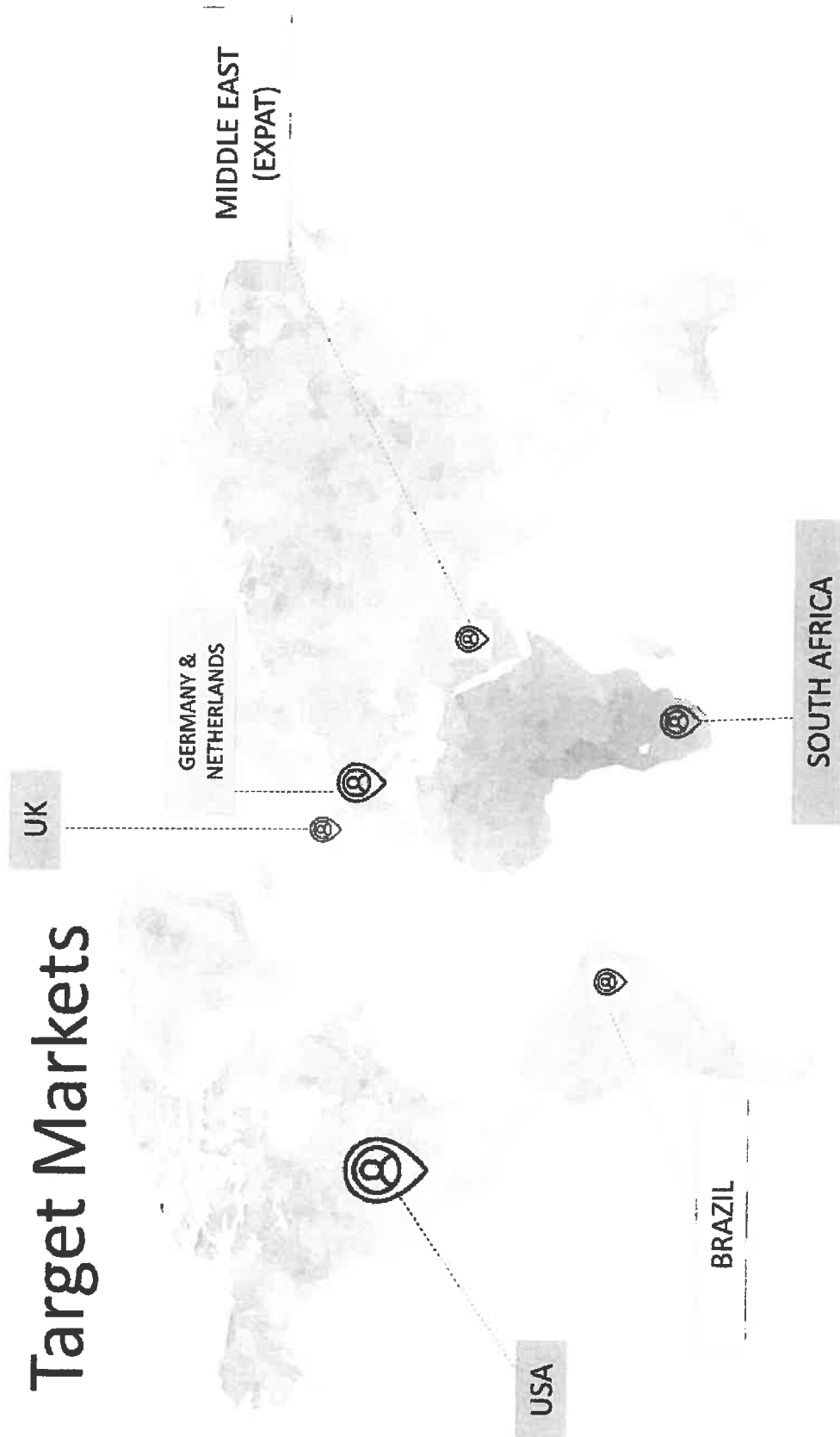
1. Domestic
2. Germany
3. UK
4. USA



TACTICAL FUTURE

1. Middle East Expat
2. Brazil

Target Markets





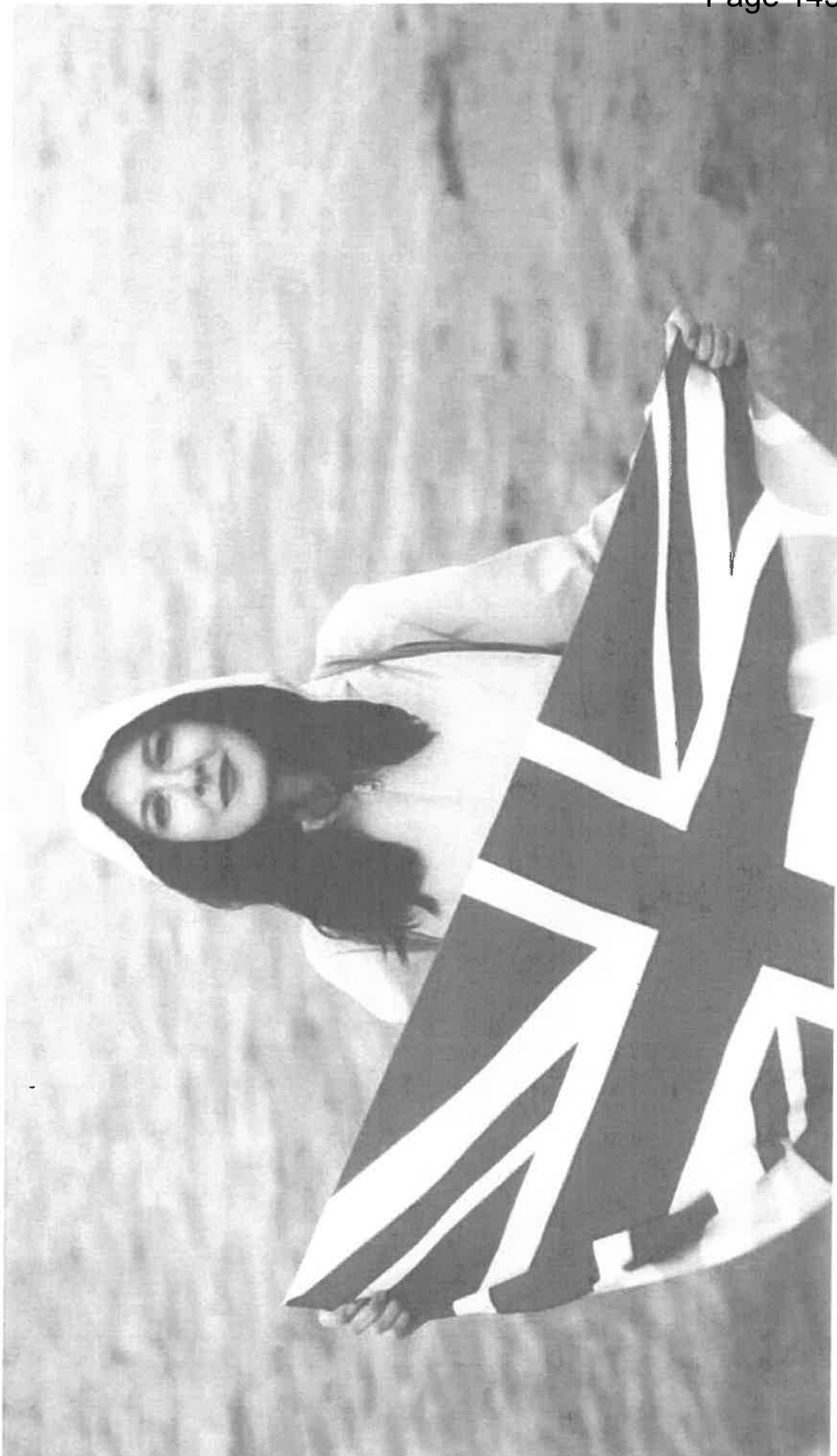
German Market

Demographics	<ul style="list-style-type: none"> • 50-64 years • Couples • Price savvy • Highly digitised households
When do they travel (in general)?	<ol style="list-style-type: none"> 1. August 2. July 3. June
What do they do when they travel?	<ol style="list-style-type: none"> 1. Relaxing (62%) 2. Sightseeing (36%) 3. Visiting family (33%) 4. Romantic getaway (23%) 5. Family holiday (15%)
What's important to them when they travel?	<ul style="list-style-type: none"> • Lifetime experiences • Feeling pampered • Cultural experiences. • Influenced by perceptions of safety • Value for money • Like outdoors and adventure
Where do they get their information?	<ul style="list-style-type: none"> • Content from destinations and travel brands • Top online sources include OTAs and SE • Book through OTAs + high reliance on traditional travel channels
Opportunity	<ul style="list-style-type: none"> • High repeater rate (23% returning 2/3 times • Long length of stay: 12 nights on average • High visibility in market for Stellenbosch • Traditional travel over Stellenbosch winter, but not SA



Netherlands Market

Demographics	<ul style="list-style-type: none"> • Aging Dutch population – biggest travel market (between 35 and 49 yrs) • Couples / families • Price savvy • Mature travel market • Travel 2.82 times annually
When do they travel (in general)?	Long-haul travel happens between November and April
What do they do when they travel?	<ol style="list-style-type: none"> 1. Leisure (79%) 2. Business (21%)
What's important to them when they travel?	<ul style="list-style-type: none"> • Outdoors and adventure (nature and wildlife) • Value for money • Sustainability • Friendly and welcoming locals
Where do they get their information?	<ul style="list-style-type: none"> • Friends and family • Online travel inspiration – most of travel bought online • Package deals through travel agents • Independents buy direct through suppliers online
Opportunity	<ul style="list-style-type: none"> • High repeater rate 13.6% returning 2/3 times • High visibility in market for Stellenbosch • Peer-to-peer marketing (UGC) because of reliance on referral • Adventure and trekking – a fast-growing segment • Direct flight from Amsterdam to Cape Town • Long length of stay (26.1 days) • Share same values as Stellenbosch – aligned • Over 50% visit Western Cape



UK Market

Demographics	<ul style="list-style-type: none"> • Strong youth segment 25-34 years - 28.3% and 35-44 years - 27.2%. • Price savvy • Highly digitised households
When do they travel (in general)?	<ol style="list-style-type: none"> 1. August 2. September 3. July
What do they do when they travel?	<ol style="list-style-type: none"> 1. Holiday (64%) 2. VFR (21%) 3. Business (12%)
What's important to them when they travel?	<ul style="list-style-type: none"> • Weather • Good food and wine • Friendly open citizens • Influenced by perceptions of safety • Value for money
Where do they get their information?	<ul style="list-style-type: none"> • OTAs have the most significant reach in the UK • Online information sites, such as Tripadvisor.com, Nationalgeographic.com
Opportunity	<ul style="list-style-type: none"> • High repeater rate (28.2%) returning 2/3 times • Top source market for Western Cape, lots of growth Jan to Mar 2020 • Lots of annual leave - 11 nights in sa • Great airlift into Cape Town • Family and friends rank as a significant offline resource for travellers. • Year-round travel possible • Share the same values as Stellenbosch – good fit



USA Market

Demographics	<ul style="list-style-type: none"> • Couples • Access to and reference a lot of information online • Price savvy • Robust youth market n 25-34 years (25.1%), 35-44 years (24.9%) • Vacation time shorter than other markets
When do they travel (in general)?	South African Winter Months (linked to safari)
What do they do when they travel?	<ol style="list-style-type: none"> 1. Holiday (64%) 2. VFR (21%) 3. Business (12%)
What's important to them when they travel?	<ul style="list-style-type: none"> • Value for money • Safety and security • Nature and Wildlife • Good food and wine • Friendly open citizens
Where do they get their information?	<ul style="list-style-type: none"> • Search engines • Recommendations from friends and family
Opportunity	<ul style="list-style-type: none"> • Peak months for travel to South Africa are generally between May and July, making the US a particularly strong winter market for South Africa. • Important for this market to tie-up with safari. • High repeater rate (20.5% who travelled to South Africa 2-3 times before Top New United flight into Cape Town (but not over winter) • Family and friends rank as a significant offline resource for travellers. • Share the same values as Stellenbosch – good fit



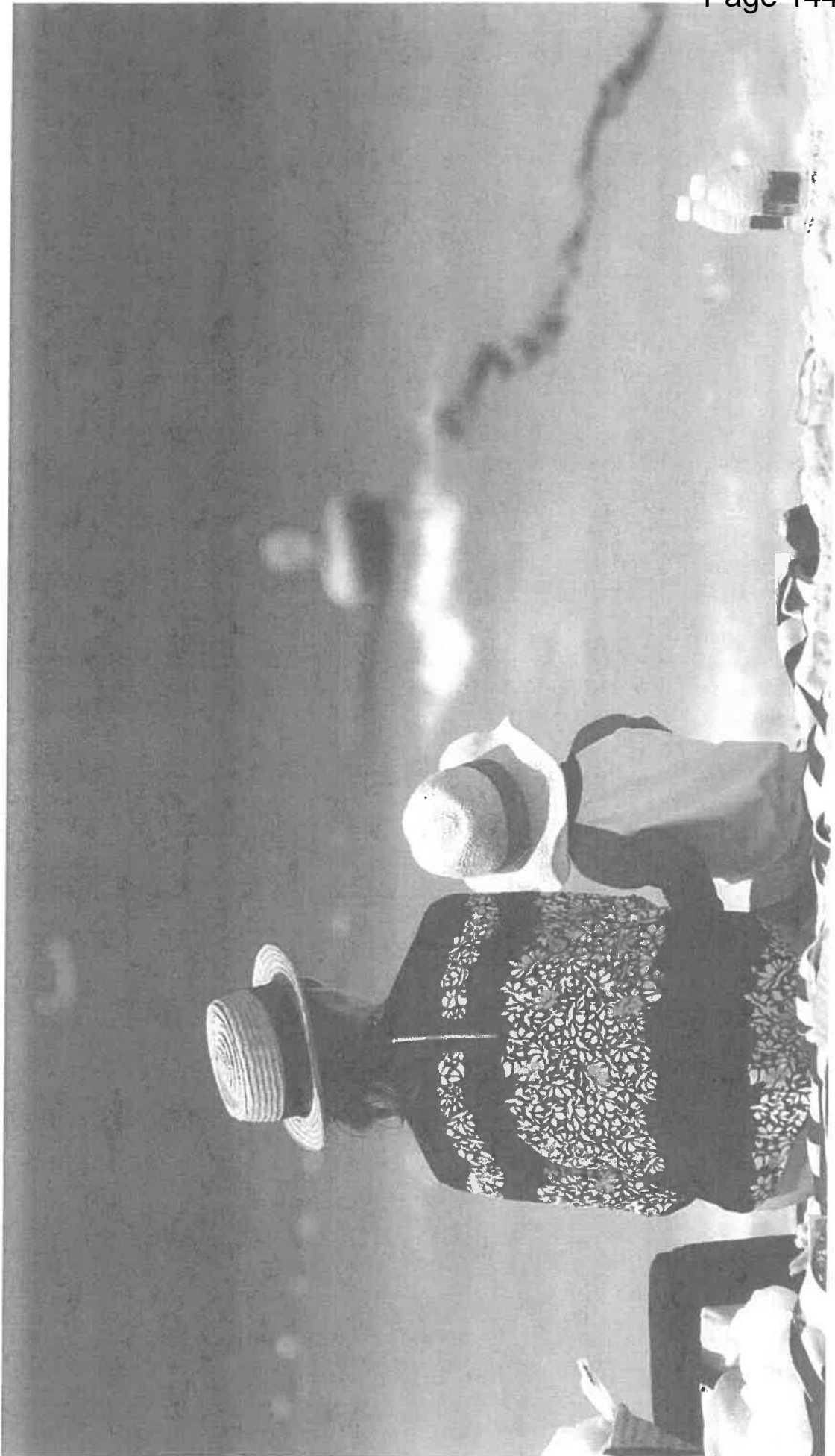
SA Market

Demographics	<ul style="list-style-type: none"> • Largely inexperienced travellers • Local self drive or fly and flop holidays • Very Price sensitive • Highly digitised and mobile focussed • Vacation time shorter than other markets
When do they travel (in general)?	Between two and four holidays annually – generally around school holidays
What do they do when they travel?	<ol style="list-style-type: none"> 1. Business 2. VFR 3. Holiday
What's important to them when they travel?	<ul style="list-style-type: none"> • Value for money • Outdoor & nature-based destinations • VFR travel
Where do they get their information?	<ul style="list-style-type: none"> • Search engines • Recommendations from friends and family • Peer review through social • Travel review • Traditional travel agents • Travel suppliers (online)
Opportunity	<ul style="list-style-type: none"> • Growing black middle class > spend on luxury items • Strong appetite for status • Year-round travel – opportunity for winter travel • Business travel



Brazil Market

Demographics	<ul style="list-style-type: none"> Semi-independent / independent travellers Mostly solo or couples
When do they travel (in general)?	<ol style="list-style-type: none"> December – January July
What do they do when they travel?	<ol style="list-style-type: none"> Holiday VFR Education
What's important to them when they travel?	<ul style="list-style-type: none"> Value for money Safety and security Good food and wine Enjoying life to its fullest Shopping and Entertainment
Where do they get their information?	<ul style="list-style-type: none"> ¾ consult a travel agent. Half book via travel agents Television Social Media
Opportunity	<ul style="list-style-type: none"> Huge education market for Cape Town (English)** Demand for good food and wine – aligned with Stellenbosch Travel in July – winter season for Stellenbosch Steadily developing economy with rise in middle class



Middle East Expat Market

Demographics	<ul style="list-style-type: none"> Youthful market (21 to 50 years) Couples and families
When do they travel (in general)?	<p>Multiple trips annually</p> <ul style="list-style-type: none"> Most travel twice a year, then three times a year, then four times a year
What do they do when they travel?	<ol style="list-style-type: none"> Sightseeing Shopping Food Relaxing and pampering
What's important to them when they travel?	<ul style="list-style-type: none"> Treat themselves Discover the world Safety and security Luxury and green landscapes Seeking cooler temps in summer Diversity of experience Warmth and friendliness of host country Value for money Airlift Visas
Where do they get their information?	<ul style="list-style-type: none"> Friends and family Search online: SE / Review sites / Travel providers Social media Influencers & Celebs TV, magazine, digital editorial and advertising Online Travel Agencies (booking.com, Dnata Travel, Emirates Holidays)
Opportunity	<ul style="list-style-type: none"> Escape heat over June – August (seasonality) Strong air links (Emirates and Qatar have direct flights) High income and high spend International travel highest proportion of all travel

Source Markets & Messaging



German

Stellenbosch offers the depth of affordable cultural and outdoors activities desired by the German market.

For German travellers, there's a direct flight and no visa is required.



Netherlands

Stellenbosch offers beautiful outdoors and adventure opportunities, as well as friendly and welcoming locals. For Dutch travellers,

there's a direct flight and no visa is required.



UK

Stellenbosch offers good food and wine, friendly open citizens and value-for-money experiences. For British travellers,

there's a direct flight and no visa is required.



USA

Stellenbosch offers the perfect combination to a South African safari over the winter period. For American travellers, there is a new direct flight from New York and no visa

is required



Brazil

Stellenbosch offers a sophisticated sojourn for discerning Brazilian travellers seeking value for

money. For Brazilian travellers, there is a flight from São Paulo via Johannesburg and no visa is required



Middle East Expat

Stellenbosch offers a cool, lush and green escape for Middle East expats over the summer months. For UAE-based expats, there are direct flights with Emirates and Qatar to Cape Town. Visa

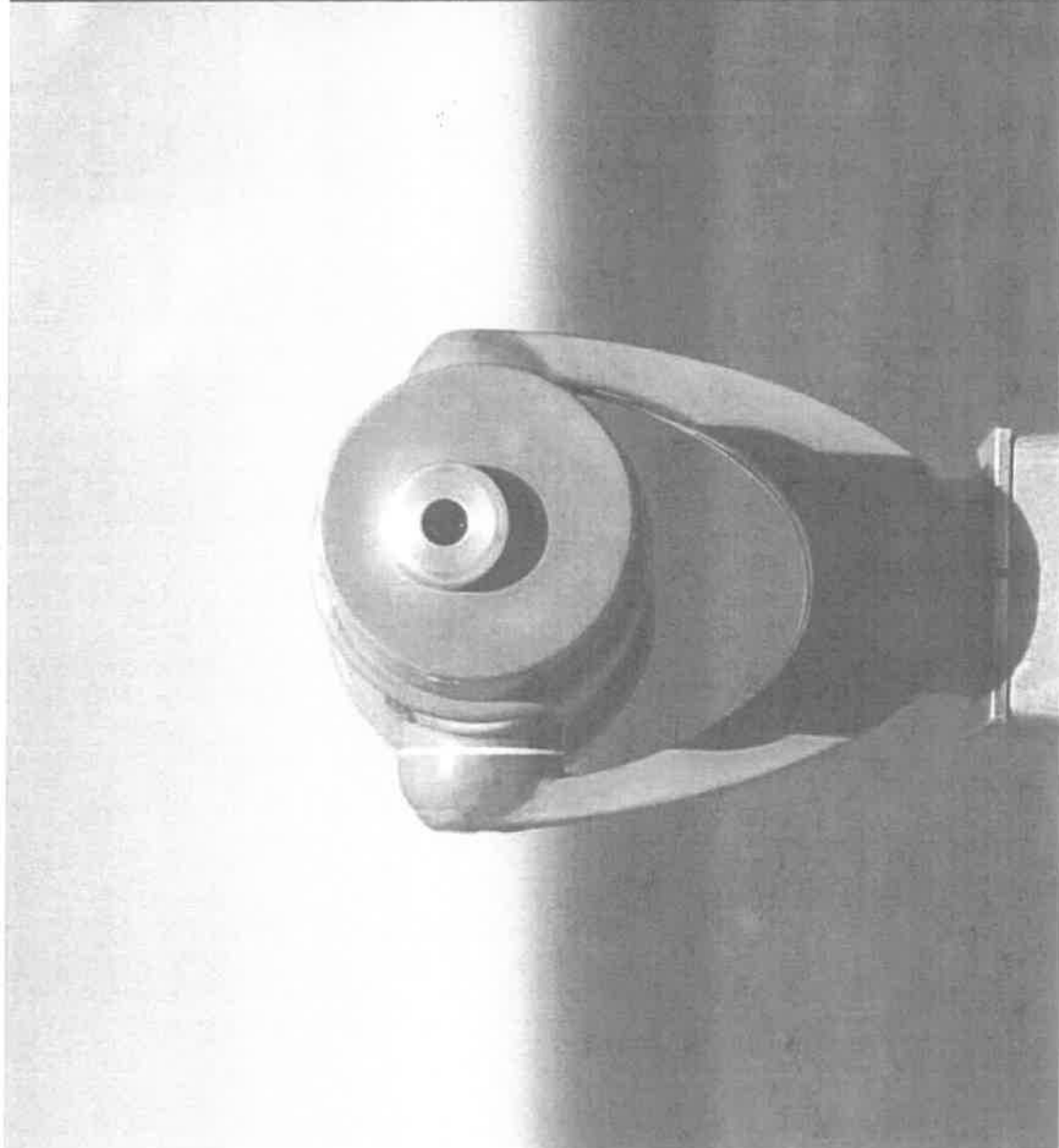
requirements differ per source market



South Africa

Stellenbosch offers depth of experience for South African travellers seeking value for money and a sophisticated destination on their doorstep. For South African travellers, there are a multitude of flights daily.

Market Segments



Market Segments



Socially Aware

This pattern of thinking is usually associated with the highest socioeconomic group. These 'insatiable information vacuum cleaners' are addicted to finding out or trying anything that's new or different and persuading others to accept their opinions, priorities and lifestyle preferences.



Experience Seekers

These people are typically open minded and have an interest in world affairs. They are opinion leaders within their peer and social groups. They are not characterised by nationality, preferred holiday style/mode or age. They are sociable and seek out and enjoy authentic personal experiences they can talk about.



Business Tourists

Travel is aimed at conducting business whether through a meeting, incentive, conference or exhibition. This tourist may also wish to extend their visit to encompass some leisure time in the destination.



Cultured Connoisseur

This pattern of thinking is associated with the proof of having made it up in the seemingly never-ending social ladder. Personal recognition, higher incomes, job satisfaction and other tangible rewards of success such as travel, recreation and high-quality homes, vehicles and holiday location provide the very best of visible good living.

Socially Aware

Demographics	<ul style="list-style-type: none"> • Experienced and well-educated travellers • High social and environmental conscience • Discerning with their choices • Will pay a premium • Gen Y and Baby Boomers predominantly
When do they travel (in general)?	Depends on the source market – June to mid-September and around major holidays.
What do they do when they travel?	<ol style="list-style-type: none"> 1. Meeting and interacting with locals 2. Hands-on participation / learning 3. Volunteer 4. Soft adventure
What's important to them when they travel?	<ul style="list-style-type: none"> • Different / stimulating holidays • Curious about other cultures and environments • Want to connect with others • Self development and creativity is important • Seek to challenge themselves • Off the beaten track experiences
Where do they get their information?	<ul style="list-style-type: none"> • Predominantly fully independent travel • Pre-packaged tours with specialist operators, e.g. Lindblad, G Adventures • Responsible tourism directories, e.g. responsibletravel.com, planeta, etc
Opportunity	<ul style="list-style-type: none"> • Sustainability value aligned • Growing market segment globally • Seeking human connections which Stellenbosch can deliver

Experience Seekers

Demographics	<ul style="list-style-type: none"> Couples and groups of friends Likely to stay overnight (not a day visitor) Digital savvy Disposable income Well educated Opinion leaders and influencers in their communities
When do they travel (in general)?	Depends on the source market
What do they do when they travel?	<ol style="list-style-type: none"> Meeting and interacting with locals (authenticity) Hands-on participation / learning Local food and drink Countryside and scenery New off-the-beaten track experiences
What's important to them when they travel?	<ul style="list-style-type: none"> Flexibility New and authentic experiences Cultural activities
Where do they get their information?	<ul style="list-style-type: none"> Open to advertising messages – entertaining and interactive Social Media Friends and family recommendations
Opportunity	<ul style="list-style-type: none"> Slower relaxed pace of travel – longer stays in Stellenbosch Values are aligned with Stellenbosch offering Growing market segment globally

Business Tourists

Demographics	<ul style="list-style-type: none"> • Short duration of trips • Ages 21 to 60 years • Solo traveler / Group travel
When do they travel (in general)?	Year-round travel
What do they do when they travel?	<ol style="list-style-type: none"> 1. Networking 2. Business Deals 3. Learning 4. Entertainment, food and drink
What's important to them when they travel?	<ul style="list-style-type: none"> • Ease and comfort of travel • Diversity of product and experience • Safety and security • Good communications and Internet • Proximity to airport and related services
Where do they get their information?	<ul style="list-style-type: none"> • Travel Management Company • Incentive Travel Manager / DMC • Professional Conference Organiser • Financial and business media • Online booking tools / Internet Search Engines
Opportunity	<ul style="list-style-type: none"> • Travel year-round • Less impacted by 'shocks' • Return leisure business / influence others to travel

Cultured Connoisseur

Demographics	<ul style="list-style-type: none">• Experienced and well-educated travellers• Discerning with their choices• Will pay a premium
When do they travel (in general)?	Depends on the source market.
What do they do when they travel?	<ol style="list-style-type: none">1. Non-Googleable options2. One-off experiences3. Emotional connections4. Experience of the 'Good life'
What's important to them when they travel?	<ul style="list-style-type: none">• Trusted travel information• Consistently high service levels and quality product• Indulgent and authentic experiences• Exclusivity
Where do they get their information?	<ul style="list-style-type: none">• Luxury travel agents• Business magazines• Recommendations from friends and family
Opportunity	<ul style="list-style-type: none">• Values aligned• Seeking human connections which Stellenbosch can deliver

Market Segments & Messaging



Socially Aware

Stellenbosch offers guests an opportunity to engage with other cultures and environments. Having signed the Porto Protocol, the destination is also focussed on environmental sustainability



Experience Seekers

Stellenbosch offers an authentic travel experience where guests can get hands-on with their travel and savour the local food and drink



Business Tourists

Stellenbosch offers a diversity of products and experience to ensure that the business tourists' needs are fully and consistently catered to



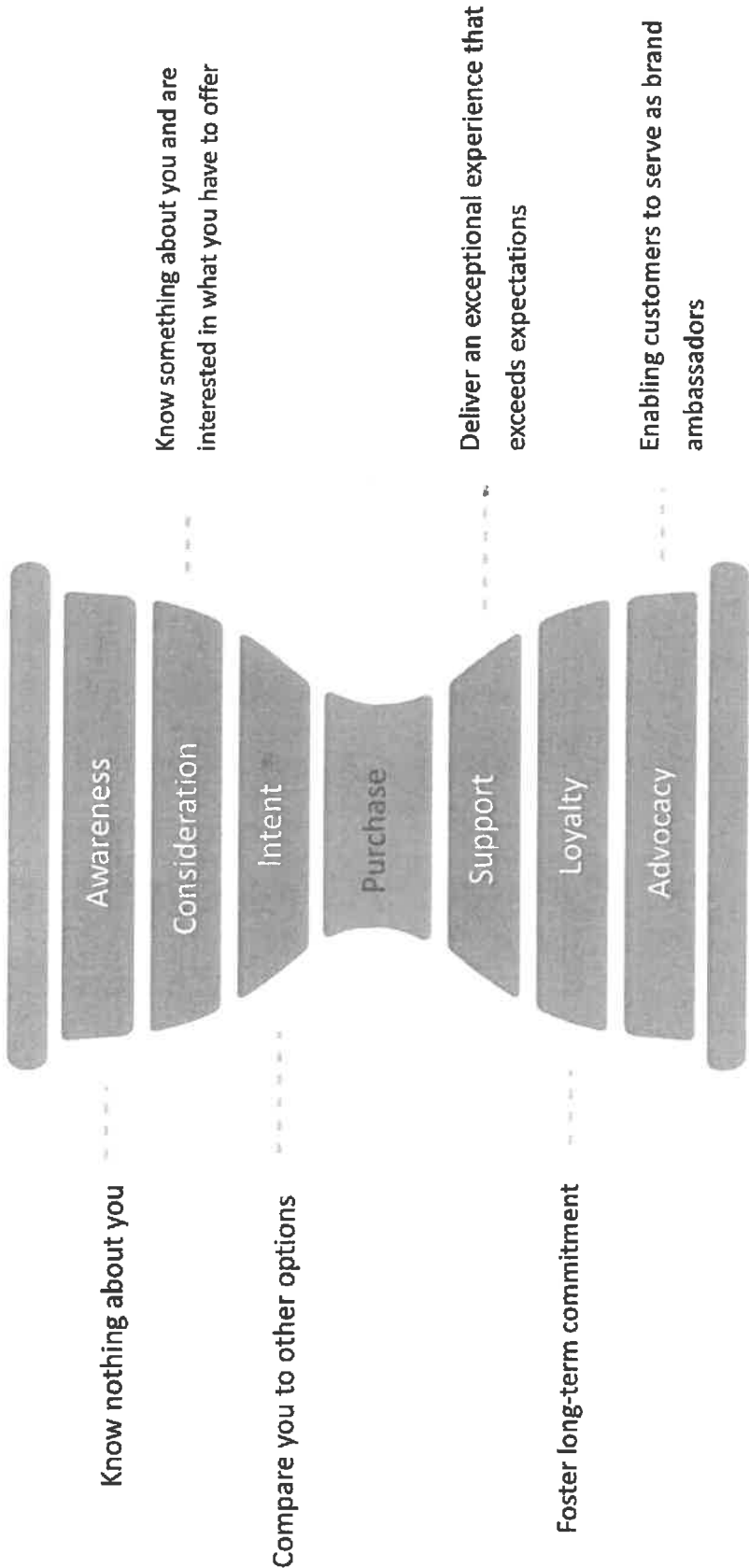
Cultured Connoisseur

Delivering consistently high service levels and quality, Stellenbosch is the epitome of destination indulgence

Segments / Markets & Campaigns

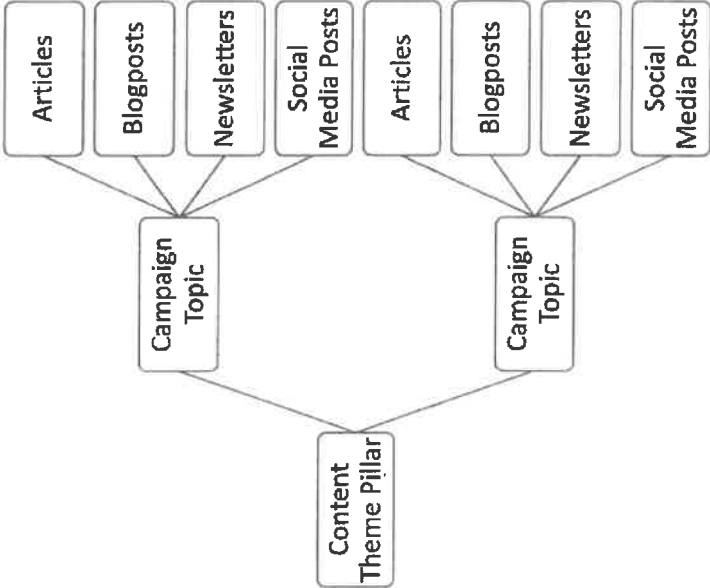
Campaigns	UK	USA	Germany	Netherlands	Brazil	Middle East Expat	South Africa	Stellenbosch locals	Stellenbosch tourism stakeholders
Generalist approach	+++	+++	+++	+++	+++	+++	+++	+++	+++
Repeat and Referral			+++	+++			+++	+++	+++
Stellenbosch Big 5		+++							
Local Ambassadors							+++	+++	+++
Winter 2020	+++	+++	+++	+++	+++	+++	+++	+++	+++
Market Segment Communication									
Cultured Connoisseur	+++	+++	+++	+++	+++	+++	+++	+++	+++
Socially Aware	+++	++	+++	+++	++	++	++	+++	+++
Business Tourists							+++	++	+++
Experience Seekers	+++	+++	+++	+++	+++	++	++	++	

Hourglass Marketing Funnel

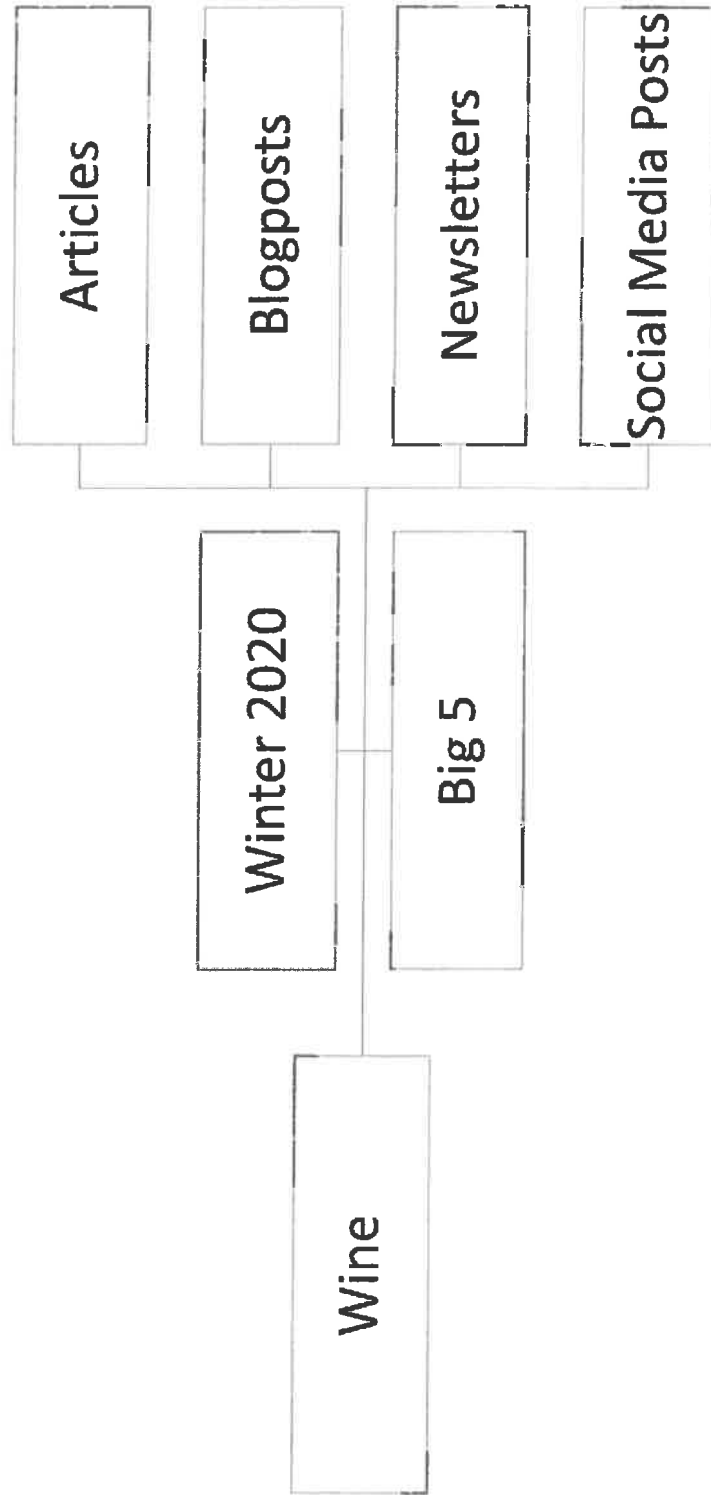


Content Structure

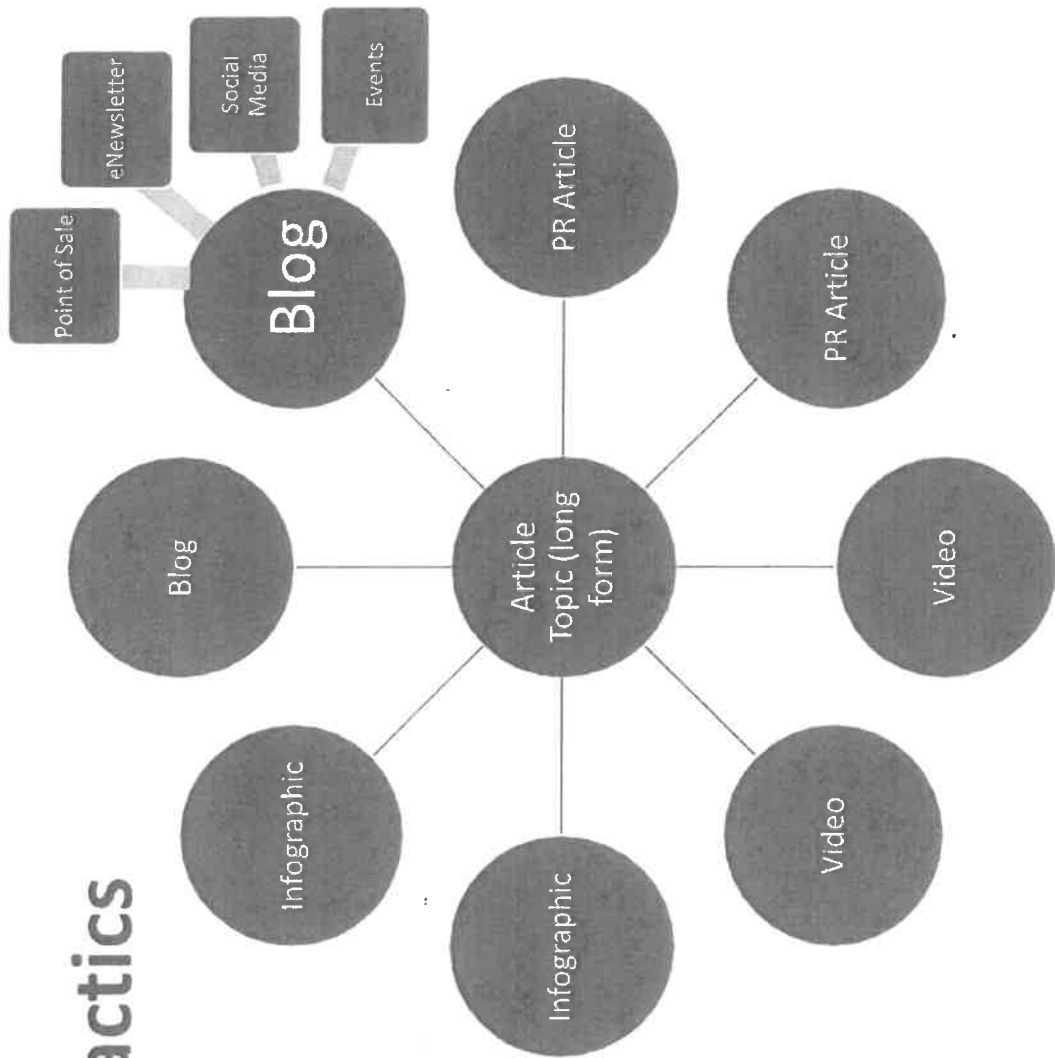
Content Structure



Content Structure



Content Tactics



Content Structure

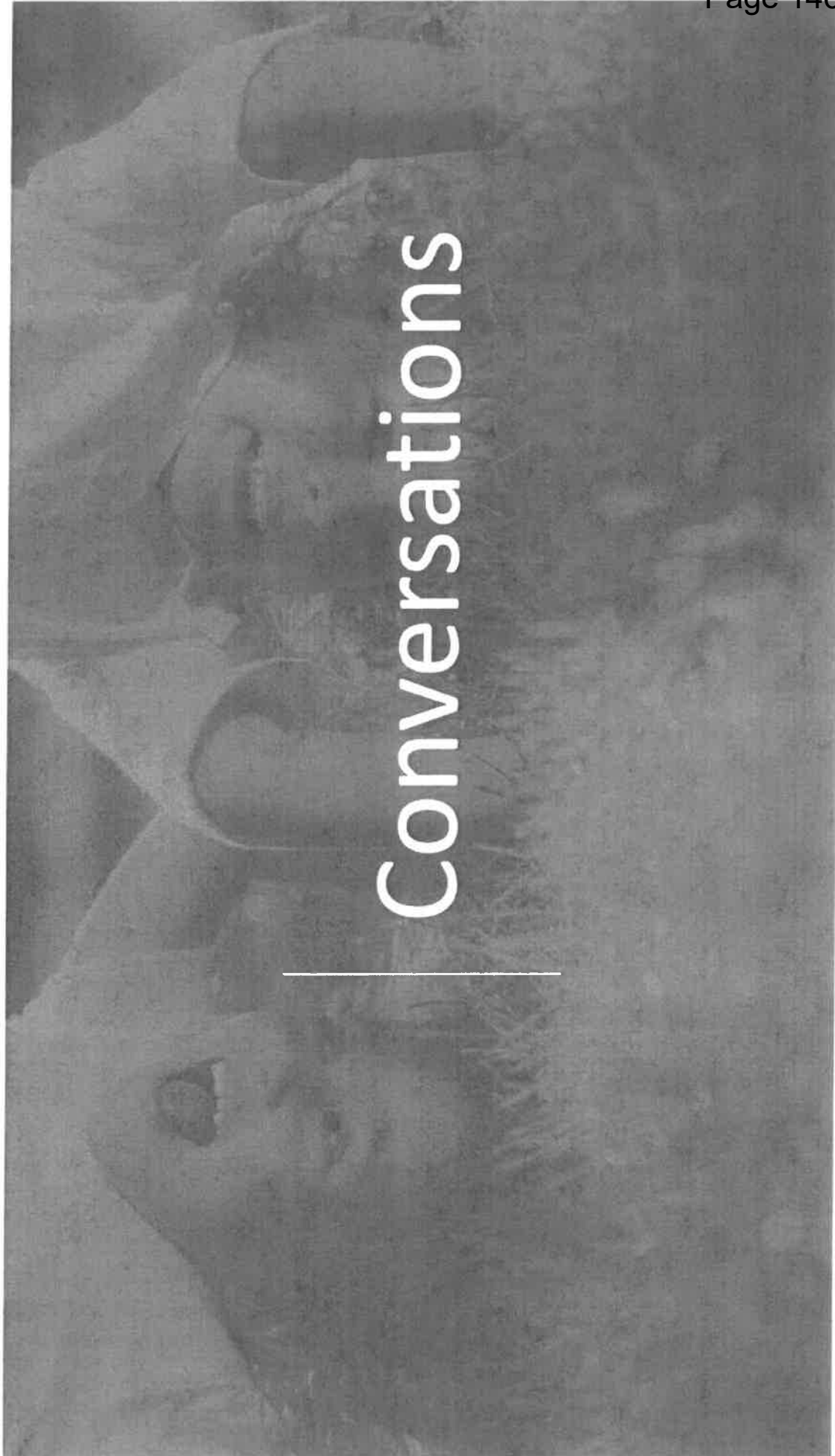
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Calendar of Events

JANUARY <ul style="list-style-type: none"> New Years' Day 	FEBRUARY <ul style="list-style-type: none"> Triennale 	MARCH <ul style="list-style-type: none"> Triennale Woordfees Human Rights Day 	APRIL <ul style="list-style-type: none"> Triennale Easter long weekend Cheese Festival Freedom Day
MAY <ul style="list-style-type: none"> Workers Day Mother's Day 	JUNE <ul style="list-style-type: none"> Youth Day Fathers' Day 	JULY <ul style="list-style-type: none"> Nelson Mandela Day Fine Food and Wine 	AUGUST <ul style="list-style-type: none"> Woman's Day Chocolate Festival Fine Food and Wine
SEPTEMBER <ul style="list-style-type: none"> Heritage Day 	OCTOBER	NOVEMBER	DECEMBER <ul style="list-style-type: none"> Day of Reconciliation Christmas New Years' Eve

INSERT CONTACT CALENDAR

Conversations



Tone of Voice

- | | |
|-------------------------|----------------|
| • Irreverent | • Trustworthy |
| • Intelligent | • Upbeat |
| • Informative | • Enthusiastic |
| • Creative / Innovative | • Caring |
| • Warm / Generous | • Authentic |
| • Confident | • Sincere |
| • Friendly | • Thoughtful |

Tone of Voice

WHAT WE ARE

- Real and genuine
- Honest and heartfelt
- Classically elegant
- Sophisticated
- Engaging
- Understated
- Authentic

WHAT WE ARE NOT

- Over-familiar or colloquial
- Over promising
- Arrogant and patronising
- Prone to jargon or exaggeration
- Informal and tacky
- Silly or childish
- Inauthentic

Rules of Writing

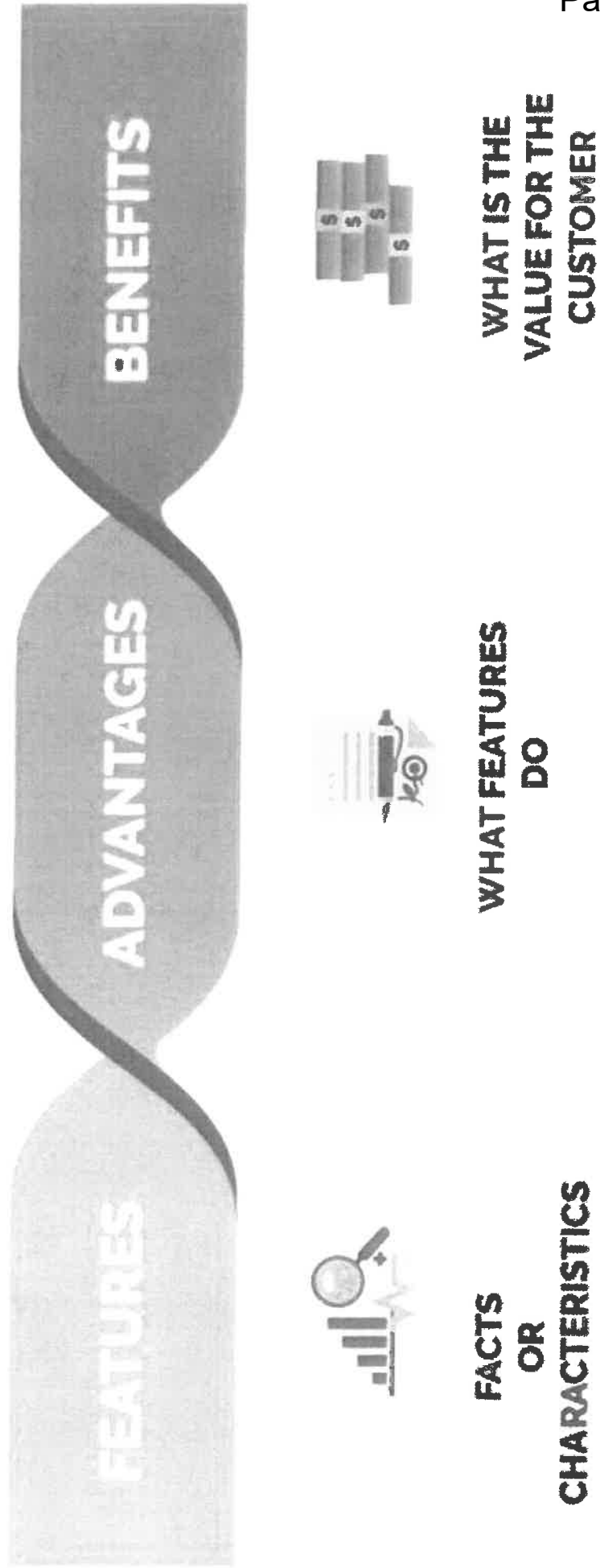
WHAT WE DO

- Use short, succinct sentences
- Use strong verbs
- Use evocative examples
- Encourage immediacy
- Use action-oriented adjectives
- Be honest and direct
- Be culturally sensitive

WHAT WE DON'T DO

- Use exclamation marks
- Use passive voice
- Use long, verbose text
- Use big words to sound clever
- Use slang, jargon and jokes
- Be too kitschy or cheesy
- Use acronyms, short-form or emoticons

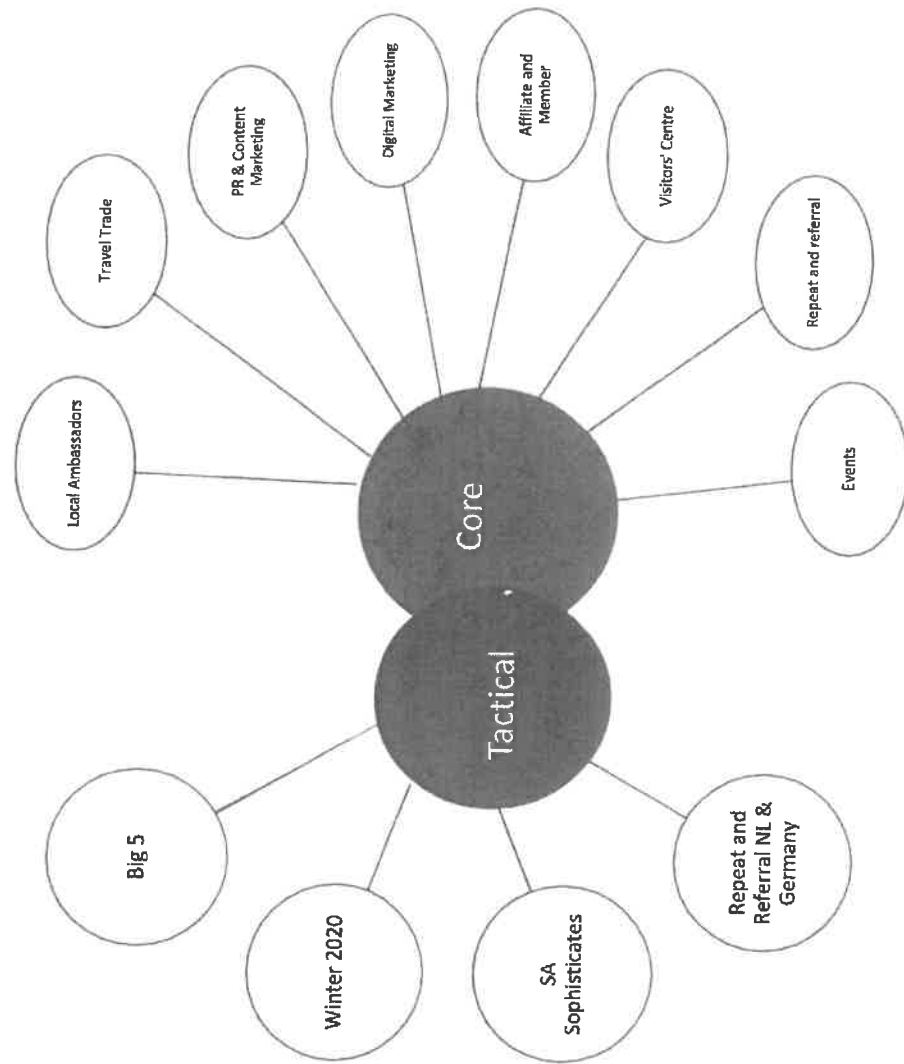
FAB Messaging Focus



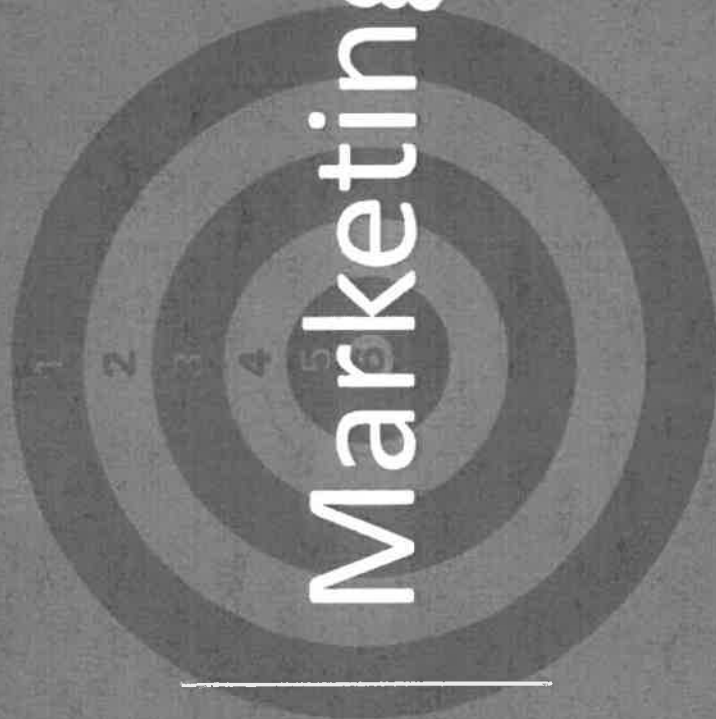
FAB Messaging Focus: Examples

Feature	Advantage	Benefit	Content Pillar	Campaign
There are over 40 art, music and culture experiences in Stellenbosch.	These provide guests with a diverse array of art, from art galleries, sculpture walks and musical affairs to architecture discoveries.	Keen art lovers will have access to a variety of different art forms to suit their tastes and can tailor their visit according to these.	Art & Design	General
Stellenbosch has over 200 restaurants in town and surrounding areas – many of which offer great offers during winter.	Guests can enjoy anything from a hearty feast to a fine-dining culinary experience or even a hot cup of coffee.	Epicurean travellers will enjoy a world-class culinary destination which satisfies every sense and delivers long-lasting memories.	Taste	General Winter 2020

Core and Tactical Marketing Campaigns



Marketing



Core Campaign Marketing Tactics



Travel Trade Partnerships

Campaign	Core Campaign
Key Objective	Identify key travel trade partners and the platforms they have available to them – DMC, International Tour Operator and Local Travel Agent to amplify destination marketing message to target source markets and market segments.
Tactics	<p>Education</p> <ul style="list-style-type: none"> • Familiarisation trips • Weekend showcases • Trade Workshop • SATSA/ASATA Conference • Webinars <p>Information</p> <ul style="list-style-type: none"> • Newsletter • Trade shows • SA Tourism overseas offices & SA overseas missions <p>Resources</p> <ul style="list-style-type: none"> • Marketing Toolkit • Website <p>PR & Content Marketing</p> <ul style="list-style-type: none"> • Travel trade media

PR & Content Marketing

Campaign	Core Campaign
Key Objective	Inspire visitors to share Destination Stellenbosch's authentic stories around its 10 content pillars across owned and earned media platforms at zero-budget.
Tactics	<p>Media/Influencer Outreach</p> <ul style="list-style-type: none"> • Identify key media for each segment and market • Source features lists for each • Monitor keywords for newsjacking • Identify journalists who write / have written about Stellenbosch or similar pillars <p>Press and Influencer Trips</p> <ul style="list-style-type: none"> • Host key media and influencers on press trips focussing on pillars <p>Content Creation</p> <ul style="list-style-type: none"> • Create and distribute exclusive content based on content pillars and calendar

Digital Marketing

Campaign	Core Campaign
Key Objective	Use owned and earned digital platforms to reach target segments and markets to inspire and convert potential travellers to Stellenbosch and persuade them to stay longer.
Tactics	Website <ul style="list-style-type: none">• Continuously populate Visit Stellenbosch website with authentic content• Monitor analytics to determine top landing pages and tweak as required
	Social Media <ul style="list-style-type: none">• Align Social Media content with Core and Tactical Campaigns• Enhance Social Media engagement• Increase quality following• Increase user-generated content
	Newsletter <ul style="list-style-type: none">• Develop databases for target audiences• Regular delivery of newsletter tailored to needs of target audience
	SEO <ul style="list-style-type: none">• Ongoing implementation of SEO tactics to improve PR score of visitstellenbosch.org• Assessment of competitor brands' SEO efforts in comparison

Members and Affiliates

Campaign	Core Campaign
Key Objective	Leverage the marketing platforms of members and non-competitive affiliates to amplify the message of Stellenbosch and destination pillars
Tactics	Training <ul style="list-style-type: none"> • Provide continuous training to members' staff • Opportunity to experience product first-hand
	Information <ul style="list-style-type: none"> • Newsletter • Workshops & Seminars
	Resources <ul style="list-style-type: none"> • Marketing Toolkit • Website
	Partnerships <ul style="list-style-type: none"> • Develop marketing partnerships with affiliate destination brands, e.g. Cape Town Tourism, safari (Mpumalanga / Limpopo), product (Sabi Sabi, Oceania)

Visitors' Centre

Campaign	Core Campaign
Key Objective	Deliver a world-class visitor experience at the Visit Stellenbosch Visitors' Centre inspiring visitors to stay longer and experience the depth of product and experiences on offer.
Tactics	<p>Collateral</p> <ul style="list-style-type: none"> • Provision of up-to-date collateral that reflects the depth of experience on offer • Creation of collateral that makes it easy for guests to access product <p>One-stop-shop</p> <ul style="list-style-type: none"> • Free Internet • Collateral collection point • Meeting place • Data collection spot • Retail opportunities (social projects) <p>Training</p> <ul style="list-style-type: none"> • Provide continuous training to visitor centre staff

Repeat and Referral

Campaign	Core Campaign
Key Objective	Inspire visitors to return to Stellenbosch and tell the destination's story to friends and family, inspiring them to visit
Tactics	<p>Marketing</p> <ul style="list-style-type: none"> • Increase opportunities for user-generated content • Social media engagement • Newsletter sign-ups at Visitor Centre and other key locations • Provision of in-depth information online for repeat visitors (funnel closer to conversion) <p>Rewards</p> <ul style="list-style-type: none"> • Access to a Stellenbosch travel buddy (Ask a local ambassador) • Special deals / treats for returning visitors (available from Visitor Centre)

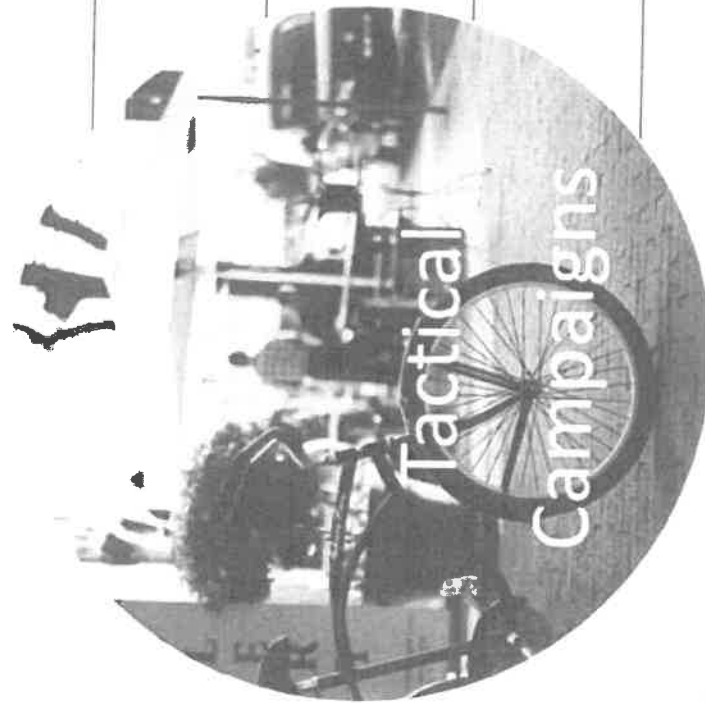
Local Ambassadors

Campaign	Core Campaign
Key Objective	Educate and inspire locals to tell the authentic story of Stellenbosch and spread the importance of tourism to the local economy.
Tactics	<p>Training</p> <ul style="list-style-type: none"> • Provide continuous training to local ambassadors • Opportunity to experience product first-hand <p>Information</p> <ul style="list-style-type: none"> • Newsletter • Workshops & Seminars • WhatsApp Group <p>Resources</p> <ul style="list-style-type: none"> • Marketing Toolkit • Website <p>Content</p> <ul style="list-style-type: none"> • Source local ambassador content for marketing platforms • Recruit local ambassadors as 'experts' that can assist tourists directly

