



# STELLENBOSCH

STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNICIPALITY • UMASIPALA • MUNISIPALITEIT

Ref no.3/4/1/5

2016-11-18

## NOTICE OF THE 4<sup>TH</sup> MEETING OF THE COUNCIL OF STELLENBOSCH MUNICIPALITY WEDNESDAY, 2016-11-23 AT 15:00

**TO** The Speaker, Cllr DD Joubert [Chairperson]  
The Executive Mayor, Ald G Van Deventer (Ms)  
The Deputy Executive Mayor, Cllr N Jindela

<b>COUNCILLORS</b>	F Adams	MC Johnson
	DS Arends	NS Louw
	FJ Badenhorst	N Mananga-Gugushe (Ms)
	GN Bakubaku-Vos (Ms)	C Manuel
	FT Bangani-Menziwa (Ms)	LM Maqeba
	PW Biscombe	NE McOmbring (Ms)
	PR Crawley (Ms)	XL Mdemka (Ms)
	A Crombie (Ms)	RS Nalumango (Ms)
	JN De Villiers	N Olayi
	MB De Wet	MD Oliphant
	R Du Toit (Ms)	SA Peters
	A Florence	WC Petersen (Ms)
	AR Frazenburg	MM Pietersen
	E Fredericks (Ms)	WF Pietersen
	E Groenewald (Ms)	SR Schäfer
	JG Hamilton	Ald JP Serdyn (Ms)
	AJ Hanekom	N Sinkinya (Ms)
	DA Hendrickse	P Sitshoti (Ms)
	JK Hendriks	Q Smit
	LK Horsband (Ms)	E Vermeulen (Ms)

Notice is hereby given in terms of Section 29, read with Section 18(2) of the *Local Government: Municipal Structures Act, 117 of 1998*, as amended, that the **4<sup>TH</sup> MEETING** of the **COUNCIL** of **STELLENBOSCH MUNICIPALITY** will be held in the **COUNCIL CHAMBER, TOWN HOUSE, PLEIN STREET, STELLENBOSCH** on **WEDNESDAY, 2016-11-23** at **15:00** to consider the items on the Agenda.

**SPEAKER**  
**DD JOUBERT**

**A G E N D A**  
**4<sup>TH</sup> MEETING OF THE COUNCIL**  
**OF STELLENBOSCH MUNICIPALITY**  
**2016-11-23**  
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6.	REPORT/S BY THE MUNICIPAL MANAGER RE OUTSTANDING RESOLUTIONS TAKEN AT PREVIOUS COUNCIL MEETINGS
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The report by the Acting Municipal Manager re outstanding resolutions taken at previous meetings of Council is attached as **APPENDIX 1**.

**FOR INFORMATION**

**6.**

**OUTSTANDING COUNCIL  
RESOLUTIONS**

**APPENDIX 1**

**OUTSTANDING RESOLUTIONS NOVEMBER 2016**

Council Meeting		Resolution	Resolution Date	Date Closed	Task Status	Allocated To	% Feedback	Feedback Comment
352092	ELECTRICITY SUPPLY TO THE MUNICIPAL AREAS OF STELLENBOSCH	25TH COUNCIL MEETING: 2014-11-26: ITEM 7.5 RESOLVED (nem con)  (a)that a preliminary investigation be conducted by the Directorate: Engineering Services (Electrical Services) into the possibility and feasibility of taking over the electricity supply from Drakenstein Municipality;  (b)that billing cooperation be implemented between Drakenstein and Stellenbosch Municipality to implement more effective debt collection; and  (c)that SALGA be requested to expedite the Eskom process through political intervention.  (DIRECTOR: ENGINEERING SERVICES TO ACTION)	2014-11-26		IN PROGRESS	JOHANNESC	92.00	Await outcome of Discussion with Drakenstein Municipality scheduled for 20 October 2016
367234	WRITING-OFF OF IRRECOVERABLE DEBT: MERITORIOUS CASE	7.3 WRITING-OFF OF IRRECOVERABLE DEBT: MERITORIOUS CASE 29TH COUNCIL MEETING: 2015-04-30: ITEM 7.3 RESOLVED (nem con)  that this matter be referred back to the Administration for further investigation.  (CHIEF FINANCIAL OFFICER TO ACTION)	2015-04-30		IN PROGRESS	ANDRET	96.00	Snr Legal Advisor confirmed via e-mail that he is paying attention to the matter and will revert back to MTO in due course.
383887	PROGRESS REPORT – POLICY FOR SELF GENERATION OF ELECTRICITY	7.9 PROGRESS REPORT : POLICY FOR SELF- GENERATION OF ELECTRICITY 33RD COUNCIL MEETING: 2015-08-25: ITEM 7.9 RESOLVED (nem con)  that this matter be referred back to allow the Administration to submit a Progress Report to Council as mentioned in the item.  (ACTING DIRECTOR: ENGINEERING SERVICES TO ACTION)	2015-08-25		IN PROGRESS	JOHANNESC	85.00	To stand over until next Mayco (as per instruction)
394114	Investigation with regards to the various	7.6 INVESTIGATION WITH REGARD TO THE VARIOUS RESIDENTIAL PROPERTIES IN MONT ROCHELLE NATURE RESERVE	2015-10-28		IN PROGRESS	DUPREL	85.00	Positives responses was received from all

	<p>residential properties in Mont Rochelle Nature Reserve</p>	<p>35TH COUNCIL MEETING: 2015-10-28: ITEM 7.6</p> <p>RESOLVED (majority vote)</p> <p>(a) that Council rescind its resolution taken at the meeting dated, 2014-01-16, with regard to Item 7.2;</p> <p>(b) that the funds allocated to be spent on conducting the proposed investigation rather be spent on consolidating the 46 unsold erven with Mont Rochelle Nature Reserve and negotiating with the owners of the 14 sold (but undeveloped) erven (the priority being erven 342, 307, 314, 322, 355, 336, located in a visually sensitive area north-eastern slope of "Du Toits Kop" facing the Franschoek valley) regarding the possibility to exchange current erven within Mont Rochelle Nature Reserve with erven in a more suitable area (suitable in terms of environmental, visual and service delivery perspective); and</p> <p>(c) that any other feasible alternative that can limit the impact on the nature reserve that might be identified in the process be considered.</p> <p>The following Councillors requested that their votes of dissent be minuted: Councillors F Adams; JA Davids; DA Hendrickse; S Jooste (Ms); C Moses (Ms); P Mntumi (Ms); RS Nalumango (Ms); P Sitshoti (Ms); AT van der Walt and M Wanana.</p> <p>(DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT TO ACTION)</p>						<p>land owners after letters were circulated with suggestions of land swops. Land surveyor to survey blocks and suggest possible land-swops to individuals for consideration next.</p>
<p>394117</p>	<p>MUNICIPAL REGULATIONS ON FINANCIAL MISCONDUCT PROCEDURES AND CRIMINAL PROCEEDINGS</p>	<p>8.7 MUNICIPAL REGULATIONS ON FINANCIAL MISCONDUCT PROCEDURES AND CRIMINAL PROCEEDINGS</p> <p>35TH COUNCIL MEETING: 2015-10-28: ITEM 8.7</p> <p>During deliberations on the matter, the DA requested a caucus, which the Speaker allowed.</p> <p>After the meeting resumed, it was</p> <p>RESOLVED (majority vote with 10 abstentions)</p> <p>(a) that Council review and rescind its resolution taken in this regard on 2014-11-26;</p> <p>(b) that Council take note of the progress made by Stellenbosch Municipality with regard to the implementation of the Municipal Regulation on Financial Misconduct Procedures and Criminal Proceedings;</p>	<p>2015-10-28</p>		<p>IN PROGRESS</p>	<p>FAIZH</p>	<p>50.00</p>	<p>Salga opinion still awaited. Conflict with existing legislation and roles of board to be reviewed. Designated official role and status to be clarified. Will be resubmitted for review and rescind once clarity is obtained.</p>

		<p>(c) that Council establish the Disciplinary Board pending the direction SALGA and/or National Treasury in line with these regulations;</p> <p>(d) that the Disciplinary Board has as its members the following:</p> <p>(i) The Chief Audit Executive</p> <p>(ii) A member of the Audit Committee as elected by the Audit Committee</p> <p>(iii) A senior manager from the legal division as determined by the Director: Corporate and Strategic Services</p> <p>(iv) A representative from Provincial Treasury as nominated by Province;</p> <p>(v) A retired senior legal expert, e.g. judge or advocate resident in the area with knowledge of the related field.</p> <p>(e) that Council designate the Chief Audit Executive as the designated official to whom reports on alleged financial offences against Councillors should go.</p> <p>(ACTING MUNICIPAL MANAGER TO ACTION)</p>						
413640	<p>9.1 MOTION BY COUNCILLOR JK HENDRIKS: SUPPORT FOR INDIGENT PEOPLE IN RURAL AREAS</p>	<p>9.1 MOTION BY COUNCILLOR JK HENDRIKS: SUPPORT FOR INDIGENT PEOPLE IN RURAL AREAS</p> <p>38TH COUNCIL MEETING: 2016-02-24: ITEM 9.1</p> <p>The Speaker allowed Councillor JK Hendriks to put his Motion, duly seconded. After the Motion was motivated, the Speaker allowed debate on the matter. The matter was put to the vote yielding a result of all in favour.</p> <p>RESOLVED (nem con)</p> <p>(a) that the Administration be tasked to investigate to what extent rural indigent residents, especially those residing on farms, can be assisted with electricity, health and social services by the local-, provincial- and national spheres of government;</p> <p>(b) that any further recommendations and findings that could improve the quality of life of indigent residents be considered for implementation and support to rural indigent residents;</p> <p>(c) that a report with recommendations for implementation pertaining to the above be tabled for consideration at the next Council meeting scheduled for 2016-03-30; and</p> <p>(d) that Council nominate a multi-party delegation to engage organised agriculture to investigate what the municipality can do to address the situation of the farm workers, in co-operation with the farmers;</p> <p>(e) that the multi-party delegation comprise of the following Councillors:</p> <p>DA = Cllr JP Serdyn (Ms)</p> <p>ANC = Cllr JA Davids</p> <p>SCA = Cllr DA Hendrickse</p> <p>SPA = Cllr F Adams</p> <p>SCA = Cllr DA Hendrickse</p> <p>ACDP = Cllr DS Arends</p>	2016-02-24		IN PROGRESS	ANNELIER	90.00	External legal opinion sought. Item to be resubmitted once legal opinion received.

		COPE = Cllr HC Bergstedt (Ms); and NPP = Cllr LL Stander  (DIRECTOR: STRAT & CORP TO ACTION)						
428987	IMPROVING MUNICIPAL FINANCES	7.5 IMPROVING MUNICIPAL FINANCES  40TH COUNCIL MEETING: 2016-04-26: ITEM 7. 5  During debate on the matter, the DA requested a caucus which the Speaker allowed.  After the meeting resumed, it was  RESOLVED (nem con)  that this item be referred back for Administration to arrange for a workshop for all Councillors, whereafter the item be resubmitted to Council.  (MUNICIPAL MANAGER TO ACTION)	2016-04-26		IN PROGRESS	MARIUSW	10.00	The Financial Department is conducting a workshop on 17 November 2016 to determine its approach towards Revenue Enhancement and Revenue Collection.
458852	Amendment of 2013 approved Municipal Spatial Development Framework and commencement of a Municipal Spatial Development Framework in terms of the Local Government: Municipal Systems Act (Act 32 of 200) for Stellenbosch Municipality WC0024 in line with the	7.4.4 AMENDMENT OF 2013 APPROVED MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORK AND COMMENCEMENT OF A MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORK IN TERMS OF THE LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT (ACT 32 OF 2000) FOR STELLENBOSCH MUNICIPALITY WC024 IN LINE WITH THE NEW PLANNING DISPENSATION WHICH INCLUDE THE LAND USE PLANNING BY-LAW (2015), THE WESTERN CAPE LAND USE PLANNING ACT (ACT 3 OF 2014) AND THE SPATIAL PLANNING AND LAND USE MANAGEMENT ACT (ACT 16 OF 2013)  2ND COUNCIL MEETING: 2016-10-05: ITEM 7.4.4  RESOLVED (majority vote)  that Council authorises the Municipal Manager to:  (a) proceed with the development of a Municipal Spatial Development Framework for Stellenbosch Municipality (WC024) (MSDF);  (b) establish an intergovernmental steering committee (IGSC) to compile or amend its municipal spatial development framework in terms of Section 11 of the Land Use Planning Act;  (c) establish a project committee;  (d) proceed with all administrative functions to oversee the compilation of a first draft of the Municipal Spatial Development Framework for Council approval in	2016-10-05		IN PROGRESS	BERNABYB	5.00	Advertisements were placed in the newspapers on two consecutive weeks and the minister was informed in writing of the process decided on. Invitations for nominations to intergovernmental steering committee in process.

		<p>terms of the Municipal Systems Act (2000); the Land Use Planning By-law (2015), Land Use Planning Act (2014) and the Spatial Planning Land Use Management Act (2013); and</p> <p>(e) use the MSDF as a platform to consider and align the following:                  (i) Strategic Environmental Management Framework (SEMF)                  (ii) Rural Area Plan (RAP)                  (iii) Urban Development Strategy leading to a Stellenbosch WCO24 SDF                  (iv) Heritage Resources Inventory                  (v) Integrated Human Settlement Plan                  (vi) Klapmuts Local Spatial Development Framework (LSDF)                  (vii) Stellenbosch LSDF amendment to be compliant with SPLUMA                  (viii) Jonkershoek LSDF amendment to be compliant with SPLUMA                  (f) proceed with the amendment of the current approved MSDF to be aligned with the 2017/18 IDP; and                  (g) both the amendment of the existing MSDF and the compilation of the new MSDF run concurrently with the Integrated Development Planning cycle.</p> <p>The following Councillors requested that their votes of dissent be minuted:                  Councillors F Adams; GN Bakubaku-Vos (Ms); DA Hendrickse;                  LK Horsband (Ms); FT Bangani-Menziwa (Ms); N Mananga-Gugushe (Ms); LM Mabebe; RS Nalumango (Ms); MD Oliphant; N Sinkinya (Ms) and P Sitshoti (Ms).</p>						
467011	REPORT BACK ON WASTE WEEK (9-13 MAY 2016) FOR STELLENBOSCH MUNICIPALITY	<p>7.7.1 REPORT BACK ON WASTE WEEK (9-13 MAY 2016) FOR STELLENBOSCH MUNICIPALITY</p> <p>2ND COUNCIL: 2016-10-05: ITEM 7.7.1</p> <p>RESOLVED (nem con)</p> <p>(a) that the content of this report, be noted;</p> <p>(b) that the monthly waste awareness campaign to be instituted, integrating recycling collections, information gathering and waste education through mobile swop shops, be supported;</p> <p>(c) that this pilot project above be implemented in Klapmuts first, and then rolled out in other areas once the viability thereof has been proved;</p> <p>(d) that the campaign be communicated with the respective communities;</p> <p>(e) that regular donations of non-perishable goods from the wider WCO24 be encouraged through charities, churches and through official Stellenbosch Municipality communication to assist the swop shops; and</p> <p>(f) that Law Enforcement assist, where possible.</p>	2016-10-05		IN PROGRESS	CHARLOTTEC	90.00	This pilot project is currently being implemented in Klapmuts as per council resolution. The latest swop shop was held on Thursday 11 November 2016 where a 6m <sup>3</sup> truck was filled with recyclables collected by the Klapmuts community. The next swop shop is planned for Thursday 25 November 2016.

OUTSTANDING RESOLUTIONS NOVEMBER 2016

472937	Fixing of contravention levy in terms of section 40(3) of the Land use planning ordinance 15 of 1985 in respect of the Farm no 1353/1, Paarl Division as well as the determination of a deemed zoning in terms of section 40(4)(c) of the land use planning ord	<p>8.6 FIXING OF CONTRAVENTION LEVY IN TERMS OF SECTION 40(3) OF THE LAND USE PLANNING ORDINANCE 15 OF 1985 IN RESPECT OF THE FARM NO 1353/1, PAARL DIVISION AS WELL AS THE DETERMINATION OF A DEEMED ZONING IN TERMS OF SECTION 40(4)(C) OF THE LAND USE PLANNING ORDINANCE 15 OF 1985</p> <p>3RD COUNCIL MEETING: 2016-10-26: ITEM 8.6</p> <p>Before the matter was debated, Councillor SR Schäfer recused himself.</p> <p>RESOLVED (majority vote)</p> <p>that this matter be referred back for further deliberation, and that the compact disc containing the information be distributed to all the Councillors within seven days.</p>	2016-10-26		IN PROGRESS	ERICP		CDs were distributed on 2016-11-02
473292	8.1.2 ESTABLISHMENT OF A RULES COMMITTEE	<p>8.1.2 ESTABLISHMENT OF A RULES COMMITTEE</p> <p>3RD COUNCIL MEETING: 2016-10-26: ITEM 8.1.2</p> <p>RESOLVED (majority vote)</p> <p>that this item be referred back to allow the Administration to obtain a legal opinion and the applicable Terms of Reference.</p> <p>The following Councillors requested that their votes of dissent be minuted:</p> <p>Councillors F Adams; GN Bakubaku-Vos (Ms); FT Bangani-Menziwa (Ms); DA Hendrickse; LK Horsband (Ms); N Mananga-Gugushe (Ms); LM Maqeba; MD Oliphant; RS Nalumango (Ms); N Sinkinya (Ms) and P Sitshoti (Ms).</p>	2016-10-26		IN PROGRESS	RICHARDB	10.00	Matter to stand over until Terms of Reference finalized.
473307	8.1.3 ESTABLISHMENT OF A DISCIPLINARY COMMITTEE	<p>8.1.3 ESTABLISHMENT OF A DISCIPLINARY COMMITTEE</p> <p>3RD COUNCIL MEETING: 2016-10-26: ITEM 8.1.3</p> <p>RESOLVED (majority vote)</p> <p>that this item be referred back to allow the Administration to obtain a legal opinion and the applicable Terms of Reference.</p> <p>The following Councillors requested that their votes of dissent be minuted:</p> <p>Councillors F Adams; GN Bakubaku-Vos (Ms); FT Bangani-Menziwa (Ms); DA Hendrickse; LK Horsband (Ms); N Mananga-Gugushe (Ms); LM Maqeba; MD Oliphant; RS Nalumango (Ms); N Sinkinya (Ms) and P Sitshoti (Ms).</p>	2016-10-26		IN PROGRESS	RICHARDB	10.00	Matter to stand over until Terms of Reference finalized.



473309	8.1.4 ESTABLISHMENT OF APPEAL AUTHORITY (SECTION 62: SYSTEMS ACT)	<p>8.1.4 ESTABLISHMENT OF APPEAL AUTHORITY (SECTION 62: SYSTEMS ACT)</p> <p>3RD COUNCIL MEETING: 2016-10-26: ITEM 8.1.4</p> <p>RESOLVED (majority vote)</p> <p>that this item be referred back to allow the Administration to obtain a legal opinion and the applicable Terms of Reference.</p> <p>The following Councillors requested that their votes of dissent be minuted:</p> <p>Councillors F Adams; GN Bakubaku-Vos (Ms); FT Bangani-Menziwa (Ms); DA Hendrickse; LK Horsband (Ms); N Mananga-Gugushe (Ms); LM Maqeba; MD Oliphant; RS Nalumango (Ms); N Sinkinya (Ms) and P Sitshoti (Ms).</p>	2016-10-26		IN PROGRESS	RICHARDB	10.00	Matter to stand over until Terms of Reference finalized.
473314	8.1.5 APPOINTMENT OF COUNCILLORS TO SERVE ON THE LOCAL LABOUR FORUM	<p>8.1.5 APPOINTMENT OF COUNCILLORS TO SERVE ON THE LOCAL LABOUR FORUM</p> <p>3RD COUNCIL MEETING: 2016-10-26: ITEM 8.1.5</p> <p>RESOLVED (majority vote)</p> <p>that this item be referred back to allow the Administration to obtain a legal opinion and the applicable Terms of Reference.</p> <p>The following Councillors requested that their votes of dissent be minuted:</p> <p>Councillors F Adams; GN Bakubaku-Vos (Ms); FT Bangani-Menziwa (Ms); DA Hendrickse; LK Horsband (Ms); N Mananga-Gugushe (Ms); LM Maqeba; MD Oliphant; RS Nalumango (Ms); N Sinkinya (Ms) and P Sitshoti (Ms).</p>	2016-10-26		IN PROGRESS	RICHARDB	100.00	Submitted to agenda of November 2016.
473316	8.2 STRUCTURING OF COUNCIL: ESTABLISHMENT OF SECTION 80 COMMITTEES (PORTFOLIO COMMITTEES)	<p>8.2 STRUCTURING OF COUNCIL: ESTABLISHMENT OF SECTION 80 COMMITTEES (PORTFOLIO COMMITTEES)</p> <p>3RD COUNCIL MEETING: 2016-10-26: ITEM 8.2</p> <p>RESOLVED (majority vote)</p> <p>that this item be referred back to allow the Administration to obtain a legal opinion and the applicable Terms of Reference.</p> <p>The following Councillors requested that their votes of dissent be minuted:</p>	2016-10-26		IN PROGRESS	RICHARDB	10.00	In progress

OUTSTANDING RESOLUTIONS NOVEMBER 2016

		Councillors F Adams; GN Bakubaku-Vos (Ms); FT Bangani-Menziwa (Ms); DA Hendrickse; LK Horsband (Ms); N Mananga-Gugushe (Ms); LM Maqeba; MD Oliphant; RS Nalumango (Ms); N Sinkinya (Ms) and P Sitshoti (Ms).							
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**7.1**

**COMMUNITY DEVELOPMENT  
AND COMMUNITY SERVICES**

**CLLR AR FRAZENBURG**

7.	CONSIDERATION OF ITEMS BY THE EXECUTIVE MAYOR: (ALD G VAN DEVENTER (MS))
7.1	COMMUNITY DEVELOPMENT AND COMMUNITY SERVICES: CLLR AR FRAZENBURG
7.1.1	INTERNATIONAL CONFERENCE: UD 2016, YORK, UNITED KINGDOM

## 1. PURPOSE OF REPORT

To provide feedback to Council on the lessons learned at the International UD 2016 Conference, and to share opportunities emanating from information obtained at the conference and through contacts.

## 2. BACKGROUND

To ensure social inclusion of Persons with Disabilities, Stellenbosch Municipality has over the past two years achieved some milestones. This include the establishment of a civil body to represent Persons with Disabilities, the development of a policy aiming to ensure the rights of Persons with Disabilities and the completion of a study on accessibility of municipal facilities and infrastructure. The study resulted in the alignment of the Stellenbosch Municipal Universal Access Policy (a first in South Africa) to other municipal policies and the development of an implementation plan for deliverables identified through the study still to be approved by council.

In March 2016 an opportunity arose to present the above mentioned process as a theoretical paper (**APPENDIX 1**) and best practice case study at an international conference. Subsequent approval to attend and present the paper at the UD2016 Conference: *Learning from the past; designing for the Future* hosted in York, UK was obtained resulting in the Manager: Community Development attending and presenting the Stellenbosch case study at said conference. The conference was hosted by the University of York from 21 August 2016 to 24 August 2016.

The Stellenbosch presentation was very well received with the following comments made to the presenter:

Colette Fransolet, Consultant: UD Africa, South Africa: *So very, very proud of the presentation by Stellenbosch Municipality on 22 August 2016. Michelle Aalbers – you did your Municipality, Province and Country very proud. It's been an amazing experience working with Michelle, her team and the Municipality.*

Harpa Cilia Ingólfadóttir, Construction Architect, Access Iceland, Iceland: *Thank you for what I considered to be the best presentation of the day.*

Dr Gerald Craddock, Chief Officer, Centre for Excellence in Universal Design – National Disability Authority, Dublin, Ireland: *Your municipality's presentation was very good – we would like to support your efforts.*

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### 3. DISCUSSION

The UD2016 Conference was attended by 186 delegates (**APPENDIX 2**) from around the world representing all continents. Participants included academics, government, NGO's and private institutions. Papers of all presenters can be obtained from <http://ebooks.iospress.nl/ISBN/978-1-61499-684-2> and cover a range of topics in the following themes:

1. User Involvement in Universal Design
2. Universal design for education in architecture and the built environment
3. Universal design for health and well-being
4. Universal design of the web
5. Universal design education
6. Universal design: Attitudes and awareness
7. Universal design of public buildings and spaces
8. Universal design for mobility
9. Universal design: Evolving policy
10. Universal design and ICT
11. Universal design: Light and colour
12. Universal design: Protocols, regulations and standards
13. Universal design for daily living
14. Universal design: Theory and Practice
15. Universal design: Size matters
16. Universal design of domestic environments
17. Measuring universal design
18. Universal design and libraries
19. Universal design for cultural heritage and tourism

Participants were able to select from a wide range of presentations to attend in parallel sessions whilst engaging with fellow practitioners during breaks in discussions around a poster exhibition supporting some of the topics.

**Overview:** A general overview obtained from the conference focussed around the fact that no matter where in the world the presenter came from, they still struggled with the same issues (possibly on a different level) as that which South Africa struggles with, being: Acknowledgment of Universal Design and the need for Universal Access as a method or tool to ensure social inclusion of more than just persons with disabilities and the fact that it is not recognised as such and thus not appreciated for the potential it presents. It is often seen as a "nice to have" coming at tremendous cost. The different presentations however emphasized the need to recognise ICT solutions as the way forward and the fact that the impact of UA can now be measured in terms of a monetary value in relation to the cost of the project.

More common is the fact that policy makers and community leaders proclaim the rights of persons with disabilities and the requirement of accessibility for all persons, but in practise continue to design along old established ways of thinking. Heritage and greening issues often achieve higher priority than the humans moving through those environments. This is especially true in the South African environment where we claim to be participatory and a government for people, but we continue to use language, processes and facilities that are not inclusive by design.

*In a Stellenbosch Municipal context this means that we are in a precarious position. Council has approved a Universal Access policy and is in the process of approving an implementation plan with clearly identified capital and operational deliverables. We could now choose to just tick the box relating to policy and plan approvals or we could choose to consciously implement changes that will affect the lives of citizens. The department realizes that it has done work on a high level and now needs the commitment from each directorate to ensure filtering this commitment down to the lowest level. The municipality needs to understand that the work done until now is only the beginning of a process and that further communication, education and awareness raising is required internally. Some of this can be done by the department and HR, but each professional discipline within the municipality must take ownership of personal development and training within their field. **For this purpose links are shared under point 3.2 to assist with access to information.***

A further realization was the fact that achieving Universal Access is not something that the municipality has to achieve alone. Striving for social inclusion should start with the way the municipality serves all citizens, but only reaches its full potential when civil society aims for the same inclusion and respect of all people. The focus for the municipality should thus be on achieving Universal Access through all internal services, but also to promote and encourage civil society and business to achieve same through the setting of standards and guidelines in policy and bylaws.

The Manager Community Development also had an opportunity to visit Essex County to explore the services they offer. Prior to making the appointment it was indicated that they have extensive services aimed at persons with disabilities. During the visit however, it became clear that their services are directly linked to social work services for persons with disabilities. Their view on accessibility is aimed at providing care and support services to families and individuals. Although these services are excellent, it had no bearing on a South African Local Government mandate.

Upon enquiring it became clear that issues of physical access are mandated and legislated on a national level and enforced that way.

*This however brought up the question as to, if South Africa also has National Building Regulations making provision for a built environment that provides for the needs of persons with disabilities, why do we still find plans being approved for buildings that do not comply. More specifically – why do the Stellenbosch Municipality build facilities that are not accessible and found non-compliant to our own building regulations. This again speaks to attitudinal changes that Council would need to take the lead in.*

**3.1 Noteworthy developments and an interesting view** on how we develop values as individuals and institutions:

- a. Britain is currently under investigation for contravention of the UN Convention on the Rights of Persons with Disabilities (Art 9) due to regression of policies under review and budget and subsidy cuts aimed at improving access. Australia is approaching investigation for similar reasons.

*Most countries boast about the fact that they are a signatory to the convention, but do not realize the responsibility that comes with this.*

*South Africa has been a signatory to the convention and has been ratified in 2007, yet we are very slow in the up taking of the associated responsibilities. Over the past two years Stellenbosch has made some inroads through among others policy development and adoption. Council should be mindful of the obligations linked to this in order to ensure the implementation of said policy.*

- b. The Cultural Historical Activity Theory (Associate Professor at Lund University, Sweden) explore the view that as a person is born, he is the individual within society and is subjected to the norms, values and attitudes of that society. However, this individual becomes the future society as he grows up and then dictates norms, values and attitudes.

*This has specific relevance for local government and political direction as council's inherit policies adopted by previous regimes. It is up to council to decide whether it will be shaped by the policies in existence prior to the establishment of a council and to what extent they would wish to allow this to become their legacy. As the institution matures it should take responsibility for the norms, values and attitudes it wishes to leave behind in the form of policy direction.*

Further to this a person's participation in an activity is influenced by the following factors:

- i. The person self (attitude, knowledge and skills)
- ii. The artifactual and natural/built environment (cell phones, sidewalks, rivers)
- iii. Human environment (attitude, knowledge and skills)
- iv. The object (the thing or activity requiring participation)

The objective is for all four to be accessible. In a municipal environment the above could be explained more practically as follow:

*The person (any person interacting with the municipality) has certain skill/educational levels, an expectation of what to expect from the municipality, etc. This person uses tools (phone, transport and geographical area) that will either enable or limit him/her from engaging with the municipality. This person needs to interact with these tools within a human environment (friendly or sometimes not so friendly help desk occupied by a human with specific norms and values relating to the person and his or her cultural background or ability) to participate in the activity (pay an account). All four aspects stand in relation to and influence each other and the accessibility of the outcome. In an effort to become universally accessible, the municipality should thus look at the impact and role of all four factors when designing processes, projects, systems and infrastructure.*

### 3.2 Theories, training institutions and best practise examples worth learning from:

The following can be used by internal departments to further their understanding of Universal Access and Universal Design to assist with the implementation of the municipal Universal Accessibility Policy. **These should be accessed internally by the different departments.**

## i. All departments

- Available **videos** explaining accessibility. It can be difficult to understand accessibility, if you do not have the personal experience. The Accessibility Centre ESKE produced short videos which demonstrate the meaning of accessibility in different situations. Videos will raise accessibility awareness of architects, other planners and professionals in the construction field and maintenance.

[http://www.esteeton.fi/portal/en/accessibility\\_videos/](http://www.esteeton.fi/portal/en/accessibility_videos/)

- **Centre for Excellence in Universal Design**, [www.universaldesign.ie](http://www.universaldesign.ie) Dublin, Ireland: This institution has completed research and development work on accessibility covering a wide range of topics. Their focus is on the development of Standards, Education and Continuous Professional Development and Awareness. They have developed booklets available from their website free of charge and have been announced to be the hosts for the 2018 UD International Conference.

The Department Community Development would strongly recommend all departments and interested persons to make use of this source of information. The website contains the following information:

**WHAT IS UNIVERSAL DESIGN:** Definition, principles, case studies and examples, database of other UD Organizations, Policy and legislation.

**BUILT ENVIRONMENT:** Building for Everyone, Housing, Shared Spaces and Walkability Audits.

**PRODUCTS AND SERVICES:** Guidelines on Body Size, Technical Guidelines for in Home Displays, Customer Engagement in Tourism Services, Customer Engagement in Energy Services and Universal Design Guidance and the ICF (World Health Organisation, International Classification of Functioning, Health and Disability)

**TECHNOLOGY:** Irish National IT Accessibility Guidelines, Guidance for Online Public Services, IT Procurement Toolkit, Web accessibility techniques, Web accessibility auditing, Measures to Improve Accessibility of Public Websites, Technology for Older Persons, Universal Design for ICT.

- **The Access Officer:** <https://theaccessofficer.n-somerset.gov.uk/> This website from the North Somerset Council, UK provides valuable guidance on among others the following issues: Buildings, Environment, Services, Transport, Consultation, Accessible Information and Signage.

In an effort to provide guidance on how to deliver these services, the Access Officer website provides design advice available to help designers work through the approach to





Universal Design. Of note is their use of a QR Coding System through which people can gain access to their website and information via their own cell phones. **APPENDIX 3** is an example of easy access and how information is made available.

- How to open up the (design) brief (scope/specifications) when planning, designing, building, operating and maintaining the future of the built environment – public as well as private, indoor as well as outdoor. Focusing on “designials” (fundamental forms of design being), the methodology intends to illustrate the fact that objects; including buildings, parks, transportation systems, etc. may directly encroach upon certain “existential” (fundamental forms of human being) – thus shed light on how a design process is normally conducted, and furthermore, how that affects people's existential well-being.  
<http://ebooks.iospress.nl/volumearticle/44471>
- With the White Paper on Persons with Disabilities launched in South Africa in March 2016 in mind, it could be interesting to reflect on what the Norwegian government has learned from their efforts towards the inclusion of Universal Design in policy since the 1990's. From Visions to Practical Policy.  
<http://ebooks.iospress.nl/volumearticle/44472>
- The concept of a MOOC as a **Massive Open Online Course** is to allow for free and affordable access to education in a quest to make learning accessible to more people. A MOOC can be completed at the pace of the learner and allows for co-learning from fellow participants. MOOCs break the traditional mould of education where the teacher moves from the “Sage on the Stage, to the Guide on the Side” and the concept has developed to such an extent that universities like MIT is considering the successful completion of a MOOC as part of their entry requirements.



Interested persons can sign up to the MOOCA website newsletter, <http://gpii.eu/moocap/> where any news related to MOOCs on Accessibility and Universal Design will be posted.

A MOOC, mostly about digital accessibility, should go live on 17th October 2016 at <https://www.futurelearn.com/courses/digital-accessibility>.

Here people will be able to enrol and get a taste of a MOOC and the general idea of accessibility.

## ii. Engineering Services

- The Co-Motion project is one of seven Design for Well-being projects looking at ageing and mobility in the built environment. It focussed on how different groups of people use physical spaces and how attitudes and behaviours impact on the

physical design of towns and cities and include challenges of making changes to driving habits or having to stop driving including the support people need to help them choose alternatives to the car. [www.york.ac.uk/co-motion](http://www.york.ac.uk/co-motion)

- Challenges and Successes in the Application of Universal Access Principles in the Development of Bus Rapid Transport Systems in South Africa.  
<http://ebooks.iospress.nl/volumearticle/44547>
- Directional Tactile Paving in a Universal Design Perspective. The topic of the presentation is the directional tactile paving or tactile guidelines that are used by blind and visually impaired people for orientation, in this presentation primarily in the street environment. The focus is the difference between so-called natural and artificial tactile paving, how they can and should be used, and how the tactile guidelines can be understood as devices of Universal Design.  
<http://ebooks.iospress.nl/volumearticle/44541>

### iii. Planning and Economic Development

- Deregulation of the Building Code and the Norwegian Approach to Regulation of Accessibility in the Built Environment. The Norwegian building code related to universal design and accessibility is challenged. To meet this, the Norwegian Building Authority has chosen to examine established truths and is basing their revised code on scientific research and field tests. But will this knowledge-based deregulation comply within the framework of the anti-discrimination act and, and if not: who suffers and to what extent?  
<http://ebooks.iospress.nl/volumearticle/44477>
- How to Solve Dilemmas Arising from the Idea of Improving Physical Accessibility in Relation to Aesthetics and Architectural Heritage. <http://ebooks.iospress.nl/volumearticle/44478>
- Standard Lavatories for Wheeled Mobility Device Users. In the contemporary world, building regulations and norms need to be updated to reflect the evolution in mobility devices. This research is suggesting new proposals for norms and standards for standard lavatories by taking the evolution in new wheeled mobility devices into account.  
<http://ebooks.iospress.nl/volumearticle/44506>
- Universal Access in Heritage Sites. A nation is recognized by a range of its significant historical, cultural and natural properties. These properties are generally preserved and maintained either by national administration or by private owners and charitable trusts due to higher value of their cultural inheritance and termed globally as heritage or historic sites. Heritage sites are a significant asset, a unique and irreplaceable resource which reflects a rich and diverse expression of past societies and forms an integral part of local, regional and national cultural identity. Today, heritage sites also play an important role in communication and knowledge exchange. Thus the rapidly

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increasing heritage tourism industry faces several challenges too. One of the challenges is that there is a segment of society who is not yet able to equally enjoy the visit to historic structures/sites and attractions, facilities and services.

<http://ebooks.iospress.nl/volumearticle/44524>

- Rogaland County Council has adopted Universal Design as an overriding principle for all planning and development in the county. Private stakeholders and public agencies collaborated in the development of a successful County Plan for UD that has been recognised as an example of good practice by Norway's public authorities. The plan provides guidelines for both state and municipal authorities for the implementation of UD in several policy areas, from public transport to the development of educational and cultural buildings, sport and recreation areas.

One of the main contributions of the plan is an evaluation methodology built on the "TEK-10" national building standard, and developed with the participation of authorities, experts, staff from municipalities and representatives of organizations for people with disabilities. This method is used to assess the accessibility and compliance with UD principles of different destinations. This information is then published on the dedicated website [www.tilgjengelighet.no](http://www.tilgjengelighet.no) which serves as an information channel for the general public about accessibility to various locations in the county. "Tilgjengelighet" is the Norwegian word for accessibility and the portal places high priority on the standard of restaurants and hotels, but other places like sports facilities, cultural buildings and different public spaces will be covered. In addition to buildings there is also information about the level of accessibility of many outdoor areas.