Events

Campaign	Core Campaign
Key Objective	Provide locals and guests with event hooks to travel to the destination and experience other elements of the experience economy
	Promotion <ul style="list-style-type: none"> • Promote Visit Stellenbosch organised events • Use events in surrounding destinations to leverage visits to Stellenbosch (Cape Town, Franschhoek) • Amplify message of VS member events through marketing

Tactical Campaigns



Big 5 US
Campaign



Winter
2020



SA



Sophisticates

Repeat & Referral
Dutch & Germans



Big 5 (US)

Campaign Overview

Campaign	Come see <i>our</i> Big 5
Key Objective	Hook Stellenbosch onto the safari purpose of visit (during SA winter) for US travellers
Key Messages	<ul style="list-style-type: none"> • You're coming all the way to South Africa for safari, you may as well stay a couple of days in Stellenbosch for a winter pamper. • Engage with the warm heart of the Winelands – Stellenbosch offers world-class hospitality. • Visitors can expect great value for money and lots of thoughtful treats during their visit. • It's easy (and quick) to access Stellenbosch's diverse attractions. • Our values are aligned to yours (good food and wine, friendly locals, value for money, beautiful outdoors scenery).
Target Audiences	US travellers visiting South Africa for safari
Call-to-Action Offer	<p>Come to Stellenbosch for a value-for-money, exhilarating holiday infused with the #warmheart of Stellenbosch – excellent food, excellent wine, excellent tourism experiences, excellent deals.</p> <ul style="list-style-type: none"> • Accommodation value-adds and specials • Experiences value-adds and specials • Stellenbosch 'Gifts' (Rewards Card)
Timing	For Travel April to August

Winter 2020

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Campaign Overview

Campaign	Stellenbosch Winter 2020
Key Objective	Persuade visitors to go beyond the half day, to stay longer and experience the destination's themed attractions during the winter period.
Key Messages	<ul style="list-style-type: none"> • Stellenbosch is not only 'open' for business in winter, it's 'exciting'. • There's a lot to do and see in Stellenbosch over winter so 'stay over'. • Engage with the warm heart of the Winelands – Stellenbosch offers world-class hospitality. • Visitors can expect great value for money and lots of thoughtful treats during their visit. • It's easy to access Stellenbosch's diverse attractions.
Target Audiences	Capetonians, Domestic Travellers, International Travellers, Stellenbosch Locals
Call-to-Action Offer	<p>Come to Stellenbosch for a value-for-money, exhilarating holiday infused with the #warmheart of Stellenbosch – excellent food, excellent wine, excellent tourism experiences, excellent deals.</p> <ul style="list-style-type: none"> • Accommodation value-adds and specials • Experiences value-adds and specials • Stellenbosch 'Gifts' (Rewards Card)
Timing	For Travel April to August 2020

Repeat and Referral (NL & DE)

Campaign Overview

Campaign	Repeat and Referral (Germany and Netherlands)
Key Objective	Inspire Dutch and German visitors to return to Stellenbosch and tell the destination's story to friends and family, inspiring them to visit.
Key Messages	<ul style="list-style-type: none"> • Stellenbosch rewards repeat visitors. • The depth of experience is such that you can visit multiple times. • Our values are aligned: Lifetime experiences, feeling pampered, cultural experiences outdoors and adventure • Stellenbosch is just 10 hours away – no jetlag, no visas • Stellenbosch is a <i>gezellig</i> destination • Discover the intrigue of Afrikaans in one of the oldest towns of South Africa
Target Audiences	German and Dutch visitors
Call-to-Action Offer	<p>Come to Stellenbosch for a value-for-money, exhilarating holiday infused with the #warmheart of Stellenbosch – excellent food, excellent wine, excellent tourism experiences, excellent deals.</p> <ul style="list-style-type: none"> • Accommodation value-adds and specials • Access to a Stellenbosch travel buddy (Ask a local ambassador) • Special deals / treats for returning visitors (available from Visitor Centre)
Timing	For Travel March / April & October / November

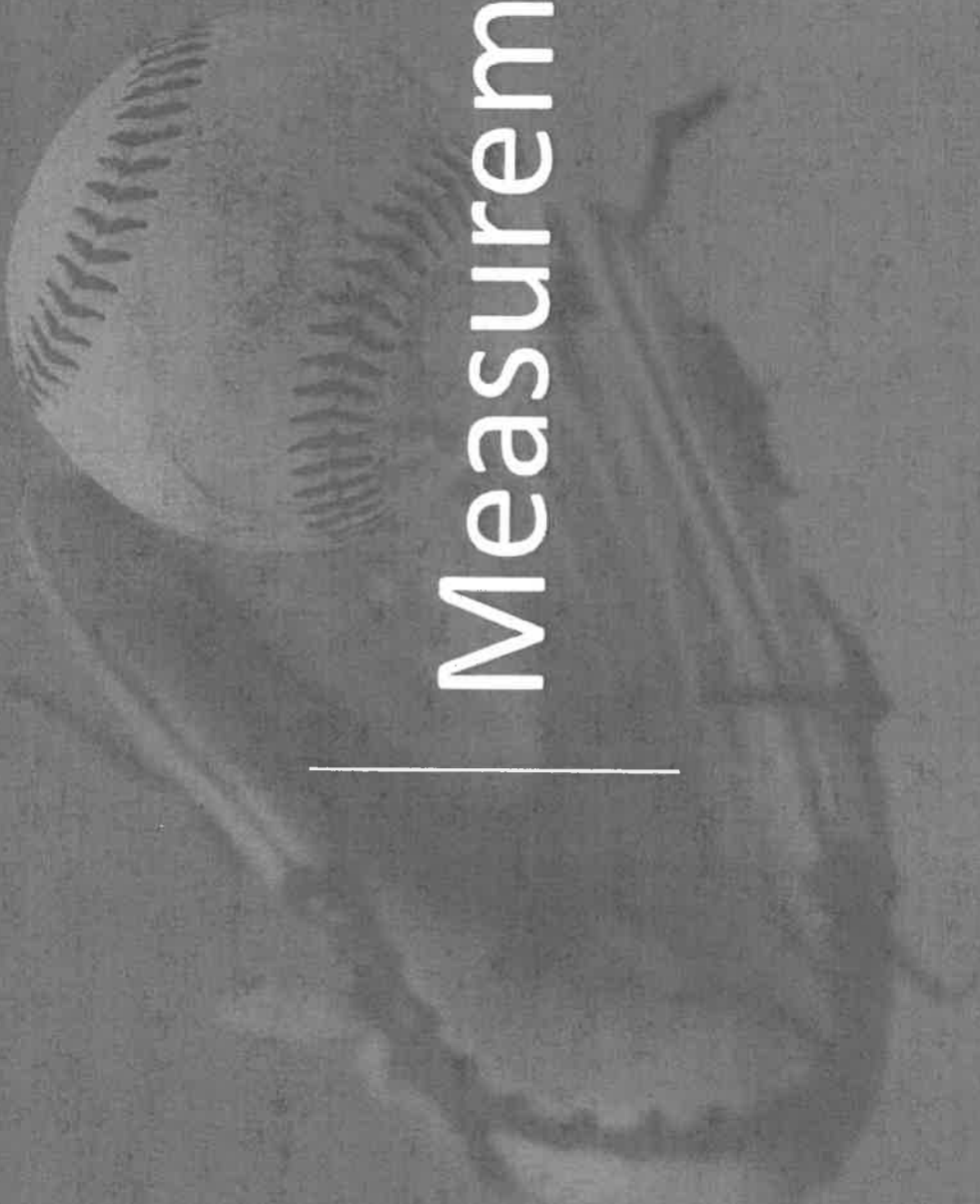
South Africa Sophisticates

VISIT
STELLENBOSCH

Campaign Overview

Campaign	SA Sophisticates
Key Objective	Tap into the increased desire for world-class wine by the growing Black Middle Class by positioning Stellenbosch as a sophisticated (status-giving) destination to travel to
Key Messages	<ul style="list-style-type: none"> • Stellenbosch offers incredible depth of experience for food and wine enthusiasts. • There's lot to do and see in Stellenbosch for discerning travellers. • Engage with the warm heart of the Winelands – Stellenbosch offers world-class hospitality. • Visitors can expect great value for money and lots of thoughtful treats during their visit. • It's easy to access Stellenbosch's diverse attractions.
Target Audiences	Domestic travellers – Black Middle Class
Call-to-Action Offer	<p>Come to Stellenbosch for a value-for-money, exhilarating holiday infused with the #warmheart of Stellenbosch – excellent food, excellent wine, excellent tourism experiences, excellent deals.</p> <ul style="list-style-type: none"> • Come learn everything there is to know about wine. • Enjoy sophisticated experiences without having to travel long-haul. • Stellenbosch caters to the needs and desires of the Black Middle Class. We want to spoil you cause you deserve it.
Timing	For Travel Throughout the Year

Measurement



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WINTER 2020 CAMPAIGN



WINTER 2020

THROUGH-THE-LINE MARKETING CAMPAIGN TO POSITION STELLENBOSCH AS A PREFERRED WINTER DESTINATION. THE CAMPAIGN SEEKS TO LEVERAGE THE WARMTH, GENEROSITY AND SOULFULNESS OF STELLENBOSCH AND ITS LOCALS AS THE KEY MARKETING NARRATIVE, COMPRISING VARIOUS B2C MARKETING TACTICS.



SOUTH AFRICAN GUESTS

Targeted campaign through Kulula Holidays aimed at getting bums in beds from Jun to Aug. Leverage channels available to KH, as well as owned and earned B2C channels open to VS.



CAPETONIAN GUESTS

Position Stellenbosch beyond the half-day for winter retreats aimed at all segments. Leverage owned and earned B2C channels open to VS.



INTERNATIONAL GUESTS

Position Stellenbosch as a winter travel destination for international source markets that travel over this period, i.e. Expat Middle East & USA.



STELLENBOSCH LOCALS

Encourage locals to experience their own town, and train tourism-facing stakeholders to be on brand so that visitor experience is what is being promoted.



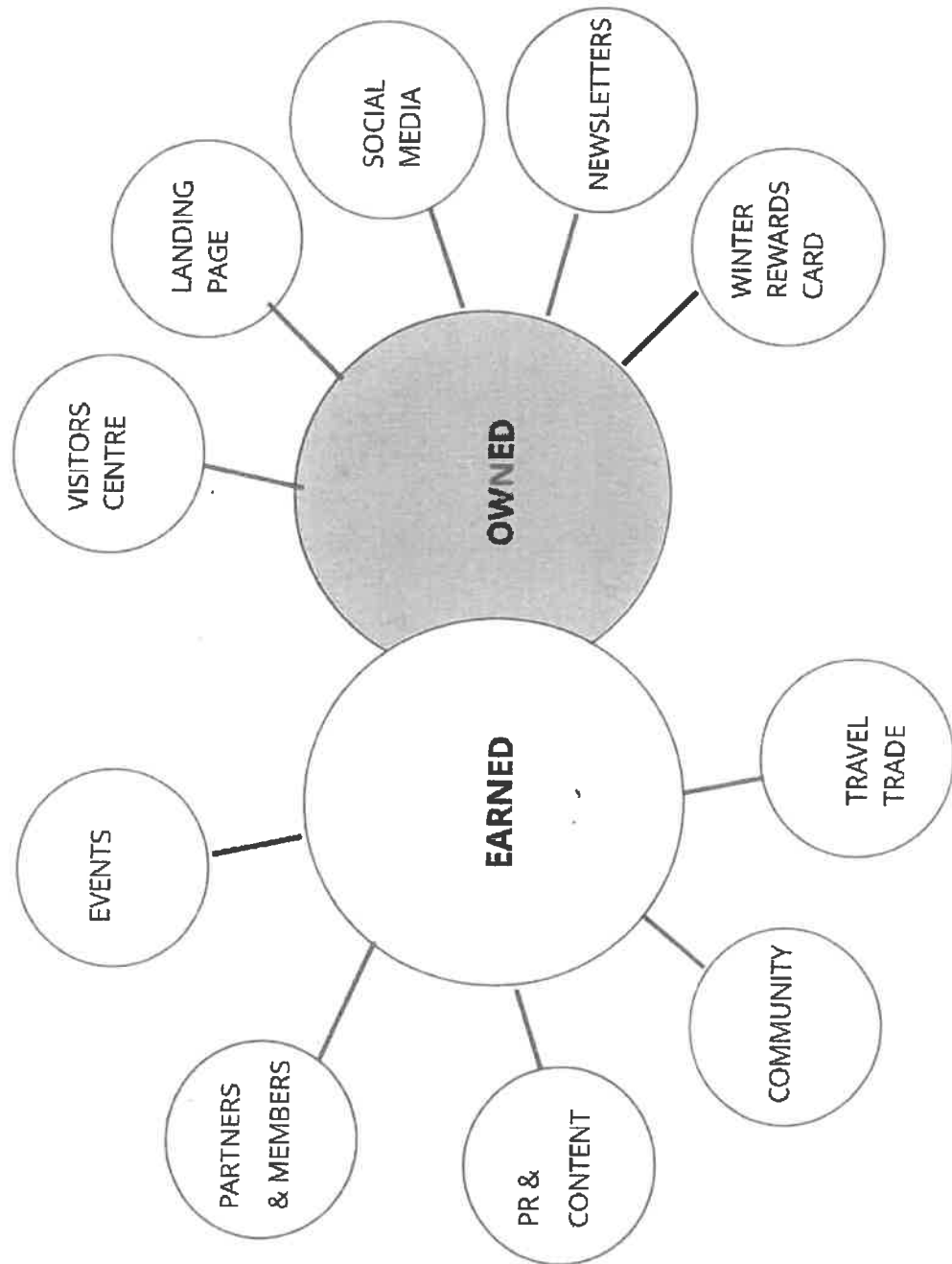
KEY OBJECTIVES

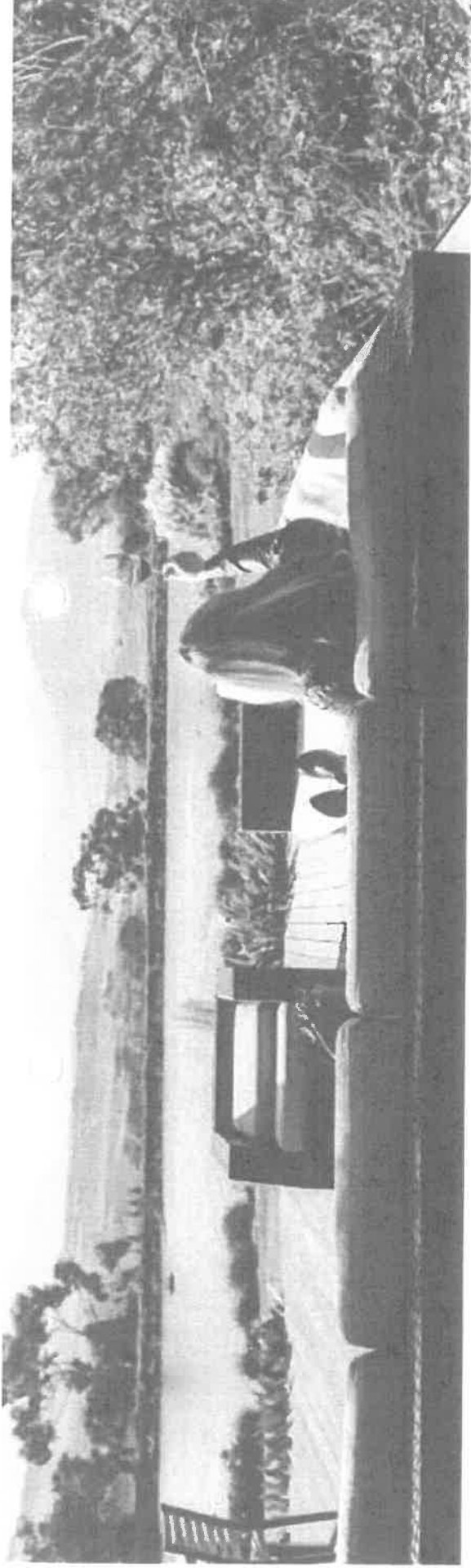
- Promote the destination's experiences through social media platforms.
- Build a loyal social media audience for the destination.
- Motivate visitors to experience the destination's themed attractions during the winter period.
- Increase social media engagement with locals and visitors to the destination.
- Provide special destination offers through social networking.
- Foster a sense of pride among locals about the destination's tourism offer.
- Engage and excite the local industry in the use and promotion of the destination brand and tourism offer.
- Assess content the destination's social media followers engage most with to inform future social media campaigns
- Raise awareness about the destination's key tourism assets, not only in the winter season, but throughout the year.
- Avoid the word winter... instead promote the region's 'warm heart'...

THE WARM HEART OF STELLENBOSCH



MARKETING TACTICS





OWNED MARKETING TACTICS

LANDING PAGE

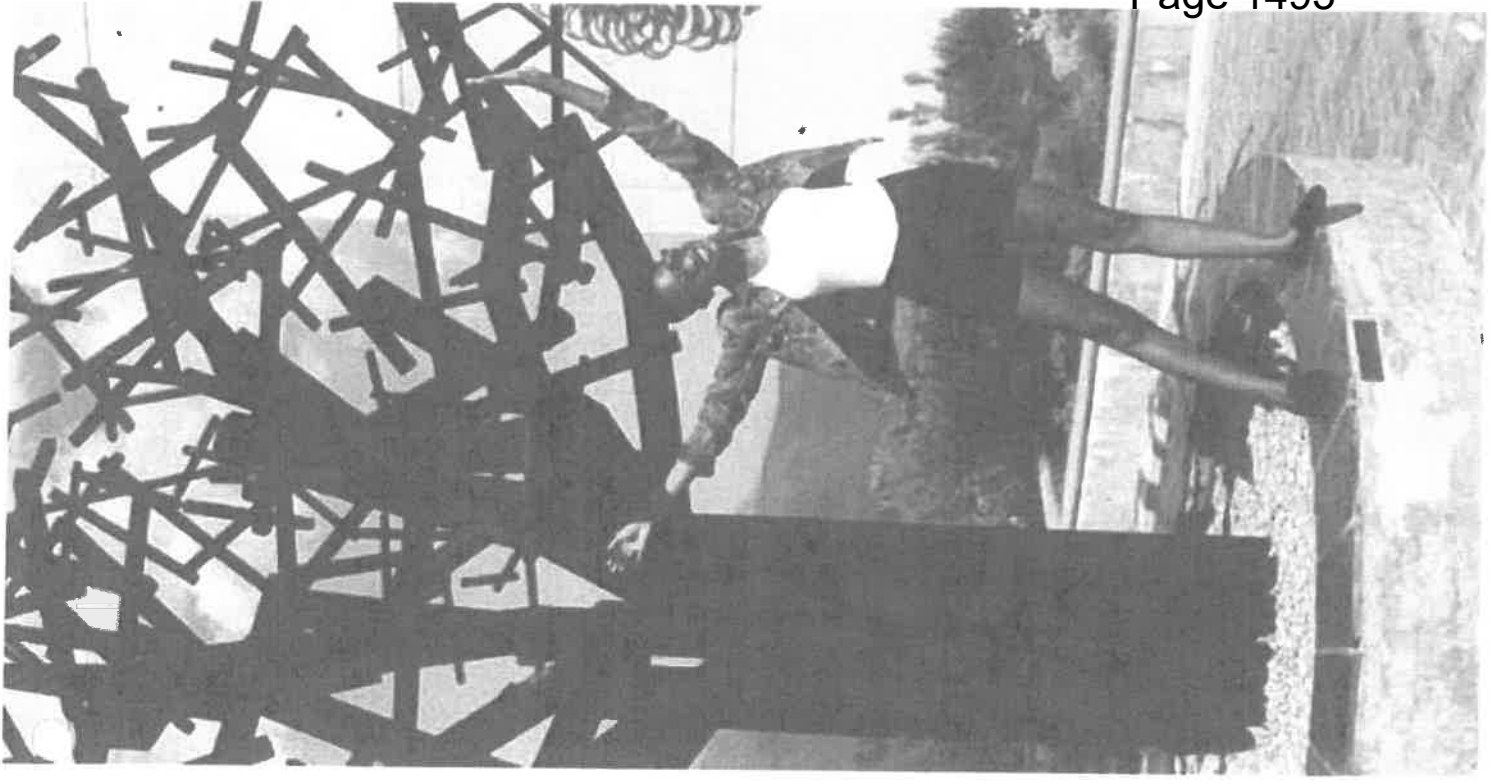
- SE Optimised, including (see Michigan and Victoria landing pages as inspiration)
 - Practical information about Stellenbosch in Winter
 - Content (blogposts, videos)
 - Deals
 - Featured partners and members

CONTENT

- Create content calendar based on topic clusters
- Blogposts to incorporate popular longtail keywords showcasing Stellenbosch in winter
- Winter in Stellenbosch print collateral for Visitors' Centre
- Winter Rewards Card collateral

TRAINING

- Destination and product training for Visitor Centre staff on 'accessing' Stellenbosch in winter



OWNED MARKETING TACTICS

SOCIAL MEDIA

- Social Media posts:
 - General Stellenbosch in winter
 - Links to blogs
- Engagement in group & Community Management
- Social Media Competition #warmheart. To enter, sign-up to receive news and special deals, e.g.. Connect 2 Matching Game where users are presented with blank tiles and have to find two matching tiles portraying the warm heart of Stellenbosch. The competition will be run in April and May, with the chance of winning a trip for two to Stellenbosch to experience its warm heart.

NEWSLETTERS

- B2B aimed at updating members, partners and travel trade on the initiative throughout the campaign.

WINTER REWARDS CARD

- Approach members and partners to participate in campaign. They will give something in return for marketing on owned and earned platforms.



EARNED MARKETING TACTICS

PR & CONTENT MARKETING

- Articles to incorporate showcase Stellenbosch in winter
- Press releases - campaign launch and destination, product news
- Media outreach
- Influencer and journalist fams

EVENTS

- Source full list of all winter experiences and events being run from April to August
- Promote winter events across earned and owned media platforms

EARNED MARKETING TACTICS

TRADE, MEMBER AND PARTNER TOOLKIT

- Marketing toolkit which travel trade, members and partners can use to promote Stellenbosch in winter, including:
 - Blogposts
 - Articles
 - Videos
 - Images
 - Social Media posts

TRADE, MEMBER AND PARTNER MARKETING

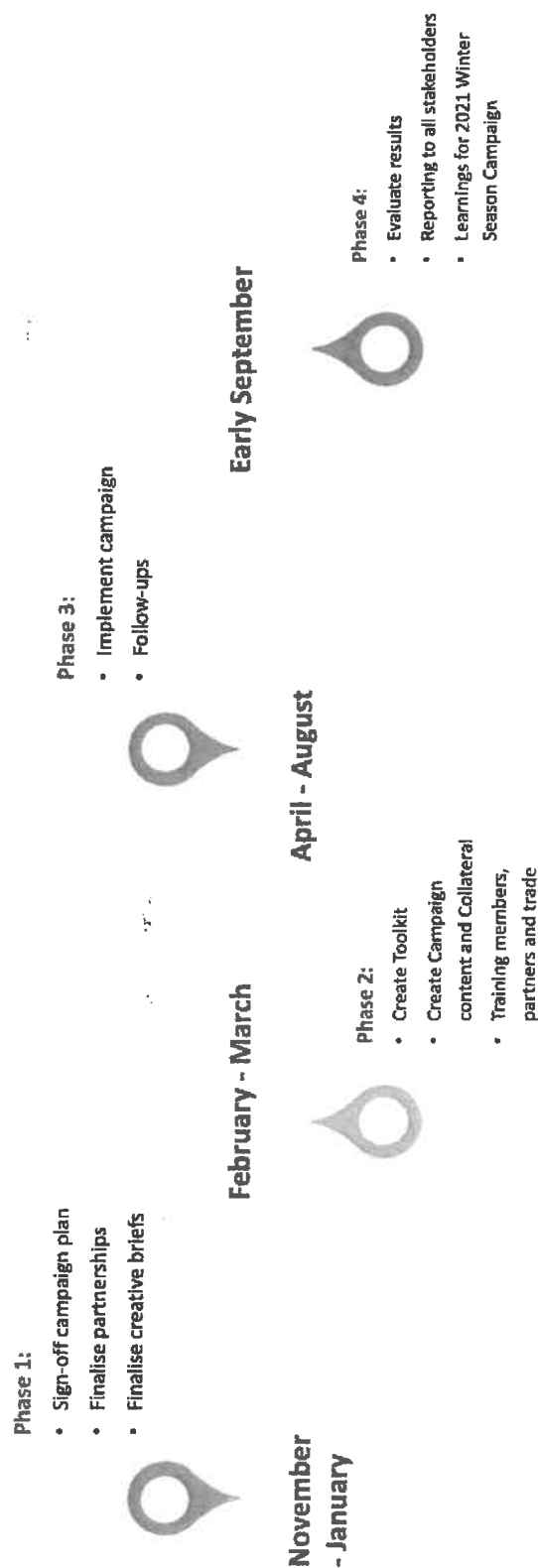
- Training on the toolkit and campaign, also for staff, so they live the brand
- Leverage owned platforms by trade, member and partners so that the messaging is amplified

COMMUNITY

- PR & Social Media campaign targeting the local residents to be on brand - warmhearted
- Identify local ambassadors
- Calendar of Events - 31 days in Stellenbosch (for the locals to enjoy their own town) and understand the value of tourism



TIMELINE & APPROACH



Phase 1: Campaign Preparation

- Develop Briefs for Stakeholders: Members, Partners (KH), Ambassadors
- Stakeholder newsletter / event inviting expressions of interest in participating and presenting concept
- Identify stakeholders / partners, incl. local ambassadors
- Identify local platforms to reach locals - media, SM groups, stakeholders, e.g. Uni
- Approach members (Stay and Experience)
- Approach partners, i.e. kulula holidays, DMCs
- Develop mechanics of rewards card
- Investigate landing page for rewards card (QR code)
- Tourist SIM Finalise winter experience / product database
- Create database of events and hooks, e.g. conferences being held in Cape Town, Paarl, Franschhoek, Somerset West April-August
- Create content calendar and identify key media partners: Topic clusters - Several diff topics released at same time across multiple platforms
- Collect content from participating stakeholders, e.g. deals, blogposts, image galleries, videos Develop SM competition mechanics and page
- Anchor event plan (Stellenbosch Fine Wine Week)
- Develop statistics collection method

Phase 2: Content Creation & Training

- Devise creative briefs
- Write content for creative
- Create Winter 2020 toolkit
- Develop itineraries
- Brief social media consultant
- Create landing page
- Create newsletter template
- Create flyers & brochures
- Stakeholder staff training, including VS info centre staff, concierges
- Tourism Ambassador briefings and interviews
- Identify marketing campaigns with selected media, influencers and non-competitive stakeholders, e.g. restaurants, shops, affiliates (e.g. BMW, Nedbank)
- Specific training to Stellenbosch stakeholders on marketing this campaign
- Weekly campaign planner for Stakeholders: Week 1, Week 2, Week 3
- Develop a comms structure for stakeholders, e.g. Whatsapp group
- Meeting with key stakeholders on how to use the toolkit and to leverage their platforms 2 March
- Develop marketing / content for Stellenbosch Fine Wine Week
- Create media kit
- Print collateral
- Create 30 days in Stellenbosch campaign (April)
- #visitstellenbosch #warmheart #stellies (Stellenbosch by any other name?)

Phase 3: Campaign Roll-Out

- Create content as per content calendar - blogs, PR, SM posts: Promote winter experiences and events
- Newsletters to stakeholders, travel trade
- Distribute media kit to selected media
- Promote Stellenbosch Fine Wine Week
- Ongoing Content marketing and PR
- Host media and influencer trips
- Create content for local platforms to reach locals
- Roll out 30 days in Stellenbosch for locals

Phase 4: Campaign Evaluation

- Collate statistics from stakeholders
- Campaign report to Visit Stellenbosch
- Debrief to Visit Stellenbosch Winter 2020 Campaign stakeholders
- Learnings for 2021 Winter Season Campaign
- Project Plan for 2021 Winter Season Campaign

SOCIAL MEDIA COMPETITION #warmheart



Goals

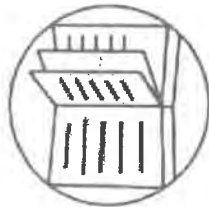
- Collect email addresses for a consumer database
- Increase social media following for VS handles
- Create awareness of VS brand pillars and iconography
- Create awareness of winter in Stellenbosch

Mechanics

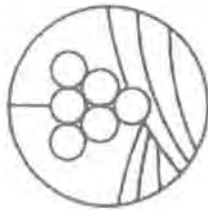
- Develop Match Pairs Memory Game where you need to match tiles.
- Hosted on VS Winter 2020 landing page.
- Playing is simple: Turn over one tile and try to find the matching tile
- VS new iconography lies behind the tiles
- When you find a matching tile, you have to name the pillar correctly and submit your name, email address and opt-in for newsletter.
- Successful entrants are placed in a draw to win a holiday to Stellenbosch for 4.
- Run during period of one month [between May to Aug]
- Promote on Facebook and Instagram

Using Visit Stellenbosch Iconography

Learn



Wine



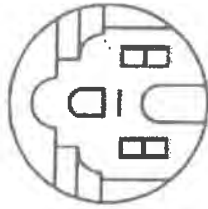
Taste



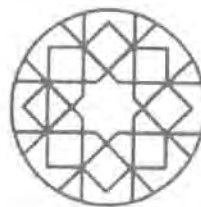
Outdoor



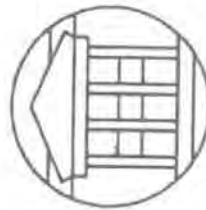
Stay



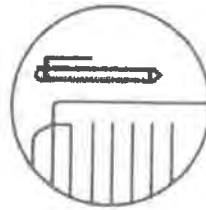
Art &
Design



Municipality



Meet



Culture &
Living History



Play



WINTER REWARDS' CARD #warmheart



Visit Stellenbosch Winter 2020 Winter Rewards Card

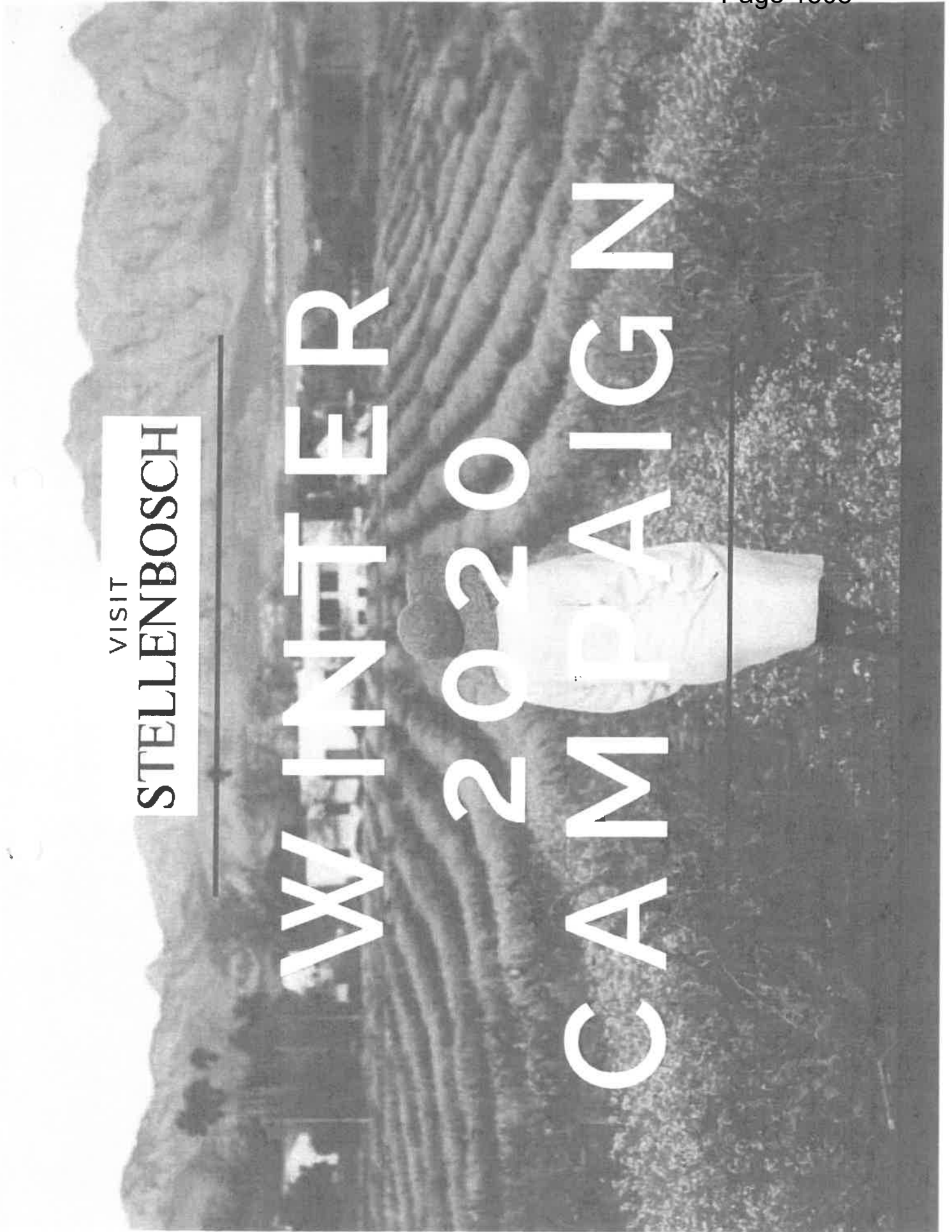
How will the Winter Rewards Card work?

- Guests visiting the Visit Stellenbosch Visitor Centre receive a pocket-map of Stellenbosch and all Rewards participants and their offers.
- The pocket-map will also contain a QR-code to a Visit Stellenbosch landing page, providing details of all Rewards participants and their offers.



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WINTER 2020 CAMPAIGN



12.	CONSIDERATION OF ITEMS, REPORTS, COMMUNICATIONS, PETITIONS AND APPLICATIONS SUBMITTED VIA THE OFFICE OF THE MUNICIPAL MANAGER
12.1	MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC): [CLLR WF PIETERSEN]
12.1.1	CONSIDERATION OF IRREGULAR EXPENDITURE INCURRED RELATING TO SERVICES RENDERED BY REKHA CONSTRUCTION (PTY) LTD: THE FORMALISATION OF INFORMAL TRADERS AT FRANSCHHOEK TOWNHALL

Collaborator No:

IDP KPA Ref No:

Good Governance

Meeting Date:

29 July 2020

1. **SUBJECT: CONSIDERATION OF IRREGULAR EXPENDITURE INCURRED RELATING TO SERVICES RENDERED BY REKHA CONSTRUCTION (PTY) LTD: THE FORMALISATION OF INFORMAL TRADERS AT FRANSCHHOEK TOWNHALL**
2. **PURPOSE OF REPORT**

To provide information regarding the irregular expenditure incurred for investigation by MPAC and to be recommended to and consideration by Council to write-off the irregular expenditure as irrecoverable in terms of the MFMA Section 32 (2). The irregular expenditure occurred due to additional work done by the appointed contractor because of unforeseen underground site conditions and to secure the site before occupation and during the lock-down period.

3. **DELEGATED AUTHORITY**

Council to write-off the irregular expenditure as irrecoverable as the specific nature of the breach is a breach of the procurement process, not impacting in any significant way on the essential fairness, equity, transparency, competitiveness or cost effectiveness, for the payment of Rekha Construction (Pty) Ltd.

4. **EXECUTIVE SUMMARY**

Rekha Construction was appointed on 06-03-2018 to construct the informal trading market adjacent to the municipal building in Franschhoek. Site handover took place on 04-04-2018. Due to numerous challenging site conditions additional work had to be done to ensure the successful completion of this project. Some of these additional costs were covered by the contingencies' budget allowed for on the project, but some of the additional costs were incurred without the necessary approval/authorizations in place, although these items were required and added value to the project. This resulted in an increased project value, but this value was still less than the allowable 20% variation in term of Circular number 62/2012 (National Treasury). It should be noted that the contractor had to complete the additional scope of work, to enable the actual construction of the trading site, due to the site condition, which could not have been foreseen prior to the bid being awarded, these conditions were only noticeable on site, thus in order to progress Rekha Construction had to perform the actual additional work. This was highlighted to the Department after the additional work was completed.

5. **RECOMMENDATION**

FOR CONSIDERATION

6. DISCUSSION

During the inception of the project several challenges were experienced which was not in scope of the tender but needed to be done to complete the project that extended the project value to more than the original appointment value. Below is a summary of the work that has been done and additional cost incurred:

An old septic tank and French drain was encountered when construction commenced. These infrastructure components were not indicated on any as-built drawings and therefore demolishing these structures was an unforeseen. Further to this a sewer pipeline also needed to be moved, due to a clash with these components. These works resulted in an additional cost of R120 886.39 (incl. VAT).

The site is situated within an area with abundant trees. These trees were considered as far as possible during the design stage, but during construction major roots were encountered which resulted in various problems. A shift in the level of the highest platform was required, resulting in the addition of a retaining wall at the back of the site. Further to these specialists were appointed by the Contractor to cut tree roots, which were unavoidable and to move some of the trees R69 853.14 (incl. VAT).

With the project running being delayed due to the unforeseen circumstances, additional time related P&G's was claimed by the Contractor and the invoice submitted. In addition to this, the Client requested the Contractor to maintain the temporary fencing as the handover of the site was unknown at the time, and with no indication of when the market will open during the COVID-19 lockdown period, this still remains an issue. The hiring of this temporary fencing resulted in an additional cost of R 86 336.64 (incl. VAT).

7. FINANCIAL IMPLICATIONS

The costs of all the additional work done on the project is R 277 076.17 which will result in a 12.34% project increase. There are sufficient funds available on u-key 20190829043074

8. LEGAL IMPLICATIONS

The recommendations in this report comply with Council's policies and all applicable legislation

Supply Chain Management Policy, 4.36.1a (i)
Supply Chain Management Policy, 4.36.b
Supply Chain Regulation 36(1)
MFMA Section 32(2)

9. RISK IMPLICATIONS

If the additional work was not done the project could not be completed, and the site would have been vacated, which may have resulted with the material being stolen, and the site being left exposed to possible vandalism, the additional work had to be done urgently.

10. CONCLUSION

It is common acknowledge that there were minor breaches of the procurement processes. If the process was followed correctly however, the outcome and cost would have been identical, as the preferred bidder was already on-site and identified the unforeseen circumstances. Council incurred no loss during this process and there was no intentional disregard of Council's procurement processes, but rather to ensure that the project would have been completed as intended by Council, and to further reduce the risk of vandalism. It is therefore requested that the irregular expenditure be written off as irrecoverable because the services were rendered.

11. COMMENTS FROM THE SENIOR MANAGR: DEVELOPMENT PLANNING

The reasons provided throughout this report are noted and supported. It should be noted that the COVID-19 pandemic and specifically the nation-wide level 5 lockdown brought with it, massive challenges and uncertainty throughout government and society. There were several matters which needed to be determined and executed, it also resulted in certain processes and procedures be placed on halt, in order for the municipality to establish a way forward in dealing with its normal policy processes, whilst also ensuring that current projects underway were not being vandalised, which may have resulted in further loss of monies to Council. The initial construction work included unforeseen infrastructural hinderers which the department, due to the lack of expertise could not have foreseen, and the contractor without the required permission had to rectify to commence with the work. These recommendations are supported for write-off.

In order to ensure that such irregular expenditure do not continue, the department will make recommendations to the Accounting Officer that the 15% and/or 20% contingencies' (variation) be authorised by the relevant Senior Manager and/or Director, and that such amendment of the policy be duly proposed.

12. COMMENTS FROM THE MUNICIPAL MANAGER

It is common cause that all officials are well aware that approval need to be obtained prior to any work continued. This has been communicated on numerous occasions. The lack thereof is clearly a disregard of council policies and the following of necessary procedures. The responsible Senior Manager should investigate and take the necessary corrective measures and if need be, to follow a disciplinary process.

With regard to the work, it was important to finalise the project. Council did not suffer any loss.

MPAC MEETING: 2020-06-30: ITEM 5.1

MPAC took note of the circumstances as described in the report. During the discussion of the matter, the following question for clarity was posed by MPAC; the Administration's responses are included in brackets:

The project was started in March 2018, and the handover of the site was in April 2019. Why is the claim only serving now?

(Proper project management throughout the execution of the work was lacking; the additional cost incurred was indeed irregular insofar as the supplementary work was commissioned before prior approval had been obtained).

RECOMMENDATIONS FROM MPAC TO COUNCIL: 2020-06-30: ITEM 5.1

- (a) that Council certifies the irregular expenditure to the amount of R 277 076.17 (including VAT) to Rekha Construction (Pty) Ltd; and
- (b) that Council writes off the irregular expenditure as irrecoverable in terms of the MFMA Section 32(2).

APPENDIX 1

Certificate for Payment

Issued in terms of Clause 25 of the
Principal Building Agreement Edition 6,1 March 2014

Certificate No Interim or final

Employer:
 Contractor:
 Works:
 Site:

Valuation date Issue Date Payment due date

		A CONTRACT SUM	B CURRENT CONTRACT VALUE	C CURRENT VALUATION	D CURRENT CERTIFICATION
1.0	Value of works executed			<input type="text" value="1 655 804.73"/>	
2.1	Materials on site			<input type="text" value="-"/>	
2.2	Materials off Site			<input type="text" value="0"/>	
2.3	Non-escalatable items not in schedule			<input type="text" value="374080.81"/>	
3	SUB TOTAL			<input type="text" value="2 029 885.54"/>	
4	Security adjustment applicable		<input type="text" value="0"/> %	<input type="text" value="-"/>	<input type="text" value="2 029 885.54"/>
5	Net contract sum	<input type="text" value="1 775 160.69"/>	<input type="text" value="1 775 160.69"/>		
6	Authorised adjustments to contract value		<input type="text" value="0"/>		
7	Contract price adjustment	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>
8	TOTAL AMOUNT CERTIFIED				<input type="text" value="2 029 885.54"/>
9	Less Previous amount certified				<input type="text" value="1782611.716"/>
10	NET AMOUNT CERTIFIED				<input type="text" value="247 273.83"/>
11.1	Less Expenditure and loss payable to the employer				<input type="text" value="0"/>
11.2	Less Penalties due to contractor				<input type="text" value="0"/>
11.3	Add Damages due to contractor				<input type="text" value="0"/>
12	SUB TOTAL	<input type="text" value="1 775 160.69"/>	<input type="text" value="1 775 160.69"/>		<input type="text" value="247 273.83"/>
13	Add Tax on 12,0 <input type="text" value="15.00"/> %	<input type="text" value="266 274.10"/>	<input type="text" value="266 274.10"/>		<input type="text" value="37 091.07"/>
14.1	Less Default interest payable to the employer				<input type="text" value="0"/>
14.2	Less Recoupment from contractor of an advance payment				<input type="text" value="0"/>
14.3	Add Compensatory interest payable to the contractor				<input type="text" value="0"/>
14.4	Add Default interest payable to the contractor				<input type="text" value="0"/>
14.5	Add Advance payment made to the contractor				<input type="text" value="0"/>
14.6	Add Tax exempt items (salvaged materials used in the works)				<input type="text" value="0"/>
15	TOTAL	<input type="text" value="2 041 434.80"/>	<input type="text" value="2 041 434.80"/>		
16	Currency <input type="text" value="Rand"/> CERTIFIED AMOUNT DUE FOR PAYMENT to the Contractor / Employer			<input type="text" value="Contractor"/>	<input type="text" value="284 364.90"/>

Signature _____

Date

CONTRACT NO: B/SM 11/18								
Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	SECTION NO. 1 <u>BILL NO. 1 PRELIMINARIES</u> <u>BUILDING AGREEMENT AND PRELIMINARIES</u> The JBCC Principal Building Agreement (March 2014 Edition 6.1) prepared by the Joint Building Contracts Committee shall be the applicable building agreement, amended as hereinafter described The JBCC Principal Building Agreement contract data form an integral part of this agreement The ASAQs Preliminaries (March 2014 edition) published by the Association of South African Quantity Surveyors for use with the JBCC Principal Building Agreement shall be deemed to be incorporated in these bills of quantities The contractor is deemed to have referred to the abovementioned documents for the full intent and meaning of each clause The clauses in the abovementioned documents are hereinafter referred to by clause number and heading only. Where standard clauses or alternatives are not entirely applicable to this agreement such modifications, corrections or supplements as will apply are given under each relevant clause heading and such modifications, corrections or supplements shall take precedence notwithstanding anything to the contrary contained in the abovementioned documents Where any item is not relevant to this agreement such item is marked N/A (signifying "not applicable") <u>PREAMBLES FOR TRADES</u> The Model Preambles for Trades (2008 edition) as published by the Association of South African Quantity Surveyors shall be deemed to be incorporated in these bills of quantities and no claims arising from brevity of description of items fully described in the said Model Preambles will be entertained Supplementary preambles are incorporated in these bills of quantities to satisfy the requirements of this project. Such supplementary preambles shall take precedence over the provisions of the Model Preambles The contractor's prices for all items throughout these bills of quantities shall take account of and include for all of the obligations, requirements and specifications given in the Model Preambles and in any supplementary preambles <u>PRICING OF PRELIMINARIES</u> Should the contractor select Option A in terms of clause 26.9.4 of the contract data for the purpose of adjustment of these preliminaries, the amount entered into the amount column in these preliminaries is to be divided into one or more of the three categories provided namely fixed (F), value related (V) and time related (T) <u>SECTION A: PRINCIPAL BUILDING AGREEMENT</u> <u>Interpretation (A1-A7)</u> 1 Clause 1.0 - Definitions and interpretation Pricing of bills of quantities The contractor is to allow opposite each item for all costs in connection therewith. All prices to include, unless otherwise stated, for all materials, fabrication, conveyance and delivery, unloading, storing, unpacking, hoisting, labour, setting, fitting and fixing in position, cutting and waste (except where to be measured in accordance with the standard system of measurement), patterns, models and templates, plant, temporary works, returning of packaging, duties, taxes, imposts, establishment charges, overheads, profit and all other obligations arising out of the agreement Items left unpriced will be deemed to be covered in prices against other items throughout these bills of quantities and no claim for any extras arising out of the contractor's omission to price any item will be entertained							
		CONT						
		CONT						
		CONT						
	Carried forward / ...							-

Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	B/F Prices for all plant, temporary works, services and other items shall include for the supply, maintenance, operating cost and subsequent removal and making good as necessary	CONT						-
	Legal status of contractor							
	If the contractor constitutes a joint venture consortium or other unincorporated grouping of two or more persons then:	CONT						
	1.These persons are deemed to be jointly and severally liable to the employer for the performance of this agreement	CONT						
	2.These persons shall notify the employer of their leader who has authority to bind the contractor and each of these persons	CONT						
	3.The contractor shall not alter its composition or legal status without the prior written consent of the employer	CONT						
	F:..... V:..... T:.....	Item						
2	Clause 2.0 - Law, regulations and notices	CONT						
	Health and safety							
	Without limiting the generality of the provisions of clause 2.0, the contractor's attention is drawn to the provisions of Construction Regulations issued in terms of the Occupational Health and Safety Act, 1993. It is specifically stated that the employer shall prepare a documented health and safety specification for the works and that the employer shall ensure that the contractor has made provision for the cost of health and safety measures during the execution of the works. The contractor shall price opposite this item for compliance with the act and the regulations and the reasonable provisions of the aforementioned health and safety specification [2.1]	CONT						
	The contractor shall:							
	1. Comply with the health and safety specification for the works							
	2. Prepare and agree with the health and safety consultant the health and safety plan for the work							
	3.Co-operate with the health and safety consultant in all respects							
	4. Manage the compliance of all subcontractors with the regulations and with the health and safety plan and specification							
	5. Conform to the conditions contained in the employer's safety specification							
3	Clause 3.0 - Offer and acceptance F:..... V:..... T:.....	Item						
4	Clause 4.0 - Assignment and cession F:..... V:..... T:.....	Item						
5	Clause 5.0 - Contract documents	CONT						
	Value Added Tax							
	Provision is made in the summary page of these bills of quantities for the inclusion of Value Added Tax (VAT)	CONT						
	Contract drawings							
	The contract drawings are as listed on the contents page of the bills of quantities [5.1]	CONT						
	Priced document as specification	CONT						
	The principal agent shall decide which portion of the priced document may be used as a specification of materials and goods or methods, if any [5.3]	CONT						
	Electronic issue of drawings							
	Drawings for this project may be issued electronically and the contractor shall be deemed to have received such drawings on the date that such drawings have been dispatched electronically [5.5]	CONT						
	F:..... V:..... T:.....	Item						
	Carried forward / ...							-

Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	B/F							-
6	Clause 6.0 - Employer's agents	CONT						
7	Clause 7.0 - Design responsibility F:..... V:..... T:.....	Item						
	<u>Insurance and security (A8-A11)</u>							
8	Clause 8.0 - Works risk F:..... V:..... T:.....	Item						
9	Clause 12.2.17 Execution of the Works	Item						
10	Clause 9.0 - Indemnities F:..... V:..... T:.....	Item						
11	Clause 10.0 - Insurances F:..... V:..... T:.....	Item						
12	Clause 11.0 - Security	CONT						
	<u>Execution (A12 - A17)</u>							
13	Clause 12.0 - Duties of the parties	CONT						
	Existing premises occupied [12.1.2]							
	<i>Clause 12.2.15 - Enclosure of the works</i>	CONT						
	Enclosure of the works							
	The contractor shall erect, maintain and remove at completion hoardings, safety screens, barriers, access gates and the like as necessary for the enclosure of the works and elements thereof, all for the protection of the public and others [12.2.15]	CONT						
	Clause 12.2.18 - Office accommodation							
	The contractor shall erect, maintain and remove at completion office accommodation with suitable tables and chairs for meetings to be held on the site. Such offices shall be kept clean and fit for use at all times [12.2.18]	CONT						
	Clause 12.2.18 - Notice boards	CONT						
	The contractor shall erect in a position approved by the principal agent, maintain and remove at completion a notice board as recommended by the South African Institute of Architects listing the names and logos of the employer, the contractor or supplier notice boards may be erected [12.2.18]							
	Clause 13.0 - Setting out							
	Encroachments							
14	The contractor shall notify the principal agent if any encroachment of adjoining foundations, buildings, structures, pavements, boundaries, services, etc exist in order that the necessary arrangements may be made for the rectification of any such encroachments [13.2.1] F:..... V:..... T:.....	Item						
15	Clause 14.0 - Nominated subcontractors F:..... V:..... T:.....	Item						
16	Clause 15.0 - Selected subcontractors F:..... V:..... T:.....	Item						
17	Clause 16.0 - Direct contractors							
	Attendance on direct contractors							
	In respect of direct contractors the contractor shall:	CONT						
	1.Designate an area for the direct contractor to establish a temporary office and workshop and storage of equipment and materials	CONT						
	2.Allow the use of personnel welfare facilities, where provided	CONT						
	3.Provide water, lighting and single phase electric power to a position within 50m of the place where the direct contract work is to be carried out, other than fuel or power for commissioning of any installation	CONT						
	Carried forward / ...							-

Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	B/F							-
	4. Permit the direct contractor to use erected scaffolding, hoisting facilities, etc provided by the contractor, in common with others having the like right while it remains erected on the site [16.1]	CONT						
	F:..... V:..... T:.....	Item						
18	Clause 17.0 - Contract instructions							
	Site instructions							
	Instructions issued on site are to be recorded in a site instruction book which is to be supplied and maintained on site by the contractor							
	F:..... V:..... T:.....	Item						
	Completion (A18 - A24)							
19	Clause 18.0 - Interim completion							
	F:..... V:..... T:.....							
20	Clause 19.0 - Practical completion	Item						
21	Clause 20.0 - Sectional completion	Item						
22	Clause 21.0 - Defects liability period and final completion	Item						
	F:..... V:..... T:.....							
23	Clause 22.0 - Latent defects liability period F:..... V:..... T:.....	Item						
24	Clause 23.0 - Revision of date for practical completion							
	Substitution of materials and goods							
	The removal or substitution of any materials and goods which do not conform to the specification or the contract drawings shall not constitute grounds for the extension of the construction period nor for the adjustment of the contract value [17.1.8, 23.1 & 2]	Item						
	F:..... V:..... T:.....							
25	Clause 24.0 - Penalty for late or non-completion F:..... V:..... T:.....	Item						
	Payment (A25 - A27)							
26	Clause 25.0 - Payment	CONT						
	Materials and goods stored off site							
	The inclusion of materials and goods stored off site in the amount authorised for payment shall be at the sole discretion of the principal agent and such inclusion shall only be considered upon the provision, by the contractor, of an approved security [25.3.2]	CONT						
	Fluctuations in costs							
	All fluctuations in costs, with the exception of fluctuations in the rate of Value Added Tax, shall be for the account of the contractor [25.3.4]	CONT						
	Prices submitted							
	Where prices are submitted by the contractor or subcontractor during the progress of the works in respect of contract instructions or in regard to a claim under the terms of the agreement and notwithstanding the fact that such prices may be used in an interim payment certificate, there is to be no presumption of acceptance. Should the principle agent wish to accept any such prices, prior to the issue of the certificate of completion, it shall be in writing							
27	Clause 26.0 - Adjustment of the contract value and final account	CONT						
	Cost of claims							
	All costs incurred by the contractor in the preparation of claims shall be borne by the contractor							
	Carried forward / ...							-

Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	B/F The Contractor shall review, assess and adjudicate any claims received by him from any subcontractor and thereafter submit same to the principal agent with a recommendation to assist the principal agent in adjudication the claim [26.6] F:..... V:..... T:..... 28 Clause 27.0 - Recovery of expense and/or loss F:..... V:..... T:..... Suspension and termination (A28 - A29) 29 Clause 28.0 - Suspension by the contractor F:..... V:..... T:..... 30 Clause 29.0 - Termination F:..... V:..... T:..... Dispute resolution (A30) 31 Clause 30.0 - Dispute resolution F:..... V:..... T:..... 32 Agreement The required information of the parties and the amount of the contract sum shall be inserted in the agreement for signature of the agreement by the parties F:..... V:..... T:..... 33 Contract data Before submission of his tender the contractor is to complete the tenderer's selection in the contract data SECTION B: PRELIMINARIES Interpretation (B1) 34 Clause 1.1 - Definitions F:..... V:..... T:..... 35 Clause 1.2 - Interpretation F:..... V:..... T:..... Documents (B2) 36 Clause 2.1 - Checking of documents F:..... V:..... T:..... 37 Clause 2.2 - Provisional bills of quantities Provisional Bills of Quantities These bills of quantities are provisionally measured F:..... V:..... T:..... 38 Clause 2.3 - Availability of construction information Budgetary allowances and provisional sums The provisional sums allocated for subsequent trades included in this agreement will be separately procured and remeasured on completion, and included in the final account F:..... V:..... T:..... Previous work and adjoining properties (B3) 39 Clause 3.1 - Previous work - dimensional accuracy F:..... V:..... T:..... 40 Clause 3.2 - Previous work - defects F:..... V:..... T:..... 41 Clause 3.3 - Inspection of adjoining properties F:..... V:..... T:..... Samples, shop drawings and manufacturer's instructions (B4)	Item Item Item Item Item CONT Item Item Item CONT Item Item Item						-
	Carried forward / ...							-

Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
		B/F						-
42	Clause 4.1 - Samples of materials F:..... V:..... T:.....	Item						
43	Clause 4.2 - Workmanship samples F:..... V:..... T:.....	Item						
44	Clause 4.3 - Shop drawings F:..... V:..... T:.....	Item						
45	Clause 4.4 - Compliance with manufacturer's instructions F:..... V:..... T:.....	Item						
	Deposits and fees (B5)							
46	Clause 5.1 - Deposits and fees F:..... V:..... T:.....	Item						
	Temporary services (B6)							
47	Clause 6.1 - Water F:..... V:..... T:.....	Item						
48	Clause 6.2 - Electricity F:..... V:..... T:.....	Item						
49	Clause 6.3 - Ablution and welfare facilities F:..... V:..... T:.....	Item						
50	Clause 6.4 - Communication facilities F:..... V:..... T:.....	Item						
	Prime cost amounts (B7)							
51	Clause 7.1 - Responsibility for prime cost amounts	CONT						
	Attendance on subcontractors (B8)							
52	Clause 8.1 - General attendance	Item						
53	Clause 8.2 - Special attendance	CONT						
	General (B9)							
54	Clause 9.1 - Protection of the works F:..... V:..... T:.....	Item						
55	Clause 9.2 - Protection/isolation of existing/sectionally occupied works	CONT						
56	Clause 9.3 - Security of the works F:..... V:..... T:.....	Item						
57	Clause 9.4 - Notice before covering work F:..... V:..... T:.....	Item						
58	Clause 9.5 - Disturbance F:..... V:..... T:.....	Item						
59	Clause 9.6 - Environmental disturbance	CONT						
60	Clause 9.7 - Works cleaning and clearing F:..... V:..... T:.....	Item						
61	Clause 9.8 - Vermin F:..... V:..... T:.....	Item						
62	Clause 9.9 - Overhand work F:..... V:..... T:.....	Item						
	Schedule (B10)							
63	Information for completion of schedule Information necessary for elections and completion of those clauses contained in the schedule which are necessary for tender purposes is given hereunder. Where no information is given it shall mean that no specific requirements are expected or that the clause is not relevant to this specific contract	CONT						
	Carried forward / ...							-

Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	B/F							-
	10.1 -Provisional bills of quantities [2.2] The quantities are provisionalYes							
	10.2 -Availability of construction information [2.3] Construction documentation is complete No							
	10.3 -Previous work - dimensional accuracy [3.]							
	Contractor to check and confirm all dimenions on site							
	10.4 -Previous work - defects [3.2]							
	10.5 - Inspection of adjoining properties [3.3]							
	10.6 - Water [6.1]							
	Option A (by contractor) No							
	Option B (by employer - free of charge) No							
	Option C (by employer - metered) Yes							
	10.7 - Electricity [6.2]							
	Option A (by contractor) No							
	Option B (by employer - free of charge) No							
	Option C (by employer - metered) Yes							
	10.8 - Ablution and welfarfacilities [6.3]							
	Option A (by contractor) Yes							
	Option B (by employer) No							
	10.9 - Communication facilities [6.4]							
	10.10 - Protection of the works [9.1]							
	10.11 - Protection/isolation of existing/sectionally occupied works [9.2] Protection/isolation is requiredYes							
	10.12 -Disturbance [9.5]							
	10.13 -Environmental disturbance [9.6] F:..... V:..... T:.....	Item						
	<u>SECTION C: SPECIFIC PRELIMINARIES</u>							
64	Warranties for materials and workmanship							
	contractor shall obtain a written warranty, addressed to the employer, from the entity supplying the materials and/or doing the work and shall deliver same to the principal agent on the final completion of the contract	CONT						
	Where warranties for materials and/or workmanship are called for, the contractor shall obtain a written warranty, addressed to the employer, from the entity supplying the materials and/or doing the work and shall deliver same to the principal agent on the final completion of the contract							
	The warranty shall state that workmanship, materials and installation are warranted for a specific period from the dat of final completion and that any defects that may arise during the specific period shall be made good at the expense of the entity supplying the materials and/or doing the work, upon written notice to do so							
	The warranty will not be enforced if the work is damaged by defects in the execution of the works, in which case the responsibility for replacement shall rest entirely with the contractor F:..... V:..... T:.....	Item						
65	Overtime							
	Should overtime be required to be worked for any reason whatsoever, the costs of such overtime is to be borne by the contractor unless the principal agent has specifically authorised, in writing, prior to execution thereof, that costs for such overtime are to be borne by the employer F:..... V:..... T:.....	Item						
	Carried forward / ...							-

Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	B/F							-
66	Co-operation of the contractor for cost management It is specifically agreed that the contractor accepts the obligation of assisting the principal agent in implementing proper cost management. The contractor will be advised by the principal agent of all cost management procedures which will be implemented to ensure that the final building cost does not exceed the budget F:..... V:..... T:.....	Item						
67	Overloading The contractor shall take all necessary steps to ensure that no damage occurs due to overloading of any portion of the works or temporary works eg scaffolding, etc. The contractor shall submit details of his proposed loading, storage, plant erection, etc to the principal agent for approval prior to proceeding with such loading, storing or erecting and shall comply with and pay for the principal agent's requirements in connection with the provision of temporary support work, etc. Any damage caused to the works by overloading shall be made good by the contractor at his sole expense F:..... V:..... T:.....	Item						
68	Confidentiality The Contractor undertakes to maintain in confidence any and all information regarding this project and shall obtain appropriate similar undertakings from all subcontractors and suppliers. Such information shall not be used in any way except in connection with the execution of the works No information regarding this project shall be published or disclosed without the prior written consent of the employer							
69	Media releases All rights of publication of articles in the media, together with any advertising relating thereto or in any way connected with this project, shall vest with the employer The contractor together with his subcontractors shall not, without the prior written consent of the employer, cause any statement or advertisement to be printed, screened or aired by the media F:..... V:..... T:.....	Item						
	SUMMARY OF CATEGORIES							
70	Complete Preliminaries and general to fulfil all contractual obligations Category : Fixed R:..... Category : Value R:..... Category : Time R:.....	Item	1	1.34	0.17	1.50	295 235.12	443 836.80
								-
TOTAL SUM FOR SECTION 1								443 836.80