#### iv. Financial Services

- Cost-Benefit Analyses to Upgrading Existing Buildings. This article is based on a project aimed at finding the benefits of different measures to upgrade existing public buildings and outdoor areas to be accessible for all. <http://ebooks.iospress.nl/volumearticle/44550>

#### v. Strategic and Corporate Services

- Understanding WCAG2.0 Colour Contrast Requirements through 3D Space Visualization. Sufficient contrast between text and background is needed to achieve sufficient readability. WCAG2.0 provides a specific definition of sufficient contrast on the web. However, the definition is hard to understand and most designers thus use contrast calculators to validate their colour choices. Often, such checks are performed after design and this may be too late. This paper proposes a colour selection approach based on three-dimensional visualisation of the colour space. The complex non-linear relationships between the colour components become comprehensible when viewed in 3D. The method visualises the available colours in an

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intuitive manner and allows designers to check a colour against the set of other valid colours. Unlike the contrast calculators, the proposed method is proactive and fun to use. A colour space builder was developed and the resulting models were viewed with a point cloud viewer.  
<http://ebooks.iospress.nl/volumearticle/44515>

- The Importance of Process-Oriented Accessibility Guidelines for Web Developers. Current accessibility research shows that in the web development, the process itself may lead to inaccessible web sites and applications. Common practices typically do not allow sufficient testing. The focus is mainly on complying with minimum standards, and treating accessibility compliance as a sort of bug-fixing process, missing the user perspective. In addition, there is an alarming lack of knowledge and experience with accessibility issues. It has also been argued that bringing accessibility into the development process at all stages is the only way to achieve the highest possible level of accessibility.  
<http://ebooks.iospress.nl/volumearticle/44526>
- Search, Read and Write: An Inquiry into Web Accessibility for People with Dyslexia. This paper discusses WCAG in the context of dyslexia for the Web in general and search user interfaces specifically. Although certain guidelines address topics that affect dyslexia, WCAG does not seem to fully accommodate users with dyslexia.  
<http://ebooks.iospress.nl/volumearticle/44527>
- Norway's ICT Accessibility Legislation, Methods and Indicators. This paper gives an overview of the Norwegian legislation on Universal Design of information and communication technology (ICT) and how the Norwegian Authority for Universal Design of ICT works to enforce and achieve the goals behind the legislation. The Authority uses indicators to check websites for compliance with the regulations. This paper describes the rationale and intended use for the indicators and how they are used for supervision and benchmarks as well as a way of gathering data to give an overview of the current state of Universal Design of websites in Norway.  
<http://ebooks.iospress.nl/volumearticle/44529>
- A Universal Design Approach to Government Service Delivery. A common challenge for government administrations that aim to improve the delivery of information and services to citizens is to go beyond a government-centred approach. By focusing on citizens and the needs of a wide range of citizens, Universal Design (UD) can help to increase the effectiveness, efficiency and satisfaction of government services. This paper examines the case of an internationally recognised Chilean government service delivery programme inspired by UD principles known as Chile Atiende ("Chile Service"). A brief account of its creation and current status is provided.  
<http://ebooks.iospress.nl/volumearticle/44535>

- Assessing the Cost and Benefits of Universal Design of ICT. In the ICT and IT domains, Universal Design is typically viewed as a burden and an expense, and its application is often justified only by ethics and/or legislation. Advocates for Universal Design (UD) are arguing that it is cost-effective, but so far there are few studies that document this in a detailed way. In this work, we discuss related research and studies dealing with the costs and benefits of accessible and usable ICT solutions. In particular, we discuss the findings regarding what is a universally designed solution, what is needed to make such a solution, how much does it cost, what impact can be anticipated by the extra effort, and how it can be measured. Finally, we suggest an approach for carrying out cost-benefit analyses of developing universally designed solutions. There is a weak indication that the economic benefits of UD solutions are much higher than the initial and running costs.  
<http://ebooks.iospress.nl/volumearticle/44551>

#### vi. Community and Protection Services

- Universal Design in a Zoological Setting. Universal Design in planning for exhibiting animal collections for the public has been a part of the culture of one particular zoo in the US. This paper looks at the steps in designing a zoological park that is universally accessible to all visitors.  
<http://ebooks.iospress.nl/volumearticle/44525>
- Resource Discovery and Universal Access: Understanding Enablers and Barriers from the User Perspective. This paper examines one of those tools from the perspective of universal access, utilizing the experience of users with print disability. It aimed at exploring the way print disabled users use library search tools, the barriers they might face in the process, and what needs to be considered in order to implement discovery tools that incorporate the needs of users with print disability.  
<http://ebooks.iospress.nl/ISBN/978-1-61499-684-2>

#### vii. Human Settlements and Property Management

- Housing grants as driving force for Innovation in Universal Design. This paper highlights the importance of interdisciplinary for innovation and change in the work of Universal Design in housing. It puts particular emphasis on grant provision.  
<http://ebooks.iospress.nl/volumearticle/44467>



- Standard Lavatories for Wheeled Mobility Device Users. In the contemporary world, building regulations and norms need to be updated to reflect the evolution in mobility devices. This research is suggesting new proposals for norms and standards for standard lavatories by taking the evolution in new wheeled mobility devices into account.  
<http://ebooks.iospress.nl/volumearticle/44506>



- Wayfinding Design. This paper presents a design case of wayfinding design for a senior centre located in Amherst, New York. The design case proposed a new signage system and colour coding scheme to enhance the wayfinding experience of seniors, visitors, and staff members at Amherst Senior Centre. <http://ebooks.iospress.nl/volumearticle/44545>
- Experimental Studies of Wheelchair and Walker Users Passing through Doors with Different Opening Force. Users of walkers and users of different categories of wheelchairs tested doors with different opening force, aiming to reveal the limit that these groups of people could manage on an everyday basis. <http://ebooks.iospress.nl/volumearticle/44543>

3.3 **Practical examples observed:** During the stay in the United Kingdom, certain practical examples were observed. These were mainly physical accessibility related issues. Care should be taken not to focus too much on this whilst forgetting the huge impact ICT would make towards achieving accessibility at a fraction of the cost.



Park bench with two armrest for persons who need assistance on both sides when wanting to get up.

Space on public transport provided for wheelchair or buggy users.



Traffic signal pole situated to the side of road reserve to allow for barrier free pedestrian access whilst light is still visible to vehicles. Applicable to all road signs and street lights.



Bus shelter turned around to ensure safety of pedestrians requiring use of road reserve. Back of shelter is made from Perspex to still have visual access of traffic.



Signage indicating reserved space for persons with special needs. Signage of this nature also assists with awareness regarding persons with special needs.



Pedestrian crossing with sound indicator of changing light and electronic count down for hearing impaired persons.

3.4 Opportunity for **Local Economic Development**: *The stick vs the carrot?*

**Is Universal Access a soft issue or can it be considered as a driver for Local Economic Development?**

The main driver for the implementation of Universal Access initiatives often is legislative compliance and risk aversion. In a drive to comply with requirements of different sets of legislation (Constitution of South Africa (1996), Promotion of Equality and Prevention of Discrimination Act in 2000, United Nations Convention on the Rights of Persons with Disabilities) or in order to minimize the risk of being sued as a public institution, municipalities often approve disability policies and/or other frameworks/plans to be able to indicate that they are responsive to the needs of vulnerable and minority groups. This mind-set has over the years however not visibly impacted on the lives of citizens. Understanding that the aim of Universal Access is to create an environment that can be used by all people, regardless of their age, size, ability or disability means that we realize designing services, processes and facilities according to UD principles, we design to include ourselves as the recipients of these services. It is not something we do “for those less fortunate than ourselves”.

Understanding this, leads to discovering “the carrot” determining why we would want to start to do things differently.

Stellenbosch municipal area is well known as a tourist attraction. The area is known for the wine and culinary experience tourists can expect. It is however also known for the disparities between rich and poor.

Achieving universal access as an institution will improve our own service delivery, but aiming to ensure Stellenbosch as a town embrace universal access in the way it conducts business will:

1. Assist all citizens to become actively involved in the business of local government.
2. Increase independence of all citizens and retain public confidence in their own value and self-worth.
3. Promote economic participation of all citizens and
4. Establish Stellenbosch as the first town in South Africa accessible to all tourists irrespective of age, size or ability.

During my visit, the visible positive and inclusive attitude to serving all people was most prevalent in the following examples of serving all customers and recognising their different needs:



A notice at the front door welcoming all persons with specific needs indicating how the establishment is willing to assist and have made provision for their specific requirements.



A notice indicating provision for a hearing loop and which channel to switch to. Assistants are very proud of their efforts to welcome and include all people as part

Stellenbosch Municipality has embarked on a process over the past two years that we are very proud of. The presentation of our journey was very well received. It is now up to us to decide whether we are going to push forward amidst financial constraints to deliver on article 9 of the United Nations Convention on Persons with Disabilities.

This cannot be driven from one department, but require commitment from government as an institution, citizens and local business and tourism. Raymond Ackerman said: "Doing good does your business good."

The Department Community Development thanks Council for the opportunity to attend the conference. Learning on an international level opens horizons and allows for innovative thinking around the way in which Stellenbosch Municipality can and should deliver services. The paper and presentation has also been submitted to SALGA as a Good Practice case study.

#### 4. COMMENTS FROM OTHER DEPARTMENTS

**Legal Services:** MC Williams (19-10-2016) The item and recommendations are supported.

**Strategic and Corporate Services:** None

**Integrated Human Settlements and Property Management:** None

**Financial Services:** CFO (05-10-2016) Noted.

**Engineering Services:** Acting Head: Transport and Public Transport (20-10-2016) Excellent paper which I hope we all can work together on to improve universal access to all Stellenbosch citizens. I would love to see people like M Aalbers become involved and giving input in the infrastructure provision process of our Department.

**Community and Protection Services:** None

#### RECOMMENDED

- (a) that the presentation at the International Conference UD 2016 in York, UK, presenting a Stellenbosch Good Practice, **be noted**;
- (b) that council supports capacity-building and development of officials through the recognition of international exposure as a driver for service excellence; and
- (c) that the Department: Community Development submits an item on the Universal Access way forward, dependant on the response received.

<b>Meeting:</b> <b>Ref No:</b>	4 <sup>th</sup> Council: 2016-11-23 4/5/8/4	<b>Submitted by Directorate:</b> <b>Author:</b> <b>Referred from:</b>	Community Development M Aalbers Mayco: 2016-11-16
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**7.1.1**

**INTERNATIONAL CONFERENCE:  
UD 2016, YORK, UNITED KINGDOM**

**APPENDIX 1**

# A South African Municipality Mapping the Way Forward for Social Inclusion Through Universal Design

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**Abstract.** Since becoming a democracy, South African legislation has changed. The South African Constitution and legislation governing the structures and mandate of the different spheres of government aim towards municipalities needing to become more developmental in the way it serves the community with a specific focus on the poor and vulnerable. It sets ideals to overcome the inheritance of the past. However, how to do this is sometimes still unclear. This paper is a case study illustrating how Stellenbosch Municipality overcame obstacles of perceived legislative restrictions, silo operations and antiquated thinking, working towards social inclusion for all its citizens. In moving away from disability accessibility and embracing universal access as a way in which to deliver basic services, Stellenbosch discovered the beginning of the process of overcoming the negative legacy of the past. Understanding the Universal Design principles and approach illustrated how South African municipalities can promote the concept of our rainbow nation as envisioned in the Constitution.

**Keywords.** South Africa, local government, policy, process-driven, social inclusion

## 1. Introduction

South Africa's history is fraught with the exclusion of people. The old apartheid laws ensured limitation of movement, diminished access to further education and training, leading to economic exclusion. Our diverse history has led the country to a place where a multitude of differently abled, differently educated and differently cultured people co-inhabit all environments. Through understanding and respecting these differences we found Universal Design to be an excellent tool to guide service delivery and for building communities at our level.

In the time of Governor Simon van der Stel, Stellenbosch was the second town to be established in 1679 in the Cape Colony [1]. It has a historic centre with water furrows and old oak trees along the sidewalks, and is appropriately named the Oak City. The University of Stellenbosch is located in the town, which is about 50 km from Cape Town in the Western Cape province of South Africa. The Municipality of Stellenbosch previously comprised only the town of Stellenbosch, but since the amalgamation of local municipalities in 2000, the municipality now also includes the towns of

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Franschhoek and Pniel. These areas are well-known wine destination and tourist attractions, with Franschhoek being famous as the culinary capital of South Africa. This enclave incorporates a population of more than 155 733, with great disparities between rich and poor, reflective of the characteristics of most communities within South Africa.

With the birth of our young democracy in 1994, we set our aim on achieving equality for all people and adopted one of the most progressive constitutions. The Constitution of South Africa (1996) has very strong principles on issues of human rights and non-discrimination [2] – including disability. This was further reinforced with the adoption of the Promotion of Equality and Prevention of Discrimination Act in 2000 [3] and the signing of the United Nations Convention on the Rights of Persons with Disabilities in 2007 [4].

Our constitution also clarifies the role and function of local government [2] and the financial boundaries of municipalities. The development of infrastructure and basic services is seen as the purpose of local government. The objects of local government are the promotion of social and economic development, the promotion of a safe and healthy environment and the encouragement of the involvement of communities and community organizations in the business of government. The Constitution further requires that budgeting processes must prioritise the basic needs of the community, such as water and sanitation. It is, however, argued and interpreted by some that legislation does not allow for local government to make provision for matters related to disability, as it is clearly indicated as a competency of provincial government in the Constitution.

The legislative environment clearly offers the vision and the ideals South African people as a whole should strive for to achieve social inclusion, but ultimately the “how” in the overall picture is not clearly stated. As a nation, and specifically as local government, we find it difficult to navigate between what is real at grassroots level and the ideals of our constitution.

As a municipality, in an effort to make in-roads, Stellenbosch has been grappling with issues relating to disability. For years, residents participated in the national fundraising campaign (Casual Day), in an attempt to create awareness on issues relating to disability. The municipality also supported local organisations that focus on disability through an annual municipal grant programme and awareness initiatives. Despite the efforts of the small department designated the responsibility to ensure social inclusion, the municipality continued to fall short of bringing about actual change to the lives of persons with disability. The efforts seemed to bring about more confusion on the “how” and lacked a clear process for ensuring social inclusion. The experience was one of being lost in a maze. Once a year signage appeared that seemed to provide direction, but soon after the close of the campaign it appeared as if someone had changed the road map and the municipality was left without a clear way forward.

The first real indication that the municipality was starting to make sense of what it wanted to achieve was in 2014 when yet another campaign (Wheelchair Wednesday) led to the Executive Mayor and the then Municipal Manager having to spend time in a wheelchair with specific tasks assigned to them. These tasks involved performing some of their normal activities, but also included activities the municipality expected its citizens to perform should they want to engage with the municipality.

The experience of not being able to do things for themselves and having to travel from one building to the next to complete a single municipal application process

cemented the urgent need for the municipality as a whole to look inward and become serious about finding a way to serve all its citizens.

## **2. From humble beginnings to creating a common understanding**

However, realizing something and knowing how to change it are not necessarily the same. Without an existing guide the municipality needed a place to start, to ensure that each function within the municipality did not fall back on old familiar ways.

Ensuring that accessibility remained on the agenda was one way of achieving this. Furthermore, en route to leading the municipality to their goal and final destination of universal access, three vital decisions were made.

- Firstly, no municipality can make a journey to holistic inclusion without the involvement of civil society.
- Secondly, the municipality needs to know where it stands in terms of access in order to know where it wanted to go.
- Lastly, the municipality needed policy on this ideal.

### *2.1. Involving civil society to create momentum*

The municipality understood that it needed a platform to engage with civil society. In creating this platform, the municipality took a back seat as it was careful not to create an extension of itself, but required the civil body to remain independent. The help of a local organization with the mandate to create such a forum was thus elicited.

The Stellenbosch Disability Network was established in October 2014 and counts among its members the Stellenbosch University, local persons with disability organisations, occupational therapists in private practice working with persons with disability, members of the public and representatives from the local and provincial government.

The focus of the network is to initiate conversation between members, to share information, to keep the conversation of disability alive by using the media and to ensure representation of persons with disability in processes of the municipality. Joint initiatives included among others:

- A two-day event called “Let’s talk about disability”, with exhibition stalls and parallel discussion workshops on topics such as: Disability and employment, education, family life, wellness, sport and accessibility.
- Representation in the municipal non-motorised transport working group.
- Active involvement in public participation processes of the municipality, to influence the Integrated Development Plan.
- Vocal comment on and shaping of the municipal policy on disability.

### *2.2. Understanding Stellenbosch Municipality’s current situation*

Accessibility to services and infrastructure within Stellenbosch remained a contentious issue. It was highlighted through the participation at the Wheelchair Wednesday campaign and at the Let’s Talk about Disability event. Apart from this, it remained on the agenda of the Stellenbosch Disability Network meetings and it was clear that a study on the status of municipal infrastructure was needed.

Other issues dominating the South African agenda include racism, xenophobia, water scarcity, HIV and TB to name a few. South Africa has many challenges and backlogs requiring attention, as result of which the country lags behind the developing world on the issue of accessibility. This array of concerns causes local authorities to remain undecided and incapacitated when it comes to addressing issues of social inclusion.

The Franschhoek Valley and Stellenbosch area is home to some of the wealthiest people in South Africa, but approximately 2.1% of its citizens are living in absolute poverty [5]. Stellenbosch has three big informal settlements where the disparity between rich and poor is obvious. This difference in standards of living and levels of service delivery exacerbates the lack of funding for disability projects, as the municipality is trying to reduce the many backlogs relating to housing, water, and sanitation and electricity provision.

A previous study on the accessibility of Stellenbosch municipal buildings and infrastructure was completed in May 2003, but owing to the above-mentioned issues rallying for attention, with no clear champion for disability issues, little was measurable regarding the progress made with the implementation of the findings of that report. In fact the department came upon the report by chance.

Emanating from the above-mentioned call to address issues of accessibility, funding was then approved for a revision of the said report and to ensure that municipal buildings and facilities are reviewed to determine the current status. The study included facilities owned and leased, and also incorporated municipal processes to determine where and how clients of the municipality could be served better.

The municipality sought local experts with experience across a spectrum of disabilities, for built infrastructure as well as processes and procedures, and subsequently appointed UD Africa for this process. It was through working with them that the municipality was introduced to Universal Design.

UD Africa insisted on ensuring that the review would not only result in yet another report, but that knowledge transfer to the employees of the municipality was included in the process. This was done through staff training and through their involvement in the review process, utilizing an app designed by UD Africa.

Because the UD Africa team interacted with municipal officials on all levels while moving through the facilities, staff members became aware of issues of disability. Conversations about Universal Design were held and information was gathered on the processes the municipality employed in service delivery. Staff members were most eager to discuss processes that they had problems with at ground level.

These conversations, along with a workshop specifically focused on processes, were documented and the detailed findings resulted in a 3000 page report indicating areas of compliance and non-compliance with national buildings regulations SANS 10400 Part S of 2011 [6].

This document differed from the previous study in that it contained visual references aligned with specific reference to the national building regulations. Each building is listed in detail in the document, and although it comprises 3000 pages, the document is easy to navigate, as the index list of facilities and infrastructure is directly linked to the content of the document. This feature makes it easier for each manager responsible for a specific facility to access the information relating to that facility.

The findings of the report were presented to the Municipal Manager and top management of the municipality. To ensure all departments had access to the outcomes of the review, electronic copies of the report were distributed to all departmental

managers and an item for debate was prepared for council on the conclusion of the process. All councillors were also provided with an electronic copy of the document.

Even with the positive results from the review it would be naive to think that Stellenbosch Municipality now had a clear directive on where to start and what to fix. In the absence of a clear implementation plan staff was still inclined to fall back on old habits and policies.

By the end of November 2015 the municipality had not yet seen actual change in physical infrastructure, but had succeeded in moving away from a disability perspective and acknowledged the need to embrace Universal Design as a way forward.

It became clear that the level of awareness regarding the responsibility of the municipality was raised to the extent that funds were approved for the development of an implementation plan for the study. Suggested process changes confirmed that policies needed to be reviewed, as some contributed to sustain the status quo and thus hampered change.

### *2.3. Policy development*

Implementing the third decision in the journey towards social inclusion required the development of policy. The disability policy, in what the municipality first thought would suffice, turned out to be only the start. Changes have already been suggested to the municipal Integrated Development Plan, the Integrated Zoning Scheme and the Integrated Transport Plan.

#### *2.3.1. Stellenbosch Disability Policy becomes the Universal Access Policy*

The first draft of a Stellenbosch Municipal Disability Policy was workshopped with the Stellenbosch Disability Network at the February 2015 network meeting. At the same time the policy was discussed at director's level in the municipality and distributed to all departments for comments.

The need for clear and measurable guidance in the policy was widely accepted among people involved in the discussions. The focus of the policy was on ensuring accountability and measurability.

From the start it was clear that disability issues would only be successfully addressed within the municipality if responsibility was accepted for it at the highest level. The policy thus has an annexure with specific reference to the annual key performance indicators (KPI's) of the municipal manager and directors to ensure progress and the measurement thereof.

The first draft of this policy served before council in October 2015 and was then advertised for public comment. It is interesting to note that the item on the outcome of the accessibility review of municipal facilities and infrastructure served before council in September of 2015 and when the draft disability policy served in October, councillors made reference to the completed study and the principles and goals of Universal Design. The fact that the disability policy was silent on these issues was questioned – again indicative of the paradigm shift that was starting to take place within the municipality.

Public comment received on the policy focussed on employment of persons with disability, but the overwhelming response to include Universal Design in the policy lead to a policy name change. Council understood that a Universal Access Policy [7]

does not exclude persons with disability and **unanimously adopted** the policy in April 2016.

The inclusion of performance KPI's at top level is paramount. Since the adoption of the policy, the municipal manager and directors have agreed to include KPI's addressing 2% employment of persons with disability and a specific accessibility project each per annum in their performance contracts. For the first time Stellenbosch Municipality will now be able to report on tangible progress towards universal access and the way forward is more obvious.

### 2.3.2. *Integrated Development Plan (IDP)*

The IDP is a five year plan for South African municipal service delivery linked to the five yearly election of councillors. It is reviewed on an annual basis, requires public participation and informs the budget. It refers to a package of sector plans including among others the Spatial Development Framework, Integrated Zoning Scheme, Heritage Landscape Plan, Electrical Master Plan and the Water Services Development Plan. In order for directors to be held accountable for service delivery measured through their KPI's and in order for council to approve the municipal annual capital and operational budgets, the planning for the initiative must be reflected in the IDP.

In 2016 the first reference to universal access and municipal commitment towards it was reflected in the IDP [5] and approved by council in May 2016. The approval of universal access in the IDP is paramount as it directly influences budget and paves the way for any policy referencing universal access. Policy approval without inclusion in the IDP leads to policies that are not implementable, as they cannot be budgeted for. The inclusion of the Universal Accessibility Implementation Plan as one of the package of plans making up the IPD is now possible, although it is currently only in chapter 7 under Reflections, Challenges and Opportunities. Once completed and the IDP is approved by council, it guides the budget.

### 2.3.3. *Integrated Zoning Scheme (IZS)*

As explained earlier in this paper, Stellenbosch town amalgamated with surrounding towns in 2000 to form what is now known as Stellenbosch Municipality. Each of the areas had their own land use zoning scheme.

Subsequent to the amalgamation, a new suite of national, provincial and municipal planning laws (Spatial Planning and Land Use Management Act, no 6 of 2013, Land Use Planning Act no 3 of 2014 and the Municipal Planning Bylaw (September 2015) was promulgated. In terms of this legislation, the Municipality must adopt a new zoning scheme for the entire municipal area within 5 years.

Stellenbosch Municipality embarked on a process of integrating the different zoning schemes to make provision for a new Integrated Zoning Scheme, with the view of bringing it in line with the above-mentioned legislation. Once completed, the final draft will be advertised for public comment. At the conclusion of this process it is intended that the scheme be adopted in 2017 as a Municipal Bylaw in terms of the Municipal Systems Act, no 33 of 2000.

In drawing up stipulated parameters of the IZS, Stellenbosch saw an opportunity to clearly state its commitment to universal access. During internal discussions it became clear that land use rights were afforded to developers without making clear to them what regulations they would need to adhere to when developing land. The National Building Regulations are clear on building accessibility for persons with

disabilities, but the zoning schemes do not contain similar provisions. The requirement to adhere to the National Building Regulations (SANS 10400 S) is now clearly indicated as a development parameter for all zoning types for public use. The aim is to make compliance clear as a requirement from the start of the land use management process.

This document is still an internal document and the final result of the above discussions will only become available once it is taken to council.

#### *2.3.4. Stellenbosch Integrated Transport Plan (CITP)*

The National Department of Transport has set out its requirements for universal access in the document: Guidelines and Requirements: Public Transport Network Grant, 2015/16. [8] Although the requirements are framed in the context of public transport, they apply equally to all aspects of the built environment in terms of the National Building Regulations and SANS standards.

Universal access under a heading of its own was included in the CITP with specific minimum requirements stipulated. It now reads as follow: “All transport facilities must be universally accessible to all users. This includes ramps for wheelchairs and tactile surfaces at public transport boarding points. All new facilities must comply with this standard and existing facilities should be retro-fitted as soon as possible. This includes facilities at rail stations, public transport facilities and sidewalks and road crossings.” [9] It is further proposed that provision be made in the CITP budget for the upgrading of all transport facilities to universally accessible standards on a phased basis.

#### *2.3.5. More work on policy development required*

Since the introduction to Universal Design in July 2015 with the completion of the accessibility review, Stellenbosch Municipality has been making steady progress towards creating a common understanding and incorporating universal access in its policies. The municipality, however, acknowledges that it will require a review of all policies. The most obvious of these policies include finance policies and service payment practises. With the main municipal building located in the historic centre of Stellenbosch, with limited space and parking facilities, citizens are often required to move between buildings to complete a single transaction. Integrated financial services, online building application processes and a centralised customer care centre can contribute towards addressing these problems, but still need to be investigated.

Other policies that would assist with the above-mentioned process include the ICT policy and communications policy. Technology can also be used much more effectively to overcome the physical barriers imposed by the early development of the town and the apartheid policies.

### **3. Knowledge sharing, capacity building and the development of an universal access implementation plan**

It was soon realised that to convert a 3000 page status report into a clear implementable plan would require all interested parties to think along the same lines and to agree on basic principles. As the aim is to have the plan approved by council, it was also important to have politicians and administrators thinking along the same lines and wanting the same outcomes, while understanding the realities of a developing country.



Council and senior management were thus prepared for a process that would require all of their involvement when the outcome of the review was communicated to them at the end of 2015.

In January 2016 ward councillors and senior management were invited to attend sessions on furthering the common understanding. The sessions explained the basics of Universal Design, illustrated the scope and magnitude of what needed to be achieved and aimed to determine commonly acceptable principles to be used for the prioritization of projects.

It included a ceremony where the Mayor and the Municipal Manager signed a commitment on behalf of Stellenbosch Municipality towards service delivery and social inclusion through the implementation of Universal Design principles and goals in all endeavours.

Taking into account that the first priority should be facilities that serve the largest number of users, the following principles were agreed to: Safety and security, capacity building and training (awareness), new facilities and services, ICT and online service areas, infrastructure maintenance, building type and integration of non-motorised upgrades.

The common understanding sessions were followed by a series of working group meetings where required changes could be discussed in a practical way, focussing and acknowledging the different environments of departments. These discussions provided content and structure for the implementation plan. It became clear that the time spent on creating a common understanding was beneficial. For example: Engineering services indicated that all their norms and standards needed to be reviewed for compliance with universal access. The traffic department questioned whether the current disability parking locations still serve a purpose. From this feedback it became clear that staff were starting to accept responsibility for smaller changes that are doable, and it indicated that the path to social inclusion for Stellenbosch Municipality was becoming clear for all.

In-depth training on SANS 10400 S was provided for the building control section, including the Plans Examiner, Building Control Officers and Building Inspectors, in order for them to apply the building regulations uniformly.

At the time of writing this paper, the implementation plan was approaching finalisation.

#### **4. Obstacles and lessons learned**

Over the past two years the journey towards social inclusion through universal access has highlighted some obstacles and lessons learned which might benefit other local authorities wanting to start a similar process. These include:

##### *4.1. Not going it alone*

Municipal officials are not experts in Universal Design. Involving a partner service provider that is focused on achieving universal access will help to fast track change.

At Stellenbosch one department has been trying to create awareness regarding the plight of people with disabilities for years. Developing meaningful partnerships, strengthening civil society and permeating every level of a municipality are required to bring about meaningful and sustainable change. Ensuring support from the highest

level in a municipality will assist with budget approval, but getting the work done needs buy-in from the lowest level.

#### *4.2. Changing mind-sets is time consuming*

The power of old ways should not be underestimated. When staff perceived themselves as being lost or unclear regarding the objective of the exercise, they tend to fall back on that which is known. Stellenbosch has found that even after all the interventions; public engagements were still organised at inaccessible venues. Understanding that people forget is important. It does not mean that they do not care. Reminding fellow departments of the commitment to universal access should be done in a positive and personal way. Staff members whose mind-sets need to be changed have full workloads. Applying the principles of Universal Design in the process proved to show the value thereof, as attendance was dependent on how accommodating and flexible the organising department was.

#### *4.3. Do not sweat the small stuff*

Focus on the bigger picture. There will always be people or processes that derail what you are busy with. It might not be intentional. Allowing the smaller issues to turn into a battle can hinder the process from moving forward. Remember, it is okay to not be perfect as long as one understands what perfect looks like.

#### *4.4. Numbers scare people*

It is not possible to develop a clear implementation plan if the scope of work is not communicated. Support for universal access can wane out of fear that it will cut into budget allocations. Stellenbosch has found that communicating the cost at the start of creating a common understanding caused backpedalling.

There are numerous affordable ways to implement policy. Staff members just need guidance and encouragement to seek inexpensive first steps to become enthusiastic. Rather focus on the process and slip the numbers in later.

#### *4.5. Policy reviews are essential*

A policy on universal access, although required, is not enough. Alignment of all municipal policies to universal access is paramount before success can be claimed. crux of the matter for Stellenbosch Municipality rested on moving away from disability towards embracing universal access

Starting with a focus on disability is not a negative place to start when wanting to achieve universal access. It allows for easy entrance into the minds of people. That being said, South Africa's history of discrimination and labelling makes it difficult to break the barriers. This might hinder the understanding of Universal Design as a process to benefit **all persons** with special needs/requirements and cause people to get stuck on issues such as entrance ramps. Local authorities might want to carefully select their approach to start the process, as the physical disability angle contributes towards the thinking that it is the responsibility of one department and not that of the entire institution.

## 5. Conclusion

In summary, in order for any organisation, company or municipality to make any progress towards universal access, they need a plan, a map or at least a set of directions. These, however, do not come as easily as one would expect. After all, it is a paradigm shift we are after, not just a check list of things to do.

Ghandi said, “Be the change that you wish to see in the world.” Stellenbosch Municipality wants to see the world without physical or services related barriers, it wants to see all people treated equally, it wants to see policies and legislation that refers to people of one community and not groups of people classified by differences. To be the change they wanted to see, the municipality followed the South African road less travelled, in fact, created new pathways:

pathways through old ways of thinking, pathways through financial barriers, pathways through developing new policies, all leading to the better understanding of all people. The municipality understands that every single citizen and visitor benefits from universal access during at least one point in their lives. Stellenbosch Municipality does not think and plan for now; it designs innovative solutions to overcome paradigm barriers to change the way in which the world works.

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**7.1.1**

**INTERNATIONAL CONFERENCE:  
UD 2016, YORK, UNITED KINGDOM**

**APPENDIX 2**

## Universal Design 2016 - Delegate List

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Alborz	Ahosseini	Ellwand Co
Anders-Petter	Andersson	Oslo and Akershus University College for Applied Sciences
Jonas	Andersson	Myndigheten för delaktighet MFDre
Siri	Antonsen	NRK, Norwegian Broadcasting Company
Alberto	Arenghi	University of Brescia - DICATAM
Linda Nilsen	Ask	Rogaland Fylkeskommune
Einar Harald	Askebakke	Oslo and Akershus University College
Finn	Aslaksen	Vista Utredning AS
Sigmund	Asmervik	NMBU
Anne Marie	Auestad	Rogaland Fylkeskommune
Johanna	B. Goosens	
Dagny Marie	Bakke	National Association of Norwegian Architects
Megan	Basnak	IDeA Center - University at Buffalo
Kate	Bennell	Sightsavers
Torunn	Berg	Deltasenteret, Bufdir
Wondwossen	Beyene	Oslo and Akershus University College
Kristin	Bille	The Delta Centre
Evastina	Björk	Norwegian University of Science and Technology
Torben Tøsse	Blindheim	Husbanken
Kathrin	Bögelsack	Norwegian Mapping Authority
Ingebjørg	Børsheim	Bergen University College
Sharon	Bostick	Illinois Institute of Technology
Catherine	Bridge	University of New South Wales, Australia
Olav Rand	Bringa	Ministry of Children and Equality
Torhild	Brudvik	Agency for Public Management and eGovernment (Difi)
Rudolph	Brynn	Standards Norway
Birgitta	Cappelen	The Oslo School of Architecture and Design
Weiqin	Chen	Oslo and Akershus University College of Applied Science
Ger	Craddock	National Disability Authority
MARIANNE	DALGARD	NORWEGIAN MINISTRY OF TRANSPORT
Cathy	Dalton	University College Dublin/ University of Ulster
Åse	Danbolt	Statsbygg
Chalotte	Dauidsen	Rogaland Fylkeskommune
Berry	den Brinker	Scientific Institute for Low Vision US and Rehabilitation
Karine	Denizou	SINTEF Byggforsk
Marina	Di Duca	VisitScotland
Hugo	Drewsen	Vestfold Fylkeskommune
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Veronika	Egger	is-design
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Aasne	Fjellanger	Statsbygg
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Colette	Fransolet	Universal Design Africa
Kristin S.	Fuglerud	Norsk Regnesentral (Norwegian Computing Center)
Ilaria	Garofolo	University of Trieste
Anne Bett	Gausel	Rogaland Fylkeskommune
G. Anthony	Giannoumis	Oslo and Akershus University College of Applied Sciences
Reidun	Granberg	National Association of Norwegian Architects (NAL)
Sidse	Grangaard	SBi, Aalborg University
Shilan B.	Hafid	Ski kommune
Torunn	Haga	Rogaland Fylkeskommune
Till	Halbach	Norwegian Computing Center
Rodica	Halsli	Sør-Trøndelag County
Herman	Hanson	Vestfold Fylkeskommune
Karin	Hanson	Vestfold Fylkeskommune
Anne Caroline	Haugan	Nord-Trøndelag fylkeskommune
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Jo	Herstad	University of Oslo/Department of Informatics
Leif Daniel	Houck	NMBU Norwegian University of Life Sciences
Erik Anders	Hovden	Ski kommune
Rob	Imrie	Goldsmiths University of London
Goksenin	Inalhan	Istanbul Technical University
Harpa Cilia	Ingólfssdóttir	Algild Hönnun & Aðgengi ehf
Masato	Inoue	Meiji University
Dr. Safaa	Issa	Keynote Speaker
Mette Emilie	Jakobsen	Statsbygg
Roger	Jensen	County Governor of Telemark
Mabel	Johansen	Husbanken
Brian	Jones	Georgia Institute of Technology
Oskar	Jonsson	Lund University
Thor Arne	Jørgensen	Universell Utforming AS
Anastasia	Kalou	AccessGreece
Ermal	Kapedani	University of Hasselt



Kittichai	Kasemsarn	Brunel University London
Nicholas	Kent	OpeMed
Siri	Kessel	Oslo and Akershus University College of Applied Sciences
Inge Mette	Kirkeby	Danish Building Research Institute
Paal	Kloster	Rogaland Fylkeskommune
Kjetil	Knarlag	NTNU (Universell)
Elisabeth Kokkin	Koppe	Hamar kommune
Ulla	Kramer Terkelsen	Access Denmark
Tore	Kristiansen	Nord-Trøndelag fylkeskommunenor
Ari	Kurppa	The Finnish Association of People with Physical Disabilities
Toril	Kvaale Eriksen	Vestfold Fylkeskommune
Anne Kristin	Kvitle	NTNU Gjøvik
Eli Kristin	Langset	Stiftelsen Mangfold i arbeidslivet (MiA)
Tina Therese	Larsen	Husbanken
Phuoc Tan	Le	Oslo and Akershus University College
Lars Morten	Leersveen	Nord-Trøndelag fylkeskommune
Asbjørn	Leraand	Sør-Trøndelag County
Alexander	Leysen	Provincie Vlaams-Brabant
Inger Marie	Lid	Oslo and Akershus University College
yonghun	Lim	Brunel university
Arvid	Lindén	Myndigheten för delaktighet, MFD
Astrid	Lund	RIBA
Einar	Lund	Norwegian Ministry of Local Government and Modernisation
Atle	Lunde	Rogaland Fylkeskommune
Pål	Lyngstad	Norwegian Building Authority
MOHAMMAD MEHDI	MAHMOUDI	University of Tehran
Johannes	Martinson	Enable Network Pty Ltd
Estelle	Martinson	Enable Network Pty Ltd
Nanet	Mathiasen	the Danish Building Research Institut, Aalborg University
Sven	Michaelis	Norwegian Mapping Authority
Karin	Møller	Ringerike kommune
Neil	Murphy	Centre for Excellence in Universal Design
Amila	Mutukuda Arachchige	Università degli Studi di Brescia
Ole Kristian	Naes	Vestfold fylkeskommune
Hege	Narvåg	Ski kommune
Jonny	Nersveen	NTNU; Norwegian University of Science and Technology
Trine	Nohr	Norwegian Ministry of Local Government
Arve Harald	Nordahl	Nord-Trøndelag fylkeskommune
Aldis M	Nordfjord	Icelandic Construction Authority
Marika	Nordlund	The Finnish Association of People with Physical Disabilities
Sholeh	Nozari	BHRC, Building and Housing Research Center
Knut M.	Nygaard	NLB – Norwegian Library of Talking Books and Braille
Eoghan Conor	O Shea	University of Limerick

Elinor	Olaussen	Norwegian University of Science and Technology
Gudrun	Østbø	Rogaland Fylkeskommune
Rolf	Østbø	Rogaland Fylkeskommune
Stig	Ottosson	NTNU in Gjøvik
Mike	Paciello	Keynote Speaker
Solveig	Paule	Husbanken
Tove Helland	Pedersen	Nord-Trøndelag fylkeskommune
Tim	Pennick	BT
Kirsti	Pesola	The Finnish Association of People with Physical Disabilities
Cathrine von	Porat	Agency for Public Management and eGovernment (Difi)
Andrea	Pregel	Sightsavers
Erin	Pritchard	Liverpool Hope University
Antti	Raike	Aalto University
Penelope	Rance	Masabi Ltd
Kirsten	Ribu	Oslo and Akershus University College
Fionnuala	Rogerson	International Union of Architects
Anne Kari	Røise	NTNU i Gjøvik
Dagfinn	Rømen	Agency for Public Management and eGovernment (Difi)
Susan	Ruptash	Quadrangle Architects
Ulf	Rydningen	Oslo and Akershus University College
Malin	Rygg	Agency for Public Management and eGovernment (Difi)
Anthony	Rylands	North Somerset Council
Laila	Samuelson	Vestfold Fylkeskommune
Frode Eika	Sandnes	HiOA
Masato	Shimada	Meiji University
Raju	Shrestha	Oslo and Akershus University College
Sigrid	Skavlid	The Delta Centre
Terry	Shehan	Myndigheten för delaktighet, MFD
Rakel Margrete	Skjerve	Vestfold Fylkeskommune
Toril Bjoerken	Skjoerholm	Fylkesmannen i Nord-Trøndelag
Stein Erik	Skotkjerra	Vision2Access
Jaana	Solasvuo	City of Turku
Odd Bjørn	Solberg	Infogarden
René	Sørensen	Danish Building Research Institute
Sigbjørn	Spurkeland	Husbanken
Astrid	Stadheim	NTNU
Linn	Steen-Hansen	Høgskolen i Oslo og Akershus
James	Stuart-Smith	Astor-Bannerman
Sasicha	Sukkay	KMITL University, Architecture Faculty
Unni	Suther	Ringerike kommune
Martin	Swartling	Agency for Public Management and eGovernment (Difi)
Victoria	Tam	MIT
Naoe	Tatara	Oslo and Akershus University College of Applied Sciences



Phillip	Thompson	UD Africa / IDC Consultants
Anna Margret	Tomasdottir	Icelandic Construction Authority
Anne Britt	Torkildsby	NTNU; Norwegian University of Science and Technology
Mark	Trieglaff	ACTServices Consulting
Oyvind	Trygstad	Vestfold Fylkeskommune
Megha	Tyagi	Indian Institute of Technology Roorkee
Inghild	Vanglo	Rogaland Fylkeskommune
shweta	vardia	School of Planning and Architecture
Tom	Vavik	The Oslo School of Architecture and Design
Ira	Verma	Aalto University, Department of Architecture, Sotera Institute
Bart	Vermandere	Inter - Accessible Flanders Agency
Kari	Vogsland	Drangedal municipality
Torben	Wallbaum	OFFIS-Institute for Information Technology
Shuho	Yamada	Meiji University
Christiaan	Zandstra	
Inger Vold	Zapffe	Husbanken

**7.1.1**

**INTERNATIONAL CONFERENCE:  
UD 2016, YORK, UNITED KINGDOM**

**APPENDIX 3**

## TheAccessOfficer website

Where design standards are not just about disability



We can't design for everyone, can we?