CONTRACT NO: B/SM 11/18								
Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	SECTION NO. 2 BILL NO. 1 EARTHWORKS (PROVISIONAL) NOTE: Tenderers are advised to study the Model Preambles for Trades before pricing this Bill. Unless otherwise stated herein, all items in this bill shall be deemed to fall into Work Group No. 104 for CPAP formula purposes. ----- SUPPLEMENTARY PREAMBLES <u>Nature of ground</u> The nature of the ground is assumed to be mostly clayey, but possibly interspersed with "hard rock" or "soft rock". <u>Carting away of excavated material</u> Descriptions of carting away of excavated material shall be deemed to include loading excavated material onto trucks directly from the excavations or, alternatively, from stock piles situated on the building site ----- <u>Site clearance</u>							
1	Digging up and removing rubbish, debris, vegetation, hedges, shrubs and trees not exceeding 200mm girth, bush, etc	m ²	1040	1040		1040	10.2	10608.00
	BULK EXCAVATION, FILLING, ETC <u>Open face excavation in earth over sloping site</u>							
2	Open face excavation	m ³	240	247.8		247.8	72.25	17903.55
	FILLING ETC <u>Earth filling obtained from the excavations (not compacted)</u>							
3	Over site	m ³	78			0	55.25	0.00
	<u>Earth filling supplied by the contractor (minimum G5 classification), compacted to 93% Mod AASHTO density (Provisional)</u>							
4	Under floors, steps, pavings, etc	m ³	230	74.95		74.95	327.25	24527.39
	EXCAVATION, FILLING, ETC OTHER THAN BULK <u>Excavation in earth not exceeding 2m deep</u>							
5	Trenches	m ³	43	10		10	80.75	807.50
6	Holes	m ³	120	35.63		35.63	93.5	3331.41
	<u>Extra over trench and hole excavations in filling for excavation in</u>							
7	Soft rock	m ³	3	40		40	157.25	6290.00
	<u>Extra over all excavations for carting away</u>							
8	Surplus material from excavations and/or stock piles on site to a dumping site to be located by the contractor	m ³	20	247.8		247.8	102	25275.60
	<u>Earth filling obtained from the excavations and/or prescribed stock piles on site compacted to 93% Mod AASHTO density</u>							
9	Backfilling to trenches, holes, etc	m ³	28	0		0	55.25	0.00
	<u>Earth filling supplied by the contractor (minimum G5 classification), compacted to 93% Mod AASHTO density (Provisional)</u>							
10	Under floors, steps, pavings, etc	m ³	100	1.5		1.5	327.25	490.88
	<u>Compaction of surfaces</u>							
11	Compaction of ground surfaces under floors etc including scarifying for a depth of 150mm, breaking down oversize material, adding suitable material where necessary and compacting to 93% Mod AASHTO density	m ²	1400	1200		1200	38.25	45900.00
Carried forward / ...								135 134.32

Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	B/F							135 134.32
	<u>SOIL POISONING</u>							
	<u>Soil insecticide</u>							
12	Under floors etc including forming and poisoning shallow furrows against foundation walls etc, filling in furrows and ramming	m ²	500	324		324	28.05	9088.20
13	To bottoms of trenches etc	m ²	100	85		85	28.05	2384.25
14	Geotechnical Investigation and Report							0.00
TOTAL SUM FOR SECTION 2 - Bill 1								146606.77

CONTRACT NO: B/SM 11/18								
Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	SECTION NO. 2 BILL NO. 2 CONCRETE, FORMWORK AND REINFORCEMENT NOTE:Tenderers are advised to study the Model Preambles for Trades before pricing this Bill. Unless otherwise stated herein, all items in this bill shall be deemed to fall into Work Group No. 110 for CPAP formula purposes. ----- SUPPLEMENTARY PREAMBLES <u>Cost of tests</u> The costs of making, storing and testing of concrete test cubes as required under clause 7 "Tests" of SABS 1200 G shall include the cost of providing cube moulds necessary for the purpose, for testing costs and for submitting reports on the tests to the Principal Agent and or relevant Agent (Engineers). The testing shall be undertaken by an independent firm or institution nominated by the contractor to the approval of the architect. (Test cubes are measured separately) <u>Formwork</u> Descriptions of formwork shall be deemed to include use and waste only (except where described as "left in" or "permanent"), for fitting together in the required forms, wedging, plumbing and fixing to true angles and surfaces as necessary to ensure easy release during stripping and for reconditioning as necessary before re-use. The vertical strutting shall be carried down to such construction as is sufficiently strong to afford the required support without damage and shall remain in position until the newly constructed work is able to support itself. Formwork to soffits of solid slabs etc shall be deemed to be to slabs not exceeding 250mm thick unless otherwise described. Formwork to sides of bases, pile caps, ground beams, etc will only be measured where it is prescribed by the engineer for design reasons. Formwork necessitated by irregularity or collapse of excavated faces will not be measured and the cost thereof shall be deemed to be included in the allowance for taking the risk of collapse of the sides of the excavations, provision for which is made in "Earthworks" <u>Geotechnical Investigation</u> As part of the cost the contractor needs to do an independent geotechnical survey of the soil conditions and avail these results to the engineers, whereafter some design changes might take place. UNREINFORCED CONCRETE <u>10MPa/19mm concrete</u> 1 Blinding for bases, surface beds and strip footings m ³ 21 11 11 892.5 9817.50 REINFORCED CONCRETE <u>30MPa/19mm concrete</u> 2 Bases and stub columns m ³ 37 52 52 1596.3 83007.60 3 Surface beds and thickenings cast on waterproofing m ³ 30 35 35 1596.3 55870.50 CONCRETE SUNDRIES Reference in descriptions to "FM" specification refers to specifications as published in the Technical Report 34 - "Concrete industrial ground floors - A guide to design and construction; Third edition, 2003"; Published by the Concrete Society <u>Finishing top surfaces of concrete smooth with a wooden float</u> 5 Surface beds, slabs, etc m ² 300 250 250 63.75 15937.50 ROUGH FORMWORK (DEGREE OF ACCURACY II) <u>Rough formwork to sides</u> 6 Walls, columns and Counter slabs m ² 157 66.4 66.4 233.75 15521.00 Carried forward / ... 180 154.10							

Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	B/F							180 154.10
	<u>MOVEMENT JOINTS ETC (PROVISIONAL)</u>							
	<u>REINFORCEMENT (PROVISIONAL)</u>							
	<u>High tensile steel reinforcement to structural concrete work</u>							
7	All reinforcing in strip foundations, bases, plinths(Provisional)	t	3.3	3.2		3.2	13600	43520.00
	Fabric reinforcement							
8	Type 193 fabric reinforcement in concrete surface beds etc	m ²	300	350		350	38.25	13387.50
TOTAL SUM FOR SECTION 2 - Bill 2								237061.60

CONTRACT NO: B/SM 11/18								
Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	SECTION 2							
	BILL NO. 3							
	NOT APPICABLE							

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CONTRACT NO: B/SM 11/18								
Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	SECTION NO. 2							
	BILL NO. 5							
	<u>WATERPROOFING</u>		-					
	NOTE:Tenderers are advised to study the Model Preambles for Trades before pricing this Bill. Unless otherwise stated herein, all items in this bill shall be deemed to fall into Work Group No. 120 for CPAP formula purposes. -----							
	<u>DAMPPROOFING OF WALLS AND FLOORS</u>		-					
	<u>One layer of 375 micron "Consol Plastics Brikgrip DPC" embossed damp proof course</u>		-					
1	In walls	m ²	6	6		6	12.75	76.50
	<u>One layer of 250 micron "Consol Plastics Gunplas USB Green" waterproof sheeting sealed at laps with "Gunplas Pressure Sensitive Tape"</u>							
2	Under surface beds	m ²	305	350		350	8.5	2975.00
Total Sum for Section 2 - Bill 5								3051.50

CONTRACT NO: B/SM 11/18								
Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	SECTION NO. 2 BILL NO. 6 <u>ROOF COVERINGS, ETC</u> NOTE: Tenderers are advised to study the Model Preambles for Trades before pricing this Bill. Unless otherwise stated herein, all items in this bill shall be deemed to fall into Work Group No. 124 for CPAP formula purposes. ----- <u>PROFILED METAL SHEETING AND ACCESSORIES</u> <u>0.53 mm Corrugated galvanised steel troughed sheeting with "Chromadek" finish on one side, in single lengths fixed to steel purlins or rails and 0.6mm galvanised steel accessories with "Chromadek" finish on one side</u>							
1	Roof covering pitch to 40 degrees	m ²	418	434		434	216.75	94069.50
2	White painted 200 x 9 mm fibre cement barge board (Nutek or similar)	m	140	0		0	110.5	0.00
3	Ridge capping, 350mm girth including roof closures both sides	m	110	118.8		118.8	72.25	8583.30
4	White chromadek finished cover flashings as per drawings	m	70	70		70	93.5	6545.00
	<u>ROOF AND WALL INSULATION</u> <u>"Alucushion" insulation aluminium foil faced on one side and white faced on other side</u>							
5	18mm thick 150 Board insulation fixed to underside at purlins	m ²	440	0		0	72.25	0.00
6	50mm thick V-grooved Isoboard fixed under purlins (between trusses) to manufacturers specification 150 Board insulation fixed to underside at purlins	m ²	440	434		434	187	81158.00
7	White painted UFCC woodgrain panel fixed with grooves vertical, screw fixed to steel truss	m ²	66	66		66	42.5	2805.00
8	Polyclosure per manufacturers specifications	m	440	145		145	19.55	2834.75
Total Sum for Section 2 - Bill 6								195995.55

CONTRACT NO: B/SM 11/18								
Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	SECTION NO. 2 BILL NO. 7 CARPENTRY AND JOINERY SUPPLEMENTARY PREAMBLES <u>Joinery:</u> Descriptions of frames shall be deemed to include frames, transomes, mullions, rails, etc Descriptions of hardwood joinery shall be deemed to include pelleting of bolt holes <u>Fixing</u> Items described as "nailed" shall be deemed to be fixed with hardened steel nails or shot pins to brickwork or concrete <u>ROOFS ETC</u> 1 Two coats creosote on sawn timbers m ² 0 55.25 0.00 DOORS ETC Wrought meranti doors hung to steel frames 2 44mm Framed, ledged and braced batten door 813 x 2032mm high of 44 x 107mm top rail and stiles, 22 x 107mm middle ledge and braces and 22 x 219mm bottom ledge filled in with 22mm V-jointed one side boarding No 2 4 2422.5 9690.00 SKIRTINGS Wrought meranti 3 19 x 76mm Skirting incl 19mm quarter round, plugged m 14 0 63.75 0.00 FITTINGS Budgetary Allowances 4 Allow main contractor's profit and attendance %IT							
TOTAL SUM FOR SECTION 2 - Bill 7								9690.00

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CONTRACT NO: B/SM 11/18								
Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	SECTION NO. 2 BILL NO. 9 <u>IRONMONGERY</u> <u>SUPPLEMENTARY PREAMBLES</u> Note: Allowance for purchase of ironmongery: Refer to Budgetary allowance below <u>Labour and sundry material for fixing door furniture:</u>							
1	Rebate type lock set	No	1	2		2	21.25	42.50
2	Door handles	Pairs	1	2		2	21.25	42.50
	BUDGETARY ALLOWANCES							
3	3 lever lock set and handle (PC R400.00/ea)	No	1	2		2	382.5	765.00
4	Door bolt Top and bottom (Double door)	No	2	4		4	297.5	1190.00
Total Sum for Section 2 - Bill 7								2040.00

CONTRACT NO: B/SM 11/18								
Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	SECTION NO. 2 BILL NO. 10 STRUCTURAL STEELWORK SUPPLEMENTARY PREAMBLES <u>Descriptions</u> Descriptions of bolts shall be deemed to include nuts and washers Descriptions of L-shaped and U-shaped anchor bolts shall be deemed to include bending, threading, nuts and washers and embedding in concrete Descriptions of expansion anchors and bolts and chemical anchors and bolts shall be deemed to include nuts, washers and mortices in brickwork or concrete STEEL TRUSSES, ETC. <u>Welded roof trusses of angle section rafters, tie beams, rails, struts, braces, cleats, etc and flat section bearer, gusset and connection plates, bolted to steel</u>							
1	100 x 100 x 3 Square Hollow Section (Shop Welded Drawing)	t	3.6	4.15		4.15	34000	141100.00
	GALVANISED STEEL PURLINS, GIRTS, BRACING, ETC Purlins and girts, bolted to steel STEEL COLUMNS AND BEAMS Welded and bolted in single lengths							
2	100 x 100 x 3 Square Hollow sections	t	0.9	0.95		0.95	34000	32300.00
3	150 x 100 x 3 Rectangular hollow section	t	1.6	1.32		1.32	34000	44880.00
4	100 x 50 x 20 x 2 Cold-formed Lipped Channel	t	2.4	1.81		1.81	34000	61540.00
	CONNECTION - AND BASE PLATES <u>Welded, holed and bolted steel plates</u>							
5	End plates, connection plates, base plates, etc. in various thickness, holed and welded	t	0.1	1.06		1.06	34000	36040.00
	SUNDRY ITMES							
6	High tensile bolts, cleats, rods, etc	kg	160	277.424		277.424	150	41613.60
	PAINTWORK Hammerite							
7	On structural steel columns, beams, purlins girts, braces, platess, etc	m ²	500			0	95	0.00
Total Sum for Section 2 - Bill 10								357473.60

CONTRACT NO: B/SM 11/18								
Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	SECTION NO. 2 BILL NO. 11 <u>METALWORK</u> NOTE:Tenderers are advised to study the Model Preambles for Trades before pricing this Bill. Unless otherwise stated herein, all items in this bill shall be deemed to fall into Work Group No. 136 for CPAP formula purposes. ----- PRESSED STEEL DOOR FRAMES <u>1.2mm Double rebated frames suitable for one brick walls</u> 1 Frame for double door (1630mm wide daylight opening)	No	1	2		2	1232.5	2465.00
	SUNDRY STEELWORK Corner protectors 2 45 x 45 x 3mm Angle section corner protectors in varying lengths with 8mm diameter bent lugs each 100mm girth welded on at 800mm centres, including embedding in concrete, primed with suitable metal primer including two final coats Enamel paint	m	4			0	93.5	0.00
Total Sum for Section - Bill 11								2465.00

CONTRACT NO: B/SM 11/18								
Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	SECTION NO. 2 BILL NO. 12 PLASTERING SCREEDS <u>1:4 mix Cement plaster screeds on concrete</u>							
1	Average 25mm Thick on floors and landings	m ²	300			0	80.75	0.00
	Untinted Granolithic screeds							
	INTERNAL PLASTER <u>1:5 mix Cement plaster on brickwork</u>							
2	On walls	m ²	35	46.21		46.21	93.5	4320.64
	EXTERNAL PLASTER <u>1:5 mix Cement plaster on brickwork</u>							
3	On walls	m ²	35	46.83		46.83	93.5	4378.61
Total Sum for Section 2 - Bill 12								8699.24

25

CONTRACT NO: B/SM 11/18								
Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	<p>SECTION NO. 2</p> <p><u>BILL NO. 14</u></p> <p><u>PLUMBING AND DRAINAGE (PROVISIONAL)</u></p> <p>NOTE:Tenderers are advised to study the Model Preambles for Trades before pricing this Bill. Unless otherwise stated herein, all drainage items in this bill shall be deemed to fall into Work Group No. 146 and all plumbing items shall fall into Work Group No. 148 for CPAP formula purposes. -----</p> <p><u>SUPPLEMENTARY PREAMBLES</u></p> <p><u>"Polycop" polypropylene pipes:</u></p> <p>Polypropylene pipes 54mm diameter and under shall be seamless copper coloured class 16 pipes jointed with "Fast-fuse" heat welded thermoplastic or brass compression fittings as designed for use with copper pipes as stated</p> <p>Pipes shall be firmly fixed to walls etc with coloured nylon snap-in pipe clips with provision for accommodating thermal movement and jointed and fixed strictly in accordance with the manufacturer's instructions</p> <p>All pipe diameters are nominal external</p> <p><u>Concrete pipes:</u></p> <p>Pipes shall be jointed with ogee joints with rubber collars or socket and spigot joints with rubber rings</p> <p><u>uPVC pipes and fittings:</u></p> <p>Soil, waste and vent pipes and fittings shall be solvent weld jointed</p> <p><u>uPVC pressure pipes and fittings:</u></p> <p>Pipes for water supply shall be of the class stated</p> <p>Pipes of 40mm diameter and smaller shall be plain ended with solvent welded uPVC loose sockets and fittings</p> <p>Pipes of 50mm diameter and greater shall have sockets and spigots with push in type integral rubber ring joints. Bends shall be uPVC and all other fittings shall be cast iron, all with similar push-in type joints</p> <p><u>Copper pipes:</u></p> <p>Pipes shall be hard drawn and half-hard pipes of the class stated. Class 0 (thin walled hard drawn) pipes shall not be bent. Class 1 (thin walled half-hard), class 2 (half-hard) and class 3 (heavy walled half-hard) pipes shall only be bent with benders with inner and outer formers. Fittings to copper waste, vent and anti-syphon pipes, capillary solder fittings and compression fittings shall be "Cobra Watertech" type. Capillary solder fittings shall comply with ISO 2016. Only compression fittings shall be used in walls or in ground</p> <p>Pipes shall be hard drawn and half-hard pipes of the class stated. Class 0 (thin walled hard drawn) pipes shall not be bent. Class 1 (thin walled half-hard), class 2 (half-hard) and class 3 (heavy walled half-hard) pipes shall only be bent with benders with inner and outer formers. Fittings to copper waste, vent and anti-syphon pipes, capillary solder fittings and compression fittings shall be "Cobra Watertech" type. Capillary solder fittings shall comply with ISO 2016. Only compression fittings shall be used in walls or in ground</p> <p><u>Fixing of pipes</u></p> <p>Unless specifically otherwise stated, descriptions of pipes shall be deemed to include fixing to walls etc, casting in, building in or suspending not exceeding 1m below suspension level</p> <p><u>Reducing fittings</u></p> <p>Where fittings have reducing ends or branches they are described as "reducing". In the case of pipes with diameters not exceeding 60mm only the largest end or branch size is given. Should the contractor wish to use other fittings and bushes or reducers he may do so on the understanding that no claim in this regard will be entertained. In the case of pipes with diameters exceeding 60mm all sizes are given and no claim for extra bushes, reducers, etc will be entertained</p>							
	Carried forward / ...							-

Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	B/F <u>Wire gratings</u> Descriptions of gutter outlets etc shall be deemed to include wire balloon gratings <u>Excavations</u> No claim for rock excavation will be entertained unless the contractor has timeously notified the quantity surveyor thereof prior to backfilling "Soft rock" and "hard rock" shall be as defined in "Earthworks" <u>Laying, backfilling, bedding, etc. of pipes</u> Pipes shall be laid and bedded and trenches shall be carefully backfilled in accordance with manufacturers' instructions Where no manufacturers' instructions exist pipes shall be laid in accordance with clauses 5.1 and 5.2 of each of the following: SABS 1200 L : Medium-pressure pipelines LD : Sewers LE : Stormwater drainage Pipe trenches etc shall be backfilled in accordance with clauses 3, 5.5, 5.6, 5.7 and 7 of SABS 1200 DB : Earthworks (Pipe trenches) Pipes shall be bedded in accordance with clauses 3.1 to 3.4.1, 5.1 to 5.3 and 7 of SABS 1200 LB : Bedding (Pipes). Unless otherwise described bedding of rigid pipes shall be class B bedding <u>Flush pans</u> Flush pans shall have straight or side outlets and "P" or "S" traps as necessary <u>Stainless steelbasins, sinks, wash troughs, urinals, etc.</u> Units shall have standard aprons on all exposed edges and tiling keys against walls where applicable <u>Waste unions</u> Descriptions of waste unions shall be deemed to include rubber or vulcanite plugs and chains fixed to fittings ----- <u>RAINWATER DISPOSAL</u> 0,6mm Galvanised sheet iron with "Chromadek" finish							-
1	100mm gutters fixed to eaves	m	140	145		145	208.25	30196.25
2	110mm uPVC White Chromadek finished sheetmetal downpipes	m	35	95.2		95.2	72.25	6878.20
3	Extra over 100mm gutter for end-caps	No	14	28		28	55.25	1547.00
Total Sum for Section 2 - Bill 14								38621.45

CONTRACT NO: B/SM 11/18								
Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	<p>SECTION NO. 2</p> <p>BILL NO. 15</p> <p><u>ELECTRICAL INSTALLATION (PROVISIONAL)</u></p> <p>The re-measurement of these <i>provisional quantities</i> will be based on the as built drawings as well as final measurement on site.</p> <p>The quantities in this bill are not to be used for ordering purposes.</p> <p>Unless a separate rate for the supply and the installation of any item is specifically called for, the supply and installation costs of any item shall be fully included in the price.</p> <p>All the materials, standards and workmanship on this service shall comply in all respects to the National Building Regulations, SANS 10142-1 and 10142-2</p> <p>Draw wires, unless required to be left in, are not measured separately and prices for sleeves and conduits shall be deemed to include therefor.</p> <p>Conduits described as "fixed" shall be deemed to include for fixing to all types of surfaces, in chases or casting in or building into walls, etc. and prices are to include therefor</p> <p>The distribution board manufacturer's drawings must be approved by the Electrical Engineer or his representative, prior to the manufacturing and the installation of the distribution panels.</p> <p>CONDUCTORS</p> <p>Conductors has not been measured and Contractors are to include in their rates for switches, lights, plugs and other points as indicated below for suitable 1,5mm² or 2,5mm² PVC/copper in circuits from distribution board(s) to the individual points. Contractors are to make fair allowance for additional lengths for connections and waste as well as conduit fittings, bends, tees, drawboxes and the like.</p> <p>Electrical Sub Contractor</p> <p>Electrical Sub Contractor The electrical contractor on this service shall be a domestic sub contractor of the main building contractor and it is advisable that they enter into their own contract with the main building contractor. _____</p> <p>MUNICIPAL CONNECTION</p> <p>1 Connect 16mm² 4-core cable to point as supplied by Municipality (main connection breaker and meter by others)</p> <p>2 Design and Supply as per nominated Sub-Contractor</p>							
		Item	1			0	55250.00	0.00
		Sum	1			0	25000.00	0.00
Total Sum for Section 2 - Bill 15								0.00

CONTRACT NO: B/SM 11/18								
Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	SECTION NO. 2 BILL NO. 16 PAINTWORK NOTE:Tenderers are advised to study the Model Preambles for Trades before pricing this Bill. Unless otherwise stated herein, all items in this bill shall be deemed to fall into Work Group No. 152 for CPAP formula purposes. ----- PREPARATORY WORK TO EXISTING WORK Surfaces shall be thoroughly washed down and allowed to dry completely before any paint is applied. Blistered or peeling paint shall be completely removed and cracks shall be opened, filled with a suitable filler and finished smooth Previously painted metal surfaces Surfaces shall be thoroughly rubbed and cleaned down to remove rust, blistered or peeling paint ON FLOATED PLASTER /CONCRETE COLUMNS One coat alkali resistant plaster primer, one coat universal undercoat and two coats eggshell enamel paint on 1 On internal walls m ² 35 46.21 46.21 44.2 2042.48 One coat alkali resistant plaster primer and two coats modified acrylic fine textured emulsion paint on 2 On external walls m ² 35 46.83 46.83 44.2 2069.89 FIBRE CEMENT SURFACES WITH One coat alkali resistant plaster primer and two coats PVA acrylic emulsion paint on 3 Ceilings and cornices, including priming metal coverstrips and nailheads m ² 10 434 434 44.2 19182.80 ON METAL Spot priming defects in pre-primed surfaces with zinc phosphate metal primer, one coat universal undercoat and two coats super universal enamel paint on steel 4 On window and door frames m ² 2 2 2 52.7 105.40 ON WOOD Three coats "Silkwood Mid brown" varnish 5 On doors, door frames and jambs m ² 10 13.66 13.66 54.4 743.10 6 Skirtings, rails, etc not exceeding 300mm girth m 15 0 0 27.2 0.00							
Total Sum for Section 2 - Bill 16								24143.67

CONTRACT NO: B/SM 11/18								
Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	SECTION NO. 2 BILL NO. 17 EXTERNAL WORK (PROVISIONAL) THE FOLLOWING IN PAVING <u>Soil insecticide</u>							
1	Under paving etc	m ²	700	700		700	28.05	19635.00
	<u>Paving in double zig-zag interlocking precast concrete paving blocks complying with SANS 1058, with butt joints on 25mm thick river sand bed with sand swept into joints</u>							
2	60mm thick Paving on external prepared soil	m ²	700	473		473	248.2	117398.60
	Kerbing and channeling							
3	Brick-on-edge, restraint kerb including 15MPa concrete bedding and	m	124			0	45.05	0.00
	Complete supply and installation of concrete columns							
4	White painted type 1210 plain round tapered column with doric cap and base by old world concrete (or similar), on concrete pad footing.	No	28	28		28	981.75	27489.00
Total Sum for Section 2 - Bill 17								164522.60

SUMMARY		
<u>SECTION</u>	<u>DESCRIPTION</u>	<u>COST</u>
SECTION 1:	Bill 1 - Preliminaries	R 443 836.80
SECTION 2:	Bill 1 - Earthworks (Provisional)	R 146 606.77
SECTION 2:	Bill 2 - Concrete, Formwork and Reinforcement	R 237 061.60
SECTION 2:	Bill 3 - Precast Concrete	R 0.00
SECTION 2:	Bill 4 - Masonry	R 21 596.96
SECTION 2:	Bill 5 - Waterproofing	R 3 051.50
SECTION 2:	Bill 6 - Roof Coverings, etc.	R 195 995.55
SECTION 2:	Bill 7 - Carpentry and joinery	R 9 690.00
SECTION 2:	Bill 8 - Ceilings	R 0.00
SECTION 2:	Bill 9 - Ironmongery	R 2 040.00
SECTION 2:	Bill 10 - Structural Steelwork	R 357 473.60
SECTION 2:	Bill 11 - Metalwork	R 2 465.00
SECTION 2:	Bill 12 - Plastering	R 8 699.24
SECTION 2:	Bill 13 - Tiling	R 0.00
SECTION 2:	Bill 14 - Plumbing and Drainage (Provisional)	R 38 621.45
SECTION 2:	Bill 15 - Electrical Installation (Provisional)	R 0.00
SECTION 2:	Bill 16 - Paintwork	R 24 143.67
SECTION 2:	Bill 17 - External Work (Provisional)	R 164 522.60
	TOTAL OF PRICED ITEMS	R 1 655 804.73

[illegible]

ITEM NO.	DESCRIPTION	EXTRA WORK APPROVAL DATE OR DAYWORKS SITE INSTRUCTION DATE	QUANTITY COMPLETED		UNIT	UNIT RATE OR LUMP SUM	VALUE OF WORK
			TO LAST CERTIFICATE	TO THIS CERTIFICATE			
1	VO 1 - Taking out of existing trees by specialist	26/11/2017	1.00	0.00	Sum	R 20 182.50	R 20 182.50
2	VO 2 - New Sewer Pipeline and Removal of Septic tank	02/09/2019	1.00	0.00	Sum	R 82 215.32	R 82 215.32
3	VO 3 - Cutting of tree roots	21/07/2018	1.00	0.00	Sum	R 9 384.00	R 9 384.00
4	VO 4 - Removal of paving and kerbs	11/02/2019	1.00	0.00	Sum	R 12 315.52	R 12 315.52
5	VO 5 - Add balance on VO2	11/02/2019	1.00	0.00	Sum	R 22 903.28	R 22 903.28
6	VO 6 - Painting of steel structure (Omit item 7, Section 2 Bill 10)	11/02/2019	1.00	0.00	Sum	R 42 605.00	R 42 605.00
7	VO 7 - Fixing of Isoboard to steel purlins	11/02/2019	1.00	0.00	Sum	R 26 020.50	R 26 020.50
8	VO 8 - Additional Trusses required at Storeroom	11/02/2019	1.00	0.00	Sum	R 11 900.00	R 11 900.00
9	VO 9 - Retaining Wall	11/02/2019	1.00	0.00	Sum	R 29 906.21	R 29 906.21
10	VO 10 - Nutek Fascia Board (300 x 12)	13/03/2019	1.00	0.00	Sum	R 9 380.00	R 9 380.00
11	VO 11 - Bond pavers as brick on edge and rain water channel	22/04/2019	1.00	0.00	Sum	R 16 830.48	R 16 830.48
12	VO 12 - Granolithic screed including Sika CEM 810	22/04/2019	1.00	0.00	Sum	R 20 362.00	R 20 362.00
13	VO 13 - Nutek Barge boards (260 x 260)	22/04/2019	1.00	0.00	Sum	R 25 410.00	R 25 410.00
14	VO 14 - Electrical installation (Replace Bill No. 15)	30/05/2019	1.00	0.00	Sum	R 44 666.00	R 44 666.00
TOTAL VALUE OF NON-ESCALATABLE ITEMS NOT IN SCHEDULE - TO PAGE 1							R 374 080.81



Cnr Eiland & Voight Street
 Paarl
 Vat number: 4290270810
 Fax 086 551 3999

TO: Stellenbosch Municipality
 Vat no 4700102181
 Order No : 351004

18-Dec-19

Invoice no: Rekha 2019-62

TAX INVOICE

DATE	DESCRIPTION	R
18-Dec-19	FRANSCHHOEK BSM 11/18	R 247 273,83
	VAT @ 15%	R 37 091,07
	TOTAL	R 284 364,90

Bank : Absa bank
Branch : Paarl
Branch code : 632005
Account name : Rekha construction (Pty) Ltd
Account no : 4086829537
Account Type : Cheque

12.1.2	CONSIDERATION OF IRREGULAR EXPENDITURE INCURRED RELATING TO SERVICES RENDERED BY LINAMANDLA ENTERPRISES: CONSTRUCTION OF THE CLOETESVILLE INFORMAL TRADING SITE
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Collaborator No:

IDP KPA Ref No:

Good Governance

Meeting Date:

29 July 2020

1. SUBJECT: CONSIDERATION OF IRREGULAR EXPENDITURE INCURRED RELATING TO SERVICES RENDERED BY LINAMANDLA ENTERPRISES: CONSTRUCTION OF THE CLOETESVILLE INFORMAL TRADING SITE

2. PURPOSE OF REPORT

To provide information regarding the irregular expenditure incurred for investigation by MPAC and to be recommended to and consideration by Council to write-off the irregular expenditure as irrecoverable in terms of the MFMA Section 32(2). The irregular expenditure relates to the additional work done by the appointed contractor due to unforeseen underground site conditions and delays experienced.

3. DELEGATED AUTHORITY

Council to write-off the irregular expenditure as irrecoverable as the specific nature of the breach of the procurement process, not impacting in any significant way on the essential fairness, equity, transparency, competitiveness or cost effectiveness, for the payment of Linamandla Construction.

4. EXECUTIVE SUMMARY

Linamandla Enterprise was appointed on 02-06-2018 to construct the informal trading market adjacent to the clinic in Cloetesville. Additional work and cost were incurred due to unforeseen underground site conditions which had to be addressed in order for the project to proceed. Some of these additional costs were covered by the contingencies allowed for on the project, but some of the additional costs were incurred without the necessary approval/authorizations in place, although these items were required and added value to the project, which resulted in an increased project budget, but this additional budget was less than the allowable 20% variation in term of Circular number 62/2012 (National Treasury)

5. RECOMMENDATION

FOR CONSIDERATION

6. DISCUSSION

Due to unfavourable geotechnical conditions (not known prior to the commencement of construction) the importation of good soil with sufficient bearing capacity was required and also resulted in an increase of the project cost, this included stabilisation of soil. This resulted in an increase of the project cost of R68 724.20 (incl. VAT).

The installation of subsoil drainage pipes, to manage groundwater was also required, and the presence of groundwater which was only discovered after the construction of the project commenced. This resulted in an increase in the project cost of R10 863.22 (incl. VAT).

The above costs were incurred without the necessary approval/authorization- in place due the urgency to get the project on track and to ensure that the funds which was available, as there was a saving on the applicable u-key be use to rectify the on-site conditions, and to not cause any further delays, as the project timeline was already extended as a result of the fact that stormwater pipes had to be diverted away from the site and the applications for wayleaves submitted.

7. FINANCIAL IMPLICATIONS

The costs of all the additional work done on the project amounts to R79 587.52. There were sufficient funds available on u-key 20190829043074.

8. LEGAL IMPLICATIONS

The recommendations in this report comply with Council's policies and all applicable legislation.

Supply Chain Management Policy, 4.36.1a(i)

Supply Chain Management Policy, 4.36.b

Supply Chain Regulation 36(1)

MFMA Section 32(2)

9. RISK IMPLICATIONS

If the additional work was not undertaken, the project may have been delayed and would have also been incomplete, as the funds to undertake the required work was not available on the next financial year. This would have not only resulted in the delay of the project, but also the possible cancellation of the bid to include the required additional work, as the timing of the construction work and the bid being awarded did not allow for any unforeseen site conditions, which was the case in this instance.

10. CONCLUSION

It is acknowledged that there were minor breaches of the procurement processes. If the process was followed correctly however, the outcome and cost would have been identical, or even due the timing of the project must have resulted in the project not being completed within the budget. Council incurred no loss during this process and there was no intentional disregard of Council's procurement processes. It is therefore requested that the irregular expenditure be written off as irrecoverable because the services were rendered.

11. COMMENT FROM THE SENIOR MANAGER: DEVELOPMENT PLANNING

The recommendations are supported for write-off based on the reasons provided throughout the report. It is clear that in the event where such funds are not able to be transferred to the follow financial year, it may result in the project being incomplete, thus, not to benefit of the end customer, in this case the trading community within the Stellenbosch Municipal Area.

It also noted that due to the technical aspects of the unforeseen circumstances, the Department could not have been able to predict such additional work, which was duly completed by the contractor. It is also noted that it be recommended that the SCM Policy be amended to delegate the contingencies' (variations) to the applicable Senior Manager and / or Director, as these funds are already budgeted for as part of the overall bid price, thus mitigating the risk that such irregular expenditure occurring in future.

12. COMMENT FROM THE MUNICIPAL MANAGER

It is common cause that all officials are well aware that approval need to be obtained prior to any work continued. This has been communicated on numerous occasions. The lack thereof is clearly a disregard of council policies and the following of necessary procedures. The responsible Senior Manager should investigate and take the necessary corrective measures and if need be following a disciplinary process.

With regard to the work, it was important to finalise the project. Council did not suffer any loss.

MPAC MEETING: 2020-06-30: ITEM 5.2

MPAC took note of the circumstances as described in the report, and accepted the verbal explanation as given by the Administration, including the explanation as to why the project will not be completed within the current 2019/20 financial year, but that it will be resolved early in the new financial year.

RECOMMENDATIONS FROM MPAC TO COUNCIL: 2020-06-30: ITEM 5.2

- (a) that Council certifies the irregular expenditure to the amount of R 79 587.52 (including VAT) to Linamandla Enterprises; and
- (b) that Council writes off the irregular expenditure as irrecoverable in terms of the MFMA Section 32(2).

FOR FURTHER DETAILS CONTACT:

NAME	Widmark Moses
POSITION	Manager: Local Economic Development & Tourism
DIRECTORATE	Planning & Economic Development
CONTACT NUMBERS	021 808 8179
E-MAIL ADDRESS	Widmark.moses@ Stellenbosch.gov.za
REPORT DATE	2020/06/24

APPENDIX 1

Certificate for Payment

Issued in terms of Clause 25 of the
Principal Building Agreement Edition 6,1 March 2014

Certificate No Interim or final

Employer
Contractor
Works
Site

Valuation date Issue Date Payment due date

		A CONTRACT SUM	B CURRENT CONTRACT VALUE	C CURRENT VALUATION	D CURRENT CERTIFICATION
1.0	Value of works executed			<input type="text" value="2 163 764.23"/>	
2.1	Materials on site			<input type="text" value="-"/>	
2.2	Materials off Site			<input type="text" value="0"/>	
2.3	Non-escalatable items not in schedule			<input type="text" value="533771.9244"/>	
3	SUB TOTAL			<input type="text" value="2 697 536.15"/>	
4	Security adjustment applicable		<input type="text" value="10"/> %	<input type="text" value="269 753.62"/>	<input type="text" value="2 427 782.54"/>
5	Net contract sum	<input type="text" value="-"/>	<input type="text" value="-"/>		
6	Authorised adjustments to contract value		<input type="text" value="0"/>		
7	Contract price adjustment	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>
8	TOTAL AMOUNT CERTIFIED				<input type="text" value="2 427 782.54"/>
9	Less Previous amount certified				<input type="text" value="2 158 346.58"/>
10	NET AMOUNT CERTIFIED				<input type="text" value="269 435.96"/>
11.1	Less Expende and loss payable to the employer				<input type="text" value="0"/>
11.2	Less Penalties due to contractor				<input type="text" value="0"/>
11.3	Add Damages due to contractor				<input type="text" value="0"/>
12	SUB TOTAL	<input type="text" value="-"/>	<input type="text" value="-"/>		<input type="text" value="269 435.96"/>
13	Add Tax on 12,0 <input type="text" value="15.00"/> %	<input type="text" value="-"/>	<input type="text" value="-"/>		<input type="text" value="40 415.39"/>
14.1	Less Default interest payable to the employer				<input type="text" value="0"/>
14.2	Less Recoupment from contractor of an advance payment				<input type="text" value="0"/>
14.3	Add Compensatory interest payable to the contractor				<input type="text" value="0"/>
14.4	Add Default interest payable to the contractor				<input type="text" value="0"/>
14.5	Add Advance payment made to the contractor				<input type="text" value="0"/>
14.6	Add Tax exempt items (salvaged materials sed in the works)				<input type="text" value="0"/>
15	TOTAL	<input type="text" value="-"/>	<input type="text" value="-"/>		
16	Currency <input type="text" value="Rand"/> CERTIFIED AMOUNT FUE FOR PAYMENT to the Contractor / Employer			<input type="text" value="Contractor"/>	<input type="text" value="309 851.35"/>

Signature _____

Date

Contract No: B/SM43/8								
Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	<p>SECTION NO. 1</p> <p><u>BILL NO. 1 PRELIMINARIES</u></p> <p><u>BUILDING AGREEMENT AND PRELIMINARIES</u></p> <p>The JBCC Principal Building Agreement (March 2014 Edition 6.1) prepared by the Joint Building Contracts Committee shall be the applicable building agreement, amended as hereinafter described</p> <p>The JBCC Principal Building Agreement contract data form an integral part of this agreement</p> <p>The ASAQS Preliminaries (March 2014 edition) published by the Association of South African Quantity Surveyors for use with the JBCC Principal Building Agreement shall be deemed to be incorporated in these bills of quantities</p> <p>The contractor is deemed to have referred to the abovementioned documents for the full intent and meaning of each clause</p> <p>The clauses in the abovementioned documents are hereinafter referred to by clause number and heading only. Where standard clauses or alternatives are not entirely applicable to this agreement such modifications, corrections or supplements as will apply are given under each relevant clause heading and such modifications, corrections or supplements shall take precedence notwithstanding anything to the contrary contained in the abovementioned documents</p> <p>Where any item is not relevant to this agreement such item is marked N/A (signifying "not applicable")</p> <p><u>PREAMBLES FOR TRADES</u></p> <p>The Model Preambles for Trades (2008 edition) as published by the Association of South African Quantity Surveyors shall be deemed to be incorporated in these bills of quantities and no claims arising from brevity of description of items fully described in the said Model Preambles will be entertained</p> <p>Supplementary preambles are incorporated in these bills of quantities to satisfy the requirements of this project. Such supplementary preambles shall take precedence over the provisions of the Model Preambles</p> <p>The contractor's prices for all items throughout these bills of quantities shall take account of and include for all of the obligations, requirements and specifications given in the Model Preambles and in any supplementary preambles</p> <p><u>PRICING OF PRELIMINARIES</u></p> <p>Should the contractor select Option A in terms of clause 26.9.4 of the contract data for the purpose of adjustment of these preliminaries, the amount entered into the amount column in these preliminaries is to be divided into one or more of the three categories provided namely fixed (F), value related (V) and time related (T)</p> <p><u>SECTION A: PRINCIPAL BUILDING AGREEMENT</u></p> <p><u>Interpretation (A1-A7)</u></p> <p>1 Clause 1.0 - Definitions and interpretation</p> <p>Pricing of bills of quantities</p> <p>The contractor is to allow opposite each item for all costs in connection therewith. All prices to include, unless otherwise stated, for all materials, fabrication, conveyance and delivery, unloading, storing, unpacking, hoisting, labour, setting, fitting and fixing in position, cutting and waste (except where to be measured in accordance with the standard system of measurement), patterns, models and templates, plant, temporary works, returning of packaging, duties, taxes, imposts, establishment charges, overheads, profit and all other obligations arising out of the agreement</p> <p>Items left unpriced will be deemed to be covered in prices against other items throughout these bills of quantities and no claim for any extras arising out of the contractor's omission to price any item will be entertained</p> <p>Prices for all plant, temporary works, services and other items shall include for the supply, maintenance, operating cost and subsequent removal and making good as necessary</p>							
	Carried forward / ...							-

Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	B/F							-
	Legal status of contractor							
	If the contractor constitutes a joint venture consortium or other unincorporated grouping of two or more persons then:	CONT						
	1. These persons are deemed to be jointly and severally liable to the employer for the performance of this agreement	CONT						
	2. These persons shall notify the employer of their leader who has authority to bind the contractor and each of these persons	CONT						
	3. The contractor shall not alter its composition or legal status without the prior written consent of the employer	CONT						
	F:..... V:..... T:.....	Item						
2	Clause 2.0 - Law, regulations and notices	CONT						
	Health and safety							
	Without limiting the generality of the provisions of clause 2.0, the contractor's attention is drawn to the provisions of Construction Regulations issued in terms of the Occupational Health and Safety Act, 1993. It is specifically stated that the employer shall prepare a documented health and safety specification for the works and that the employer shall ensure that the contractor has made provision for the cost of health and safety measures during the execution of the works. The contractor shall price opposite this item for compliance with the act and the regulations and the reasonable provisions of the aforementioned health and safety specification [2.1]	CONT						
	The contractor shall:							
	1. Comply with the health and safety specification for the works							
	2. Prepare and agree with the health and safety consultant the health and safety plan for the work							
	3. Co-operate with the health and safety consultant in all respects							
	4. Manage the compliance of all subcontractors with the regulations and with the health and safety plan and specification							
	5. Conform to the conditions contained in the employer's safety specification							
3	Clause 3.0 - Offer and acceptance F:..... V:..... T:.....	Item						
4	Clause 4.0 - Assignment and cession F:..... V:..... T:.....	Item						
5	Clause 5.0 - Contract documents	CONT						
	Value Added Tax							
	Provision is made in the summary page of these bills of quantities for the inclusion of Value Added Tax (VAT)	CONT						
	Contract drawings							
	The contract drawings are as listed on the contents page of the bills of quantities [5.1]	CONT						
	Priced document as specification	CONT						
	The principal agent shall decide which portion of the priced document may be used as a specification of materials and goods or methods, if any [5.3]	CONT						
	Electronic issue of drawings							
	Drawings for this project may be issued electronically and the contractor shall be deemed to have received such drawings on the date that such drawings have been dispatched electronically [5.5]	CONT						
	F:..... V:..... T:.....	Item						
6	Clause 6.0 - Employer's agents	CONT						
7	Clause 7.0 - Design responsibility F:..... V:..... T:.....	Item						
	Carried forward / ...							-

Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	B/F							-
	<u>Insurance and security (A8-A11)</u>							
8	Clause 8.0 - Works risk F:..... V:..... T:.....	Item						
9	Clause 12.2.17 Execution of the Works	Item						
10	Clause 9.0 - Indemnities F:..... V:..... T:.....	Item						
11	Clause 10.0 - Insurances F:..... V:..... T:.....	Item						
12	Clause 11.0 - Security	CONT						
	<u>Execution (A12 - A17)</u>							
13	Clause 12.0 - Duties of the parties	CONT						
	Existing premises occupied [12.1.2]							
	Clause 12.2.15 - Enclosure of the works	CONT						
	Enclosure of the works							
	The contractor shall erect, maintain and remove at completion hoardings, safety screens, barriers, access gates and the like as necessary for the enclosure of the works and elements thereof, all for the protection of the public and others [12.2.15]	CONT						
	Clause 12.2.18 - Office accommodation							
	The contractor shall erect, maintain and remove at completion office accommodation with suitable tables and chairs for meetings to be held on the site. Such offices shall be kept clean and fit for use at all times [12.2.18]	CONT						
	Clause 12.2.18 - Notice boards	CONT						
	The contractor shall erect in a position approved by the principal agent, maintain and remove at completion a notice board as recommended by the South African Institute of Architects listing the names and logos of the employer, the contractor or supplier notice boards may be erected [12.2.18]							
	Clause 13.0 - Setting out							
	Encroachments							
14	The contractor shall notify the principal agent if any encroachment of adjoining foundations, buildings, structures, pavements, boundaries, services, etc exist in order that the necessary arrangements may be made for the rectification of any such encroachments [13.2.1] F:..... V:..... T:.....	Item						
15	Clause 14.0 - Nominated subcontractors F:..... V:..... T:.....	Item						
16	Clause 15.0 - Selected subcontractors F:..... V:..... T:.....	Item						
17	Clause 16.0 - Direct contractors							
	Attendance on direct contractors							
	In respect of direct contractors the contractor shall:	CONT						
	1.Designate an area for the direct contractor to establish a temporary office and workshop and storage of equipment and materials	CONT						
	2.Allow the use of personnel welfare facilities, where provided	CONT						
	3.Provide water, lighting and single phase electric power to a position within 50m of the place where the direct contract work is to be carried out, other than fuel or power for commissioning of any installation	CONT						
	4.Permit the direct contractor to use erected scaffolding, hoisting facilities, etc provided by the contractor, in common with others having the like right while it remains erected on the site [16.1]	CONT						
	F:..... V:..... T:.....	Item						
18	Clause 17.0 - Contract instructions							
	Carried forward / ...							-

Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	B/F							-
	Site instructions							
	Instructions issued on site are to be recorded in a site instruction book which is to be supplied and maintained on site by the contractor F:..... V:..... T:.....	Item						
	Completion (A18 - A24)							
19	Clause 18.0 - Interim completion F:..... V:..... T:.....							
20	Clause 19.0 - Practical completion	Item						
21	Clause 20.0 - Sectional completion	Item						
22	Clause 21.0 - Defects liability period and final completion F:..... V:..... T:.....	Item						
23	Clause 22.0 - Latent defects liability period F:..... V:..... T:.....	Item						
24	Clause 23.0 - Revision of date for practical completion							
	Substitution of materials and goods							
	The removal or substitution of any materials and goods which do not conform to the specification or the contract drawings shall not constitute grounds for the extension of the construction period nor for the adjustment of the contract value [17.1.8, 23.1 & 2] F:..... V:..... T:.....	Item						
25	Clause 24.0 - Penalty for late or non-completion F:..... V:..... T:.....	Item						
	Payment (A25 - A27)							
26	Clause 25.0 - Payment	CONT						
	Materials and goods stored off site							
	The inclusion of materials and goods stored off site in the amount authorised for payment shall be at the sole discretion of the principal agent and such inclusion shall only be considered upon the provision, by the contractor, of an approved security [25.3.2]	CONT						
	Fluctuations in costs							
	All fluctuations in costs, with the exception of fluctuations in the rate of Value Added Tax, shall be for the account of the contractor [25.3.4]	CONT						
	Prices submitted							
	Where prices are submitted by the contractor or subcontractor during the progress of the works in respect of contract instructions or in regard to a claim under the terms of the agreement and notwithstanding the fact that such prices may be used in an interim payment certificate, there is to be no presumption of acceptance. Should the principle agent wish to accept any such prices, prior to the issue of the certificate of completion, it shall be in writing							
27	Clause 26.0 - Adjustment of the contract value and final account	CONT						
	Cost of claims							
	All costs incurred by the contractor in the preparation of claims shall be borne by the contractor							
	The Contractor shall review, assess and adjudicate any claims received by him from any subcontractor and thereafter submit same to the principal agent with a recommendation to assist the principal agent in adjudication the claim [26.6] F:..... V:..... T:.....							
28	Clause 27.0 - Recovery of expense and/or loss F:..... V:..... T:.....	Item						
	Suspension and termination (A28 - A29)							
29	Clause 28.0 - Suspension by the contractor F:..... V:..... T:.....	Item						
	Carried forward / ...							-

Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	B/F							-
30	Clause 29.0 - Termination F:..... V:..... T:.....	Item						
	Dispute resolution (A30)							
31	Clause 30.0 - Dispute resolution F:..... V:..... T:.....	Item						
32	Agreement The required information of the parties and the amount of the contract sum shall be inserted in the agreement for signature of the agreement by the parties F:..... V:..... T:.....	Item						
33	Contract data Before submission of his tender the contractor is to complete the tenderer's selection in the contract data	CONT						
	<u>SECTION B: PRELIMINARIES</u>							
	<u>Interpretation (B1)</u>							
34	Clause 1.1 - Definitions F:..... V:..... T:.....	Item						
35	Clause 1.2 - Interpretation F:..... V:..... T:.....	Item						
	<u>Documents (B2)</u>							
36	Clause 2.1 - Checking of documents F:..... V:..... T:.....	Item						
37	Clause 2.2 - Provisional bills of quantities	CONT						
	Provisional Bills of Quantities These bills of quantities are provisionally measured F:..... V:..... T:.....	Item						
38	Clause 2.3 - Availability of construction information							
	Budgetary allowances and provisional sums The provisional sums allocated for subsequent trades included in this agreement will be separately procured and remeasured on completion, and included in the final account F:..... V:..... T:.....	Item						
	Previous work and adjoining properties (B3)							
39	Clause 3.1 - Previous work - dimensional accuracy F:..... V:..... T:.....	Item						
40	Clause 3.2 - Previous work - defects F:..... V:..... T:.....	Item						
41	Clause 3.3 - Inspection of adjoining properties F:..... V:..... T:.....	Item						
	Samples, shop drawings and manufacturer's instructions (B4)							
42	Clause 4.1 - Samples of materials F:..... V:..... T:.....	Item						
43	Clause 4.2 - Workmanship samples F:..... V:..... T:.....	Item						
44	Clause 4.3 - Shop drawings F:..... V:..... T:.....	Item						
45	Clause 4.4 - Compliance with manufacturer's instructions F:..... V:..... T:.....	Item						
	Deposits and fees (B5)							
46	Clause 5.1 - Deposits and fees F:..... V:..... T:.....	Item						
	Temporary services (B6)							
47	Clause 6.1 - Water F:..... V:..... T:.....	Item						
	Carried forward / ...							-

Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	B/F							-
48	Clause 6.2 - Electricity F:..... V:..... T:.....	Item						
49	Clause 6.3 - Ablution and welfare facilities F:..... V:..... T:.....	Item						
50	Clause 6.4 - Communication facilities F:..... V:..... T:.....	Item						
	Prime cost amounts (B7)							
51	Clause 7.1 - Responsibility for prime cost amounts	CONT						
	Attendance on subcontractors (B8)							
52	Clause 8.1 - General attendance	Item						
53	Clause 8.2 - Special attendance	CONT						
	General (B9)							
54	Clause 9.1 - Protection of the works F:..... V:..... T:.....	Item						
55	Clause 9.2 - Protection/isolation of existing/sectionally occupied works	CONT						
56	Clause 9.3 - Security of the works F:..... V:..... T:.....	Item						
57	Clause 9.4 - Notice before covering work F:..... V:..... T:.....	Item						
58	Clause 9.5 - Disturbance F:..... V:..... T:.....	Item						
59	Clause 9.6 - Environmental disturbance	CONT						
60	Clause 9.7 - Works cleaning and clearing F:..... V:..... T:.....	Item						
61	Clause 9.8 - Vermin F:..... V:..... T:.....	Item						
62	Clause 9.9 - Overhand work F:..... V:..... T:.....	Item						
	Schedule (B10)							
63	Information for completion of schedule Information necessary for elections and completion of those clauses contained in the schedule which are necessary for tender purposes is given hereunder. Where no information is given it shall mean that no specific requirements are expected or that the clause is not relevant to this specific contract 10.1 -Provisional bills of quantities [2.2] The quantities are provisionalYes 10.2 -Availability of construction information [2.3] Construction documentation is complete No 10.3 -Previous work - dimensional accuracy [3.] Contractor to check and confirm all dimenions on site 10.4 -Previous work - defects [3.2] 10.5 - Inspection of adjoining properties [3.3] 10.6 - Water [6.1] Option A (by contractor) No Option B (by employer - free of charge) No Option C (by employer - metered) Yes 10.7 - Electricity [6.2] Option A (by contractor) No Option B (by employer - free of charge) No Option C (by employer - metered) Yes 10.8 - Ablution and welfarfacilities [6.3] Option A (by contractor) Yes Option B (by employer) No	CONT						
	Carried forward / ...							-

Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	B/F							-
	10.9 - Communication facilities [6.4]							
	10.10 - Protection of the works [9.1]							
	10.11 - Protection/isolation of existing/sectionally occupied works [9.2] Protection/isolation is requiredYes							
	10.12 -Disturbance [9.5]							
	10.13 -Environmental disturbance [9.6] F:..... V:..... T:.....	Item						
	SECTION C: SPECIFIC PRELIMINARIES							
64	Warranties for materials and workmanship							
	contractor shall obtain a written warranty, addressed to the employer, from the entity supplying the materials and/or doing the work and shall deliver same to the principal agent on the final completion of the contract	CONT						
	Where warranties for materials and/or workmanship are called for, the contractor shall obtain a written warranty, addressed to the employer, from the entity supplying the materials and/or doing the work and shall deliver same to the principal agent on the final completion of the contract							
	The warranty shall state that workmanship, materials and installation are warranted for a specific period from the dat of final completion and that any defects that may arise during the specific period shall be made good at the expense of the entity supplying the materials and/or doing the work, upon written notice to do so							
	The warranty will not be enforced if the work is damaged by defects in the execution of the works, in which case the responsibility for replacement shall rest entirely with the contractor F:..... V:..... T:.....	Item						
65	Overtime							
	Should overtime be required to be worked for any reason whatsoever, the costs of such overtime is to be borne by the contractor unless the principal agent has specifically authorised, in writing, prior to execution thereof, that costs for such overtime are to be borne by the employer F:..... V:..... T:.....	Item						
66	Co-operation of the contractor for cost management							
	It is specifically agreed that the contractor accepts the obligation of assisting the principal agent in implementing proper cost management. The contractor will be advised by the principal agent of all cost management procedures which will be implemented to ensure that the final building cost does not exceed the budget F:..... V:..... T:.....	Item						
67	Overloading							
	The contractor shall take all necessary steps to ensure that no damage occurs due to overloading of any portion of the works or temporary works eg scaffolding, etc. The contractor shall submit details of his proposed loading, storage, plant erection, etc to the principal agent for approval prior to proceeding with such loading, storing or erecting and shall comply with and pay for the principal agent's requirements in connection with the provision of temporary support work, etc. Any damage caused to the works by overloading shall be made good by the contractor at his sole expense F:..... V:..... T:.....	Item						
68	Confidentiality							
	The Contractor undertakes to maintain in confidence any and all information regarding this project and shall obtain appropriate similar undertakings from all subcontractors and suppliers. Such information shall not be used in any way except in connection with the execution of the works							
	No information regarding this project shall be published or disclosed without the prior written consent of the employer							
69	Media releases							
	All rights of publication of articles in the media, together with any advertising relating thereto or in any way connected with this project, shall vest with the employer							
	Carried forward / ...							-

Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	<p>The contractor together with his subcontractors shall not, without the prior written consent of the employer, cause any statement or advertisement to be printed, screened or aired by the media F:..... V:..... T:.....</p> <p>SUMMARY OF CATEGORIES</p>	B/F						-
70	Complete Preliminaries and general to fulfil all contractual obligations	Item	1	1.67		1.67	187120	311 866.67
	<p>Category : Fixed R..... Category : Value R..... Category : Time R.....</p>							
TOTAL SUM FOR SECTION 1								311 866.67

Contract No: B/SM43/8								
Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	SECTION NO. 2 BILL NO. 1 EARTHWORKS (PROVISIONAL) NOTE: Tenderers are advised to study the Model Preambles for Trades before pricing this Bill. Unless otherwise stated herein, all items in this bill shall be deemed to fall into Work Group No. 104 for CPAP formula purposes. ----- SUPPLEMENTARY PREAMBLES <u>Nature of ground</u> The nature of the ground is assumed to be mostly clayey, but possibly interspersed with "hard rock" or "soft rock". <u>Carting away of excavated material</u> Descriptions of carting away of excavated material shall be deemed to include loading excavated material onto trucks directly from the excavations or, alternatively, from stock piles situated on the building site <u>Geotechnical Investigation</u> As part of the cost the contractor needs to do an independent geotechnical survey of the soil conditions and avail these results to the engineers, whereafter some design changes might take place. <u>Compaction Testing</u> Density tests shall be carried out by the Contractor on each layer of the embankment as soon as possible but not later than 24 hours after compaction on that layer has been completed, and the results of the test shall be submitted to the Engineer in writing without delay and in any case not later than 12 hours after they become available. The number of tests to be made on each completed layer shall not be less than three. The spacing between tests shall not exceed 20 m. The Contractor shall locate and test any soft or wet areas in the layer and shall re-compact and retest such areas for density before requesting the Engineer to carry out check tests. The Contractor may employ any method approved by the Engineer, including nucleonic devices for the density and moisture determination. However, should such devices be used, the Contractor shall provide adequate proof to the Engineer that the equipment has been satisfactorily calibrated against the sand replacement method for each type of material on which it is used. Routine check testing will be carried out by the Engineer as expeditiously as possible but the Employer shall not be held liable for any delays or disorganisation which may be caused while test results are awaited. It is expected that these results will be available within 48 hours after testing. Although the Engineer may choose not to test every layer, The Contractor shall obtain his written approval before proceeding with the construction of the following layer. The Contractor shall repair the layer where damaged by himself or by the Engineer during testing and the repair shall be at least equal in strength to the rest of the layer. The cost for these testing will have to be included in the unit prices of each applicable item, where compaction is required, throughout the entire bill of quantities <u>Site clearance</u>							
1	Digging up and removing rubbish, debris, vegetation, hedges, shrubs and trees not exceeding 200mm girth, bush, etc	m ²	10	80.8		80.8	45	3636
2	Sawcut premix 30 to 40 mm thickness	m	150	225		225	55	12375
3	Break up existing asphalt layers and dispose off-site to approved spoil site	m ²	765	825		825	80	66000
	BULK EXCAVATION, FILLING, ETC <u>Open face excavation in earth over sloping site</u>							
2	Open face excavation (TO BE CONFIRMED)	m ³	120	230.42		230.42	140	32258.8
	Carried forward / ...							114 269.80

Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	B/F							114 269.80
	<u>FILLING ETC</u>							
	<u>Earth filling obtained from the excavations (not compacted)</u>							
3	Over site	m ³	70			0	120	0
	<u>Earth filling supplied by the contractor (minimum G5 classification), compacted to 93% Mod AASHTO density (Provisional)</u>							
4	Under floors, steps, pavings, etc	m ³	70	154.48		154.48	465	71833.2
	<u>EXCAVATION, FILLING, ETC OTHER THAN BULK</u>							
	<u>Excavation in earth not exceeding 2m deep</u>							
5	Trenches	m ³	102.2	42.345		42.345	130	5504.85
6	Holes	m ³	45	67.21		67.21	130	8737.3
	<u>Extra over trench and hole excavations in filling for excavation in</u>	B/F						
7	Soft rock	m ³	15	5		5	400	2000
	<u>Extra over all excavations for carting away</u>							
8	Surplus material from excavations and/or stock piles on site to a dumping site to be located by the contractor (TO BE CONFIRMED)	m ³	100	570.5		570.5	240	136920
	<u>Earth filling obtained from the excavations and/or prescribed stock piles on site compacted to 93% Mod AASHTO density</u>							
9	Backfilling to trenches, holes, etc	m ³	50	249.6		249.6	130	32448
	<u>Compaction of surfaces</u>							
10	Compaction of ground surfaces under floors etc including scarifying for a depth of 150mm, breaking down oversize material, adding suitable material where necessary and compacting to 93% Mod AASHTO density	m ²	765	709.64		709.64	60	42578.4
	<u>SOIL POISONING</u>							
	<u>Soil insecticide</u>							
11	Under floors etc including forming and poisoning shallow furrows against foundation walls etc, filling in furrows and ramming (TO BE CONFIRMED)	m ²	765	318.9		318.9	80	25512
12	To bottoms of trenches etc (TO BE CONFIRMED)	m ²	71	211.47		211.47	85	17974.95
	<u>GEOTECHNICAL INVESTIGATION</u>							
13	Geotech Investigation according to Engineers requirements	Provisional Sum		0		0	30000	0
14	Percentage mark-up on Item 13 (State % and extend as an amount)	%	10%				3000.00	0
TOTAL SUM FOR SECTION 2 - Bill 1								457 778.50

Contract No: B/SM43/8								
Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	SECTION NO. 2							
	BILL NO. 2							
	<u>CONCRETE, FORMWORK AND REINFORCEMENT</u>							
	NOTE:Tenderers are advised to study the Model Preambles for Trades before pricing this Bill. Unless otherwise stated herein, all items in this bill shall be deemed to fall into Work Group No. 110 for CPAP formula purposes. -----							
	<u>SUPPLEMENTARY PREAMBLES</u>							
	<u>Cost of tests</u>							
	The costs of making, storing and testing of concrete test cubes as required under clause 7 "Tests" of SABS 1200 G shall include the cost of providing cube moulds necessary for the purpose, for testing costs and for submitting reports on the tests to the Principal Agent and or relevant Agent (Engineers). The testing shall be undertaken by an independent firm or institution nominated by the contractor to the approval of the architect. The cost of these tests is to be included in the unit price of concrete under the respective items throughout the bill of quantities.							
	<u>Formwork</u>							
	Descriptions of formwork shall be deemed to include use and waste only (except where described as "left in" or "permanent"), for fitting together in the required forms, wedging, plumbing and fixing to true angles and surfaces as necessary to ensure easy release during stripping and for reconditioning as necessary before re-use. The vertical strutting shall be carried down to such construction as is sufficiently strong to afford the required support without damage and shall remain in position until the newly constructed work is able to support itself.							
	Formwork to soffits of solid slabs etc shall be deemed to be to slabs not exceeding 250mm thick unless otherwise described Formwork to sides of bases, pile caps, ground beams, etc will only be measured where it is prescribed by the engineer for design reasons. Formwork necessitated by irregularity or collapse of excavated faces will not be measured and the cost thereof shall be deemed to be included in the allowance for taking the risk of collapse of the sides of the excavations, provision for which is made in "Earthworks"							
	<u>Geotechnical Investigation</u>							
	As part of the cost the contractor needs to do an independent geotechnical survey of the soil conditions and avail these results to the engineers, whereafter some design changes might takee place.							
	<u>UNREINFORCED CONCRETE</u>							
	<u>10MPa/19mm concrete</u>							
1	Blinding for bases, surface beds and strip footings	m ³	5	5.621		5.621	975	5480.475
	<u>REINFORCED CONCRETE</u>							
	<u>30MPa/19mm concrete</u>							
2	Bases and stub columns	m ³	35	38.104		38.104	1750	66682
3	Surface beds and thickenings cast on waterproofing	m ³	10	7.319		7.319	1750	12808.25
	<u>CONCRETE SUNDRIES</u>							
	Reference in descriptions to "FM" specification refers to specifications as published in the Technical Report 34 - "Concrete industrial ground floors - A guide to design and construction; Third edition, 2003"; Published by the Concrete Society							
	<u>Finishing top surfaces of concrete smooth with a wooden float</u>							
5	Surface beds, slabs, etc	m ²	75	73.19		73.19	80	5855.2
	<u>ROUGH FORMWORK (DEGREE OF ACCURACY II)</u>							
	<u>Rough formwork to sides</u>							
6	Walls and Counter slabs	m ²	125	58.32		58.32	140	8164.8
	<u>MOVEMENT JOINTS ETC (PROVISIONAL)</u>							
	<u>REINFORCEMENT (PROVISIONAL)</u>							
	Carried forward / ...							98 990.73

Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	B/F							98 990.73
	<u>High tensile steel reinforcement to structural concrete work</u>							
7	All reinforcing in strip foundations, bases, plinths and slabs (Provisional)	t	1.3	1.612		1.612	17000	27404
	Fabric reinforcement							
8	Type 193 fabric reinforcement in concrete surface beds etc	m ²	70	69.71		69.71	80	5576.8
TOTAL SUM FOR SECTION 2 - Bill 2								131 971.53

Contrct No: B/SM43/8								
Item No	Short Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	SECTION 2							
	BILL NO. 3							
	NOT APPICABLE							
Total Sum For Section 2 - Bill 3								0

Contract No: B/SM43/8								
Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	SECTION NO. 2 BILL NO. 4 MASONRY NOTE: Tenderers are advised to study the Model Preambles for Trades before pricing this Bill. Unless otherwise stated herein, all items in this bill shall be deemed to fall into Work Group No. 116 for CPAP formula purposes. ----- SUPPLEMENTARY PREAMBLES <u>BRICKWORK</u> Sizes in descriptions Where sizes in descriptions are given in brick units, "one brick" shall represent the length and "half brick" the width of a brick <u>SUPERSTRUCTURE</u> <u>Blockwork in class II mortar</u>							
1	270mm walls (Foundation walls) 500mm high	m ²	21	20.414		20.414	440	8982.16
2	220mm walls (Foundation walls) 500mm high	m ²	13	14.364		14.364	440	6320.16
3	270mm Walls	m ²	195	168.279		168.279	440	74042.76
4	220mm Internal Walls	m ²	40	69.256		69.256	365	25278.44
5	110mm Internal Walls	m ²	20	16.456		16.456	205	3373.48
	<u>Brickwork reinforcement</u>							
6	75mm Wide reinforcement built in horizontally	m	670	670		670	45	30150
TOTAL SUM FOR SECTION 2 - Bill 4								148147

Contract No: B/SM43/8								
Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	SECTION NO. 2 BILL NO. 5 <u>WATERPROOFING</u> NOTE:Tenderers are advised to study the Model Preambles for Trades before pricing this Bill. Unless otherwise stated herein, all items in this bill shall be deemed to fall into Work Group No. 120 for CPAP formula purposes. ----- <u>DAMPPROOFING OF WALLS AND FLOORS</u> <u>One layer of 375 micron "Consol Plastics Brikqrip DPC" embossed damp proof course</u> 1 In walls m ² 18 18 18 45 810 <u>One layer of 250 micron "Consol Plastics Gunplas USB Green" waterproof sheeting sealed at laps with "Gunplas Pressure Sensitive Tape"</u> 2 Under surface beds m ² 75 80.15 80.15 45 3606.75 <i>Two coats "Duraslurry" cementitious waterproofing slurry</i> 3 Plastered walls, parapets, corbels, sills, etc. m ² 22 22 22 95 2090 <u>BANDAGE FLASHINGS ETC</u> <u>Approved flexible reinforced glass fibre waterproofing</u> 4 Bandage cover flashing strip not exceeding 150 mm wide including sealing edges m 45 45 45 120 5400							
Total Sum for Section 2 - Bill 5								11906.75

Contract No: B/SM43/8								
Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
SECTION NO. 2 BILL NO. 6 <u>ROOF COVERINGS, ETC</u> NOTE: Tenderers are advised to study the Model Preambles for Trades before pricing this Bill. Unless otherwise stated herein, all items in this bill shall be deemed to fall into Work Group No. 124 for CPAP formula purposes. ----- <u>PROFILED METAL SHEETING AND ACCESSORIES</u> <u>0.53mm Corrugated profile galvanised steel troughed sheeting with "Chromadek" finish on one side, in single lengths fixed to timber purlins or rails and 0.53mm galvanised steel accessories with "Chromadek" finish on one side</u>								
1	Roof covering (building)	m ²	75	73		73	385	28105
2	Side wall flashings, not exceeding 300 mm girth	m	205		205	205	145	29725
3	250 x 150 mm flashing and waterproofing (building)	m	30	30		30	195	5850
4	White painted 350 x 9 mm thick fibre cement barge board	m	26		26	26	145	3770
5	White painted 350 x 9 mm thick fibre cement fascia	m	132		132	132	145	19140
6	White painted 250 x 9 mm thick fibre cement fascia (building)	m	10	10		10	145	1450
7	White painted 180 x 9 mm thick fibre cement fascia	m	33		33	33	145	4785
<u>0.53mm Corrugated profile galvanised steel troughed sheeting with "Chromadek" finish on one side, in single lengths fixed to steel purlins or rails and 0.53mm galvanised steel accessories with "Chromadek" finish on one side</u>								
8	Roof covering	m ²	385	385		385	385	148225
<u>0.53mm Corrugated profile Polycarbonate roof sheeting as indicated on drawing, fixed in single lengths to steel purlins</u>								
9	Roof covering	m ²	21	21		21	265	5565
<u>ROOF AND WALL INSULATION</u> <u>"Alucushion" insulation aluminium foil faced on one side and white faced on other side</u>								
10	18mm thick 150 Board insulation fixed to underside at purlins	m ²	355			0	65	0
11	50 mm V-grooved Isoboard fixed under purlin (between trusses) to manufacturers specification	m ²	355			0	80	0
12	Polyclosure as per manufacturers specifications	m	160		160	160	55	8800
Total Sum for Section 2 - Bill 6								255415

Contract No: B/SM43/8								
Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	SECTION NO. 2 BILL NO. 7 CARPENTRY AND JOINERY SUPPLEMENTARY PREAMBLES <u>Joinery:</u> Descriptions of frames shall be deemed to include frames, transomes, mullions, rails, etc Descriptions of hardwood joinery shall be deemed to include pelleting of bolt holes <u>Fixing</u> Items described as "nailed" shall be deemed to be fixed with hardened steel nails or shot pins to brickwork or concrete ROOFS ETC 1 Two coats creosote on sawn timbers m ² 5 5 5 45 225 2 38 x 38mm timber battens spaced @ 450 mm c/c m 160 160 160 55 8800 3 50 x 76mm timber purlins spaced @ 1100 mm c/c m 90 90 90 65 5850 4 Complete Timber Trusses with 150 x 50 mm member sizes (8m length) No 5 5 5 2650 13250 5 Complete Timber Trusses with 150 x 50 mm member sizes (4m length) No 3 3 3 2450 7350 6 114 x 38 mm SA Pine Timber Wall Plate m 30 30 30 35 1050 DOORS ETC Wrought meranti doors hung to steel frames 7 44mm Framed, ledged and braced batten door 813 x 2032mm high of 44 x 107mm top rail and stiles, 22 x 107mm middle ledge and braces and 22 x 219mm bottom ledge filled in with 22mm V-jointed one side boarding No 2 2 2 2900 5800 SKIRTINGS Wrought meranti 8 19 x 76mm Skirting incl 19mm quarter round, plugged m 115 115 115 45 5175 CORNICE 9 75 x 75 mm Curved gypsum cornice m 45 45 45 55 2475 FITTINGS Budgetary Allowances 10 Allow main contractor's profit and attendance %IT							
TOTAL SUM FOR SECTION 2 - Bill 7								49975

Contract No: B/SM43/8								
Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	SECTION NO. 2 BILL NO. 8 CEILINGS SUPPLEMENTARY PREAMBLES <u>Descriptions:</u> Items described as "nailed" shall be deemed to be fixed with hardened steel nails or pins or shot pinned to brickwork or concrete Items described as "plugged" shall be deemed to include screwing to fibre, plastic or metal plugs at not exceeding 600mm centres, and where described as "bolted" the bolts have been given elsewhere NAILED UP CEILINGS <u>6.4mm "Rhino" gypsum plasterboard with H-type pressed steel jointing strips</u>							
1	Horizontal ceilings, including 38 x 38 mm sawn softwood brander at 450 mm centres	m ²	70	70		70	140	9800
2	Extra over ceilings for 600 x 600 trapdoor incl. frame, additional roof timbers, etc.	No	2	2		2	800	1600
	CEILING TIMBERS, BEADS, INSULATION, ETC. "Isotherm" insulation							
3	40 mm Insulation in blanket form closely fitted and laid on top of brander between roof timbers etc.	m ²	70	70		70	55	3850
Total Sum for Section 2 - Bill 8								15250

Contract No: B/SM43/8								
Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	SECTION NO. 2 BILL NO. 9 <u>IRONMONGERY</u> <u>SUPPLEMENTARY PREAMBLES</u> Note: Allowance for purchase of ironmongery: Refer to Budgetary allowance below <u>Labour and sundry material for fixing door furniture:</u>							
1	Rebate type lock set	No	7	7		7	180	1260
2	Door handles	Pairs	7	7		7	140	980
	BUDGETARY ALLOWANCES							
3	3 lever lock set and handle (PC R400.00/ea)	No	1	1		1	700	700
4	Door bolt Top and bottom (Double door)	No	2	2		2	195	390
Total Sum for Section 2 - Bill 7								3330

Contract No: B/SM43/8								
Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	SECTION NO. 2 BILL NO. 10 STRUCTURAL STEELWORK SUPPLEMENTARY PREAMBLES <u>Descriptions</u> Descriptions of bolts shall be deemed to include nuts and washers Descriptions of L-shaped and U-shaped anchor bolts shall be deemed to include bending, threading, nuts and washers and embedding in concrete Descriptions of expansion anchors and bolts and chemical anchors and bolts shall be deemed to include nuts, washers and mortices in brickwork or concrete <u>GALVANISED STEEL PURLINS, GIRTS, BRACING, ETC</u> Purlins and girts, bolted to steel STEEL COLUMNS, RAFTERS AND BEAMS Welded and bolted in single lengths 1 IPE160 Columns, Beams and Rafters t 6.1 6.1 6.1 17000 103700 2 60 x 60 x 5 Angle Iron bracing t 0.38 0.38 0.38 17000 6460 3 125 x 50 x 20 x 2 Cold-formed Lipped Channel (Purlins) t 0.75 0.75 0.75 17000 12750 4 Purpose made bent up section t 1.11 1.11 1.11 17000 18870 CONNECTION - AND BASE PLATES <u>Welded, holed and bolted steel plates</u> 5 End plates, connection plates, base plates, etc. in various thickness, holed and welded t 0.6 0.4 0.4 17000 6800 SUNDRY ITMES 5 High tensile bolts, cleats, rods, etc kg 400 400 400 25 10000 PAINTWORK Hammerite 6 On structural steel columns, beams, purlins girts, braces, platess, etc m ² 500 500 500 40 20000							
Total Sum for Section 2 - Bill 10								178580

Contract No: B/SM43/8								
Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	SECTION NO. 2							
	BILL NO. 11							
	<u>METALWORK</u>							
	NOTE:Tenderers are advised to study the Model Preambles for Trades before pricing this Bill. Unless otherwise stated herein, all items in this bill shall be deemed to fall into Work Group No. 136 for CPAP formula purposes. -----							
	WINDOWS AND DOORS							
1	Aluminium window in 270 mm wall, size 1200 x 600 mm, including glazing, lintels, internal and external sills	No	1	1		1	1200	1200
2	Aluminium window in 270 mm wall, size 2000 x 600 mm, including glazing, lintels, internal and external sills	No	1	1		1	1630	1630
3	Aluminium window in 270 mm wall, size 600 x 600 mm, including glazing, lintels, internal and external sills	No	6	6		6	900	5400
4	Timber (Meranti) double FLB doors and steel frame in 270 wall, size 1600 x 2100 mm high including ironmongery, lintels, with door finished with varnish and frame painted with eggshell enamel paint	No	1			0	7000	0
5	Timber double FLB doors (hollow core) and steel frame in 230 wall, size 900 x 2100 mm high including ironmongery, lintels, with door finished with varnish and frame painted with eggshell enamel paint	No	6	6		6	2900	17400
6	Timber double FLB doors (hollow core) and steel frame in 110 wall, size 900 x 2100 mm high including ironmongery, lintels, with door finished with varnish and frame painted with eggshell enamel paint	No	5	5		5	7000	35000
	SUNDRY STEELWORK							
	Corner protectors							
7	45 x 45 x 3mm Angle section corner protectors in varying lengths with 8mm diameter bent lugs each 100mm girth welded on at 800mm centres, including embedding in concrete, primed with suitable metal primer including two final coats Enamel paint	m	50			0	120	0
Total Sum for Section - Bill 11								60630

Contract No: B/SM43/8								
Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	SECTION NO. 2 BILL NO. 12 PLASTERING SCREEDS <u>1:4 mix Cement plaster screeds on concrete</u>							
1	Average 25mm Thick on floors and landings	m ²	70	70		70	140	9800
	Untinted Granolithic screeds							
	INTERNAL PLASTER <u>1:5 mix Cement plaster on brickwork</u>							
2	On walls	m ²	35	308.52		308.52	120	37022.4
	EXTERNAL PLASTER <u>1:5 mix Cement plaster on brickwork</u>							
3	On walls	m ²	180	385.889		385.889	120	46306.68
Total Sum for Section 2 - Bill 12								93129.08

Contract No: B/SM43/8								
Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	SECTION 2 BILL NO. 13 TILING NOTE:Tenderers are advised to study the Model Preambles for Trades before pricing this Bill. Unless otherwise stated herein, all items in this bill shall be deemed to fall into Work Group No. 144 for CPAP formula purposes. ----- SUPPLEMENTARY PREAMBLES Descriptions Unless described as "fixed with adhesive to plaster (plaster elsewhere)" descriptions of tiling on brick or concrete walls, columns, etc shall be deemed to include 1:4 cement plaster backing and descriptions of tiling on concrete floors etc shall be deemed to include 1:3 plaster bedding ----- WALL TILING 150 x 150 x 4mm White Glazed ceramic tiles (Prime Cost Amount R 50.00/m2) fixed with adhesive to plaster (plaster elsewhere) On walls m ² 4 4 4 185 740 FLOOR TILING 320 x 320mm Ceramic floor tiles (PC Amount R150/m2) fixed with On floors and landings m ² 67 67 67 400 26800							
TOTAL SUM FOR SECTION 2 - Bill 13								27540

Contract No: B/SM43/8								
Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	<p>SECTION NO. 2</p> <p><u>BILL NO. 14</u></p> <p><u>PLUMBING AND DRAINAGE (PROVISIONAL)</u></p> <p>NOTE:Tenderers are advised to study the Model Preambles for Trades before pricing this Bill. Unless otherwise stated herein, all drainage items in this bill shall be deemed to fall into Work Group No. 146 and all plumbing items shall fall into Work Group No. 148 for CPAP formula purposes. -----</p> <p><u>SUPPLEMENTARY PREAMBLES</u></p> <p><u>"Polycop" polypropylene pipes:</u></p> <p>Polypropylene pipes 54mm diameter and under shall be seamless copper coloured class 16 pipes jointed with "Fast-fuse" heat welded thermoplastic or brass compression fittings as designed for use with copper pipes as stated</p> <p>Pipes shall be firmly fixed to walls etc with coloured nylon snap-in pipe clips with provision for accommodating thermal movement and jointed and fixed strictly in accordance with the manufacturer's instructions</p> <p>All pipe diameters are nominal external</p> <p><u>Concrete pipes:</u></p> <p>Pipes shall be jointed with ogee joints with rubber collars or socket and spigot joints with rubber rings</p> <p><u>uPVC pipes and fittings:</u></p> <p>Soil, waste and vent pipes and fittings shall be solvent weld jointed</p> <p><u>uPVC pressure pipes and fittings:</u></p> <p>Pipes for water supply shall be of the class stated</p> <p>Pipes of 40mm diameter and smaller shall be plain ended with solvent welded uPVC loose sockets and fittings</p> <p>Pipes of 50mm diameter and greater shall have sockets and spigots with push in type integral rubber ring joints. Bends shall be uPVC and all other fittings shall be cast iron, all with similar push-in type joints</p> <p><u>Copper pipes:</u></p> <p>Pipes shall be hard drawn and half-hard pipes of the class stated. Class 0 (thin walled hard drawn) pipes shall not be bent. Class 1 (thin walled half-hard), class 2 (half-hard) and class 3 (heavy walled half-hard) pipes shall only be bent with benders with inner and outer formers. Fittings to copper waste, vent and anti-syphon pipes, capillary solder fittings and compression fittings shall be "Cobra Watertech" type. Capillary solder fittings shall comply with ISO 2016. Only compression fittings shall be used in walls or in ground</p> <p>Pipes shall be hard drawn and half-hard pipes of the class stated. Class 0 (thin walled hard drawn) pipes shall not be bent. Class 1 (thin walled half-hard), class 2 (half-hard) and class 3 (heavy walled half-hard) pipes shall only be bent with benders with inner and outer formers. Fittings to copper waste, vent and anti-syphon pipes, capillary solder fittings and compression fittings shall be "Cobra Watertech" type. Capillary solder fittings shall comply with ISO 2016. Only compression fittings shall be used in walls or in ground</p> <p><u>Fixing of pipes</u></p> <p>Unless specifically otherwise stated, descriptions of pipes shall be deemed to include fixing to walls etc, casting in, building in or suspending not exceeding 1m below suspension level</p> <p><u>Reducing fittings</u></p> <p>Where fittings have reducing ends or branches they are described as "reducing". In the case of pipes with diameters not exceeding 60mm only the largest end or branch size is given. Should the contractor wish to use other fittings and bushes or reducers he may do so on the understanding that no claim in this regard will be entertained. In the case of pipes with diameters exceeding 60mm all sizes are given and no claim for extra bushes, reducers, etc will be entertained</p> <p><u>Wire gratings</u></p> <p>Descriptions of gutter outlets etc shall be deemed to include wire balloon gratings</p>							
	Carried forward / ...							-

Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	B/F							-
	<u>Excavations</u>							
	No claim for rock excavation will be entertained unless the contractor has timeously notified the quantity surveyor thereof prior to backfilling							
	"Soft rock" and "hard rock" shall be as defined in "Earthworks"							
	<u>Laying, backfilling, bedding, etc. of pipes</u>							
	Pipes shall be laid and bedded and trenches shall be carefully backfilled in accordance with manufacturers' instructions							
	Where no manufacturers' instructions exist pipes shall be laid in accordance with clauses 5.1 and 5.2 of each of the following: SABS 1200 L : Medium-pressure pipelines LD : Sewers LE : Stormwater drainage Pipe trenches etc shall be backfilled in accordance with clauses 3, 5.5, 5.6, 5.7 and 7 of SABS 1200 DB : Earthworks (Pipe trenches) Pipes shall be bedded in accordance with clauses 3.1 to 3.4.1, 5.1 to 5.3 and 7 of SABS 1200 LB : Bedding (Pipes). Unless otherwise described bedding of rigid pipes shall be class B bedding							
	<u>Flush pans</u>							
	Flush pans shall have straight or side outlets and "P" or "S" traps as necessary							
	<u>Stainless steel basins, sinks, wash troughs, urinals, etc.</u>							
	Units shall have standard aprons on all exposed edges and tiling keys against walls where applicable							
	<u>Waste unions</u>							
	Descriptions of waste unions shall be deemed to include rubber or vulcanite plugs and chains fixed to fittings							

	<u>RAINWATER DISPOSAL</u>							
	0,6mm Galvanised sheet iron with "Chromadek" finish							
1	100mm gutters fixed to eaves	m	75			0	240	0
2	110mm uPVC White Chromadek finished sheetmetal downpipes	m	30			0	195	0
3	Extra over 100mm gutter for end-caps, bends, shoes, etc	No	24			0	40	0
	SOIL DRAINAGE							
	uPVC pipes							
4	110mm class 51 Pipes laid in and including trenches, class C bedding and backfilling; exceeding 1m and not exceeding 2m deep	m	50	53.2		53.2	260	13832
	Extra over uPVC pipes for fittings							
5	110mm Bend	No	6	6		6	90	540
6	110mm Access junction	No	11	6		6	110	660
	uPVC Gulleys, Cleaning eyes, etc.							
7	110mm Dished gully not exceeding 750mm deep	No	1		1	1	240	240
8	110mm Cleaning eye, connection and cover	No	1		1	1	420	420
	Inspection chambers (covers elsewhere)							
9	1000mm Diameter pre-cast concrete circular inspection chamber including pre-cast 6-way base, exceeding 1.50m and not exceeding 1.75m deep internally	No	4	4		4	1600	6400
	Covers etc							
10	1000mm diameter pre-cast concrete manhole cover and frame	No	4	4		4	1800	7200
	Sundries							
11	Connection to municipal main line including excavations not exceeding 2m deep, connection with 160mm Y-junction, backfill and compact	No	1	1		1	1900	1900
12	25MPa/19mm un-reinforced concrete encasing, 400 x 400mm (pipe and excavations elsewhere)	m	10			0	185	0
	Testing							
13	Testing drainage pipe system	Item	1			0	900	0
	Carried forward / ...							31 192.00

Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	B/F							31 192.00
	SANITARY FITTINGS							
	Labour and sundry items to install fittings							
14	Vanity WHB including taps, traps, waste, etc	No	5		5	5	80	400
15	Double bowl sink including taps, traps, waste, etc	No	1		1	1	140	140
16	Floor mounted WC including pan connection, waste, etc	No	6		6	6	180	1080
	WATER SUPPLY AND WASTE WATER PIPE SYSTEM							
	Note :Water supply and waste water is measured in detail from main supply connection to entry/exit point in the building elsewhere in this trade. The price for water supply and waste water points must allow for piping and fittings from the building entry (in line valve) / exit point (after trap, onwards) to each sanitary fitting.							
	Labour and material, including all pipes, fittings, connectors, etc. (all pipes assumed to be surface mounted)							
	Waste water drainage for:							
17	50mm uPVC pipe	m	15		15	15	40	600
18	110mm Class 51 uPVC soil pipe	m	15		15	15	120	1800
19	50 mm access bends	No	3		3	3	60	180
20	50 mm bends	No	8		8	8	60	480
	Water supply							
	Cold water points only							
21	Sink (15mm pipe)	No	1		1	1	180	180
22	WHB (15mm pipe)	No	5		5	5	120	600
23	WC (15mm pipe)	No	6		6	6	120	720
	Hot water generation and ring main							
	Geysers							
24	"Kwikot" 10L under basin geyser (code FPRX-10-UB), complete with connection to water supply and fixing into position with all necessary fittings, valves, etc.	No	1			0	8900	0
	Testing							
25	Testing water and waste water pipe systems	Item	1			0	900	0
	ACCESSORIES							
	Bathroom accessories							
26	32mm "DLS" Stainless steel rear grabrail 600mm long plugged	No	1			0	1200	0
27	32mm "SR2A" Stainless steel rear grabrail around cistern	No	1			0	1200	0
28	Surface mounted toilet roll holder (PC Amount R350.00 each)	No	6			0	450	0
	Take mirror and install into position							
29	Mirror with four screws (PC amount R400.00/each)	No	5			0	55	0
	WATER SUPPLY TO BUILDING							
	"Polycop" polypropylene pipes with fittings							
30	22mm Pipes laid in and including trenches not exceeding 1m deep, with class B bedding, backfill, etc	m	10			0	140	0
31	22mm Pipes vertically fixed to structures with suitable fittings	m	10			0	120	0
	Extra over "Polycop" polypropylene pipes for brass compression fittings							
32	22mm Fittings	No	10			0	40	0
33	22mm Fullway gate valve	No	2			0	110	0
	Brass taps, valves, etc.							
34	Pressure control valve and vacuum breakers as "Cobra Watertech Masterflo I House Box PA5.1" complete with strainer, valve, GRP box, etc. built into wall	No	1			0	1600	0
	Carried forward / ...							37 372.00

Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	B/F							37 372.00
	The following in water supply meter or valve box chambers							
35	22mm Industrial water meter including 505 x 505mm valve box frame and lid and brick chamber below not exceeding 750mm deep internally	No	1			0	5000	0
	Sundries							
36	150 x 150mm Cast iron stopcock box including brick chamber below not exceeding 250mm deep internally	No	2			0	540	0
37	Unreinforced concrete in thrust blocks at bends, tees, etc including necessary extra excavation, formwork, etc	m ³	0.1			0	1200	0
38	Testing water supply pipe system	Item	1			0	900	0
	BUDGETARY ALLOWANCES							
39	Floor mounted WC incl. seat, lid and cistern, pan connector, angle valve and flexi-connector (PC R2,500/ea)	No	5			0	3200	0
40	Disabled WC including seat and lid, cistern, pan connector, angle valve, flexi-connector, etc. (PC R3,500/ea)	No	1			0	7000	0
41	Double bowl drop-in sink including mixer, angle valves, flexi-connectors, waste and trap (PC R4,000/ea)	No	1			0	5000	0
42	Wall mounted WHB including taps, angle valves, flexi-connectors, waste and trap (PC R1,500/ea)	No	5			0	2400	0
	FIRE APPLIANCES ETC							
	Fire equipment							
43	4,5kg Dry chemical fire extinguisher including hook and backing board, plugged to walls	No	3			0	950	0
44	"Everyway" hose reel complete with 30m plastic hose, chromium plated stopcock, shut-off nozzle and wall bracket	No	1			0	4500	0
	STORMWATER PIPE							
	Concrete Pipes							
	Supply and lay Concrete pipe culverts on class C bedding (Type 100D spigot and socket) up to 1050mm dia for (incl. excavation, bedding, backfill, etc.)							
45	1050mm dia	m	65	57.72		57.72	530	30591.6
	Extra over item 8.2.1 for Cutting End Units for Culverts on Site							
46	a) Straight cut	No	1	1		1	420	420
47	b) Skew cut	No	1			0	450	0
48	Removal and disposal of existing 1100mm dia. stormwater pipe at a site specified by the engineer (incl. hauling, excavation, breaking and backfilling)	m	57	51.6		51.6	280	14448
	Stormwater Manholes(covers elsewhere)							
49	1950mm Diameter pre-cast concrete circular inspection chamber including pre-cast 6-way base, exceeding 1.50m and not exceeding 2.0 m deep internally	No	3			0	8000	0
	SW Manhole Covers etc							
50	1950mm diameter pre-cast concrete manhole cover and frame and reducer slabs if required.	No	3			0	4500	0
Total Sum for Section 2 - Bill 14								82 831.60

Contract No: B/SM43/8								
Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	SECTION NO. 2 BILL NO. 15 ELECTRICAL INSTALLATION (PROVISIONAL) <p>The re-measurement of these provisional quantities will be based on the as built drawings as well as final measurement on site. The quantities in this bill are not to be used for ordering purposes. Unless a separate rate for the supply and the installation of any item is specifically called for, the supply and installation costs of any item shall be fully included in the price.</p> <p>All the materials, standards and workmanship on this service shall comply in all respects to the National Building Regulations, SANS 10142-1 and 10142-2 Draw wires, unless required to be left in, are not measured separately and prices for sleeves and conduits shall be deemed to include therefor. Conduits described as "fixed" shall be deemed to include for fixing to all types of surfaces, in chases or casting in or building into walls, etc. and prices are to include therefor. The distribution board manufacturer's drawings must be approved by the Electrical Engineer or his representative, prior to the manufacturing and the installation of the distribution panels. Conductors Conductors has not been measured and Contractors are to include in their rates for switches, lights, plugs and other points as indicated below for suitable 1.5mm² or 2.5mm² PVC/copper wiring and bare earth wires in suitable conduits in circuits from distribution board(s) to the individual points. Contractors are to make fair allowance for additional lengths for connections and waste as well as conduit fittings, bends, tees, drawboxes and the like.</p> <p>Electrical Sub Contractor The electrical contractor on this service shall be a domestic sub contractor of the main building contractor and it is advisable that they enter into their own contract with the main building contractor. _____</p> MUNICIPAL CONNECTION 1 Connect 16mm ² 4-core cable to point as supplied by Municipality (main connection breaker and meter by others)	Item	1			0	1890	0
	DISTRIBUTION KIOSKS Free standing metal distribution kiosks 2 250mm wide x 900mm high x 250mm deep, pre-painted metal kiosk including sliding doors and 1 x main circuit breaker, busbar and 3 x single pole circuit breakers planted into the ground	No	1			0	9530	0
	ARMoured CABLES Supply, install and connect P.V.C.A. cable in trench including excavation, backfilling and two cable ends: 3 16mm ² x 4 core armoured cable	m	50			0	150	0
	DISTRIBUTION BOARDS Supply and install flush distribution board complete with circuit breakers, connections, labeling, etc.: 4 Flush mounted single phase sub-DB board with door including all components, circuit breakers (4 x lights, 2 x plugs), safety precautions, legends and labelling, etc. built into wall and connected to all circuits.	No	1			0	8750	0
	LIGHTING LAYOUT Supply, install and connect "CBI White PVC" or similar approved switches 5 One lever switch : 1 x One way	No	7			0	115	0
	6 Geyser isolator switch	No	1			0	140	0
	SWITCH SOCKETS Supply, install and connect "CBI White PVC" series or similar approved switch socket with cover in flush mounted box 7 Double 15 AMP wall mounted plugpoint, 1020mm above floor level	No	7			0	120	0
	CONNECTING POINTS First fix only - Set out and provide suitable conduits and outlet boxes in exact position and connect the following fittings (supply of fittings elsewhere): 8 Wall mounted plugpoint	No	7			0	290	0
	Carried forward / ...							-

Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	B/F							-
	Electrical fittings							
9	Light fitting point	No	15			0	220	0
	Light Fittings - Labour only							
10	External wall mounted light	No	7			0	80	0
11	Double tube fluorescent light fitting 1500mm long complete	No	2			0	95	0
12	Ceiling mounted downlighter	No	0			0	0	0
	Light Fittings							
13	Standard ceiling mounted downlight fitting and 6.5w lamp	No	7			0	60	0
14	External wall mounted large oval bulkhead fitting with grid including 7W LED lamps	No	7			0	140	0
15	Surface mounted 4Ft vapour proof fitting including 2 x 28w T5 lamps	No	15			0	120	0
	SLEEVES							
	uPVC SV pipes							
16	110mm Pipes laid in and including trenches not exceeding 1m deep	m	20			0	40	0
	SUNDRIES							
17	Earthing of buildings	Item	1			0	900	0
18	Provision of as built drawings	Item	1			0	400	0
19	Testing and commissioning the complete electrical installation	Item	1			0	900	0
Total Sum for Section 2 - Bill 15								-

Contract No: B/SM43/8								
Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	SECTION NO. 2 BILL NO. 16 PAINTWORK NOTE:Tenderers are advised to study the Model Preambles for Trades before pricing this Bill. Unless otherwise stated herein, all items in this bill shall be deemed to fall into Work Group No. 152 for CPAP formula purposes. ----- PREPARATORY WORK TO EXISTING WORK Surfaces shall be thoroughly washed down and allowed to dry completely before any paint is applied. Blistered or peeling paint shall be completely removed and cracks shall be opened, filled with a suitable filler and finished smooth Previously painted metal surfaces Surfaces shall be thoroughly rubbed and cleaned down to remove rust, blistered or peeling paint ON FLOATED PLASTER One coat alkali resistant plaster primer, one coat universal undercoat and two coats eggshell enamel paint on 1 On internal walls m ² 245 308.52 308.52 50 15426 One coat alkali resistant plaster primer and two coats modified 2 On external walls m ² 180 385.889 385.889 45 17365.005 PLASTER BOARD SURFACES WITH One coat alkali resistant plaster primer and two coats PVA acrylic emulsion paint on 3 Ceilings and cornices, including priming metal coverstrips and nailheads m ² 70 70 70 45 3150 ON METAL Spot priming defects in pre-primed surfaces with zinc phosphate metal primer, one coat universal undercoat and two coats super universal enamel paint on steel 4 On window and door frames m ² 5 5 5 55 275 ON WOOD Three coats "Silkwood Mid brown" varnish 5 On doors, door frames and jambs m ² 50 50 50 49 2450 6 Skirtings, rails, etc not exceeding 300mm girth m 90 90 90 49 4410							
Total Sum for Section 2 - Bill 16								43076.005

Contract No: B/SM43/8								
Item No	Description	Unit	Quantity	Previous Certificate	This Certificate	Cumulative to now	Rate	Amount R c
	SECTION NO. 2							
	<u>BILL NO. 17</u>							
	<u>EXTERNAL WORK (PROVISIONAL)</u>							
	<u>THE FOLLOWING IN PAVING</u>							
	<u>Soil insecticide</u>							
1	Under paving etc	m ²	600	522.97		522.97	90	47067.3
	<u>Paving in double zig-zag interlocking precast concrete paving blocks complying with SANS 1058, with butt joints on 25mm thick river sand bed with sand swept into joints</u>							
2	60mm thick Paving on external prepared soil	m ²	600	0	505	505	295	148975
	Kerbing and channeling							
3	Brick-on-edge, restraint kerb including 15MPa concrete bedding and haunching	m	115	0	100	100	120	12000
	Stairs							
4	Complete installation of access stairs as per drawing, linking parking area with trading area.	No	1	1		1	13350	13350
	Prefabricated Retaining Blocks							
5	Terraforce or similar retaining blocks installed complete as per manufacturers guidelines	m ²	60	67		67	195	13065
	<u>Geotextile</u>							
6	Geotextile under retaining blocks (Non-woven needle punched polypropylene - 130 g/m ²)	m ²	345	244.64		244.64	195	47704.8
	Reinstatement of roads							
7	120 mm thickness base course except surfacing	m ²	250	0		0	395	0
8	Prime 0.7 l/m ² to 0.9 l/m ²	m ²	250	0		0	80	0
9	25 mm thick hot asphalt on roadway	m ²	250	0		0	140	0
	Water Channels							
10	Complete installation of precast Type W1 water channels, including 15MPa concrete bedding and haunching, as indicated on drawings	m	115	55		55	185	10175
Total Sum for Section 2 - Bill 17								292337.1

Summary

SUMMARY			
<u>SECTION</u>	<u>DESCRIPTION</u>		<u>COST</u>
SECTION 1:	Bill 1 - Preliminaries	R	311 866.67
SECTION 2:	Bill 1 - Earthworks (Provisional)	R	457 778.50
SECTION 2:	Bill 2 - Concrete, Formwork and Reinforcement	R	131 971.53
SECTION 2:	Bill 3 - Precast Concrete	R	-
SECTION 2:	Bill 4 - Masonry	R	148 147.00
SECTION 2:	Bill 5 - Waterproofing	R	11 906.75
SECTION 2:	Bill 6 - Roof Coverings, etc.	R	255 415.00
SECTION 2:	Bill 7 - Carpentry and joinery	R	49 975.00
SECTION 2:	Bill 8 - Ceilings	R	15 250.00
SECTION 2:	Bill 9 - Ironmongery	R	3 330.00
SECTION 2:	Bill 10 - Structural Steelwork	R	178 580.00
SECTION 2:	Bill 11 - Metalwork	R	60 630.00
SECTION 2:	Bill 12 - Plastering	R	93 129.08
SECTION 2:	Bill 13 - Tiling	R	27 540.00
SECTION 2:	Bill 14 - Plumbing and Drainage (Provisional)	R	82 831.60
SECTION 2:	Bill 15 - Electrical Installation (Provisional)	R	-
SECTION 2:	Bill 16 - Paintwork	R	43 076.01
SECTION 2:	Bill 17 - External Work (Provisional)	R	292 337.10
	TOTAL OF PRICED ITEMS	R	2 163 764.23

MATERIALS ON SITE					
ITEM NO. ON BILL	DESCRIPTION	QUANTITY	UNIT	RATE ALLOWED	VALUE OF MATERIALS ON SITE
S2B2 - No. 7	Siyazama Steel - Proforma Invoice	0	Sum	R 13 695.20	R 0.00
S2B10	G.R. Building & Steel (50% Subtracted in PC 12)	0	Sum	R 298 950.00	R 0.00
VO 1 & 2	Brights Hardware - PPC Cement	0	Sum	R 32 104.22	R 0.00
S2B2 - No. 2	Chairspacers and cover blocks	0	Sum	R 882.50	R 0.00
S2B14 - No. 4	110 mm diameter uPVC pipe - Build it	0	Sum	R 2 373.91	R 0.00
S2B14 - No. 9	Precast concrete chambers	0	Sum	R 8 373.60	R 0.00
	ROK Bricks - Supplied by Corobrik	0	Sum	R 25 410.00	R 0.00
	19 mm granular stone	0	ton	R 284.00	R 0.00
S2B17 - No. 5	Terraforce L12 Blocks	0	Sum	R 13 583.34	R 0.00
S2B10	G.R. Building & Steel (Subtracted in PC 6)	0	Sum	R 90 000.00	R 0.00
TOTAL VALUE OF MATERIALS ON SITE					R 0.00
80% AMOUNT PAYABLE FOR MATERIALS ON SITE - TO PAGE 1					R 0.00

ITEM NO.	DESCRIPTION	EXTRA WORK APPROVAL DATE OR DAYWORKS SITE INSTRUCTION DATE	QUANTITY COMPLETED		UNIT	UNIT RATE OR LUMP SUM	VALUE OF WORK
			TO LAST CERTIFICATE	TO THIS CERTIFICATE			
1	VO 1 - Manhole A	25/10/2018	1.00	0.00	Sum	R 76 742.90	R 76 742.90
2	VO 2 - Manhole B	25/10/2018	1.00	0.00	Sum	R 70 092.00	R 70 092.00
3	VO 3 - SW diversion wall	25/10/2018	1.00	0.00	Sum	R 7 499.07	R 7 499.07
4	VO 4 - Granular Sand Bedding (Storm water)	14/12/2018	1.00	0.00	Sum	R 23 994.00	R 23 994.00
5	VO 5 - Selected imported fill (Storm water)	14/12/2018	1.00	0.00	Sum	R 15 844.41	R 15 844.41
6	VO 6 - Removal of fence	14/12/2018	1.00	0.00	Sum	R 6 720.00	R 6 720.00
7	VO 7 - Subsoil drain	14/12/2018	1.12	0.00	Sum	R 5 334.62	R 5 974.77
8	VO 8 - Demolish and re-build existing SW MH (To be approved)	05/02/2018	1.00	0.00	Sum	R 15 500.00	R 15 500.00
9	VO 9 - Granular Sand Bedding (Sewer)	25/03/2018	1.00	0.00	Sum	R 5 072.78	R 5 072.78
10	VO 10 - Selected imported fill (Sewer)	25/03/2018	1.00	0.00	Sum	R 11 890.98	R 11 890.98
11	VO 11 - Storm water pipes to Manhole A&B	25/03/2018	1.00	0.00	Sum	R 27 443.74	R 27 443.74
12	VO 12 - Storm water gulleys	25/03/2018	1.00	0.00	Sum	R 13 200.00	R 13 200.00
13	VO 13 - Cost for relay of 1050 dia. Storm water pipe	25/03/2018	1.00	0.00	Sum	R 48 938.99	R 48 938.99
14	VO 14 - Subsoil Drainage (Wet area at stairs)	27/11/2018	0.00	1.00	Sum	9 446.28	R 9 446.28
15	VO 15 - Stabilisation under Terraforce	27/11/2018	0.00	1.00	Sum	2 958.00	R 2 958.00
19	VO 19 - E1 Edging between Terraforce	27/11/2018	0.00	13.00	m	180.00	R 2 340.00
21	VO 21 - Sand filling behind Terraforce	27/11/2018	0.00	1.00	Sum	8 370.00	R 8 370.00
22	VO 22 - Steel price increase	27/11/2018	0.00	1.00	Sum	181 744.00	R 181 744.00
TOTAL VALUE OF NON-ESCALATABLE ITEMS NOT IN SCHEDULE - TO PAGE 1							R 533 771.92

CC Reg No: 2003/096363/23

Vender No : 11584

VAT Reg.No.4710230782

Customer Vat:
4700102181

Linamandla Business Enterprise

31 Mossel Street

Parow, 7500, Cape Town

(021) 911-2947 / (021) 939 0726

Fax 086 541 2180

info@linamandla.co.za

CLIENT

Stellenbosch Municipality

PO BOX 17

Stellenbosch

7600

DATE _____

28/11/2019

CONTRACT No.

B/SM43/18

Order No.347251

STELLENBOSCH: THE CONSTRUCTION OF CLOETESVILLE INFORMAL TRADING SITE

DESCRIPTION		QTY	UNIT PRICE	TOTAL
PAYMENT CERTIFICATE 13(Thirteen)				
Work Certified		1		269435,96
BANK DETAILS				
LINAMANDLA BUSINESS ENTERPRISE FNB N1 CITY A/C NO 62094308460		SUBTOTAL		R 269 435,96
		VAT (15%)		R 40 415,39
		TOTAL		R 309 851,35

Thank you for your business!

For questions concerning this invoice, please contact

Thandi Mnyani , 083 512 6075, THandi@linamandla.co.za

www.linamandla.co.za

12.1.3	CONSIDERATION OF EXPENDITURE INCURRED RELATING TO THE 2018/2019 FINANCIAL YEAR
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Collaborator No:

IDP KPA Ref No:

Meeting Date:

Good Governance

30 June 2020

1. SUBJECT: CONSIDERATION OF EXPENDITURE INCURRED RELATING TO THE 2018/2019 FINANCIAL YEAR**2. PURPOSE OF REPORT**

To provide information regarding the irregular expenditure incurred in the 2018/2019 financial year and, to be recommended to and considered by Council to certify the expenditure as irrecoverable and to be written off by Council in terms of Section 32 of the MFMA.

3. DELEGATED AUTHORITY

Council

4. EXECUTIVE SUMMARY

Section 32(2)(b) of the Municipal Finance Management, 2003 (Act 56 of 2003) (MFMA) require a municipality to recover unauthorised, irregular or fruitless and wasteful expenditure from the person liable for that expenditure unless the expenditure, in the case of irregular or fruitless and wasteful expenditure, is, after investigation by a council committee, certified by the council as irrecoverable and written off by the council.

Expenditure was identified in the 2018/2019 financial year by the Auditor-General which was non-compliant with Council approved policies and the Municipal Financial Management Act. All known instances of non-compliance with legislation, which the Municipality is aware of and whose effects should be considered have been recorded.

5. RECOMMENDATIONS

FOR CONSIDERATION

6. DISCUSSION**Background**

Expenditure was identified in the 2018/2019 financial year by the Auditor-General which was non-compliant with Council approved policies and the Municipal Financial Management Act. All known instances of non-compliance with legislation, which the Municipality is aware of and whose effects should be considered have been recorded.

The table below depicts the matters that were raised by the Auditor-General during their audit of the Municipality, and as a corrective measure, the administration is requesting Council to write off these irregular expenditure with the explanations and recommendation given.

No	Irregular Expenditure	Amounts	Comments:
1	Deviation DSM 26/19 - Women's event (High-tea catering) – Kings catering	R 97 300	The AGSA have identified the grounds for deviating to be invalid. Due to the timing of the event, there was not sufficient time to advertise for quotations.
2	Deviation DSM 42/19 - Apply for interdict against the owner of ERF 275 Klappmuts – Rufus Dercksen Attorneys	R 179 837	The AGSA have identified the grounds for deviating to be invalid. The matter relates to an interdict that was required for the illegal structures that were erected on or about 22 September 2018 that was being used by Value Crete Readymix who rents the property from Hanniel Trust. The operations of Value Crete Mix resulted in various complaints received about, inter alia excessive noise and pollution and fugitive dust emission. It was noted that building rubble was being dumped that blocked the storm water system of Rozenmeer Estate. The municipality took action to identify that the operations of the company was in excess of 70 dBA for industrial districts and therefore caused a disturbing noise and a noise nuisance in contravention of the Western Cape Noise Control Regulations, 2013. Municipal officials also observed fugitive dust emissions present in the residential area. As a result, the municipality found it impractical to follow the normal procurement process, as they needed to act hastily to stop the illegal operation.
3	Deviation DSM 44/19 - Service provider to oppose default judgment – John MacRoberts attorneys	R 22 078	The AGSA have identified the grounds for deviating to be invalid as the market was tested to ensure that the rates provided by the appointed legal firm is market-related The matter relates to a judgement that was applied for relating to projected losses that ranged between R7m and R4m. At the time of the deviation the file was with the Registrar of the Labour Court and was not yet allocated to a judge. The municipality had noted that the normal procurement process could not be followed as there was a risk that the default judgement could be considered by a judge in a chamber and an order granted against the municipality. It was noted in the deviation memorandum that the only way to prevent a monetary award against the municipality was to oppose the application for default judgement against the municipality. It was identified that a quote was requested from John MacRobert Attorneys, for which rates were provided but not a detailed scope of works due to not having assessed the statement of claim. The municipality then emphasised that a saving will be incurred should the matter proceed to trial, as the attorneys will run the trial themselves without briefing counsel. Based on our assessment performed this would apply to any legal service provider appointed to deal with the matter.

4	Skysales (Pty) Ltd t/a Commercial Drones	R 161 991	<p>The AGSA have identified that the bid evaluation specifications, not consistent with advertised bid specifications.</p> <p>In this instance a drone was acquired, and despite the specifications not explicitly stating that a camera function was included, from the description of the drone it is reasonably inferred that such a device comes with a camera functionality. Without such a camera function, it would not be useful for the purposes intended.</p>
5	Innovo Networks	R 614 264	<p>The AGSA have identified that the bid specifications were drafted in a manner that is not fair, equitable, transparent and competitive as it was found that the specifications made reference to a specific brand/model.</p> <p>In line with our approved 'Technology Roadmap and Standardization for Microwave and Radio Networks', the 'SAIE' brand has been used for the network back-haul infrastructure for the past 5 (five) years. Deviating from this standard will definitely pose a compatibility risk to the Municipality's key services currently running on this infrastructure. This includes services such as our internet, email, voicemail, etc.</p>
6	BSM 100/18	R 2 124 854	<p>AGSA assessed that for the approval of these tenders the BAC was not constituted in terms Municipal Supply Chain Management Regulations as it was not constituted by four senior managers.</p> <p>AGSA also inspected the council approval of the acting arrangements and noted that the arrangements approved by the council meeting on the 30 January 2019 stipulates specific individuals to act for specific positions. The staff members that was at part of the BAC are not amongst these names to act as senior managers.</p> <p>If the BAC was correctly constituted as required by the MSCMR, the award would've still be made to the same service providers.</p>
7	BSM 13/19	R 370 875	

7. FINANCIAL IMPLICATIONS

Financial implications relating to irregular expenditure that incurred during 2018/2019.

8. LEGAL IMPLICATIONS

Supply Chain Management Regulations

Municipal Management Finance Act

9. RISK IMPLICATIONS

Reporting irregular expenditure timeously.

10. MUNICIPAL MANAGER'S COMMENT

Deviations is a lawful procurement process which in specific reasons is for the sole discretion of the Accounting officer. The comments and findings from the Auditor General are noted although as Accounting officer, I do not agree with all the findings as stated above and I have put that forward to the AG for consideration, especially as it relates to the interdict which as far as I am concerned is an emergency which the AG disregarded.

In all the instances, the Municipality has received the goods and services in good order.

RECOMMENDATIONS FROM MPAC TO COUNCIL: 2020-06-30: ITEM 5.3

- (a) that Council takes note of the circumstances as provided in the report;
- (b) that Council certifies the irregular expenditure to the amount of R 3 570 399 (excluding VAT) as irrecoverable; and
- (c) that Council writes off the irregular expenditure as irrecoverable in terms of the MFMA Section 32(2).

FOR FURTHER DETAILS CONTACT:

NAME	Kevin Carolus
POSITION	Chief Financial Officer
DIRECTORATE	Financial Services
CONTACT NUMBERS	021 808 8528
E-MAIL ADDRESS	kevin.carolus@ Stellenbosch.gov.za
REPORT DATE	24 June 2020

13.	REPORTS BY THE MUNICIPAL MANAGER
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13.1	ADOPTION OF THE REVIEWED STELLENBOSCH LIQUOR TRADING HOURS BY-LAW
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Collaborator No:

IDP KPA Ref No:

Meeting Date:

29 July 2020

1. SUBJECT: ADOPTION OF THE REVIEWED STELLENBOSCH LIQUOR TRADING HOURS BY-LAW

2. PURPOSE

To request final approval of the Reviewed Stellenbosch Liquor Trading Hours By-law by Council.

3. DELEGATED AUTHORITY

Council

4. EXECUTIVE SUMMARY

The reviewed Stellenbosch Liquor Trading Hours By-Law corrects various deficiencies in the current Liquor Trading Hours By-Law. The aforementioned By-law has now been advertised for public comments and since no comments were received it is now submitted for final approval.

5. RECOMMENDATIONS

- (a) that Council finally adopts the reviewed Stellenbosch Liquor Trading Hours By-Law; and
- (b) that the approved By-law be published in the Western Cape Provincial Gazette.

6. DISCUSSION / CONTENT

6.1 Background

Due to certain revisions to the current Liquor Trading Hours By-law the Administration was compelled to review the By-law.

The reviewed Policy with the Schedule for Admission of Guilt Fines addresses deficiencies relating to:

- Revised powers to the municipal law enforcement officers to enforce the By-law;
- Revised regulations on electronic selling of alcohol like the internet;
- The jurisdiction in which the by-law will be applicable;
- Consumer friendly language and an easier enforceable By-law;
- Maximum fines for transgressors of the by-law irrespective of the size of the business.
- The reviewed Stellenbosch Liquor Trading Hours By-Law, served at the 30th Council Meeting of the Stellenbosch Municipality on 28 August 2019 (see **ANNEXURE 1**). Changes made to the current By-law are underlined in the Reviewed Stellenbosch Liquor Trading By-law (see **ANNEXURE 2**).

Council resolved that the Policy be advertised for public comments for a period of 30 days. The aforementioned Policy was then published in the Eikestad News and on the municipal website on 5 September 2019. Notice of the advertisement is attached as **ANNEXURE 3**. By the closing date, 5 September 2019, no comments were received.

6.2 Financial Implications

None

6.3 Legal Implications

In terms of Section 11(3) of the Local Government Municipal Systems Act 32 of 2000, a municipality exercise its executive and legislative authority by developing and adopting policies, plans, strategies, programmes. All statutory prescripts in terms of Section 12 of the Municipal Systems Act had been adhered to.

6.4 Staff Implications

None

6.5 Previous / Relevant Council Resolutions

During the 30th Council Meeting of the Stellenbosch Municipality on 28 August 2019 it was resolved that the Policy be advertised for public comments for a period of 30 days.

6.6 Risk Implications

The risk relates to the irregular implementation and monitoring of the policy objectives and provisions.

6.7 Comments from Senior Management**6.7.1 The Director Planning & Economic Development**

Supports the recommendations.

6.7.2 The Municipal Manager

Supports the recommendations.

ANNEXURES

Annexure 1: Council resolution of the 30th Council meeting dated 2019-08-28, Item 11.7.3

Annexure 2: The Reviewed Stellenbosch Liquor Trading Hours By-Law

Annexure 3: Notice of Advertisement

FOR FURTHER DETAILS CONTACT:

NAME	Craig Alexander
POSITION	Acting Director
DIRECTORATE	Planning & Economic Development
CONTACT NUMBERS	021 808 8196
E-MAIL ADDRESS	Craig.Alexander@ Stellenbosch.gov.za
REPORT DATE	July 2020

Annexure 1: Minutes: Item 11.7.3 of the 30th Council meeting dated 2019-08-28

11.7.3	REVIEWED STELLENBOSCH LIQUOR TRADING HOURS BY-LAW FOR COUNCIL APPROVAL
--------	---

Collaborator No:

File no: 9/2/2

IDP KPA Ref No: 046

Meeting Date: 14 August 2019

1. **SUBJECT: REVIEWED STELLENBOSCH LIQUOR TRADING HOURS BY-LAW FOR COUNCIL APPROVAL**

2. **PURPOSE**

To submit the Reviewed Stellenbosch Liquor Trading By-law (**ANNEXURE 1**) to Council for consideration, where after it could be published for public participation as envisaged in section 12 to 15 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000).

3. **DELEGATED AUTHORITY**

COUNCIL

In terms of Section 156 (2) of Constitution of the Republic of South Africa, "a municipality may make and administer by-laws for the effective administration of matters which it has the right to administrate". In this instance it refers to Reviewed Liquor Trading By-law which seeks to regulate liquor trading hours in the Stellenbosch Municipal area.

4. **EXECUTIVE SUMMARY**

The Reviewed Stellenbosch Liquor Trading By-law sets to rectify various short comings in the current Liquor Trading Hours By-law. The shortcomings (indicated in italic and an asterisk amongst other things, relate to the jurisdiction of power and delegated powers to enforce the aforementioned by-law.

30TH COUNCIL MEETING: 2019-08-28: ITEM 11.7.3

RESOLVED (nem con)

- (a) that Council approves the Reviewed Stellenbosch Liquor Trading By-law for public consultation purposes; and
- (b) that the Administration be mandated to advertise said Reviewed Stellenbosch Liquor Trading By-law for public comments (60 days), after which it will be submitted to Council for final consideration.

FURTHER DETAILS CONTACT:

NAME	Widmark Moses
POSITION	<i>Manager: Economic Development & Tourism</i>
DIRECTORATE	<i>Planning and Economic Development</i>
CONTACT NUMBERS	021 808 8179
E-MAIL ADDRESS	widmark.moses@ Stellenbosch.gov.za
REPORT DATE	07-08-2019

Annexure 2: The Reviewed Stellenbosch Liquor Trading Hours By-Law



STELLENBOSCH MUNICIPALITY

LIQUOR TRADING HOURS BY-LAW

PREAMBLE

Stellenbosch Municipality, by virtue of the powers vested in it by **section 156 (2)** of the **Constitution of the Republic of South Africa** as amended, read with **section 13 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)**, herewith publish the By-law set out below.

In this by-law, words used in the masculine gender include the feminine. All

singular meanings shall include the plural interpretation and vice versa.

The English text shall prevail in the event of an inconsistency between the different texts, unless the context otherwise indicates.

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Schedule

1. DEFINITIONS

In this by-law unless the context otherwise indicates

—

“Act” means the **Western Cape Liquor Act, 2008 (Act No 4 of 2008)**

“agricultural area” means an area predominantly zoned for agriculture or any other equivalent such as a small holding, zoning with the purpose of promoting and protecting agricultural activity on a farm as an important economic, environmental and cultural resources, where limited provision is made for non-agricultural uses to provide owners with an opportunity to increase the economic potential of their properties, without causing a significant negative impact on the primary agricultural resources;

“authorized official” *means a law enforcement officer appointed by the Municipality*

“business premises” (besigheidsperseel) means a place from which business is conducted and may include a restaurant, pub, bar or tavern, spa or wellness centre, special function venue or other building for similar uses, but excludes a place of entertainment, guest accommodation establishment, hotel, sports and community club;

“Council” means the Municipal Council of Stellenbosch Municipality.

“general business area” means an area predominantly zoned for general business or any other equivalent zoning, with the purpose of promoting activity in a business district and development corridor;

“guest accommodation establishment” means premises used as temporary residential accommodation, and includes but not limited to the provision of meals for transient guests for compensation, also including backpackers’ lodges, a bed-and-breakfast establishment, guest farm or lodge(s), as well as facilities for business meetings, conferences, events or training sessions of resident guests, but excludes a hotel;

“guesthouse” (gastehuis) means a commercial residential establishment of 15 or less bedrooms, accommodating no more than 30 guests at a time, for compensation, which:-

- (a) Primary source of business and purpose is the supply of tourist accommodation, meals and beverages (which may include liquor) for transient guests;
- (b) May include facilities for business meetings or training sessions of guests on the property;
- (c) A wellness centre and conference facility for transient guests with necessary consent of Council limited to service of guests only; and
- (d) May consist of one or a group of buildings which are designed as a harmonious architectural entity.

“hotel” (hotel) is a commercial residential establishment of 16 or more bedrooms, accommodating more than 30 guests at a time, for compensation, and may include:-

- (a) A restaurant or restaurants forming part of the hotel;
- (b) Conference and entertainment facilities that are subservient and ancillary to the dominant use of the property as a hotel;
- (c) Premises which are licensed to sell liquor for consumption on or off the property together with or without meals to guests and/or the public;
- (d) May consist of one or a group of buildings which are designed as a harmonious architectural entity;

But excludes a backpacker's lodge, a bed-and-breakfast establishment, guesthouse, guest farm or lodge(s), as well as facilities for business meetings, conferences, events or training sessions of resident guests of on-consumption facilities.

“Industrial area” means an area predominantly zoned general industry or any other equivalent zoning, with the purpose to accommodate all forms of industry including manufacturing and related processing, but excludes noxious or hazardous risk activity;

“licensee” means the person who has a valid liquor licence¹ issued in terms of the Act;

“licensed premises” means the premises specified in the liquor licence or certificate issued in terms the Act;

“internet sales” means the sale of liquor to a purchaser who does not attend the licensed premises from which the liquor is sold but instead orders the delivery of liquor electronically through e-mail, internet websites, interactive digital TV or like manner and such sales will be deemed to occur at the time of delivery of the ordered liquor to the purchaser

“liquor” means any liquid or substance which contains or is intended to contain more than 1% of alcohol by volume or mass, but excluding—

“liquor authority” means the Western Cape Liquor Authority established by section 2(1) of the Act;

“manufacture” means to produce or bottle liquor with the intention of selling it”

“mixed use development” means any urban, suburban or village development, or even housing a single building, that blends a combination of residential, commercial, cultural, institutional or industrial uses, where those functions are physically and functionally integrated, and that provides pedestrian connections.