An equality design resource to promote  
accessibility for everyone

## Q&A

### Question

For... (lots of) people, many of the barriers in the built environment are at a depressingly practical level;

- restrictions on ease of access and movement,
- lack of clarity in way-finding,
- inappropriate attitudes and
- non-existent or non-functioning facilities.

Why, we have to ask, does this go on happening?"



Source: Jan Boys, So what is normal?

University of Brighton

### Answer

We need to consider accessibility in the widest sense – it's not just about providing toilets for different genders and disabled people.

It's about diversity and acknowledging we can't work to standard patterns as people have differing needs.

The QR codes overleaf take you through examples on **TheAccessOfficer** website of the design advice available to help designers work through this approach.





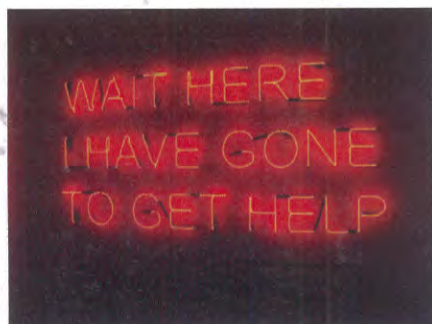
## Beginning of the story...

Consultation, engagement and co-design

From Fairytale to Reality: Dispelling the myths around citizen engagement



## Co-design in Peckham



These codes take you through the process of Designing for Diversity.<sup>1</sup>

Tim Etchells

They go from asking building users about the space they will use to physically designing the spaces and then how to manage them.

<sup>1</sup> **Designing for Diversity** – see separate booklet or view at **TheAccessOfficer** website

## Transport

Improved wayfinding in public car parks



## Public realm

Violence, Sexuality and Space Research



How to design a city for women



Guerrilla wars in everyday public spaces





## Buildings and Places

### Accessible housing standards



### Great places to go



### Schools and disabled children



## Services and management

### Customer services



### Website accessibility



### Inclusive project management



**7.2**

**CORPORATE AND  
STRATEGIC SERVICES**

**CLLR E GROENEWALD (MS)**



7.2	<b>CORPORATE AND STRATEGIC SERVICES: (CLLR E GROENEWALD (MS))</b>
7.2.1	<b>TOP LAYER SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) REPORT FOR THE FIRST QUARTER (1 JULY 2016 TO 30 SEPTEMBER 2016)</b>

### 1. PURPOSE OF REPORT

To report on the progress made with the achievement of key performance indicators, development priorities and objectives as determined in the Top Layer Service Delivery and Budget Implementation Plan (SDBIP) for the 1<sup>st</sup> Quarter (1 July 2016 to 30 September 2016).

### 2. BACKGROUND

In terms of Section 1 of the Local Government: Municipal Finance Management Act, 2003 (Act No 56 of 2003) the service delivery and budget implementation plan (SDBIP) is defined as a detailed plan approved by the mayor of a municipality within 28 days after the approval of the budget for implementing the municipality's delivery of municipal services and its annual budget.

The format of the Service Delivery and Budget Implementation Plan (SDBIP) is prescribed by MFMA Circular Number 13 issued by National Treasury. In terms of the said Circular Number 13 the Service Delivery and Budget Implementation Plan (SDBIP) must depict the service delivery areas, budget allocations and enable monitoring and evaluation. It specifically requires the Service Delivery and Budget Implementation Plan (SDBIP) to include, inter alia, the following:

- Monthly projections of revenue to be collected for each source;
- Monthly projections of expenditure (operating and capital) and revenue for each vote;
- Quarterly projections of service delivery targets and performance indicators for each vote;
- Information for expenditure and delivery; and
- Detailed capital works plan.

Section 41(1)(e) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000 (MSA), stipulates that a process must be established of regular reporting to Council. This process is detailed in the Performance Management Framework of the Municipality.

### 3. DISCUSSION

Included as **APPENDIX 1 (under separate cover)** is a copy of the 1<sup>st</sup> Quarter (1 July 2016 to 30 September 2016) Top Layer Service Delivery and Budget Implementation Plan (SDBIP) Report for the 2015/16 financial.

A Service Delivery and Budget Implementation Plan (SDBIP) seeks to promote municipal accountability and transparency and is an important instrument for service delivery, budgetary monitoring and evaluation. It can be seen as a partnership contract entered into between the Administration,

Council and the community, in which the goals and objectives set by Council are expressed.

The Service Delivery and Budget Implementation Plan (SDBIP) provides an excellent basis for the Councillors of the Stellenbosch Municipality to monitor the implementation of service delivery programmes and initiatives across the municipal area. The scorecard in the Service Delivery and Budget Implementation Plan (SDBIP) presents a clear mandate to the Councillors in terms of playing their oversight function.

#### 4. COMMENTS BY RELEVANT DEPARTMENTS

##### 4.1 Human Resource Management

The accountability of the Administration, inclusive of the Municipal Manager and Senior Managers as addressed under Legal Implications is noted.

##### 4.2 Financial

The SDBIP is viewed as an implementation and monitoring tool rather than a financial tool, however this plan is supported by the financial information reported to Council in terms of Section 52 of the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003).

##### 4.3 Legal

The item is legally compliant in terms of MFMA Circular 13, and is supported.

#### RECOMMENDED

that the 2016/17 Top Layer Service Delivery and Budget Implementation Plan (SDBIP) Report for the 1<sup>st</sup> Quarter (1 July 2016 to 30 September 2016), **be noted.**

<b>Meeting: Ref No:</b>	<i>4<sup>th</sup> Council: 2016-11-23 4/5/8/4</i>	<b>Submitted by Directorate: Author: Referred from:</b>	<i>Strategic &amp; Corp Services U Cupido Mayco: 2016-11-16</i>
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7.2.2	<b>BUSINESS CASE FOR RESEARCH AND ASSESSMENT OF AN ALTERNATIVE ICT ENTERPRISE RESOURCE PLAN SOLUTION (ERP)</b>
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### 1. PURPOSE OF REPORT

To provide recommendations to Council on the outcome of the research and assessment that was conducted by Zimele Technologies for an alternative Enterprise Resource Planning (ERP) solution in compliance with National Treasury system requirements.

### 2. BACKGROUND

An Enterprise Resource Planning (ERP) system is an application that replaces many standalone systems of individual departments – such as finance, budget, procurement, customer billing, project accounting, grants management, payroll and human resource management. It integrates the functions into a single, automated system that runs off a single database.

On the 30 March 2016, Council took a strategic resolution to extend all ICT contracts for only six (6) months pending research and assessment of alternative ERP solution in compliance with National Treasury requirements.

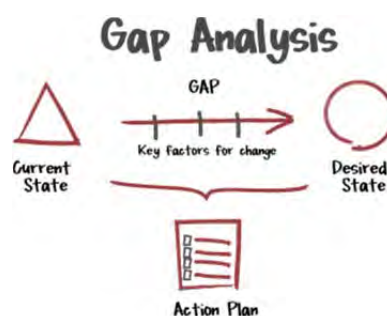
Subsequently, Zimele was appointed through the proper SCM tender process to conduct the research and assessment of an alternative ERP solution and produce a business case for Council approval and all ICT contracts were approved for 6 months from (1 July 2016 – 31 December 2016).

### 3. DISCUSSION

In April 2016, Zimele Technologies conducted a series of interviews and workshops with the respective Stellenbosch Municipal's Executive Directors, Managers, Heads, System Owners, System Administrators and Business Process Owners respectively in order to best identify current application systems gaps and business processes. The Business Case is attached as **APPENDIX 1**.

#### 3.1 Current AS-IS performance analysis

In assessing the current as-is performance of our current application systems, Zimele Technologies incorporated 3 system analysis steps defined in the **MFMA mSCOA Circular No.6 of 02 August 2016** which requires an understanding of the current as-is system landscape and functionalities through interviews and workshops with system administrators and users.



During this phase, it was discovered that some systems have similar capabilities but only selected modules are used in different municipal directorates which potentially lead to duplication and underutilisation of systems and applications. Some of these ICT systems are not integrated and do not communicate with each other forcing manual sharing of data and information between systems which is prone to human error and manipulation.

### 3.2 Outcome of the AS-IS analysis

The key themes listed below emerged from the analysis of the current AS-IS application systems and process performance:

- (a) Lack of system integration
- (b) Too many manual processes
- (c) Duplication of data on systems
- (d) Ageing ICT infrastructure and obsolete ICT systems
- (e) Inflexible and Expensive System Changes
- (f) Vendor Lock-in for product and services
- (g) Lack of ICT support personnel

### 3.3 Proposed Solutions

The baseline to evaluate which of the solution alternatives best meets the sponsor goals and resolves or fixes the current performance gaps was based on the outcome of the current as-is performance of application systems.

According to the **MFMA Circular 3 of 02 November 2016**, The Municipal Regulations on a Standard Chart of Accounts, 2014 (mSCOA), requires a significant change in municipal business processes. Consequently, mSCOA implementation involves system conversion and/ or re-implementation with all the typical risks associated with any system conversion or implementation. **Implementing mSCOA therefore requires organisational change across the municipality since not only financial and budget orientated practitioners are involved.**

The Solution Alternatives below includes an exploration to enhance the existing systems to ensure both completeness and a complete exploration of other technologically viable possibilities. The solution alternatives considered are summarized below:

#	System for Change Alternative Description	Benefits	Total Cost	Risks	Stakeholder Impact
1	<b>Enhance the existing systems</b> , a possible re-implementation of the newer version of the current financial management system, packaged in a manner that addresses the common Stellenbosch municipality issues and addresses solution goals as stated in section 4. This involves people, process and technology considerations.	<ul style="list-style-type: none"> <li>• System familiarity. Users will only have to be trained on the changes.</li> <li>• Data conversion is minimal.</li> <li>• Simple implementation compared to implementing a brand new product.</li> <li>• Realizing ROI will be sooner.</li> </ul>	<ul style="list-style-type: none"> <li>• 3 year cost is <b>R22,6m</b></li> <li>• 5 year cost is <b>R34,7m</b></li> <li>• 10 year cost is <b>R90,9m</b></li> </ul>	<ul style="list-style-type: none"> <li>• Vendor lock-in.</li> <li>• Multiple disparate systems.</li> <li>• Lack of integration.</li> <li>• Manual processes will still exist.</li> <li>• High maintenance costs</li> </ul>	<ul style="list-style-type: none"> <li>• Top Management: Maintenance expense, vendor lock-in.</li> <li>• Managers: Lack of accuracy of information.</li> <li>• End-users: low morale if the same issues persist.</li> </ul>
2	<b>Acquire and implement a single, integrated administrative system solution using a commercially available ERP package</b> in a manner that addresses the common municipalities processes such Corporate governance, Municipal budgeting, planning and financial modelling, Municipal budgeting, planning and financial modelling, Financial accounting, Project accounting, Treasury and cash management, Procurement Cycle management, Grant management, Full Asset life cycle management, Real estate and resource management, Human resources and payroll management, Customer care, credit control & debt collection, Valuation roll management, Land use building control and Revenue cycles billing.	<ul style="list-style-type: none"> <li>• Single integrated system</li> <li>• Business process improvement</li> <li>• Improved customer services</li> <li>• Transparency of data across the organisation</li> <li>• Accuracy of centralised business data.</li> <li>• Revenue/Profit increase</li> <li>• Building business innovations, supporting business growth.</li> </ul>	<ul style="list-style-type: none"> <li>• 3 year cost is <b>R21,7m</b></li> <li>• 5 year cost is <b>R30,9m</b></li> <li>• 10 year cost is <b>R50,8m</b></li> </ul>	<ul style="list-style-type: none"> <li>• High initial costs</li> <li>• Intensive implementation process</li> <li>• Extensive training required</li> <li>• Possible re-engineering of business processes to fit the ERP system.</li> </ul>	<ul style="list-style-type: none"> <li>• Top Management: High initial costs</li> <li>• Managers: Accuracy of information. Better resource management. Improved decision making.</li> <li>• End-users: Extensive training on new systems.</li> </ul>

## AGENDA

4<sup>TH</sup> COUNCIL MEETING OF THE COUNCIL  
OF STELLENBOSCH MUNICIPALITY

2016-11-23

#	System for Change Alternative Description	Benefits	Total Cost	Risks	Stakeholder Impact
3	Acquire and implement a single, integrated administrative system solution using a commercially available ERP package in a manner that addresses the common municipalities processes (similar to alternative 2), <b>leveraging the City of Cape Town installation</b> to reduce infrastructure and licensing cost.	<ul style="list-style-type: none"> <li>• Tried and tested system</li> <li>• CoCT has over 10 years' experience in implementation and maintenance of an ERP system.</li> <li>• Ease of implementation</li> <li>• Proven methodologies for best practise implementation.</li> <li>• New developments at CoCT will immediately become available to Stellenbosch.</li> <li>• CoCT is mSCOA compliant.</li> <li>• Reduced licencing costs</li> </ul>	<ul style="list-style-type: none"> <li>• 3 year cost is <b>R14,1m</b></li> <li>• 5 year cost is <b>R23,3m</b></li> <li>• 10 year cost is <b>R61,3m</b></li> </ul>	<ul style="list-style-type: none"> <li>• CoCT downtime will mean STB downtime</li> <li>• System bugs would exist on both sides.</li> <li>• STB does not have the required on-site skills to maintain the system and would rely on CoCT.</li> </ul>	<ul style="list-style-type: none"> <li>• Top Management: Improved budgeting</li> <li>• Managers: Accuracy of information. Better resource management. Improved decision making.</li> <li>• End-users: Extensive training on new systems.</li> </ul>
4	Acquire and implement a single, integrated administrative system solution using a commercially available ERP package in a manner that addresses the common municipality's processes (similar to alternative 2), <b>leveraging a hosting third party for Infrastructure and ERP licenses.</b>	<ul style="list-style-type: none"> <li>• Low costs while accessing state of the art technology</li> <li>• Unrestricted choice of service providers.</li> <li>• System is built and operated to global best practice.</li> </ul>	<ul style="list-style-type: none"> <li>• 3 year cost is <b>R10,8m</b></li> <li>• 5 year cost is <b>R14,9m</b></li> <li>• 10 year cost is <b>R31,8m</b></li> </ul>	<ul style="list-style-type: none"> <li>• Unsecure data residing in a cloud.</li> <li>• Connectivity to the data centre might fail.</li> <li>• Data centre could be destroyed.</li> <li>• Power supplies could be cut preventing access to the data centre.</li> </ul>	<ul style="list-style-type: none"> <li>• Top Management: Low cost</li> <li>• Managers: Accuracy of information. Better resource management. Improved decision making.</li> <li>• End-users: Extensive training on new systems.</li> </ul>

**3.4 Selected Option 4 budget implications**

The recommended Option 4: which is to acquire and implement a single, integrated administrative system solution using a commercially available ERP package and leveraging a hosting third party for Infrastructure and ERP licenses.

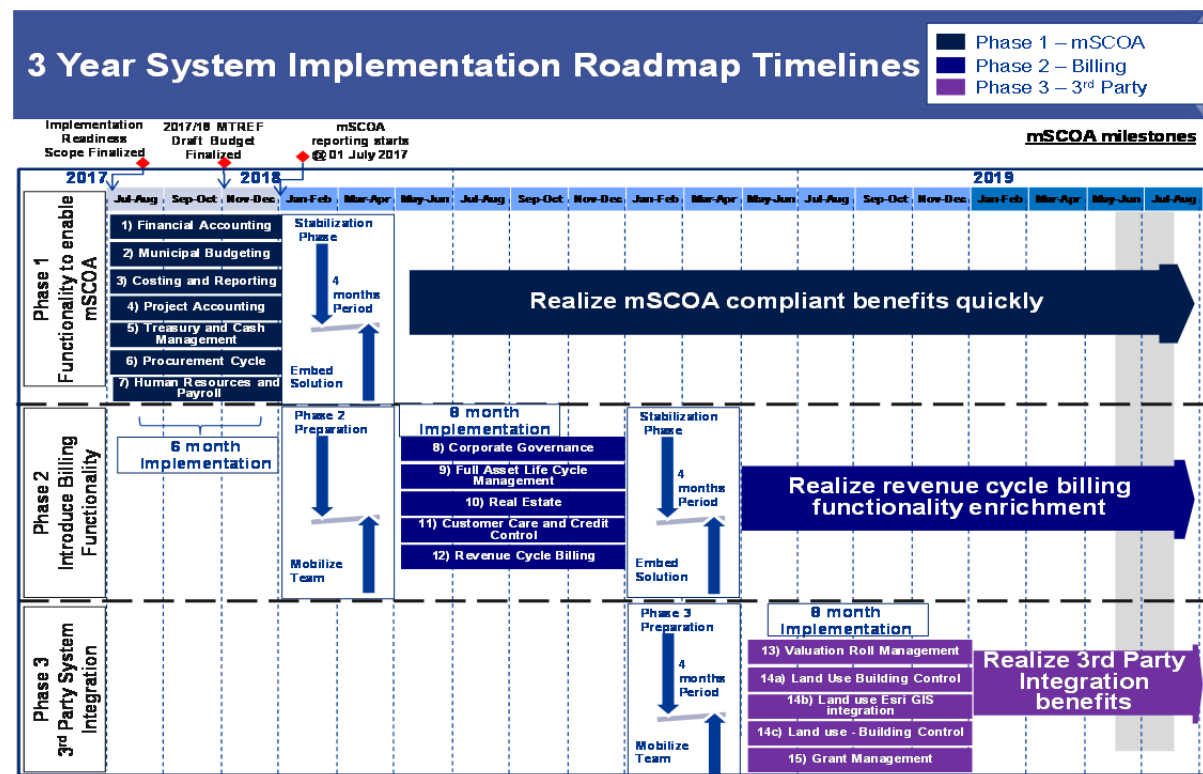
System	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Option 1 (Baseline Option)	9 421 168.31	10 795 336.14	2 459 604.08	5 679 870.24	6 412 857.26	34 768 836.04
ERP Option 4	5 847 058.34	4 822 738.25	147 970.81	1 915 207.55	2 200 424.15	14 933 399.11
Difference	-3 574 109.97	-5 972 597.88	-2 311 633.27	-3 764 662.69	-4 212 433.11	-19 835 436.93
Stellenbosch will be:	Paying Less	Paying Less	Paying Less	Paying Less	Paying Less	Paying Less

By leveraging on 3<sup>rd</sup> party systems the implementation costs are almost identical as in option 2, due to the high implementation costs. The initial configuration and setup must be performed.

Due to initial configuration and setup, comprehensive direct savings will only be achievable as from year 4 onwards, as depicted above and this is due to the significantly lower hardware maintenance costs and less resources being required.

### 3.5 Proposed Implementation Roadmap for Selected Option 4

Stellenbosch Municipality will only realise their strategic benefits driven by the two components, i.e. what to do and how to do it. These components are presented on the diagram below. The diagram shows which main processes and functionality to enable first and how to phase this functionality over a 3-year period.





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**4. ESTIMATED FINANCIAL IMPLICATIONS**

The estimated cost for the implementation of the proposed cloud-based Enterprise Resource Plan Solution (ERP) with maintenance and support for a period of 10 years is just over R 31 million. This cost also includes software licenses, hardware, training and disaster recovery.

**5. LEGAL IMPLICATIONS**

In terms of this item, the intention is to procure a system for a period of 10 years. It is important to note that in order to procure the system for 10 years, there must be compliance with Section 33 of the MFMA which makes provision for contracts having future budgetary implications.

In terms of Section 33, any contract which will incur financial obligations beyond the relevant budget cycle requires a specific process to be followed. Section 33 provides:

- “(1) A municipality may enter into a contract which will impose financial obligations on the municipality beyond a financial year, but if the contract will impose financial obligations on the municipality beyond the three years covered in the annual budget for that financial year, it may do so only if-
- (a) the municipal manager, at least 60 days before the meeting of the municipal council at which the contract is to be approved-
    - (i) has, in accordance with section 21 A of the Municipal Systems Act-
      - (aa) made public the draft contract and an information statement summarising the municipality’s obligations in terms of the proposed contract; and
      - (bb) invited the local community and other interested persons to submit to the municipality comments or representations in respect of the proposed contract; and
    - (ii) has solicited the views and recommendations of-
      - (aa) the National Treasury and the relevant provincial treasury;
      - (bb) the national department responsible for local government and
    - (cc) if the contract involves the provision of water, sanitation, electricity or any other service as may be prescribed by the responsible national department
  - (b) the municipal council has taken into account-
    - (i) The municipality’s projected financial obligations in terms of the proposed contract for each financial year covered by the contract;
    - (ii) The impact of those financial obligations on the municipality’s future municipal tariffs and revenue;
    - (iii) Any comments or representations on the proposed contract received from the local community and other interested persons; and
    - (iv) Any written views and recommendations on the proposed contract by the National Treasury, the relevant provincial

treasury, the national department responsible for local government and any national department referred to in paragraph(a)(ii)(cc); and

- (c) the municipal council has adopted a resolution in which-
- (i) It determines that the municipality will secure a significant capital investment or will derive a significant financial economic or financial benefit from the contract;
  - (ii) It approves the entire contract exactly as it is to be executed; and
  - (iii) It authorises the municipal manager to sign the contract on behalf of the municipality.”

The prescriptive legislative processes outlined must be adhered to and there must be compliance with National Treasury Regulations regarding MSCOA. The council must consider the *draft contract* prior to it (the contract) being concluded.

The item is supported.

## 6. COMMENTS FROM OTHER DIRECTORATES

### 6.1 FINANCE DEPARTMENT

Treasury Office supports the recommendation. Changing an organisation's ICT systems is not to be done lightly or hastily. The possibilities and opportunities must be investigated thoroughly and if a decision is indeed made to change systems, the migration must be carried out in a very well planned, methodical and well documented manner. This is a time consuming exercise, hence the need for an extension of current ICT contracts in the mean-time. VAT and mSCOA project manager office supports the item, its objectives contemplated and measures proposed is supported.

## 7. CONCLUSION

Over the last 20 years, Stellenbosch Municipality has operated successfully in siloed business units or directorates driving their own core business processes with a significant lack of integration. The first decision that needs to be made is that ICT cannot continue to operate this disparate system architecture and business cannot continue to work in these siloed business units.

**The new environmental factors facing the Stellenbosch Municipality include:**

- (a) **mSCOA compliance** – there is a **governance, processes, people and systems gaps** in Stellenbosch in order to become mSCOA compliant using **1 July 2017** target architecture as defined in **NT's MFMA Circular 80 Annexure B** released on the **8 March 2016**.
- (b) **Quest for Excellence or Stellenbosch Municipality's vision to be the Innovation Capital of South Africa** – Stellenbosch Municipality has a reputation for being one of the top municipalities in the Western Cape with its clean audit.
- (c) **Citizen Access through e-Government – Manual processes** needs to be removed. **Lack of system integration** needs to be replaced with a more integrated approach to managing core processes in

Finance, Supply Chain, Human Resources (including Payroll) and Customer Billing environments.

Based on **Annexure B** sent out by **NT (MFMA mSCOA Circular No.6 of 02 August 2016)**, there are 5 steps required before the item can be submitted to Council for approval and Step 3 of the 5 clearly states that the Municipality must solicit comments on this item from either National Treasury and Provincial Treasury. Comments were received from Provincial Treasury on the 21 October 2016 and can be found in **APPENDIX 2**.

#### RECOMMENDED

- (a) that the new central government regulation e.g. the Municipal Standard Charter of Accounts (mSCOA) that has also recommended that the Stellenbosch Municipality relook the efficiency and effectiveness of the current ICT systems in order to comply with the regulations, **be noted**;
- (b) that Council approves that the Accounting Officer proceed in terms of the process plan to investigate an ERP solution for the municipality;
- (c) that Council takes note that the Accounting Officer will provide, as a baseline, a comparative analysis with a proposed project plan and implementation timelines from at least 3 municipalities of similar size that have implemented an ERP system and subsequently report on progress made in the procurement of an ERP system by the 30 June 2017;
- (d) that Council amends all current ICT contracts through Section 116 (3) for 18 months (starting from the 1 January 2017 to 30 June 2018) to ensure mSCOA compliance by 1 July 2017, whilst testing the market for an ERP system, and work towards a go-live and roll-out of the said system by 1 July 2018; and
- (e) that Council reprioritizes the existing ICT budget allocation to provide funding for the new ERP system.

<b>Meeting: Ref No:</b>	4 <sup>th</sup> Council: 2016-11-23 4/5/8/4	<b>Submitted by Directorate: Author: Referred from:</b>	Strategic & Corp Services B Mkaza Mayco: 2016-11-16
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**7.2.2**

**BUSINESS CASE FOR RESEARCH  
AND ASSESSMENT OF AN  
ALTERNATIVE ICT ERP SOLUTION**

**APPENDIX 1**



Business Case Summary Document



# Business Case for B/SM 61/16: MUNICIPAL SYSTEM INTEGRATION

Prepared by:



Prepared for:



**STELLENBOSCH**  
STELLENBOSCH • PNIEL • FRANSCHHOEK  
MUNISIPALITEIT • UMASIPALA • MUNICIPALITY



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## 1. Foreword

An Enterprise Resource Planning system (ERP) is an application that replaces many standalone systems of individual departments – such as finance, budget, procurement, customer billing, project accounting, grants management, payroll and human resource management. It integrates the functions into a single, automated system that runs off a single database.

Today, more than ever, municipalities in South Africa are realizing that new technologies such as ERP systems can enable organizations not only to operate in a single database but can use ERP to break-down silo working practices which developed from operating multiple applications. An ERP system by design is to break-down these silos by integrating all facets of the business across all departments and functional processes. This capability provides advantages over usage of multiple applications which are often comprised of a variety of separate systems and databases that perform the various administrative operations tasks within an organization. Using separate, non-integrated systems appears cheaper in the short term but is significantly more expensive and inefficient manual intervention compounds the problem faced by multiple application environments. ERP system reduces the complexity of accessing, viewing, and managing the vast sums of information collected and disseminated by municipalities in the public sector.

In addition to creating new opportunities for reshaping internal legacy operations, functions and practices, such as how accounting, procurement, and payroll activities are performed, these systems also enhance the ability to deliver service to external stakeholders, such as citizens and suppliers. ERP has a common user interface that allows it to hook up with systems outside its design, such as self-service facilities available through citizen portals. As a result, the entire municipal environment is modernized and transformed to operate in the 21<sup>st</sup> century leveraging the transformation that started two decades ago.

## 2. Authority Signatures

I, the undersigned, hereby acknowledge that I have read and agree to the content of this proposed business case.

---

Project Manager Stellenbosch Municipality Date  
*Full name: Brian Mkaza*  
*Title: Manager: ICT*

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Project Manager Zimele Technologies Date  
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*Title: COO Zimele Technologies*

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Project Sponsor Stellenbosch Municipality Date  
*Full name: Vernon Bowers*  
*Title: Acting Director Strategic & Corporate Services*

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Project Owner Stellenbosch Municipality Date  
*Full name: Richard Bosman*  
*Title: Acting Municipal Manager*



## 3. Project Background

### 1.1 External Factors

Local government is the frontline of public service which plays the role of delivering basic services such as electricity, water, sewerage and refuses removal. Yet recent studies have shown that municipalities often operate with out-dated ICT systems resulting in internal inefficiencies that hinder service delivery. In a recent study, Douglas Cohen, an economic development and ICT specialist at SALGA found that ICT in municipalities is treated as a junior operational function. ICT is often under-funded, making system and technological upgrades a huge challenge and therefore poses high risk to a municipality's revenue management. Stellenbosch Municipality (STB) is an example of such municipality where ICT is heavily underfunded.

Stellenbosch Municipality's vision is to be the Innovation Capital of South Africa, whose mission is to deliver cost-effective services that will provide the most enabling environment for civil and corporate citizens. First, to support this initiative, it is important for the municipality to target ICT as a delivery vehicle for service delivery. Second, mSCOA compliance is driving a major conversation that puts focus into major municipal business processes and ICT adherence to the identified system requirements.

This business case was mandated to explore in details the current business performance gaps from both systems and processes, present various solution alternative options and recommend a single option that best resolves the performance gaps identified. The business case will cover the following discussion points:

- a. Business Need
- b. Sponsor Goals
- c. Current AS-IS Performance Analysis
- d. Solution Alternative Considerations
- e. Recommended Solution
- f. Return on Investment
- g. Implementation Readiness Scope
- h. Strategy for Realizing Investments

## 1.2 Stellenbosch Municipality Response

The project was established to respond to various needs and resolutions within Stellenbosch Municipality (STB) governance structures. The project was primarily initiated to perform a business case study for the ERP feasibility as a solution to various ICT issues that are being experienced at the STB. This business case had to include identification of the AS-IS business performance gaps and cost to fix those gaps in order to ensure completeness.

On the 30<sup>th</sup> March 2016 a submission was made to the Stellenbosch Municipality Council to request permission from Council to research alternative ERP solutions to assimilate the functionalities of various disparate legacy ICT systems into one Enterprise Resource Plan. ICT management provided a motivation that the annual payment of license fees and support fees to multiple service providers for totally disparate systems should not continue indefinitely. ICT management noted that this lack of systems integration increases the dependency on multiple external service providers as the SLAs need to be managed across these service providers and it is not attainable for the municipality to have sufficient resources that could cover the different applications.

ICT management motivated that a seamless, real-time integration between ICT Systems represents best practice in the ICT industry. ICT management further noted that it is the intent of National Government to encourage Local Government Institutions to establish a more cost effective and sustainable portfolio of ICT Business Applications Systems. The Stellenbosch Municipality Council approved through a resolution that ***“that the applicable ICT contracts be extended on a monthly basis to a maximum period of six (6) months pending research and assessment of alternative ERP Solutions in compliance with Treasury Requirements”***. This approved the strategic intent of the Stellenbosch Municipality to go to market requesting service providers to submit responses to research and assess alternative ERP solutions over the next three financial years that will enable the Municipality to establish a Business Systems Architecture Framework and then to assimilate the functionalities of the various disparate legacy ICT systems within a single Enterprise Resource Plan.

In April 2016, The Stellenbosch Municipality issued a public notice with the above resolution as requested by Council through the input from Legal department that ***“Council advertise its intention to amend all one year contractual agreements for***

***ICT-related systems and services for a period of 6 months for public input, and that, should any public comment be received, be considered by Council before a final decision is made”.***

The supporting rationale provided on the public notice issued on the April 2016 was due to the complexities inherent in ERP transformation journey, it is the best practice to follow a rigorous methodology over the next three financial years (2016/2017, 2017/2018 and 2018/2019) commencing 01 July 2016, to enable the Stellenbosch Municipality to assess the functional viability and cost effectiveness to assimilate the similar functionalities of the various business application systems into a single integrated business systems architecture framework (ERP).

It is important to note that an audit finding exists with regards to the risk introduced by the lack of integration between disparate legacy applications in the Stellenbosch Municipality system landscape. This lack of integration between systems introduces data errors as it relies on the individuals to interpret data without proper business validation rules. This compromises the data integrity but more severely it leads to poor decisions making. On the last audit committee meeting held on the 28 June 2016, it was officially reported that a service provider has been appointed to conduct the study of cost versus benefit regarding the ERP solution.

## 4. Business Need

Stellenbosch Municipality started their journey towards “Innovation” by undertaking two ICT initiatives, namely the ICT Risk Assessment and Strategic ICT Plan. These two initiatives confirmed that the Municipality operates at large disparate and heterogeneous ICT systems. Although a birds-eye view of the municipality reflects that it is successful at a detail level these out-dated and un-integrated systems are exposing the Stellenbosch Municipality to massive risks including the difficult to meet mSCOA process and system requirements.

Stellenbosch Municipality systems have organically evolved over time with sub-systems being added to cover the system gaps at that time. This has resulted in poorly planned architecture that handles short-term needs while holding the municipality back from operating efficiently over the long-term. The wide customizations of these systems

have made Stellenbosch Municipality extremely reliant on system vendors to support their applications, increasing licensing and maintenance costs.

Stellenbosch Municipality (STB) undertook a study to evaluate the best alternative to move-forward based on their current business pain points and the state of their ICT system's ability to support the business consistently. The objective of this study is to identify alternatives to improve service delivery through improved ICT systems.

Zimele Technologies was appointed to assist STB to identify the burning business issues, provide a broad view of the AS-IS current performance gaps and to identify solution alternatives to address these issues. These solution alternatives must be applied to the goals or gaps to determine the way-forward.

The project was kicked off on the 7<sup>th</sup> April 2016; this project phase ended in 30 June 2016. The outcome of the study is a report recommending the best alternative.

## 5. Sponsor Goals

The business sponsor was engaged on various meetings to identify what he considered as the goals of this study. The following were identified as the goals for the business case development project:

- 1 **Identify the governance, process, people and application gap** to become **mSCOA** compliant using **1 July 2017** target architecture as defined in NT's circular 80.
- 2 **Identify redundant use of systems** where more than one application is used for similar business processing in order to consolidate where possible by eliminating the redundant application.
- 3 **Identify areas where there is currently little automation**; understand the business impact and what remedies can be put in place in medium and long term.
- 4 **Ensure quality, consistency and accessibility of information** delivered to the managers by identifying current bottlenecks in the information flow that inhibits quick decision making.
- 5 **Identify area of low business process efficiency and ineffectiveness** which is highlighted by duplicate manual capture of data and presence of time delayed transaction capturing.

- 6 **Identify** what **opportunities** exist to create a **people enabling environment** that expands employees' knowledge of the municipality objectives, processes and systems. Stellenbosch Municipality should be environment where employees are trained to solve problems and equipped with the necessary tools for their jobs.
- 7 **Identify future opportunities** that **current technologies** can migrate to the technologies of tomorrow at low cost, characterized by open standards-based technical platforms, relational database systems, standard reporting capability, tight security and authentication technology, and integration of business processes.





## 6. Current AS-IS Performance Analysis

This section covers the current AS-IS performance analysis both from the applications or systems, i.e. mainly the uniqueness of the disparate application and the process coverage, i.e. how is the process currently supported with regards to delivering the business value.