¹ Section 33 of the Act provides for the following categories of licences —

- (a) a licence for the micro-manufacture and sale of liquor for consumption both on and off the premises where the liquor is sold;
- (b) a licence for the sale of liquor for consumption on the premises where the liquor is sold;
- (c) a licence for the sale of liquor for consumption off the premises where the liquor is sold;
- (d) in exceptional circumstances, a licence for the sale of liquor for consumption both on and off the premises where the liquor is sold

“municipality” means Stellenbosch Municipality established in terms of section 12 of the Local Government : Municipal Structures Act, 1998 (Act 117 of 1998), published in Provincial Notice 5643 dated 4 December 2000 and includes any political office-bearer, councillor, or any employee therefore acting in connection with this by-law by virtue of a power vested in the municipality and delegated or sub-delegated to such political office-bearer, councillor, or employees;

“place of entertainment” (vermaaklikheidsplek) is a place used predominantly for commercial entertainment where patrons participate in the activities or observe performances, which may on a regular basis attract large numbers of people, and may generate noise from music or revelry, and where alcohol may be consumed, such as a night club, pub, cinema, theatre, amusement arcade;

“place of sport and recreation” (buitemuurse ontspanningsplek) means land which may be public or privately owned and which is set aside for outdoor sport and recreation such as sports grounds and fields, sports stadiums, putt-putt, miniature golf, golf courses, and where the following buildings are permitted only with Council's additional consent, ablution facilities, clubhouse, stores, gatehouses and related administrative buildings;

“residential area” means an area, predominantly zoned informal, single or general residential or any equivalent zoning, with the purpose to predominantly house single family dwelling houses in low to medium density neighbourhoods, as well as higher density living accommodation and which includes controlled opportunities for home employment , additional dwellings and low intensity mixed use development;

“room service facility” means a mini bar or self-help facility for the consumption of liquor in guest rooms or a hotel room, and includes a call-up service for resident guests;

“sparkling wine” means an effervescent wine resulting from the fermentation of grapes, whether by natural or artificial process, and includes Champagne;

“specific business” (spesifieke besigheid) means a business use of a particular nature, but within the compass of section 10(7) that is prescribed for a specific site by the Council

“sports and community club” means premises or a facility used for the gathering of community and civic organizations or associations, sports clubs or other social or recreational clubs run mostly not for profit and may include community service clubs and community centres or similar amenity facilities, but excludes a night club;

“the Act” means the Western Cape Liquor Act 4 of 2008, as amended ;

“trading days” means the days on which liquor may be sold during trading

hours; **“trading hours”** means the hours during which liquor may be sold on

trading days;

(H) a licence for the sale of liquor for consumption on or off the premises upon which liquor is sold at special events; and

(I) a temporary liquor licence for the sale for consumption on or off the premises upon which liquor is sold .

² Definitions of Stellenbosch Zoning scheme regulations

“wine” means wine as defined in Section 1 of the Liquor Products Act 60 of 1989;

“winery” means premises or facilities which are used in the production of wine and such premises or facilities include facilities for crushing grapes and fermentation and aging of wine, tasting rooms, barrel and storage rooms, bottling rooms, tank rooms, laboratories or offices and other accessory or ancillary facilities incidental to the production of wine and accessible by the public, which may include:-

- (a) A restaurant and other food services; or
- (b) A subsidiary retail facility to tours or visitors selling wines of the specific winery excluding any other form of liquor.

“wine industry”(wynbedryf) means a site or building, or portion of a site or building utilized or intended to be utilized for the manufacture of liquor in the form of wine or spirits from grapes.

2. APPLICATION OF THIS BY-LAW

This By-Law applies to all licensees that sell liquor within the area of jurisdiction of the municipality

3. INTERPRETATION

Any authorising in terms of this by-law, should not be interpreted as the sanctioning of any trade, which had not been approved in terms of relevant legislation.

4. TRADING DAYS AND HOURS FOR SALE AND CONSUMPTION OF LIQUOR ON LICENSED PREMISES

- (1) A licensee may sell liquor for consumption on the licensed premises on the following days and hours:
 - (a) On all days,
 - (b) During the hours of trade as set out in the Schedule.
- (2) Despite **subsection (1)**, a hotel or guest accommodation establishment or guest house licensed to sell liquor may offer a room service facility at any time of the day.
- (3) Despite **subsection (1)**, a licensee may serve sparkling wine,
 - (a) from 8.00 to 23.00 for 7 days a week;
 - (b) as part of a meal; and
 - (c) to guests who are part of an organized function where admittance is controlled.

5. TRADING DAYS AND HOURS FOR SALE OF LIQUOR OFF LICENSED PREMISES INCLUDING INTERNET SALES

(1) A licensee may sell liquor for consumption off the licensed premises on the following days and hours :-

- (a) Monday to Saturday from 09.00 – 20.00
- (b) Sunday from 09.00 - 16.00

(2) Despite the provisions of subsection (1) a Winery or any other licensee within the boundaries of Stellenbosch agriculture area (included, but not limited, to wineries) will be permitted to trade on the following days and hours:-

- (a) Monday to Saturday from 08.00 – 20.00
- (b) Sunday from 09.00 - 18.00

6. EXTENSION OF TRADING TIMES

Application for extended trading days and hours pertaining to Tourism facility, Special Events, private functions or any other event or facility motivated by the applicant :-

- (1) Council has authority to approve or decline, or to approve with special terms and conditions as it may resolve any applications for extension of trading days and/or hours.
- (2) A licensee may, upon payment of the required fee, submit a written application referred to in (a) to the office of the Municipal Manager.
- (3) The Municipal Manager will prepare the application in the form of an item to Council for final decision, taking in consideration the following factors:-
 - (a) Outcome of community consultation;
 - (b) Public interest and impact on the environment;
 - (c) The risks to the surrounding community;
 - (d) Nuisance on the surrounding community;
 - (e) The possible benefits of extended liquor trading hours and days on the surrounding community;
 - (f) Any other relevant factor.

7. OBLIGATIONS ON THE LICENSEE

(1) Display of signage and certificates

- (a) A licensee must, to the satisfaction of the authorized official, ensure that following certificates are prominently displayed inside the licensed premises:
 - (i) The certificate issued by the Municipality stating the zoning or land use in respect of the premises for purposes of this by-law;
 - (ii) The population certificate in respect of the premises issued in terms of the Fire Safety by-law of the Municipality;
 - (iii) Business license and/or certificate issued by the Municipality.

(b) A licensee must, to the satisfaction of the authorized official, ensure that the following information are prominently displayed on the front door or window of the premises in characters not less than five centimetres in height:

- (i) The liquor license number under which liquor may be sold; and
- (ii) The hours during which liquor may be sold.

(2) Safety and Security

(a) A licensee must ensure compliance with all applicable legislation.

(b) A licensee must ensure that reasonable and adequate safety and security measures are in place for the protection of patrons by ensuring, amongst others but not limited to, that:-

- (i) the storage of goods and equipment and the condition of the premises and any structure thereon do not endanger the lives of patrons inside the premises; and
- (ii) there is adequate lighting on the outside of the premises where patrons and staff access and exit the licensed premises.

8. COMPLIANCE AND ENFORCEMENT

(1) An Authorized Official may, in the performance of his or her functions in terms of this by-law or the Act, at all reasonable times enter-

- (a) any licensed premises;
- (b) any premises in respect of which a liquor license application is pending;
- (c) any premises on which he or she on reasonable grounds suspects that liquor is being sold contrary to the provisions of this by-law of the Act; and make such investigation, enquiries or inspections as he or she may deem necessary.

(2) When entering premises in terms of this section, the authorized official must on request identify himself or herself to the person in charge of the premises.

(3) An authorized official may issue and serve a notice of non-compliance, on the licensee or any person in control of licensed premises, calling upon such person to comply with the provisions of this by-law, a condition of the license or the Act within a specified but reasonable time.

(4) A compliance notice must stipulate:-

- (a) the provisions of the by-law, license condition or the Act that must be complied with;
- (b) the act or omission constituting non-compliance;
- (c) the measures which must be taken to comply;
- (d) the date or time by which compliance must be achieved, where applicable;
- (e) the possible consequences of non-compliance.

(5) An authorized official may issue the licensee or any person in control of licensed premises with a fine as provided in the fines list of this by-law or the Act.

9. APPEAL

A person or judicial entity whose rights are affected by a decision of the Municipality in terms of delegated authority may appeal that decision by giving written notice of the appeal and the reasons therefore in terms of section 62 of the Local Government : Municipal Systems Act, 2000 (Act 32 of 2000) to the Municipal Manager within 21 days of the date of notification of the decision.

10 OFFENCE AND PENALTIES

A licensee who contravenes or fails to comply with any-

- (1) Provision of this by-law;
- (2) Condition or instruction in connection with this by law; or
- (3) Notice from an authorized official,

shall be guilty of an offence and is liable to pay a fine as determined by the Magistrate's Court or authorised accordingly in the fine list from time to time, by the Magistrate in the area, or the fine list in terms of the Act, whichever is applicable at the time concerned, or to imprisonment as determined by a Court, or both, or any other punishment which the Court may find appropriate in the circumstances.

11 TRANSITIONAL PROVISIONS

The trading hours in respect of any license for premises upon which liquor may be sold for consumption either on or off the licensed premises, or both on and off licensed premises, issued prior to the commencement of this by-law will be replaced by the provisions of this by-law from the date of publication of this by- law.

12 SHORT TITLE

This by-law is called the "Stellenbosch Liquor Trading Hours By-Law" and shall come into operation as soon as it is published in the Provincial Gazette.

SCHEDULE (unchanged)

Trading hours for selling liquor on licensed premises is according to the certificate provided for in 4(1)(a)(i) and (ii) are:

LOCATION CATEGORY & LICENSED PREMISES TYPE	MAXIMUM PERMITTED TRADING HOURS
1 RESIDENTIAL AREA	
(a) Guest accommodation establishment/Guest house.	11h00 to 24h00
(b)Business premises/Specific business.	
(c)Place of entertainment/Place of recreation/Gathering place.	
(d)Sports and Community club excluding special events requiring temporary licenses.	
(e)Hotel	
2. LOCAL OR NEIGHBOURHOOD BUSINESS	
(a)Guest house/Guest accommodation establishment/Guest house	11h00 to 24h00
(b)Business premises/Specific business, / Gathering place.	
(c)Place of entertainment/Place of recreation.	
(d)Sports and community club excluding special events requiring temporary licences.	
(e)Hotel	
3. GENERAL BUSINESS AREA	
(a)General business area including mixed use areas.	10h00 to 2h00 the following day
(b)Guest house/Guest accommodation establishment.	
(c)Business premises/Specific business	
(d)Place of entertainment/Place of recreation/Gathering places.	
(e)Sports and community club excluding special events requiring temporary licences.	
(f)Hotel	

4. INDUSTRIAL AREA	
(a) Industrial area including mixed use area	10h00 to 2h00 the following day
(b) Business premises/ Specific business	

Note : Determine of application of applicable location category

Where the location category as set out above is unclear or in dispute or difficult to determine or areas are not zoned homogenously (e.g. a business zoned premises in the middle of a residential area) then the actual zoning, consent use or departure rights of the subject licensed premises will take precedence in order to determine the category, and in terms of Section 6(1)(a)(i) above.

Section 6(2)(b) read with section 8(1).	Failing to display the hours during which liquor may be sold.	R500
Section 7(2).	Hindering an authorised official in the execution of his or her duties.	R1500

I hereby certify that the admission of guilt fines listed above as submitted by the Municipality of Stellenbosch have been approved by me in terms of section 57(5)(a) and 341(5) of the Criminal Procedure Act, 51 of 1877, for the magisterial district of Stellenbosch. This determination replaces any previous determination for the said magisterial district.

Magistrate

Annexure 3: Notice of Advertisement

2 **Elkestadnuus** NUUS NEWS.



STELLENBOSCH

STELLENBOSCH • PNIEL • FRANSCHHOEK
MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

**NOTICE NO. 74/2019 OF THE ADVERTISEMENT FOR THE DRAFT
STELLENBOSCH INFORMAL TRADING POLICY**
Council considered the following policy during its 30th Council Meeting,
dated the 28 of August 2019:
DRAFT STELLENBOSCH INFORMAL TRADING POLICY

Notice is hereby given that the above-mentioned policy has been made
available to the public for perusal and/or comment at the following venues:

Municipal Office, Plein Street, Stellenbosch
Municipal Office, Hugenate Road, Franschhoek
Municipal Office, Main Road, Pniel
Ward Offices
Library, Plein Street, Stellenbosch
Library, Jamestown, Stellenbosch
Library, Sonnebloem Street, Idas Valley, Stellenbosch
Library, Vredelust Street, Cloeteville, Stellenbosch
Library, Masithandane Street, Kayamandi, Stellenbosch
Library, Main Road, Pniel
Library, Stiebeul Street, Groendal, Franschhoek
Library, Reservoir Street-West, Franschhoek

**Downloadable copies of the documents are available on the
Municipal's official website at www.stellenbosch.gov.za.**

Any person wishing to comment on the above-mentioned policy, must do
so in writing to the below mentioned address on or before the 08 October
2019, at 16h00.

Any person who cannot write may come during office hours to Mr
Widmark Moses, Manager: Local Economic Development, who will assist
that person to transcribe his/her comments or representations at: 58
Andringa Street, Stellenbosch,

All correspondence should be address to:

The Office of the Municipal Manager, PO Box 17, Third Floor, Main
Building, Plein Street, STELLENBOSCH, 7600.

THE MUNICIPAL MANAGER
05 SEPTEMBER 2019



STELLENBOSCH

STELLENBOSCH • PNIEL • FRANSCHHOEK
MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

**NOTICE NO. 75/2019 OF THE ADVERTISEMENT FOR REVIEWED
STELLENBOSCH LIQUOR TRADING HOURS BY-LAW**
Council considered the following policy during its 30th Council
Meeting, dated the 28 of August 2019:

REVIEWED STELLENBOSCH LIQUOR TRADING HOURS BY-LAW

Notice is hereby given that the above-mentioned policy has been made
available to the public for perusal and/or comment at the following venues:

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Plein Street, STELLENBOSCH, 7600.

THE MUNICIPAL MANAGER
05 SEPTEMBER 2019

13.2	DRAFT PROBLEM PROPERTY BY-LAW FOR STELLENBOSCH MUNICIPALITY
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Collaborator No:

IDP KPA Ref No:

Meeting Date:

Good Governance

29 July 2020

1. SUBJECT: DRAFT PROBLEM PROPERTY BY-LAW FOR STELLENBOSCH MUNICIPALITY

2. PURPOSE

Provide the Executive Mayor and subsequently Council feedback on the outcome of the public participation process for the draft By-law on Problem Property for Stellenbosch Municipality which was advertised for a second round of public comments on 12 December 2019 till 14 February 2020 in the Paarl Post and Eikestadnuus.

3. DELEGATED AUTHORITY

The decision making authority for the passing of by-laws is an authority of Council in terms of delegation item C1 of the systems of delegations dated 25 September 2019, hence the item for consideration by the Executive Mayor for a recommendation to Council for a final decision.

4. EXECUTIVE SUMMARY

Council took these previous resolutions regarding the subject property;

4.1 The 14th Council Meeting: 2017-11-29 Item 8.3.3

Resolved (nem con)

- (a) that the draft By-law on Problem Properties for Stellenbosch Municipality, August 2017, be approved, in principle;
- (b) that the draft By-law on Problem Properties for Stellenbosch Municipality, August 2017 be advertised for public comment for 90 days where after same be resubmitted to Council for final consideration and subsequent approval; and
- (c) that the reference to the properties referred to in agenda item under point 4 be removed from the item

4.2 The 31th Council Meeting: 2019-09-25: Item 11.7.1

Resolved (nem con)

- (a) that the revised Draft By-law on Problem Properties for Stellenbosch Municipality, 17 May 2019, be advertised for public participation for 30 days and
- (b) that after the comments have been reviewed, the edited By-law be resubmitted to the Mayoral Committee and Council for final consideration and subsequent approval.

As previously mentioned the administration was instructed by the 31th Meeting of the Council of Stellenbosch Municipality to re-advertise the subject By-law for a second round. The by-law was subsequently advertised by the administration in the Eikestadnuus and Paarl Post from 12 December till 14 February 2020 due to the recess period between 15 December 2019 and 15 January 2020.

Additionally the by-law was placed on the municipal website and at all municipal libraries available for all interested and affected parties for scrutiny.

No objections or comments were however received in this last round of advertising, hence this recommendation the Mayoral Committee and Council.

5. RECOMMENDATIONS

- (a) that the revised draft By-law on Problem Properties for Stellenbosch Municipality (WC024) attached as **ANNEXURE 1** be recommended for approval in terms of Sections 11(3)(m) of the Local Government Municipal Systems Amendment Act 32 of 2000 and;
- (b) the administration proceed with the publication of the by-law.

6. DISCUSSION / CONTENTS

6.1 Background

It's this By-law's intend to address problem properties/buildings (i.e.: derelict, undesirable, abandoned or dangerous properties) throughout the entire WCO24 municipal area.

Several properties within Stellenbosch municipality have been identified as problematic, due to their long-term abandonment and neglect and/or failure to develop or maintain. Such properties have the tendency to be used as illegal dumping sites, invite dangerous or illegal activities, create an eyesore for the surrounding community, and/or potentially lead to neighborhood decay due to their negative influence on surrounding property prices and community pride.

At present, Stellenbosch Municipality is working with an outdated by-law, promulgated in 1962 ("Stellenbosch Municipality: Regulations Relating to Dilapidated Buildings and Unsightly and Objectionable Structures, P.N 407/1962), which does not adequately capture the demands of current land use enforcement challenges associated with problematic properties.

Although a relevant draft by-law was developed and approved in-principle by Council in 2013 (Stellenbosch Municipality: Problem Buildings By-law (2013), this By-law was never promulgated.

6.2 Discussion

Previous advertising process

The Administration advertised the Draft By-law for public comment during 2018 for a period of 90 days. Despite the long period, no written comments were received, except one person who requested a meeting in order to discuss the content of the Draft By-law. No records are on file to confirm that this discussion between municipal officials and the person requesting the meeting took place.

It was subsequently proposed to re-advertise for public participation for a second round of comments.

After any comments have been received and reviewed, an edited By-Law must be resubmitted to the Mayoral Committee for recommendation to Council for final consideration and subsequent approval. As mentioned no comments has been received.

Relevant legislation to take into consideration and their competency

The proposed By-law was drafted taking the following legislative extracts into consideration:

The Constitution of the Republic of South African (1996):

“WHEREAS Section 152 (1) of the Constitutions stipulates that two objectives of local government include the promotion of social and economic development, as well as safe and healthy environments.

WHEREAS Section 156(2) and (5) of the Constitution provides that a municipality may make and administer by-laws for the effective administration of the matters which it has the right to administer, and to exercise any power concerning a matter reasonably necessary for, or incidental to, the effective performance of its functions;

AND WHEREAS Part B of schedule 4 to the constitution lists building regulations and local tourism as local government matters to the extent set out in section 155(6) (a) and (7).

National Building Regulations and Building Standards Act, 1977 (Act 103 of 1977):

“WHEREAS Section 12 of the Act permits an authorized official to serve written notice on the owner of any building or excavated land which has been declared a problem building, requiring such owner within a specified period to:

- (a) clean, repair, renovate, repaint, alter, close, demolish or secure such building;
- (b) complete the building or any structure of such building;
- (c) enclose, secure, fence or barricade such problem building or land;
- (d) instruct at the cost of such owner, an architect or other registered competent person as contemplated in part 4 of the national building regulations, to investigate such building and to report to the authorized official on the nature and extent of the steps to be taken to render such problem building safe or to rectify the deficiency which caused the building to be declared a problem building;
- (e) comply with any provision of this By-law.”

Stellenbosch Municipality Land Use Planning By-Law (2015)

“WHEREAS Chapter 9, Section 85 of the Land Use Planning By-law lays out the municipality’s role in enforcing land use-decisions:

The Municipality must comply and enforce compliance with—

- (a) the provisions of this By-law;
- (b) the provisions of a zoning scheme;
- (c) conditions imposed in terms of this By-law or previous planning legislation; and
- (d) title deed conditions.

WHEREAS Section 86 of this By-law also outlines the Offenses and Penalties that should be enforced, should any land use contraventions occur:

(1) A person is guilty of an offence and is liable on conviction to a fine or imprisonment not exceeding 20 years or to both a fine and such imprisonment if he or she—

- (a) contravenes or fails to comply with sections 15(1) and (5), 20(1), 21(4), 31(1), 59(3), 62(2) or 88(2);
- (b) utilizes land in a manner other than prescribed by a zoning scheme without the approval of the Municipality;
- (c) upon registration of the first land unit arising from a subdivision, fails to transfer all common property arising from the subdivision to the owners' association;
- (d) supplies particulars, information or answers in an application, or in an appeal against a decision on an application, or in any documentation or representation related to an application or an appeal, knowing it to be false, incorrect or misleading or not believing them to be correct;
- (e) falsely professes to be an authorized employee or the interpreter or assistant of an authorized employee; or
- (f) hinders or interferes with an authorized employee in the exercise of any power or the performance of any duty of that employee."

Stellenbosch Municipality Zoning Scheme (2019)

This By-law was drafted to align with the parameters and definitions of the Stellenbosch Zoning Scheme By-Law (2019), to ensure consistency between the two documents.

6.3 Financial Implications

The only financial implication on council (Should Council consider the by-law for approval and subsequent promulgation) will be the promulgation cost and the translation cost of the approved by-law into isiXhosa and Afrikaans.

6.4 Legal Implications

The legal prescriptions of the Municipal Systems Act, 2000 (Act 32 of 2000) needs be taken into consideration when considering the by-law.

By-laws are laws which are made by Municipal Councils in terms of Section 156 of the Constitution. Before a By-law is passed, it must be published for public comment. All members of the municipal council must thereafter have a reasonable amount of time to consider the by-law for finalization. Once a by-law has been approved by a municipal council, it must be promptly published, hence this request to Council to adopt this By-law and to instruct the administration to proceed with the required promulgation.

6.5 Staff Implications

There are no additional staff implications should the recommendations as set out above be accepted.

6.6 Previous / Relevant Council Resolutions

See **ANNEXURE 2** for the content of the council items for all previous decision taken.

6.7 Risk Implications

The recommendation will reduce risk implications for the municipality with regards to impact of problem properties.

ANNEXURES

ANNEXURE 1: Draft By-law on Problem Property for Stellenbosch Municipality

ANNEXURE 2: Minutes of the 31st Meeting of the Council dated 2019-09-25.

ANNEXURE 3: Copies of adverts placed in the Eikestadnuus and the Paarl Post of 12 December 2019 respectively.

FOR FURTHER DETAILS CONTACT:

NAME	Craig Alexander
POSITION	Acting Director
DIRECTORATE	Planning and Economic Development
CONTACT NUMBERS	021 808 8196
E-MAIL ADDRESS	Craig.alexander@ Stellenbosch.gov.za
REPORT DATE	May 2020

ANNEXURE 1:

**Draft By-law on Problem Property for Stellenbosch
Municipality**



STELLENBOSCH

STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

DRAFT PROBLEM PROPERTY BY-LAW

Date: 25 September 2019

APPROVED BY COUNCIL: DATE

DRAFT PROPERTY BY-LAW

PREAMBLE

Noting the constitutional mandate of municipalities to administer the regulation of buildings within their jurisdiction and to control public nuisance;

Noting the need to identify problem properties and to take the necessary measures to ensure compliance with the Municipality's by-laws, policies and plans and legislation related to property and the use of property;

And noting that the principal purpose of this By-law is to secure compliance rather than demolition and re-development;

Be it therefore enacted by the Council of the Stellenbosch Municipality, it reads as follows:

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Draft

PART 1: DEFINITIONS AND APPLICATION

1 Definitions

In this By-law, unless the context indicates otherwise-

“authorised official” means an employee of Stellenbosch Municipality responsible for carrying out any duty or function or exercising any power in terms of this By-law or any other applicable by-law and includes an employee delegated to carry out such duties, functions or exercise such powers;

“building” includes-

- (a) any structure, whether of a temporary or permanent nature and irrespective of the materials used in the erection thereof, erected or used for or in connection with the-
 - (i) accommodation or convenience of human beings or animals;
 - (ii) manufacture, processing, storage, display or sale of any goods;
 - (iii) rendering of any service;
 - (iv) destruction or treatment of refuse or other waste materials;
 - (v) cultivation or growing of any plant or crop;
- (b) any wall or part of the building;

“Municipality” means the Municipality of Stellenbosch, a municipality established in terms of the Local Government: Municipal Structure Act, 1998 (Act No. 117 of 1998);

“National Building Regulations Act” means the National Building Regulations and Building Standards Act, 1977 (Act No.103 of 1977);

“owner” in relation to a building means the person in whose name the land on which such building was or is erected, as the case may be, is registered in the deeds office in question and includes a person in charge of such building:

(a) such person, in the case of a natural person, is deceased or was declared by any court to be incapable of managing his or her own affairs or a prodigal or is a patient as defined in section 1 of the Mental Health Act, 1973 (Act No. 18 of 1973), or if his or her estate has been sequestrated, the executor or curator concerned, as the case may be;

(b) such person, in the case of a juristic person or trust, has been liquidated or placed under judicial management, the liquidator or judicial manager concerned, as the case may be;

(c) such person is absent from the Republic or if his or her whereabouts are unknown, any person who, as agent or otherwise, undertakes the management, maintenance or collection of rentals or other moneys in respect of such building or who is responsible therefor;

(d) in the case of a sectional title scheme, a sectional title unit is registered in the name of a person, that person;

(e) in the case of a trust, the trustees of such trust;

(f) in the case of a sectional title scheme, a body corporate responsible for the control, administration and management of the common property; or

(g) where the Stellenbosch Municipality is unable to determine the identity of such person, any person who is entitled to the benefit of the use of such building or who enjoys such benefit;

“problem building” means any building that has been declared under section 10 to be a problem building;

“property”-

(a) means any piece of land registered as a separate entity of land in a deeds registry as an erf, lot, plot, farm, stand or agricultural holding and includes any unit and land contemplated in the Sectional Title Act, 1986 (Act No. 95 of 1986); and

(b) includes any building on that piece of land.

2 Application of this By-law

- (1) This By-law applies to all properties within the area of jurisdiction of the Stellenbosch Municipality including properties owned by the State.
- (2) Where the Stellenbosch Municipality is unable to determine the identity of the owner of a property, any person who is entitled to the benefit of the use of such building or who enjoys such benefit shall be deemed to be the owner of such property.

PART 2: DUTY AND LIABILITY OF OWNERS

3 Duty of owners

- (1) Every owner of a property must-
 - (a) maintain the property in a good state of repair and in a safe condition;
 - (b) notify the Stellenbosch Municipality if the condition of any property is dangerous to life or property in terms of section 12(2) of the National Building Regulations Act;
 - (c) not permit it to be unlawfully occupied or used for criminal activities; and
 - (d) not permit the dumping of waste on the property.
- (2) During the erection of a building, the owner of the property must proceed with its erection without delay and take reasonable measures during its erection to prevent unauthorised access to the building.
- (3) For the purposes of subsection (2), delay means any period in excess of three months.

4 Duty to take measures

- (1) If a property is unlawfully occupied or used for criminal activities, the owner must take the necessary measures to evict the occupants.

- (2) If waste has been dumped or accumulated on the property, the owner must remove the waste and transport it to a licensed designated disposal facility at the owner's cost.

5 Liability of owners for costs

- (1) Where the owner has failed to comply with a compliance notice issued by the authorised official, the owner is liable for the costs incurred by the Stellenbosch Municipality to-
 - (a) maintain, repair, renovate, or alter the property;
 - (b) secure, close or barricade the property;
 - (c) demolish a building on the property; or
 - (d) otherwise enforce compliance with this By-law.
- (2) Any damages and costs will be recovered by the Stellenbosch Municipality in terms of its Credit Control and Debt Collection Policy and the Credit Control and Debt Collection By-law, 2006.

PART 3: INVESTIGATION AND COMPLIANCE NOTICE

6 Investigation

- (1) Subject to subsection (2), an authorised official may enter any property at a reasonable time to inspect and determine whether the owner of the property complies with this by-law.
- (2) An authorised official may only enter a property in terms of subsection (1)-
 - (a) with the consent of the owner or occupant;
 - (b) on 7 days written notice to the owner or occupant of an intention to inspect the property; or
 - (c) with a warrant to enter and search the property.

- (3) A search warrant may only be issued if it appears on information provided on oath that there are reasonable grounds for believing that the property is unlawfully occupied, used for criminal activities, or that there is prima facie evidence that there is a contravention of this By-law.
- (4) An authorised official may enter the premises if he reasonably believes that a warrant will be issued in the circumstances contemplated in subsection (3) but that the delay in obtaining such warrant will negate the purpose of such entry.
- (5) An authorised official may be accompanied by any approved competent person, as contemplated in Part A 19 of the National Building Regulations Act, who is instructed to examine the building and report on the state of the building and any measures to be taken, or any person necessary for the effective implementation of the provisions of this By-law.
- (6) A notice issued in terms of subsection (2)(b) permits the authorised official to enter the property in terms of subsection (1) more than once.

7 Compliance notice

- (1) An authorised official may issue a compliance notice on the owner of a property if that official considers that-
 - (a) the owner has failed to comply with the duties of an owner under Part 2 or any other contravention of the By-law which can be remedied by the issuing of a compliance notice; and
 - (b) the failure can be remedied without the declaration of a problem property in terms of Part 4.
- (2) The compliance notice must-
 - (a) specify-
 - (i) the measures that the owner must take to remedy the non-compliance;
 - (ii) a reasonable period within which the measures must be taken;
 - (iii) the amount of a fine to be imposed, if the owner fails to comply with subparagraphs (i) and (ii);

- (iv) the amount of the fine to be imposed for the continued contravention of the By-law; and
- (v) the date by which the owner may make representations to amend or withdraw the notice; and
- (b) be in the form determined by the delegated authority in terms of section 20.
- (3) The measures contemplated in subsection (2)(a) include-
 - (a) cleaning, repairing, repainting, renovating or altering the property;
 - (b) securing, fencing or barricading the property;
 - (c) completing the construction of a building or structure on that property;
 - (d) closing or demolishing a structure, building or part of a building; or
 - (e) disposing of, or removing, any waste dumped or stored on a property.
- (4) The authorised official may amend the compliance notice after receiving any representations from the owner contemplated in subsection (2)(a)(v).

8 Failure to comply with compliance order

- (1) If the owner of the property fails to comply with a compliance order issued in terms of section 7, an authorised official -
 - (a) may extend the period or otherwise amend the compliance order; or
 - (b) may declare the property to be a problem property in terms of section 10; and
 - (c) must impose a fine in terms of section 7(2)(a)(iii) and a fine in terms of section 7(2)(a)(iv).
- (2) The owner contemplated in subsection (1) is liable for the costs incurred in respect of an approved competent person for examining and reporting on the state of the building and the measures to be taken in terms of section 6(5).

PART 4: DECLARATION OF A PROBLEM BUILDING

9 Notice of intention to declare a problem building

- (1) An authorised official may issue a notice of intention to declare a property to be a problem building if the official is satisfied that there are good grounds for believing that the building-
 - (a) is abandoned or derelict;
 - (b) is unlawfully occupied or overcrowded;
 - (c) is or is becoming unhealthy, unsanitary, unsightly, dilapidated or objectionable;
 - (d) is illegally connected to electricity and water supply system;
 - (e) is being used for criminal activities;
 - (f) has without, planning permission, been altered so as to have the effect of preventing the South African Police Service, the Stellenbosch Municipality Police, its inspection authorities and authorised officials from lawfully entering the property without notice in order to frustrate the purpose of an investigation;
 - (g) is structurally unsound or is or becoming dangerous to life or property;
 - (h) is being used to dump waste or allowed to accumulate waste; or
 - (i) the construction of which is incomplete and the owner has not taken reasonable measures during its erection to prevent unauthorised access to the building.
- (2) The notice in subsection (1) must-
 - (a) give the owner 7 days within which to make representations as to why the building should not be declared a problem building and why the measures specified in subsection (b) should be amended or withdrawn;
 - (b) specify the measures and the time period within which the measures must be taken to prevent the building being declared a problem building.

- (3) If in the representations the owner undertakes, in writing, to take the measures specified in subsection (2)(b), subject to such conditions that the authorised official may require, the official may defer a decision in terms of section 10(1).

10 Declaration of a problem property

- (1) An authorised official may, using the criteria set out in section 9(1) declare a building or property a problem property if-
 - (a) the owner fails to comply with a compliance notice issued in terms of section 7(1);
 - (b) the owner fails to make representations;
 - (c) representations have been made, the official is nevertheless satisfied that there are good grounds to declare the building a problem building;
 - (d) the owner fails to comply with the undertaking given in terms of section 9(3).
- (2) The declaration, in a form to be determined by the delegated authority in terms of section 20, must set out the measures and the dates within which the measures must be taken by the owner.
- (3) The measures contemplated in subsection (2) include-
 - (a) any measure contemplated in section 7(3);
 - (b) an order requiring the evacuation of the property if the authorised official has reason to believe that the property is unsafe and requires immediate evacuation;
 - (c) a requirement that the owner take the necessary steps to evict the occupants of the property.
- (4) A measure contemplated in subsection (3)(c) may only require an owner to institute proceedings in a court of law to evict occupants on the property if-
 - (a) the occupants are unlawfully occupying the property;
 - (b) the premises are being used for criminal activities;

- (c) it is in the interests of safety and security of the occupants or the public or both that occupants are temporarily or permanently evicted; or
 - (d) one of the measures contemplated in subsection (3)(a) requires that the premises be vacated either temporarily or permanently in order to either effect alterations to the property or to demolish a building or structure on the property.
- (5) The Stellenbosch Municipality must-
- (a) serve the declaration on the owner ;
 - (b) at the owner's cost, erect sign boards and publish advertisements in community newspapers notifying the public that the building has been declared a problem building setting out the measures to be taken and any orders or requirements as to access or occupation in the declaration.
- (6) No unauthorised person may enter a property which has been declared a problem property.
- (7) The Stellenbosch Municipality may, on its own accord, or upon written representation authorise a person to enter a property which has been declared a problem property for purposes of renovating, repairing or securing the property.

11 Owner's failure to comply with the declaration

- (1) If the owner fails to comply with any measure required in section 10(2), the Stellenbosch Municipality may -
- (a) carry out the measure; or
 - (b) appoint a contractor to carry out the measure; and
 - (c) approach a court for orders contemplated in Part 6.
- (2) If the Stellenbosch Municipality gives effect to the measure under subsection (1)(a) and (b), the owner is liable for the costs and expenses of effecting the measure.

PART 5: APPOINTMENT OF ADMINISTRATOR

12 Appointment of administrator

(1) The Stellenbosch Municipality may, where the owner of a property is deceased and complaints regarding the property have been received, apply to the Court for the appointment of an administrator.

(2) An administrator appointed by the Court has the powers and duties of the registered owner of the property, including the following powers, or such powers and duties as the Court may direct:

- (a) The collection of rental and other charges from the occupiers;
- (b) The maintenance, repair or renovation of the problem property utilizing the rental so collected or from other funding as obtained from whatever source;
- (c) The payment of charges for the supply of electricity, water, sanitation and rates and taxes from such rental or other funding as obtained from whatever source;
- (d) The appointment of a committee to assist in the management of the problem property;
- (e) The opening and operating of an account with a bank;
- (f) Any other action-
 - (i) required to give effect to measures contemplated in section 10(2)(a);
 - (ii) contemplated in Part 6;
 - (iii) reasonably required to be taken in terms of managing the problem property;
 - (iv) any action which the owner would, in normal course of business and management of the problem property, have been able to take.

(3) The administrator must submit the following documents to the Stellenbosch Municipality-

- (a) a monthly report in the form determined by the delegated authority in terms of section 20;
 - (b) a final report and account in the form determined by the delegated authority in terms of section 20 on the completion of the administrator's mandate.
- (4) The Stellenbosch Municipality may, where necessary apply to the Court -
- (a) replace the administrator;
 - (b) require the administrator to account for and justify any action taken in terms of subsection (3);
 - (c) reverse or amend any decision taken by the administrator in terms of subsection (3);
 - (d) terminate the mandate of the administrator.

PART 6: EVACUATION

13 Evacuation

- (1) If a building has been declared to be a problem building in terms of section 10(1) and an authorised official is of the opinion that the building is dangerous to life and property and that the immediate evacuation of the property is necessary, the authorised official may make an order requiring the evacuation of the property as contemplated in section 10(3)(b).
- (2) If the order is not obeyed, the Stellenbosch Municipality may apply to court on an urgent basis for an order-
 - (i) compelling all persons on the property to evacuate the property;
 - (ii) prohibiting any person from entering the property.
- (3) A court may-
 - (a) grant an order contemplated in subsection (1)(b) if it is satisfied that the building is unsafe and that the immediate evacuation of the property is necessary;

- (b) require the owner to provide temporary accommodation for the occupants to be evacuated;
- (c) make, in addition to any order of costs against the owner, an order regarding the costs incurred in implementing the order.

PART 7: ENFORCEMENT

14 Civil proceedings

The Stellenbosch Municipality or administrator may, by way of civil proceedings and in accordance with the Stellenbosch Municipality: Credit Control and Debt Collection Policy recover any costs incurred in effecting any measure or performing any function in terms of this By-law.

15 Offences and penalties

- (1) A person is guilty of an offence and, on conviction, liable to a penalty in terms of subsections (2) and (3), if that person –
 - (a) contravenes or fails to comply with any provision of this By-law;
 - (b) contravenes or fails to comply with any requirement set out in a notice served on him in terms of this By-law;
 - (c) fails to comply with a lawful instruction of an authorised official;
 - (d) threatens, resists, interferes with or obstructs any authorised official in the performance of that official's duties or functions in terms of this By-law; or
 - (e) knowingly makes a false statement.
- (2) Any person who is convicted of an offence under this By-law is liable to-
 - (a) a fine;
 - (b) imprisonment for a period not exceeding 3 years; or
 - (c) both such fine and imprisonment.

- (3) In the case of a continuing offence, the court may impose in respect of each day on which the offence continues-
 - (a) an additional fine;
 - (b) imprisonment for a period not exceeding 10 days; or
 - (c) both such fine and imprisonment,
- (4) The court may in terms of section 300 of the Criminal Procedure Act, determine any costs incurred by the Stellenbosch Municipality or administrator in effecting any measure or performing any function in terms of this By-law and make an appropriate order including an order for legal costs.

PART 8: GENERAL

16 Appeals

Any person, who objects to a compliance notice or declaration issued by an authorised official, may appeal to the Stellenbosch Municipal Manager in terms of section 62 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000).

17 Appointment of authorised officials

The delegated authority may appoint authorised officials to implement this By-law and may appoint such official as a building control officer in terms of section 5 of the National Building Regulations Act.

18 Delegation

The Stellenbosch Municipal Manager is authorised to exercise all the powers and perform all the duties and functions conferred on the Stellenbosch Municipality under this By-law and may delegate such powers and functions to authorised officials other than the powers and functions contemplated in this section and sections 16.

19 Powers of authorised officials

- (1) An authorised official may, when entering a property-
 - (a) inspect or investigate the property;
 - (b) question the owner, management agent or occupier of the property;
 - (c) take photographs or audio-visual recordings of the property;
 - (d) take samples and remove any document, sample or thing for the purpose of evidence in any civil or criminal proceedings.
- (2) Subject to section 6(2), an authorised official may exercise any power conferred on a building control officer in terms of section 15 of the National Building Regulations Act.

20 Form of notices, declarations and sign boards

The delegated authority must determine the form of the notices, declarations and sign boards that are required to be issued or erected in terms of this By-law.

21 Service of notices

- (1) Whenever any notice or declaration is required to be served on a person in terms of this By-law, it is deemed to have been effectively and sufficiently served-
 - (a) when delivered to that person personally;
 - (b) when it has been left with a person apparently over the age of 16 years at that person's place of residence or business or registered address in the Republic of South Africa;
 - (c) when it is posted by registered or certified mail to that person's last known residential or business address and an acknowledgement of the posting is produced; or
 - (d) when it is affixed to a conspicuous place on the building or property.
- (2) Service on any of the following persons or addresses constitutes service on the owner of the property:

ANNEXURE 2:

Minutes of the 31st Meeting of the Council
dated 2019-09-25.

11.7	PLANNING AND ECONOMIC DEVELOPMENT: (PC:CLLR E GROENEWALD (MS))
11.7.1	DRAFT PROBLEM PROPERTY BY- LAW FOR STELLENBOSCH MUNICIPALITY ON, 17 MAY 2019

Collaborator No:

IDP KPA Ref No:

Good Governance

Meeting Date:

25 September 2019

1. SUBJECT: DRAFT PROBLEM PROPERTY BY-LAW FOR STELLENBOSCH MUNICIPALITY ON, 17 MAY 2019

2. PURPOSE

To advise the Executive Mayor and Council on the draft By-law on Problem Property for Stellenbosch Municipality.

3. DELEGATED AUTHORITY

For consideration by the Executive Mayor and recommendation to Council for advertisement for public comment.

4. EXECUTIVE SUMMARY

In terms of the **14TH COUNCIL MEETING: 2017-11-29: ITEM 8.3.3**, the Administration advertised the Draft By-law for public comment during 2018 for a period of 90 days. Despite the long period, no written comments were received, except one person who requested a meeting in order to discuss the content of the Draft By-law.

Therefore, the Administration proposes to circulate the draft to all the internal departments, interested and affected parties as well as all ward committees for a second round of comments.

The Draft By-law is pertaining to how the municipality must endeavour to address problem properties (i.e.: derelict, undesirable, abandoned or dangerous properties) throughout the entire WCO24 municipal area.

At present, several properties within Stellenbosch municipality have been identified as problematic, due to their long-term abandonment and neglect and/or failure to develop or maintain. Such properties have the tendency to be used as illegal dumping sites, invite dangerous or illegal activities, create an eyesore for the surrounding community, and/or potentially lead to neighborhood decay due to their negative influence on surrounding property prices and community pride.

At present, Stellenbosch Municipality is working with an outdated by-law, promulgated in 1962 ("Stellenbosch Municipality: Regulations Relating to Dilapidated Buildings and Unsightly and Objectionable Structures, P.N 407/1962), which does not adequately capture the demands of current land use enforcement challenges associated with problematic properties.

Although a relevant draft by-law was developed and approved in-principle by Council in 2013 (Stellenbosch Municipality: Problem Buildings By-law (2013)), this By-law was never promulgated.

MINUTES**31ST MEETING OF THE COUNCIL
OF STELLENBOSCH MUNICIPALITY****2019-09-25****31ST COUNCIL MEETING: 2019-09-25: ITEM 11.7.1****RESOLVED** (nem con)

- (a) that the revised Draft By-law on Problem Properties for Stellenbosch Municipality, 17 May 2019, be advertised for public participation for 30 days; and
- (b) that after the comments have been reviewed, the edited By-Law be resubmitted to the Mayoral Committee and Council for final consideration and subsequent approval.

FOR FURTHER DETAILS CONTACT:

NAME	Tabiso Mfeya
POSITION	Director
DIRECTORATE	Planning and Economic Development
CONTACT NUMBERS	021 808 8674
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REPORT DATE	September 2019



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NOTICE OF DRAFT PROBLEM PROPERTY BY-LAW FOR STELLENBOSCH MUNICIPALITY, 17 MAY 2019

Notice is hereby given that Stellenbosch Municipality is finalising the Draft Problem Property By-Law for Stellenbosch Municipality, 17 May 2019 for the WC024 Area, prepared in terms of The Constitution of the Republic of South African (1996), National Building Regulations and Building Standards Act, 1977 (Act 103 of 1977), Stellenbosch Municipality Land Use Planning By-Law (2015) and Stellenbosch Municipality Zoning Scheme By-Law (2019).

The Council of Stellenbosch Municipality herewith gives notice that the Draft Problem Property By-Law for Stellenbosch Municipality, 17 May 2019 has now been compiled and the document is available for perusal and comment. Interested and affected parties are herewith invited to submit comments on the Draft Problem Property By-Law for Stellenbosch Municipality, 17 May 2019 during the 30 day commenting period. **(excluding the recess period between 15 December 2019 and 15 January 2020)**

Comments must be submitted in writing to The Senior Town Planner: Mr Robert Fooy at Land Use Management, P O Box 17, Stellenbosch, 7599; or emailed to Robert.Fooy@ Stellenbosch.gov.za on or before **14 February 2020**.

The Draft document is available for viewing at the following places:

- Stellenbosch Municipality website
- Stellenbosch Library
- Franschhoek Library
- Pniel Library
- Cloetesville Library
- Ida's Valley Library
- Kayamandi Library
- Klapmuts Library
- Jamestown Library
- Advice Centres at the Stellenbosch and Franschhoek Municipal Offices

Contact person : Mr Robert Fooy
Tel : (021) 808-8680
E-mail : Robert.Fooy@ Stellenbosch.gov.za

**Municipal Manager
Stellenbosch Municipality**

(Municipal Notice 28/19)

11.7	PLANNING AND ECONOMIC DEVELOPMENT: (PC:CLLR E GROENEWALD (MS))
11.7.1	DRAFT BY-LAW FOR STELLENBOSCH MUNICIPALITY ON PROBLEM PROPERTY, 17 MAY 2019

Collaborator No:

IDP KPA Ref No:

Good Governance

Meeting Date:

16 September 2019

1. SUBJECT: DRAFT BY-LAW FOR STELLENBOSCH MUNICIPALITY ON PROBLEM PROPERTY, 17 MAY 2019

2. PURPOSE

To advise the Executive Mayor and Council on the draft By-law on Problem Property for Stellenbosch Municipality.

3. DELEGATED AUTHORITY

For consideration by the Executive Mayor and recommendation to Council for advertisement for public comment.

4. EXECUTIVE SUMMARY

In terms of the 14TH COUNCIL MEETING: 2017-11-29: ITEM 8.3.3, the Administration advertised the Draft By-law for public comment during 2018 for a period of 90 days. Despite the long period, no written comments were received, except one person who requested a meeting in order to discuss the content of the Draft By-law.

Therefore, the Administration proposes to circulate the draft to all the Internal departments, interested and affected parties as well as all ward committees for a second round of comments.

The Draft By-law is pertaining to how the municipality must endeavour to address problem properties (i.e.: derelict, undesirable, abandoned or dangerous properties) throughout the entire WCO24 municipal area.

At present, several properties within Stellenbosch municipality have been identified as problematic, due to their long-term abandonment and neglect and/or failure to develop or maintain. Such properties have the tendency to be used as illegal dumping sites, invite dangerous or illegal activities, create an eyesore for the surrounding community, and/or potentially lead to neighborhood decay due to their negative influence on surrounding property prices and community pride.

At present, Stellenbosch Municipality is working with an outdated by-law, promulgated in 1962 ("Stellenbosch Municipality: Regulations Relating to Dilapidated Buildings and Unsightly and Objectionable Structures, P.N 407/1962), which does not adequately capture the demands of current land use enforcement challenges associated with problematic properties.

Although a relevant draft by-law was developed and approved in-principle by Council in 2013 (Stellenbosch Municipality: Problem Buildings By-law (2013)), this By-law was never promulgated.

5. RECOMMENDATION

The Section 80 Committee commented on the draft By-law on Problem Properties for Stellenbosch Municipality, 17 May 2019, attached as **APPENDIX 1** and advise the Executive Mayor as follows:

- (a) That the revised draft By-law on Problem Properties for Stellenbosch Municipality, 17 May 2019, be re-advertised for public participation to:
 - (i) SIG
 - (ii) Stellenbosch-, Franschhoek-, Raithby-, Jamestown Rate Payers
 - (iii) Stellenbosch Agricultural Society
 - (iv) All the ward administrators
 - (v) All the Directors to be referred to their Managers
 - (vi) University of Stellenbosch
 - (vii) Boland College
 - (viii) Heritage Western Cape
 - (ix) WC Department of Agriculture
 - (x) Cape Winelands District Municipality
 - (xi) Advertisement in the local media and on the municipal website
 - (xii) The Minister or MEC of Public Works at National and Provincial Governments who administer properties located within WCO24
- (b) That after the comments have been reviewed, the edited By-Law be resubmitted to the Mayoral Committee and Council for final consideration and subsequent approval.

6. DISCUSSION**6.1 Contents**

The proposed By-law was drafted in terms of the following legislative documents:

The Constitution of the Republic of South African (1996)

WHEREAS Section 152 (1) of the Constitutions stipulates that two objectives of local government include the promotion of social and economic development, as well as safe and healthy environments.

WHEREAS Section 156(2) and (5) of the Constitution provides that a municipality may make and administer by-laws for the effective administration of the matters which it has the right to administer, and to exercise any power concerning a matter reasonably necessary for, or incidental to, the effective performance of its functions;

AND WHEREAS Part B of schedule 4 to the constitution lists building regulations and local tourism as local government matters to the extent set out in section 155(6) (a) and (7).

National Building Regulations and Building Standards Act, 1977 (Act 103 of 1977)

WHEREAS Section 12 of the Act permits an authorized official to serve written notice on the owner of any building or excavated land which has been declared a problem building, requiring such owner within a specified period to:

- (a) *clean, repair, renovate, repaint, alter, close, demolish or secure such building;*
- (b) *complete the building or any structure of such building;*
- (c) *enclose, secure, fence or barricade such problem building or land;*

- (d) *instruct at the cost of such owner, an architect or other registered competent person as contemplated in part 4 of the national building regulations, to investigate such building and to report to the authorized official on the nature and extent of the steps to be taken to render such problem building safe or to rectify the deficiency which caused the building to be declared a problem building;*
- (e) *comply with any provision of this By-law.*

Stellenbosch Municipality Land Use Planning By-Law (2015)

WHEREAS Chapter 9, Section 85 of the Land Use Planning By-law lays out the municipality's role in enforcing land use-decisions:

The Municipality must comply and enforce compliance with—

- (a) *the provisions of this By-law;*
- (b) *the provisions of a zoning scheme;*
- (c) *conditions imposed in terms of this By-law or previous planning legislation; and*
- (d) *title deed conditions.*

WHEREAS Section 86 of this By-law also outlines the Offenses and Penalties that should be enforced, should any land use contraventions occur:

- (1) *A person is guilty of an offence and is liable on conviction to a fine or imprisonment not exceeding 20 years or to both a fine and such imprisonment if he or she—*
 - (a) *contravenes or fails to comply with sections 15(1) and (5), 20(1), 21(4), 31(1), 59(3), 62(2) or 88(2);*
 - (b) *utilises land in a manner other than prescribed by a zoning scheme without the approval of the Municipality;*
 - (c) *upon registration of the first land unit arising from a subdivision, fails to transfer all common property arising from the subdivision to the owners' association;*
 - (d) *supplies particulars, information or answers in an application, or in an appeal against a decision on an application, or in any documentation or representation related to an application or an appeal, knowing it to be false, incorrect or misleading or not believing them to be correct;*
 - (e) *falsely professes to be an authorised employee or the interpreter or assistant of an authorised employee; or*
 - (f) *hinders or interferes with an authorised employee in the exercise of any power or the performance of any duty of that employee.*

Stellenbosch Municipality Zoning Scheme (2019)

This By-law is drafted to align with the parameters and definitions of the Stellenbosch Zoning Scheme By-Law, 2019, to ensure consistency between the two documents.

6.3 Financial Implications

There are no financial implications should the recommendations as set out above be accepted.

6.4 Legal Implications

The Municipal Systems Act, 2000 (Act 32 of 2000).

6.5 Staff Implications

There are no staff implications should the recommendations as set out above be accepted.

6.6 Previous / Relevant Council Resolutions:

The following previous resolutions are applicable:

Minutes of 14TH COUNCIL MEETING: 2017-11-29: ITEM 8.3.3.

Minutes of the PLANNING AND ECONOMIC DEVELOPMENT COMMITTEE
2019-05-17: ITEM 5.1.2

6.7 Risk Implications

The recommendation will reduce risk implications for the municipality with regards to impact of problem properties.

6.8 Comments from Senior Management:

Comments from other Internal Departments of the Municipality will be obtained with the second round of public participation process.

**RECOMMENDATIONS FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE
EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2019-09-16: ITEM 7.7.1**

- (a) that the revised draft By-law on Problem Properties for Stellenbosch Municipality, 17 May 2019, be advertised for public participation for 30 days; and
- (b) that after the comments have been reviewed, the edited By-Law be resubmitted to the Mayoral Committee and Council for final consideration and subsequent approval.

ANNEXURES

APPENDIX 1: draft By-law on Problem Property for Stellenbosch Municipality, 17 May 2019

APPENDIX 2: Minutes of the Planning and Economic Development

FOR FURTHER DETAILS CONTACT:

NAME	Tabiso Mfeya
POSITION	Director
DIRECTORATE	Planning and Economic Development
CONTACT NUMBERS	021 808 8674
E-MAIL ADDRESS	Tabiso.mfeya@ Stellenbosch.gov.za
REPORT DATE	September 2019

APPENDIX 1

DRAFT PROBLEM PROPERTY BY-LAW

PREAMBLE

Noting the constitutional mandate of municipalities to administer the regulation of buildings within their jurisdiction and to control public nuisance;

Noting the need to identify problem properties and to take the necessary measures to ensure compliance with the Municipality's by-laws, policies and plans and legislation related to property and the use of property;

And noting that the principal purpose of this By-law is to secure compliance rather than demolition and re-development;

Be it therefore enacted by the Council of the Stellenbosch Municipality, it reads as follows:

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Draft

PART 1: DEFINITIONS AND APPLICATION

1 Definitions

In this By-law, unless the context indicates otherwise-

“authorised official” means an employee of Stellenbosch Municipality responsible for carrying out any duty or function or exercising any power in terms of this By-law or any other applicable by-law and includes an employee delegated to carry out such duties, functions or exercise such powers;

“building” includes-

- (a) any structure, whether of a temporary or permanent nature and irrespective of the materials used in the erection thereof, erected or used for or in connection with the-
 - (i) accommodation or convenience of human beings or animals;
 - (ii) manufacture, processing, storage, display or sale of any goods;
 - (iii) rendering of any service;
 - (iv) destruction or treatment of refuse or other waste materials;
 - (v) cultivation or growing of any plant or crop;
- (b) any wall or part of the building;

“Municipality” means the Municipality of Stellenbosch, a municipality established in terms of the Local Government: Municipal Structure Act, 1998 (Act No. 117 of 1998);

“National Building Regulations Act” means the National Building Regulations and Building Standards Act, 1977 (Act No.103 of 1977);

“owner” in relation to a building means the person in whose name the land on which such building was or is erected, as the case may be, is registered in the deeds office in question and includes a person in charge of such building:

(a) such person, in the case of a natural person, is deceased or was declared by any court to be incapable of managing his or her own affairs or a prodigal or is a patient as defined in section 1 of the Mental Health Act, 1973 (Act No. 18 of 1973), or if his or her estate has been sequestrated, the executor or curator concerned, as the case may be;

(b) such person, in the case of a juristic person or trust, has been liquidated or placed under judicial management, the liquidator or judicial manager concerned, as the case may be;

(c) such person is absent from the Republic or if his or her whereabouts are unknown, any person who, as agent or otherwise, undertakes the management, maintenance or collection of rentals or other moneys in respect of such building or who is responsible therefor;

(d) in the case of a sectional title scheme, a sectional title unit is registered in the name of a person, that person;

(e) in the case of a trust, the trustees of such trust;

(f) in the case of a sectional title scheme, a body corporate responsible for the control, administration and management of the common property; or

(g) where the Stellenbosch Municipality is unable to determine the identity of such person, any person who is entitled to the benefit of the use of such building or who enjoys such benefit;

“problem building” means any building that has been declared under section 10 to be a problem building;

“property”-

(a) means any piece of land registered as a separate entity of land in a deeds registry as an erf, lot, plot, farm, stand or agricultural holding and includes any unit and land contemplated in the Sectional Title Act, 1986 (Act No. 95 of 1986); and

(b) includes any building on that piece of land.

2 Application of this By-law

- (1) This By-law applies to all properties within the area of jurisdiction of the Stellenbosch Municipality including properties owned by the State.
- (2) Where the Stellenbosch Municipality is unable to determine the identity of the owner of a property, any person who is entitled to the benefit of the use of such building or who enjoys such benefit shall be deemed to be the owner of such property.

PART 2: DUTY AND LIABILITY OF OWNERS

3 Duty of owners

- (1) Every owner of a property must-
 - (a) maintain the property in a good state of repair and in a safe condition;
 - (b) notify the Stellenbosch Municipality if the condition of any property is dangerous to life or property in terms of section 12(2) of the National Building Regulations Act;
 - (c) not permit it to be unlawfully occupied or used for criminal activities; and
 - (d) not permit the dumping of waste on the property.
- (2) During the erection of a building, the owner of the property must proceed with its erection without delay and take reasonable measures during its erection to prevent unauthorised access to the building.
- (3) For the purposes of subsection (2), delay means any period in excess of three months.

4 Duty to take measures

- (1) If a property is unlawfully occupied or used for criminal activities, the owner must take the necessary measures to evict the occupants.

- (2) If waste has been dumped or accumulated on the property, the owner must remove the waste and transport it to a licensed designated disposal facility at the owner's cost.

5 Liability of owners for costs

- (1) Where the owner has failed to comply with a compliance notice issued by the authorised official, the owner is liable for the costs incurred by the Stellenbosch Municipality to-
 - (a) maintain, repair, renovate, or alter the property;
 - (b) secure, close or barricade the property;
 - (c) demolish a building on the property; or
 - (d) otherwise enforce compliance with this By-law.
- (2) Any damages and costs will be recovered by the Stellenbosch Municipality in terms of its Credit Control and Debt Collection Policy and the Credit Control and Debt Collection By-law, 2006.

PART 3: INVESTIGATION AND COMPLIANCE NOTICE

6 Investigation

- (1) Subject to subsection (2), an authorised official may enter any property at a reasonable time to inspect and determine whether the owner of the property complies with this by-law.
- (2) An authorised official may only enter a property in terms of subsection (1)-
 - (a) with the consent of the owner or occupant;
 - (b) on 7 days written notice to the owner or occupant of an intention to inspect the property; or
 - (c) with a warrant to enter and search the property.

- (3) A search warrant may only be issued if it appears on information provided on oath that there are reasonable grounds for believing that the property is unlawfully occupied, used for criminal activities, or that there is prima facie evidence that there is a contravention of this By-law.
- (4) An authorised official may enter the premises if he reasonably believes that a warrant will be issued in the circumstances contemplated in subsection (3) but that the delay in obtaining such warrant will negate the purpose of such entry.
- (5) An authorised official may be accompanied by any approved competent person, as contemplated in Part A 19 of the National Building Regulations Act, who is instructed to examine the building and report on the state of the building and any measures to be taken, or any person necessary for the effective implementation of the provisions of this By-law.
- (6) A notice issued in terms of subsection (2)(b) permits the authorised official to enter the property in terms of subsection (1) more than once.

7 Compliance notice

- (1) An authorised official may issue a compliance notice on the owner of a property if that official considers that-
 - (a) the owner has failed to comply with the duties of an owner under Part 2 or any other contravention of the By-law which can be remedied by the issuing of a compliance notice; and
 - (b) the failure can be remedied without the declaration of a problem property in terms of Part 4.
- (2) The compliance notice must-
 - (a) specify-
 - (i) the measures that the owner must take to remedy the non-compliance;
 - (ii) a reasonable period within which the measures must be taken;
 - (iii) the amount of a fine to be imposed, if the owner fails to comply with subparagraphs (i) and (ii);

- (iv) the amount of the fine to be imposed for the continued contravention of the By-law; and
 - (v) the date by which the owner may make representations to amend or withdraw the notice; and
- (b) be in the form determined by the delegated authority in terms of section 20.
- (3) The measures contemplated in subsection (2)(a) include-
- (a) cleaning, repairing, repainting, renovating or altering the property;
 - (b) securing, fencing or barricading the property;
 - (c) completing the construction of a building or structure on that property;
 - (d) closing or demolishing a structure, building or part of a building; or
 - (e) disposing of, or removing, any waste dumped or stored on a property.
- (4) The authorised official may amend the compliance notice after receiving any representations from the owner contemplated in subsection (2)(a)(v).

8 Failure to comply with compliance order

- (1) If the owner of the property fails to comply with a compliance order issued in terms of section 7, an authorised official -
- (a) may extend the period or otherwise amend the compliance order; or
 - (b) may declare the property to be a problem property in terms of section 10; and
 - (c) must impose a fine in terms of section 7(2)(a)(iii) and a fine in terms of section 7(2)(a)(iv).
- (2) The owner contemplated in subsection (1) is liable for the costs incurred in respect of an approved competent person for examining and reporting on the state of the building and the measures to be taken in terms of section 6(5).

PART 4: DECLARATION OF A PROBLEM BUILDING

9 Notice of intention to declare a problem building

- (1) An authorised official may issue a notice of intention to declare a property to be a problem building if the official is satisfied that there are good grounds for believing that the building-
 - (a) is abandoned or derelict;
 - (b) is unlawfully occupied or overcrowded;
 - (c) is or is becoming unhealthy, unsanitary, unsightly, dilapidated or objectionable;
 - (d) is illegally connected to electricity and water supply system;
 - (e) is being used for criminal activities;
 - (f) has without, planning permission, been altered so as to have the effect of preventing the South African Police Service, the Stellenbosch Municipality Police, its inspection authorities and authorised officials from lawfully entering the property without notice in order to frustrate the purpose of an investigation;
 - (g) is structurally unsound or is or becoming dangerous to life or property;
 - (h) is being used to dump waste or allowed to accumulate waste; or
 - (i) the construction of which is incomplete and the owner has not taken reasonable measures during its erection to prevent unauthorised access to the building.
- (2) The notice in subsection (1) must-
 - (a) give the owner 7 days within which to make representations as to why the building should not be declared a problem building and why the measures specified in subsection (b) should be amended or withdrawn;
 - (b) specify the measures and the time period within which the measures must be taken to prevent the building being declared a problem building.

- (3) If in the representations the owner undertakes, in writing, to take the measures specified in subsection (2)(b), subject to such conditions that the authorised official may require, the official may defer a decision in terms of section 10(1).