### 1.3 Systems

#	Stellenbosch Applications	Unique Enterprise Level	Unique 3 <sup>rd</sup> Party Application	Same Capabilities   Duplication	Significantly Underutilised	Island or Lack Integration	Holistically Manual	Extensive Customisation	Vendor Dependency	Elimination without ERP	ERP assisted Elimination	Key Highlights
1	Bytes Universal (SAMRAS)			◆	◆	◆		◆	◆	◆		Not a Gartner recognized ERP, overlapping function with PAYDAY and GEODEBT
2	PAYDAY (HR Payroll)			◆		◆		◆	◆	◆		Lack of integration with SAMRAS, significantly customized, vendor dependent
3	IGNITE (Performance Management)					◆		◆	◆			Lack of integration, significantly customized, vendor dependent
4	GEODEBT (Creditors Control)			◆				◆	◆	◆		SAMRAS can replaced this fully, vendor dependent, can be eliminated without ERP
5	IMQS (Infrastructure & Assets)			◆		◆				◆		Same functionality as Esri GIS, can be replaced fully, island that can be eliminated now
6	BarnOwl (Risk Management)				◆	◆					◆	Significantly Underutilised, Lack of integration, this application can be replaced with ERP
7	CATS (Meter Reading)		◆				◆					Unique 3 <sup>rd</sup> Party application that can work side by side with ERP
8	Itron (Prepaid Vending System)	◆	◆			◆				◆		Unique 3 <sup>rd</sup> Party application that can work side by side with ERP
9	Teamamate (Audit System)						◆				◆	Lack of integration, this application can be replaced with ERP
10	Valuprop (Valuation System)		◆			◆		◆	◆			Unique 3 <sup>rd</sup> Party application that can work side by side with ERP
11	Business Engineering (Collaborator)				◆	◆	◆	◆	◆		◆	Underutilised, lack system integration, significantly customised, vendor dependent
12	Geographic Information System (Esri GIS)	◆	◆	◆	◆							Unique 3 <sup>rd</sup> Party application that can work side by side with ERP

Unique Enterprise Level	Gartner qualified Application
Unique 3 <sup>rd</sup> Party Application	Utilized along ERP installation
Same Capabilities   Duplication	Can replace each other's function
Significantly Underutilised	Fewer users at low usage
Island or Lack Integration	Automated with itself -no other

Holistically Manual	Manual itself & no connections
Extensive Customisation	Customer specific code or programs
Vendor Dependency	Require OEM to support
Elimination without ERP	Can be removed without ERP
ERP assisted Elimination	Requires ERP to be removed



The table above shows the matrix of the Stellenbosch Municipality application landscape with certain key questions about the sustainability of these applications. The Top 3 items per key question are highlighted on the table below:

#	Key Question	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>
1	<b>Which of the systems in STB landscape is a Unique Enterprise Level Application;</b> Gartner represents the significant qualifying of application at an international level.	<ul style="list-style-type: none"> <li>Esri GIS is among the leading GIS</li> </ul>	<ul style="list-style-type: none"> <li>Itron (Prepaid Vending Application) is among the leading applications in their sphere.</li> </ul>	<ul style="list-style-type: none"> <li>None.</li> </ul>
2	<b>Which of the systems in STB landscape is an Unique 3<sup>rd</sup> Part Application</b> that is uniquely position and whose functionality cannot be easily replaced by the cannot be easily replaced.	<ul style="list-style-type: none"> <li>Esri GIS is among the leading GIS</li> </ul>	<ul style="list-style-type: none"> <li>Itron (Prepaid Vending Application) is among the leading applications in their sphere.</li> <li>CATS (meter reading) is not part of the core ERP functionality.</li> </ul>	<ul style="list-style-type: none"> <li>A number of ERP claims to replace Valuprop (Valuation System), this study does not recommend a replacement of Valuprop .</li> </ul>
3	<b>Which of the systems in STB landscape has the same capability or can duplicate each other's functionality or can replace each other?</b>	<ul style="list-style-type: none"> <li>Bytes Universal (SAMRAS) &amp; PAYDAY (HR Payroll) – SAMRAS does have Payroll capability that can be enabled.</li> </ul>	<ul style="list-style-type: none"> <li>Bytes Universal (SAMRAS) &amp; GEODEBT (Creditors Control) – SAMRAS does have creditors management capability that can replace GEODEBT.</li> </ul>	<ul style="list-style-type: none"> <li>Geographic Information System (Esri GIS) &amp; IMQS (Infrastructure &amp; Assets) – Esri GIS contains all geographical asset management that can integrate with IMQS.</li> </ul>
4	<b>Which of the systems in STB landscape is significantly underutilized</b> fewer users at a low level of activity?	<ul style="list-style-type: none"> <li>Esri GIS has a rich functionality that includes mobile technology that is currently not exploited in STB.</li> </ul>	<ul style="list-style-type: none"> <li>Barn Owl (Risk Management) functionality is rich – its functionality is significant undervalued and underutilized in STB.</li> </ul>	<ul style="list-style-type: none"> <li>Business Engineering (Collaborator) can be expanded to exploit it functionality more broadly.</li> </ul>
5	<b>Which of the systems in STB landscape Lack system integration that could add significant benefits,</b> this means that the system could be automated within itself but it is not connected to other systems or applications.	<ul style="list-style-type: none"> <li>Bytes Universal (SAMRAS), PAYDAY (HR Payroll), IGNITE (Performance Management), GEODEBT (Creditors Control) – all these application should be connected to deliver business value.</li> </ul>	<ul style="list-style-type: none"> <li>Bytes Universal (SAMRAS), Itron (Prepaid Vending System), Valuprop (Valuation System) – all these application should be connected to deliver business value.</li> </ul>	<ul style="list-style-type: none"> <li>Bytes Universal (SAMRAS) &amp; Valuprop (Valuation System), Geographic Information System (Esri GIS) &amp; IMQS (Infrastructure &amp; Assets) – all these application should be connected to deliver business value.</li> </ul>
6	<b>Which of the systems in STB landscape is Holistically Manual,</b> this is our definition means it is both manual by itself and not connected to other applications.	<ul style="list-style-type: none"> <li>CATS (Meter Reading) – this system is holistically manual</li> </ul>	<ul style="list-style-type: none"> <li>Teammate (Audit System) – this system is holistically manual</li> </ul>	<ul style="list-style-type: none"> <li>Business Engineering (Collaborator) – this system is holistically manual</li> </ul>



7	<p><b>Which of the systems in STB landscape is significantly customized.</b> this means a significant prevalent of Customer specific code or programs that are dependent on companies or people that developed them.</p>	<ul style="list-style-type: none"> <li>Bytes Universal (SAMRAS), PAYDAY (HR Payroll), IGNITE (Performance Management); GEODEBT (Creditors Control) – this combination of application is significantly customized.</li> </ul>	<ul style="list-style-type: none"> <li>Valuprop (Valuation System) is significantly customized.</li> </ul>	<ul style="list-style-type: none"> <li>Top Management: Business Engineering (Collaborator) is significantly customized.</li> </ul>
8	<p><b>Which of the systems in STB landscape are exclusive Vendor Dependency with regards to their support and maintenance?</b></p>	<ul style="list-style-type: none"> <li>Bytes Universal (SAMRAS), PAYDAY (HR Payroll), IGNITE (Performance Management); GEODEBT (Creditors Control) – this combination of application is vendor dependent with regards to their support and maintenance.</li> </ul>	<ul style="list-style-type: none"> <li>Itron (Prepaid Vending System) is vendor dependent with regards to their support and maintenance.</li> </ul>	<ul style="list-style-type: none"> <li>Valuprop (Valuation System) is vendor dependent with regards to their support and maintenance.</li> </ul>
9	<p><b>Which of the systems in STB landscape can be eliminated without ERP replacement? .</b></p>	<ul style="list-style-type: none"> <li>Bytes Universal (SAMRAS) &amp; PAYDAY (HR Payroll) – SAMRAS does have Payroll capability that can be enabled.</li> </ul>	<ul style="list-style-type: none"> <li>Bytes Universal (SAMRAS) &amp; GEODEBT (Creditors Control) – SAMRAS does have creditors management capability that can replace GEODEBT.</li> </ul>	<ul style="list-style-type: none"> <li>Geographic Information System (Esri GIS) &amp; IMQS (Infrastructure &amp; Assets) – Esri GIS contains all geographical asset management that can integrate with IMQS.</li> </ul>
10	<p><b>Which of the systems in STB landscape require ERP to be eliminated</b></p>	<ul style="list-style-type: none"> <li>Bytes Universal (SAMRAS), PAYDAY (HR Payroll), IGNITE (Performance Management); GEODEBT (Creditors Control) – this combination of application can be easily eliminated by the introduction of ERP.</li> </ul>	<ul style="list-style-type: none"> <li>Barn Owl (Risk Management) is an enterprise risk management tool which can be replaced by a number of ERP systems.</li> </ul>	<ul style="list-style-type: none"> <li>Teammate (Audit System) &amp; Business Engineering (Collaborator) can be easily eliminated by the introduction of ERP.</li> </ul>





1.4 Processes

The table below shows the findings from the AS-IS current performance across the 15 main municipal processes.

Business Process	Process	Application	Primary Issue	Secondary Issue	System Utilization	Number of Processes	Number of Processes automated	Overall Qualification
Corporate Governance	Internal Audit	Teammate	Too many manual processes		Fully Utilized	6	5	17%
	Audit Committees	No System	No System	Too many manual processes	No System	3	3	0%
	Performance Management System	Ignite	Too many manual processes		Fully Utilized	6	4	33%
Municipal Budgeting	Main Budget	SAMRAS	Too many manual processes	Lack of uniform software	Partially Utilized	5	5	0%
	Budget Management	SAMRAS	Too many manual processes	Lack of system integration	Partially Utilized	5	5	0%
Financial Accounting	General Ledger (Core Financials)	SAMRAS	Lack of system integration		Fully Utilized	1	1	0%
	Accounts Receivable	SAMRAS	Lack of system integration	Too many manual processes	Fully Utilized	9	7	22%
	Accounts Payable	SAMRAS	Lack of system integration	Too many manual processes	Fully Utilized	5	4	20%
	Bank Reconciliation	SAMRAS	Too many manual processes		Partially Utilized	8	7	13%
Costing and Reporting	Cost Planning	SAMRAS	Too many manual processes	Lack of system integration	Partially Utilized	4	3	25%
Project Accounting	Project Creation and Planning	SAMRAS	Too many manual processes	Lack of system integration	Partially Utilized	8	7	13%
	Project Management	No System	Too many manual processes	Lack of system integration	No System	1	1	0%
Treasury and Cash Management	Cash Management	SAMRAS	Lack of system integration	Too many manual processes	Partially Utilized	9	9	0%
Procurement Cycle	Supply Chain Management	Flexgen/SAMRAS	Too many manual processes	Lack of system integration	Partially Utilized	16	14	13%
	Inventory	SAMRAS	Too many manual processes	Lack of system integration	Fully Utilized	7	5	29%
Grant Management	Subsidies	SAMRAS	Too many manual processes		Partially Utilized	5	4	20%
Full Asset Life Cycle Management	Asset Management	SAMRAS	Too many manual processes	Lack of system integration	Fully Utilized	13	10	23%
Real Estate	Rental	SAMRAS	Too many manual processes	Lack of system integration	Fully Utilized	4	4	0%
Human Resources and Payroll	Human Resources	Payday	Lack of system integration	Too many manual processes	Fully Utilized	23	19	17%
	Time Management	No System	Lack of system integration		No System	2	2	0%
	Payroll	Payday/SAMRAS	Lack of system integration		Fully Utilized	13	10	23%
Customer Care and Credit Control	Credit Control	GeoDebt	Lack of system integration	Duplication of data	Fully Utilized	14	12	14%
	Customer Management	No System	Too many manual processes		No System	2	0	100%
Valuation Roll Management	Valuations	Valuprop/SAMRAS	Lack of system integration		Fully Utilized	17	15	12%
Land Use Building Control	Land Use	SAMRAS	Too many manual processes	Lack of system integration	Fully Utilized	11	9	18%
	GIS	Esri SA GIS	Lack of system integration		Partially Utilized	4	2	50%
	Building Control	Collaborator	Too many manual processes	Limited functionality	Partially Utilized	14	9	36%
Revenue Cycle Billing	Billing	SAMRAS	Too many manual processes	Lack of system integration	Fully Utilized	6	4	33%
	Invoicing	SAMRAS	Lack of system integration		Fully Utilized	4	2	50%
	Meter Management	CATS/Livewire/SAMRAS	Lack of system integration		Partially Utilized	24	19	21%

Partially Utilized: Partially utilized -- used to capture, store, view and reporting

The key themes as listed as primary and second issues above have emerged from the analysis of the current AS-IS performance are as follows:

1. **Lack of system integration** - Integration is bringing together smaller components into a single system that functions as a one. In the Stellenbosch Municipality context it refers to the process end result that should happen in a single system while in the Stellenbosch Municipality context it is stitched together in different, often disparate subsystems. The data therefore is no longer contained in a single unit but it is dispersed in all subsystems. The data no longer becomes part of a larger, more comprehensive dataset in a single system that can easily be shared when needed. A lack of integration exists across process areas as shown above table within the Stellenbosch Municipality application landscape. For an example the main financial management system and payroll owe to either be one system or have real time integration without any human intervention. Information captured by HR has to be manually verified and updated if necessary by the salaries department, before the payroll can be performed. A file then has to be created and manually renamed to be uploaded to the financial system (SAMRAS). This is the most inefficient use of system and human resources and these activities increase the possibility of the business outcome not being met.
2. **Too many manual processes** – There is currently very little automation across Stellenbosch municipality application landscape, the business impact is that it takes much longer to complete simple tasks. The impact of manual process is that it introduces human error as it is dependent on the interpretation of individuals and without proper business validation rules. It is hard to identify handover points in the manual process environment. The process owner's tend to find it difficult to take full accountability as the processes are not consistent to allow for a predictable handover points. Manual processing is significantly cumbersome in the Stellenbosch Municipality not only compromising customer service customer service, it renders information useless for reporting or finding trends or actionable intelligence. Due to the amount of manual processes, excel is the tool of choice in Stellenbosch Municipality. However utilising excel in this extent, the entire reporting process is prone to manipulation and human intervention is still required which may lead to errors occurring. Some of the major processes

which are performed manually are performed by one user and if the specific user is not available, the process will not be actioned. For example on the bank reconciliation which is currently being performed manually, there are no robust checks and balances. There is a significant reliance on the individual who does the bank reconciliation.

3. **Duplication of data on systems** – Lack of system integration is the cause of data duplication at the Stellenbosch Municipality. The example used for the Lack of System Integration above represents a scenario of data duplication on two systems; payroll should be a sub-ledger of the main financial management system that is maintaining the General Ledger of accounts. The situation where data is duplicated in multiple systems leads to the confusion of having “no single source of the truth”. In the Stellenbosch Municipality scenario, significant data has to be transferred from one system to another system. Due to the transfers, reconciliations must be performed to ensure that the data on the two systems is aligned. This is cumbersome and time consuming and is equally prone to data manipulation and human intervention which may lead to errors. Extra storage capacity and hardware is also required as data is not stored in a single organized location, which introduces significant data security. If the data on the two systems do not align a manual process must be performed to rectify the issue.
4. **Ageing ICT infrastructure and obsolete ICT systems** – The server room has remained the same for more than 10 years and some of the application are old and obsolete. The current supporting architecture of these applications is built with tools, technologies, and a coding style that does not support reasonable methods for making quick configuration modifications, changing business needs or sharing data between multiple systems in a standard manner.
5. **Inflexible and Expensive System Changes** - Major changes in system structure or function caused by changes in the regulatory environment such as mSCOA are going to be costly for Stellenbosch Municipality. The system design approach is in such a manner that efficiencies in business processes cannot be realized as the changes require a significant code changes instead of configuration user driven changes. The SAMRAS system currently has a backlog of requests for modifications and enhancements, most of which will

never be addressed requiring incorporation of manual processes to supplement data collection, calculations, and additional data validation steps.

6. **Vendor Lock-in for product and services** – The current Financial Management system can only be maintained by a single vendor which is the supplier of the product, this is different approach to more open ERP systems where the skillset could be purchased from the market. Vendor lock-in has two impacts, cost continue to rise in an uncontrollable manner. Since the deep product expertise only resides within the OEM, it also results in the skills shortage and there is nowhere else to go. This creates a risk that is not easy to mitigate.
7. **Lack of ICT support personnel** – The current ICT department is highly under staffed and under skilled to support the ICT applications. The operating model to date has been not to invest on the ICT personnel but to provide ICT support using external vendors which has created a vendor lock-in scenario described above. An analysis of the services that owe to be provided by the ICT department will determine the number of ICT personnel required. The vacancies and lack of ICT Governance were also identified on the STB ICT Strategic Plan as items requiring immediate actions.





## 7. Solution Options

The Sponsor Goals and AS-IS Current Performance Analysis described in Section 4 and Section 5 of this document respectively, establishes the baseline or guidelines to evaluate which of the solution alternatives best meets the sponsor goals and resolves or fixes the current performance gaps. The Solution Alternatives include an exploration to enhance the existing systems to ensure both completeness and a complete exploration of possibilities. The solution alternatives considered are summarized below:

#	System for Change Alternative Description	Benefits	Total Cost	Risks	Stakeholder Impact
1	<b>Enhance the existing systems</b> , a possible re-implementation of the newer version of the current financial management system, packaged in a manner that addresses the common Stellenbosch municipality issues and addresses solution goals as stated in section 4. This involves people, process and technology considerations.	<ul style="list-style-type: none"> <li>• System familiarity. Users will only have to be trained on the changes.</li> <li>• Data conversion is minimal.</li> <li>• Simple implementation compared to implementing a brand new product.</li> <li>• Realizing ROI will be sooner.</li> </ul>	<ul style="list-style-type: none"> <li>• 3 year cost is <b>R22,6m</b></li> <li>• 5 year cost is <b>R34,7m</b></li> <li>• 10 year cost is <b>R90,9m</b></li> </ul>	<ul style="list-style-type: none"> <li>• Vendor lock-in.</li> <li>• Multiple disparate systems.</li> <li>• Lack of integration.</li> <li>• Manual processes will still exist.</li> <li>• High maintenance costs</li> </ul>	<ul style="list-style-type: none"> <li>• Top Management: Maintenance expense, vendor lock-in.</li> <li>• Managers: Lack of accuracy of information.</li> <li>• End-users: low morale if the same issues persist.</li> </ul>
2	<b>Acquire and implement a single, integrated administrative system solution using a commercially available ERP package</b> in a manner that addresses the common municipalities processes such Corporate governance, Municipal budgeting, planning and financial modelling, Municipal budgeting, planning and financial modelling, Financial accounting, Project accounting, Treasury and cash management, Procurement Cycle management, Grant management, Full Asset life cycle management, Real estate and resource management, Human resources and payroll management, Customer care, credit control & debt collection, Valuation roll management, Land use building control and Revenue cycles billing.	<ul style="list-style-type: none"> <li>• Single integrated system</li> <li>• Business process improvement</li> <li>• Improved customer services</li> <li>• Transparency of data across the organisation</li> <li>• Accuracy of centralised business data.</li> <li>• Revenue/Profit increase</li> <li>• Building business innovations, supporting business growth.</li> </ul>	<ul style="list-style-type: none"> <li>• 3 year cost is <b>R21,7m</b></li> <li>• 5 year cost is <b>R30,9m</b></li> <li>• 10 year cost is <b>R50,8m</b></li> </ul>	<ul style="list-style-type: none"> <li>• High initial costs</li> <li>• Intensive implementation process</li> <li>• Extensive training required</li> <li>• Possible re-engineering of business processes to fit the ERP system.</li> </ul>	<ul style="list-style-type: none"> <li>• Top Management: High initial costs</li> <li>• Managers: Accuracy of information. Better resource management. Improved decision making.</li> <li>• End-users: Extensive training on new systems.</li> </ul>
3	Acquire and implement a single, integrated administrative system solution using a commercially available ERP package	<ul style="list-style-type: none"> <li>• Tried and tested system</li> <li>• CoCT has over 10 years' experience in</li> </ul>	<ul style="list-style-type: none"> <li>• 3 year cost is <b>R14,1m</b></li> <li>• 5 year cost is <b>R23,3m</b></li> </ul>	<ul style="list-style-type: none"> <li>• CoCT downtime will mean STB downtime</li> </ul>	<ul style="list-style-type: none"> <li>• Top Management: Improved budgeting</li> <li>• Managers: Accuracy of</li> </ul>



#	System for Change Alternative Description	Benefits	Total Cost	Risks	Stakeholder Impact
	in a manner that addresses the common municipalities processes (similar to alternative 2), <b>leveraging the City of Cape Town installation</b> to reduce infrastructure and licensing cost.	<p>implementation and maintenance of an ERP system.</p> <ul style="list-style-type: none"> <li>• Ease of implementation</li> <li>• Proven methodologies for best practise implementation.</li> <li>• New developments at CoCT will immediately become available to Stellenbosch.</li> <li>• CoCT is mSCOA compliant.</li> <li>• Reduced licencing costs</li> </ul>	<ul style="list-style-type: none"> <li>• 10 year cost is <b>R61,3m</b></li> </ul>	<ul style="list-style-type: none"> <li>• System bugs would exist on both sides.</li> <li>• STB does not have the required on-site skills to maintain the system and would rely on CoCT.</li> </ul>	<p>information. Better resource management. Improved decision making.</p> <ul style="list-style-type: none"> <li>• End-users: Extensive training on new systems.</li> </ul>
4	Acquire and implement a single, integrated administrative system solution using a commercially available ERP package in a manner that addresses the common municipality's processes (similar to alternative 2), <b>leveraging a hosting third party for Infrastructure and ERP licenses.</b>	<ul style="list-style-type: none"> <li>• Low costs while accessing state of the art technology</li> <li>• Unrestricted choice of service providers.</li> <li>• System is built and operated to global best practice.</li> </ul>	<ul style="list-style-type: none"> <li>• 3 year cost is <b>R10,8m</b></li> <li>• 5 year cost is <b>R14,9m</b></li> <li>• 10 year cost is <b>R31,8m</b></li> </ul>	<ul style="list-style-type: none"> <li>• Unsecure data residing in a cloud.</li> <li>• Connectivity to the data centre might fail.</li> <li>• Data centre could be destroyed.</li> <li>• Power supplies could be cut preventing access to the data centre.</li> </ul>	<ul style="list-style-type: none"> <li>• Top Management: Low cost</li> <li>• Managers: Accuracy of information. Better resource management. Improved decision making.</li> <li>• End-users: Extensive training on new systems.</li> </ul>

## 8. Recommended Solution

Zimele Technologies recommends the following strategic approach with respect to Stellenbosch Municipality systems context:

**System Alternative 3** - Acquire and implement a single, integrated administrative system solution using a commercially available ERP package in a manner that addresses the common municipalities processes (similar to alternative 2), leveraging the City of Cape Town with regards to lessons learned, best practice, training and operation model to reduce cost.

The table below aims to justify the recommended solution based on its ability to address the major pain points of the Stellenbosch Municipality.

STB Problem Theme		SOLUTION OPTIONS			
		Option 1 Enhance the existing systems	Option 2 ERP Implementation	Option 3 Acquire the use of the ERP by leveraging an existing installation	Option 4 Acquire ERP through leveraging a hosted solution through a third party
Lack of system integration	Issue Addressed? (Y/N)	Y	Y	Y	Y
Duplication of data on systems		N	Y	Y	Y
Too many manual processes		N	Y	Y	Y
Ageing ICT infrastructure and obsolete ICT systems		N	Y	Y	Y
Inflexible and expensive system changes		N	N	Y	Y
Vendor lock-in for product and services		N	Y	Y	Y
ICT department resourcing		N	N	N	N
<b>TOTAL ISSUES ADDRESSED</b>			<b>15%</b>	<b>70%</b>	<b>85%</b>

## 9. Stellenbosch Municipality Selected Solution

The common consensus throughout the collective at the Directors Forum held on the 13 September 2016 was Option 4 of this business case to acquire and implement a single, integrated administrative system solution using a commercially available ERP package in a manner that addresses the common municipality's processes **leveraging a hosting third party for Infrastructure and ERP licenses.**

**Based on the Directors Forum of 13 September 2016, It was recommended by the Executive Directors that Stellenbosch Municipality:**

- a) Amend all the ICT application systems contracts terminating on the 31 December 2016 for 30 months through S116 (3) of the MFMA.
- b) Procure the selected Option 4 of this Business Case through SCM process and test the new ERP solution by 1 Jan 2019.

## 10. Return on Investment

### 1.5 Existing Systems Scenario

Option 1 is built from the ICT expenditure on the current systems plus the upgrade required on the current system to resolve business pain points. This current cost plus the upgrade cost are added together and an average increase year on year is applied. The average inflation increase is assumed to be 10 percent per annum. This figure of 10% is higher than the current inflation published by Stats SA. However it is considered prudent to have it at that level. This 10% is utilized to calculate the expenditure over a 5 period or a 10-year period.

Our approach to the Return of investment is to compare various ERP options to the non-ERP option. However, it is important to note that this is essential comparing the same scope using different paths (ERP versus non-ERP) to achieve the same objective, i.e. the system resolution of business pain points. We can therefore consider option 1, the non-ERP as a “do-nothing” option with regards to the ERP implementation. The cost of the ERP and non-ERP includes the following cost elements:



#	Year 1 to Year 3	Year 4 onwards:
Option 1 – Option 4	<ol style="list-style-type: none"> <li>1. Implementation cost</li> <li>2. Hardware cost</li> <li>3. Consulting fees</li> <li>4. License fees</li> <li>5. Service Level Agreement</li> </ol>	<ol style="list-style-type: none"> <li>1. Onsite Support Consulting fees License fees</li> <li>2. Service Level Agreement</li> </ol>

All scenarios from option 1 to option 4 are calculated on an identical scope, using mSCOA framework to resolve the business pain points. Option 1: Enhance the existing systems to resolve Stellenbosch Municipality pain points.

Option 1: Enhance the existing systems to resolve Stellenbosch Municipality's pain points.

System	Year 1	Year 2	Year 3	Year 4	Year 5	Total
<b>Current Systems</b>	4 007 040.00	4 557 744.00	9 963 518.40	5 679 870.24	6 412 857.26	30 621 029.90
<b>Option 1 (Baseline Option)</b>	9 421 168.31	10 795 336.14	2 459 604.08	5 679 870.24	6 412 857.26	34 768 836.04
<b>Difference</b>	5 414 128.31	6 237 592.14	-7 503 914.32	0.00	0.00	4 447 806.13
<b>Stellenbosch will be:</b>	Paying More	Paying More	Paying Less	Paying Same	Paying Same	Paying More

## 1.6 ERP Implementation Scenario

Option 2: Acquire and implement a single, integrated administrative system solution

System	Year 1	Year 2	Year 3	Year 4	Year 5	Total
<b>Option 1 (Baseline Option)</b>	9 421 168.31	10 795 336.14	2 459 604.08	5 679 870.24	6 412 857.26	30 928 503.49
<b>ERP Option 2</b>	8 827 947.36	7 107 945.48	5 766 823.97	4 372 012.82	4 853 773.85	34 048 934.88
<b>Difference</b>	-593 220.96	-3 687 390.65	3 307 219.89	-1 307 857.42	-1 559 083.41	-11 968 805.97
<b>Stellenbosch will be:</b>	Paying Less	Paying Less	Paying More	Paying Less	Paying Less	Paying Less

using a commercially available ERP package.

In Year 1 and Year 2 quite substantial amount is required to implement the system, but as from Year 3 direct savings achievable due to more cost efficient licensing, consultant fees or service level agreement costs, as depicted above.

Option 3: Acquire and implement a single, integrated administrative system solution using a commercially available ERP package and leverage the City of Cape Town installation.

System	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Option 1 (Baseline Option)	9 421 168.31	10 795 336.14	2 459 604.08	5 679 870.24	6 412 857.26	34 768 836.04
ERP Option 3	5 143 345.20	4 081 443.62	4 929 336.51	4 372 012.82	4 853 773.85	23 379 912.01
Difference	-4 277 823.11	-6 713 892.51	2 469 732.43	-1 307 857.42	-1 559 083.41	-11 388 924.03
Stellenbosch will be:	Paying Less	Paying Less	Paying More	Paying Less	Paying Less	Paying Less

Majority of the costs are utilized for the assessment of requirements to implement an ERP. Due majority of the requirements being received from City of Cape Town, the costs are reduced significantly. By leveraging the City of Cape Town, direct savings can be achieved as almost immediately as depicted above.

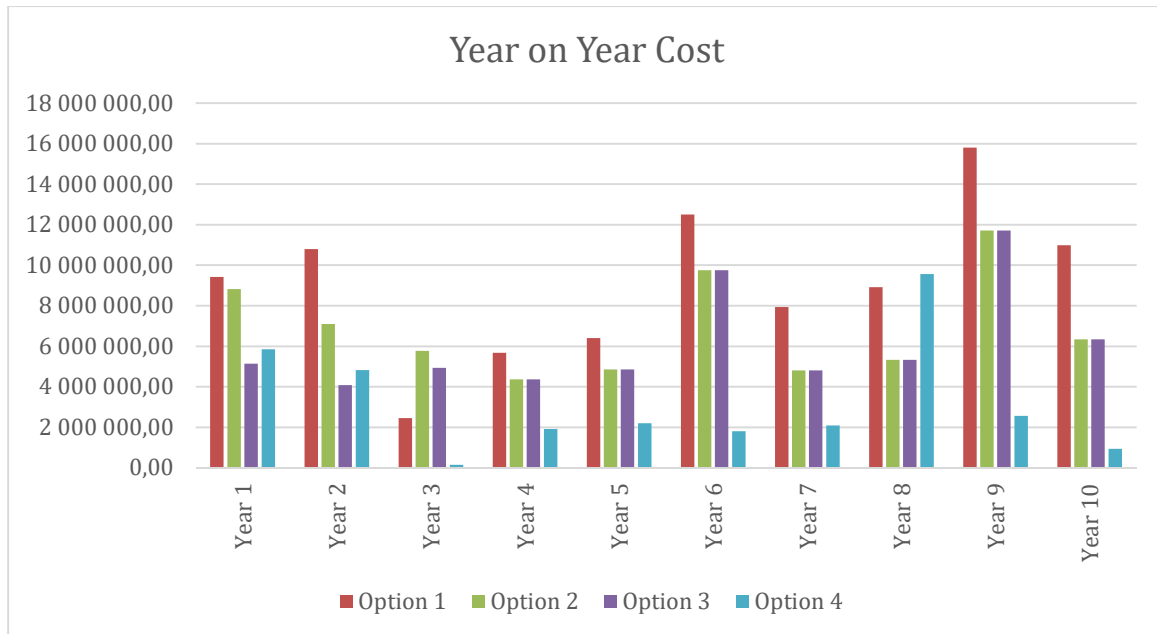
Option 4: Acquire and implement a single, integrated administrative system solution using a commercially available ERP package and leveraging a hosting third party for Infrastructure and ERP licenses.

System	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Option 1 (Baseline Option)	9 421 168.31	10 795 336.14	2 459 604.08	5 679 870.24	6 412 857.26	34 768 836.04
ERP Option 4	5 847 058.34	4 822 738.25	147 970.81	1 915 207.55	2 200 424.15	14 933 399.11
Difference	-3 574 109.97	-5 972 597.88	-2 311 633.27	-3 764 662.69	-4 212 433.11	-19 835 436.93
Stellenbosch will be:	Paying Less	Paying Less	Paying Less	Paying Less	Paying Less	Paying Less

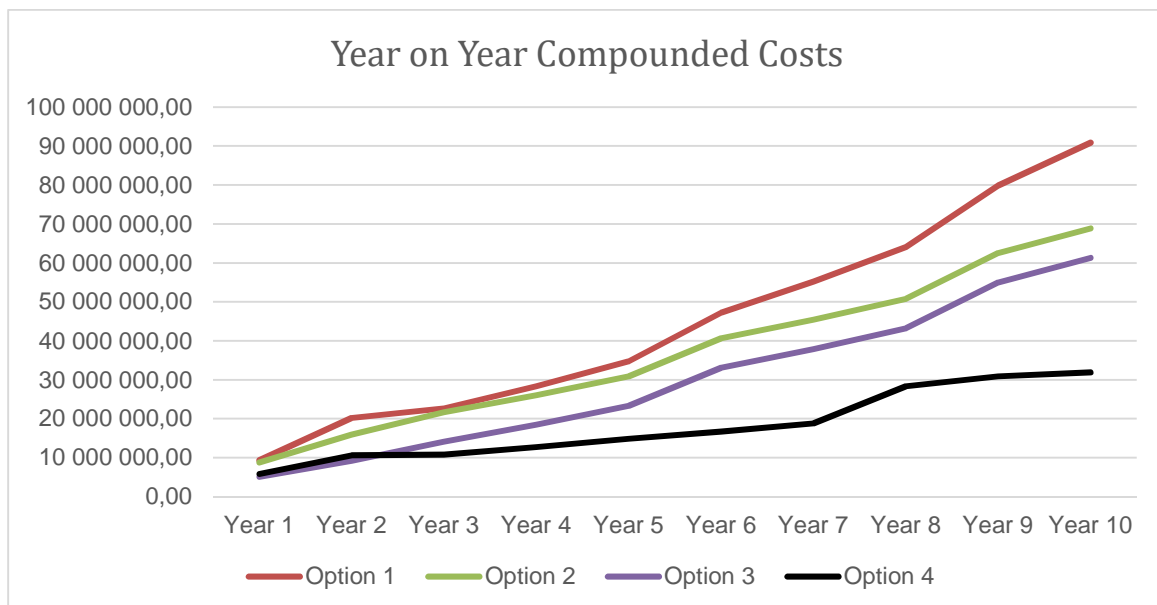
By leveraging a 3<sup>rd</sup> party system the implementation costs are almost identical as in option 2, due to the high implementation costs. The initial configuration and setup must still be performed. Due to initial configuration and setup, comprehensive direct savings

will only be achievable as from year 4 onwards, as depicted above and this is due to the significantly lower hardware maintenance costs and less resources being required.

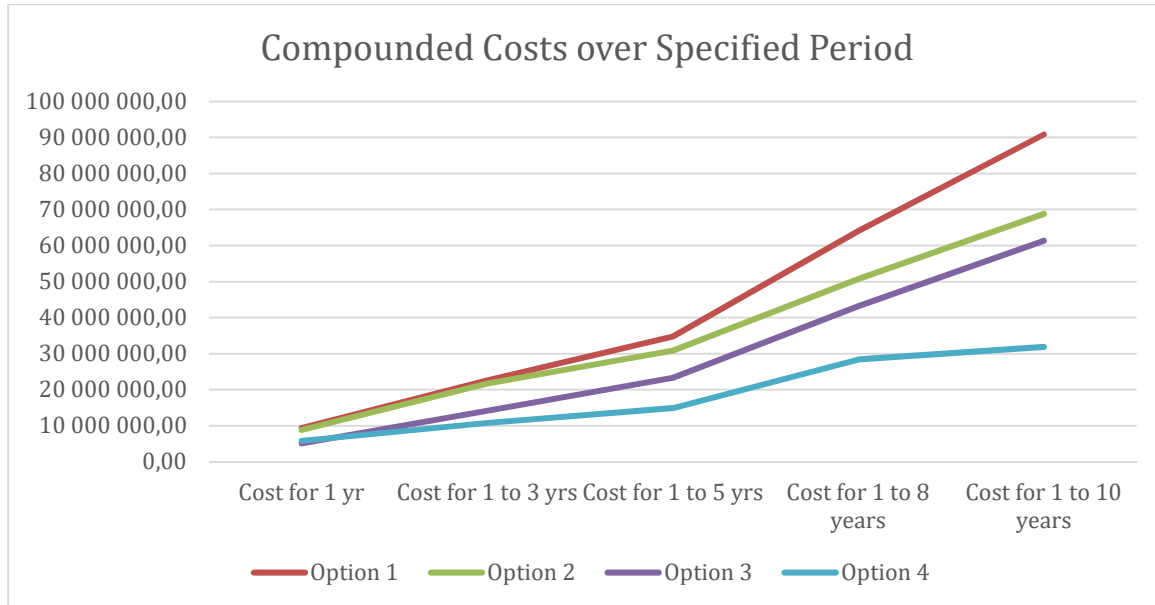
The graph below depicts the various options and the total expenditure over the next 10 years:



This graph depicts the compounded cost ascertained over a period of 10 years for the various systems.



This graph depicts the compounded cost ascertained over a period for the various systems. The periods are: 1 to 3 years, 1 to 5 years, 1 to 8 years and 1 to 10 years.



## 11. Implementation Readiness Scope

The purpose of this section is to describe the scope of work that is required beyond the current project timelines before the “**Selected Solution Option**” implementation phase. This section describes the Change Management Programme required to prepare the organization for the new operating environment. This section also proposes the alignment of the Change Management Programme with mSCOA compliant project.

### 1.7 Change Management Programme Scope

The objective of the Change Management Programme will be to prepare the organization to successfully implement the “**Selected Solution Option**”. This Change Management Programme will provide by large Programme Management to coordinate a number of related scope items. The preparation for implementation scope involves analysing the business and ICT impacts of the recommended “**Selected Solution Option**” to ensure that the implementation is successful. The scope and associated deliverables will cover five areas of the Programme Management:

- Programme Management;
- Change Management;
- ICT - Business Integration;
- Procurement Support; &
- Business Architecture - definition of the To-Be mSCOA processes

The table below summarises these five areas, the responsibilities associated with it and the key deliverables.

#	Programme Component	Scope Area	Deliverables
1	Programme Management	<ul style="list-style-type: none"> <li>Update Programme Purpose</li> <li>Provide Risk and Issue Management Support</li> <li>Manage Project Resource process</li> <li>Knowledge Management Transfer</li> <li>Provide Project Support Services</li> </ul>	<ul style="list-style-type: none"> <li>Provide Business Case Support</li> <li>Draft Project charter</li> <li>Update Milestone chart</li> <li>Top Risks and Issues Summary</li> <li>Programme Monthly Reports &amp; Bi-Weekly Meetings</li> </ul>
2	Change Management & Organizational sizing	<ul style="list-style-type: none"> <li>Organisation Competency Assessment</li> <li>Conduct an organization assessment for staffing, facilities, and equipment considerations</li> <li>Acceptance of Change</li> <li>Effective Sponsorship</li> <li>Communication</li> </ul>	<ul style="list-style-type: none"> <li>Competency model – skills gap</li> <li>Draft Communication plan</li> <li>Draft Change management plan</li> <li>Draft Training Needs Analysis</li> <li>Draft Support Organization Plan</li> </ul>
3	ICT-Business Integration Management	<ul style="list-style-type: none"> <li>Business Performance and ICT Delivery Management</li> <li>Business SLA management</li> <li>Draft Support requirements with regards to subject matter experts.</li> <li>Manage Impacts of Multiple Initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Draft ICT Service Portfolio Catalogue</li> <li>Draft and Validate Timelines &amp; Dependencies</li> <li>Draft and agree Implementation readiness criteria</li> <li>Verify Implementation costing</li> </ul>
4	Business Architecture - definition of To Be mSCOA processes	<ul style="list-style-type: none"> <li>mSCOA To Be Business Architecture</li> </ul>	<ul style="list-style-type: none"> <li>Verify mSCOA charts of accounts</li> <li>Define mSCOA to be processes</li> <li>Provide mSCOA training inputs</li> </ul>
5	Procurement – Selection of the Implementation Partner	<ul style="list-style-type: none"> <li>Scope of Work</li> <li>RFP Process</li> </ul>	<ul style="list-style-type: none"> <li>Scope of Work Documents/URS</li> <li>Short-list mSCOA implementation partners from the National Treasury approved list</li> <li>RFP Evaluation Facilitation and Results Presentation</li> </ul>

## 1.8 Immediate Executive Actions

These are the immediate next steps for executive decision makers to support the Stellenbosch Business Case project:

- a) Full Executive Committee buy-in
- b) Select system for moving forward.
- c) Announce an executive sponsor to champion the project.
- d) Select or maintain the existing project team to lead the state through the finalization of the selected option and procurement processes.