10 Declaration of a problem property

- (1) An authorised official may, using the criteria set out in section 9(1) declare a building or property a problem property if-
- (a) the owner fails to comply with a compliance notice issued in terms of section 7(1);
 - (b) the owner fails to make representations;
 - (c) representations have been made, the official is nevertheless satisfied that there are good grounds to declare the building a problem building;
 - (d) the owner fails to comply with the undertaking given in terms of section 9(3).
- (2) The declaration, in a form to be determined by the delegated authority in terms of section 20, must set out the measures and the dates within which the measures must be taken by the owner.
- (3) The measures contemplated in subsection (2) include-
- (a) any measure contemplated in section 7(3);
 - (b) an order requiring the evacuation of the property if the authorised official has reason to believe that the property is unsafe and requires immediate evacuation;
 - (c) a requirement that the owner take the necessary steps to evict the occupants of the property.
- (4) A measure contemplated in subsection (3)(c) may only require an owner to institute proceedings in a court of law to evict occupants on the property if-
- (a) the occupants are unlawfully occupying the property;
 - (b) the premises are being used for criminal activities;

- (c) it is in the interests of safety and security of the occupants or the public or both that occupants are temporarily or permanently evicted; or
 - (d) one of the measures contemplated in subsection (3)(a) requires that the premises be vacated either temporarily or permanently in order to either effect alterations to the property or to demolish a building or structure on the property.
- (5) The Stellenbosch Municipality must-
- (a) serve the declaration on the owner ;
 - (b) at the owner's cost, erect sign boards and publish advertisements in community newspapers notifying the public that the building has been declared a problem building setting out the measures to be taken and any orders or requirements as to access or occupation in the declaration.
- (6) No unauthorised person may enter a property which has been declared a problem property.
- (7) The Stellenbosch Municipality may, on its own accord, or upon written representation authorise a person to enter a property which has been declared a problem property for purposes of renovating, repairing or securing the property.

11 Owner's failure to comply with the declaration

- (1) If the owner fails to comply with any measure required in section 10(2), the Stellenbosch Municipality may -
- (a) carry out the measure; or
 - (b) appoint a contractor to carry out the measure; and
 - (c) approach a court for orders contemplated in Part 6.
- (2) If the Stellenbosch Municipality gives effect to the measure under subsection (1)(a) and (b), the owner is liable for the costs and expenses of effecting the measure.

PART 5: APPOINTMENT OF ADMINISTRATOR

12 Appointment of administrator

(1) The Stellenbosch Municipality may, where the owner of a property is deceased and complaints regarding the property have been received, apply to the Court for the appointment of an administrator.

(2) An administrator appointed by the Court has the powers and duties of the registered owner of the property, including the following powers, or such powers and duties as the Court may direct:

- (a) The collection of rental and other charges from the occupiers;
- (b) The maintenance, repair or renovation of the problem property utilizing the rental so collected or from other funding as obtained from whatever source;
- (c) The payment of charges for the supply of electricity, water, sanitation and rates and taxes from such rental or other funding as obtained from whatever source;
- (d) The appointment of a committee to assist in the management of the problem property;
- (e) The opening and operating of an account with a bank;
- (f) Any other action-
 - (i) required to give effect to measures contemplated in section 10(2)(a);
 - (ii) contemplated in Part 6;
 - (iii) reasonably required to be taken in terms of managing the problem property;
 - (iv) any action which the owner would, in normal course of business and management of the problem property, have been able to take.

(3) The administrator must submit the following documents to the Stellenbosch Municipality-

- (a) a monthly report in the form determined by the delegated authority in terms of section 20;
 - (b) a final report and account in the form determined by the delegated authority in terms of section 20 on the completion of the administrator's mandate.
- (4) The Stellenbosch Municipality may, where necessary apply to the Court -
- (a) replace the administrator;
 - (b) require the administrator to account for and justify any action taken in terms of subsection (3);
 - (c) reverse or amend any decision taken by the administrator in terms of subsection (3);
 - (d) terminate the mandate of the administrator.

PART 6: EVACUATION

13 Evacuation

- (1) If a building has been declared to be a problem building in terms of section 10(1) and an authorised official is of the opinion that the building is dangerous to life and property and that the immediate evacuation of the property is necessary, the authorised official may make an order requiring the evacuation of the property as contemplated in section 10(3)(b).
- (2) If the order is not obeyed, the Stellenbosch Municipality may apply to court on an urgent basis for an order-
 - (i) compelling all persons on the property to evacuate the property;
 - (ii) prohibiting any person from entering the property.
- (3) A court may-
 - (a) grant an order contemplated in subsection (1)(b) if it is satisfied that the building is unsafe and that the immediate evacuation of the property is necessary;

- (b) require the owner to provide temporary accommodation for the occupants to be evacuated;
- (c) make, in addition to any order of costs against the owner, an order regarding the costs incurred in implementing the order.

PART 7: ENFORCEMENT

14 Civil proceedings

The Stellenbosch Municipality or administrator may, by way of civil proceedings and in accordance with the Stellenbosch Municipality: Credit Control and Debt Collection Policy recover any costs incurred in effecting any measure or performing any function in terms of this By-law.

15 Offences and penalties

- (1) A person is guilty of an offence and, on conviction, liable to a penalty in terms of subsections (2) and (3), if that person –
 - (a) contravenes or fails to comply with any provision of this By-law;
 - (b) contravenes or fails to comply with any requirement set out in a notice served on him in terms of this By-law;
 - (c) fails to comply with a lawful instruction of an authorised official;
 - (d) threatens, resists, interferes with or obstructs any authorised official in the performance of that official's duties or functions in terms of this By-law; or
 - (e) knowingly makes a false statement.
- (2) Any person who is convicted of an offence under this By-law is liable to-
 - (a) a fine;
 - (b) imprisonment for a period not exceeding 3 years; or
 - (c) both such fine and imprisonment.

- (3) In the case of a continuing offence, the court may impose in respect of each day on which the offence continues-
 - (a) an additional fine;
 - (b) imprisonment for a period not exceeding 10 days; or
 - (c) both such fine and imprisonment,
- (4) The court may in terms of section 300 of the Criminal Procedure Act, determine any costs incurred by the Stellenbosch Municipality or administrator in effecting any measure or performing any function in terms of this By-law and make an appropriate order including an order for legal costs.

PART 8: GENERAL

16 Appeals

Any person, who objects to a compliance notice or declaration issued by an authorised official, may appeal to the Stellenbosch Municipal Manager in terms of section 62 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000).

17 Appointment of authorised officials

The delegated authority may appoint authorised officials to implement this By-law and may appoint such official as a building control officer in terms of section 5 of the National Building Regulations Act.

18 Delegation

The Stellenbosch Municipal Manager is authorised to exercise all the powers and perform all the duties and functions conferred on the Stellenbosch Municipality under this By-law and may delegate such powers and functions to authorised officials other than the powers and functions contemplated in this section and sections 16.

19 Powers of authorised officials

- (1) An authorised official may, when entering a property-
 - (a) inspect or investigate the property;
 - (b) question the owner, management agent or occupier of the property;
 - (c) take photographs or audio-visual recordings of the property;
 - (d) take samples and remove any document, sample or thing for the purpose of evidence in any civil or criminal proceedings.
- (2) Subject to section 6(2), an authorised official may exercise any power conferred on a building control officer in terms of section 15 of the National Building Regulations Act.

20 Form of notices, declarations and sign boards

The delegated authority must determine the form of the notices, declarations and sign boards that are required to be issued or erected in terms of this By-law.

21 Service of notices

- (1) Whenever any notice or declaration is required to be served on a person in terms of this By-law, it is deemed to have been effectively and sufficiently served-
 - (a) when delivered to that person personally;
 - (b) when it has been left with a person apparently over the age of 16 years at that person's place of residence or business or registered address in the Republic of South Africa;
 - (c) when it is posted by registered or certified mail to that person's last known residential or business address and an acknowledgement of the posting is produced; or
 - (d) when it is affixed to a conspicuous place on the building or property.
- (2) Service on any of the following persons or addresses constitutes service on the owner of the property:

- (a) an agent appointed by the owner to sell, lease or manage the property;
- (b) a person appointed to supervise the property;
- (c) a person seemingly in charge of the property or collecting rent from occupants on the property.

22 Indemnity

The Stellenbosch Municipality and any authorised official are not liable for any damages caused by anything lawfully done or omitted by the Stellenbosch Municipality or the authorised official in carrying out any function or duty in terms of this By-law.

23 Short title

This By-law is called the Stellenbosch Municipality: Problem Property By-law, 2019.

APPENDIX 2

MINUTES

PLANNING AND ECONOMIC DEVELOPMENT
COMMITTEE MEETING

2019-05-17

5.1.2	STELLENBOSCH MUNICIPALITY PROBLEM PROPERTIES DRAFT BY-LAW, AUGUST 2017
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Collaborator No: 644156
IDP KPA Ref No:
Meeting Date: 17 May 2019

1. **SUBJECT: STELLENBOSCH MUNICIPALITY PROBLEM PROPERTIES DRAFT BY-LAW, AUGUST 2017**

2. **PURPOSE**

To request Section 80 committee to comment on the draft By-law on Problem Properties for Stellenbosch Municipality, attached as **Appendix 1** and advice the Executive Mayor.

Councillor Groenewald requested on the 1st of April 2019, the following:

***From:** Esther Groenewald*

***Sent:** 01 April 2019 09:41 AM*

***To:** Tabiso Mfeya; Hedre Dednam*

***Subject:** Proposed/scheduled Sect 80 Date for April*

Dear Director

I refer to the date above and hereby request that we try and set a new date during next week for the Sect 80 Committee for Planning and LED which will enable us to advice the Mayor on the following:

1. By-law on Problem Properties
2. Policy on Informal Trading and
3. Policy on Changing of Street Names in WCO 24"

3. **DELEGATED AUTHORITY**

For consideration by the Section 80 Committee in order to advice the Executive Mayor.

4. **EXECUTIVE SUMMARY**

Council resolved as follows:

"14TH COUNCIL MEETING: 2017-11-29: ITEM 8.3.3

RESOLVED (nem con)

- (a) *that the draft By-law on Problem Properties for Stellenbosch Municipality, August 2017, be approved, in principle;*
- (b) *that the draft By-law on Problem Properties for Stellenbosch Municipality, August 2017, be advertised for public comment for 90 days where after same be resubmitted to Council for final consideration and subsequent approval; and*

MINUTES

**PLANNING AND ECONOMIC DEVELOPMENT
COMMITTEE MEETING**

2019-05-17

- (c) *that the reference to the properties referred to in the agenda item under point 4 be removed from the item."*

The Administration advertised the Draft By-law for public comment during 2018 for a period of 90 days. Despite the long period, no written comments were received, except one person who requested a meeting in order to discuss the content of the Draft By-law.

Therefore, the Administration propose to circulate the draft to all the internal departments, interested and affected parties and ward committees for a second round of comments to the following entities:

- (i) SIG
- (ii) Stellenbosch-, Franschhoek-, Raithby-, Jamestown Rate Payers
- (iii) Stellenbosch Agricultural Society
- (iv) All the ward administrators
- (v) All the Directors to be referred to their Managers
- (vi) University of Stellenbosch
- (vii) Boland College
- (viii) Heritage Western Cape
- (ix) WC Department of Agriculture
- (x) Cape Winelands District Municipality

The Draft By-law is pertaining to how the municipality must endeavour to address problem properties (ie: derelict, undesirable, abandoned or dangerous properties) throughout the entire WCO24 municipal area.

At present, several properties within Stellenbosch municipality have been identified as problematic, due to their long-term abandonment and neglect and/or failure to develop or maintain. Such properties have the tendency to be used as illegal dumping sites, invite dangerous or illegal activities, create an eyesore for the surrounding community, and/or potentially lead to neighbourhood decay due to their negative influence on surrounding property prices and community pride.

At present, Stellenbosch Municipality is working with an outdated by-law, promulgated in 1962 ("Stellenbosch Municipality: Regulations Relating to Dilapidated Buildings and Unsightly and Objectionable Structures, P.N 407/1962), which does not adequately capture the demands of current land use enforcement challenges associated with problematic properties.

Although a relevant draft by-law was developed and approved in-principle by Council in 2013 (Stellenbosch Municipality: Problem Buildings By-law (2013)), this By-law was never promulgated.

5. RECOMMENDATION

- (a) that the Section 80 committee comment on the Draft Policy on Place Naming, Street Naming and Renaming and Numbering for Stellenbosch Municipality, edited 8 April 2019, attached as **APPENDIX 1** and advice the Executive Mayor;

- (b) that the Draft Policy on Place Naming, Street Naming and Renaming and Numbering for Stellenbosch Municipality, edited 8 April 2019, be advertised in the local newspapers, libraries and circulated to the under mentioned entities for a public comment for 30 days where after same be resubmitted to Council for final consideration and subsequent approval:

- (i) SIG
- (ii) Stellenbosch-, Franschhoek-, Raithby-, Jamestown Rate Payers
- (iii) Stellenbosch Agricultural Society
- (iv) All the ward administrators
- (v) All the Directors to be referred to their Managers
- (vi) University of Stellenbosch
- (vii) Boland College
- (viii) Heritage Western Cape
- (ix) WC Department of Agriculture
- (x) Cape Winelands District Municipality.

6. DISCUSSION

6.1 Contents

The proposed By-law was drafted in terms of the following legislative documents:

The Constitution of the Republic of South African (1996)

WHEREAS Section 152 (1) of the Constitutions stipulates that two objectives of local government include the promotion of social and economic development, as well as safe and healthy environments.

WHEREAS Section 156(2) and (5) of the Constitution provides that a municipality may make and administer by-laws for the effective administration of the matters which it has the right to administer, and to exercise any power concerning a matter reasonably necessary for, or incidental to, the effective performance of its functions;

AND WHEREAS Part B of schedule 4 to the constitution lists building regulations and local tourism as local government matters to the extent set out in section 155(6) (a) and (7).

National Building Regulations and Building Standards Act, 1977 (Act 103 of 1977)

WHEREAS Section 12 of the Act permits an authorized official to serve written notice on the owner of any building or excavated land which has been declared a problem building, requiring such owner within a specified period to:

- (a) *clean, repair, renovate, repaint, alter, close, demolish or secure such building;*
- (b) *complete the building or any structure of such building;*
- (c) *enclose, secure, fence or barricade such problem building or land;*
- (d) *instruct at the cost of such owner, an architect or other registered competent person as contemplated in part 4 of the national building regulations, to investigate such building and to report to the authorized official on the nature and extent of the steps to be taken to render such problem building safe or to*

MINUTES

PLANNING AND ECONOMIC DEVELOPMENT
COMMITTEE MEETING

2019-05-17

rectify the deficiency which caused the building to be declared a problem building;

- (e) *comply with any provision of this By-law.*

Stellenbosch Municipality Land Use Planning By-Law (2015)

WHEREAS Chapter 9, Section 85 of the Land Use Planning By-law lays out the municipality's role in enforcing land use-decisions:

The Municipality must comply and enforce compliance with—

- (a) *the provisions of this By-law;*
(b) *the provisions of a zoning scheme;*
(c) *conditions imposed in terms of this By-law or previous planning legislation; and*
(d) *title deed conditions.*

Section 86 of this By-law also outlines the Offenses and Penalties that should be enforced, should any land use contraventions occur.

Draft Stellenbosch Municipality Integrated Zoning Scheme (DRAFT, 2018)

This By-law is drafted to align with the parameters and definitions of the Integrated Zoning Scheme, to ensure consistency between the two documents.

6.3 Financial Implications

There are no financial implications should the recommendations as set out above be accepted.

6.4 Legal Implications

The Municipal Systems Act, 2000 (Act 32 of 2000).

6.5 Staff Implications

There are no staff implications should the recommendations as set out above be accepted.

6.6 Previous / Relevant Council Resolutions:

The following previous Council resolution is applicable:

Minutes of 14TH COUNCIL MEETING: 2017-11-29: ITEM 8.3.3.

6.7 Risk Implications

The recommendation will reduce risk implications for the municipality with regards to impact of problem properties.

MINUTES

**PLANNING AND ECONOMIC DEVELOPMENT
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2019-05-17

6.8 Comments from Senior Management:

Comments from other Internal Departments of the Municipality will be obtained with the second round of public participation process.

**RECOMMENDATION FROM THE PLANNING AND ECONOMIC DEVELOPMENT
COMMITTEE TO THE EXECUTIVE MAYOR: 2019-05-17: ITEM 5.1.2**

- (a) that the Section 80 Committee comment on the draft By-law on Problem Properties for Stellenbosch Municipality, attached as APPENDIX 1 and advise the Executive Mayor;
- (b) that the revised DRAFT By-law on Problem Properties for Stellenbosch Municipality, 2019-05-17, be submitted to the Executive Mayor to be re-advertised for public participation, resubmitted to Mayco and Council for final consideration and subsequent approval:
 - (i) SIG
 - (ii) Stellenbosch-, Franschhoek-, Raithby-, Jamestown Rate Payers
 - (iii) Stellenbosch Agricultural Society
 - (iv) All the ward administrators
 - (v) All the Directors to be referred to their Managers
 - (vi) University of Stellenbosch
 - (vii) Boland College
 - (viii) Heritage Western Cape
 - (ix) WC Department of Agriculture
 - (x) Cape Winelands District Municipality
 - (xi) Advertisement in the local media and on the municipal website
 - (xii) The Minister or MEC of Public Works at National and Provincial Governments who administer properties located within WCO24

FOR FURTHER DETAILS CONTACT:

NAME	Hedre Dednam
POSITION	Land Use Manager
DIRECTORATE	Planning and Economic Development
CONTACT NUMBERS	021 808 8674
E-MAIL ADDRESS	hedre.dednam@stellenbosch.gov.za
REPORT DATE	5 April 2019

ANNEXURE 3:

Copies of adverts placed in the Eikestadnuus and the
Paarl Post of 12 December 2019 respectively

Onderwyser deel haar wysheid

Elmarine Anthony

As daar een ding is wat jong onderwysers in gedagte moet hou, is dit dat hulle die onderwys "baie positief" moet betree.

Dit is die raad van die afgetrede onderwyser, Julia Daniels (65). Na 42 jaar by Idasvallei Primêre Skool en meer as 44 jaar in die onderwys, gaan Julia nou "al die skool af slaap".

Volgens Julia is dit lekker om skool te hou en met kinders te werk en dit is waarom jong onderwysers positief moet wees. "Jy het jou struikelblokke en uitdagings, maar wees positief en behandel die ouers en kinders met respek. As jy dit doen, gaan jy die onderwys baie geniet. Dit lekker om skool te hou en die land het onderwysers nodig."

Daar is natuurlik tye wanneer onderwysers sukkel met kinders, maar Julia vertel: "Wees lief vir hulle en werk met hulle dan gaan jy jou werk geniet en jy moet jou werk geniet sodat jy kan werk."

Julia, wat in Idasvallei grootgeword het en nou in Cloetesville woon, het in 1973 haar beroep as onderwyser by Temperance Town Primêre Skool in Gordonsbaai begin.

Haar diensjare het egter eers in 1975, toe sy by Laerskool Cloetesville aangesetel is, begin. "In die ou dae as jy 'n vrou was en getrou het, moes jy bedank. Dit was een van die reëls onder Apartheid. Wanneer jy teruggegaan het werk toe, het jou diensjare weer van vooraf begin."

Sy het in 1977 by Idasvallei Primêre Skool begin werk.

Julia sê sy gaan die omgee vir die kinders die meeste mis. As hokkie-koördineerder gaan sy dié sport ook mis. "Ons het nou 'n sinteliese veld gekry en nou moet ek aftree."

Benevens die kinders gaan sy haar kollegas ook mis.



Julia Daniels by een van haar laaste dae as onderwyser by Idasvallei Primêre Skool. Foto: Elmarine Anthony

Die baie papierwerk van die onderwys is egter een ding wat sy definitief nie gaan mis nie, vertel Julia.

As daar een ding is wat sy wou verander, sou dit wees dat daar slegs een assessering per kwartaal moet wees.

"In die verlede het ons slegs een assessering per kwartaal gedoen. Nou doen ons twee. Die werk is baie meer veeleisend as wat dit in die verlede was. Ons onderrig te min in die klasse en moet te veel papierwerk doen. In die verlede het ons die kinders meer geleer. Jy het die kinders tot voor die eksamen geleer en dan was dit eksamen, maar nou is die tyd vir die eksamen baie min en die kleintjies sukkel eintlik."

Op die vraag oor hoe sy haar aftrede gaan deurbring, vertel Julia sy wil graag meer stap. Julia het drie volwasse kinders en vyf kleinkinders. "Ek gaan meer aandag aan myself gee deur te stap. Ek en my man wil ook 'n bietjie vir Suid-Afrika gaan verken."

Vir eers wil sy egter net gaan rus. "Ek wil net slaap. Al die skool 'af slaap'. Ek sal miskien weer met die hokkie kom help, maar nie weer onderrig nie. Ek het my *fair share* van onderrig gehad," skerts sy.



The top five learners in the of the inaugural "Most Exemplary Lückhoffer". From left is Kaydee Fredericks (Grade 8), winner Ashke Collins (Grade 8), Refilwa Setona (Grade 9), Ronel Mentoor (Grade 9) and Kaylon Malgas (Grade 8).

'Most Exemplary Lückhoffer... Ashke Collins'

Lückhoff High School learners celebrated the "Most Exemplary Lückhoffer" at the lovely Idas Valley Homestead on Friday 22 November. The inaugural awards ceremony saw Ashke Collins walk away with the coveted title and an abundance of prizes.

The aim of the programme is to honour the most exemplary learner in the eyes of other learners.

The "Most Exemplary Lückhoffer" is the Grade 8 or 9 learner whose sense of self-worth, respect, responsibility and manners most inspired their peers. The winner was voted for by their fellow learners.

Prizes included pamper packages from a spa, jewellery, gift vouchers, sponsors from the Idas Valley community, goodie bags and cash.



Zahn nie maklik vasgevra

Zahn Morais, 'n gr. 11-leerder aan die Hoër Meisieskool Bloemhof, het vanjaar vir *Blitzbren Junior* ingeskryf en daarin geslaag om vir die Wes-Kaapse opnames van hierdie gewilde TV-vasvrekompisie te kwalifiseer. Hier het sy tweede getindig en deurgedring na die nasionale ronde waar sy vierde is. Dié episodes van *Blitzbren Junior* sal in die nuwe jaar op Via (DStv-kanal 147) uitgesaai word.



Skool kry veiligheidskamera

Humphrey Phenelope (rugs) bedank Mamé Mettel van Remote Entry Systems vir die skenking van 'n kringteleviesekamera om die leersers van Dorothea Spesiale Skool veilig te hou op die skoolterrein.



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NOTICE OF DRAFT PROBLEM PROPERTY BY-LAW FOR STELLENBOSCH MUNICIPALITY, 17 MAY 2019

Notice is hereby given that Stellenbosch Municipality is finalising the Draft Problem Property By-Law for Stellenbosch Municipality, 17 May 2019 for the WC024 Area, prepared in terms of The Constitution of the Republic of South Africa (1996), National Building Regulations and Building Standards Act, 1977 (Act 103 of 1977), Stellenbosch Municipality Land Use Planning By-Law (2015) and Stellenbosch Municipality Zoning Scheme By-Law (2018).

The Council of Stellenbosch Municipality herewith gives notice that the Draft Problem Property By-Law for Stellenbosch Municipality, 17 May 2019 has now been compiled and the document is available for perusal and comment. Interested and affected parties are herewith invited to submit comments on the Draft Problem Property By-Law for Stellenbosch Municipality, 17 May 2019 during the 30 day commenting period, (excluding the recess period between 15 December 2019 and 15 January 2020).

Comments must be submitted in writing to The Senior Town Planner: Mr Robert Fooy at Land Use Management, P O Box 17, Stellenbosch, 7599; or emailed to Robert.Fooy@stellenbosch.gov.za on or before 14 February 2020.

The Draft document is available for viewing at the following places:

- Stellenbosch Municipality website
- Stellenbosch Library
- Franschhoek Library
- Pniel Library
- Cloetesville Library
- Ida's Valley Library
- Kayamandi Library
- Klipmuts Library
- Jamestown Library
- Advice Centres at the Stellenbosch and Franschhoek Municipal Offices

Contact person : Mr Robert Fooy
Tel : (021) 808-8680
E-mail : Robert.Fooy@stellenbosch.gov.za

Municipal Manager
Stellenbosch Municipality
(Municipal Notice 28/19)

KENNISGEWING VAN KONSEP VERORDENING TEN OPSIGTE VAN PROBLEEM EIENDOMME, 17 MEI 2019

Kennis geskied hiernêre dat Stellenbosch Munisipaliteit tans besig is om die Konsep Verordening ten opsigte van Probleem Eiendomme, 17 Mei 2019 vir die WC024 Area te finaliseer in terme van Die Grondwet van die Republiek van Suid-Afrika (1996), Nasionale Bouregulasies en Bou Standaarde Wet, 1977 (Wet 103 van 1977), Stellenbosch Munisipaliteit Grondgebruik Beplannings Verordening (2015) en Stellenbosch Munisipaliteit Soneringeskema Verordening (2018).

Die Raad van Stellenbosch Munisipaliteit gee hiernêre kennis dat die Konsep Verordening ten opsigte van Probleem Eiendomme, 17 Mei 2019 beskikbaar is vir insae en kommentaar. Belanghebbende en geïntereiseerde partye word hiernêre uitgenooi om kommentaar op die Konsep Verordening ten opsigte van Probleem Eiendomme, 17 Mei 2019 binne die 30 dae kommentaartydperk in te dien, (uitgesluit die reses periode tussen 15 Desember 2019 en 15 Januarie 2020).

Kommentaar moet skriftelik aan die Senior Grondgebruik Beplanner Mnr Robert Fooy by Grondgebruik beplanning, Posbus 17, Stellenbosch, 7599 of per e-pos aan Robert.Fooy@stellenbosch.gov.za op of voor 14 Februarie 2020 gerig word.

Die Konsep dokument is ter vir besigtiging by die volgende plekke beskikbaar:

- Stellenbosch Munisipaliteit webtuiste
- Stellenbosch Biblioteek
- Franschhoek Biblioteek
- Pniel Biblioteek
- Cloetesville Biblioteek
- Ida's Valley Biblioteek
- Kayamandi Biblioteek
- Klipmuts Biblioteek
- Jamestown Biblioteek
- Advies Sentrums by Stellenbosch en Franschhoek Munisipale kantore

Kontakpersoon : Mnr Robert Fooy
Tel : (021) 808-8680
E-pos : Robert.Fooy@stellenbosch.gov.za

Munisipale Bestuurder
Stellenbosch Munisipaliteit
(Munisipale Kennisgewing 28/19)

Waterbeperkings bly

Ten spyte daarvan dat damvlakke effe beter lyk as dié tyd verlede jaar, bly waterbeperkings op vlak 1.

Marius Wüst, direkteur van ingenieursdienste van die Drakenstein-munisipaliteit, het gesê Drakenstein se waterbeperkings bly onveranderd op vlak 1, en die watertarie is ook steeds op vlak 1.

Dit beteken dat verbruikers steeds net drie dae per week – Dinsdae, Donderdae en Saterdag – vir een uur hul tulle met die munisipale water mag natmaak. Dit moet vóór 10:00 en ná 16:00 op die betrokke dae geskied.

Swembaddens kan ook met munisipale water opgevol word, mits

die swembad 'n bedekking het om verdamping te help verminder. Drabare en tydelike swembaddens is in vlak 1 verbode. Stad Kaapstad se burgemeester, Dan Plato, het verlede week gesê dié streek is steeds in die greep van 'n droogte. "As die waterbeperkings opgehef word, kan inwoners weer sit met 'n dreigende Dag Zero. Die jongste reënval data wys hier is steeds 'n droogte. Dit is onwaarskynlik dat die reënval in 2020 enigins beter gaan wees," sê Plato. Die damvlakke is tans as volg: Theewaterskloof: 70,78% (53,34% in 2018) Berggrivierdam: 95,87% (94,54% in 2018) Wemmershoekdam: 86,83% (83,62% in 2018) Voëlvlëidam: 85,08% (88,58% in 2018).



Betjiesfontein blink uit in eindronde van rieldans

Die 14de ATKV-rieldanskompetisie se eindronde het 7 Desember by die Taalmonument in die Paarl as deel van die Wêreldfees plaasgevind. Altesaam 50 rieldansers het aan vanjaar se uitdrukkende deelname en die drie toppers het sedert die 2014-, 2017- en 2018-afdeling uitgespoel. So is die wenner van die senior afdeling, Betjies van Betjiesfontein, na afloop van die kompetisie.



Paarl-Oos se polisielede kry erkenning vir harde werk

Die Paarl-Oos-polisiehoofkantoor se stasiehoof, kol. Wellington Steffens, het Vrydag 6 Desember lode van die plaaslike polisiehoofkantoor vir hul uitstekende werk verrek. Die geleentheid is by Eben Haëzer gehou. Voor is konst. Aumand de Koker (Vispol-ondersteuningslid van die jaar), in die middel staan kap. Janine Kotze (lid van die jaar van die ondersteuningsgroep), die hoofrekruteringsspesialis, Helena van Dyk (lid van die jaar van die ondersteuningsgroep), sers. Lesinda Morris (Vispol-ondersteuningsgroep) en sers. Havilla Stephens (Vispol-ondersteuningsgroep). Agter is sers. Willem Ockhuys (eerswys van die nasionale kommissaris), t.kol. Johan van der Poel (lid van die jaar van die ondersteuningsgroep), sers. André Levens (beste presteerder), sers. Ernest November (lid van die jaar), sers. Lance du Plessis (Vispol-ondersteuningsgroep), kap. Anthony Sauts en kap. Momey van Schoor.

Meer slange in die somer ná goeie reën in die winter

Volgens die plaaslike slangvanger Eduanne Niemand van Boland Snake Removals is slange dubbel so aktief vanjaar as gevolg van die goeie reën in die Boland.

"Wanneer dit so droog en warm is, dwaal hulle af na dorpsgebiede om water te drink en aan die anderkant kom meer mense en paddas voor waar daar water is, en dan bly Mnr. Slang somer in daardie gebied," vertel hy. Eduanne raai inwoners aan om hul onderdeure dié somer eerder toe te hou.

Hy vertel dat hy daaglik een tot twee slange, meestal tussen 17:00 en 20:00, vang. Naweke vang hy ses tot agt.

Volgens Eduanne is die Kaapse kobra (geelslang) die volopste hier en is dit ook die dodelikste slang met 'n nerotoksiese stroopagtige gif wat jou

asemhalingstelsel en hart verswak. Hy sê sonder teengif sal 'n mens binne sowat 'n uur doodgaan en 'n hond binne sowat 20 minute.

"Pufadders is ook baie meer volop – veral op plase. Hul tande word tot 18 mm lank en hulle het 'n bitter pyltjie, diep byt.

"Sonder ordentlike teengif sal sy jou vleis laat verrot en jy kan daarvan sterf."

Volgens Eduanne is alle teengifmiddels by Mediclinic Paarl en by die Tygerberg-gifsentrum by 086 155 5777 verkrygbaar.

"Build It in Wellington verkoop ook 'n afweermiddel vir slange."

Indien jy daik 'n slang gewaar, bly weg en onthou 'n slangvanger. Bel Eduanne by 082 380 1987.



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Contact person : Mr Robert Fooy
Tel : (021) 808-8680
E-mail : Robert.Fooy@stellenbosch.gov.za

Municipal Manager
Stellenbosch Municipality
(Municipal Notice 28/19)

KENNISGEWING VAN KONSEP VERORDENING TEN OPSIGTE VAN PROBLEEM EIENDOMME, 17 MEI 2019

Kennis geskied hiermee dat Stellenbosch Munisipaliteit tans besig is om die Konsep Verordening ten opsigte van Probleem Eiendomme, 17 Mei 2019 vir die WC024 Area te finaliseer in terme van Die Grondwet van die Republiek van Suid-Afrika (1996), Nasionale Bouregulasies en Bou Standaarde Wet, 1977 (Wet 103 van 1977), Stellenbosch Munisipaliteit Grondgebruik Beplannings Verordening (2015) en Stellenbosch Munisipaliteit Soneringskema Verordening (2019).

Die Raad van Stellenbosch Munisipaliteit gee hiermee kennis dat die Konsep Verordening ten opsigte van Probleem Eiendomme, 17 Mei 2019 beskikbaar is vir insae en kommentaar. Belanghebbende en geaffekteerde partye word hiermee uitgenooi om kommentaar op die Konsep Verordening ten opsigte van Probleem Eiendomme, 17 Mei 2019 binne die 30 dae kommentaar tydperk in te dien. (uitgesluit die reses periode tussen 15 Desember 2019 en 15 Januarie 2020).

Kommentaar moet skriftelik aan die Senior Grondgebruik Beplanner Mnr Robert Fooy by Grondgebruik beplanning, Posbus 17, Stellenbosch, 7599 af per e-pos aan Robert.Fooy@stellenbosch.gov.za op of voor 14 Februarie 2020 gerig word.

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Kontakpersoon : Mnr Robert Fooy
Tel : (021) 808-8680
E-pos : Robert.Fooy@stellenbosch.gov.za

Munisipale Bestuurder
Stellenbosch Munisipaliteit
(Munisipale Kennisgewing 28/19)

13.3	QUARTERLY REPORT OF THE AUDIT AND PERFORMANCE AUDIT COMMITTEE OF STELLENBOSCH MUNICIPALITY FOR THE PERIOD 01 JANUARY 2020 TILL 31 MARCH 2020
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Collaborator No:

File No:

IDP KPA Ref No:

Meeting Date:

Good Governance

29 July 2020

1. SUBJECT: QUARTERLY REPORT OF THE AUDIT AND PERFORMANCE AUDIT COMMITTEE OF STELLENBOSCH MUNICIPALITY FOR THE PERIOD 01 JANUARY 2019 TILL 31 MAY 2019

2. PURPOSE

To inform Council of the activities of the Audit Committee for the period 01 January 2020 till 31 March 2020 (3rd Quarter). The Minutes of the meeting held for this period mentioned is herewith attached as **APPENDIX 1** which outlines the activities of the Audit and Performance Audit Committee.

3. DELEGATED AUTHORITY

Audit and Performance Audit Committee reports to Council periodically.

4. EXECUTIVE SUMMARY

In terms of Section 166 of the Municipal Finance Act (MFMA), Act No 56 of 2003, each municipality must have an Audit and Performance Audit Committee. The Audit and Performance Audit Committee is an independent advisory body which must advise Council, the political office bearers, the accounting officer, the management and staff of the municipality.

The Audit Committee has executed its duties and responsibilities during the period under review in accordance with its terms of reference as they relate to Council's accounting, internal auditing, internal control and financial reporting practices.

5. RECOMMENDATION

that Council takes note of the concerns and the report of the Audit Committee for the period 01 January 2020 till 31 May 2020.

6. DISCUSSION / CONTENTS

6.1 Background

In terms of Section 166 (2) (a) the Audit and Performance Audit Committee must provide advice on matters relating to:

- internal financial control and internal audit;
- risk management;
- accounting policies;
- the adequacy, reliability and accuracy of financial reporting and information;
- performance management;
- effective governance;
- performance evaluation;
- compliance with the MFMA; and
- any issues referred to it by the Council.

The Audit and Performance Audit Committee will also review the annual financial statements in order to advise Council whether its finances are being managed efficiently and effectively. Furthermore, the Audit and Performance Audit Committee may respond to Council on issues raised by the Auditor-General in the audit report and carry out investigations into the financial affairs of the municipality if requested to do so by Council.

In order to execute its responsibilities effectively, the Audit and Performance Audit Committee will have access to the financial records and all other relevant information of the municipality.

6.2 Discussion

During this period the committee, amongst other matters, considered the following and would like to report the following in conjunction with the minutes of the meeting attached:

In respect of the external auditors and the external audit:

- Reviewed and interrogated the AG Action Plan. Management made certain commitments in order to ensure that repeat findings are minimised and progress will be reported quarterly to the A&PAC.
- Highlighted the importance of cyber security and the control environment which was at risk given the recent hike in cyber-attacks.

In respect of financial statements:

- Audit Committee reviewed the quarterly section 52 report for the 2nd quarter;
- Concerns were raised with compilation of interim AFS to reduce errors which would reduce this risk substantially;
- Reviewed the Draft Annual report and agreed to certain changes in the report.

In respect of internal control and internal audit:

- Reviewed critical and significant issues raised by the internal audit processes and the adequacy of corrective action in response to such findings as detailed in reports and follow-up reports;
- Noted the progress made with Internal Audit operational plan implementation and requested that Internal Audit highlight any risks in the event any emerge;
- Requested a more detailed breakdown of the hours budgeted versus the actual hours used per audit area;

In respect of Pre-determined Objectives

- Noted the report in relation to Quarter 1 PDO's as reviewed by Internal Audit;
- Recommended to management that KPI formulation be reviewed to ensure ease of reporting in terms of accuracy and reliability.

In respect of risk management:

- Reviewed the fraud and risk management project plan;
- Noted the updated strategic and operational risk registers;

In respect of Investigations

- Noted the updated fraud incidents register;
- Noted the feedback by the Municipal Manager;
- Raised concerns around the protection of personal information act (POPI) and recommended a policy be developed.

6.3 Financial Implications

As per the approved budget.

6.4 Legal Implications

The recommendations comply with legislation.

6.5 Staff Implications

N/A.

6.6 Previous / Relevant Council Resolutions

N/A

6.7 Risk Implications

N/A

6.8 Comments from Senior Management

The Municipal Manager and Senior Managers are in support of this item.

APPENDICES

Appendix 1 - Minutes of the Audit and Performance Audit Committee Meeting dated 19 February 2020

FOR FURTHER DETAILS CONTACT:

NAME	<i>Faiz Hoosain</i>
POSITION	<i>Chief Audit Executive</i>
DIRECTORATE	<i>Municipal Manager's Office</i>
CONTACT NUMBERS	<i>021-808 8555</i>
E-MAIL ADDRESS	Faiz.Hoosain@ Stellenbosch.gov.za
REPORT DATE	<i>09 April 2020</i>

APPENDIX 1

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STELLENBOSCH
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MUNICIPALITY • UMASIPALA • MUNISIPALITEIT

2020-02-19

MINUTES

AUDIT AND PERFORMANCE AUDIT COMMITTEE MEETING [IN-COMMITTEE]

2020-02-19

[IN-COMMITTEE]

PRESENT: Dr NL Mortimer (Chairperson)
Mr V Botto
Mr J Fairbairn
Mr T Lesihla
Ms J Williams

Also Present: Councillor WF Pietersen (MPAC Chairperson)
Councillor P Crawley

Office of the A-G: Ms L Klue-Knipe

Officials: Chief Financial Officer
Director: Corporate Services (as Acting Municipal Manager)
Director: Community & Protection Services
Director: Infrastructure Services
Chief Audit Executive
Senior Manager: Governance
Chief Risk Officer
Senior Internal Auditor
Manager: IDP/PMS
Manager: Secretariat/Committee Services

1.	OPENING AND WELCOME
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The Chairperson welcomed everyone present.

1.1	COMMUNICATION BY THE CHAIRPERSON
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The Chairperson confirmed that the Municipal Manager had requested an opportunity to raise Management's concerns in connection with some observations made by the Audit Committee in its report attached to the Annual Report. The Chairperson expressed the Committee's amenability to entertain Management's concerns; such opportunity will be granted under relevant item 5.2 of this Agenda.

1.2	COMMUNICATION BY THE MUNICIPAL MANAGER
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The Acting Municipal Manager acknowledged the gesture by the Audit Committee to allow for discussion on the relevant aspects in the Audit Committee's Report as alluded to in item 1.1 above.

[IN-COMMITTEE]

1.3	DISCLOSURE OF INTERESTS
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It was noted that the necessary documentation in respect of Declaration of Interest and Confidentiality was completed and signed by all Audit Committee members present.

2.	APPLICATIONS FOR LEAVE OF ABSENCE
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The following apologies were tendered:

Executive Mayor, Ald G van Deventer.

Municipal Manager, G Mettler (on study tour)

Director: Planning and Economic Development, T Mfeya (ill)

3.	CONFIRMATION OF MINUTES AND MATTERS ARISING
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3.1	Confirmation of minutes The minutes of the Audit & Audit Performance Committee held on 2019-11-27. (APPENDIX 1) FOR CONFIRMATION
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The minutes of the Audit and Performance Audit Committee held on 2019-11-27 were **confirmed as correct.**

3.2	MATTERS ARISING FROM PREVIOUS MINUTES / ACTION POINTS FOR CONSIDERATION & DISCUSSION
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AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-02-19: ITEM 3.2

NOTED

that all the previous action points have been actioned.

[IN-COMMITTEE]

4.	AUDITOR-GENERAL
4.1	A-G Action Plan: 2019/20 (APPENDIX 2) FOR CONSIDERATION

AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-02-19: ITEM 4.1

The CFO highlighted progress on various items, notably that the Indigent Policy has been revised, and that the indigent application process is being refined. Pertaining to the preparation of the Annual Financial Statements, the project plan allows for sufficient time for review and verification prior to submission to the A-G. The CFO also reported that significant progress has been made in terms of managing downward the number of SCM deviations.

The Chief Audit Executive assured the Committee that budgetary provision has been made for the appointment of a service provider to perform the long-outstanding Internal Audit Quality Assessment Review before the end of this financial year.

The Director: Corporate Services confirmed that a proper Cyber Security Policy is in place, and that a review is underway to determine any possible gaps in safeguarding the municipality's cyberspace.

Audit Committee's comments:

The Audit Committee urged Management to put forth a concerted effort toward resolving the four "repeat" findings, which are in fact inexcusable. These "repeat" findings should literally be clustered together at the top of the table in order for same to be resolved as soon as possible.

RESOLVED

- (a) that the update on the A-G Action Plan: 2019/20, be noted; and
- (b) that the Audit Committee's comments be considered by Management.

[IN-COMMITTEE]

5.	FINANCIAL STATEMENTS
5.1	Quarterly Budget Monitoring Report: 2nd Quarter, 2019/20 (APPENDIX 3) FOR CONSIDERATION

AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-02-19: ITEM 5.1

The CFO reported that the Municipality has met its SDBIP capex target to date. The under-collection of revenue due to reduced consumer demand (for example 40% drop in water demand) was highlighted by the CFO, as well as the burden on fiscal resources by “unfunded mandates”, for example public safety and security, library services, etc. Revenue streams and the sustainable standard of services versus the cost of those services are matters identified for serious discussion by Management.

Audit Committee’s comments:

The Audit Committee pointed out that the summary table of capital expenditure [page 21 (-32,67%)] is interpreted as an under-spending of 32,67%, whilst the municipality contends that it has met its SDBIP target to date. The presentation of the summary table should be redesigned so that it reflects the reality, leaving no room for misinterpretation.

The Audit Committee reiterated its previous strong recommendation regarding the importance of an accurate, conservative SDBIP that speaks to reality.

The opportunity for networking and collaborating with other municipalities, as well as with diverse spheres from civil society, should be tapped into and maximized.

RESOLVED

- (a) that the Budget Monitoring Report: 2nd Quarter 2019/20, be noted; and
- (b) that the Audit Committee’s comments be considered by Management.

[IN-COMMITTEE]

5.2	Draft Annual Report 2018/19 (APPENDIX 4; UNDER SEPARATE COVER) FOR CONSIDERATION
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AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-02-19: ITEM 5.2

After the Senior Manager: Governance's high-level synopsis of the Annual Report and the MPAC Oversight process, the Audit Committee chairperson presented Management with the opportunity to raise its' concerns in connection with the Audit Committee's Report, as alluded to in the communications at the start of this meeting.

The CFO referred to paragraph 1.7(i) as the moot point, where the report implies "*non-adherence to interim AFS preparation*", and that "*very few people within finance are involved in the AFS preparation*". The CFO's retort was that interim AFS have been prepared and submitted to the Auditor-General, and that, notwithstanding staff shortages, the AFS are prepared exclusively in-house and that all the managers of the various finance sections are part of the team responsible for AFS preparation. The municipality is currently accelerating the recruitment process to strengthen the functional capacity in the entire organisation, but particularly in the finance section.

Ms Klue-Knipe of the Office of the A-G urged that sufficient time ought to be provided for review and thorough verification of the AFS prior to its submission to the A-G.

Audit Committee's comments:

The Audit Committee conceded that paragraph 1.7(i) of their report will be amended to reflect the on-the-ground reality as pointed out by the CFO.

The Audit Committee offered the following advisory remarks:

- Where mandatory reporting as required by the MFMA is complied with, possible financial errors will readily be flagged for correction.
- Outsourcing of services is an option which should not be embarked upon without due diligence and extreme caution.
- Innovations in line with e-governance should be explored and implemented. For example, to make use of social media platforms to unpack the Annual Report in a consumer-friendly executive summary, with stats and graphs, for easy public consumption. Also, to brainstorm with Stellenbosch University for innovative ideas for presenting a condensed summary of the Annual Report. Additionally, to capacitate ward committees to engage meaningfully with the Annual Report.
- An in-depth analysis/review of the IDP is advisable so that the strategy and the level of service are commensurate with the municipality's level of affordability. Also, the organogram and the IDP must be in sync.

RESOLVED

- that the Draft Annual Report 2018/19, be noted; and
- that the Audit Committee's comments be considered by Management.

[IN-COMMITTEE]

6.	INTERNAL AUDIT AND INTERNAL CONTROL
6.1	Progress Report of the Internal Auditor (APPENDIX 5) FOR CONSIDERATION

AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-02-19: ITEM 6.1
RESOLVED

that the Progress Report of the Internal Auditor, be noted.

6.2	Internal Audit Report: Predetermined Objectives – Quarter 1, 2019/20 (APP 6) FOR CONSIDERATION
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AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-02-19: ITEM 6.2
RESOLVED

that the Internal Audit Report: PDO's – Quarter 1, 2019/20, be noted.

7.	QUALITY ASSURANCE AND IMPROVEMENT
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NONE

8.	RISK MANAGEMENT AND ICT
8.1	Risk Management Committee Meeting Minutes – 23 October 2019 (APPENDIX 7) FOR CONSIDERATION

AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-02-19: ITEM 8.1
RESOLVED

that the Risk Management Committee Minutes – 23 October 2019, be noted.

MINUTES

AUDIT AND PERFORMANCE AUDIT
COMMITTEE MEETING

2020-02-19

[IN-COMMITTEE]

8.2	Risk Assessment & Progress Report --- Quarter 2 (APPENDIX 8) FOR CONSIDERATION
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**AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-02-19: ITEM 8.2
RESOLVED**

that the Risk Assessment & Progress Report --- Quarter 2, be noted.

8.3	Risk & Fraud Management Project Plan: 1 September 2019 – 30 June 2020 (APP 9) FOR CONSIDERATION
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**AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-02-19: ITEM 8.3
RESOLVED**

that the Risk & Fraud Management Project Plan: 1 September 2019 – 30 June 2020,
be noted.

8.4	Strategic and Operational Risk Register 2019/20 - 1 February 2020 (APP 10) FOR CONSIDERATION
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**AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-02-19: ITEM 8.4
RESOLVED**

that the Strategic and Operational Risk Register 2019/20 - 1 February 2020,
be noted.

9.	FRAUD, INVESTIGATIONS AND CONSEQUENCE MANAGEMENT
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9.1	Fraud Management Report --- 1 October to 31 December 2019 (APPENDIX 11) FOR CONSIDERATION
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AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-02-19: ITEM 9.1

Audit Committee's comments:

The Municipality should consider developing a Policy on how to protect personal information (in line the PoPI Act) when collecting, processing, storing and disclosing information pertaining to alleged fraud. Salga could be contacted for guidelines in this regard.

[IN-COMMITTEE]**RESOLVED**

- (a) that the Fraud Management Report --- 1 October to 31 December 2019, be noted; and
- (b) that the Audit Committee's comments be considered by Management.

9.2	Fraud Investigations Register -- as at 11 February 2020 (APPENDIX 12) FOR CONSIDERATION
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AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-02-19: ITEM 9.2**RESOLVED**

that the Fraud Investigations Register -- as at 11 February 2020, be noted.

10.	DATE OF NEXT MEETING
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AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-02-19: ITEM 10**RESOLVED**

that the date and time of the next meeting is 14 April 2020 at 15:00.

The meeting adjourned at 16:40.

CHAIRPERSON:

DATE:

Confirmed on **with/without amendments.**

13.4	QUARTERLY REPORT OF THE AUDIT AND PERFORMANCE AUDIT COMMITTEE OF STELLENBOSCH MUNICIPALITY FOR THE PERIOD 01 APRIL 2020 TILL 30 JUNE 2020
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Collaborator No:

File No:

IDP KPA Ref No:

Good Governance

Meeting Date:

29 July 2020

1. SUBJECT: QUARTERLY REPORT OF THE AUDIT AND PERFORMANCE AUDIT COMMITTEE OF STELLENBOSCH MUNICIPALITY FOR THE PERIOD 01 APRIL 2020 TILL 30 JUNE 2020

2. PURPOSE

To inform Council of the activities of the Audit Committee for the period 01 April 2020 till 30 June 2020 (4th Quarter). The Minutes of the meeting held for this period mentioned is herewith attached as **APPENDIX 1** which outlines the activities of the Audit and Performance Audit Committee.

3. DELEGATED AUTHORITY

Audit and Performance Audit Committee reports to Council periodically.

4. EXECUTIVE SUMMARY

In terms of Section 166 of the Municipal Finance Act (MFMA), Act No 56 of 2003, each municipality must have an Audit and Performance Audit Committee. The Audit and Performance Audit Committee is an independent advisory body which must advise Council, the political office bearers, the accounting officer, the management and staff of the municipality.

The Audit Committee has executed its duties and responsibilities during the period under review in accordance with its terms of reference as they relate to Council's accounting, internal auditing, internal control and financial reporting practices.

5. RECOMMENDATION

that Council take note of the concerns and the reports of the Audit Committee for the period 01 April 2012 till 30 June 2020

6. DISCUSSION / CONTENTS

6.1 Background

In terms of Section 166 (2) (a) the Audit and Performance Audit Committee must provide advice on matters relating to:

- internal financial control and internal audit;
- risk management;
- accounting policies;
- the adequacy, reliability and accuracy of financial reporting and information;
- performance management;
- effective governance;
- performance evaluation;
- compliance with the MFMA; and
- any issues referred to it by the Council.

The Audit and Performance Audit Committee will also review the annual financial statements in order to advise Council whether its finances are being managed efficiently and effectively. Furthermore, the Audit and Performance Audit Committee may respond to Council on issues raised by the Auditor-General in the audit report and carry out investigations into the financial affairs of the municipality if requested to do so by Council.

In order to execute its responsibilities effectively, the Audit and Performance Audit Committee will have access to the financial records and all other relevant information of the municipality.

6.2 Discussion

During this period the committee, amongst other matters, considered the following and would like to report the following in conjunction with the minutes of the meetings attached:

In respect of the external auditors and the external audit:

- Monitored the progress made with AG action plan and noted the presentation of the CFO in relation to the progress made to resolve findings and the development of SOP's which assisted in eliminating repeat findings.

In respect of financial statements:

- Audit Committee reviewed the quarterly section 52 report for the 3rd quarter;
- Advised management on the importance of submitting timeously prepared tender documents and that this be continuously monitored;
- Reviewed the 8 months interim financial statements and progress reported by the CFO amidst extremely challenging times.
- The Audit Committee took comfort from Management's affirmative response that all of the above concerns are taken care of, as attested to in the municipality's Risk Adjusted Strategy.

In respect of internal control and internal audit:

- Reviewed critical and significant issues raised by the internal audit processes and the adequacy of corrective action in response to such findings as detailed in the reports and follow-up reports;
- Reviewed the progress made by Internal Audit in the execution of its operational plan and the delay with completion certain areas due to lockdown and approved certain roll overs;
- Approved the Operational Plan of Internal Audit for the 2019-2020 financial year;
- Reviewed significant differences of opinion between the internal audit function and management and noted that all issues raised was addressed and resolved.
- Requested that measures taken in terms of consequence management ought to be stated in the reports and stronger focus has to be placed on holding staff accountable.

In respect of Pre-determined Objectives

- Noted the reports in relation to Quarter 2 PDO's and Quarter 3 PDO's as reviewed by Internal Audit;
- Recommended that findings be structured to directly address the cause of the risk.

In respect of risk management:

- Reviewed progress reports on Risk Management;
- Reviewed minutes of the Risk management Committee;
- Reviewed the updated and revised strategic and operation risk registers;
- Reviewed the Covid-19 Risk adjusted strategy and noted the control implemented by management.

In respect of Fraud, Investigations and Consequence management:

- Noted the risk and fraud management project plan;
- Noted the updated fraud allegations register and closure of resolved matters;
- Noted the comparative analysis year on year but requested only a summary of this for 1 year.
- Recommended that the Standard Operating Procedure: Reporting and dealing with fraud and corruption allegations be referred to the legal department for input.

6.3 Financial Implications

As per the approved budget.

6.4 Legal Implications

The recommendations comply with legislation.

6.5 Staff Implications

N/A.

6.6 Previous / Relevant Council Resolutions

N/A

6.7 Risk Implications

N/A

6.8 Comments from Senior Management

The Municipal Manager and Senior Managers are in support of this item.

APPENDICES

Appendix 1 - Minutes of the Audit and Performance Audit Committee Meeting dated 29 June 2020

FOR FURTHER DETAILS CONTACT:

NAME	<i>Faiz Hoosain</i>
POSITION	<i>Chief Audit Executive</i>
DIRECTORATE	<i>Municipal Manager's Office</i>
CONTACT NUMBERS	<i>021-808 8555</i>
E-MAIL ADDRESS	Faiz.Hoosain@ Stellenbosch.gov.za
REPORT DATE	<i>21 July 2020</i>

APPENDIX 1

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2020-06-29

MINUTES

AUDIT AND PERFORMANCE AUDIT COMMITTEE MEETING [IN-COMMITTEE]

2020-06-29

[IN-COMMITTEE]

PRESENT: Dr NL Mortimer (Chairperson)
Mr V Botto
Mr T Lesihla
Ms J Williams

Also Present: Councillor WF Pietersen (MPAC Chairperson)

Office of the A-G: Ms L Klue-Knipe

Officials: Municipal Manager
Chief Financial Officer
Director: Corporate Services
Director: Community & Protection Services
Director: Infrastructure Services
Director: Planning and Economic Development
Chief Audit Executive
Senior Manager: Governance
Chief Risk Officer
Senior Internal Auditor
Manager: Financial Statements
Manager: Secretariat/Committee Services

1.	OPENING AND WELCOME
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The Chairperson welcomed everyone present to the first “virtual” meeting of the Audit and Performance Audit Committee. In his opening comments, the Chairperson alluded to the enormity of the Covid-19 pandemic which is affecting everyone, either directly or indirectly.

1.1	COMMUNICATION BY THE CHAIRPERSON
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The ravages of Covid-19 are lamentable. Hence, the Chairperson expressed sincere condolences on behalf of the Audit Committee toward those family members who have lost loved ones to the pandemic. The Chairperson reiterated that the tragic effects of the pandemic on lives and livelihoods are regrettable, and he urged that the entire citizenry remain compassionately mindful of the plight of the next person.

[IN-COMMITTEE]

1.2	COMMUNICATION BY THE MUNICIPAL MANAGER
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The Municipal Manager echoed the sentiments of the Chairperson in relation to the depredations of Covid-19. She reassured the meeting that Administration has implemented the applicable Alert Level lockdown protocols such as providing personal protective equipment to staff, ensuring social distancing by having a rotational arrangement for staff reporting to the office, as well as e-governance and e-commerce practices which minimize the physical contact with clients and stakeholders. A senior manager has been appointed as Compliance Officer to monitor adherence to the health and safety regulations. Project implementation, capital spending, as well as the processing of building- and land use applications have been hard hit by the lockdown. The constraints experienced by external role-players have had a knock-on effect on the municipality's performance as well. Nevertheless, the Municipal Manager was pleased to report that, notwithstanding the many challenges and constraints, Essential Services to the community have by and large been rendered satisfactorily.

1.3	DISCLOSURE OF INTERESTS
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NONE

It was noted that the necessary documentation in respect of Declaration of Interest and Confidentiality will be completed and signed by all Audit Committee members present.

2.	APPLICATIONS FOR LEAVE OF ABSENCE
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The following apology was tendered:

Executive Mayor, Ald G van Deventer.

3.	CONFIRMATION OF MINUTES AND MATTERS ARISING
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3.1	Confirmation of minutes The minutes of the Audit & Audit Performance Committee held on 2020-02-19. (APPENDIX 1) FOR CONFIRMATION
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The minutes of the Audit and Performance Audit Committee held on 2020-02-19 were **confirmed as correct.**

[IN-COMMITTEE]

3.2	MATTERS ARISING FROM PREVIOUS MINUTES / ACTION POINTS FOR CONSIDERATION & DISCUSSION
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AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-06-29: ITEM 3.2**NOTED**

that all the previous action points have been actioned.

4.	AUDITOR-GENERAL
4.1	A-G Action Plan: 2019/20 (APPENDIX 2) FOR CONSIDERATION

AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-06-29: ITEM 4.1

The CFO highlighted the progress made on resolving the outstanding items, notably that bank reconciliations are done regularly, that the audit finding on disclosure of awards made to family members of staff has been resolved, that there is currently no “piggy-back” tenders or contracts, that the long-outstanding Internal Audit Quality Assessment Review is getting underway, and that the verification of the status of applicants on the indigent register is attended to a continuous basis.

Audit Committee’s comments:

The Audit Committee complimented Administration for its diligence in resolving the outstanding matters referenced in the Auditor-General’s communication of audit findings. Administration was specifically commended for taking heed of the previous comments of the Audit Committee in terms of resolving the 4 “repeat” findings, which were in fact inexcusable. There are now not any “repeat” findings left on the list.

RESOLVED

that the update on the A-G Action Plan: 2019/20, be noted.

[IN-COMMITTEE]

5.	FINANCIAL STATEMENTS AND PERFORMANCE REPORT
5.1	Quarterly Budget Monitoring Report: 3 RD Quarter, 2019/20 (APPENDIX 3) FOR CONSIDERATION

AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-06-29: ITEM 5.1

In presenting the report, the CFO specifically highlighted Management's concern over the under-collection in water services revenue as well as sanitation revenue. The area of capital spending warrants Management's close attention; a significant under-spending is recorded for the 3rd quarter (ending in March 2020), and the subsequent Covid-19 lockdown has had an appreciable negative impact on 4th quarter's planned capital spending. The CFO further highlighted the fact that the collection rate, which historically hovered around 96%, has dropped significantly in March to 81%. The impact of Covid-19 is very apparent when even considering the collection figures for April (84%), and May (90%). The decrease in billing since March is likewise attributable to the effects of lockdown on local trade and industry.

Audit Committee's comments:

The Audit Committee accepted Management's explanation of the unfortunate delays in the transfer of an acquired property due to staff shortages and backlogs at the Deeds Office. From the report it seems that Demand Management and the timeous preparation and quality of tender documents is an area that requires constant monitoring; this was in fact a strategic focus area that was put on the front burner by the Supply Chain Management Unit. Going forward, attention should be given to how impediments to the implementation of projects as per the Demand Management Plan get reported in the sec. 52 reports.

RESOLVED

- (a) that the Quarterly Budget Monitoring Report: 3RD Q, 2019/20, be noted; and
- (b) that the Audit Committee's comments be considered by Management.

[IN-COMMITTEE]

5.2	Interim Financial Statements (APPENDIX 4) FOR CONSIDERATION
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AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-06-29: ITEM 5.2

Management brought the following matters to the Audit Committee's attention:

- i. The municipality's Accounting Policy was approved by Council, and same was externally reviewed by an auditing firm (Ernst & Young).
- ii. Audit findings of the prior financial year are individually addressed in this interim AFS; however, a few of the Notes, for example relating to Commitments, Service Awards, Contingency liabilities, etc. will be fully addressed in the final AFS.
- iii. The Financial System's shortcomings – which in the previous financial year was not fully geared to account for trial period errors and for posting in the correct financial period – have been remedied by the service provider, so that the system is now fully compatible; hence, Management categorically states that the type of errors that crept in during the previous financial year will not repeat itself.

Audit Committee's comments:

The Audit Committee accepted Management's explanation in terms of how the coefficient for financial exposure is determined, namely that on the considered advice of external and internal legal advisors, an estimated amount is established. The correct terminology in relation to the serving of notice (on page 179 of the interim AFS) should be "notice of eviction", instead of "writ".

The Audit Committee was keen to hear to what extent the municipality is geared to deal with the negative fallout of Covid-19 with relation to specifically the following, i.e. revenue collection; capital expenditure; essential services; *force majeure*; expenditure on Covid interventions; staffing strategy, and economic recovery proposals. The Audit Committee took comfort from Management's affirmative response that all of the above concerns are taken care of, as attested to in the municipality's Risk Adjusted Strategy (attached as an item for discussion in this Agenda). The municipality's e-governance footprint is exponentially expanding. It is also noted that the municipality is currently collaborating with the provincial Department for Economic Development in crafting an Economic Recovery Plan. In connection with staff working remotely, the Audit Committee suggested for Management to do a cost-benefit analysis of working from home as opposed to being office-bound. Right-sizing the human resource capital could also be an appropriate exercise at this time.

RESOLVED

- (a) that the Interim Financial Statements, be noted; and
- (b) that the Audit Committee's comments be considered by Management.

[IN-COMMITTEE]

6.	INTERNAL AUDIT AND INTERNAL CONTROL
6.1	Progress Report of the Internal Auditor (APPENDIX 5) FOR CONSIDERATION

AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-06-29: ITEM 6.1

RESOLVED

that the Progress Report of the Internal Auditor, be noted.

6.2	Internal Audit Report: Predetermined Objectives – Quarter 2, 2019/20 (APPENDIX 6) FOR CONSIDERATION
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AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-06-29: ITEM 6.2

RESOLVED

that the Internal Audit Report: Predetermined Objectives – Quarter 2, 2019/20, be noted.

6.3	Internal Audit Report: Predetermined Objectives – Quarter 3, 2019/20 (APPENDIX 7) FOR CONSIDERATION
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AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-06-29: ITEM 6.3

Audit Committee's comments:

The Audit Committee expressed concern about the apparent lack of succession planning, leading to several "acting arrangements" (refer page 229). Suggestion: Recommendations should be formulated in such a way that it directly address the cause of the identified risk.

RESOLVED

- (a) that the Internal Audit Report: PDO's – Quarter 3, 2019/20, be noted; and
- (b) that the Audit Committee's comments be considered by Management.

MINUTES

AUDIT AND PERFORMANCE AUDIT
COMMITTEE MEETING

2020-06-29

[IN-COMMITTEE]

6.4	Internal Audit Report: Building Applications (APPENDIX 8) FOR CONSIDERATION
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AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-06-29: ITEM 6.4**Audit Committee's comments:**

Measures taken in terms of Consequence Management ought to be stated in the report. Clearly, a stronger focus has to be placed on holding staff accountable. For example, the causes of the dereliction as identified on pages 251 and 254 is "*disregard for standard operating procedures*", which warrant appropriate consequence management. The recommendations, however, do not distinctly indicate whether consequence management is to be pursued, as should be the case. An auditable list of Building Applications, with its decisions, should be on file.

RESOLVED

- (a) that the Internal Audit Report: Building Applications, be noted; and
- (b) that the Audit Committee's comments be considered by Management.

6.5	Internal Audit Report: Applications and Approvals for rezoning (APPENDIX 9) FOR CONSIDERATION
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AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-06-29: ITEM 6.5

Management presented this SOP for handling rezoning applications as a starting point in entrenching proper processes and procedures. Change Management and the human resource aspects will be carefully looked into in order to streamline and simplify the entire application and approval process.

RESOLVED

that the Internal Audit Report: Applications and Approvals for rezoning, be noted.

6.6	Internal Audit Report: Risk Management (APPENDIX 10) FOR CONSIDERATION
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AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-06-29: ITEM 6.6**RESOLVED**

that the Internal Audit Report: Risk Management, be noted.

MINUTES

AUDIT AND PERFORMANCE AUDIT
COMMITTEE MEETING

2020-06-29

[IN-COMMITTEE]

6.7	Internal Audit Report: Follow-ups (APPENDIX 11) FOR CONSIDERATION
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AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-06-29: ITEM 6.7**RESOLVED**

that the item stands over till the next meeting.

6.8	Internal Audit Operational Plan 2020-2021 (APPENDIX 12) FOR CONSIDERATION
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AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-06-29: ITEM 6.8

The Audit Plan makes provision for three new areas for auditing, namely Asset Management, Revenue Recognition, and Covid-19 Compliance. Because the Audit Plan is a live document, any emerging risks will be considered, and the Plan can be amended, as need be.

RESOLVED

that the Internal Audit Operational Plan 2020-2021, be approved.

7.	QUALITY ASSURANCE AND IMPROVEMENT
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	NONE
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8.	RISK MANAGEMENT AND ICT
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8.1	RISK MANAGEMENT COMMITTEE Meeting Minutes -- 11 February 2020 (APP 13) FOR CONSIDERATION
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AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-06-29: ITEM 8.1**RESOLVED**

that the Risk Management Committee Meeting Minutes -- 11 Feb 2020, be noted.

MINUTES

AUDIT AND PERFORMANCE AUDIT
COMMITTEE MEETING

2020-06-29

[IN-COMMITTEE]

8.2	Risk Assessment & Progress Report -- Quarter 3 (APPENDIX 14) FOR CONSIDERATION
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AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-06-29: ITEM 8.2**RESOLVED**

that the Risk Assessment & Progress Report -- Quarter 3, be noted.

8.3	Risk & Fraud Management Project Plan: 1 March 2020–31 December 2020 (APP 15) FOR CONSIDERATION
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AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-06-29: ITEM 8.3**RESOLVED**

that the Risk & Fraud Management Project Plan: Mar 2020 – 31 Dec 2020, be noted.

8.4	Final Revised Strategic and Operational Risk Register 2019/20: MAYCO 11 Sept 2019 (APPENDIX 16) FOR INFORMATION
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AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-06-29: ITEM 8.4**RESOLVED**

that the Final Revised Strategic and Operational Risk Register 2019/20: MAYCO, 11 Sept 2019, be noted.

8.5	Final Revised Strategic and Operational Risk Register 2019/20 -- 26 March 2020 (APPENDIX 17) FOR INFORMATION
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AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-06-29: ITEM 8.5**RESOLVED**

that the Final Revised Strategic and Operational Risk Register 2019/20 - 26 March 2020, be noted.

[IN-COMMITTEE]

8.6	Draft Strategic and Operational Risk Register - Stellenbosch Municipality (May 2020) (APPENDIX 18) FOR CONSIDERATION
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AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-06-29: ITEM 8.6**RESOLVED**

that the Draft Strategic and Operational Risk Register- Stellenbosch Municipality (May 2020), be noted.

8.7	COVID-19 Risk Adjusted Strategy (APPENDIX 19) FOR CONSIDERATION
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AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-06-29: ITEM 8.7

The Municipal Manager highlighted some of the key interventions to illustrate Stellenbosch Municipality's preparedness to deal with the effects of the pandemic:

- extensive scenario planning (with several options) was done to anticipate likely developments
- full Council delegations were put in place for The Executive Mayor, Municipal Manager and CFO to enable Council's functions and operations to continue
- at the beginning of March 2020 (i.e. prior to the announcement of the national Level 5 lockdown), Stellenbosch Municipality established a Corona Disaster Risk Committee to steer the municipality in managing emerging realities
- arrangements were put in place for staff to work productively from home on a rotational basis, in compliance with safety protocols such as social-distancing; from 1 July 2020 however, more staff will be returning to office
- financial and humanitarian relief was approved and provided to residents, and this relief was informed by the scenario planning projections of the lockdown's impact on the municipality's finances; mindful of operating within the municipal mandate, this humanitarian relief is either outsourced or provided via the Council-approved Grants-In-Aid Policy
- a Whatsapp platform was launched to facilitate public participation --- this tool, along with the broadcasting of the virtual meetings, has led to a notable improvement in the general public's participation in municipal affairs.

RESOLVED

that the COVID-19 Risk Adjusted Strategy, be noted.

[IN-COMMITTEE]

9.	FRAUD RESPONSE COMMITTEE: INVESTIGATIONS AND FRAUD
9.1	Fraud Management Report: 1 January 2020 – 31 March 2020 (APPENDIX 20) FOR CONSIDERATION

AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-06-29: ITEM 9.1
RESOLVED

that the Fraud Management Report: 1 January 2020 – 31 March 2020, be noted.

9.2	Fraud Register Status Report --- as at 12 June 2020 (APPENDIX 21) FOR CONSIDERATION
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AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-06-29: ITEM 9.2
RESOLVED

that the Fraud Register Status Report --- as at 12 June 2020, be noted.

9.3	STANDARD OPERATING PROCEDURE: Reporting and dealing with fraud and corruption allegations (APPENDIX 22) FOR CONSIDERATION
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AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-06-29: ITEM 9.3
RESOLVED

- (a) that the Standard Operating Procedure: Reporting and dealing with fraud and corruption allegations, be noted; and
- (b) that this SOP be submitted to the internal Legal Department for possible additional input and compliance assessment.

[IN-COMMITTEE]

10.	DATE OF NEXT MEETING
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AUDIT & PERFORMANCE AUDIT COMMITTEE MEETING: 2020-06-29: ITEM 10

NOTED

that the Chief Audit Executive will in due course submit a proposal of meeting dates for the new financial year.

The meeting adjourned at 18:25.

CHAIRPERSON:**DATE:****Confirmed on** **with/without amendments.**

13.5

TEMPORARY HOMELESS SHELTER: VAN DER STEL SPORT GROUND

Collaborator No:

IDP KPA Ref No:

Meeting Date:

Safe Valley

22 July 2020

1. SUBJECT: TEMPORARY HOMELESS SHELTER: VAN DER STEL SPORT GROUND**2. PURPOSE**

To request Council to consider the relocation of the homeless, presently housed in the temporary shelter at Van der Stel Sport Ground, to an alternative municipal venue.

3. DELEGATED AUTHORITY

Council

4. EXECUTIVE SUMMARY

In terms of the national lockdown regulations municipalities were compelled to establish temporary homeless shelters to accommodate those individuals living on the streets of the municipality. Stellenbosch Municipality has since April (after a brief period in Klapmuts) housed the homeless at Van der Stel Sport Ground. The use of the sport complex was possible because sport facilities (were closed) and sport activities banned in terms of the lockdown regulations.

However, since the relaxing of the lockdown regulations from Level 5 to level 3, certain sport activities were allowed to take place. Sport clubs using the Van der Stel Sport Complex have appealed to the municipality to open the facility for use by their members as per the protocols approved by national government.

Upon an *in loco* inspection of potential alternative sites (i.e. La Refuge and Youth House in Franschhoek), these were found to be unsuitable to house 50 homeless people at one-time. Hence, the Community Services Department requests Council's approval to relocate the homeless to the Groendal Community Hall (Franschhoek) as a temporary measure until such time as the lockdown regulations have been suspended. (See attached photos in Annexure II).

5. RECOMMENDATIONS

- (a) that Council approves the relocation of the temporary municipal homeless shelter from Van der Stel Sport Ground to Groendal Community Hall in Franschhoek; and
- (b) that Council approves that the physical relocation takes place on Monday 3 August 2020.

6. DISCUSSION / CONTENT

In terms of the national lockdown regulations municipalities were compelled to establish temporary homeless shelters to accommodate those individuals living on the streets of the municipality. Stellenbosch Municipality have since April (after a brief period in Klapmuts) housed the homeless at Van der Stel Sport Ground. The use of the sport complex was possible because sport facilities (were closed) and sport activities banned in terms of the lockdown regulations.

The homeless from WC024 were initially housed in tents at the Klapmuts Sport Ground. However, due to the approaching Winter with its cold and wet conditions it was agreed to relocate the homeless to the Van der Stel Sport Ground in Stellenbosch. The facility had much better amenities and the individuals would be accommodated in the gym area of the sport complex. However, since the relaxing of the lockdown regulations from Level 5 to level 3, certain sport activities are allowed to take place. Sport clubs using the Van der Stel Sport Complex have appealed to the municipality to open the facility for use by their members as per the protocols approved by national government (*See attached Update Report from Community Development as Annexure I*).

The department considered various municipal facilities for the relocation of the homeless of which the Cloetesville Community Hall (Eikestad Hall) and the Stellenbosch Town Hall, seemed best suited. However, the Eikestad Hall currently has a contractor on site busy with the upgrading of the facility while upgrading of the Town Hall is also expected to commence within the next few weeks. The only other viable community-based hall that has the necessary infrastructure, is the Groendal Community Hall in Franschhoek.

Upon an *in loco* inspection of potential alternative sites (i.e. La Refuge and Youth House in Franschhoek), these were found to be unsuitable to house 50 homeless people at one-time. Hence, the Community Services Department requests Council's approval to relocate the homeless to the Groendal Community Hall (Franschhoek) as a temporary measure until such time as the lockdown regulations have been suspended. (See attached photos in Annexure II).

6.3 Financial Implications

There will be additional funds required to cover the transport costs of Community Development and Disaster Management Staff who manages the shelter on behalf of the municipality.

6.4 Legal Implications

The municipality is obliged to provide the temporary homeless shelter as per the national lockdown regulations enacted through the National Disaster Management Act.

6.5 Staff Implications

There are no staff implications

6.6 Previous / Relevant Council Resolutions

There are no previous Council resolutions regarding the temporary homeless shelter.

6.7 Risk Implications

Risk are managed through the implementation of the required Covid19 safety protocols (Sanitising of hands, social distancing and access control). Dedicated security staff will be on duty to do access control and to maintain order.

6.8 COMMENTS FROM SENIOR MANAGEMENT

6.8.1 Director: Infrastructure Services

Support the recommendations

6.8.2 Director: Corporate Services

Support the recommendations

6.8.3 Director: Community and Protection Services

Support the recommendations

6.8.4 Director: Planning and Economic Development

Support the recommendations

6.8.5 Chief Financial Officer

Support the recommendations

6.8.6 Municipal Manager

The plight of homeless within the WC024 area is of great concern. In an effort to address this; various municipal facilities within the municipal jurisdiction was considered to address this. To date the Klapmuts and Stellenbosch community facilities were used, however due to the fact that sports codes are now opening in terms of level 3 extended Regulation the homeless must be moved to an alternative venue. To this end and given that the Klapmuts and Stellenbosch communities already had an opportunity to assist it is now Franschhoek turn. I therefor support the recommendation as proposed.

ANNEXURES:

Annexure I: Update Report from Community Development Section

Annexure II: Photos

FOR FURTHER DETAILS, CONTACT:

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DIRECTORATE	Community and Protection Services
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REPORT DATE	15 July 2020

ANNEXURE I

UPDATE REPORT: 15 JULY 2020

COMMUNITY DEVELOPMENT

Stellenbosch Temporary Municipal Homeless Shelter: Covid19 Lockdown Regulations

Purpose

The purpose of the report is to provide an overview of the daily use and operations at the shelter.

Background

Stellenbosch Municipality established a safe space for homeless persons in line with the Disaster Management regulations as instructed by National Government. The municipality used the opportunity to increase their communication with the Stellenbosch Night Shelter and to coordinate the documentation of occupancy of the temporary space and the formal shelter to build a record of homeless persons within Stellenbosch.

Discussion

At 14 July 2020, the safe space had been operational for 110 days. The Stellenbosch Night Shelter also operated as a closed facility for this period to ensure the safety of the persons at the shelter and that of their staff. Occupancy however fluctuated over the period of operation.

Occupancy

Between the two facilities 281 persons were registered to have slept at least one night in either of the facilities. The raw data indicates that some persons were occupants at both facilities and some made use of the municipal facility for more than one period. Homeless persons were reunited with their families, but some of them either returned to the streets or returned to the municipal shelter.

Many of the persons are not from Stellenbosch and appeared in the middle of lock down on our streets. Some of the persons at the municipal facility were also rumored to have gone to visit Plettenberg Bay. Most of the people at the shelter have family of some kind, but relationships has broken down to such an extend that reunification is not always a sustainable solution. The following health problems are prevalent among the persons at the municipal shelter:

1. TB
2. HIV
3. Mental Health problems
4. Substance Abuse
5. Covid-19

Average number of persons per night at the temporary municipal homeless shelter: 62

Average number of persons per night at the Stellenbosch Night Shelter: 52

Three meals are provided at both shelters.

Cost implications to date

Security at the temporary municipal homeless shelter: R 670 560.00

Food provision at the temporary municipal homeless shelter: R 500 000

Blankets, mattresses and vanity packs: R 105 000.00

Grant in Aid Donation to Stellenbosch Night Shelter: R269 764.82

There are also cost implications relating to staff overtime, electricity and fumigation of the facility for which the department do not have access to.

Access to services

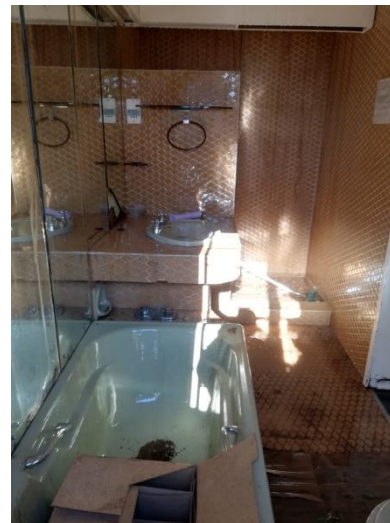
Health: The Department of Health was on site daily at the beginning of lock down, it then became less and they availed their services once a week after training municipal staff to do Covid19 screening. At the moment, municipal officials transport all persons at the shelter to the hospital or clinic if and when required. The Community Development Department takes and records the temperatures of beneficiaries twice daily. There has been one death among the beneficiaries over the reporting period and 3 persons who tested positive for Covid19 and were isolated at an isolation site of the Department of Health.

Social Welfare: The Department of Social Development has been on site for 13 days throughout the lockdown period doing social and psycho-social assessments.

ANNEXURE II

ANNEXURE II

PHOTOS



13.6	A NEW SPORT FACILITY MANAGEMENT MODEL (PLAN) FOR STELLENBOSCH MUNICIPALITY (WC024)
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Collaborator No:

IDP KPA Ref No:

Good Governance and Compliance

Meeting Date:

Council Meeting: 29 July 2020

1. SUBJECT: A NEW SPORT FACILITY MANAGEMENT MODEL (PLAN) FOR STELLENBOSCH MUNICIPALITY (WC024)

2. PURPOSE

The purpose of this report is to seek Council approval for the proposed new Sport Facility Management Model (Plan)

3. DELEGATED AUTHORITY

Council

4. EXECUTIVE SUMMARY

On 24 July 2019 the Stellenbosch Municipal Council resolved to revise the current Sports Facility Management Plan in order to improve the maintenance and management of sport facilities in WC024. The Community Services Department was mandated to facilitate the review process and to advise Council on alternative models (plans) for the management of municipal sport facilities. After an extensive consultation process with the SSRA, the official representative structure of the sports fraternity, the following sport facility management models are put forward for consideration:

Option I: The current Sport Facility Management Model (Status Quo).

Option II: Stellenbosch Municipality manage and maintain all the sport facilities within Stellenbosch (WC024).

Option III: Hybrid Model: A combination of key elements of Option I and Option II.

The Community Services Department supports the implementation of the Hybrid Model for Stellenbosch Municipality. The process that was followed is discussed in detail in the attached report (Annexure 1), which elaborates on the advantages and disadvantages of each of the three models.

5. RECOMMENDATIONS

- (a) That Council takes note of the Report: Sport Facility Management Model (Annexure 1);
- (b) That Council takes note of the three Sport Facility Management Model Options (I, II and III).
- (c) That Council considers the three Options (I, II and III) before Council and approves one of the Options for implementation.
- (d) That Council mandates the Community Services Department to start with the phased-in implementation of the approved Sport Facility Management Model, with immediate effect.

6. DISCUSSION

The current Sports Facility Management Model was adopted in 2016 and since then a number of shortcomings were identified by the stakeholders, namely:

- a) The inability of Sport Councils to fulfil their financial obligations.
- b) Weak accountability and inadequate reporting by the Sport Councils.
- c) Inadequate maintenance practices at sport facilities.
- d) Inadequate administrative governance and skill levels within the management structures of the Sport Councils.
- e) Lack of communication between the different spheres, which include communication between the SSRA and its members (Sport Councils) and between the Sport Councils and their members (sport codes/clubs), as well as between the municipality, SSRA and Area Sport Councils.
- f) Lack of capacity development and skills transfer to Sport Councils.

At the Council meeting of 24 July 2019, Council resolved that the Community Services Department (Recreation, Sport Facilities and Halls Section) must review the current Sports Facilities Management Model in consultation with the SSRA and advise Council on possible alternative models for consideration.

A workshop was scheduled for 25 January 2020 with all stakeholders to discuss the current Sport Facility Management Model, its challenges and the way forward. The workshop covered all the particular challenges faced by the sport fraternity in terms of sport facility management and presented the municipality and representatives of the SSRA and Area Sport Councils with an opportunity to raise their concerns and debate alternative facility management approaches (models) for Stellenbosch. At the conclusion of the workshop the delegates resolved that a task team be constituted to develop an improved Sport Facility Management Plan (Model) for Stellenbosch. The task team consisted of municipal officials and representatives from the SSRA and the Area Sport Councils.

This task team convened on 12 February 2020 for its first worksession. At the conclusion of the meeting it was agreed that the task team will meet for the second round of discussions on Wednesday 19 February 2020 to hopefully conclude the process. This meeting unfortunately did not take place. Instead, a request was received from the Chairperson of the SSRA for the Director: Community and Protection Services to address the members of the SSRA on 27 February 2020. The request was to answer questions pertaining to the proposed new Sport Facility Management Model that the municipality was contemplating. During the meeting the Director attempted to deal with questions/matters that included for example, a misplaced belief that the municipality intended to dissolve the SSRA; that the SSRA wanted to stick to the current model; that the idea of having a facility committee for each sport facility be rejected and that the name of the SSRA should stay (and not be changed to "Sport Council" as proposed by the municipality).

During the Covid19 Lockdown which was declared from April 2020, the internal workteam of the Community Services Department continued with the assessment of the engagements and eventually incorporated the available outcomes into three possible options or plans (models) for consideration by Council, namely, to stay with the current model (Option I); to do away with lease agreements and that the municipality manage and maintain the sport facilities (Option II) and thirdly, a hybrid model (Option III) where the municipality takes over the management and maintenance of its sport facilities, but with the flexibility to enter into agreements with selected sport councils/clubs/organisations that comply with criteria set by the municipality (See Annexure 1 for detail on the three Options for consideration).

The Community Services Department had a final engagement with the SSRA representatives of Thursday 23 July 2020 to share the content of the report with them and to avail themselves of any new developments before the final report is submitted to Council

Given the obvious flaws of the current Sport Facility Management Model, which emerged over the last few years, and significant resources required to successfully implement Option II (where the municipality takes over the sport facilities), the Community Services Department recommends the adoption of the **Hybrid Model (Option III)** for the WC024 municipal area. This model is a combination of Options I and II and seeks to redefine the management of municipal sport facilities. In short it means that Stellenbosch Municipality manages all the sport facilities within Stellenbosch (WC024) but has the flexibility to enter into agreements with sport clubs/federations/sport councils that comply with certain conditions set by Council.

The adoption and implementation of Option III holds the following

potential advantages for Stellenbosch Municipality, namely: the key

responsibility of facility maintenance will resort directly under the municipality;

rental of sport facilities will resort directly under the municipality; local facility

committees will have an advisory role and engage directly with the municipality;

municipal officials will be responsible for financial management, and not the

SSRA; application processes and procedures will be standardized and

streamlined; over-use of facilities, especially playing surfaces can be managed

more effectively by the municipality; streamlined communication process where

the facility committee can communicate directly with the sport section;

centralized sport facility management system to facilitate fair and equal access

for all communities.

Notwithstanding the advantages, the adoption of the hybrid model requires additional staff and operational requirements for successful execution, namely: additional staff to liaise with sport stakeholders; additional operational staff for maintenance and management of sport facilities; buy-in from sport federations to provide fixture lists on time; etc. However, the critical component of this model is the opportunity to redefine the criteria for entering into partnership agreements or lease agreements with selected individual sport club's/sport councils/federations that complies with, for example, the following criteria: have audited statements for the last 5 years; have own staff to manage the facility; have own staff that clean and prepare the facility for fixtures/events; be able to fulfil financial obligations towards the municipality; no outstanding debt with the municipality; etc.

Finally, ***to implement the hybrid model, the following are of critical importance for its success***, namely: all current lease agreements must be cancelled or revised; additional staff must be appointed; a new tariff structure must be designed and approved; new contract agreements based on revised criteria, be drawn up for clubs, sport councils that wish to enter into partnership or lease agreements with the municipality; develop new communication protocols between sport stakeholders; call for proposals to manage the Van der Stel Sport complex; etc.

7. IMPLICATIONS**7.1 Financial Implications**

To ensure an effective and efficient implementation of Option III (Hybrid Model) additional staff is required at an additional cost to the municipality.

7.2 Legal Implications

The SFMP complies with all relevant municipal policies and legislation.

7.3 Staff Implications

To ensure a highly effective and efficient implementation of Option III (Hybrid Model), additional staff is required.

7.4 Risk Implications

The appointment of the required additional staff will effectively mitigate against any new risks at the municipal sport facilities.

8. Previous / Relevant Council Resolutions**8.1.1 June 2016 – Current Sports Plan was adopted by Council**

4.2 14TH COUNCIL MEETING: 2017-11-29: ITEM 7.9.1:

RESOLVED (majority vote with abstentions)

- (a) *that Council approves the terms and conditions of the rental agreements for each category;*
- (b) *(b)that Council approves the proposed rental tariffs for each Sport Council category and that these tariffs be reviewed annually;*
- (c) *that the Lease Agreements be approved for a one-year period with an annual review; should the lessee not fulfill the obligations in terms of the lease agreement, the sporting facility will fall back to Council;*
- (d) *that once the lease agreements have been signed with the entities, the outstanding debts will be submitted to Council for consideration of writing off those debts; and*
- (e) *that Van der Stel's lease agreement stand over until their investigation has been finalized.*

8.1.2 Resolutions taken by the Stellenbosch Municipal Council on 24 July 2019:

- (a) *Approved MOU between the SSRA and Stellenbosch Municipality for a period of 6 months;*
- (b) *That a new lease agreement be concluded between Stellenbosch Municipality and Van der Stel Sport Council, with a specific clause prohibiting any sub-leasing without the written approval of the Stellenbosch Municipality;*
- (c) ***That the Community Services Department (Sport Section) reviews the Municipal Facilities Management Model and relevant Sport Policy in consultation with the SSRA;***

- (d) *That a forensic audit be done of the financial and operational systems in operation at the Van der Stel Sport Club;*
- (e) *That the Community Services Department commence with the development of an alternative Facilities Management Model, in consultation with the SSRA;*
- (f) *That a separate report on the outstanding debt of Area Sport Councils be submitted to Council.*

9. **COMMENTS FROM SENIOR MANAGEMENT**

9.1 **Director: Infrastructure Services**

Agree with the recommendations

9.2 **Director: Planning and Economic Development**

Agree with the recommendations

9.3 **Director: Community and Protection Services**

Agree with the recommendations

9.4 **Director: Corporate Services**

Agree with the recommendations

9.5 **Chief Financial Officer**

Agree with the recommendations

9.6 **Municipal Manager**

Agree with the recommendations

ANNEXURES:

Annexure A: Report: Sports Facility Management Model for Stellenbosch Municipality

Annexure B: MOU with the SSRA

Annexure C: Minutes of Workshop held on 25 January 2020
MANAGEMENT MODEL FOR STELLENBOSC MUNICIPALITY

FOR FURTHER DETAILS CONTACT:

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REPORT DATE	20 July 2020

ANNEXURE A



STELLENBOSCH
STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNICIPALITY • UMASIPALA • MUNISIPALITEIT

REPORT

SPORT FACILITY MANAGEMENT MODEL

STELLENBOSCH MUNICIPALITY

DIRECTORATE: COMMUNITY AND PROTECTION
SERVICES

JULY 2020

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 - 3.2 Categories of the current Sport Facility Management Model (SFMM)
 - 3.3 Lease Agreements and Memorandum of Understanding (MOU)
 - 3.4 Tariff Structure
- 4. National Sport and Recreation Plan (NSRP)**
- 5. Relevant Council Resolutions**
- 6. Evaluation: Current Sport Facility Management Model**
- 7. New Sport Facility Management Model**
 - 7.1 Sport Facility Management Models: Options for Stellenbosch (WC024)
- 8. The Hybrid Model Unpacked**
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 - 8.2 Implementation: Action Steps
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Sport Facility Management Plan (SFMP)

The municipal plan (operational plan) on the management, maintenance and development of public sport facilities in the WC024 Area.

Sport Facility Management Model (SFMM)

The municipal plan (concept) on the management, maintenance and development of public sport facilities in the WC024 Area.

National Sport and Recreation Plan (NSRP)

National strategy for the development of sport and recreation (including facilities) in South Africa crafted by Sport and Recreation South Africa, under the auspices of the Ministry of Sport, Arts and Culture.

Sport and Recreation South Africa (SRSA)

The national sport department situated in the National Ministry of Sport, Arts and Culture.

South African Sport Confederation and Olympic Committee (SASCOC)

The national umbrella sport structure representing civil society sport structures, Olympic entities and associations. The national governing body for all sport in South Africa.

Stellenbosch Sport and Recreation Association (SSRA)

The local umbrella sport structure representing civil society sport clubs, federations and institutions situated in the WC024 Area.

Area Sport Councils

An elected Committee representing the sport codes that make use of a particular municipal sport facility located in the WC024 Area. The various Area Sport Councils constitute the SSRA.

Municipal Sport Council

An elected civil society committee representing sport federations, clubs, codes and institutions operating within the political boundaries of a particular municipality in terms of the recognized SASCOC organizational structure. In Stellenbosch the municipal sport council is represented by the SSRA.

An advisory committee consisting of representatives of the sport codes that make use of a particular municipal sport facility. The facility committee advises the municipality on the management, maintenance and potential development of the facility.

Hybrid (Option III) Sport Facility Management Plan (Model)

The approach which allows the municipality to take full control of the management, maintenance and development of municipal sport facilities, but with the flexibility to conclude partnership or management agreements with recognized sport clubs, sport institutions and sport organisations, in compliance with specific criteria.

Management Agreement

An agreement signed between the municipality and selected sport federations, clubs, institutions and organisations which complies with the specific criteria set by Council.

In order to deliver on its local government mandate, the Stellenbosch Municipality is required to forge meaningful, mutually beneficial partnerships with community-based organisations which represent the interests of their members. The objective with the partnerships are to encourage public participation, promote cooperative governance and improve service delivery to its residents.

Active community participation and cooperative governance between communities and government constitutes the bedrock of responsible and accountable local government. The process followed to review the municipality's Sport Facility Management Plan (Model) gives credence to these principles of good governance.

By forging good relationships with community-based organisations like the SSRA (Stellenbosch Sport and Recreation Association) and involving them in the development of municipal policies, plans and programs, the Stellenbosch Municipality has demonstrated that it wishes to work with the sport fraternity to identify challenges and design the best possible solutions to overcome them. With reference to the review of the SFMP (Sport Facility Management Plan), the municipality has consulted with the SSRA, regional and provincial structures to develop a model that responds to the needs of the broader WC024 community.

The Community Services Department is confident that this report and recommendations represent the best possible outcome for all stakeholders of sport in Stellenbosch. It certainly presents all of us with an opportunity to start afresh and take the management, maintenance and development of sport facilities to new levels of excellence.

1. BACKGROUND

The previous lease agreements between Stellenbosch Municipality and the Stellenbosch Sport and Recreation Association (SSRA) came to an end in March 2012.

The process to develop and compile a new Sport Model for Stellenbosch Municipality (WC024) commenced in 2011.

The Community Services Department started to design a new Sport Facility Management Model in 2010. The objective with the Sport Facility Management Model was to:

- a) Improve the management and safeguarding of Council assets;
- b) Encourage the development of sport in partnership with the various Sport Councils;

- c) Introduce better control mechanisms for the management of public funds (funds generated through Council- owned assets);
- d) Facilitate better access to municipal sport facilities for the general public;
- e) Build capacity and transfer facility management skills to the various Sport Councils.

The Sport and Recreation Section of the Community Services Department compiled the first draft of the current Sport Facility Management Plan (Model) in 2011.

A public participation process took place. A first round of workshops in collaboration with councilors took place on the 7th of May 2013 to obtain input from the various sport councils.

A second meeting took place on the 27th of August 2013, this time including Councilors. In attendance were Councilors P.J Venter and D.A Hendricks as well as the relevant municipal officials.

On the 19th of September 2013 a final discussion regarding the Sport Facility Management Model was held. Present were the Speaker, Councilors N.E Mcombring, J.P Serdyn, P.J Retief, the SSRA, Sport Councils and the relevant municipal officials. The model was approved and accepted by the sport councils.

The draft document was circulated to internal and external role players (including delegates from DCAS) for comment. After all the comments were considered, a Revised Draft Sport Facility Management Model was tabled with Council for approval. After various concerns were raised by Council, it was resolved that the model was not ready for implementation and that it needs further review and redrafting.

The Community Services Department took cognizance of the fact that the information did not cover all the aspects needed to approve the Sports Management Model. The Community Services Department subsequently drafted a business process to complete the process.

The second draft was submitted to Council during the course of 2013 and it was recommended that a process of consultation with all stakeholders be done to reach consensus.

This process was followed up with a workshop with the SSRA where the proposed model was discussed. Consensus could not be reached with the SSRA as the organization had reservations over the proposed rental tariff.

The categories in the sport model were subsequently clarified and in June 2014, after a special workshop was held with the Sport Councils and the SSRA, agreement was reached and a draft SFMP (model) was presented to Council for approval. Council then raised concerns over the stipulations for each of the categories of sport facilities that were listed in the plan (*These categories are discussed in detail under point 2.2).*

A further workshop was held with the SSRA and Area Sport Council on the 9th December 2015, to discuss the key elements of the proposed new Sport Facility Management Model. This was followed up with two special meetings with the SSRA Executive Committee in February 2016, to further clarify concerns and uncertainties relating to the roll-out and implementation of the plan. A follow-up session was then held with the SSRA and its affiliated sport councils on 18 February 2016 to explain the process relating to the roll-out of the sport plan and the briefing sessions to be held with individual sport councils in this regard.

Stellenbosch Municipality, in close co-operation with the SSRA, then embarked on a roadshow during May 2016 to explain the sport model and the basic stipulations of the lease agreements, to the SSRA affiliates.

The Sport Facilities Management Plan (model) was finally adopted by Council in May 2016.

The 2016 Sports Facilities Management Model gives clear and direct clarification on the roles and responsibilities of the municipality, the Area Sport Councils and SSRA (*These roles and responsibilities will be discussed under point 2.1).*

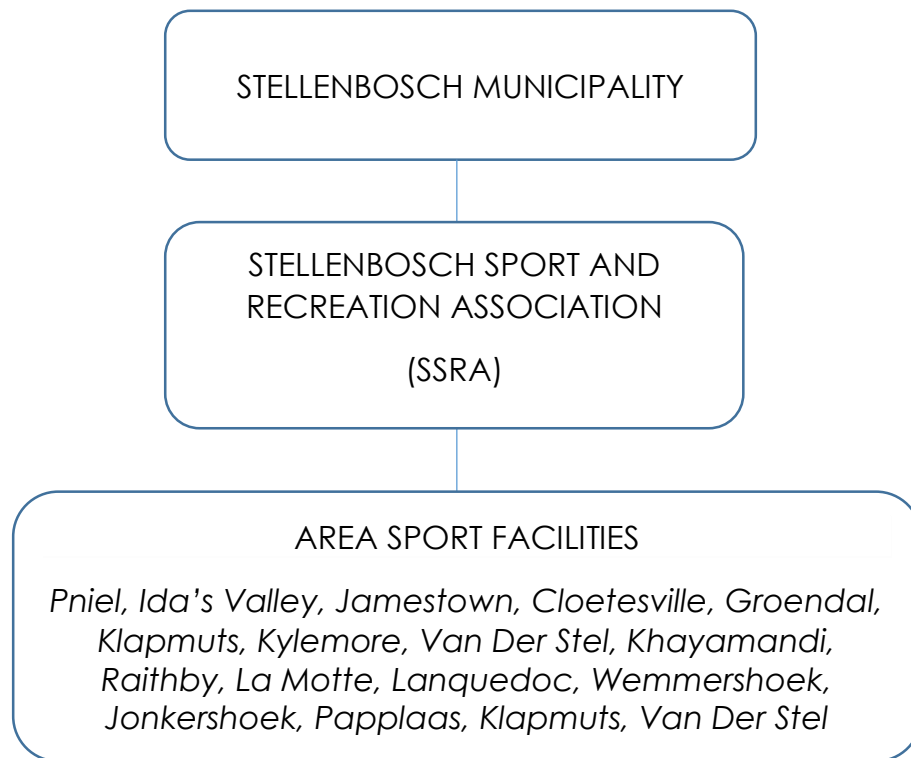
The Sport Facilities Management Model was developed to allow Area Sport Councils share accountability and responsibility in the managing of the municipality's sport facilities. Area Sport Councils were categorized according to infrastructure, self-sustainability and possible income generation utilizing municipal facilities. Area Sport Councils also had to pay annual leasing fees to the municipality. This was agreed upon with the signed lease agreements.

Since the introduction of the Sports Facility Management Plan in 2016, there were various implementation problems that pointed to some practical flaws or shortcomings in the model which was not foreseen at the time of adoption.

In July 2019 Council decided to revise the Municipal Sport Facility Management Model in an attempt to address the flaws and shortcomings identified in the Sport Facility Management Model of 2016.

1. **CURRENT SPORT FACILITY MANAGEMENT MODEL FOR STELLENBOSCH (WC024) (SFMM)**

The current Municipal Sport Facility Management Plan (model) for Stellenbosch (WC024) comprise of the following:



1.1 **Roles and Responsibilities of each of the entities**

The roles and responsibilities of Stellenbosch Municipality, the SSRA and different Area Sports Councils are listed as follows:



ROLES & RESPONSIBILITIES:

- a) Recognise the SSRA as the representative umbrella sport structure responsible for the management and organisation of sport and recreation in WC024
- b) Provide administrative and development support to the SSRA
- c) Capital Expenditure for new sport facilities and the maintenance of sport facilities
- d) Capacity development in sport management

- e) Enter into and manage the Lease Agreements with Area Sport Council/SSRA
- f) Interact with key stakeholders
- g) Co-develop (in partnership with the SSRA) strategies for the development and management of sport and recreation in WC024.

SSRA

ROLES & RESPONSIBILITIES

- a) Organisation, management and coordination of sport and recreation in WC024
- b) Consult and liaise with its affiliates, the Area Sports Councils and ensure compliance with municipal requirements.
- c) Co-Lessee with Area Sport Councils of municipal sport facilities
- d) Sport Administration (fixtures, applications, monitor facilities etc.)
- e) Capacity development among its affiliates
- f) Talent Identification and Development
- g) Tournaments and Events – Organise
- h) Development fund for Sport and Recreation – Fundraising
- i) Annual Stellenbosch Sport Awards – Organise
- j) Interact with key stakeholders
- k) Co-develop strategies (in partnership with Stellenbosch Municipality) for the development and management of sport and recreation in Stellenbosch Municipality

AREA SPORT COUNCIL

ROLES & RESPONSIBILITIES

- a) Affiliate with the SSRA
- b) Co-lessee with SSRA of specific municipal sport facilities
- c) Operational management of specific sport facilities
- d) Develop strategies for the development of sport and recreation in specific areas
- e) Interact with sport and recreation stakeholders linked to specific municipal sport facilities

1.2 Categories of the current Sport Facility Management Model (SFMM)

CATEGORIES	CATEGORY A	CATEGORY B	CATEGORY C	CATEGORY D
Suggested Centres for Categories	VAN DER STEL	KYLEMORE, PNIEL, IDA'S VALLEY, RAITHBY, KLAPMUTS, JAMESTOWN, GROENDAL, KAYAMANDI	WEMMERSHOEK , LA MOTTE, LANQUEDOC	JONKERSHOEK, PAPPLAAS
Conditions of assets	Full range of facilities for several codes (good condition).	Adequate facilities for scaled down codes. Good / above average condition.	Adequate facilities for minimum codes. Average/poor conditions.	Inherit from Cape Winelands District Municipality since 2005. Lack of facilities for codes. Poor playing surfaces, poor conditions.
Management by Community	High community capacity to management.	Adequate community capacity to manage.	Poor / No community capacity to manage.	No community capacity to manage.
New model	Van Der Stel Council	Stellenbosch	Stellenbosch	Stellenbosch

CATEGORIES	CATEGORY A	CATEGORY B	CATEGORY C	Page 1722 CATEGORY D
Management	manages 100% into new agreement.	Municipality entered into a lease agreement	Municipality entered into a lease agreement	Municipality entered into a lease agreement
Security + Insurance	Responsible for all safeguarding and insurance of all assets by Sports Council.	Sports Councils responsible for the safeguarding and insurance of all assets on the property.	Municipality: safeguarding property and buildings (exterior). Sports Council: interior of buildings and moveable assets.	Municipality: safeguarding property and buildings (exterior). Sports Council: interior of buildings and moveable assets.
Management structure	Sports Council one code one vote. Monthly meetings and submissions of agendas and minutes.	Sports Council one code one vote. Monthly meetings and submissions of agendas and minutes.	Sports Council one code one vote. Monthly meetings and submissions of agendas and minutes.	Sports Council one code one vote. Monthly meetings and submissions of agendas and minutes.

1.3 Lease agreements and Memorandum of Understanding (MOU)

Currently Stellenbosch Municipality has a lease agreement in place with the SSRA. A memorandum of understanding (MOU) was also signed between Stellenbosch Municipality and the SSRA. (See annexure B for lease agreement and annexure C for MOU between Stellenbosch municipality and SSRA.

1.4 Tariff Structure

The tariffs for the different categories of facilities leased by Sport Councils are as follows:

CATEGORY A	<ul style="list-style-type: none"> Van Der Stel Sports Council 	R33 000 per annum
CATEGORY B	<ul style="list-style-type: none"> Kylemore Groendal Kayamandi Pniel Ida's Valley, Raithby 	R3 000 per annum

	<ul style="list-style-type: none"> • Klapmuts Jamestown 	
CATEGORY C	<ul style="list-style-type: none"> • Wemmershoek • Lanquedoc • La Motte 	R1 500 per annum
CATEGORY D	<ul style="list-style-type: none"> • Jonkershoek • Papplaas, 	R500 per annum

1.5. Sport Facility Management Plan: Annual Update

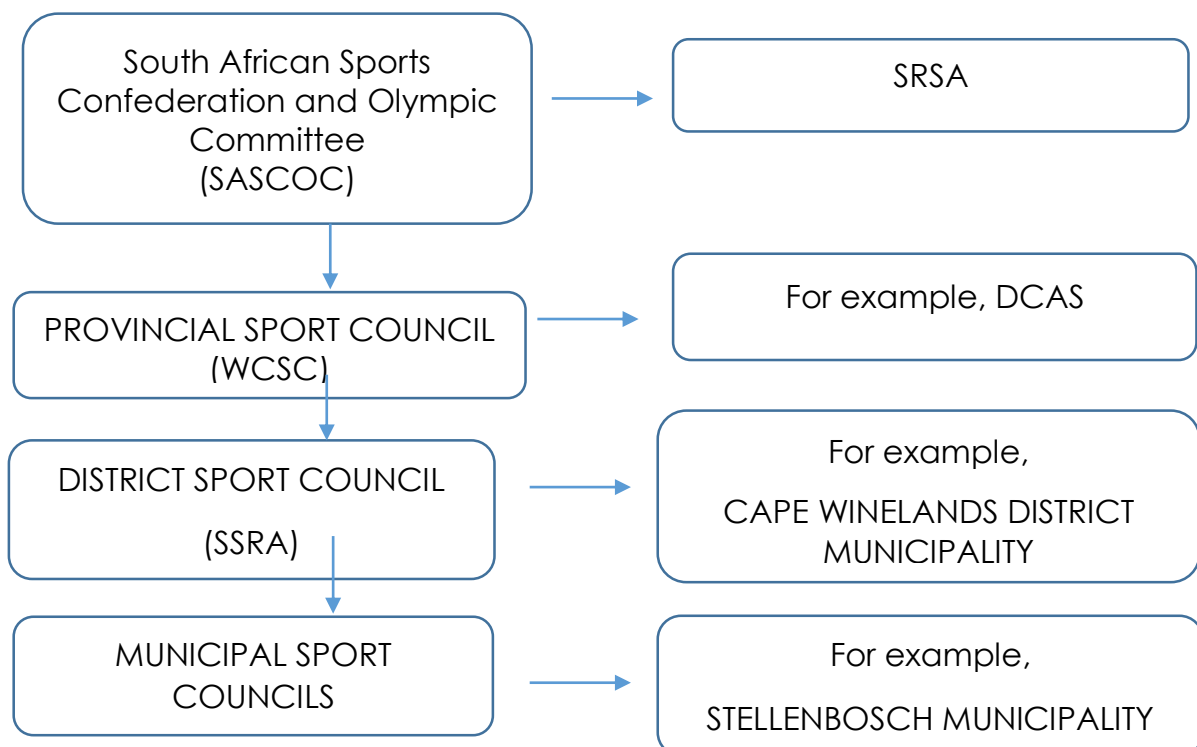
The current Sport Facility Management Plan was updated in April 2020, as part of the annual review process and the Service Delivery Budget Implementation Plan (SDBIP), in which it formed part of the performance plan of the Community and Protection Services Directorate.

2. NATIONAL SPORT AND RECREATION PLAN (NSRP)

The NSRP specifically focuses on the following strategic objectives to assist with broadening the base of sport and recreation in South Africa:

- 2.1** To improve the health and well-being of the nation by providing mass participation opportunities through active recreation.
- 2.2** To maximise access to sport, recreation and physical education in every school in South Africa.
- 2.3** To promote participation in sport and recreation by initiating and implementing targeted campaigns.

Aligning the National Sport and Recreation Plan (Model) with the different tiers of political governance and its relevance for local authorities:



Presently, the SSRA (Stellenbosch Sport and Recreation Association) is supposed to be the representative Municipal Sport Council in terms of the NSRP as reflected by SASCOC (South African Sport Confederation and Olympic Committee) and SRSA (Sport and Recreation South Africa).

3. PREVIOUS COUNCIL RESOLUTIONS

3.1 June 2016 – Current Sport Facilities Management Plan (Model) adopted by Council.

3.2 14TH COUNCIL MEETING: 2017-11-29: ITEM 7.9.1

RESOLVED (majority vote with abstentions):

- (a) That Council approves the terms and conditions of the rental agreements for each category;
- (b) That Council approves the proposed rental tariffs for each Sport Council category and that these tariffs be reviewed annually;
- (c) That the lease agreements be approved for a one-year period with an annual review; should the lessee not fulfil the obligations in terms of the lease agreement, the sporting facility will fall back to Council;
- (d) That once the lease agreements have been signed with the entities, the outstanding debts will be submitted to Council for consideration of writing off those debts; and
- (e) That Van der Stel's lease agreement stand over until their investigation has been finalised.
- (i) *The rental agreements refer to the roles and responsibilities as describe under point.*
- (ii) *The rental for each category where for category A was R33 000/ per annum, for category B R3 000/annum, for category C R1 500/annum and for category D R500/annum.*
- (f) *A Service provider has been appointed to investigate the allegations made regarding the financial management by Van der Stel management.*

4.3 Resolutions taken by the Stellenbosch Municipal Council on 24 July 2025

The resolutions are listed as follows:

- (a) Approved the MOU between the SSRA and Stellenbosch Municipality for a period of 6 months;
- (b) That a new lease agreement be concluded between Stellenbosch Municipality and Van der Stel Sport Council, with a specific clause prohibiting any sub-leasing without the written approval of the Stellenbosch Municipality;
- (c) **That the Community Services Department reviews the Municipal Sport Facilities Management Model and relevant Sport Policy in consultation with the SSRA;**
- (d) That a forensic audit be done of the financial and operational systems in operation at the Van der Stel Sport Club;
- (e) That the Community Services Department commence with the development of an alternative Facilities Management Model, in consultation with the SSRA;
- (f) That a separate report on the outstanding debt of Area Sport Councils be submitted to Council.

4. EVALUATION OF THE CURRENT SPORT FACILITY MANAGEMENT MODEL

After a thorough internal assessment and consultations with the SSRA and individual sport councils, the following shortcomings/weaknesses in the current Sport Facility Management Model were identified:

4.1 Sport Councils unable to fulfil their Financial Obligations:

Currently the different sport councils find themselves at various levels of debt with the Stellenbosch Municipality. Most of the indebtedness has been accumulated over an extended period of time, some from as far back as 2016. The debt comprises of payments due to the municipality in terms of the lease agreements as well as overdue utility payments (water, sanitation and electricity).

4.2 Lack of Accountability

Part of the responsibility of the sport councils was to provide Stellenbosch municipality with monthly income and expenditure reports. All the sport councils were non-compliant with this critical governance and reporting function. Complaints were received from affiliated clubs that communication between the different entities of the structure is poor and in some instances, non-existent.

In terms of the signed lease agreements, the sports councils are responsible for maintaining the interior of the facilities (buildings). The current state of the facilities is a clear indication that the sports councils were unable to maintain the facilities in an acceptable standard.

4.4 Lack of proper governance and skills within the management structures of facilities

There seems to be a shortage or absence of management skills at the level of sport councils to manage facilities in a fair and transparent manner.

4.5 Lack of communication between the different spheres, including affiliates to Sport Councils

The onerous and bureaucratic process to report maintenance and usage matters resulted in frustration amongst the clubs and organisations that used the facilities. Often blame was laid at the door of the sport councils and the SSRA and conversely by the SSRA at the door of the municipal sport office. It is evident from this that the system is in need of urgent revision to facilitate better communication between the stakeholders.

4.6 Lack of Capacity development

While sport councils battled with the efficient management of sport facilities, little effort was made to improve the competency levels of the members and structures expected to manage the facilities to the advantage of the broader community. This needs to be addressed as a matter of urgency.

5. NEW SPORT MANAGEMENT MODEL FOR STELLENBOSCH (WC024)

In 2017 the municipality began to engage with the SSRA and the Area Sport Councils to develop and finalise the respective lease agreements in terms of the adopted Sport Facility Management Plan. Although road shows took place, some of the sport councils were unwilling to sign the agreement and further discussions followed. There were also discussions regarding the tariff structure that was agreed on. The MOU was also compiled and signed.

During 2018 and early 2019 the court case between the Van der Stel Sport Council and the lessee of the Gymnasium at the Van der Stel Sport Facility, prompted Council to review the current Sport Facilities Management Plan of the municipality. In terms of this decision, the Community Services Department was mandated to review the current plan (model) and advise Council on the adoption and implementation of a new Sport Facilities Management Model for Stellenbosch Municipality. It was further agreed

that this will be pursued in consultation and in partnership with the Stellenbosch Sport and Recreation Association (SSRA).

After numerous delays in the appointment of suitably qualified service providers to deliver on the resolutions resolved by Council the initial workshop was eventually scheduled for 25 January 2020. The focus of the workshop (with all relevant stakeholders) was to discuss the current Sport Facility Management Model, its challenges and the way forward.

The main issues which arose from the SWOT analyses that was done as part of the workshop included the following:

SWOT analysis:

- This session created the opportunity to discuss a wide range of issues and that the focus should be on the possible review of the facilities management model.
- All contributions were noted, with both the municipal officials and the representatives (from the SSRA and Area Sport Councils) being encouraged to deal with it in the appropriate manner.
- Representatives were also encouraged to solve problems within their organisations and structures and to undertake introspection.
- For example, good governance principles (like effectiveness and efficiency, accountability, inclusiveness, ethical conduct, compliance, transparency, etc.) should be adhered to.

The following table is a summary of the SWOT Analysis that was discussed:

BREAK-DOWN OF SWOT ANALYSIS	POINTS HIGHLIGHTED
Strengths	<ul style="list-style-type: none"> ➤ Well-functioning SSRA Committee ➤ Availability of sport spaces in Stellenbosch and surrounds ➤ Role of the Sport directorate (qualified) ➤ Financial resources (qualified)
Weaknesses	<ul style="list-style-type: none"> ➤ The model may be empowering, but there are shortcomings, like badly/ untrained employees ➤ Rural sports councils should not be part of the model (qualified) ➤ Unsatisfactory maintenance ➤ The fact that Khayamandi does not have a sport council ➤ Weak security ➤ Unsatisfactory communication ➤ Unsatisfactory implementation of Models and decisions

	<ul style="list-style-type: none"> ➤ Unclear of the roles and responsibilities of sport councils ➤ Lack of cooperation and synergy between municipal service sections ➤ Lack of interest from the municipality's side in the value-addition and benefits of newly built facilities ➤ Financial constraints ➤ Municipal staff who do not necessarily have the required experience and abilities ➤ Insufficient capacity in the sport department ➤ The municipal tariff structure
Opportunities	<ul style="list-style-type: none"> ➤ World class destination ➤ The use of technology to create an interactive communication platform ➤ Possibilities for upgrading of facilities ➤ To create synergies between relevant entities ➤ To create consistency across the system <ul style="list-style-type: none"> ➤ Assessment of compliance
BREAK-DOWN OF SWOT ANALYSIS	POINTS HIGHLIGHTED
	<ul style="list-style-type: none"> ➤ Employment opportunities ➤ Genuine partnerships in terms of a social compact ➤ Maximisation of facilities ➤ Honouring financial obligations
Threats	<ul style="list-style-type: none"> ➤ Unrealistic expectations ➤ Insulting communication on social media platforms (qualified) ➤ Self-interest ➤ Crime ➤ Racial tension ➤ Non-adherence to approved structures and protocols ➤ A model that lags behind and does not keep up with changing dynamics and needs ➤ Individual abuse of power ➤ Non-adherence to timelines and absence of an indication of who should take responsibility ➤ Elections and related political dynamics

The following resolution was adopted unanimously: That a task team be constituted which will consist of representatives of the SSRA and the sport section of the municipality respectively, to assess the current sport facilities management model and consider possible ways to improve it.

This task team convened on 12 February 2020. At the conclusion of the meeting it was agreed that the task team will meet for the second round of discussions on Wednesday 19 February 2020, to hopefully conclude the process. This meeting did not take place; instead a request was received from the chairperson of the SSRA requesting the Director: Community and Protection Services to address the members of the SSRA on 27 February 2020.

The main issues raised at the meeting of 27 February 2020 were the following:

- (a) The alleged intention of the Stellenbosch Municipality to dissolve the SSRA.
- (b) That members and the SSRA Executive prefers the current facilities management model and that the system works well for them. The SSRA felt that the problem laid with the poor service delivery received from the municipal Sport Section.
- (c) That the municipal proposal of Facility Committees to be established at all the municipal sport facilities will not work and that the present SSRA Facility Committee works well enough and should remain.
- (d) That the current lease agreement system works well and that it should remain in place.
- (e) That the SSRA and its members would prefer that the current facilities management model not be changed and that it should remain in place.
- (f) That the name of the SSRA not be changed to the Stellenbosch Sport Council (as proposed by the Community Services Department), but that it remains the SSRA.

6. COVID-19 PANDEMIC

At the beginning of March 2020 South Africa found itself in the midst of a global pandemic and a national lockdown, which brought business and government as we know it to an almost complete standstill. This refocus of resources (human and physical) has direct impact on this review process and the engagements that were still required to conclude the process.

The lockdown continued its grip on the community of Stellenbosch and its institutions throughout May, June and July. As municipal business (Mayco and Council Meetings) gradually returned, albeit as virtual online meetings, departments were instructed to prioritise critical projects for completion.

The Community Services team worked all out to complete the report for Council, using the available information it collated through the various interactions and consultations with the SSRA prior to lockdown. On Thursday 23 July 2020 the department had a final engagement with representatives of the SSRA to share the content of the report and to verify

7. POSSIBLE FACILITY MANAGEMENT MODELS FOR STELLENBOSCH (WC024)

7.1 OPTION I: KEEP USING THE CURRENT MODEL (STATUS QUO)

From discussions with the different Sport Councils and Clubs it was clear that certain shortcomings have been identified within this model. This was reflected in the informal and formal complaints registered by clubs, sport boards, the SSRA and the municipality about the challenges they experienced.

The following challenges/shortcomings were identified:

- 7.1.1 Roles and Responsibilities were not clearly understood by the parties involved. At the workshop held on 25 January 2020 it was clear that some of the attendees lacked understanding of the responsibilities of the sports councils.

There were requests for clarification at this workshop. This point was also listed as a weakness as part of the SWOT analyses.

Unfair rental charged to sport councils for use of municipal sport facilities.

- 7.1.2 Selective and exclusive usage of the facilities as determined by the local sport council – fairness of allocation.
- 7.1.3 Lack of communication between the municipality, SSRA and the different sport councils.
- 7.1.4 Inability of sport councils to fulfill responsibilities, i.e. the high amounts of outstanding debt of the different sport councils.
- 7.1.5 The inability of sport councils and clubs to manage the facilities effectively and efficiently.

7.2 OPTION II: THE MANAGEMENT OF ALL THE SPORTS FACILITIES IN STELLENBOSCH (WC024) BY STELLENBOSCH MUNICIPALITY

In this model the Stellenbosch Municipality takes back full control of all the public sport facilities. This means that lease agreements with Area Sport Councils fall away and the municipality will manage the utilization and maintenance of the sport facilities.

The advantages of this model are the following:

- 7.2.1 Better control over all the sport facilities. This will result in the fields not being over-utilized. The municipality will be able to determine the usage capacity of each of the facilities and fields and schedule maintenance as and when required.

- 7.2.2 The approval and management of ad-hoc applications will be streamlined. Currently if there is an application from a non-sport organization they must first apply to the Area Sports Councils. This often results in delays in the approval process. Currently, Area Sports Councils can decide whether to approve or reject the applications.
- 7.2.3 Improved processes (reduce red tape) relating to applications for the use of the fields.
- 7.2.4 No shared responsibility relating to facilities management which will eliminate any misunderstandings in terms of maintenance and security.
- 7.2.5 Improved communication channels between users (or applicants) and Stellenbosch Municipality. When the communication is directly with the different sporting codes it will result in a more streamlined communication process.
- 7.2.6 Promotes the increase of community access to public- owned facilities. The municipality has the capacity to market and promote the facilities more effectively.
- 7.2.7 Centralised management model for coordination and development of sport.

The challenges/shortcomings of this model are the following:

- 7.2.1 Additional staff will be required, for example, a liaison officer to attend critical federations meetings and upkeep of sporting dialogue.
- 7.2.2 Additional maintenance staff will be required.
- 7.2.3 Respond-time from federations to provide season rosters/fixtures tend to be very slow and may delay finalization of annual calendars.
- 7.2.4 Resolving the challenge of overlapping season rosters/fixtures between sport federations
- 7.2.5 The scheduling of friendly matches is usually delayed and may further delay the finalization of annual calendars.

7.3 OPTION III: HYBRID MODEL

This model is a combination of Option I and Option II.

This model entails that Stellenbosch Municipality manage all the sport facilities within Stellenbosch (WC024) but with the option/freedom to enter into agreements with sport clubs/federations/sport councils that comply with certain minimum conditions to be determined by the Stellenbosch Municipality.

- 7.3.1 Roles and Responsibilities are clearly defined. Addressing the shortfall of the current model regarding the roles and responsibilities which is not clearly understood by the sport councils to be moved to the municipality, which is more equipped to handle these roles and responsibilities.
- 7.3.2 Rental fees for sport facilities will be aligned in terms of the Council tariff structure. The matter of unfair rental of facilities will be addressed due to the fact that the municipality will determine a tariff structure for all type of events at sports facilities.
- 7.3.3 Bookings and Reservations will be managed by the municipality. The possibility of selective and exclusive usage of facilities will be addressed due to the fact that the municipality will be responsible to determine who can use the facilities.
- 7.3.4 The Municipality will manage and maintain the facilities. The inability of sport councils to fulfil their responsibility will be addressed due to the fact that the municipality will take more responsibility regarding the management of facilities.
- 7.3.5 The Facility Management Committees can concentrate on their roles and responsibilities, which will be to advise the municipality and NOT to manage the facilities.
- 7.3.6 Municipal officials will be responsible for the financial management of facilities. This will no longer be the responsibility of the SSRA.
- 7.3.7 Better control over the use of facilities. The municipality will be in a position to determine the usage capacity of each of the facilities and fields. Over-utilization of facilities will be managed by the municipality.
- 7.3.8 Improved processes relating to the applications for the use of facilities. The approval and management of ad-hoc applications will be streamlined. Currently if there is an application from a non-sport organization they must first apply to the Area Sports Council. This can result in delays. This unnecessary delays can now be eliminated.
- 7.3.9 Sport facilities are managed and maintained by the municipality. No shared responsibility relating to facility management which results in misunderstanding roles and responsibilities.
- 7.3.10 Improved communication channels between users and Stellenbosch Municipality. When the communication is directly with the different

sporting codes, it will result in a more effective and efficient communication process.

7.3.11 Promotes the increase of community access to public owned facilities. The municipality has the capacity to market and promote the facilities more effectively.