## 1.9 Stellenbosch Municipality Business & ICT Project Manager

In the case of Stellenbosch Municipality the selection of business and ICT project management team to lead the project is crucial. This is to ensure that the business begins to take ownership for some of the non-ICT deliverables on the implementation readiness scope. This partnership will participate in driving implementation readiness scope as described in section 9.2 above. The key highlights of the immediate next steps from this partnership are on the scope number 2 and 3 from section 9.2. The following should be achievement of this partnership by end of year 1 which ends of 2016.

- a) Conduct an organization assessment of future subject matter experts for Finance, Supply Chain, Human Resources (including Payroll), Real Estate and Land Use Planning and Customer Billing to determine who can support the project, and who can maintain services during the project.
- b) Determine the organization, staffing, facilities, and equipment considerations for the selected solution implementation.
- c) Set up Implementation Readiness Criteria that will need to be achieved before Stellenbosch Municipality can be ready for implementation.

## 1.10 Programme Management Office Establishment

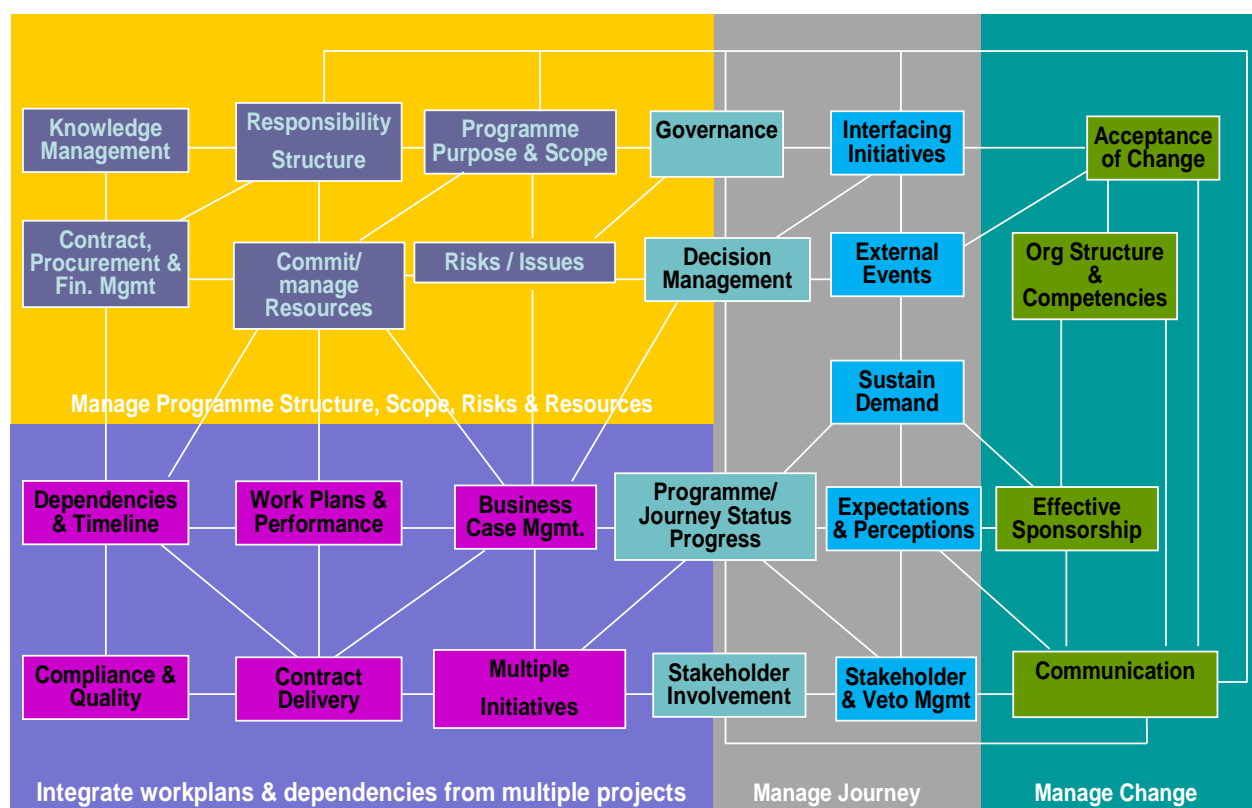
Stellenbosch Municipality is not ready for the system implementation; in order for the system implementation to be successful a Change Programme is required. We propose the PMO to be established that will coordinate various projects. The PMO will support various new and existing initiatives as a programme office:



- Enable co-ordination and integration of projects and resources;
- Allow focus on managing individual projects whilst the overall coordination and administration functions is kept in place; and
- Keep internal project and external business stakeholders updated with regular reporting and communication.

The diagram below illustrates the scope for programme management office, grouped by responsibility for Programme Management Office.

## Programme Management Delivery Strategy



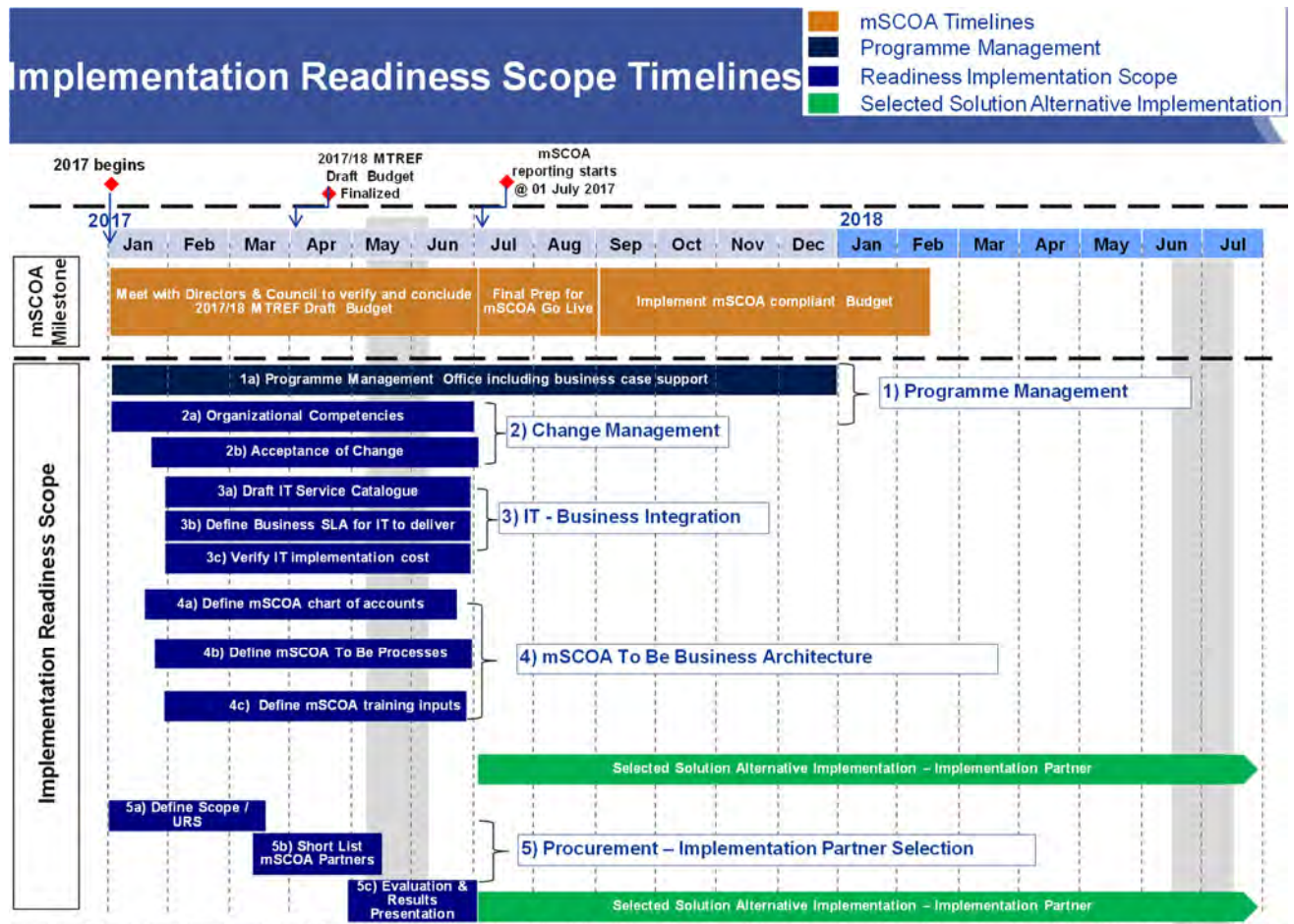
### 1.11 Programme Management Office Timelines

The Programme Management Office timelines have to consider the scope that is required before implementation can commence however it is equally important that the timeline depicts other key dependencies such as mSCOA compliant implementation timelines. The following dependencies or groupings have been identified:

- mSCOA Timelines
- Programme Management Office

- Implementation Readiness Scope
- Selected Solution Alternative Implementation

The diagram below illustrates the envisaged Programme timelines:



## 1.12 Critical Success Factors

Understanding the critical success factors for the Stellenbosch Municipality initiative is critical to the success of this Change Programme including the subsequent system implementation. The following identifies critical success factors that have been identified for the Stellenbosch Municipality initiatives which should be used as a guide to management the process going forward.

- Integrate** the Implementation Readiness Scope executive with other key initiatives (mSCOA compliance programme) and programmes within Stellenbosch Municipality to ensure alignment.
- Develop** strong and consistent executive support.

- c. **Phase** in processes or functions to help manage organization change.
- d. **Commit** the appropriate level of resources to match the scope and schedule of the project.
- e. **Establish and maintain** a strong Project Management Office to coordinate activities.
- f. **Invest** in proven ERP software solution that has a high probability of long-term viability.
- g. **Avoid** extensive customization or modifications to allow for application of vendor enhancements and a manageable upgrade path.
- h. **Redesign** your current processes to take advantage of best practices system and do not transport current inefficiencies to the new system.
- i. **Make** timely decisions and stick to them.
- j. **Make** training a high priority. Cut scope before cutting training and cultural change activities.

### 1.13 Risk Analysis

This section describes a number of risks anticipated during the Implementation Readiness Scope execution, the overall this project risk profile is medium, the project will focus on people matters, preparing people, understanding capacity, aligning expectation and ensuring the acceptance of the “Selected Solution Alternative”.

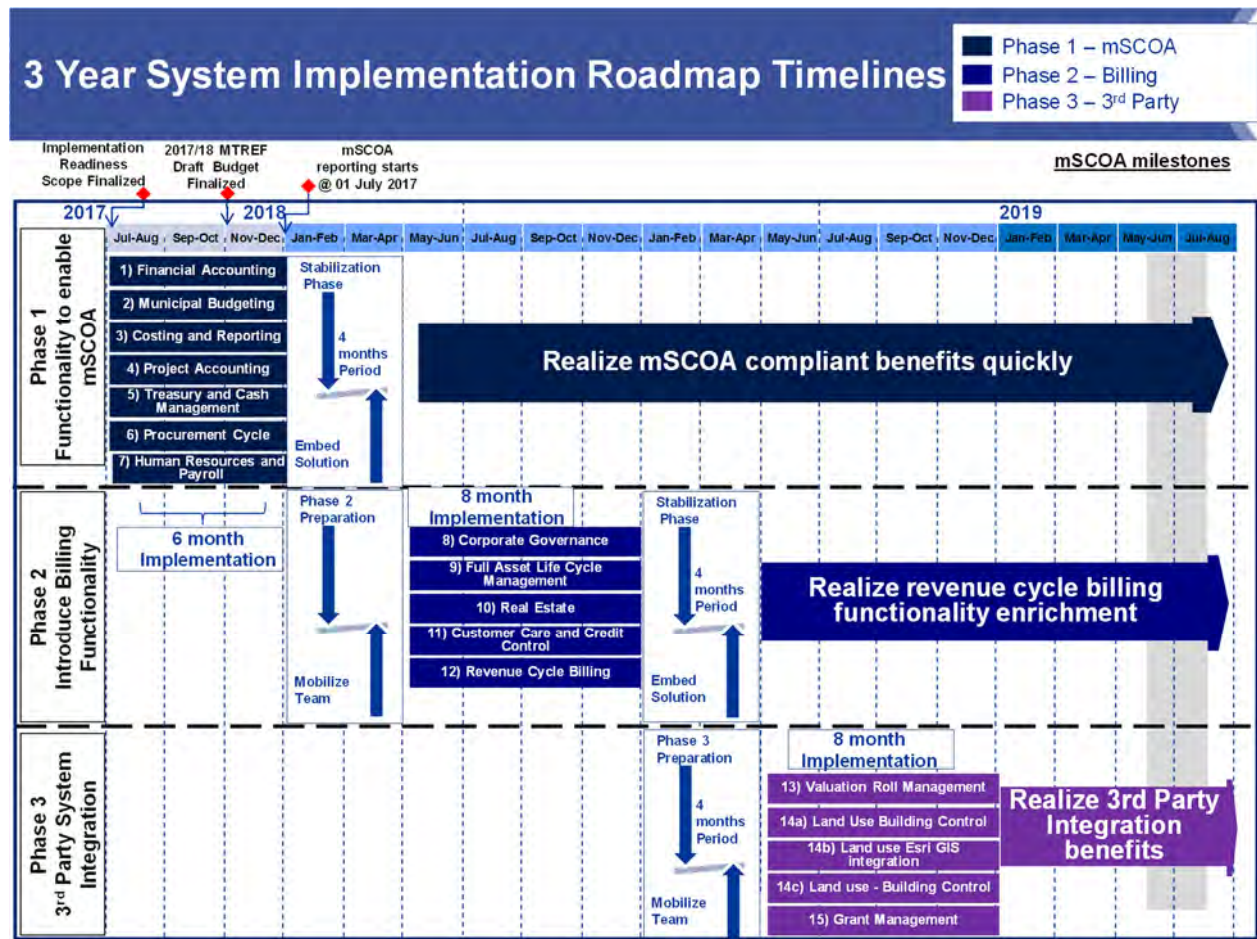
Risk Description	Management Approach
1. Lack of executive management involvement - a common issue in implementation readiness projects where senior management takes it lightly as there is no risky system implementation involved.	Senior management sponsorship of the project, with a weekly feedback session to keep the sponsor fully informed.
2. Release of staff to participate in the Change Programme to ensure that change is owned by those responsible for implementation.	We recommend that an appropriate number of full time Stellenbosch Municipality business and ICT staff be allocated to match project consultant resources.
3. Scope expectations such as “Acceptance of Change” are open-ended when compared to level of effort and timing expected. How do we guarantee results?	There is a methodology involved to ensure that the Stellenbosch Municipality personnel are giving sufficient opportunity to accept the new environment. The continuous involvement at senior management is the catalyst for the individual staff acceptance of the change initiative.

Risk Description	Management Approach
<p>4. Senior management failure to support the solution alternative recommended - there is a chance that some senior management could be hostile to the recommended option.</p>	<p>Sufficient communication to Stellenbosch Municipality managers to ensure their support for recommendations</p>
<p>5. Uncertainty over approach results in lack of support during critical review activities - some notable projects have seen delays due to lack of confidence in methodologies adopted.</p>	<p>Use of proven methodology accepted by key management and assigned resources</p>



## 12. Strategy for Realizing Savings

For Stellenbosch municipality the strategy for realizing benefits will be driven by two components, i.e. what to do and how to do it. These components are presented on the diagram below. The diagram shows which main processes or functionality to enable first and how to phase this functionality over a 3 year period.



The recommendation solution alternative 3 is assumed in drafting the figure above, i.e. the approach to leverage process design documents from the City of Cape Town and that the Implementation Readiness Scope as documented on this business case is completed. Only then would Stellenbosch Municipality be ready to implement the entire financial module and human resources module in 6 months. The assumption is that the following work would have been completed prior to the beginning of the implementation phase.

- a. mSCOA To Be Business Architecture completed
- b. Selection of the Implementation Partner completed
- c. ICT - Business Integration with an approved Service Catalogue completed
- d. Change Management – prepare the organization to accept change activities in progress
- e. Programme Management Office establishment completed.

## 13. Conclusion

Technology typically evolves around the current organization structures and legacy business processes. Stellenbosch Municipality systems evolution was no different as it evolved over time with applications being added to cover specific system gaps at that time, resulting in a **disparate system architecture** serving short-term needs with poor operating efficiencies over the long-term. Over the last 20 years, Stellenbosch Municipality has operated successfully in **siloed business units** or directorates driving their own core business processes with a significant lack of integration. The first decision that needs to be made is that ICT cannot continue to operate **this disparate system architecture** and business cannot continue to work in these **siloed business units**.

Today, this disparate architecture has also created unintended consequences where this lack of systems integration increases the dependency on external service providers as the SLAs needs to be managed across these services providers and it is not possible for the ICT to have sufficient resources that could cover the multiple applications. There are also new environmental factors facing the Local Government environment that require a re-evaluation of the municipality core business processes and systems to support them. The new environmental factors facing the Stellenbosch Municipality include:

- a. **mSCOA compliance** – there is a **governance, processes, people and systems gaps** in Stellenbosch in order to become mSCOA compliant using **1 July 2017** target architecture as defined in NT's circular 80.
- b. **Quest for Excellence or Stellenbosch Municipality's vision to be the Innovation Capital of South Africa** – Stellenbosch Municipality has a reputation for being one of the top municipalities in the Western Cape with its clean audit. STB needs to continue to invest in initiatives that will help to maintain its reputation as one of the best performing municipalities.
- c. **Citizen Access through eGovernment** –As internet usage continues to grow in the Stellenbosch Municipality, the need for a transparent, open and online government continues to grow as well. Employees, elected officials, business partners and constituents need local government to provide self-help service tools online. The ERP solution will enable Stellenbosch Municipality to provide online service tools such as self-service for employees, online RFP tools for vendors, and other standardized eGovernment tools.

In order for Stellenbosch Municipality to meet the demands of the upcoming decade, standardization of its core business processes needs to occur across the enterprise. **Manual processes** need to be removed. **Lack of system integration** needs to be replaced with a more integrated approach to managing core processes in Finance, Supply Chain, Human Resources (including Payroll) and Customer Billing environments. An investment in modern ERP technology will provide a foundation for more standardized and automated processes. Not only will an ERP serve as the foundational tool set for standardizing core processes, it also will enable automation of many manual processes through a more integrated technology that promotes one time data input and reuse of data across the enterprise.

Stellenbosch Municipality is an over R1.0 billion annual operation that is supported by many paper-based, labour intensive systems. ERP will mean using multi-module software applications to improve, standardize and automate a wide range of local government operations that directly contributes to service delivery. Implementing ERP will require a massive, multiyear project that will integrate processes across directories and substantially reduce manual, paper-based systems.

ERP systems provide for policies and procedures to be built into the system and updated as necessary. This will greatly reduce our dependence on policy and procedure manuals for knowledge transfer and provide a much more efficient means to handle knowledge retention, especially as experienced staff retires. This will create a people enabling environment that expands employees' knowledge of the municipality objectives, processes and systems.



**7.2.2**

**BUSINESS CASE FOR RESEARCH  
AND ASSESSMENT OF AN  
ALTERNATIVE ICT ERP SOLUTION**

**APPENDIX 2**



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tel: +27 21 483 5646

21 October 2016

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The Manager: Information & Communication Technology Strategic & Corporate Services

**STELLENBOSCH MUNICIPALITY**

P O Box 17  
Stellenbosch  
7599

**Attention: S B Mkaza**

Your email on behalf of Stellenbosch Municipality dated 10 October 2016, requesting the Treasury's comments in terms of Municipal SCOA Circular 6 (Annexure B) on the proposed way forward with regard to its existing package of systems, refers.

After the review of the supporting documentation provided by the municipality, it is our understanding from the information provided, that the municipality has not followed due process in terms of the guiding Municipal SCOA Circulars numbers 5 and 6 read in conjunction with MFMA Circular 80, in that the municipality has not submitted their ICT Due Diligence to National and Provincial Treasury.

**We note from your communication that the municipality has done a thorough review of its current financial and internal control systems environment.** We have reviewed the recommended Option 4 in 4.4 of your document.

Your recommendation does not clarify what system Option 4 refers to, and based on our clarifying discussion on 19 October 2016, you indicated that you have used the transversal tender documentation and worked out the cost of Option 4 based on the actual municipal needs. We do not have the detail of your calculations and can therefore not express an opinion on the cost exercise performed by the municipality.

**From the above we conclude that the municipality has no system recommendation at this stage.**

We also note that you are opting for a **cloud-based hosted solution** and want to **caution the municipality to ensure that the risk associated with this kind of solution and the risk mitigation controls are clearly articulated** in your recommendation to Council.



With regard to **the proposed implementation roadmap** for Option 4 in 4.5 of your document, we note that based on this timeline you are opting for a phased approach to your mSCOA implementation that concludes in December 2019. **This is in direct contravention of the mSCOA regulation** that compels municipalities to implement by 1 July 2017. We note in 7.1 and 7 c. (should be 9 c.) that there is a recommendation to extend contracts for 30 months. If the municipality has an alternative plan to be mSCOA compliant by 1 July 2017, please include this in your recommendation by possibly amending 7. b. (should be 9. b.)

Considering that the municipality must prepare its 2017/18 MTREF aligned to the mSCOA Regulations in October/ November 2016, **the municipality is urged to expedite its decision and finalise all processes in this regard, including to continue the next phase of the process**, which, amongst other, entail the following:

- (i) Table recommendations to the Municipal Council for a final decision on the way forward with the municipality's existing 'package of systems' and clearly advise Council on the best way forward as supported by the ICT due diligence exercise;
- (ii) Once the municipal council has made a decision:
  - a. **Submit confirmation of the council decision to National and Provincial Treasuries;**
  - b. **Compare the draft Service Level Agreement (SLA) with the agreed SLA per the Transversal Tender** and consider soliciting the comments from the National and Provincial Treasuries' mSCOA Project Teams on the draft SLA and price quotations from the municipality's preferred service provider whether there is a difference in price from the transversal contract or not; or
  - c. If the municipality's preferred provider is included in the RT25 – transversal panel, the National Treasury has confirmed that the municipality may procure directly from the panel of service providers on the RT25-transversal contract.

In this regard, the municipality should engage the Office of the Chief Procurement Officer (OCPO) in the National Treasury (to ensure due process in terms of the Municipal Supply Chain Management Regulations, the municipality's policies and minimum requirements for any proposed service level agreement (SLA)). The municipality will also have to obtain written permission from the OCPO to utilise the transversal contract at any modified price from the OCPO, which is important, as the OCPO would be in the best position to validate any pricing changes from the transversal tender. In this regard we advise that the municipality engage the Chief Procurement Officer (*Ms. Manthepeng Tshinavha, Tel: (012) 395 6528 or email: [Manthepeng.Tshinavha@treasury.gov.za](mailto:Manthepeng.Tshinavha@treasury.gov.za)*) for guidance;

- (iii) Consider guarantees of compliancy from either the existing vendor and if changing to a different vendor from the new vendor;

- (iv) Consider associated costs and follow due process in terms of cancelling the existing service level agreement (SLA) including whether support from the National Treasury and/ or Provincial Treasury is needed in this regard;
- (v) Should council approve the procurement of a system from a service provider not on the RT25-2016 – transversal tender, the National Treasury and Provincial Treasury must be consulted as envisaged in Municipal SCOA Circular 6 prior to any such procurement, including for the minimum requirements for any proposed service level agreement (SLA); and
- (vi) Should council approves the recommendation for the municipality to remain with its current system (whether such system is on the RT25-transversal panel of providers or not), the municipality must leverage the transversal tender's pricing and functionality by utilising guidance from Municipal SCOA Circulars 5 and 6 with such vendor. The National Treasury and/ or Provincial Treasuries can be requested to assist in this leveraging.

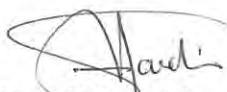
It should also be noted that upgrading the municipality's ICT systems is only a step in the wider mSCOA reform objective of gearing the entire municipal organisation and its business processes towards uniformity, transparency and quality financial data; all of which must translate into improved service delivery and community awareness of government's performance.

We would like to take this opportunity to thank the municipality for its support and the progress made to date to prepare for the implementation of the Municipal Standard Chart of Accounts and for their participation in this strategic financial management reform in local government.

Please do not hesitate to contact the following officials at National Treasury or Western Cape Provincial Treasury should you require any further support in this regard:

- National Treasury  
Name: Andre Bossert  
Email: [Andre.Bossert@treasury.gov.za](mailto:Andre.Bossert@treasury.gov.za)
- Western Cape Provincial Treasury  
Name: Mr Donovan Stuurman  
Email: [Donovan.Stuurman@westerncape.gov.za](mailto:Donovan.Stuurman@westerncape.gov.za)  
Tel: (021) 483-5646

Yours faithfully



**MR A HARDIEN**  
**PROVINCIAL ACCOUNTANT GENERAL**

**DATE:** 21 October 2016



7.2.3	<b>MFMA SECTION 116 (3) – EXTENSION OF THE CURRENT NETWORKED MULTI-FUNCTIONAL PRINTER &amp; SCANNING CONTRACT TO 31 DECEMBER 2018</b>
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### 1. PURPOSE OF REPORT

To obtain approval from Council to follow the MFMA S116 (3) process to extend the existing networked multi-functional printer and scanning contract for a further period of 24 months.

### 2. BACKGROUND

The Stellenbosch Municipality is renting 50 printers from Pinnacle Business Solutions (PBS) and 2 scanners which were installed during the months of June and July 2014. The current agreement expires on 31 December 2016. This short period of 29 months means that the machines are still fairly new.

#### 2.1 PRINTER UTILISATION ASSESSMENT

The Utilization table, (**APPENDIX 2**), is a summary of the utilization % which, through a calculation, you can arrive at the months of life left in each machine, based on factory specifications.

Due to the fact that nearly all the machines still have a lot of life left, it is our recommendation that we internally move the machines that are being underutilized to departments where they can be better used. We would do this internal movement at no cost. Going to tender towards the end of the year would result in a substantial jump in rental costs.

### 3. LEGAL IMPLICATIONS

The item is legally compliant. The item is supported.

### 4. FINANCIAL IMPLICATIONS

The total current rental premium is R124 159.12 per month and the agreed 24-month rental premium is R 99 800.00 per month upon discussion with the current provider. The saving of at least R 24 359.12 per month will yield a total saving of R584 618.88 for 24 months. The benefit of the ICT proposal to Council is substantial as this will yield a savings of well over a **half a million Rand**.

### 5. COMMENTS FROM OTHER RELEVANT DEPARTMENTS

#### 5.1 Office of the Municipal Manager

The Acting MM approved an internal memo with regards to the extension of the multi-functional printers and scanners contract and that this item be submitted to Council to approve the S116 (3) process. (**APPENDIX 3**)

#### 5.2 Finance

Finance supports the item.

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**RECOMMENDED**

that the current multi-functional printing and scanning contract be extended for a period of 24 months till 31 December 2018 after the required process as outlined in S116 (3) of the MFMA 56 of 2003 has been duly followed.

<b>Meeting:</b> <b>Ref No:</b>	<i>4<sup>th</sup> Council: 2016-11-23</i> <i>4/5/8/4</i>	<b>Submitted by Directorate:</b> <b>Author:</b> <b>Referred from:</b>	<i>Strategic &amp; Corp Services</i> <i>B Mkaza</i> <i>Mayco: 2016-11-16</i>
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**7.2.3**

**MFMA SECTION 116 (3) –  
EXTENSION OF THE CURRENT  
NETWORKED MULTI-FUNCTIONAL  
PRINTER & SCANNING CONTRACT**

**APPENDIX 1**

Model	Location	Seria Number	Current	Average	Factory Specified current usage against		% of	Lifespan remaining
			Meter Reading	Monthly Usage	Monthly Usage	factory specified Usage	Lifespan done	in months based on current usage
MX-M1204N	Print Room	35000126	2799835	99994	200000	50.0	23.3	92.0
MX-M1204N	Print Room	35000146	2693835	96208	200000	48.1	22.4	96.7
MX-M314N	Support Council	3505687Y	88941	3176	20000	15.9	7.4	349.8
MX-4110N	Directorate Office & Management	35129726	385363	13763	30000	45.9	21.4	102.8
MX-M314N	Support Council	3505692Y	24009	857	20000	4.3	2.0	1371.5
MX-M314N	Electricity Depot	2503446X	55534	1983	20000	9.9	4.6	577.0
MX4110N	IDP & PM	35114186	290135	10362	30000	34.5	16.1	145.7
MX-4110N	HR	35114166	292768	10456	30000	34.9	16.3	144.1
MX-4110N	Communications	35129706	88671	3167	30000	10.6	4.9	540.4
MX-M314N	Electricity Franschoek	3505696Y	8840	316	20000	1.6	0.7	3772.9
MX-M314N	Water Services Beltana	2504461Y	94089	3360	20000	16.8	7.8	329.1
MX-M452N	Franschoek Youth Centre	35023691	216234	7723	40000	19.3	9.0	282.8
MX-M452N	Finance Revenue	35023631	436700	15596	40000	39.0	18.2	125.9
MX-M452N	Finance Budgets	35023681	639472	22838	40000	57.1	26.6	77.1
MX-M452N	Logistics & Fleet Management	35023721	156986	5607	40000	14.0	6.5	400.1
MX-M314N	Water Treatment Paradyskloof	35050866	16288	582	20000	2.9	1.4	2034.9
MX-5110N	Electricity Services	45049224	138188	4935	40000	12.3	5.8	458.3
MX-5110N	Director's Office & Civil Eng Services	45049393	225791	8064	40000	20.2	9.4	269.6
MX-3610N	HIS & Property Management	25077881	256796	9171	30000	30.6	14.3	168.3
MX-M354N	Sport & Recreation	25033430	63724	2276	20000	11.4	5.3	499.3
MX-M314N	LED & Community Development	35050896	163819	5851	20000	29.3	13.7	177.1
MX-M314N	Vehicle Registrations	35050886	91968	3285	20000	16.4	7.7	337.3
MX-M314N	Driver's License	2503423x	90128	3219	20000	16.1	7.5	344.8
MX-M314N	Law Enforcement	35050876	74405	2657	20000	13.3	6.2	423.6
MX-M502N	Planning Administration	2503119Y	125946	4498	40000	11.2	5.2	505.6
MX-4110N	Plein Street Library Colour	45048964	6867	245	30000	0.8	0.4	7311.4
MX-M452N	Plein Street Library Mono	35020276	18141	648	40000	1.6	0.8	3676.3
MX-M314N	Building Control Franschoek	2503432X	32012	1143	20000	5.7	2.7	1021.6
MX-M354N	Housing	25033460	90124	3219	20000	16.1	7.5	344.8
MX-M314N	Wate Water Devon Valley	2503420X	25125	897	20000	4.5	2.1	1309.3
MX-M452N	Franschoek Library	45004514	149105	5325	40000	13.3	6.2	422.7
MX-M452N	Pniel Library	35020286	23987	857	40000	2.1	1.0	2773.5
MX-M452N	Kayamandi Library	35020066	58585	2092	40000	5.2	2.4	1119.1
MX-M452N	Planning MFP	35020086	94966	3392	40000	8.5	4.0	679.6
MX-M452N	Jamestown Library	35019996	2412	86	40000	0.2	0.1	27832.7
MX-M452N	Cloetesville Library	2502863Y	52521	1876	40000	4.7	2.2	1251.5
MX-M452N	Idas Valley Library	35020296	363796	12993	40000	32.5	15.2	156.7
MX-M452N	Registration	45004524	125817	4493	40000	11.2	5.2	506.1
MX-4110N	MM	45048954	211320	7547	30000	25.2	11.7	210.5
MX-5110N	Director's Office & Planning	45049174	267740	9562	40000	23.9	11.2	223.0
MX-M264N	Stores	35052736	12012	429	20000	2.1	1.0	2769.2
MX-M452N	Fires Services	45004534	32455	1159	40000	2.9	1.4	2042.6
MX-M354N	Forestry & Parks	25051225	120505	4304	20000	21.5	10.0	250.8
MX-M314N	Traffic Fines	25030988	65813	2350	20000	11.8	5.5	482.5
MX-4110N	Community Directors Office	45048944	40564	1449	30000	4.8	2.3	1214.5
MX-M354N	Reception	25033670	112095	4003	20000	20.0	9.3	271.7
MX-M452N	Building Control	35019946	147289	5260	40000	13.2	6.1	428.2
MX-M452N	Plein Street Library	45004504	32953	1177	40000	2.9	1.4	2011.3
MX-M452N	Committee Services	45004494	168063	6002	40000	15.0	7.0	371.9





Kantoor van die Munisipale Bestuurder  
Office of the Municipal Manager  
I ofisi yomphathi Maspala

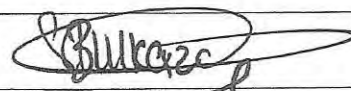
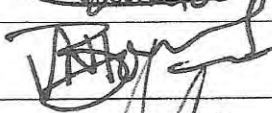
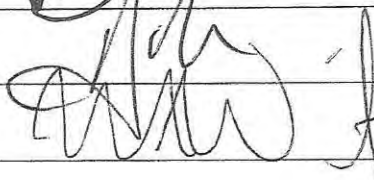
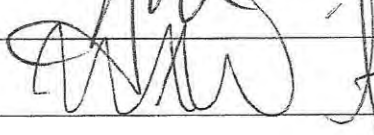
## DOCUMENT ROUTE FORM

Including "For noting" Reports

### DOCUMENT TYPE

ITEM	DEVIATION (EXCLUDING COUNCILLORS)	CONTRACT (EXCLUDING COUNCILLORS)	<b>X</b>	REPORT (COUNCILLORS INPUT)	OTHER
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SUBJECT: Extension of the PBS Multi-Functional Printer Contract for 24-months through section 116 (3)

REQUESTED SIGNATORY	SUPPORTED/ NOT SUPPORTED/ APPROVED	SIGNATURE/COMMENTS	DATE
MANAGER: ICT	<i>Requested</i>		11 Feb 2015
DIRECTOR STRATEGIC & CORPORATE SERVICES	<i>Supported</i>		21/9/2016
SCM MANAGER	<i>S</i>		06.09.2016
CFO	<i>S</i>		7/9/16
MUNICIPAL MANAGER			
COMMENTS:			



**STELLENBOSCH**  
 STELLENBOSCH • PNIEL • FRANSCHHOEK  
 MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

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**TO : MUNICIPAL MANAGER**

**CC : DIRECTOR STRATEGIC & CORPORATE SERVICES  
 CHIEF FINANCIAL OFFICER  
 HEAD SUPPLY CHAIN MANAGEMENT**

**FROM : BRIAN MKAZA**

**JOB TITLE : MANAGER: INFORMATION SYSTEMS & SERVICES**

**DATE : 29 AUGUST 2016**

**RE : EXTENSION OF THE CURRENT PRINTER CONTRACT FOR 24  
 MONTHS**

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### **1. PURPOSE OF THE MEMO**

The purpose of this memo is to acquire approval from the Stellenbosch Municipality Executive Management for the extension of the current printer contract which expires on the 31 December 2016.

### **2. BACKGROUND**

The Stellenbosch Municipality is renting 50 printers from Pinnacle Business Solutions (PBS) which were installed during the months of June and July 2014. The agreement with PBS expires on the 31 December 2016. This short period of 29 months means that the machines are still fairly new and have done relatively few copies.

Some installations like Beltana Water Services, Franschoek Youth Centre, Stores, Electricity, and some of the libraries etc. have never had technical calls being logged yet, besides a request for toner. The general feedback that the ICT department has received from Pinnacle Business Solution (PBS) technicians, who maintain the machines, is that a vast majority of the printers are under-utilized.

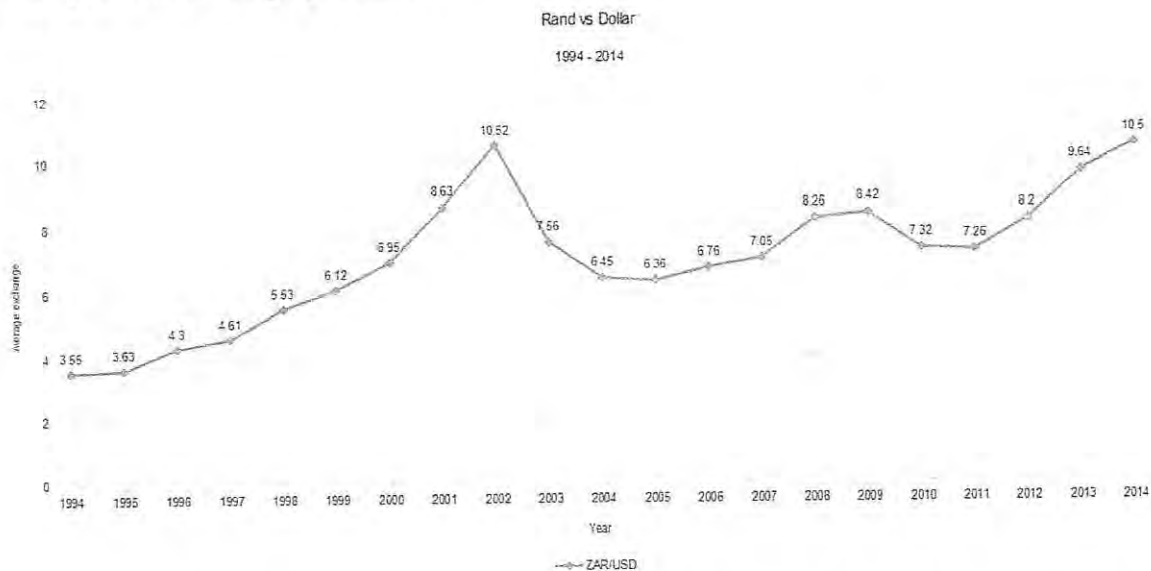
### **3. DISCUSSION**

The ICT department has recently conducted a survey on the utilization of the printers from the date of installation until August 2016. It has become very apparent that in in just about every installation there has been a strong under-utilization of the equipment. This has resulted in there being an enormous life span remaining in the machines.

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The Utilization table, on **Appendix 1**, is a summary of the utilization % which, through a calculation, you can arrive at the months of life left in each machine, based on factory specifications.

Due to the fact that nearly all the machines still have a lot of life left, it is our recommendation that we internally move the machines that are being under-utilized to departments where they can be better used. We would do this internal movement at no cost. Going to tender towards the end of the year would result in a substantial jump in rental costs when you look at the graph below:



Throughout 2013, the year this tender was awarded, the Rand/US\$ price ranged between R9.64 and R10.5/\$. All tenderers at the time would have based their tender pricing on this rate.

Current levels are close to R14/\$ and therefore prospective tender prices would be close to 40% higher than current levels, resulting in budgets having to be substantially increased. For this reason, combined with the fact that all of the machines have only done a fraction of their factory specified lifespan, we would recommend that the rental agreement be extended until the end of December 2018.

Given the current scenario of machines still being in excellent condition due to the short period that have been installed and our budget constraints, the ICT would like to propose that the Executive Management consider the extension of the current Rental Agreement through proper SCM processes and relevant regulations (possibly section 116 (3)) by at least 24- months at a reduced rental.


#### 4. FINANCIAL IMPLICATION

The total current rental premium is R124 159.12 per month and the agreed 24-month rental premium is R 99 800.00 per month upon discussion with the current provider. The saving of at least R 24 359.12 per month will yield a total saving of R584 618.88 for 24 months. The benefit of the ICT proposal to Stellenbosch Municipality executive management is substantial as this will yield a saving of well over a half a million Rand.

In light of the cost cutting measures put in place by the Stellenbosch Municipality, the ICT department would like to echo the sentiments of curbing irregular expenditure through this value proposition and alleviate the cost of compliance.

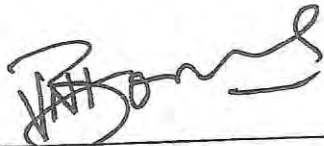
**5. RECOMMENDATION**

It is therefore recommended that this memo be approved for the Multi-Functional Printer Contract to be extended for a period of 24-months through a section 116 (3) report before the contract expires on the 31 December 2016.



September 2016


MR BRIAN MKAZA  
MANAGER: INFORMATION SYSTEMS & SERVICES



MR VERNON BOWERS  
ACTING DIRECTOR: STRATEGIC & CORPORATE SERVICES

Supported  Yes  No

DATE: 2/9/2016



MR ISRAEL SAUNDERS  
HEAD SUPPLY CHAIN MANAGEMENT

Supported  Yes  No

DATE: 06/09/2016

*Marius Wüst*

MR MARIUS WÜST  
CHIEF FINANCIAL OFFICER

Supported

Yes

No

DATE:

7/9/16

*Richard Bosman*

MR RICHARD BOSMAN  
ACTING MUNICIPAL MANAGER

Approved

Yes

No

DATE:

2016/09/09

SUPPORTING - REPORT TO BE SUBMITTED  
TO COUNCIL TO APPROVE THE SECTION 110(3)  
PROCESS



Model	Location	Serial Number	Current	Average	Factory Specified. current usage against		% of	Lifespan remaining
			Water Reading	Monthly Usage	Monthly Usage	factory specified Usage	Lifespan done	in months based on current usage
MX-M1204N	Print Room	35000126	2799835	99994	200000	50.0	23.3	92.0
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MX-M264N	Stores	35052736	12012	429	20000	2.1	1.0	2769.2
MX-M452N	Fires Services	45004534	32455	1159	40000	2.9	1.4	2042.6
MX-M354N	Foresry & Parks	25051225	120505	4304	20000	21.5	10.0	250.8
MX-M314N	Traffic Fines	25030988	65813	2350	20000	11.8	5.5	482.5
MX-4110N	Community Directors Office	45048944	40564	1449	30000	4.8	2.3	1214.5
MX-M354N	Reception	25033670	112095	4003	20000	20.0	9.3	271.7
MX-M452N	Building Control	35019946	147289	5260	40000	13.2	6.1	428.2
MX-M452N	Plein Street Library	45004504	32953	1177	40000	2.9	1.4	2011.3
MX-M452N	Committee Services	45004494	168063	6002	40000	15.0	7.0	371.9

Moved to Community Development 58 Andringa Steer in 2015

**7.4**

**FINANCIAL SERVICES**

**CLLR S PETERS**

7.3	<b>ECONOMIC DEVELOPMENT AND PLANNING: (CLLR JP SERDYN (MS))</b>
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NONE

7.4	<b>FINANCIAL SERVICES: [CLLR S PETERS]</b>
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7.4.1	<b>NEW OFFICE BUILDING – PROCUREMENT PROCESS</b>
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### 1. PURPOSE OF REPORT

To obtain a mandate from Council to proceed with the Public Private Partnership (PPP) procurement process of a New Office Building.

It should be noted that the outcome of a PPP process is not necessarily to proceed with a PPP, but could result in other procurement strategies than a PPP.

From the attached memo from Property Management it follows that the Municipality requires about 8700m<sup>2</sup> (2006 assessment) of office space being addressed by:

- 4400m<sup>2</sup> Plein Street office (municipality owned)
- 1852m<sup>2</sup> of 6 decentralised offices (municipality owned)
- 3115m<sup>2</sup> of leases at 3 locations

The Municipality needs to optimize its service delivery also through the utilization of effective office accommodation. A PPP process will address the optimization of the utilization of effective office accommodation.

### 2. BACKGROUND

Following the amalgamation of the former Stellenbosch, Pniel and Franschhoek Municipalities as well as taking over functions from the former Winelands District Council, it became evident that the current office space at the Plein Street Offices was not adequate to cater for the growing needs for additional office space.

As a consequence, Stellenbosch Municipality entered into various lease agreements during 2004 in terms whereof additional office space were leased. Currently space is being leased in the ABSA (Oude Bloemhof) and Ecclesia Building to house the following departments and directorates:

- Informal Settlements
- New Housing
- Property Management
- Engineering Services
- Strategic and Corporate Services

An in principal decision was taken by Council to extend the Office Space at Plein Street in order to accommodate the growing number of employees.



**3. DISCUSSION**

In terms of MFMA Circular 51 dated 29 February 2010 Section 4.4, the municipality must submit the proposal and relevant information in order for National Treasury to grant approval for said project.

Feedback received from National Treasury upon submission indicated that the project be put on hold due to the uncertain funding model as the new civic building will not be generating any additional revenue for the municipality. A full cost benefit analysis would therefore have to be undertaken including direct and indirect financial implications and benefits.

As a result of the above, the administration had an opportunity to consider other options, where the establishment of a Public Private Partnership (PPP) seems the most appropriate course of action. The Provincial Treasury Western Cape is also currently busy with the PPP procurement process to fund and construct office accommodation and the municipality would be able to tap into their processes in order to speed up our process.

**4. LEGAL INPUT**

Public Private Partnerships (PPP) for municipal institutions are governed by the Municipal Systems Act and the Municipal Finance Management Act. The conditions and processes for public private partnerships are set out in section 120 of the MFMA. Section 33 of the MFMA also applies if the agreement will have multi-year budgetary implications for the municipality. If the public-private partnership involves the provision of a municipal service, Chapter 8 of the Municipal Systems Act must also be complied with.

It appears that municipal office accommodation would amount to a support activity/service reasonably necessary for, or incidental to the effective performance of the municipality's functions and the exercise of its powers. This activity supports the ability of the municipality to function.

The Local Government: Municipal Finance Management Act 2003 Municipal Public Private Partnership Regulations, attached as **APPENDIX 1**, bears reference to the applicable processes and procedures to be followed.

The item and recommendation is supported, subject to compliance with the aforementioned.

**RECOMMENDED**

- (a) that Council approves the registration of a new office building as a PPP at National Treasury;
- (b) that Council considers budgetary requirements to proceed with the PPP procurement strategy for the new office building; and
- (c) that Council appoints the CFO as the PPP Project Officer.

<b>Meeting: Ref No:</b>	4 <sup>th</sup> Council: 2016-11-23 4/5/8/4	<b>Submitted by Directorate: Author: Referred from:</b>	Financial Services CFO Mayco: 2016-11-16
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**7.4.1**

**NEW OFFICE BUILDING –  
PROCUREMENT PROCESS**

**APPENDIX 1**

**LOCAL GOVERNMENT: MUNICIPAL FINANCE MANAGEMENT ACT 2003  
MUNICIPAL PUBLIC-PRIVATE PARTNERSHIP REGULATIONS**

The Minister of Finance, acting with the concurrence of the Minister for Provincial and Local Government, has in terms of section 168 of the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003), made the regulations as set out in the Schedule.

**SCHEDULE**

**Definitions**

1. In these Regulations, unless the context indicates otherwise, a word or expression to which a meaning has been assigned in the Act, has the same meaning, and –
  - “**Act**” means the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003);
  - “**activity**”, in relation to a public-private partnership, means the municipal function or the management or use of municipal property, or both, which is or is to be outsourced to a private party in terms of a public private partnership agreement;
  - “**affordable**”, in relation to a public-private partnership agreement, means that the financial obligations (if any) to be incurred by a municipality in terms of the agreement can be met by –
    - (a) funds designated in the municipality's budget for the current year for the activity outsourced in terms of the agreement;
    - (b) funds destined for that activity in accordance with the future budgetary projections of the municipality;
    - (c) any allocations to the municipality; or
    - (d) a combination of such funds and allocations;
  - “**municipal function**” means –
    - (a) a municipal service; or
    - (b) any other activity within the legal competence of a municipality;
  - “**municipal property**”, in relation to a municipality, includes any movable, immovable or intellectual property, owned by or under the control of –
    - (a) the municipality; or
    - (b) a municipal entity under the sole or shared control of the municipality;
  - “**private party**” excludes –

- (a) a municipality;
- (b) a municipal entity; or
- (c) an organ of state, including an institution listed in any of the Schedules to the Public Finance Management Act, 1999 (Act No. 1 of 1999);

“**project officer**” means a person appointed in terms of regulation 7 (1);

“**public-private partnership**” means a commercial transaction between a municipality and a private party in terms of which the private party –

- (a) performs a municipal function for or on behalf of a municipality, or acquires the management or use of municipal property for its own commercial purposes, or both performs a municipal function for or on behalf of a municipality and acquires the management or use of municipal property for its own commercial purposes; and
- (b) assumes substantial financial, technical and operational risks in connection with –
  - (i) the performance of the municipal function;
  - (ii) the management or use of the municipal property; or
  - (iii) both; and
- (c) receives a benefit from performing the municipal function or from utilising the municipal property or from both, by way of –
  - (i) consideration to be paid or given by the municipality or a municipal entity under the sole or shared control of the municipality;
  - (ii) charges or fees to be collected by the private party from users or customers of a service provided to them; or
  - (iii) a combination of the benefits referred to in subparagraphs (i) and (ii);

“**transaction advisor**” means a person appointed in terms of regulation 2 (1) (b);

“**value for money**”, in relation to a public-private partnership agreement, means that the performance of a private party in terms of the agreement will result in a net benefit to the municipality in terms of cost, price, quality, quantity, risk transfer or any combination of those factors.

#### **Initiation of feasibility studies**

- 2 (1) Before a municipality initiates a feasibility study for a public-private partnership contemplated in section 120 (4) of the Act, the accounting officer

of the municipality must –

- (a) notify the National Treasury and the relevant provincial treasury in writing of the municipality's intention, together with information on the expertise within the municipality to comply with that section of the Act; and
- (b) if requested to do so by the National Treasury or the relevant provincial treasury, appoint a person with appropriate skills and experience, either from within or outside the municipality, as the transaction advisor to assist and advise the municipality on the preparation and procurement of the public-private partnership agreement.

- (2) Subregulation (1) also applies when a municipality in terms of section 78(2) of the Municipal Systems Act explores the provision of a municipal service through an external mechanism to be appointed in terms of a public-private partnership agreement.

**Additional matters to be addressed in feasibility studies**

- 3. (1) A feasibility study conducted in terms of section 120 (4) of the Act, in addition to the matters specified in that section, must –
  - (a) identify and define the activity which the municipality proposes to outsource to a private party;
  - (b) assess the needs of the municipality in respect of such activity, including –
    - (i) the various options available to the municipality to satisfy those needs; and
    - (ii) the advantages and disadvantages of each option;
  - (c) assess the projected impact of the proposed outsourcing of the activity to a private party on the staff assets, liabilities and revenue of the municipality or a municipal entity under the sole or shared control of the municipality, which must include an assessment of –
    - (i) the number of officials of the municipality or such municipal entity that would become redundant as a result of the outsourcing of the activity;
    - (ii) the cost to the municipality or such municipal entity of any staff retrenchments or the retention of redundant staff;
    - (iii) any assets of the municipality or such municipal entity

- proposed to be placed under the control of the private party;
- (iv) any assets of the municipality or such municipal entity that would become obsolete as a result of the outsourcing of the activity;
  - (v) any liabilities of the municipality or such municipal entity proposed to be assigned to the private party;
  - (vi) any debt of the municipality or such municipal entity attributed to the activity to be outsourced which the municipality or such municipal entity would retain; and
  - (vii) any revenue to be foregone by the municipality or such municipal entity as a result of the outsourcing of the activity; and
- (d) recommend an appropriate plan for the procurement of the proposed public-private partnership agreement, if outsourcing of the activity is the preferred option.

(2) An assessment in terms of subregulation (1) (b) must show comparative projections of –

- (a) the full costs to the municipality for the activity if that activity is not outsourced through a public-private partnership agreement; and
- (b) the full costs to the municipality for the activity if that activity is outsourced through a public-private partnership agreement.

(3) Subregulations (1) and (2) need not be complied with if the activity which the municipality proposes to outsource is a municipal service in respect of which an assessment in terms of section 78 (3)(b) and a feasibility study in terms of section 78 (3)(c) of the Municipal Systems Act have already been carried out, provided that –

- (a) such assessment and feasibility study cover the matters referred to in subregulations (1) and (2); and
- (b) the documents reflecting the results of such assessment and feasibility study are included in the documents submitted to the council in terms of section 120 (6) (a) of the Act.

#### **Procurement of public-private partnership agreements**

4. (1) When complying with Part 1 of Chapter 11 of the Act, the accounting officer of the municipality must solicit the views and recommendations of the National

Treasury and the relevant provincial treasury on –

- (a) the proposed bid documentation at least 30 days before bids are publicly invited; and
- (b) the evaluation of the bids received and of any preferred bidder at least 30 days before any award is made.

(2) An award of a public-private partnership agreement –

- (a) may be made only after the process set out in section 120 (6) of the Act has been completed; and
- (b) is subject to compliance with section 33 of the Act.

(3) When complying with section 120 (6) (c) (i) of the Act, the municipality must specifically solicit the views and recommendations of the National Treasury on –

- (a) the proposed terms and conditions of the draft public-private partnership agreement;
- (b) the municipality's plan for the effective management of the agreement after its conclusion; and
- (c) the preferred bidder's –
  - (i) competency to enter into the public-private partnership agreement; and
  - (ii) capacity to comply with his or her obligations in terms of the public-private partnership agreement.

(4) A provincial treasury is a prescribed organ of state for purposes of section 120 (6) (c) (iv) of the Act, and when complying with this section the municipality must specifically solicit the views and recommendations also of the relevant provincial treasury on the matters set out in paragraphs (a) to (c) of subregulation (3).

**Basic requirements to which public-private partnership agreements must comply**

5. (1) A public-private partnership agreement between a municipality and a private party must –

- (a) provide value for money to the municipality;
- (b) be affordable for the municipality;

- (c) describe in specific terms the nature of the private party's role in the public-private partnership;
  - (d) confer effective powers on the municipality –
    - (i) to monitor implementation of, and to assess the private party's performance under, the agreement;
    - (ii) to manage and enforce the agreement;
  - (e) impose financial management duties on the private party, including transparent processes relating to internal financial control, budgeting, accountability and reporting;
  - (f) provide for the termination of the agreement if the private party –
    - (i) fails to comply with terms or conditions of the agreement; or
    - (ii) deliberately provides incorrect or misleading information to the municipality;
  - (g) restrain the private party, for the full period of the agreement, from offering otherwise than in accordance with the agreement an employment, consultancy or other contract to a person –
    - (i) who is an official of the municipality or a municipal entity under the sole or shared control of the municipality; or
    - (ii) who was such an official at any time during a period of one year before the offer is made; and
  - (h) restrain the private party, for a period of three years, from offering an employment, consultancy or other contract to an employee of the municipality directly involved in the negotiation of the agreement.
  - (i) comply with section 116 (1) of the Act.
- (2) Any municipal employee participating in the negotiation of the public-private partnership agreement may not be employed by the private party in the public-private partnership for a period of three years.

**Signing of public-private partnership agreements**

- 6 (1) Only the accounting officer of a municipality may sign a public-private partnership agreement on behalf of the municipality.
- (2) The accounting officer may not sign a public-private partnership agreement unless section 33 of the Act has been complied with.



**Project officers**

7. (1) **As soon as** a municipality initiates a project that may **be a** public-private partnership, the accounting officer must appoint a person with appropriate skills and experience, either from within ~~or~~ outside the municipality, **as the** project officer for the public-private partnership.
- (2) The project officer is responsible for performing –
- (a) ~~the~~ **the duties set out** in section 116 (2) (c) (i) **and** (ii) of the Act; and
  - (b) any other duties or powers delegated by the accounting officer to the project officer in terms of section 79 of the Act.

**Responsibilities of accounting officers**

8. The accounting officer of a municipality which has entered into a public-private partnership agreement must, in addition to complying with section 116 (2) of the Act, take all reasonable steps to ensure –
- (a) that the outsourced activity is effectively and ~~efficiently~~ carried out in accordance with the agreement;
  - (b) that municipal property which is placed under the control of the private party in terms of the agreement is appropriately protected against forfeiture, theft, loss, wastage and misuse; and
  - (c) ~~that the municipality~~ has contract management and monitoring capacity.

**Amendment of public-private partnership agreements**

9. (1) A public-private partnership agreement may be amended by the parties provided –
- (a) section 116 (3) of the Act has ~~been~~ complied with; and
  - (b) the amendment is consistent with the **basic** essentials of public-private partnership agreements ~~set~~ out in regulation 5 and other applicable provisions of these Regulations.
- (2) At least **60 days** before a public-private partnership agreement is amended, the accounting officer must solicit the views and recommendations ~~of the~~ National Treasury and the relevant provincial treasury on the ~~reasons~~ for the amendment. The period may be shortened if the National Treasury and relevant provincial treasury respond earlier.

**Municipal entities**

10. No municipal entity may initiate, procure or enter into a public-private partnership agreement on its own or on behalf of its parent municipality, but may be a party to a public-private partnership agreement initiated, procured and entered into by its parent municipality.

**Exemption**

11. A municipality that has commenced with the procurement of a public-private partnership prior to 1 December 2004 is exempt from these regulations in relation to that partnership, provided the agreement is concluded by 30 June 2005.

**Commencement**

12. These regulations take effect on 1 April 2005.
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Printed by and obtainable from the Government Printer, Bosman Street, Private Bag X85, Pretoria, 0001  
Publications: Tel: (012) 334-4508, 334-4509, 334-4510  
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<b>7.4.2</b>	<b>mSCOA PROJECT PROGRESS REPORT AS AT 31 OCTOBER 2016</b>
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**1. PURPOSE OF REPORT**

- (a) To inform Council of the mSCOA progress leading up to 1 July 2017;
- (b) To inform Council of mSCOA documents issued by National Treasury;
- (c) To inform Council of anticipated National Treasury documents/outcomes that will impact on our mSCOA project phase progress;
- (d) To inform Council of important external party engagements relating to mSCOA that were held; and
- (e) To inform Council of material internal processes that have a potential material impact on mSCOA compliance.

**2. LEGISLATIVE FRAMEWORK**

The Local Government: Municipal Finance Management Act (56/2003): Municipal Regulations on Standard Chart of Accounts (mSCOA) was issued on 22 April 2014. The mSCOA regulation takes effect on 1 July 2017 and applies to municipalities and municipal entities.

The objective of mSCOA *“is to provide for a national standard for the uniform recording and classification of municipal budget and financial information at a transaction level by prescribing a standard chart of accounts for municipalities and municipal entities which-*

*(a) are aligned to the budget formats and accounting standards prescribed for municipalities and municipal entities and with the standard charts of accounts for national and provincial government; and*

*(b) enable uniform information sets recorded in terms of national norms and standards across the whole of government for the purposes of national policy coordination and reporting, benchmarking and performance measurement in the local government sphere.”*

**3. DISCUSSION****3.1 mSCOA project phase progress**

Admittedly the overall progress as contemplated in the old project plan was not achieved in all areas. This situation has led to a new mSCOA project plan compiled, taking cognisance of future mSCOA requirements.

The specific area of concern is primarily the HR data purification exercise. Data purification is the verification and correction of master data on any financial system and it is important to ensure that the master file data is correct when we implement mSCOA.

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The data purification processes relating to the HR department were not completed as by 30 September 2016. The HR data purification should have been completed by 31 March 2016.

The lack of progress of the HR data purification has been brought under the attention of the Director: Corporate Services and it is envisaged that this process will be completed before the next progress report. The HR department has appointed our payroll service provider to assist the municipality to perform the require a payroll data purification by 21 October 2016.

The ICT department is also currently performing a financial systems review. The key outcome of the review is to determine the full spectrum of financial systems that should be integrated with the main financial system.

### **3.2 mSCOA documents issued by National Treasury since the last mSCOA council item**

#### **a) *mSCOA Circular 3***

mSCOA Circular 3 was issued on 2 November 2015. This circular primarily focused on the following areas relating to mSCOA:

- The role of internal audit and the audit committee in the mSCOA process
- The role of risk management in the mSCOA process
- The impact on the external audit process of the mSCOA migration process
- The importance of proper project management, inclusive of project governance, for the duration of the mSCOA project phase.

#### **b) *mSCOA Circular 4***

mSCOA Circular 4 was issued on 3 March 2016. This circular primarily focused on the following areas relating to mSCOA:

- Discussing the concept of posting level in terms of mSCOA
- The human impact component of the mSCOA project implementation phase
- It re-emphasised the importance of risk management
- The importance of a project issue log
- The importance of data purification.

#### **c) *mSCOA classification framework – Version 5.4***

The mSCOA classification framework – Version 5.4 was released early December 2015. The classification framework defines the posting level for a transaction based on the definitions provided under each applicable mSCOA segment.

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The municipality has substantively compared its current vote structure to Version 5.4 and have identified some anomalies which are currently being reviewed for a proper conclusion. Version 5.4 was also used to populate our preliminary mSCOA structure on the mSCOA-SAMRAS. Some difficulties were experienced with the population of our mSCOA structure into the mSCOA-SAMRAS, but at a meeting held on Friday, 24 June 2016, Bytes confirmed that the issue was resolved relating to their program.

**d) MFMA Circular 80**

MFMA Circular 80 was issued on 8 March 2016. This circular primarily focused on the following areas relating to mSCOA:

- It reconfirmed that the municipality is responsible for mSCOA compliance
- It confirmed that the municipality must evaluate their functionality of their current financial management systems against the minimum business process and technical specifications as contemplated in circular 80, inclusive of the requirements of Annexure B to circular 80
- It confirmed the minimum financial system requirements for compliance with mSCOA.

**e) Transversal Tender –Integrated financial management and internal control system for local government**

National Treasury on 4 March 2016, via the Office of the Chief Procurement Officer, advertised a request for proposal for the appointment of service providers for an integrated financial management and internal control system for local government. The main purpose of this request was to provide clear guidance to municipalities to appoint financial system vendors if so required. It also provided municipalities with an opportunity to assess the current costing structure in place with their financial system vendors.

The amended project plan will specifically include a review of the transversal tender requirements, in conjunction with the outcomes of the transversal tender. The review of the transversal tender requirements will have a major impact on the mSCOA project phase.

**f) mSCOA classification framework – Version 5.5**

The mSCOA classification framework – Version 5.5 was released on 30 June 2016 as an update to Version 5.4. This led to the municipality having to cease work in progress on Version 5.4. Version 5.5 incorporated material changes to the asset-item segment as well as the project segment.

Version 5.5 was also released as a technical evaluation framework and system vendors were specifically instructed not to make any system adjustments based on Version 5.5.

Version 5.5 was subsequently replaced by Version 6, which version must be used for the 2017/2018 budget implementation.

**g) mSCOA Circular 5**

mSCOA Circular 5 was issued on 15 July 2016. This circular primarily focused on the following areas relating to mSCOA:

- The principle application of the regional segment
- The relevance of the regional segment
- Practical application of how to link projects identified from the IDP to the budget in terms of mSCOA
- The principle considerations for mSCOA data set preparation

**h) mSCOA Circular 6**

mSCOA Circular 6 was issued on 2 August 2016. This circular primarily focused on the following areas relating to mSCOA:

- The high level key changes from mSCOA Version 5.5 to mSCOA Version 6
- The outcomes of the Local Government Integrated Financial Management and Internal Control Systems transversal tender and what it means for municipalities

**i) mSCOA classification framework – Version 6**

The mSCOA classification framework – Version 6 was released on 5 August 2016. The municipality's current vote structure must be compared to the structure as contemplated by Version 6 and this exercise will be included in the amended project plan. The municipality has commenced with the required exercise.

**j) mSCOA classification framework – Version 6.1**

The mSCOA classification framework – Version 6.1 was released on 4 November 2016. The municipality's current vote structure must be re-compared to the structure as contemplated by Version 6.1 and this exercise will be included in the amended project plan. The municipality has commenced with the required exercise based on the Version 6 release of August 2016, which must accordingly include the latest changes brought about by Version 6.1.

National Treasury has also stated that mSCOA Version 6.1 is the classification framework that must be used for the 2017/2018 budget preparation. This entails the review of the 2017/2018 capital budget and operational budget in terms of mSCOA.

**3.3 Anticipated National Treasury documents/outcomes that will impact on our mSCOA project phase progress**

The following National Treasury documents/outcomes will have a direct impact on our mSCOA project phase progress:

- The release of future mSCOA circulars

- 
- The release of new mSCOA classification frameworks –which is expected to be released in the final quarter of 2016
  - The conclusion of the mSCOA position papers, which is expected to be released in the final quarter of 2016.

The amended project plan will specifically cater for these National Treasury documents.

### **3.4 Important external party engagements relating to mSCOA that were held**

The purpose of external engagements is to increase our knowledge of mSCOA to ensure proper implementation, which include training sessions dealing with mSCOA matters. The important mSCOA sessions with external parties which we had include the following:

- The mSCOA Integrated Consultative Forum on 1 December 2015 held in Midrand
- A week long mSCOA VAT technical session with SARS and National Treasury in Pretoria from 11 January 2016 to 15 January 2016
- A SALGA Financial Working Group Meeting on 10 February 2016 in Cape Town
- A system concept integration session with City of Cape Town on 20 May 2016
- A risk assessment session with Ernst and Young on behalf of Provincial Treasury on 27 May 2016 at our council chambers
- A Provincial Treasury mSCOA project assessment session with on 8 June 2016 at our financial department offices
- National Treasury training sessions on 21,22 and 28 June 2016, where more than 15 officials attended the two training sessions
- An IMFO conference held 11 and 12 July 2016 dealing with financial reporting requirements as contemplated by mSCOA
- A week long mSCOA VAT technical session with SARS and National Treasury held in Stellenbosch from 15 August 2016 to 19 August 2016.
- Samras user group 14 & 15 September 2016
- mSCOA workshop held by the National Treasury mSCOA technical team on Pretoria 23 & 24 September 2016



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**4. CRUCIAL OWN-CONTROL PROCESSES THAT WILL MATERIALLY IMPACT mSCOA COMPLIANCE****4.1 The speedy completion of the IDP process to identify projects aligned to the IDP for the mSCOA project segment**

The mSCOA project segment is the “de-facto service delivery confirmation” segment to the ratepayers. As our budget must be aligned to this specific mSCOA segment, it is of extreme importance that the IDP process is completed as soon as reasonably possibly.

The speedy IDP process completion will ensure that purpose-fit projects can be determined and concluded for mSCOA project segment compliance. The projects identified must then accordingly be detailed budgeted for in terms of each type of expenditure item for mSCOA compliance.

There is a general misconception that mSCOA is practically effective from 1 July 2017. The truth is that mSCOA compliance can already be confirmed when our draft 2017/2018 budget is submitted to Council by March 2017.

As the project segment is important for the 2017/2018 budget preparation and is dependent on the IDP process. This automatically makes the completeness of the IDP process a crucial milestone for mSCOA compliance.

**4.2 Effective budget spent by departments**

Based on prior years’ budget spending trends, departments spend a high percentage of their annual budgets in the final quarter of the financial year – April to June. This normally led to departments being in an execution overdrive for the last quarter of the financial year.

While departments will be involved in mSCOA user testing, it is already at this point in time contemplated that final testing of mSCOA system testing will be completed in the last financial quarter. It is therefore required that operational staff that interact on daily basis with the financial system are available for final system testing scheduled before and after the final budget has been approved by Council.

Operational staff must accordingly spend their operational and capital budgets allocations by April 2017, to be available for final mSCOA system testing from May 2017 to June 2017.

**4.3 Other internal processes that will materially impact on mSCOA compliance**

- The review of the staff establishment as contemplated by the Local Government: Regulations on appointment and conditions of employment of senior managers.
- The successful budget module testing on Version 6 will be loaded on the UAT environment during October 2016 and November 2016 to ensure user testing can commence.
- The successful billing module testing from November 2016.

- The successful SCM; Expenditure and Payroll business cycle testing from January 2017.
- Applying section 116(3) of the MFMA in extending contractual terms for the accounting system and related systems which interface/integrate with our main accounting system, for which ICT will submit a council item.

## 5. CONCLUSION

- a) It must be clear that there are continuous changes to mSCOA, which the municipality must adapt to. It therefore will require a flexible approach to integrate these required changes.
- b) mSCOA compliance requires the assistance of all stakeholders within the municipality.

## RECOMMENDED

that the mSCOA update report, **be noted.**

<b>Meeting:</b>	<i>4<sup>th</sup> Council: 2016-11-23</i>	<b>Submitted by Directorate:</b>	<i>Financial Services</i>
<b>Ref No:</b>	<i>4/5/8/4</i>	<b>Author:</b>	<i>CFO</i>
		<b>Referred from:</b>	<i>Mayco: 2016-11-16</i>

<b>7.4.3</b>	<b>MFMA S116(2)(d) REPORT: MANAGEMENT OF CONTRACTS OR AGREEMENTS AND CONTRACTOR PERFORMANCE AS AT 30 SEPTEMBER 2016</b>
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## **1. PURPOSE OF REPORT**

To report in accordance with MFMA, Section 116(2)(d) on the management of contracts or agreements and the performance of contractors.

## **2. DISCUSSION**

### **2.1 Oversight role of council**

The Council must maintain oversight over the implementation of the SCM Policy and Chapter 11 of the MFMA. For the purpose of such oversight the accounting officer must regularly submit a report on the management of contracts or agreements and the performance of contractors to the Council of the municipality in terms of MFMA S116(2)(d).

### **2.2 Legislative Requirement**

#### MFMA S116(2)(d):

“The accounting officer of a municipality or municipal entity must-

- (d) regularly report to the council of the municipality or the board of directors of the entity, as may be appropriate, on the management of the contract or agreement and the performance of the contract.”

### **2.3 Contract Management and vender performance**

As at 30 September 2016 Stellenbosch Municipality has a total of 205 “live” contracts (i.e. contracts which valid and able to be used), identified and linked to responsible contract managers. The allocation of these contracts per directorate is as follows:

<b>#</b>	<b>Directorate</b>	<b># of contracts</b>
<b>1</b>	Finance	<b>10</b>
<b>2</b>	Engineering	<b>81</b>
<b>3</b>	Strategic and Corporate	<b>24</b>
<b>4</b>	Human Settlement and Property Administration	<b>7</b>
<b>5</b>	Planning and Economic Development	<b>80</b>
<b>6</b>	Community and Protection Services	<b>3</b>
<b>Total</b>		<b>205</b>

*Note: The large number of contracts reflected under the Engineering and Planning directorates is due to contracts which are “panel appointments”. This refers to where multiple service providers are appointed for a term, but made use of on an as-and-when bases.*

Of these 205 contracts 94 were actively used during the 1 quarter of the 2016/2017 financial year. These contracts are listed on Annexure A, and also detail the performance of the various contractors/vendors against the contract requirements. The overall summary is as follows:

#	Description	Total
1	<b>Satisfactory:</b> The quality of service or goods delivery is in compliance with the agreement. Where needed, corrective or preventative action has been taken or agreed upon.	80
2	<b>Unrated:</b> Although the project has been initiated during the period of review, key project milestones have yet to be reached and reviewed.	12
3	<b>Unsatisfactory:</b> Quality of service or goods delivery is totally unacceptable. Council either has or must consider termination of the agreement and all services.	2

For the 2 contracts on which the performance of the venders was considered unsatisfactory, the following actions have been undertaken:

#	Contract description	Actions being taken
1	B/SM 70/16: Jamestown bulk services Phase 2A: Construction of Paradyskloof to Jamestown water supply.	The contract has been cancelled.
2	B/SM 112/16: Supply and delivery of a new truck with vehicle mounted hydraulic crane.	Non-compliance by the vender has been reported to legal services for investigation and further action.

## 2.4 Way forward

The following activities are currently underway in order to continually improve the management of SCM contracts and meeting the objective of full compliance to the Policy and MFMA by 2017/2018:

1. High-level standard operating procedures for contract management, including the roles and responsibilities of departments and staff is being drafted and will be submitted to top management for consideration;
2. The existing Collaborator system has been reviewed and proposed amendments have been submitted to the service provider to optimize the system for contract management requirements; and
3. Standardized templates and documentation has been drafted and will be submitted to top management for consideration before being distributed to all relevant staff members.

## 3. CONCLUSION

Council is hereby informed of the current status of contract management and activities currently being taken to improve the status quo and future endeavors which will ensure compliance with the requirements of MFMA Section 116.

## RECOMMENDED

that the MFMA S116(2)(d) Report: Management of contracts or agreements and contractor performance as at 30 September 2016, **be noted**.