7.3.12 Centralised management model for coordination and development of sport.

The challenges/shortcomings of this model are the following:

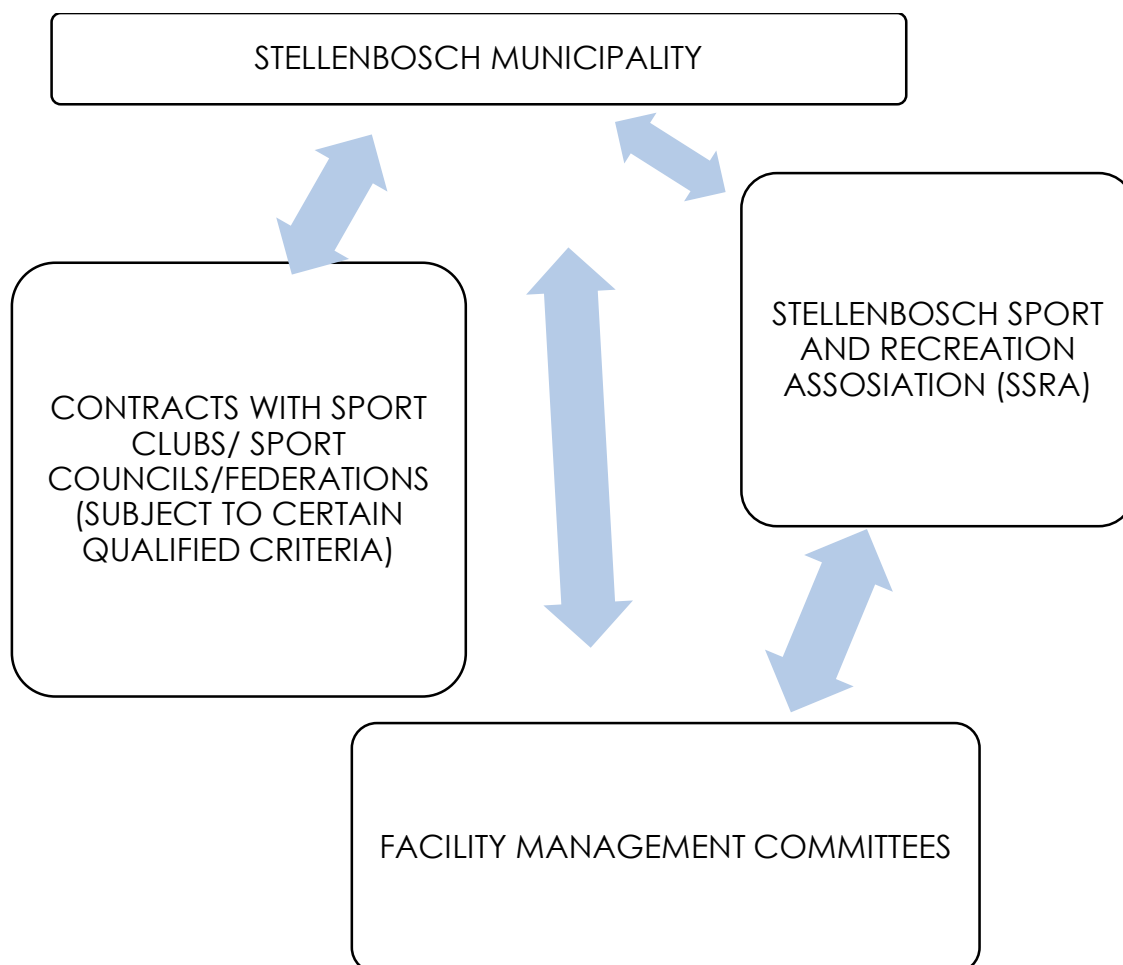
- 7.2.1 Additional staff will be required, for example, a liaison officer to attend to critical federation meetings and to secure regular dialogue with all stakeholders.
- 7.2.2 Additional need for opera for repairs and maintenance.
- 7.2.3 Usually slow response times from federations to provide season rosters to reserve sport fields for official fixtures.
- 7.2.4 Overlapping season rosters between Sport Federations will require the imposition of strict deadlines.
- 7.2.5 Timely scheduling of friendly matches.

The difference between Option III and Option I is that the Stellenbosch Municipality may still enter into agreements with individual sport clubs/sport councils/federations that complies with (for example) the following minimum criteria:

- a) Able to provide audited financial statements for the last 5 years indicating that they can manage the club without any financial support from Stellenbosch Municipality.
- b) Able to manage the facility with its own staff.
- c) Able to prepare the facility for seasonal features without any help from Stellenbosch Municipality.
- d) Must be able to fulfill their municipal financial obligations, eg., settle utility bills (water, electricity, sanitation) on time.
- e) Must NOT have any outstanding debt with Stellenbosch Municipality.

8 DETAIL REGARDING THE IMPLEMENTATION OF THE HYBRID MODEL

8.1 HYBRID MODEL STRUCTURE HYBRID MODEL



8.2 ACTIONS THAT MUST BE TAKEN TO IMPLEMENT THE HYBRID MODEL

- a) If this model is approved all current agreements with the SSRA, Sport Councils and Van der Stel Sports Council will fall away.
- b) Additional staff will be needed at the Sports Section of Stellenbosch Municipality to manage the facilities and the usage of the facilities.
- c) A new tariff structure must be approved and implemented.
- d) Call for proposals to manage the Van der Stel Sport Complex.
- e) New contract agreements to be drawn up with sport clubs that complies with the pre-conditions as determined by Council, as and where required.
- f) Develop new standard operating procedures regarding communication between the different sport-related bodies and Stellenbosch municipality.

CHALLENGE	ADDRESSING THE CHALLENGE
Additional need for key staff capacity including a liaison officer to attend critical federations meetings and up keep of sporting dialogue.	The Department is finalising a new micro structure for the sport section to address the implementation of this model.
Additional need of operational staff capacity which includes repairs and maintenance personnel to be included on the staff structure.	
Response time from federations to provide season rosters.	An annual calendar with due dates when sport federations must provide their fixtures will be developed by the Sport Section and distribute to all Sport Federations annually.
Resolving the challenge of overlapping season rosters between Sport Federations	The SSRA will be responsible to determine the season dates for official fixtures. These dates will be adhered to by the Stellenbosch Municipality.
CHALLENGE	ADDRESSING THE CHALLENGE
Scheduling of friendly matches.	Sport Codes will be requested to provide Stellenbosch municipality with friendly fixture dates at a specific due date.
Identifying clubs that do qualify for separate agreements with the Stellenbosch Municipality	A set of criteria will be designed to determine if a sports club qualify to enter into an agreement with Stellenbosch municipality.
Current no tariff structure to accommodate this model.	The Sports section, in conjunction with the municipality's finance department will design a tariff structure to accommodate this model.
Termination of current contracts	The Sport section, in conjunction with the Legal department will develop an implementation process to cancel all current lease agreements (contracts).

8.4 THE ROLE OF THE SSRA IN THE CURRENT MODEL, as per MOU, vs HYBRID MODEL's recommendation.

CURRENT MODEL	HYBRID MODEL
To be an advisory board that will assist and expand on the functions of the municipality.	To be an advisory board that will assist and expand on the functions of the municipality.
Create a donor system through its interaction with the private sector in providing funds, sponsorships and assistance in development and expanding of current Area Sports Councils and the facilities it operates.	Interact, monitor and capacitate the Area Sports Councils which forms its members.
Interact, monitor and capacitate the Area Sports Councils which forms its members.	Interact, monitor and capacitate the Area Sports Councils which forms its members.
Interact and co-operate with NGOs in sport development.	Interact and cooperate with NGOs in sport development
CURRENT MODEL	HYBRID MODEL
Interact with other clubs and not only clubs at specific sport grounds managed by Area Sports Councils to identify needs and assist in developing an integrated Sport and Recreation Development Model.	Interact with clubs at specific sport grounds managed by Area Sports Councils to identify needs and assist in developing an integrated Sport and Recreation Development Model.
Co-operate with schools to assist in the development of sport and recreation and co-operate with tertiary institutions in developing Long Term Participant Models and training for Sports Councils.	Co-operate with schools to assist in the development of sport and recreation and co-operate with tertiary institutions in developing Long Term Participant Models and training for Sports Councils.
	Will advise Stellenbosch municipality regarding the prioritizing capital projects?
	Will be responsible for development of sport in Stellenbosch.

8.5 THE ROLE OF THE LOCAL FACILITY COMMITTEE IN THE HYBRID Model

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- a) The Local Facility Committees (LFC) will have no decision-making powers and will play an advisory role to Stellenbosch Municipality (Recreation, Sports Grounds and Halls Section) with regard to the management and maintenance of the local sport facility which they oversee.
- b) The Facility Committee will liaise directly with the Sport Section of the municipality regarding the management and maintenance of facilities.
- c) Income generated will go to the applicable code using the facility on the day.
- d) Registered Sport codes participating in formal league competitions, based on annual approved fixtures, will have first right of use of the municipal facilities.
- e) In terms of its organizational structure, the Stellenbosch Sport and Recreation Association (SSRA) must determine its constituents (Sport Codes/ or Area Sport Forums - Geographical regions within Stellenbosch Municipality). It is the constituents (or members) of the SSRA that will constitute the General Council of the SSRA.

9. CONCLUSION

It is clear from the content of this report that much effort has gone into finding a mutually acceptable and beneficial approach to sport facility management in the Stellenbosch Municipality. The record show that process to design the current Sport Facility Management Model (Plan) started way back in 2010 and was concluded in 2016 when it was finally adopted by Council. The intention with the facilities management model was to: one, improve the management and safeguarding of Council assets; two, encourage the development of sport under the auspices of Area Sport Councils; three, to improve the management of public funds; four, to facilitate better access to municipal sport facilities for the general public; and five, to build capacity and transfer facility management skills to the Sports Councils.

The implementation process involved the compilation of lease agreements with the SSRA (which was extended through the SSRA to the Area Sport Councils) and the conclusion of an MOU with the SSRA as the official representative structure for sport in Stellenbosch.

However, it wasn't all plain sailing as with implementation the practical implementation of certain aspects of the lease agreements as well as service delivery expectations from the municipality did not materialize. These included for example: the inability of Sport Councils to fulfil their financial obligations towards the municipality; inadequate maintenance of sport facilities by both the Area Sport Councils and the municipality; low

standard of facility management by Area Sport Councils; inadequate levels of transparency and accountability by Area Sport Councils as required in the lease agreements; poor communication between the various stakeholders and a lack of capacity building among the affiliates of the SSRA.

In the light of these shortcomings and the escalating debt of Area Sport Councils the Stellenbosch Municipal Council resolved (24 July 2019) that the Community Services Department (Sport Section) must revise the Municipal Sport Facilities Management Model and relevant sport policies in consultation with the SSRA. After extensive consultations with the SSRA and Area Sport Councils three possible models were investigated, namely:

1. Option I: To retain the status quo.
2. Option II: Stellenbosch Municipality manages and maintain all the sport facilities in Stellenbosch (WC024).
3. Option III: Implement a Hybrid model – a combination of Option I and Option II.

Given the difference in the standard, size and location of municipal sport facilities, the Community Services Department is of the view that the Hybrid Model (Option III) would be the best option for Stellenbosch Municipality and the extended sport fraternity of WC024. This will allow us to explore the alternative options for management and possibly accommodate the particular needs of different sport codes, by setting new standards and norms for facility management and access.

We will strive to achieve this in close cooperation and in partnership with the SSRA.

10. RECOMMENDATION

The Community Services Department therefore recommends the acceptance and implementation of the Hybrid Model, which stipulates that the Stellenbosch Municipality manages and maintain all the municipal sport facilities in Stellenbosch (WC024), but with the flexibility to enter into agreements with sport clubs/federations that comply with certain pre-conditions as determined by Council.

11. ANNEXURES

Annexure A: Report: Sports Facility Management Model for Stellenbosch Municipality

Annexure B: MOU with the SSRA

Annexure C: Minutes of Workshop held on 25 January 2020

MANAGEMENT MODEL FOR STELLENBOSCH MUNICIPALITY

ANNEXURE B



STELLENBOSCH
STELLENBOSCH • PNIEL • FRANSCHHOEK
MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

MEMORANDUM OF UNDERSTANDING

Relating to the management, development and transformation of Sport and Recreation in greater Stellenbosch

Between

Stellenbosch Municipality

Herein Represented by

GERALDINE METTLER

In her capacity as

MUNICIPAL MANAGER (He/She being duly authorised thereto).

Hereinafter referred to as “**Stellenbosch Municipality**”

And

Stellenbosch Sport and Recreation Association (SSRA)

Herein Represented by

INSERT NAME

In his/her capacity as Chairman of the Board of Stellenbosch Sport and Recreation Association

(He/She being duly authorised thereto)

Hereinafter referred to as “**SSRA**”

1. Preamble

This Memorandum of Understanding (MOU) explains the role of the **Stellenbosch Municipality** and **SSRA** effective collaboration and partnership. This partnership relates to the management, development and transformation of sport and recreation in greater Stellenbosch area (WCO24)

Sport and Recreation is seen as a mechanism for social change and development in our communities. The core pillars of the National Sport and Recreation Plan (2012) is to create an Active Nation, a Winning Nation and Enabling Environments for sport and recreation. This partnership between **Stellenbosch Municipality** and **SSRA** is based on co-operation between government and civil society as custodians of sport and recreation.

1. Purpose

1.1. The purpose of the MOU is to:

- 1.1.1. Provide a framework for **Stellenbosch Municipality** and **SSRA** to manage, develop and transform sport and recreation in greater Stellenbosch.
- 1.1.2. Form a partnership between **Stellenbosch Municipality** and **SSRA** as custodians of sport and recreation.
- 1.1.3. Promote sport and recreation
- 1.1.4. Enhance community cohesion and contribute towards an active community

2. Roles and Responsibilities

2.1. The roles and responsibilities of **Stellenbosch Municipality** are to:

- 2.1.1 Interact with other spheres of government for collaboration in funding.
- 2.1.2 Co-ordinate with Private sector to develop Public Private Partnerships.
- 2.1.3 Manage and maintain sport facilities OR transfer to new SLAs with other entities.
- 2.1.4 Provide funding for capital expenditure of sport and recreation infrastructure.
- 2.1.5 Support **SSRA** and the Area Sports Councils through an annual grant to subsidise its administrative and developmental activities.
- 2.1.6 Develop new spaces which include rural spaces for sport and recreation.
- 2.1.7 Interact and identify needs for sport and recreation in Public schools that falls under the municipal area.

2.2 The roles and responsibilities of **SSRA** are to:

- 2.2.1 To be an advisory board that will assist and expand on the functions of the Municipality.
- 2.2.2 Create a donor system through its interaction with the private sector in providing funds, sponsorships and assistance in development and expanding of current Area Sports Councils and the facilities it operates.
- 2.2.3 Interact, monitor and capacitate the Area Sports Councils which forms its members.
- 2.2.4 Interact and co-operate with NGOs in sport development.
- 2.2.5 Interact with other clubs and not only clubs at specific sport grounds managed by Area Sports Councils to identify needs and assist in developing an integrated Sport and Recreation development plan.
- 2.2.6 Co-operate with schools to assist in the development of sport and recreation and co-operate with tertiary institutions in developing Long Term Participant plans and training for Sports Councils.

3. General

- 3.1. Both **Stellenbosch Municipality** and **SSRA** will be key custodians and champions for the development of sport and recreation within greater Stellenbosch.
- 3.2. **Stellenbosch Municipality** will act as co-ordinator in the Public Sphere.
- 3.3. **SSRA** will be the co-ordinator in the Community and Business Sphere.
- 3.4. As partners the two entities will assist each other in accomplishing an integrated community driven sport and recreation development plan.
- 3.5. This will also result in sustainable sport facilities and structures.
- 3.6. **Stellenbosch Municipality** will form direct lease agreements with the member Area Sport Councils and will co-operate with the **SSRA** to monitor and assist in the development of the member Area Sport Councils.

4. Custodians of Agreement

The custodians of this Agreement are as per the signatories.

The custodians agree that this MOU, whilst expressing the shared values, goodwill and intent of the custodians to cooperate and collaborate, does not create any legal relations and does not create a partnership at law between the custodians. The Agreement is entered into in good faith by all the parties. The Agreement acknowledges the compliance role that **Stellenbosch Municipality** plays in terms of the legislative framework governing Local Government. A separate funding agreement will be entered into with **SSRA**.

The custodians of the document are founded on the concept that each organisation will agree upon the conditions as stipulated in the MOU.

THUS DONE AND SIGNED BY STELLENBOSCH MUNICIPALITY AT _____

ON THIS _____ DAY OF _____ 2019

For STELLENBOSCH MUNICIPALITY

[FULL NAME HERE]:
Municipal Manager
AS WITNESSES

1. _____
[FULL NAME HERE]:
Community and Protection Services

2. _____
[FULL NAME HERE]
Chief Financial Officer

THUS DONE AND SIGNED BY SSRA AT _____

ON THIS _____ DAY OF _____ 2019

For SSRA

[FULL NAME HERE]

Chairman

AS WITNESSES

1.

[FULL NAME HERE]

Treasurer

2.

[FULL NAME HERE]

Secretary

ANNEXURE C

1. Duration of workshop:

Time: 9.00 - 14.00

2. Attendance:

Stakeholder representatives as per attendance register; Councillor M Pietersen; and municipal officials led by Director Gary Boshoff.

3. Programme:

The workshop started a few minutes late, which resulted in the tea time slot being shortened accordingly. While the programme highlighted a few key matters, care was taken to cover all aspects stated in the quotation specifications.

4. Welcoming:

Portfolio Councillor Pietersen welcomed the representatives, emphasising the importance of sport and working together as a team.

5. Icebreaker slot:

- Following a few icebreaker activities, the facilitation framework was put to the representatives in order to ensure active participation and an enabling and stimulating environment.
- This included: seven values, eight workshop objectives and ten rules of engagement which would apply.
- No objections were raised to this workshop framework.
- With the use of an image of a funnel, the representatives were reminded of the adage: "*Garbage in, garbage out!*"

6. Presentation on the fundamentals of the existing Sport Facilities Management Plan:

- Mr Garth Abrahams (Manager: Sport) presented, referring inter alia to lease agreements; levels and categories of sport; and the context to be taken into account.
- An opportunity was given for questions of clarification and the request for additional information.
- Some comments and observations were deferred to the SWOT analysis slot.

7. Presentation on the purpose of the SSRA MOU:

- Mr Gary Boshoff (Director: Community and Protection Services) presented, emphasizing the objective of the workshop and referring amongst others to the need for the MOUs to be revisited; the need for the respective roles to be revisited and clarified; the lines of accountability; and the purpose of the SSRA, noting that the name constitutes an anomaly in comparison to the norm which generally applies in the country.

8. **SWOT analysis:**

- This session created the opportunity to discuss a wide range of issues and that the focus should be on the possible review of the facilities management model.
- All contributions were noted, with both the municipal officials and the representatives being encouraged to deal with it in the appropriate manner.
- Representatives were also encouraged to solve problems within their organisations and structures and to undertake introspection.
- For example, good governance principles (like effectiveness and efficiency, accountability, inclusiveness, ethical conduct, compliance, transparency, etc.) should be adhered to.

The following table is a summary of the SWOT Analysis that was discussed:

BREAK-DOWN OF SWOT ANALYSIS	POINTS HIGHLIGHTED
8.1 Strengths	<ul style="list-style-type: none"> ✓ Well-functioning SSRA Committee ✓ Availability of sport spaces in Stellenbosch and surrounds ✓ Role of the Sport directorate (qualified) ✓ Financial resources (qualified)
8.2 Weaknesses	<ul style="list-style-type: none"> ✓ The model may be empowering, but there are shortcomings, like badly/ untrained employees ✓ Rural sports councils should not be part of the model (qualified) ✓ Unsatisfactory maintenance ✓ The fact that Kyamandi does not have a sport council ✓ Weak security ✓ Unsatisfactory communication ✓ Unsatisfactory implementation of plans and decisions ✓ Unclear of the roles and responsibilities of sport councils

8.3 Opportunities

- ✓ Lack of cooperation and synergy between municipal service sections
- ✓ Lack of interest from the municipality's side in the value-addition and benefits of newly built facilities
- ✓ Financial constraints
- ✓ Municipal staff who do not necessarily have the required experience and abilities
- ✓ Insufficient capacity in the sport department
- ✓ The municipal tariff structure

- ✓ World class destination
- ✓ The use of technology to create an interactive communication platform
- ✓ Possibilities for upgrading of facilities
- ✓ To create synergies between relevant entities
- ✓ To create consistency across the system
- ✓ Assessment of compliance
- ✓ Employment opportunities
- ✓ Genuine partnerships in terms of a social compact
- ✓ Maximisation of facilities
- ✓ Honouring financial obligations

8.4 Threats

- ✓ Unrealistic expectations
- ✓ Insulting communication on social media platforms (qualified)
- ✓ Self-interest
- ✓ Crime
- ✓ Racial tension
- ✓ Non-adherence to approved structures and protocols
- ✓ A model that lags behind and does not keep up with changing dynamics and needs
- ✓ Individual abuse of power

	<ul style="list-style-type: none"> ✓ Non-adherence to timelines and absence of an indication of who should take responsibility ✓ Elections and related political dynamics
--	---

9. **Discussions and resolutions:**

- Extensive discussions took place during the course of the workshop and culminated in the last session in the consideration of resolutions.
- It was evident that it would not be productive to revisit all the matters raised in order to segmentise a variety of resolutions.
- Instead the general support was, in order to do justice to the discussions, for a way to be found which would ensure focused attention on how the workshop could impact on improving the model.
- As a consequence the following resolution was adopted unanimously: That a task team is constituted which will consist of SSRA representatives and the management of the sport department of the municipality to develop an improved sport facilities management model.
- The task team is to be convened by the Director: Sport and is required to report back to and be accountable at the follow-up workshop and to complete its work in a reasonably short timeframe.

10. **Closing remarks:**

- The resolution should satisfy the requirements of: Who does What by When, with Which resources.
- It is accepted that the parties were not necessarily in a position to provide information which could have resulted in a less generalised resolution. However, in order to conform to the values articulated during the workshop and in the interest of the credibility of the review process, it is advised that, at its first meeting, the task team specifies and personalises its membership; determines the timeline according to which it will pursue its mandate; and inform the stakeholders of these relevant specifics.
- The request from the representatives that information pertaining to the workshop (e.g. presentations and a report) is forwarded to them.
- The workshop is a commendable initiative which lays the foundation for trust and future cooperation.
- The leadership during the preparatory phase and the arrangements prior to and during the workshop have been excellent.
- It should be taken into account that representatives are at various stages of comprehension of the issues at stake and being provided with relevant information will have an empowering effect.
- Stakeholders should perhaps be encouraged to nominate representatives who are well informed.

- It is heartening that the MAYCO member for sport has participated in and stayed for the full duration of the workshop.

Prof. Julian Smith (Facilitator)
26 January 2020

14.	CONSIDERATION OF NOTICES OF QUESTIONS AND NOTICES OF MOTIONS RECEIVED BY THE SPEAKER
-----	--

14.1	MOTION BY COUNCILLOR DA HENDRICKSE: OWNERSHIP OF HOSTELS IN KAYAMANDI: STELLENBOSCH FARM WORKER'S (DISTELL)
------	---

A Notice of a Motion, dated 2020-03-10, was received from Councillor DA Hendrickse regarding the ownership of hostels in Kayamandi: Stellenbosch Farm Worker's (Distell).

The said Motion is attached as **APPENDIX 1**.

FOR CONSIDERATION

FOR FURTHER DETAILS CONTACT:

NAME	Geraldine Mettler (Ms)
POSITION	<i>Municipal Manager</i>
DIRECTORATE	<i>Office of the Municipal Manager</i>
CONTACT NUMBERS	021 808-8025
E-MAIL ADDRESS	<i>Municipal.Manager@ Stellenbosch.gov.za</i>
REPORT DATE	July 2020

APPENDIX 1

Sharesa Cammeleto

From: Derrick Hendrickse <derrickpal@telkomsa.net>
Sent: Tuesday, 10 March 2020 15:08
To: Nyaniso Jindela; Sharesa Cammeleto
Cc: Paul Biscombe (Whip)
Subject: [EX] Re submission of Motion EFF Clr DA endrickse Motion and Question for 26 Februart 2020 Council meetin
Attachments: Minutes.Urgent.Council 2016-12-12.pdf; Minutes.6th Council 22 feb 2017.pdf; EFF Clr DA Hendrickse motion dated 11 February 2020.pdf; Agenda.3rd Council 2016-10-26 EFF motions.pdf; Minutes of 26 Oct 2016 Council meeting Re EFF Motion re Kayamandi Hostels (1).pdf; Minutes Sept 2014 Council meeting Motion re Distell Hostels (1).pdf
Importance: High

Dear Speaker

Attach please find re-submission of my motion I submitted for February 2020 Council meeting.

Please ensure the administration attach all documents to my motions as it was excluded from the February 2020 agenda item re my motion.

Regards
Derrick

From: Derrick Hendrickse
Sent: Tuesday, February 11, 2020 3:42 PM
To: Speaker Clr N Jindela ; Whip Clr Paul Biscombe
Cc: Speaker PA Sharesa Cammeleto
Subject: EFF Clr DA endrickse Motuons and Question for 26 Februart 2020 Council meetin



11 February 2020
The Speaker
Stellenbosch Municipal Council
Plein Street
STELLENBOSCH
7600
Attention : Clr N Jindela



Dear Speaker

RE NOTICE OF MOTION TO SERVE AT THE 26 FEBRUARY 2020 COUNCIL MEETING

MOTION

That Council resolve that:

- a. To return ownership of the Hostels in Kayamandi which were concluded On 14 January 1983 in the Memorandum of Agreement concluded between the erstwhile Administration Board Western Cape (ABWC) and the erstwhile Stellenbosch Farmers Winery Ltd (SFW) in terms whereof erven 475; 479; 480; 482 and 492 were made available to SFW to erect accommodation for its Black Employees and as such o return it to Distell (Legal successor of SFW)
- b. That Council resolve to instruct the Municipal manager to do the legal process of transferring the above mentioned properties back to Distell.

MOTIVATION

Since SFW dumped their Apartheid legacy Hostels in Kayamandi onto the Stellenbosch Municipality in 1983 the people staying in those apartheid Hostels are still living in the Apartheid established appealing living conditions.

The Council has done nothing to better the lives of the people living conditions and even the current Council in October 2016 voted down my motion to address the plight of the people of Kayamandi living in these Distell Hostels .

Distell has failed in their responsibility to take responsibility for these apartheid hostels they constructed and to better the living conditions of those living in thr hostels Distell constructed under Apartheid era.

Clr DA Hendrickse



AGENDA

3RD COUNCIL MEETING OF THE COUNCIL
OF STELLENBOSCH MUNICIPALITY

2016-10-26

10.	CONSIDERATION OF NOTICES OF QUESTIONS AND NOTICES OF MOTIONS RECEIVED BY THE SPEAKER
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10.1	MOTION BY COUNCILLOR DA HENDRICKSE: SURVEY: LIVING CONDITIONS OF PEOPLE LIVING IN THE HOSTELS LOCATED IN KAYAMANDI
------	--

A Notice of a Motion, dated 2016-10-11 was received from Councillor DA Hendrickse regarding a request to conduct a survey of the living conditions of people living in the Hostels located in Kayamandi.

The said Motion is attached as **APPENDIX 1**.

FOR CONSIDERATION

Meeting: Ref No:	<i>Council: 2016-10-26 3/4/1/4</i>	Submitted by Directorate: Author: Referred from:	<i>Office of Municipal Manager Acting MM: (R Bosman)</i>
-----------------------------	--	---	--





11 October 2016

The Single Whip
Stellenbosch Municipal Council
Plein Street
STELLENBOSCH
7600

MUNICIPALITY - MUNISIPALITEIT
STELLENBOSCH

OFFICE OF THE SPEAKER

RECEIVED BY: *C. Onbele*

BY HAND

Attention : Cnr W Pietersen (Ms)

Dear Whip

RE NOTICE OF MOTION TO SERVE AT THE 26 OCTOBER 2016 COUNCIL MEETING

MOTION

That Council instruct the Acting Municipal Manager to conduct a survey of the living conditions of the people living in the Hostels located in Kayamandi. That such survey include the state of the buildings and access to basic services people have. That a cost estimate be done on any repairs, renovations needed and provision of basic services needed so that Council can resolve to authorise such expenditure.

That the Acting Municipal Manager report back to Council on this matter at the January 2017 Council meeting.

MOTIVATION

I have been requested by Mr Zukazi Xewana, the EFF chairperson of Ward 13 Committee, to bring this motion to Council so that Council can be made aware of the poor living condition of the people living in the Hostels in Kayamandi and that Council can resolve to address this urgent matter.

I have visited the hostels and the people living there do not have Dignified living conditions. The roofs are leaking, there is no running water and toilet facilities. Nor is there prepaid electricity. It is unsafe for people moving around at night to go to toilets and to get water.

Surely within 21 years since the fall of Apartheid this Council cannot stand by and watch our people still living under Apartheid conditions. Nor can Council justify spending moneys on paving sidewalks and beatification of CBD and entrance to town when people are allowed to live in these appalling conditions

Of concern is that as far back as 2013 and 2014 Cnr Jindela, Mdenka and Adams has also brought similar motions to improve the living conditions of the people of Kayamandi and Slab Town. Reports were submitted to Council, but years later the living conditions of these effected people has not improved.

I pray that Council will support this motion

Mover

[Signature]
Cnr D.A. Mankwase

seconded

[Signature]
W. Pietersen
18.10.16

OFFICE OF THE SINGLE WHIP

10 MAR 2020

MUNICIPALITY - MUNISIPALITEIT
STELLENBOSCH

14.2	MOTION BY COUNCILLOR DA HENDRICKSE: POWERS OF COUNCIL CONFERRED ON THE MAYOR AT A SPECIAL COUNCIL MEETING: 2020-03-25
------	--

A Notice of a Motion, dated 2020-07-14, was received from Councillor DA Hendrickse regarding the powers of Council conferred on the Mayor at a Special Council Meeting on 2020-03-25.

The said Motion is attached as **APPENDIX 1**.

FOR CONSIDERATION

FOR FURTHER DETAILS CONTACT:

NAME	Geraldine Mettler (Ms)
POSITION	<i>Municipal Manager</i>
DIRECTORATE	<i>Office of the Municipal Manager</i>
CONTACT NUMBERS	021 808-8025
E-MAIL ADDRESS	<i>Municipal.Manager@ Stellenbosch.gov.za</i>
REPORT DATE	July 2020

APPENDIX 1



14 July 2020

The Single Whip
Stellenbosch Municipal Council
Plein Street
STELLENBOSCH
7600
Attention : Clr P Biscombe
Dear Whip



RE NOTICE OF MOTION TO SERVE AT NEXT COUNCIL MEETING DATE 29 July 2020

MOTION

That Council resolve to take back the full powers of council conferred on the Executive mayor at the 25 March 2020 Special Council meeting.

MOTIVATION

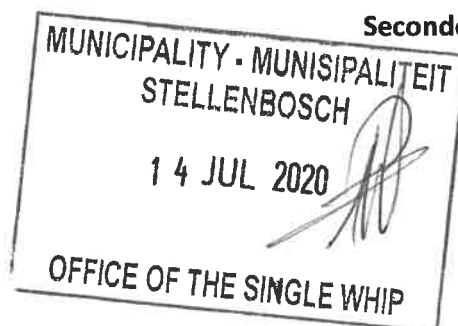
Council erred to give the Executive Mayor the full powers of Council . In this regard the mayor have passed illegal resolutions as some of the resolutions did not comply with applicable legislation ie lease items where the meetings she held was not open to the public. The mayor also approved reports which ie The Oversight report and quarterly reports which she had to bring before council to exercise oversight. Now the mayor has done oversight over herself.

Likewise the Mayor and the Administration not acting in a transparent manner is so far that the agenda and the minutes of the Council meetings the Mayor held is not being made public as it is not even put on the municipal website. I as a councillors had to submit a Request for information form , and to date did not receive all the information requested . The Revised Sorts facilities Management plan approved by the Mayor on 18 May 2020 has not been provided to me.

Council cannot allow this abuse of power to continue. Likewise even the Municipal Manager told Council the Executive Mayor and the Municipal manager do not have to report to Council on what they have done, Unlit the first Council meeting after lockdown. This the reason why the MM did not bring any report to council on what was done be the MM under lockdown or on all the outstanding resolutions.

Clr D A Hendrickse

Seconded by Clr L Horsband



14.3	MOTION BY COUNCILLOR F ADAMS: FREE PARKING TO ST MARY'S AND RHENISH CHURCHES
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A Notice of a Motion, dated 2020-03-06, was received from Councillor F Adams regarding free parking to St Mary's and Rhenish Churches.

The said Motion is attached as **APPENDIX 1**.

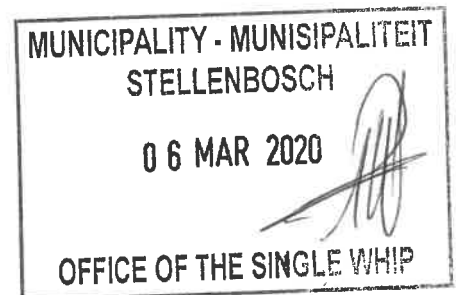
FOR CONSIDERATION

APPENDIX 1



CONTACT: oackcity2010@yahoo.com
P.O BOX 12445
DIE BOORD
7613

Democratic New Civic Association



"Without Prejudice"

06 March 2020

For attention : The Speaker

Stellenbosch Municipality

Re: Motion

I hereby submit the following Motion to serve at the March Council meeting.

Motion : The provisional lease of Blom street for parking to St. Mary's and Rhenish Churches.

Motivation/background

1. I refer Council to both the Anglican and Rhenish Churches with a collective history of more than 100 years.
2. Taken this historical significant in account it is an absolute disgrace that both churches are the victims of unfair practices w.r.t. to parking challenges. Take in account also the force removals and land theft.
3. Can this Council show me any historical white church within the town that currently faces this kind of obstacle's and treatment?
4. If I have to refer the Council to our own building and planning bylaw I am sure that parking is a criteria to accommodate the congregations and visitors.



CONTACT: oackcity2010@yahoo.com
P.O BOX 12445
DIE BOORD
7613

5. Recommendation:

1. That Council hereby agrees to make Blom street and surrounding open spaces available for free parking through an official provisional lease.
2. This must be done on a permanent basis.
3. That Council mandates the administration to enter into discussions with the churches to resolve this matter and report back to Council within 3 months.

Clr. Franklin Adams

Seconded by : -----

"Aluta Continua"

14.4	QUESTION BY COUNCILLOR F ADAMS: EXPLANATION BY MAYOR ON ASSAULT AND RACISM CHARGES: CLLR F ADAMS
------	---

A Notice of a Question, dated 2020-03-06, was received from Councillor F Adams regarding explanation by Mayor on assault and racism charges: Cllr F Adams.

The said Question is attached as **APPENDIX 1** and the appropriate response as **APPENDIX 2**.

FOR CONSIDERATION

FOR FURTHER DETAILS CONTACT:

NAME	Geraldine Mettler (Ms)
POSITION	<i>Municipal Manager</i>
DIRECTORATE	<i>Office of the Municipal Manager</i>
CONTACT NUMBERS	<i>021 808-8025</i>
E-MAIL ADDRESS	<i>Municipal.Manager@ Stellenbosch.gov.za</i>
REPORT DATE	<i>2020-01-29</i>

APPENDIX 1



CONTACT: oackcity2010@yahoo.com
P.O BOX 12445
DIE BOORD
7613

Democratic New Civic Association

06 March 2020

For attention : The Speaker

Stellenbosch Municipality



Re: Question.

I hereby submit the following question to serve at the March 2020 Council meeting.

Motivation/background

1. I refer Council to my application, dated 10 February 2020 for legal assistance as per the regulations and systems of delegation.
2. I also refer to the response by the mayor, dated 12 February 2020, which I found very disturbing , false and insulting.

Question:

Can the mayor please explain when I was charge and found guilty for assault and racism as indicated in her letter of 12 February 2020?

I request the mayor to answer this in writing.

A handwritten signature in black ink, appearing to read "Franklin Adams".

Clr. Franklin Adams

"Aluta Continua"



STELLENBOSCH
STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNICIPALITY • UMASIPALA • MUNISIPALITEIT

Kantoor van die Uitvoerende Burgemeester
Office of the Executive Mayor /Ofisi
kaSodolophu olawulayo

Councillor F Adams
DNCA
P O Box 12445
Die Boord
STELLENBOSCH
7600

Per: oakcity2010@yahoo.com

Dear Councillor Adams

RE: APPLICATION FOR LEGAL REPRESENTATION IN CASE NO. 12743/19 WC HIGH COURT

I received an application for legal assistance, hand delivered to my office on Monday, 10 February 2020. I have been provided with a record of court case no. 12743/19 WC High Court. I have scrutinized the document and the recommendation of the Municipal Manager and hence came to following conclusion:

Delegation C39 (attached hereto for ease of reference) provides for the legal representation of councillors and officials arising from exercising powers by the official or councillor in the performance of his / her duties. It also provides for a scenario where the councillor or official is summonsed to attend an inquest or inquiry arising from exercising their powers or performance of duties.

After scrutinizing the document, it is my opinion that the case indicated above does not fall within the ambit of the provisions of the delegation as it does not relate to the exercise of powers or a duty related to you as a councillor. I am of the view that your alleged actions indicated in the papers are party political as you are cited as the political representative of the DNCA party. This is essentially an interpretation of the Disciplinary Code of Conduct for Councillors as contained in the Municipal Systems Act, no 32 of 2000 and regulations and / or the irregular actions of the IEC.

I have also considered the original legal cause for the removal of you as councillor as I anticipate that you may link that cause in court to the present cause of action. As you can see from delegation C39, It is only applicable should a councillor act

"...in the exercise of his or her powers or the performance of his or her duties..."

Office of the Executive Mayor/Kantoor van die Uitvoerende Burgemeester
14 Plein Street/ Pleinstraat 14, Stellenbosch, 7600
mayor@stellenbosch.gov.za – (t) 021 808 8002 – (f) 021 886 6761

It is my understanding that the charges related to assault on a female councillor and racism. It was, however committed not in the exercise of your powers or the performance of duties but as a frolic of your own.

Based on all the above evidence, your application for legal assistance is denied.

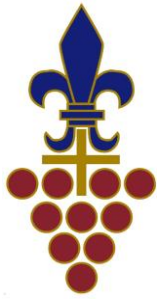
Best regards.



Adv GMM van Deventer
EXECUTIVE MAYOR

Date: 2020-02-12

APPENDIX 2



STELLENBOSCH
STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNICIPALITY • UMASIPALA • MUNISIPALITEIT

**Kantoor van die Uitvoerende Burgemeester
Office of the Executive Mayor
iOfisi kaSodolophu olawulayo**

Cllr F Adams
DNCA
Stellenbosch Municipality
STELLENBOSCH
7600

REPLY TO QUESTION SUBMITTED BY CLLR F ADAMS ON 6 MARCH 2020

Please be informed that my letter of 12 February 2020 never stated that Cllr F Adams was found guilty for assault and racism.

Regards.

Adv GMM van Deventer
EXECUTIVE MAYOR

Date: 2020-06-10

14.5	QUESTION BY COUNCILLOR F ADAMS: MATTER BETWEEN MATUSA ON BEHALF OF R. ANTHONY AND STELLENBOSCH MUNICIPALITY
------	--

A Notice of a Question, dated 2020-07-14, was received from Councillor F Adams regarding matter between Matusa on behalf of R. Anthony and Stellenbosch Municipality.

The said Question is attached as **APPENDIX 1** and the appropriate response as **APPENDIX 2**.

FOR CONSIDERATION

FOR FURTHER DETAILS CONTACT:

NAME	Geraldine Mettler (Ms)
POSITION	<i>Municipal Manager</i>
DIRECTORATE	<i>Office of the Municipal Manager</i>
CONTACT NUMBERS	021 808-8025
E-MAIL ADDRESS	<i>Municipal.Manager@ Stellenbosch.gov.za</i>
REPORT DATE	2020-01-29

APPENDIX 1



CONTACT: oackcity2010@yahoo.com
P.O BOX 12445
DIE BOORD
7613

Democratic New Civic Association

“Without Prejudice”

13 July 2020

For attention : The Speaker

Stellenbosch Municipality



Re: Question.

I hereby submit the following question to serve at the July Council meeting.

Motivation/background

1. I refer to the matter between MATUSA OBO R Anthony v Stellenbosch Municipality.
2. I also refer to the decision by the MM to take the Arbitration AWARD on review.

Question:

Can the administration explain what is the current status of said matter and what is the financial implication for the municipality this far in terms of legal cost?

I request the Manager of Human Resources to answer this in writing.

Clr. Franklin Adams

“Aluta Continua”



APPENDIX 2



MEMORANDUM

*Office of the Municipal Manager
Kantoor van die Munisipale Bestuurder*

TO : SPEAKER
FROM : MUNICIPAL MANAGER
DATE : 20 JULY 2020
**RE : REPLY TO QUESTIONS IN TERMS OF SECTION 35 OF THE
STANDING RULES AND ORDER FOR THE MEETINGS OF COUNCIL**

Dear Speaker

With reference to the question received from the DNCA Councillor F Adams, submitted in terms of Section 35 of the Standing Rules and Order for the meetings of council, received by my office.

QUESTION

- "1 I refer to the matter between MATUSA OBO R Anthony v Stellenbosch Municipality.
2. I also refer to the decision by the MM to take the Arbitration AWARD on review.

Can the administration explain what the current status is of said matter and what is the financial implication for the municipality this far in terms of legal cost?"

RESPONSE

The matter is sub judice and it would not be appropriate to provide information on the case whilst papers are drafted, and the preparation of the case is dealt with. Costs in the matter will be determined at the end of the matter and we do not as a rule report on interim costs.

It should be noted that responses are drafted from the office of the Municipal Manager. Councillors cannot instruct municipal officials to respond on questions.

Kind regards,

Geraldine Mettler
Municipal Manager

14.6	QUESTION BY CLLR F ADAMS: IDAS VALLEY GAP HOUSING
------	---

A Notice of a Question, dated 2020-07-14, was received from Councillor F Adams regarding the Idas Valley GAP Housing.

The said Question is attached as **APPENDIX 1** and the appropriate response as **APPENDIX 2**.

FOR CONSIDERATION

FOR FURTHER DETAILS CONTACT:

NAME	Geraldine Mettler (Ms)
POSITION	<i>Municipal Manager</i>
DIRECTORATE	<i>Office of the Municipal Manager</i>
CONTACT NUMBERS	021 808-8025
E-MAIL ADDRESS	<u>Municipal.Manager@ Stellenbosch.gov.za</u>
REPORT DATE	2020-01-29

APPENDIX 1



CONTACT: oackcity2010@yahoo.com
P.O BOX 12445
DIE BOORD
7613

Democratic New Civic Association

"Without Prejudice"

13 July 2020

For attention : The Speaker

Stellenbosch Municipality



Re: Question.

I hereby submit the following question to serve at the July 2020 Council meeting.

Motivation/background

1. I refer to the infamous housing project after nearly fifty years in Idasvalley and the unfair decision by the DA councillors to reduce it to nearly 40%.
2. I also refer to the commitment by the MM that preference should be given to the residents of Idasvalley to buy these houses.

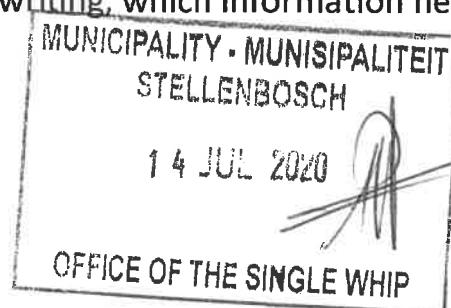
Question:

In terms of the GAP- houses:

- a. How many houses were sold to the people of Idasvalley and
- b. How many were sold to the people within WCO 24, Stellenbosch?

I request the ward councillor to answer in writing, which information he should get from the administration,

Clr. Franklin Adams



APPENDIX 2



MEMORANDUM

*Office of the Municipal Manager
Kantoor van die Munisipale Bestuurder*

TO : SPEAKER
FROM : MUNICIPAL MANAGER
DATE : 20 JULY 2020
**RE : REPLY TO QUESTIONS IN TERMS OF SECTION 35 OF THE
STANDING RULES AND ORDER FOR THE MEETINGS OF COUNCIL**

Dear Speaker

With reference to the question received from the DNCA Councillor F Adams, submitted in terms of Section 35 of the Standing Rules and Order for the meetings of council, received by my office.

QUESTION

"In terms of the GAP-houses:

- a) How many houses were sold to the people of Idasvalley and
- b) How many were sold to the people within WCO 24, Stellenbosch?"

RESPONSE

- a) Fifty-seven of the one hundred and thirteen houses in the GAP market were sold to the people of Idas Valley, and
- b) Fifty-six of the one hundred and thirteen houses were sold to the people within WC024.

Kind regards

**Geraldine Mettler
Municipal Manager**

14.7	QUESTION BY CLLR DA HENDRICKSE: APPOINTMENT DATE OF MR D LOUW BEYOND RETIREMENT AGE
------	--

A Notice of a Question, dated 2020-03-10, was received from Councillor DA Hendrickse regarding the appointment date of Mr D Louw beyond retirement age.

The said Question is attached as **APPENDIX 1** and the appropriate response as **APPENDIX 2**.

FOR CONSIDERATION

FOR FURTHER DETAILS CONTACT:

NAME	Geraldine Mettler (Ms)
POSITION	<i>Municipal Manager</i>
DIRECTORATE	<i>Office of the Municipal Manager</i>
CONTACT NUMBERS	<i>021 808-8025</i>
E-MAIL ADDRESS	<i>Municipal.Manager@ Stellenbosch.gov.za</i>
REPORT DATE	<i>2020-01-29</i>

APPENDIX 1



10 March 2020
The Speaker
Stellenbosch Municipal Council
Plein Street
STELLENBOSCH
7600
Attention : Clr N Jindela



Dear Speaker

RE NOTICE OF QUESTIONS TO SERVE AT THE MARCH 2020 COUNCIL MEETING

QUESTION NO 1

Until what date has Mr D Louw can be appointed beyond his retirement age?

MOTIVATION

I could find no record of any approval given by the National Minister, that served before Council on this matter as stated by the Municipal manager and my previous emails on this matter was ignored. The Council resolved to apply for a waiver to the National Minister for an extension on Mr D Louw employment contract beyond his retirement age and as such Council has the right to know what the National Minister approved.

In this regard attached find copies of the Council meeting minutes for 12 December 2016 and 22 February 2017. In this regard Council resolved to make a waiver application to the National minister and not to any other entity or persons .

Likewise the item that served at the January 2018 Council meeting did not indicate as to which dated Mr D Louw has been appointed beyond his retirement age. (See attached letter of DG that served at the January 2018 council meeting)

Clr DA Hendrickse





cooperative governance

Department:
Cooperative Governance
REPUBLIC OF SOUTH AFRICA

Private Bag X804, Pretoria, 0001 Tel: (012) 334 0600, Fax: (012) 334 0603
cnr Hamilton and Johannes Ramokhoase Street, Arcadia, Pretoria

Reference No. 20/3/2/1/1/1

Alderman: GMM van Deventer
The Executive Mayor: Stellenbosch Local Municipality
P.O Box 17
STELLENBOSCH
7599

Dear GMM van Deventer

WAIVER APPLICATIONS STELLENBOSCH

Subsequent to the meeting between the Director-General, Mr DMG Mashitisho and your Municipal Manager, Ms G Mettler, I would like to confirm the following:

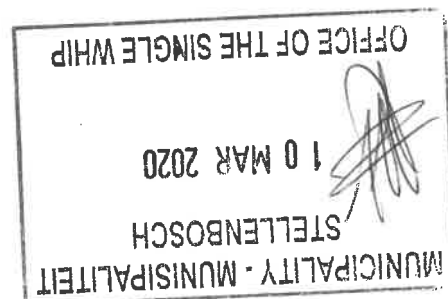
1. That the waiver application in respect of Ms Mettler's salary of R 1 650 000.00 per annum as letter dated 3 August 2017, is hereby confirmed.
2. In addition, the yearly inflation increase which translate to 5.9% as per Government Gazette No.41173 of 10 October 2017, applies to Ms Mettler.
3. The age waiver in respect of Mr Louw, Director: Infrastructure and Engineering, as per your motivation dated 13 October 2017 is hereby granted.

For further enquiries, you are welcome to contact Mr TD Motlashuping, the Acting Deputy Director-General: Institutional Development on telephone: (012) 336 5763 or email: TebogoMo@cogta.gov.za for more information in this regard

Kind regards,


MR. DMG MASHITISHO
DIRECTOR-GENERAL

DATE: 22/12/2017



APPENDIX 2



MEMORANDUM

*Office of the Municipal Manager
Kantoor van die Munisipale Bestuurder*

TO : SPEAKER
FROM : MUNICIPAL MANAGER
DATE : 11 MARCH 2020
**RE : REPLY TO QUESTIONS IN TERMS OF SECTION 35 OF THE
STANDING RULES AND ORDER FOR THE MEETINGS OF COUNCIL**

Dear Speaker

With reference to the question received from the EFF Councillor D Hendrickse, submitted in terms of Section 35 of the Standing Rules and Order for the meetings of council, received by my office.

QUESTION 1:

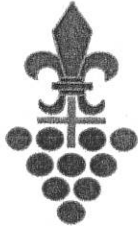
“Until what date has Mr D Louw can be appointed beyond his retirement age?”

RESPONSE

The contract of Mr D Louw expires on 30 April 2022.

Kind regards

Geraldine Mettler
Municipal Manager



STELLENBOSCH

STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

ADDENDUM TO EMPLOYMENT CONTRACT

EMPLOYER

STELLENBOSCH MUNICIPALITY

And

EMPLOYEE

JACOBUS GIDEON LOUW

(ID 5205155007089)

WHEREAS the parties entered into an agreement in terms of which the Employee is employed with the employer as Director: Engineering Services until the month ending his reaching the age of 65;

AND WHEREAS the parties agreed to request the Minister of Local Government and Traditional affairs (CoGTA) to waive the provision in the Regulations on the appointment and Conditions of Service for Senior Managers in a far as it applies to the term of employment after retirement age (65);

AND WHEREAS the Minister granted the waiver requested in October 2017;

NOW THEREFORE the parties agree as follows:

1. That clause 3.1 be changed to read as follows:


"The Municipality hereby employs the Executive in terms of the waiver granted by the Minister of Local Government and Traditional affairs for a period from 1 May 2017 until 30 April 2022 and the Executive hereby accepts employment as Director: Engineering Services subject to:...."

2. That clause 3.2 is be changed to read as follows:

"Notwithstanding the date and signature hereof, this Agreement and the appointment referred to in 3.1 shall commence and shall in all respects be deemed to have commenced, with effect from 1 May 2017, and shall terminate automatically by no later than 30 April 2022"

3. The rest of the contract remains in full effect and is *mutatis mutandis* applicable to the new period as indicated.

Signed in Stellenbosch on this 26th day of April 2018.


EMPLOYEE

Signed in Stellenbosch on this 26th day of April 2018.


FOR EMPLOYER





cooperative governance

Department:
Cooperative Governance
REPUBLIC OF SOUTH AFRICA

Private Bag X804, Pretoria, 0001 Tel: (012) 334 0600, Fax: (012) 334 0603
cnr Hamilton and Johannes Ramokhoase Street, Arcadia, Pretoria

Reference No. 20/3/2/1/1/1

Alderman: GMM van Deventer
The Executive Mayor: Stellenbosch Local Municipality
P.O Box 17
STELLENBOSCH
7599

Dear GMM van Deventer

WAIVER APPLICATIONS STELLENBOSCH

Subsequent to the meeting between the Director-General, Mr DMG Matshitisho and your Municipal Manager, Ms G Mettler, I would like to confirm the following:

1. That the waiver application in respect of Ms Mettler's salary of R 1 650 000.00 per annum as letter dated 3 August 2017, is hereby confirmed.
2. In addition, the yearly inflation increase which translate to 5.9% as per Government Gazette No.41173 of 10 October 2017, applies to Ms Mettler.
3. The age waiver in respect of Mr Louw, Director: Infrastructure and Engineering, as per your motivation dated 13 October 2017 is hereby granted.

For further enquiries, you are welcome to contact Mr TD Motlashuping, the Acting Deputy Director-General: Institutional Development on telephone: (012) 336 5763 or email: TebogoMo@cogta.gov.za for more information in this regard

Kind regards,


MR. DMG MASHITISHO
DIRECTOR-GENERAL

DATE: 22/12/2017

14.8	QUESTION BY CLLR LK HORSBAND (MS): EMPLOYMENT OF STAFF ON CONTRACT BASIS LONGER THAN 3 YEARS
------	---

A Notice of a Question, dated 2020-03-10, was received from Councillor LK Horsband (Ms) regarding the employment of staff on contract basis longer than 3 years.

The said Question is attached as **APPENDIX 1** and the appropriate response as **APPENDIX 2**.

FOR CONSIDERATION

FOR FURTHER DETAILS CONTACT:

NAME	Geraldine Mettler (Ms)
POSITION	<i>Municipal Manager</i>
DIRECTORATE	<i>Office of the Municipal Manager</i>
CONTACT NUMBERS	021 808-8025
E-MAIL ADDRESS	<i>Municipal.Manager@ Stellenbosch.gov.za</i>
REPORT DATE	2020-01-29

APPENDIX 1



10 March 2020
 The Speaker
 Stellenbosch Municipal Council
 Plein Street
 STELLENBOSCH
 7600
 Attention : Clr N Jindela



Dear Speaker

RE NOTICE OF QUESTIONS TO SERVE AT THE NEXT COUNCIL MEETING SCHEDULED FOR March 2020

QUESTION NO 1

Why don't the Stellenbosch municipality employ staff that have been employed on a contract basis for more than 3 years , on a permanent basis ?

MOTIVATION

As an example. .It has come to my attention that once again the municipality has employed staff at the Klapmuts library on contract basis, and that this contract workers has been employment does not reside in Klapmuts or even in Stellenbosch municipal are. As such the Library in Klaputs close before 17H00 on week days and is closed on Saturday morning, whereas other libraries or open afyer 17H00 during the week and on Saturday mornings.

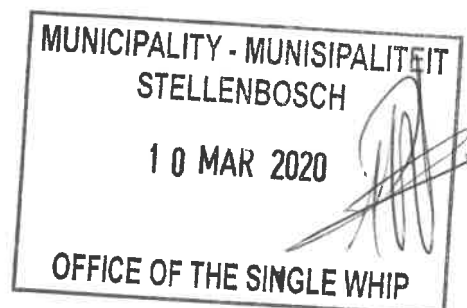
QUESTION NO 2

Who has authorised the remuneration own the Senior Manager Mr Deom Louw above what is regulated in the gazette and the performance bonus approved by Council ?.

MOTIVATION

In the AFS which is part of the Annual report published for public comment its indicated that Mr Deon Louw received the total amount of amount of R 1 712 029 at remuneration . included in this amount is R265 562 for car allowance ,increased from R120 000 te previous year .As such I could find no record that Council ever approved this amount.

Clr L Horsband



APPENDIX 2



MEMORANDUM

*Office of the Municipal Manager
Kantoor van die Munisipale Bestuurder*

TO : SPEAKER
FROM : MUNICIPAL MANAGER
DATE : 20 JULY 2020
**RE : REPLY TO QUESTIONS IN TERMS OF SECTION 35 OF THE
STANDING RULES AND ORDER FOR THE MEETINGS OF COUNCIL**

Dear Speaker

With reference to the question received from the EFF, Councillor L Horsband submitted in terms of Section 35 of the Standing Rules and Order for the meetings of council, received by my office.

QUESTION 1

"Why don't the Stellenbosch municipality employ staff that have been employed on a contract basis for more than 3 years, on a permanent basis?"

RESPONSE

Libraries is a provincial function or mandate which the municipality performs on behalf of Province and in terms of an agreement that is entered into with Province. Province provide grant funding for the costs associated with this function, but it is a hugely underfunded mandate. The Structure of the Library Service can make provision for temporary and permanent positions. The Manager Library Services send a business plan to the provincial department indicating the permanent and temporary positions to fill the structure and the temporary positions is advertised on a yearly basis. If a person is employed for the past 3 years it means that that person has been successful for the past 3 year to be appointed in the recruitment process. It is not a renewal of a contract – it is a new appointment each time. The reason why some posts are temporary is to make provision for a situation where we do not get the money for the appointment of a person for the following financial year in which case such a post will not be filled again. This is one of the exceptions in the Labour relations Act and are done in compliance of our mandate – currently hugely underfunded. We expect with the current situation that the face of library services will change dramatically and with budget cuts that a different model will have to be developed to ensure a sustainable service is delivered.

Kind regards,

Geraldine Mettler
Municipal Manager

14.9	QUESTION BY CLLR LK HORSBAND (MS): AUTHORISATION OF REMUNERATION: MR D LOUW
------	--

A Notice of a Question, dated 2020-03-10, was received from Councillor LK Horsband (Ms) regarding authorisation of remuneration: Mr D Louw.

The said Question is attached as **APPENDIX 1** and the appropriate response as **APPENDIX 2**.

FOR CONSIDERATION

FOR FURTHER DETAILS CONTACT:

NAME	Geraldine Mettler (Ms)
POSITION	<i>Municipal Manager</i>
DIRECTORATE	<i>Office of the Municipal Manager</i>
CONTACT NUMBERS	021 808-8025
E-MAIL ADDRESS	<i>Municipal.Manager@ Stellenbosch.gov.za</i>
REPORT DATE	2020-01-29

APPENDIX 1



10 March 2020
 The Speaker
 Stellenbosch Municipal Council
 Plein Street
 STELLENBOSCH
 7600
 Attention : Clr N Jindela



Dear Speaker

RE NOTICE OF QUESTIONS TO SERVE AT THE NEXT COUNCIL MEETING SCHEDULED FOR March 2020

QUESTION NO 1

Why don't the Stellenbosch municipality employ staff that have been employed on a contract basis for more than 3 years , on a permanent basis ?

MOTIVATION

As an example. .It has come to my attention that once again the municipality has employed staff at the Klapmuts library on contract basis, and that this contract workers has been employment does not reside in Klapmuts or even in Stellenbosch municipal are. As such the Library in Klaputs close before 17H00 on week days and is closed on Saturday morning, whereas other libraries or open afyer 17H00 during the week and on Saturday mornings.

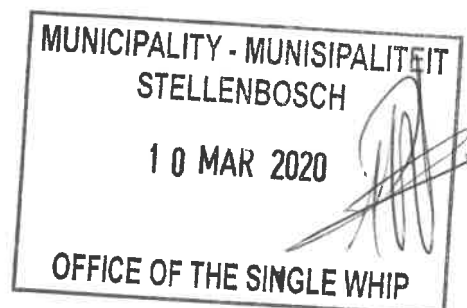
QUESTION NO 2

Who has authorised the remuneration own the Senior Manager Mr Deom Louw above what is regulated in the gazette and the performance bonus approved by Council ?.

MOTIVATION

In the AFS which is part of the Annual report published for public comment its indicated that Mr Deon Louw received the total amount of amount of R 1 712 029 at remuneration . included in this amount is R265 562 for car allowance ,increased from R120 000 te previous year .As such I could find no record that Council ever approved this amount.

Clr L Horsband



Stellenbosch Municipality

Annual Financial Statements for the year ended 30 June 2019

Notes to the Annual Financial Statements

Figures in Rand

2019

2018

34. Employee related costs (continued)

Remuneration of Municipal Manager

Annual Remuneration	1 393 726	1 367 733
Car Allowance	123 762	130 580
Performance Bonuses	244 629	90 750
Contributions to UIF, Medical and Pension Funds	334 363	330 713
	2 119 280	1 942 576

Remuneration of Chief Financial Officer

Annual Remuneration	950 700	1 489 418
Car Allowance	117 860	128 479
Contributions to UIF, Medical and Pension Funds	50 948	28 317
Leave	136 205	-
Telephone allowance	7 600	22 800
Other	3 000	-
	1 266 313	1 669 014

Acting allowance paid to acting Chief Financial Officer

19 424 -

Remuneration of the Director Planning and Development

Annual Remuneration	1 029 334	992 155
Car Allowance	128 974	125 884
Performance Bonuses	118 569	62 202
Contributions to UIF, Medical and Pension Funds	246 716	233 630
Telephone allowance	22 800	22 800
	1 546 393	1 436 671

Remuneration of the Director Community & Protection Services

Annual Remuneration	868 611	983 232
Car Allowance	65 000	135 224
Performance Bonuses	-	62 202
Contributions to UIF, Medical and Pension Funds	97 563	210 884
Telephone allowance	13 300	22 800
	1 044 474	1 414 342

Acting allowance paid to acting Director(s) Community and Protection Services

13 227 -

Remuneration of the Director Infrastructure Services

Annual Remuneration	1 254 593	1 186 131
Car Allowance	265 652	120 000
Performance Bonuses	144 918	-
Contributions to UIF, Medical and Pension Funds	24 066	21 127
Telephone allowance	22 800	22 800
	1 712 029	1 350 058

APPENDIX 2



MEMORANDUM

*Office of the Municipal Manager
Kantoor van die Munisipale Bestuurder*

TO : SPEAKER
FROM : MUNICIPAL MANAGER
DATE : 11 MARCH 2020
**RE : REPLY TO QUESTIONS IN TERMS OF SECTION 35 OF THE
STANDING RULES AND ORDER FOR THE MEETINGS OF COUNCIL**

Dear Speaker

With reference to the question received from the EFF Councillor L Horsband, submitted in terms of Section 35 of the Standing Rules and Order for the meetings of council, received by my office.

QUESTION 2:

"Who has authorized the remuneration own the Senior Manager Mr Deom Louw above what is regulated in the gazette and the performance bonus approved by Council?"

RESPONSE

The Directors are remunerated based on the total cost to company and it is each individual's prerogative to structure their package according to their requirements. No council approval is required.

Kind regards

**Geraldine Mettler
Municipal Manager**

15.	CONSIDERATION OF URGENT MOTIONS
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16.	URGENT MATTERS SUBMITTED BY THE MUNICIPAL MANAGER
-----	---

17.	REPORTS SUBMITTED BY THE SPEAKER
-----	----------------------------------

NONE

18.	REPORTS SUBMITTED BY THE EXECUTIVE MAYOR
-----	--

NONE

19.	MATTERS TO BE CONSIDERED IN-COMMITTEE
-----	---------------------------------------

THE AGENDA HAS BEEN DISCUSSED WITH THE SPEAKER, CLLR N JINDELA, AND HE AGREES WITH THE CONTENT.