Meeting: Ref no:	4 <sup>th</sup> Council:2016-11-23 8/1/Financial	Submitted by Directorate: Author Referred from:	Finance Chief Financial Officer: M Wüst Mayco:2016-11-16
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**7.4.3**

**MFMA S116(2)(d) REPORT:  
MANAGEMENT OF CONTRACTS AND  
CONTRACTOR PERFORMANCE**

**APPENDIX 1**

**Register of all active contracts used, as at 30 September 2016**

#	Contract Reference Number:	External Party	Contract Description	Start Date	End Date	Directorate	Total Contract Value Excl VAT	Performance Rating
1	BSM 017 13	ABSA	Provisioning of banking services to the Stellenbosch Municipality	2013-07-05	2017-06-30	Financial Services	Various Rates	Satisfactory
2	BSM 038 14	JanPalm Consulting Engineers CC	Rehabilitation and capping of the Stellenbosch Landfill Site Cell (1 and 2)	2013-12-13	2016-08-31	Engineering Services	R 2 962 308.80	Satisfactory
3	BSM 000 00	DBSA	Financing of approved Capital Projects by means of and external loan.	2014-10-31	2029-09-30	Financial Services	R 100 000 000.00	Satisfactory
4	BSM 009 15	Siphakame Skills Development	Adult Education & Training: Qualification Saqa Id: 71751 Getc: ABET: 3 Year Period.	2014-12-05	2017-06-30	Strategic and Corporate Services	Various Rates	Satisfactory
5	BSM 008 15	BC Landscape Training and Consultancy CC	Facilitation Of Horticulture (Nqf L2); Landscaping (Nqf L3) And Gardening & Horticulture (Nqf L4): 3 Year Period	2014-12-05	2017-06-30	Strategic and Corporate Services	Various Rates	Satisfactory
6	BSM 010 15	Nu-Law Firearms Compliance (Pty) Ltd	Firearms Competency & Regulations 21	2014-12-05	2017-06-30	Strategic and Corporate Services	Various Rates	Satisfactory
7	BSM 021 15	Tjeka Training Matters (Pty) Ltd	Training and Trade Test for Artisan	2014-12-05	2017-06-30	Strategic and Corporate Services	Various Rates	Satisfactory
8	BSM 081 14	Umoya Software (Pty)Ltd	Hosting, Licensing and support of the existing Stellenbosch Municipal unemployment database for the period ending 30 June 2017.	2014-09-01	2017-06-30	Planning and Economic Development	R 627 184.25	Satisfactory
9	BSM 004 15	Veolia Water Solutions and Technologies SA (Pty) Ltd	Upgrade And Extension Of The Stellenbosch Wastewater Treatment Works To 35 M/Day: Mechanical And Electrical Installation	2015-02-19	2017-06-30	Engineering Services	R 205 287 711.05	Satisfactory
10	BSM 046 12	Vision Elevators (Pty)Ltd	Upgrading / replacement of the lift at main Municipal office building, Plein Street, Stellenbosch.	2014-07-01	2016-09-30	Human Settlement & Property Management	R 603 665.47	Satisfactory
11	BSM 032 15	ABB South Africa	Supply of new scada and telemetry system: 3 year period.	2015-01-30	2017-06-30	Engineering Services	R 705 705.60	Satisfactory
12	BSM 028 15-1	VGV Mohohlo Attorneys	To provide external legal advise as and when needed, on rotation basis	2015-01-09	2017-06-30	Strategic and Corporate Services	Various Rates	Satisfactory
13	BSM 028 15-2	September and Associates	To provide external legal advise as and when needed, on rotation basis	2015-01-09	2017-06-30	Strategic and Corporate Services	Various Rates	Satisfactory

**Register of all active contracts used, as at 30 September 2016**

#	Contract Reference Number:	External Party	Contract Description	Start Date	End Date	Directorate	Total Contract Value Excl VAT	Performance Rating
14	BSM 028 15-3	Smith Tabata Buchanan Boyes Inc (STBB)	To provide external legal advise as and when needed, on rotation basis	2015-01-09	2017-06-30	Strategic and Corporate Services	Various Rates	Satisfactory
15	BSM 028 15-4	A Parker and Associates	To provide external legal advise as and when needed, on rotation basis	2015-01-09	2017-06-30	Strategic and Corporate Services	Various Rates	Satisfactory
16	BSM 028 15-5	Yvette Cloete and Associates	To provide external legal advise as and when needed, on rotation basis	2015-01-09	2017-06-30	Strategic and Corporate Services	Various Rates	Satisfactory
17	BSM 028 15-6	Rufus Dercksen Attorneys	To provide external legal advise as and when needed, on rotation basis	2015-01-09	2017-06-30	Strategic and Corporate Services	Various Rates	Satisfactory
18	BSM 028 15-8	Van der Spuy and Partners	To provide external legal advise as and when needed, on rotation basis	2015-01-09	2017-06-30	Strategic and Corporate Services	Various Rates	Satisfactory
19	BSM 028 15-9	Fairbridges Attorneys	To provide external legal advise as and when needed, on rotation basis	2015-01-09	2017-06-30	Strategic and Corporate Services	Various Rates	Satisfactory
20	BSM 028 15-11	Robert Charles Attorneys and Conveyancers	To provide external legal advise as and when needed, on rotation basis	2015-01-09	2017-06-30	Strategic and Corporate Services	Various Rates	Satisfactory
21	BSM 001 15	JB'S Truck (Pty) Ltd	Supply and delivery of 2 new 10 000 litre sewage vacuum tanker trucks.	2014-10-31	2017-06-30	Engineering Services	R 2 110 889.47	Satisfactory
22	BSM 005 15	CSV Construction (Pty) Ltd	Upgrade And Extension Of The Stellenbosch Wastewater Treatment Works To 35 M/Day: Civil works	2015-02-19	2017-06-30	Engineering Services	R 181 794 602.55	Satisfactory
23	BSM 047 15	The Sustainability Institute Innovation Laboratory (Pty) Ltd (SIIL)	Provision of off-the grid electricity and related equipment to residents of the informal settlement known as Enkanini.	2015-01-30	2017-06-30	Financial Services	R 2 700 000.00	Satisfactory
24	BSM 045 15-2	Grace Construction	Annual: Electrical Labour	2015-02-13	2018-02-12	Engineering Services	Various Rates	Satisfactory
25	BSM 102 15	Madala Consultants	Small farmer project support (2 years)	2015-05-29	2017-06-30	Planning and Economic Development	R 815 789.47	Satisfactory
26	BSM 063 15	CNDV Africa (Pty)Ltd	Preparation of the Rural Area Plan for Stellenbosch WC024 area in terms of chapter 5 of the municipal systems act, 2000 (act no 32 of 2000).	2015-05-29	2018-06-30	Planning and Economic Development	R 1 336 842.11	Unrated



**Register of all active contracts used, as at 30 September 2016**

#	Contract Reference Number:	External Party	Contract Description	Start Date	End Date	Directorate	Total Contract Value Excl VAT	Performance Rating
27	BSM 103 15	Evening Rainbow Trading 101 CC	Extension and alterations to existing guard house at Beltana Depot.	2015-05-20	2018-06-30	Human Settlement & Property Management	R 546 012.50	Satisfactory
28	BSM 015 14	Hope Through Action Foundation (SA)	Development of ERF 290 Groendal, as a Community Sport Centre on a BOT basis	2014-01-24	2017-06-30	Human Settlement & Property Management	N/A	Satisfactory
29	BSM 013 14	Aurecon SA (Pty) Ltd	For the appointment of a consultant for services at the Stellenbosch Waste Water Treatment Works.	2013-10-19	2016-10-18	Engineering Services	R 21 997 500.00	Satisfactory
30	BSM 049 15	Bytes Technology Group SA(Pty) Ltd	Biometric time and attendance system.	2015-05-20	2017-06-30	Strategic and Corporate Services	R 1 992 338.00	Satisfactory
31	BSM 101 15	Swey Design	Communication Services	2015-10-01	2018-06-30	Office of Municipal Manager	R 2 000 000.00	Satisfactory
32	BSM 076 15	Guerini Marine Construction	Rehabilitation and upgrade of the Idas Valley Dams 1&2.	2015-05-01	2016-07-31	Engineering Services	R 5 444 690.81	Satisfactory
33	BSM 073 15	Wezan Building & Civil Construction	Rehabilitation of river Banks in the Stellenbosch municipality.	2015-04-17	2017-04-17	Engineering Services	R 11 754 385.96	Satisfactory
34	BSM 068 15	HCB Property Valuers	Compilation of Maintenance of the Valuation Roll and Supplementary Rolls for WC024 IN Compliance with the Local Government Municipal Property Rates Act, 2004	2015-04-24	2018-06-30	Financial Services	R3 157 000.00	Satisfactory
35	BSM 023 15	Tourism and Business Institute of South Africa	Customer Care Training: period ending 30 June 2017.	2015-03-13	2017-06-30	Strategic and Corporate Services	Various rates	Satisfactory
36	BSM 080 15	Veolia Water Solutions & Technologies South Africa (Pty)Ltd	Stellenbosch wastewater treatment works - The operation and maintenance of the dewatering facility and off- site disposal of sludge.	2015-06-12	2017-06-30	Engineering Services	R3 945 396.50	Satisfactory
37	BSM 099 15-1	Category 1: Metro City Protection Services	Rendering of security services for various areas within the WC024 Municipal Jurisdiction until 30 June 2018.	2015-09-01	2018-06-30	Community and Protection Services	Various rates	Satisfactory
38	BSM 099 15-2	Category 2: Armstrong Security,	Rendering of security services for various areas within the WC024 Municipal Jurisdiction until 30 June 2018.	2015-09-01	2018-06-30	Community and Protection Services	Various rates	Satisfactory

**Register of all active contracts used, as at 30 September 2016**

#	Contract Reference Number:	External Party	Contract Description	Start Date	End Date	Directorate	Total Contract Value Excl VAT	Performance Rating
39	BSM 099 15-3	Category 3: African Compass Trading 246 CC.	Rendering of security services for various areas within the WC024 Municipal Jurisdiction until 30 June 2018.	2015-09-01	2018-06-30	Community and Protection Services	Various rates	Satisfactory
40	BSM 004 16	E. Dreyer Trading as Dreyer Cleaning Solutions CC	The removal of debris from the storm water structures in Kayamandi until 30 June 2017	2015-08-01	2017-06-30	Engineering Services	R 352 619.25	Satisfactory
41	BSM 021 16	Interwaste (Pty) Ltd	Management of Landfill Site.	2015-10-21	2016-10-31	Engineering Services	R 4 525 572.00	Satisfactory
42	BSM 018 16	Ibunga Cleaning	Maintenance and operation of public facilities including the ablution facilities and washing areas at Kayamandi Informal Settlements.	2015-10-09	2016-10-31	Engineering Services	R 1 265 707.72	Satisfactory
43	BSM 019 16	Impolo Projects	Maintenance and operation of public facilities (ablution facilities) at Mooiwater and Langrug Informal Settlements.	2015-10-09	2016-10-31	Engineering Services	R 492 000.00	Satisfactory
44	BSM 098 15	JVZ Construction (Pty) Ltd & Vakala Construction JV	Construction of Plankenbrug main outfall sewer and associated works - Phase 1.	2015-10-09	2017-06-30	Engineering Services	R 41 797 111.46	Satisfactory
45	BSM 025 16	CSM Consulting Services (Pty) Ltd	Appointment of a Quantity Surveyor and Team of Specialist Consultants Erf: 412: Groendal.	2015-11-10	2017-11-30	Human Settlement & Property Management	R 503 024.91	Satisfactory
46	BSM 030 16	Waco Africa t/a Sanitech	Suitably qualified service providers for the provision, service and maintenance of chemical toilets within the Stellenbosch jurisdiction for the period until 30 June 2018.	2015-12-03	2018-06-30	Human Settlement & Property Management	Various Rates	Satisfactory
47	BSM 037 16	Reliance Group Trading	Suitably, qualified and experienced service providers for the management, shredding, occasional chipping and removal of green garden waste on Devon Valley landfill.	2015-12-08	2016-12-31	Engineering Services	R 3 456 000.00	Satisfactory
48	BSM 027 16	Baseline Civil Contractors	Upgrading of the Klapmuts Waste Water Treatment works to 2.4ML/day.	2015-12-08	2017-06-30	Engineering Services	R 28 803 725.92	Satisfactory
49	BSM 017 16	CK Rumboll and Partners – Planning	Services: Cemetery Land Study, Stellenbosch Municipality	2015-03-18	2018-06-30	Planning and Economic Development	R 2 414 012.93	Satisfactory

**Register of all active contracts used, as at 30 September 2016**

#	Contract Reference Number:	External Party	Contract Description	Start Date	End Date	Directorate	Total Contract Value Excl VAT	Performance Rating
50	BSM 028 16-6	WorleyParsons	Consultant: New 5MI Reservoir: Cloetesville and surrounding areas.	2015-01-22	2017-01-31	Engineering Services	Various rates	Satisfactory
51	BSM 028 16-7	Hatch Goba	Establishment of a Roster, For Professional Civil and Electrical Consulting Engineers for a Period of 2 Years;	2015-01-22	2017-01-31	Engineering Services	Various rates	Satisfactory
52	BSM 028 16-17	Aurecon SA (Pty) Ltd	Consultant: Bulk water supply pipe and 2 x 2 MI Reservoir: Johannesburg & Kylemore (Dwarsrivier)	2016-03-17	2017-01-31	Engineering Services	Various rates	Satisfactory
53	BSM 028 16-38	Royal Haskoning	Consultant: Water Treatment Works: Paradyskloof and surrounding areas	2016-05-16	2017-01-31	Engineering Services	R 2 553 530.72	Satisfactory
54	BSM 028 16-44	GLS Consulting	Establishment of a Roster, For Professional Civil and Electrical Consulting Engineers for a Period of 2 Years;	2015-01-22	2017-01-31	Engineering Services	Various rates	Satisfactory
55	BSM 033 16	Itron Metering Solutions (Pty) Ltd	Supply, install and manage a STS compliant Pre-Payment Electricity Vending System and Audit of Electrical meters until 30 June 2018.	2016-04-13	2018-06-30	Engineering Services	Rates approved	Satisfactory
56	BSM 064 15	Cape Winelands Professional Practices in Association	Preparation of a comprehensive heritage inventory and management plan for Stellenbosch local municipality (wc024) in terms of the national resources Heritage act, no 25 of 1999	2015-01-29	2017-01-31	Planning and Economic Development	R 2 781 000.00	Satisfactory
57	BSM 054 16	Jo Castro (Pty) LTD (Awarded: Section A: A1-A4 and Section B: B1-B3)	Design, manufacture, testing, supply and delivery and offloading of 12KV metal enclosed ring main units and switchgear	2016-01-22	2017-12-31	Engineering Services	R 3 134 865.30	Satisfactory
58	BSM 054 16	ABB South Africa (Pty) Ltd (Awarded: Section A: A5-A8, Section C: C1-C4 and Section D: D1-D8)	Design, manufacture, testing, supply and delivery and offloading of 12KV metal enclosed ring main units and switchgear	2016-01-22	2017-12-31	Engineering Services	R1 307 944.80 R3 958 255.55	Satisfactory
59	BSM 083 16	DP Truckhire	Kerbside collection of Municipal solid waste generated in Franschhoek, Groendal, Wemmershoek and la motte and transport of the waste to Stellenbosch landfill site	2016-02-23	2016-09-30	Engineering Services	Various rates approved - Limited to R1million	Satisfactory

**Register of all active contracts used, as at 30 September 2016**

#	Contract Reference Number:	External Party	Contract Description	Start Date	End Date	Directorate	Total Contract Value Excl VAT	Performance Rating
60	BSM 064 16	L H Marthinusen Cape Town a division of Actom	Removal, refurbishment, installation and commissioning of three 7.5MVA 66/11KV oil type transformers until 30 June 2017.	2016-02-23	2017-06-30	Engineering Services	R 6 661 374.50	Satisfactory
61	BSM 066 16	CBI Electric (African Cables)	Maintenance and repairs of oil filled 66KV/11KV pilca cables until 30 June 2018.	2016-02-23	2018-06-30	Engineering Services	Various rates	Satisfactory
62	BSM 072 16	Consolidated Power (Pty) Ltd	Supply, delivery and installation of high voltage isolators until 30 June 2017.	2016-02-23	2017-06-30	Engineering Services	Various rates	Satisfactory
63	BSM 067 16	ABB South Africa (Pty) Ltd	Installation and commissioning of medium voltage switchgear.	2016-03-03	2017-06-30	Engineering Services	Various rates	Satisfactory
64	BSM 049 16-4	VKC Projects	Appointment of a Panel of professional service providers for Economic Sector Development and Project Management for a period until 30 June 2018.	2016-03-07	2018-06-30	Planning and Economic Development	Various rates	Satisfactory
65	BSM 049 16-7	MBB Consulting	Appointment of a Panel of professional service providers for Economic Sector Development and Project Management for a period until 30 June 2018.	2016-03-07	2018-06-30	Planning and Economic Development	Various rates	Satisfactory
66	BSM 075 16	Powertech System Integrators (Pty) Ltd	Hot Water Load Control (HWLC) Project (2 <sup>nd</sup> Phase) – New installations & maintenance of new/ existing network & system of infrastructure until 30 June 2017.	2016-03-03	2017-06-30	Engineering Services	Various rates	Satisfactory
67	BSM 081 15	Ricma Trade 40cc	IBR Roof Sheeting Project- Stellenbosch.	2015-04-17	2017-06-30	Human Settlement & Property Management	R 1 926 846.36	Satisfactory
68	BSM 077 16	Livewire Engineering and Consulting	Provision of automatic meter reading services for a period until 30 June 2018	2016-07-01	2018-06-30	Engineering Services	Various Rates	Satisfactory
69	BSM 034 16	CSIR	Drinking water quality management (DWQM) program	2016-04-22	2018-06-30	Engineering Services	Various Rates	Satisfactory
70	BSM 070 16	JVR Construction CC	Jamestown bulk services Phase 2A: Construction of Paradyskloof to Jamestown water supply.	2016-04-22	2017-06-30	Engineering Services	R 10 991 457.80	Unsatisfactory
71	BSM 093 16-1	Eyeondigital (Pty) Ltd	Supply and dlivery of cable terminations and accessories.	2016-06-03	2016-09-30	Engineering Services	Various rates	Satisfactory

**Register of all active contracts used, as at 30 September 2016**

#	Contract Reference Number:	External Party	Contract Description	Start Date	End Date	Directorate	Total Contract Value Excl VAT	Performance Rating
72	BSM 093 16-2	Actom (Pty) Ltd	Supply and delivery of cable terminations and accessories.	2016-06-03	2016-09-30	Engineering Services	Various rates	Satisfactory
73	BSM 084 16	DP Truckhire	Transport of containerized waste from Klapmuts and Franschoek	2016-06-10	2017-06-10	Engineering Services	Various rates	Satisfactory
74	BSM 100 16	Powerrec (Pty) Ltd	Services: Installation of a medium voltage and low voltage network complete plus house connections to 500 structures at Langrug, Franschoek.	2016-06-10	2017-06-30	Engineering Services	R 535 067.26	Satisfactory
75	BSM 116 16	Tija Trading CC t/a Floor Master Stellenbosch	Repairs, sanding, polishing and continued maintenance of wooden floors at the Stellenbosch Town Hall.	2016-06-23	2019-06-30	Human Settlement & Property Management	R 1 150 730.92	Satisfactory
76	BSM 112 16	Seventh Avenue Trading 612 CC	Supply and delivery of a new truck with vehicle mounted hydraulic crane.	2016-06-27	2016-07-31	Engineering Services	R 637 116.25	Unsatisfactory
77	BSM 118 16	Aurecon SA (Pty) Ltd	Unbundling of Stellenbosch Municipality's infrastructure assets in the corporate asset register	2016-07-06	2016-08-31	Financial Services	R 255 282.49	Satisfactory
78	BSM 119 16	Grant Thorton Ras (Pty) Ltd	Physical stock count of Stellenbosch Municipality's assets to verify the completeness and existence of all movable assets.	2016-07-06	2016-08-31	Financial Services	R 493 620.00	Satisfactory
79	BSM 002 17	CAB Holdings (Pty) Ltd	Printing and distribution of monthly consumer accounts, newsletters and other communications until 30 June 2019.	2016-07-11	2019-06-30	Financial Services	Various rates	Satisfactory
80	BSM 016 16-7	Jono Trust	Professional service providers for Planning, Land Use Management, Environmental Management, Land Development, Heritage Resources Project Management, Architectural Services and Related Professions as per specifications until 30 June 2018.	2016-07-07	2018-06-30	Planning and Economic Development	Various rates	Unrated
81	BSM 016 16-8	Sustainable Planning Solutions	Professional service providers for Planning, Land Use Management, Environmental Management, Land Development, Heritage Resources Project Management, Architectural Services and Related Professions as per specifications until 30 June 2018.	2016-07-07	2018-06-30	Planning and Economic Development	Various rates	Unrated

**Register of all active contracts used, as at 30 September 2016**

#	Contract Reference Number:	External Party	Contract Description	Start Date	End Date	Directorate	Total Contract Value Excl VAT	Performance Rating
82	BSM 016 16-12	BEAL Africa	Professional service providers for Planning, Land Use Management, Environmental Management, Land Development, Heritage Resources Project Management, Architectural Services and Related Professions as per specifications until 30 June 2018.	2016-07-07	2018-06-30	Planning and Economic Development	Various rates	Unrated
83	BSM 016 16-17	Soreaso BK	Professional service providers for Planning, Land Use Management, Environmental Management, Land Development, Heritage Resources Project Management, Architectural Services and Related Professions as per specifications until 30 June 2018.	2016-07-07	2018-06-30	Planning and Economic Development	Various rates	Unrated
84	BSM 016 16-23	ETL	Professional service providers for Planning, Land Use Management, Environmental Management, Land Development, Heritage Resources Project Management, Architectural Services and Related Professions as per specifications until 30 June 2018.	2016-07-07	2018-06-30	Planning and Economic Development	Various rates	Unrated
85	BSM 016 16-24	Aurecon	Professional service providers for Planning, Land Use Management, Environmental Management, Land Development, Heritage Resources Project Management, Architectural Services and Related Professions as per specifications until 30 June 2018.	2016-07-07	2018-06-30	Planning and Economic Development	Various rates	Unrated
86	BSM 016 16-27	Aecom	Professional service providers for Planning, Land Use Management, Environmental Management, Land Development, Heritage Resources Project Management, Architectural Services and Related Professions as per specifications until 30 June 2018.	2016-07-07	2018-06-30	Planning and Economic Development	Various rates	Unrated
87	BSM 016 16-33	Rode & Associate	Professional service providers for Planning, Land Use Management, Environmental Management, Land Development, Heritage Resources Project Management, Architectural Services and Related Professions as per specifications until 30 June 2018.	2016-07-07	2018-06-30	Planning and Economic Development	Various rates	Unrated

**Register of all active contracts used, as at 30 September 2016**

#	Contract Reference Number:	External Party	Contract Description	Start Date	End Date	Directorate	Total Contract Value Excl VAT	Performance Rating
88	BSM 016 16-39	JSA Architects	Professional service providers for Planning, Land Use Management, Environmental Management, Land Development, Heritage Resources Project Management, Architectural Services and Related Professions as per specifications until 30 June 2018.	2016-07-07	2018-06-30	Planning and Economic Development	Various rates	Unrated
89	BSM 016 16-59	University of Stellenbosch	Professional service providers for Planning, Land Use Management, Environmental Management, Land Development, Heritage Resources Project Management, Architectural Services and Related Professions as per specifications until 30 June 2018.	2016-07-07	2018-06-30	Planning and Economic Development	Various rates	Unrated
90	BSM 016 16-62	Umvoto Africa (Pty) Ltd	Professional service providers for Planning, Land Use Management, Environmental Management, Land Development, Heritage Resources Project Management, Architectural Services and Related Professions as per specifications until 30 June 2018.	2016-07-07	2018-06-30	Planning and Economic Development	Various rates	Unrated
91	BSM 079/15	AON	Underwriting of Municipality's short to medium term insurance portfolio	2015-07-01	2016-12-31	Financial Services	Various rates - depended on the items being insured	Satisfactory
92	T 8/2/11/27	Geodebt Solutions CC	The Provision of a Credit Control and Debt Management System	2016-07-01	2016-12-31	Financial Services	Various rates	Satisfactory
93	BSM 023/14	PBS	Multifunctional Printing Services	2014-01-01	2016-12-31	Strategic and Corporate Services	Various Rates	Satisfactory
94	BSM 077/14	Avalon Technology Group (Pty) Ltd	Support and maintenance of Stellenbosch IT network infrastructure.	2014-07-01	2016-12-31	Strategic and Corporate Services	R 1 300 000.00	Satisfactory



**7.5**

**HUMAN SETTLEMENTS**

**CLLR PW BISCOMBE**

7.5	<b>HUMAN SETTLEMENTS: [CLLR PW BISCOMBE]</b>
7.5.1	<b>REVISED EMERGENCY HOUSING ASSISTANCE POLICY (EHAP)</b>

### 1. PURPOSE OF REPORT

To provide Council with the revised Emergency Housing Policy (EHAP) for final approval.

### 2. BACKGROUND

The Emergency Housing Assistance Policy was adopted by Council on 25 October 2012. It was however found (over time) that the EHAP did not necessarily address and include the prescripts of the most recent judgments in terms of evictions and the resultant emergency housing assistance.

The Blue Moonlight Eviction Case extends the obligation of a municipality to provide alternative accommodation to people who will become homeless because of an eviction from either private or state owned land.

In accordance with the City of Johannesburg / Changing Tides 74 (Pty) Ltd & Others judgment/ruling, the court may now request certain information from the municipality before the eviction order will be granted. The report provided to the court by the municipality must include:

- (a) Information on the building or property;
- (b) Information on the demographic profile and personal circumstances of the occupiers;
- (c) Information on whether the occupier will become homeless because of the eviction;
- (d) Alternative accommodation that is available for the occupiers after they are evicted (if they will become homeless because of the eviction);
- (e) The implications for the property owner;
- (f) Details of all engagements (mediation) between the municipality and the occupiers with the purpose of finding a solution;
- (g) Information on the municipalities housing policies and programmes;
- (h) The housing needs in the municipal area.

The municipality must be able to provide the court with housing policies and plans that respond to the need of the most desperate households and provide a plan for alternative accommodation.

In accordance with the various legislative requirements the Council approved an emergency housing policy on 25 October 2012 which addresses to some extent the issue of evictions.

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## 2.1 Revised Emergency Housing Assistance Policy (EHAP)

The policy approved by Council aims to provide a basis for the implementation of emergency assistance by the municipality.

One of the critical implications of the court judgment is that a municipality must budget and plan for all categories of persons in need of emergency accommodation. **(APPENDIX 1 - FINAL REVISED EMERGENCY HOUSING POLICY (EHAP) DOCUMENT, APPENDIX 2 – final document showing revisions to the approved EHAP OF 25 October 2012).**

## 2.2 Workshop

Several workshops were held over a period of a year and a half to address the impasse created with the approval of the EHAP and the prescribes of the Blue Moonlight Eviction Case, City of Johannesburg / Changing Tides 74 (Pty) Ltd & Others. The outcomes of these workshops have been included in the revised EHAP.

## 3. DISCUSSION

The revised Emergency Housing Policy is an attempt to address the gap between the prescripts of the abovementioned cases and the approved EHAP. Furthermore, issues or concerns raised by officials and Councillors have been included in the revised EHAP. These issues or concerns are *inter alia* the following:

- (i) The uniform use of the phrase “informal dwelling”. The latter should include less formal backyard structures and less formal structures in informal settlements. Where these structures are in a backyard it must have an approval by the Planning Department;
- (ii) The role of the Municipality and more specifically the role of Departments as it pertain to various emergency scenarios;
- (iii) Clarification of the definition of various concepts; and
- (iv) The approved allocation of 10% of all housing projects for emergency housing has proven to be insufficient and alternative sites need to be identified by Council as a matter of urgency.

The above issues and concerns have been included in the revised EHAP and were circulated to the various Departments affected by this proposed revised policy.

## 4. COMMENTS BY RELEVANT DEPARTMENTS

The proposed revised policy was circulated to the following Departments:

### 4.1 Engineering Services

This directorate supports the recommendations of the EHAP. However it needs to be emphasized again that we can only support an identified area if it is effectively serviced with the necessary engineering infrastructure or that the necessary engineering infrastructure is in close proximity that allows for affordable connection to service the area under consideration. We therefore

will not be able to support areas that are not effectively serviced with adequate engineering infrastructure.

#### 4.2 Chief Financial Officer

Finance supports the Item. Implementation is budget dependent. The implementation of the policy should also include cost estimates to quantify the financial implications.

Following the workshop with Councillors on 19 May 2016 it should be considered to provide backyard dwellers with the same support as with informal settlements.

#### 4.3 Senior Legal Advisor

The item and recommendations are supported.

#### 4.4 Planning and Economic Development

The Directorate P&ED supports the broad policy and its intent. It should be noted and recorded the Directorate has embarked on a process of identifying emergency settlement areas to be incorporated in the SDF of the WC 024 through an intensive study, which includes public consultation regarding each identified site.

The intention is to find appropriate sites in as many of the wards of the municipality as possible to cater for a range of emergencies and affected groups.

### RECOMMENDED

- (a) that Council approve the revised Emergency Housing Assistance Policy (EHAP) attached as **APPENDIX 1**, in principle;
- (b) that the revised EHAP be advertised for public input; and
- (c) that should any inputs be received, same be considered by Council before a final decision is made.

### ENGINEERING SERVICES AND HUMAN SETTLEMENTS COMMITTEE MEETING: 2016-04-06: ITEM 6.1.2

### RECOMMENDED

- (a) that Council approve the revised Emergency Housing Assistance Policy (EHAP) attached as **APPENDIX 1**, in principle;
- (b) that the revised EHAP be advertised for public input;
- (c) that should any inputs be received, same be considered by Council before a final decision is made; and
- (d) that the Administration incorporate into the EHAP the information regarding the nature and extent of assistance to be rendered to informal dwellers in the event of a disaster.

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**MAYORAL COMMITTEE MEETING: 2016-04-22: ITEM 5.1.4****RECOMMENDED BY THE EXECUTIVE MAYOR**

- (a) that Council approve the revised Emergency Housing Assistance Policy (EHAP) attached as **APPENDIX 1**, in principle;
- (b) that the revised EHAP be advertised for public input;
- (c) that should any inputs be received, same be considered by Council before a final decision is made; and
- (d) that the Administration incorporate into the EHAP the information regarding the nature and extent of assistance to be rendered to informal dwellers in the event of a disaster.

**40<sup>TH</sup> COUNCIL MEETING: 2016-04-26: ITEM 7. 4****RESOLVED** (nem con)

that this item be referred back to allow Administration to obtain comments from all directorates, where after same be resubmitted to Council.

**FUTHER COMMENTS BY THE DIRECTOR**

Further to Council's resolution at the 40<sup>th</sup> Council Meeting dated 2016-04-26 (Item 7.4) the outstanding comments were received from the various Directorates and included hereunder.

**4. COMMENTS BY RELEVANT DEPARTMENTS**

The proposed revised policy was circulated to the following Departments:

**4.1 Engineering Services**

This directorate supports the recommendations of the EHAP.

However it needs to be emphasized again that we can only support an identified area if it is effectively serviced with the necessary engineering infrastructure or that the necessary engineering infrastructure is in close proximity that allows for affordable connection to service the area under consideration. We therefore will not be able to support areas that are not effectively serviced with adequate engineering infrastructure.

*This comment must be read in conjunction with the comments by the Directorate P & ED.*

**4.2 Chief Financial Officer**

Finance supports the Item. Implementation is budget dependent. The implementation of the policy should also include cost estimates to quantify the financial implications.

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Following the workshop with Councillors on 19 May 2016 it should be considered to provide backyard dwellers with the same support as with informal settlements.

*With reference to the last statement by the CFO same will be included under the recommendations and it is proposed that the recommendations that "provide backyard dwellers with the same support as with informal settlements".*

#### 4.3 Senior Legal Advisor

The item and recommendations are supported.

#### 4.4 Planning and Economic Development

The Directorate P&ED supports the broad policy and its intent. It should be noted and recorded the Directorate has embarked on a process of identifying emergency settlement areas to be incorporated in the SDF of the WC 024 through an intensive study, which includes public consultation regarding each identified site.

The intention is to find appropriate sites in as many of the wards of the municipality as possible to cater for a range of emergencies and affected groups.

*This comment must be read in conjunction with the comments by the Directorate ES.*

The essence of all the comments are that the recommendations as proposed are supported in general.

#### RECOMMENDED

- (a) that Council approves the revised Emergency Housing Assistance Policy (EHAP) attached as **APPENDIX 1**, in principle;
- (b) that the revised EHAP be advertised for public input;
- (c) that should any inputs be received, same be considered by Council before a final decision is made;
- (d) that backyard dwellers are provided with the same support as the case with informal settlements.

#### FURTHER COMMENTS BY THE DIRECTOR

All comments from the respective Departments have been obtained and included in the revised policy.

As per recommendation (b) i.e. *that the revised EHAP be advertised for public input*, the Emergency Housing Assistance Policy was advertised (**APPENDICES 3 and 4**) in the local newspapers being the Gazette and the Eikestadnuus. At closing date of 13 October 2016 no written comments were received from the public.

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As per recommendation (c) i.e. *that should any inputs be received, same be considered by Council before a final decision is made.* As mentioned above no written comments were received from the public and all comments from the respective Departments were included in the revised policy and therefor Council can make a final decision.

It is therefore proposed that Council approves the Emergency Housing Assistance Policy.

**RECOMMENDED**

that Council approves the revised Emergency Housing Assistance Policy (EHAP) attached as **APPENDIX 1**.

Meeting: Ref no:	4 <sup>th</sup> Council:2016-11-23 17/4/3	Submitted by Directorate: Author Referred from:	Human Settlements T Mfeya Mayco:2016-11-16
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**7.5.1**

**REVISED EMERGENCY HOUSING  
ASSISTANCE POLICY**

**APPENDIX 1**

<p style="text-align: center;"><b>STELLENBOSCH MUNICIPALITY REVISED EMERGENCY HOUSING ASSISTANCE POLICY</b></p>
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## **1. INTRODUCTION**

The Municipality recognises that it has a shared obligation in terms of, among others, section 26(2) of the Constitution of the Republic of South Africa, 1996, Act 108 of 1996 (the Constitution) to take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of the right to have access to adequate housing.

The Municipality further recognises its shared obligation to assist persons who are destitute, in desperate need and crisis situations.

In fulfilment of these obligations the Municipality must endeavour to have a coherent program or policy in place within its available resources to assist persons who are destitute, in desperate need and crisis situations.

This Policy is implemented in furtherance and fulfilment of the Municipality's shared obligations in terms of the Constitution, other relevant legislation, related statutory instruments and case law to provide temporary assistance to persons who are destitute and in desperate need and/or crisis situations and to lay down guidelines in this regard.

The principles outlined in this Policy will be incorporated into the housing strategy/plan of the Municipality.

The Municipality in terms of this Policy aims to express itself on only emergency housing assistance which is a facet of the Housing Plan of Stellenbosch Municipal Council. It is thus clear that this policy of the National Housing Code only governs provision of housing in emergency circumstances described in Chapter 12, which is not tantamount to the progressive realisation of housing for all inhabitants.

## **2. AIMS OF THE POLICY**

This Policy seeks to establish a basis for the implementation of all relevant and applicable legislation case law and statutory instruments which is utilised in the decision making process on the provision of emergency housing.

The aim is to provide temporary aid and assistance in the form of basic municipal engineering services and/or shelter in emergency situations as elaborated upon hereunder to persons who are destitute and in desperate need and/or crisis situations.

Note that the provision of this type of assistance does not detract from the municipality's overall objectives in terms of section 26 of the "Constitution," and does not promote queue jumping in that the provision of this type of temporary assistance is limited to emergencies.

### 3. DEFINITIONS

In this Policy, the following words shall, unless otherwise stated or inconsistent with the context in which they appear, bear the following meanings<sup>1</sup>:

- |   |  |
|---|--|
| <b>3.1 Basic municipal engineering services</b> | Limited to potable water services, sanitation services, access roads and open lined storm water systems provided on a shared base in a dense settlement pattern;   |
| <b>3.2 Beneficiaries / Victims</b>              | Persons who are resident in the jurisdiction of the municipality and find themselves in an emergency and who are desperately poor, homeless and unable to address their housing emergency from own resources or from other resources such as willing relatives or friends; |
| <b>3.3 Budget</b>                               | The allocation of funds for emergency housing in any given financial year. These funds may differ from year to year;   |
| <b>3.4 Emergency sites</b>                      | Pieces of land in municipal ownership identified by Council from time to time for the provision of emergency housing.  |
| <b>3.5 Emergency / Disaster</b>                 | Disaster as contemplated under the Disaster Management Act (57 of 2002); Emergency as contemplated under the Disaster Management Act and called by the Disaster Management Department of Stellenbosch Municipality;  |

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<sup>1</sup> All definitions obtained and where necessary modified from WordWeb <http://wordweb.info/free/>

<b>3.6 Eviction / (Orders)</b>	An order granted by competent Court for an eviction. This document distinguishes between a formal eviction and an informal eviction, as explained in clause 3.9 and 3.10 hereunder;
<b>3.7 Evictee</b>	Person expelled or ejected without recourse to legal process or forced to move out by a legal process;
<b>3.8 Evictor</b>	Person expelling or ejecting another without recourse to legal process or forces another to move out by a legal process;
<b>3.9 Formal eviction</b>	Eviction in accordance with an eviction order from a competent Court;
<b>3.10 Informal eviction</b>	Persons are put out on the street without any Court proceedings or a judgement or an eviction order from a competent Court. (These evictions usually occur over weekends or at night)
<b>3.11 Informal dwelling<sup>2</sup></b>	A structure that is constructed with wood, iron, plastic or a combination of these materials, which does not meet the standards of safety in building and does not comply with the National Building Regulations. These structures can be found in backyards or in informal settlements;
<b>3.12 Municipality</b>	Stellenbosch Municipality;
<b>3.13 Meaningful engagement</b>	Municipality and representatives from both parties in the eviction matter negotiate the terms under

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<sup>2</sup> Modified. Original *defu* available at [www.capetown.gov.za/eu/stats/documents/informal%20Dwellings.htm](http://www.capetown.gov.za/eu/stats/documents/informal%20Dwellings.htm). Accessed 8 March 2016

	which the court judgement must be executed;
<b>3.14 Mediation</b>	The act of intervening for the purpose of bringing about a settlement.
<b>3.15 Policy</b>	The policy set out in this document as amended from time to time;
<b>3.16 Prescribed form</b>	The application form/affidavit attached to this Policy for emergency housing assistance <b>APPENDIX 1</b> ;
<b>3.17 Professionally declared</b>	The professional opinion and recommendation of a consultant or an official of Council who specialise in that field of expertise;
<b>3.18 Relocation</b>	The removal of people by the municipality from their place of residence to a suitable location in accordance with the prescribe(s) of various Court judgements;
<b>3.19 Report(s) to Court</b>	Municipality prepares a report for Court setting out the terms for meaningful engagement / mediation and/or the provision of alternative accommodation;
<b>3.20 Settlement Agreement</b>	Settlement Agreement is the agreement reached between the parties and is submitted as part of the Court proceedings;
<b>3.21 “Surprise” Eviction</b>	Where the evictee fails to inform the Municipality timeously of a formal eviction or when an informal eviction occurs over night or during a weekend without prior knowledge by the Municipality of said eviction;
<b>3.22 Temporary Relocation Area</b>	An area identified by Council where the persons affected by emergencies can be



accommodated on a temporary basis.

In this Policy words importing the masculine gender include the feminine and neuter genders and *vice versa*; the singular includes the plural and *vice versa*; and natural persons include artificial persons and *vice versa*.

#### 4. SCOPE, APPLICATION AND CRITERIA

This Policy will only apply to persons who are destitute and who find themselves in desperate need and/or crisis situations, such situations being referred to and defined below as “Emergencies”, and only these persons will qualify for temporary emergency housing assistance (TEPA) under this Policy.

**In the event of persons facing eviction, an eviction order must first be obtained from a competent Court before such persons will be assisted under this Policy.**

The purpose of this Policy is ***not to***:

- assist landowners, in the absence of legal eviction proceedings, with the provision of alternative accommodation for occupiers of their properties;
- provide alternative accommodation to occupiers where such responsibility is on the landowners;
- Promote or foster queue-jumping by persons not listed on the Municipality's ordinary waiting list for housing.

Assistance provided under this Policy will only be of a temporary nature, and is not intended to provide a permanent solution and should not be considered as such.

##### 4.1 Emergencies

An emergency exists when the Municipality, after application by the affected persons on the prescribed form, has confirmed that the persons affected qualify as a “Beneficiary”. Table 1 (below) is a non-exhaustive list of possible categories of emergency.

**Table 1: Categories of Emergency**

<b>Categories of Emergency</b>		<b>Competent Authority / Department / Directorate</b>
4.1.1	Destitute and homeless as a result of a <b>declared state of disaster</b> , where assistance is required, including cases where initial remedial measures have been taken in terms of the Disaster Management Act, 2002 (Act No. 57 of 2002) by government, to alleviate the immediate crisis situation;	1. Disaster Management
4.1.2	Destitute and homeless as a result of a situation which is not declared as a disaster / emergency, but <b>destitution is caused by extraordinary occurrences</b> such as floods, strong winds, severe rainstorms and/or hail, snow, devastating fires, earthquakes and/or sinkholes or large disastrous industrial incidents;	2. Disaster Management
4.1.3	Or live in <b>professionally declared dangerous conditions</b> such as on land being prone to dangerous flooding, or land which is dolomitic, undermined at shallow depth, or prone to sinkholes or an a landfill site;	1. Planning & Economic Development 2. Engineering Services
4.1.4	Or live in the way of <b>engineering services</b> or proposed services such as those for water, sewerage, power, roads or railways, or in reserves established for any such purposes;	1. Engineering Services
4.1.5	Or are <b>legally evicted or threatened with imminent eviction</b> in accordance with a final eviction order from a competent Court from land or from unsafe buildings, or are in unsafe situations where based on professional advice warrants proactive steps ought to be taken to forestall such consequences;	1. Human Settlements in consultation with Legal Services
4.1.6	Or whose <b>homes are demolished</b> , or who are in situations where proactive steps ought to be taken to forestall such consequences;	1. Planning & Economic Development 2. Disaster Management 3. Law Enforcement
4.1.7	Or are displaced or threatened with imminent <b>displacements as a result</b>	1. Law Enforcement 2. Disaster Management

	<b>of a state of civil conflict or unrest,</b> or are in situations where pro-active steps ought to be taken to forestall such consequences;	3. Planning & Economic Development 4. Human Settlements in consultation with Legal Services
4.1.8	Or live in <b>professionally declared conditions that pose immediate threats to</b> life, health and safety and require emergency assistance; or	1. Engineering Services 2. Planning & Economic Development 3. Disaster Management

## 4.2 Meaningful engagement

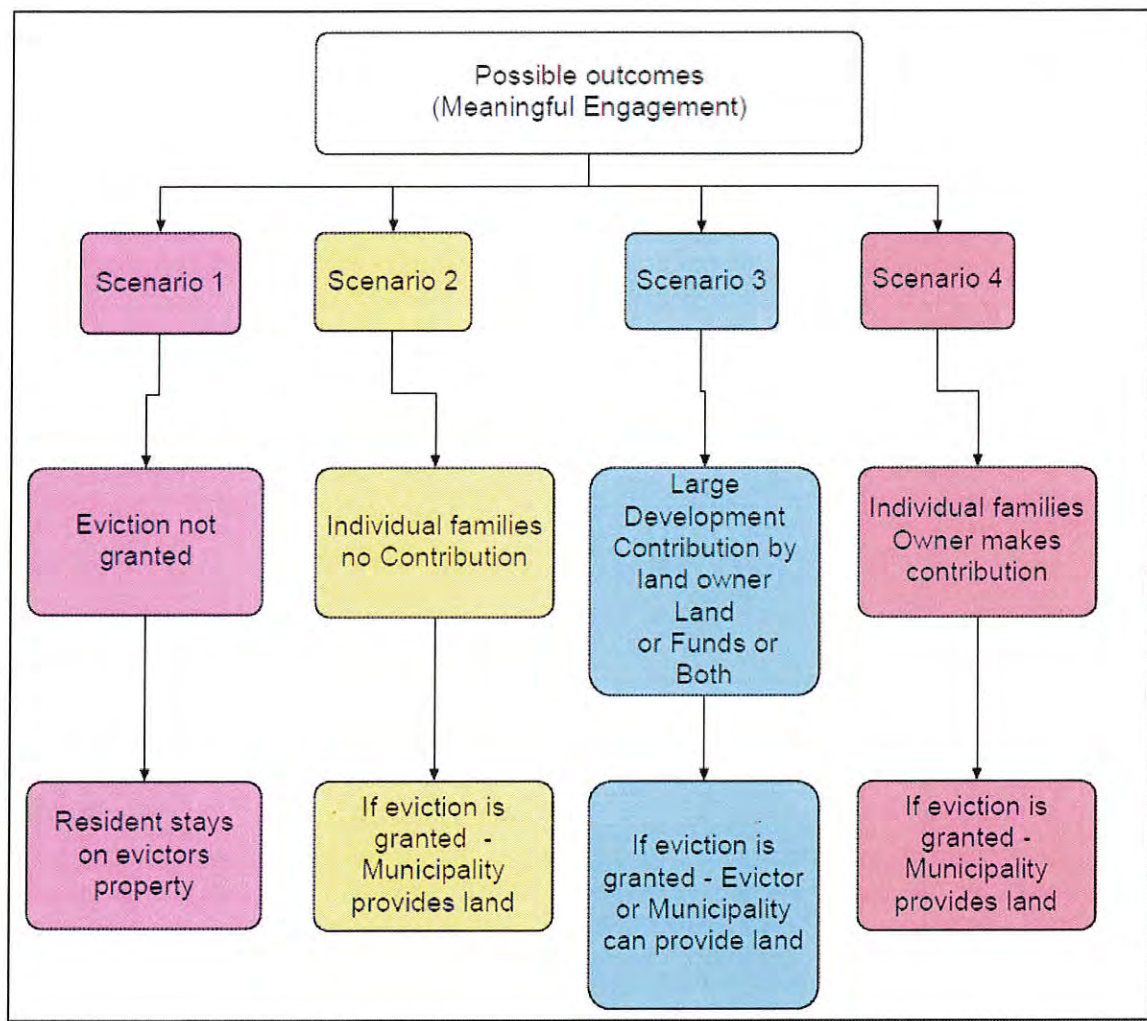
The process of meaningful engagement was developed over time by various Court judgments to ensure that Municipalities are involved in the eviction process from an early stage. Therefor the purpose of the meaningful engagement process is to reduce the number of incidences where the municipality is “surprised” by a formal or informal eviction.

Effectively all parties negotiate the terms under which an eviction can occur and these terms eventually becomes the order of the court. In accordance with this process 4 scenarios are investigated, discussed and negotiated. The outcome of the meaningful engagement process becomes the order of the court.

*Fig 1: Meaningful Engagement (scenarios)*



5.



**5. FUNDING / BUDGET**

- 5.1 The Municipality recognises that it has a shared obligation, within its available resources, to implement this Policy and will, within its available resources and insofar as is possible, assist those persons who require immediate assistance, in terms of this policy.
- 5.2 The Municipality will also apply for any/all possible funding available from outside sources.
- 5.3 An emergency revolving fund will be established in which all funds including funds obtained from the relevant National/Provincial department in terms of the relevant application; funds from other sources of the Municipality as well as external funding contributions received will be deposited in order to address the objectives of this Policy.

**6. CATEGORIES OF ASSISTANCE**

Once an emergency has been declared by the relevant authority / Department / Directorate the Municipality provides various types and levels of assistance. Table 2 hereunder provides a non-exhaustive list of assistance. The list is compiled from observations by the ISD of assistance over the last 5 years.

**Table 2: Categories of Assistance**

Circumstance (category of emergency)	Type of assistance		By Whom / order of ascendance (delegation)	Example	
Minimal structural damage (at most)	Emergency Kit	Materials	1. Disaster Management	Vehicle accidents all areas <sup>3</sup>	Fire / Flood
Declared Emergency by Disaster Management Department in accordance with the Disaster Management Act  Total destruction of structure	Enhanced Emergency Kit  Refer also clause 6.1 to clause 6.4 hereunder	Materials	1. Disaster Management  2. JOC  3. Council	Langrug Fire	Fire
Eviction Order	Wendy House	3x3, 6x3 or 9x3 structure, depending on family size  Note: 3 x 3 for single or couples with no dependents  3 x 6 families up to and including 5 individuals  3 x 9 families up to and including 10 individuals  Specifications determined from time to time.	1. Human Settlements in consultation with Legal Services  2. MM  3. Council	Kreefgat, Jamestown  Zone A, Kayamandi  Landfill	Fire  Fire  Eviction order
Relocation by Municipality	Wendy House	3x3, 6x3 or 9x3 structure, depending on family size  Note: 3 x 3 for single or couples with no dependents  3 x 6 families up to and including 5 individuals  3 x 9 families up to and including 10 individuals	1. JOC  2. Council  3. Legal Section	Kreefgat / 7de Laan, Jamestown  Zone A, Kayamandi  Landfill	Fire  Fire  Eviction order

<sup>3</sup> Taxis on a regular basis drive into informal structures

		Specifications determined from time to time.			
Evicted over weekend or at night	Community Halls		1. Disaster Management 2. Law Enforcement 3. Council		

The level of assistance by the municipality depends on various cases highlighted above and elaborated in above mentioned table.

The various categories of assistance provided under this Policy depend on the specific circumstances and are dictated by the specific situation, as the case may be. The various categories are the following:

#### **6.1 Accommodation kept in reserve for possible disasters / emergencies**

- This entails the accommodation of persons in community halls or other buildings designated for this purpose as a temporary measure.

#### **6.2 Temporary accommodation that is readily available**

- This entails the temporary accommodation of persons at any place as decided by Council from time to time.
- Persons assisted will be provided with a temporary residential unit of a dignified nature and have access to services, which may be communal.

#### **6.3 Transitional accommodation**

- This form of accommodation will be established under the relevant housing programme of national and provincial government by setting aside a minimum of 10% of the total number of sites for formal housing in human settlement projects, as identified and earmarked by the Municipality from time to time, or sites identified by the Municipality for emergency accommodation and applying for funding in this regard, depending on the need that may exist.
- Persons assisted will be provided with a structure that meets the requirements of the relevant chapter of the National Housing Code and have access to services, which may be communal.

#### **6.4 Shelters**

- This entails the temporary accommodation of persons at one of the shelters operated or funded by the Municipality; as showed in the above mentioned table.

It is in the discretion of the Municipality to determine which categories of assistance apply to specific persons and which category of assistance to use in a specific situation, depending on, and with reference and having regarded to, the specific circumstances of particular persons.

The assistance is only of a temporary nature and should not be considered as a permanent measure

The Municipality can and reserves the right to, in its discretion, temporarily move persons to another suitable site.

Any person assisted under this Policy will be required to enter into an agreement with the Municipality in order to regulate the terms and conditions of such person's accommodation, in particular the temporary nature thereof and any ancillary and/or related obligations.

## 7. **SHORT TITLE AND COMMENCEMENT**

This policy is the only document of Council/Municipality that regulates Emergency Housing needs and shall be called **Emergency Housing Assistance Policy (EHAP)** and shall come into operation on the date of the final adoption by Council.

**7.5.1**

**REVISED EMERGENCY HOUSING  
ASSISTANCE POLICY**

**APPENDIX 2**



APPENDIX 2  
~~APPENDIX 1~~



STELLENBOSCH MUNICIPALITY ~~DRAFT~~REVISED EMERGENCY HOUSING  
 ASSISTANCE POLICY

## 1. INTRODUCTION

The Municipality recognises that it has a shared obligation in terms of, among others, section 26(2) of the Constitution of the Republic of South Africa, 1996, Act 108 of 1996 (the Constitution) to take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of the right to have access to adequate housing.

The Municipality further recognises its shared obligation to assist persons who are destitute, in desperate need and crisis situations.

In fulfilment of these obligations the Municipality must endeavour to have a coherent program or policy in place within its available resources to assist persons who are destitute, in desperate need and crisis situations.

This Policy is implemented in furtherance and fulfilment of the Municipality's shared obligations in terms of the Constitution, ~~and~~ other relevant legislation, ~~as well as~~ related statutory instruments and case law to provide temporary assistance to persons who are destitute and in desperate need and/or crisis situations and to lay down guidelines in this regard.

The principles outlined in this Policy will be incorporated into the housing strategy/plan of the Municipality.

The Municipality in terms of this ~~P~~policy aims to express ~~itself~~themselves on only emergency housing assistance which is a facet of the Housing Plan of Stellenbosch Municipal Council. It is thus clear that this policy of the National Housing Code only governs provision of housing in emergency circumstances described in Chapter 12, which is not tantamount to the progressive realisation of housing for all inhabitants.

## 2. AIMS OF THE POLICY

This ~~P~~policy seeks to establish a basis for the implementation of all relevant and applicable legislation case law and statutory instruments which is utilised in the decision making process on the provision of emergency housing.

The aim is to provide temporary aid and assistance in the form of basic municipal engineering services and/or shelter in emergency situations as elaborated upon



hereunder to persons who are destitute and in desperate need and/or crisis situations.

Note that the provision of this type of assistance does not detract ~~form from~~ the ~~municipalities—municipality's~~ overall objectives in terms of section 26 of the "Constitution," and does not promote queue jumping in that the provision of this type of temporary assistance is limited to emergencies.

### 3. DEFINITIONS

In this Policy, the following words shall, unless otherwise stated or inconsistent with the context in which they appear, bear the following ~~meanings~~<sup>1</sup>:

- |  |  |
|--|--|
| 3.1 "Basic municipal engineering services" | <u>L</u> imited to <u>p</u> ortable- <u>p</u> otable water services, sanitation services, access roads and open lined storm water systems provided on a shared base in a dense settlement pattern;   |
| 3.2 "Beneficiaries / <u>Victims</u> "      | <u>P</u> ersons who are resident in the jurisdiction of the municipality and find themselves in an emergency and who are desperately poor, homeless and unable to address their housing emergency from own resources or from other resources such as willing relatives or friends; |
| <u>3.3 "Budget"</u>                        | <u>The allocation of funds for emergency housing in any given financial year. These funds may differ from year to year;</u>  |
| <u>3.4 "Emergency sites</u>                | <u>Pieces of land in municipal ownership identified by Council from time to time for the provision of emergency housing.</u>   |
| <u>3.5 "Emergency / Disaster"</u>          | <u>Disaster as contemplated under the Disaster Management Act (57 of 2002); Emergency as contemplated under the Disaster Management Act and called by the Disaster Management</u>  |

<sup>1</sup> All definitions obtained and where necessary modified from WordWeb <http://wordweb.info/free/>

Department of Stellenbosch  
Municipality;

<u>3.6 "Eviction / (Orders)"</u>	<u>An order granted by competent Court for an eviction. This document distinguishes between a formal eviction and an informal eviction, as explained in clause 3.9 and 3.10 hereunder;</u>
<u>3.7 Evictee</u>	<u>Person expelled or ejected without recourse to legal process or forced to move out by a legal process;=;</u>
<u>3.8 Evictor</u>	<u>-Person expelling or ejecting another without recourse to legal process or forces another to move out by a legal process;=;</u>
<u>3.786 "F3.9 Formal eviction"</u>	<u>Eviction in accordance with an eviction order from a competent Court;</u>
<u>3.103.886 " Informal eviction –eviction timing"</u>	<u>Persons are put out on the street without any Court proceedings or a judgement or an eviction order from a competent Court. (These evictions usually occur over weekends or at night)</u>
<u>3.11 Informal dwelling<sup>2</sup></u>	<u>A structure that is constructed with wood, iron, plastic or a combination of these materials, which does not meet the standards of safety in building and does not comply with the National Building Regulations. These structures can be found in backyards or in informal settlements;=;</u>
<u>3.123.793 "Municipality"</u>	<u>Stellenbosch Municipality;=;</u>

<sup>2</sup> Modified. Original *defu* available at [www.capetown.gov.za/eu/stats/documents/informal%20Dwellings.htm](http://www.capetown.gov.za/eu/stats/documents/informal%20Dwellings.htm). Accessed 8 March 2016

<u>3.83.13 Meaningful engagement</u>	<u>Municipality and representatives from both parties in the eviction matter negotiate the terms under which the court judgement must be executed;</u>
<u>3.93.14 Mediation</u>	<u>The act of intervening for the purpose of bringing about a settlement.</u>
<u>3.815 Policy</u>	<u>The policy set out in this document as amended from time to time;</u>
<u>3.106 Prescribed form</u>	<u>The application form/affidavit attached to this Policy for emergency housing assistance</u> <b><u>APPENDIX 1;</u></b>
<u>3.147 Professionally Ddeclared</u>	<u>The professional opinion and recommendation of a consultant or an official of Council who specialise in that field of expertise;</u>
<u>3.104 "Policy"</u>	<u>The policy set out in this document, as amended from time to time;</u>
<u>3.115 "Pprescribed form"</u>	<u>tThe application form/affidavit attached to this Policy for emergency housing assistance.</u>
<u>3.126 "Professionally Declared"</u>	<u>The professional opinion and recommendation of a consultant who specialise in that field of expertise.</u>
<u>3.13128 "Relocation"</u>	<u>The removal of people by the municipality from their place of residence to a suitable location in accordance with the prescribe(s)s of various Court judgements.;</u>
<u>3.193 Report(s) to eCourt</u>	<u>Municipality prepares a report for eCourt setting out the terms efor meaningful engagement / mediation and/or the provision of alternative accommodation;</u>



<u>3.14 "Meaningful engagement"</u>	<u>Municipality and representatives from both parties negotiate the terms under which the court judgement must be executed.</u>
<u>3.15 "Evictee"</u>	<u>Person expelled or ejected without recourse to legal process or forced to move out by a legal process. Person applying for the eviction order.</u>
<u>3.16 "Evictedor"</u>	<u>Person to be removed from property. Person expelling or ejecting another without recourse to legal process or forces another to move out by a legal process.</u>
<u>3.17420 "Settlement Agreement fee"</u>	<u>Settlement Agreement is the agreement reached between the parties and is submitted as part of the Court proceedings;</u>
<u>3.21 "Surprise" Eviction</u>	<u>Where the evictee fails to inform the Municipality timeously of a formal eviction or when an informal eviction occurs over night or during a weekend without prior knowledge by the Municipality of said eviction;</u>
<u>3.22 Temporary Relocation Area</u>	<u>An area identified by Council where the persons affected by emergencies can be accommodated on a temporary basis.</u>
<u>3.18 "Report to court"</u>	<u>Municipality prepares a report for court setting out terms of meaningful engagement.</u>
<u>3.19 Mediation</u>	<u>The act of intervening for the purpose of bringing about a settlement.</u>

In this Policy words importing the masculine gender include the feminine and neuter genders and *vice versa*; the singular includes the plural and *vice versa*; and natural persons include artificial persons and *vice versa*.

#### 4. SCOPE, APPLICATION AND CRITERIA

This Policy will only apply to persons who are destitute and who find themselves in desperate need and/or crisis situations, such situations being referred to and defined below as "Emergencies", and only these persons will qualify for temporary emergency housing assistance (TEPA) under this Policy.

**In the event of persons facing eviction, an eviction order must first be obtained from a competent eCourt before such persons will be assisted under this Policy.**

The purpose of this Policy is **not to:**

- assist landowners, in the absence of legal eviction proceedings, with the provision of alternative accommodation for occupiers of their properties;
- provide alternative accommodation to occupiers where such responsibility is on the landowners;
- Promote or foster queue-jumping by persons not listed on the Municipality's ordinary waiting list for housing.

Assistance provided under this Policy will only be of a temporary nature, and is not intended to provide a permanent solution and should not be considered as such.

##### 4.1 "Emergencies"

An emergency exists when the Municipality, after application by the affected persons on the prescribed form, has confirmed that the persons affected qualify as a "Beneficiary". Table 1 (below) is a non-exhaustive list of possible categories of emergency.

Where such a beneficiary have become:

**Table 1: Categories of Emergency**

<b>Categories of Emergency</b>		<b>Competent Authority / Department / Directorate</b>
4.1.1	Destitute and homeless as a result of a <b>declared state of disaster</b> , where assistance is required, including cases where initial remedial measures have been taken in terms of the Disaster Management Act, 2002 (Act No. 57 of 2002) by government, to alleviate the immediate crisis situation;	1. Disaster Management Department
4.1.2	Destitute and homeless as a result of a situation which is not declared as a disaster / emergency, but <b>destitution is caused by extraordinary occurrences</b> such as floods, strong winds, severe rainstorms and/or hail, snow, devastating fires, earthquakes and/or sinkholes or large disastrous industrial incidents;	2. Disaster Management Department
4.1.3	Or live in <b>professionally declared dangerous conditions</b> such as on land being prone to dangerous flooding, or land which is dolomitic, undermined at shallow depth, or prone to sinkholes or an a landfill site;	1. Department of Planning and Economic Development  2. Engineering Services  Engineering Services
4.1.4	Or live in the way of <b>engineering services</b> or proposed services such as those for water, sewerage, power, roads or railways, or in reserves established for any such purposes;	1. Engineering Services
4.1.5	Or are <b>legally evicted or threatened with imminent eviction</b> in accordance with a final eviction order from a competent Court from land or from unsafe buildings, or are in unsafe situations where based on professional advice warrants proactive steps ought to be taken to forestall such consequences;	1. Human Settlements in consultation with Legal Department Services
4.1.6	Or whose <b>homes are demolished</b> , or who are in situations where proactive steps ought to be taken to forestall	1. Department of Planning and Economic Development



	such consequences;	<a href="#">2. Disaster Management</a> <a href="#">3. Law Enforcement</a>
4.1.7	Or are displaced or threatened with imminent <b>displacements as a result of a state of civil conflict or unrest</b> , or are in situations where pro-active steps ought to be taken to forestall such consequences;	<a href="#">1. Law Enforcement</a> <a href="#">2. Disaster Management</a> <a href="#">3. Planning &amp; Economic Development</a> <a href="#">4. Human Settlements in consultation with Legal Services<sup>[JR2]</sup></a> <a href="#">2. &amp; Dev</a>
4.1.8	Or live in <b>professionally declared conditions that pose immediate threats</b> to life, health and safety and require emergency assistance; or	<a href="#">1. Engineering Services</a> <a href="#">2. Planning &amp;&amp; Economic DevelopmentDevelopment</a> <a href="#">3. Disaster Management</a>

~~4.1.1—destitute and homeless as a result of a **declared state of disaster**, where assistance is required, including cases where initial remedial measures have been taken in terms of the Disaster Management Act, 2002 (Act No. 57 of 2002) by government, to alleviate the immediate crisis situation;~~

~~4.1.2—destitute and homeless as a result of a situation which is not declared as a disaster / emergency, but **destitution is caused by extraordinary occurrences** such as floods, strong winds, severe rainstorms and/or hail, snow, devastating fires, earthquakes and/or sinkholes or large disastrous industrial incidents;~~

~~4.1.3—Or live in **professionally declared dangerous conditions** such as on land being prone to dangerous flooding, or land which is dolomitic, undermined at shallow depth, or prone to sinkholes or an a landfill site;~~

#### 4.2– Meaningful engagement (PTO)

~~4.1.4—Or live in the way of **engineering services** or proposed services such as those for water, sewerage, power, roads or railways, or in reserves established for any such purposes;~~



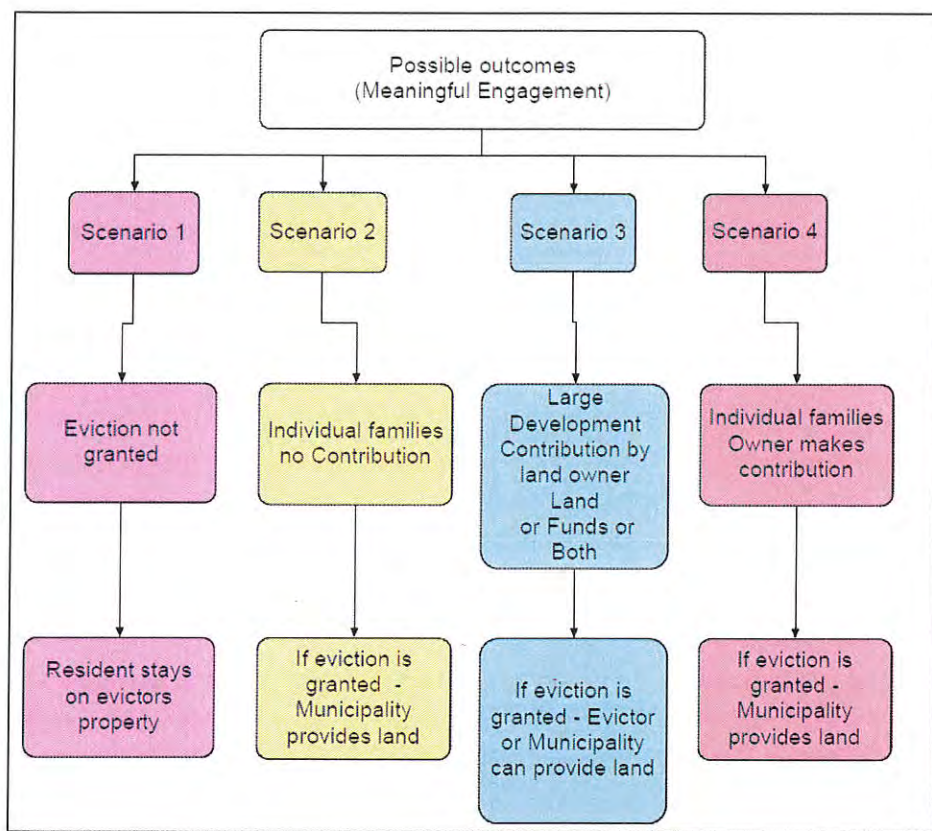
- ~~4.1.5 Or are legally evicted or threatened with imminent eviction in accordance with a final eviction order from a competent Court from land or from unsafe buildings, or are in unsafe situations where based on professional advice warrants pro-active steps ought to be taken to forestall such consequences;~~
- ~~4.1.6 Or whose homes are demolished, or who are in situations where proactive steps ought to be taken to forestall such consequences;~~
- ~~4.1.7 Or are displaced or threatened with imminent displacements as a result of a state of civil conflict or unrest, or are in situations where pro-active steps ought to be taken to forestall such consequences;~~
- ~~4.1.8 Or live in professionally declared conditions that pose immediate threats to life, health and safety and require emergency assistance; or~~

#### Meaningful engagement (PTO)

The process of meaningful engagement was developed over time by various Court judgments to ensure that Municipalities are involved in the eviction process from an early stage. Therefore the purpose of the meaningful engagement process is to reduce the number of incidences where the municipality is "surprised" by a formal or informal with-and- eviction.

Effectively all parties negotiate the terms under which an eviction can occur and these terms eventually becomes the order of the court. In accordance with this process 34 options scenarios are investigated, discussed and negotiated. The outcome of the meaningful engagement process becomes the order of the court.

Fig 1: Meaningful Engagement (scenarios)





5 / BUDGET

- 5.1 The Municipality recognises that it has a shared obligation, within its available resources, to implement this Policy and will, within its available resources and insofar as is possible, assist those persons who require immediate assistance, in terms of this policy.
- 5.2 The Municipality will also apply for any/all possible funding available from outside sources.
- 5.3 An emergency revolving fund will be established in which all funds including funds obtained from the relevant ~~n~~National/~~p~~Provincial department in terms of the relevant application; funds from other sources of the Municipality as well as external funding contributions received will be deposited in order to address the objectives of this Policy.

## 6. CATEGORIES OF ASSISTANCE

Once an emergency has been declared by the relevant authority / Department / Directorate the Municipality provides various types and levels of assistance. Table 2 hereunder provides a non-exhaustive list of assistance. The list is compiled from observations by the ISD of assistance over the last 5 years.

Table 2: Categories of Assistance

<u>CATEGORIES OF ASSISTANCE</u>					
<u>Circumstance (category of emergency)</u>	<u>Product / Materials Type of assistance</u>		<u>By Whom / order of ascendance (delegation)</u>	<u>Example</u>	
<u>Minimal structural damage (at most)</u>	<u>Emergency Kit</u>	<u>Materials</u> <u>Zinc sheets &amp; plastic</u> <u>2. wood &amp; nails</u>	<u>1. Disaster Management</u>	<u>Fire / Flood Vehicle accidents all areas<sup>3</sup></u>	<u>Fire / Flood</u>
<u>Declared Emergency by Disaster Management Department in accordance with the Disaster Management Act</u> <u>Total destruction of structure</u>	<u>Enhanced Emergency Kit</u> <u>Refer also clause 6.1 to clause 6.4 hereunder</u>	<u>Materials</u>	<u>1. Disaster Management</u> <u>2. JOC</u> <u>3. Disaster Management Council</u>	<u>Langrug Fire</u>	<u>Fire</u>
<u>Eviction Order</u>	<u>Wendy House</u>	<u>3x3, 6x3 or 9x3 structure, depending on family size</u> <u>Note: 3 x 3 for single or couples with no dependents</u> <u>3 x 6 families up to and including 5 individuals</u> <u>3 x 9 families up to and including 10 individuals</u> <u>Specifications determined from time to time.</u>	<u>1. Human Settlements in consultation with Legal/JR3 Services</u> <u>2. MM</u> <u>3. Council</u>	<u>Kreefgat, Jamestown</u> <u>Zone A, Kayamandi</u> <u>Landfill</u>	<u>Fire</u> <u>Fire</u> <u>Eviction order</u>
<u>Relocation by Municipality</u>	<u>Wendy House</u>	<u>3x3, 6x3 or 9x3 structure, depending on family size</u> <u>Note: 3 x 3</u>	<u>1. JOC</u> <u>2. Disaster Management</u>	<u>Kreefgat / 7de Laan, Jamestown</u> <u>Zone A,</u>	<u>Fire</u>

<sup>3</sup> Taxis on a regular basis drive into informal structures



		<u>for single or couples with no dependents</u> <u>3 x 6 families up to and including 5 individuals</u> <u>3 x 9 families up to and including 10 individuals</u> <u>Specifications determined from time to time.</u>	<u>Council</u> <u>3.</u> <u>Legal Section</u>	<u>Kayamandi</u> <u>Landfill</u>	<u>Fire</u> <u>Eviction order</u>
<u>Evicted over weekend or at night</u>	<u>Community Halls</u>		<u>JOC</u> <u>1.</u> <u>Disaster Management</u> <u>2. Law Enforcement</u> <u>3.</u> <u>Council</u>		

The level of assistance by the municipality depends on various cases highlighted above and elaborated in above mentioned table.

## 6. CATEGORIES OF ASSISTANCE

The various categories of assistance provided under this Policy depend on the specific circumstances and are dictated by the specific situation, as the case may be. The various categories are the following:

### 6.1

#### Accommodation kept in reserve for possible disasters / emergencies

##### (a) accommodation kept in reserve for possible disasters

- This entails the accommodation of persons in community halls or other buildings designated for this purpose as a temporary measure.

##### • 6.2 Temporary accommodation that is readily available

##### (b) temporary accommodation that is readily available

- This entails the temporary accommodation of persons at any place as decided by Council from time to time.
- Persons assisted will be provided with a temporary residential unit of a dignified nature and have access to services, which may be communal.

### 6.3 Transitional accommodation

#### ~~(c) transitional accommodation (formal)~~

- ~~This~~ This form of accommodation will be established under the relevant housing programme of national and provincial government by setting aside a minimum of 10% of the total number of sites for formal housing in human settlement projects, as identified and earmarked by the Municipality from time to time, or sites identified by the Municipality for emergency accommodation and applying for funding in this regard, depending on the need that may exist.
- ~~Persons~~ Persons assisted will be provided with a structure that meets the requirements of the relevant chapter of the National Housing Code and have access to services, which may be communal.

### 6.4 Shelters

#### ~~(d) Shelters (informal)~~

- ~~this~~ This entails the temporary accommodation of persons at one of the shelters operated or funded by the Municipality; as showed in the above mentioned table.

It is in the discretion of the Municipality to determine which categories of assistance apply to specific persons and which category of assistance to use in a specific situation, depending on, and with reference and having regarded to, the specific circumstances of particular persons.

The assistance is only of a temporary nature and should not be considered as a permanent measure

The Municipality can and reserves the right to, in its discretion, temporarily move persons to another suitable site.

Any person assisted under this Policy will be required to enter into an agreement with the Municipality in order to regulate the terms and conditions of such person's accommodation, in particular the temporary nature thereof and any ancillary and/or related obligations.

## 7. SHORT TITLE AND COMMENCEMENT

This policy is the only document of Council/Municipality that regulates Emergency Housing needs and shall be called **Emergency Housing Assistance Policy (EHAP)** and shall come into operation on the date of the final adoption by Council.

**7.5.1**

**REVISED EMERGENCY HOUSING  
ASSISTANCE POLICY**

**APPENDIX 3**





Evelyn Hoffman (Marchen se ma) word getroos tydens die rouidiens Donderdag 1 September, by die VG Kerk in Idasvallei. FOTO: DAAN WILLIAMS

Gazette, 13 September 2016

Ná die tragiese dood van 'n kleuter van Idasvallei wat verlede week deur twee honde doodgebyt is, is dit steeds moeilik vir die familie om aan te beweeg.

Die Dierebeskermingsvereniging (AWSS), wat die twee honde uitgesit het, het bevestig Marchen Hoffman (6) is op Vrydag 26 Augustus deur twee gekruiste honde doodgebyt. "Hy is gebyt in sy lieste en verskeie nekwonde het die kind se dood veroorsaak," het sers. Zenobia Sedeman, woordvoerder vir die Cloetesville-polisie, gesê.

Volgens Sedeman het die polisie 'n geregtelike doodsonderzoek geopen. Die saak word verder ondersoek.

Lorna Hughes, bestuurder van die AWSS, sê dié honde was baie aggressiewe brakke.

"'n Mens kan nie veralgemeen nie, maar die meeste van die honde wat so aggressief is, is omdat hulle nooit geleer is om te sosialiseer nie.

"Die eerste vier maande van 'n hondjie se lewe is kritiek. Gedurende dié tydperk moet jy hulle blootstel aan kinders en mense en ander basiese dinge soos om in 'n motor te ry.

"Honde het gevoelens, wat baie aandag en liefde kort."

Volgens Hughes verg hondeienaarskap ook verantwoordelikheid.

"Sosialisering is 'n prioriteit, sorg ook dat jou honde gesteriliseer word, hul inentings kry en gereeld ontworm word.

"Daar is beslis 'n toename in onverantwoordelike hondeienaarskap in Stellenbosch, met dorpies soos Cloetesville waar hondegevegte nog baie gewild is.

"Jy kan nie honde heeldag vasgeketting hou op jou werf, en verwag hulle moet nie aggressief wees nie. Amerikaanse veghonde is van die beste metgeselle as hulle reg behandel word."

Hughes sê dit is belangrik om te weet dat honde nie teen mense diskrimineer nie.

"Jy kan nie verwag 'n hond moet weet wanneer iemand 'n slegte of goeie persoon is nie. Ek glo dus as jy iets wil hê om misdadigers weg te hou, kry 'n alarmstelsel."

As jy sien 'n hond is besig om iemand aan te val, raai Hughes aan jy:

- Gryp 'n handdoek of 'n tou en probeer om dit om die hond se lyf sit. As die hond wil aanval, trek die hond weg. Dit help nie om die hond te skop of vir hom te skree nie.

- Gooi die hond nat met water.

APPENDIX 3



# STELLENBOSCH

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## KOMMENTAAR WORD AANGEVRA RAKENDE DIE KONSEP BEKOSTIGBARE NOODBEHUISING BYSTAND BELEID

## CALLING FOR COMMENTS DRAFT AFFORDABLE EMERGENCY HOUSING ASSISTANCE POLICY

Kennis geskied hiermee dat Stellenbosch Munisipaliteit die konsep Beskostigbare Noodbehuising Bystand Beleid goedgekeur het. Die beleid sal beskikbaar wees by die biblioteke in die munisipale area sowel as by [www.stellenbosch.gov.za](http://www.stellenbosch.gov.za)

Notice is hereby given that Stellenbosch Municipality has approved the draft Affordable Emergency Housing Assistance Policy. The policy will be available at the libraries within the municipal area and at [www.stellenbosch.gov.za](http://www.stellenbosch.gov.za)

Alle kommentaar moet verwys word na die Bestuurder: Informele Nedersettings

All comments must be submitted to the Manager: Informal Settlements

**Kontak persoon:** Johru Robyn  
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**Richard Bosman** PO BOX 17  
**ACTING MUNICIPAL MANAGER** STELLENBOSCH  
7599



Kennisgewing/Notice 40/2016

Deadline for comments: 13 September to 13 October 2016

Spertyd vir kommentaar: 13 September tot 13 Oktober 2016

**7.5.1**

**REVISED EMERGENCY HOUSING  
ASSISTANCE POLICY**

**APPENDIX 4**



Father-and-son team Jacques (left) and Reenen Borman of Boschklouf celebrating their world class performance.

from the 1999 clone, which was planted in 1996 and fermented with 20% whole bunches.

year's auction, the flagship echoed the same result as it fetched a remarkable price of R800 per 750-ml

path of excellence, producing world-class wines with a true sense of terroir." Page 104

# Rare wine gems up for grabs at 32nd Cape Winemakers Guild Auction

The 32nd Nedbank Cape Winemakers Guild Auction, a South African wine industry showcase of rare, individually crafted wines, will take place at the Spier Conference Centre in the Stellenbosch Winelands from 09:00

on Saturday 1 October.

The auction is open to the public with a loyal following of wine buyers and private collectors.

All buyers are required to pre-register for the auction through the Guild Office before Friday 23 September.

This annual event, conducted by Henré Hablutzel of Hofmeyr Mills Auctioneers, features small volumes of masterly crafted, individual wines, all made exclusively for the auction by members of the Cape Winemakers Guild. Benchmarking winemaking

excellence with wines of enduring worth is the signature of the auction.

This year serious wine enthusiasts can look forward to 52 individually crafted wines including some exceptionally rare varieties and unusual blends.

This year also marks the 10th anniversary of the Cape Winemakers Guild Protégé Programme and in celebration of this major milestone for transformation in the wine industry, a one-of-a-kind 2016 CWG Auction Magnum Collection will go under the hammer as this year's charity item.

This unique collection comprises 40 of the 2016 auction wines in magnum bottles.

The collection, embodying the craftsmanship and camaraderie of the members of the Guild, is packaged in beautifully crafted wooden boxes.

The proceeds of the charity auction will go towards the Guild's Protégé Programme to continue developing and empowering aspiring young winemakers and viticulturists.

The programme was established in 2006 under the auspices of the Nedbank Cape Winemakers Guild Devel-

opment Trust. Over the past decade, a total of 20 protégés have come through the ranks, honing their skills while enjoying the rare opportunity of rubbing shoulders with giants in the industry.

To date no fewer than 12 former protégés are pursuing promising careers in the wine industry – from private wine estates to larger corporate wine companies.

Funds are also raised in aid of the Protégé Programme through a Silent Auction of past auction wines and cellar gems from Guild members.

**This unique collection comprises 40 of the 2016 auction wines in magnum bottles.**

*Eikestadnuus, 22 September 2016*

APPENDIX 4



**STELLENBOSCH**  
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