



STELLENBOSCH
STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNICIPALITY • UMASIPALA • MUNISIPALITEIT

Ref no.3/4/2/5

2016-11-14

MAYORAL COMMITTEE MEETING
WEDNESDAY, 2016-11-16 AT 10:00

TO The Executive Mayor, Ald G Van Deventer (Ms)
The Deputy Executive Mayor, Cllr N Jindela

COUNCILLORS PW Biscombe
J De Villiers
AR Frazenburg
E Groenewald(Ms)
XL Mdemka(Ms)
S Peters
Ald JP Serdyn (Ms)
Q Smit

Notice is hereby given that a Mayoral Committee Meeting will be held in the Council Chamber, Town House, Plein Street, Stellenbosch on **Wednesday, 2016-11-16 at 10:00** to consider the attached agenda.

EXECUTIVE MAYOR, ALD GM VAN DEVENTER (MS)

CHAIRPERSON

MAYORAL COMMITTEE MEETING

2016-11-16

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NONE

5.	REPORTS FROM STANDING COMMITTEE MEETINGS
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5.1	COMMUNITY DEVELOPMENT AND COMMUNITY SERVICES: (PC: CLLR AR FRAZENBURG)
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5.1.1	INTERNATIONAL CONFERENCE: UD 2016, YORK UNITED KINGDOM
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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.*

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/

- Centre for Excellence in Universal Design, 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 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.



help

- 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 co-learning from fellow participants. MOOCs break the traditional mould of education where the teacher moves the “Sage on the Stage, to the Guide the Side” and the concept has developed to such an extent that universities like MIT is considering successful completion of a MOOC part of their entry requirements.



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Interested persons can sign up to the MOOCA website newsletter, <http://gpil.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

- 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 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 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 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>

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- 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”.

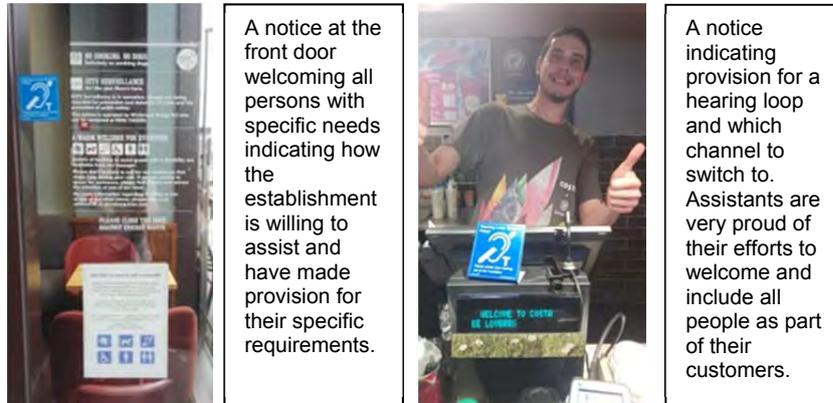
Understanding this, leads to discovering “the carrot” determining why we would want to start to do things differently.

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:



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.

Meeting: Ref No:	<i>Mayco: 2016-11-16</i> <i>4/5/8/4</i>	Submitted by Directorate: Author: Referred from:	<i>Community Development</i> <i>M Aalbers</i>
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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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Universal Design 2016 - Delegate List

First Name	Surname	Organisation
Michelle	Aalbers	Stellenbosch Municipality
Espen	Aasen	Nord-Trøndelag fylkeskommune
Carolyn	Ahmer	Bergen University College
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
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MARIANNE	DALGARD	NORWEGIAN MINISTRY OF TRANSPORT
Cathy	Dalton	University College Dublin/ University of Ulster
Åse	Danbolt	Statsbygg
Chalotte	Davidson	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
Håkan	Eftring	Certec, Lund University

Veronika	Egger	is-design
Geir	Eidsvaag	Vestfold Fylkeskommune
Evelyn	Eika	Oslo and Akershus University College of Applied Sciences
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Onny	Eikhaug	Norwegian Centre for Design and Architecture
Siri	Fagernes	Westerdals Oslo ACT
Aasne	Fjellanger	Statsbygg
Geir Sindre	Fossøy	Agency for Public Management and eGovernment (Difi)
Anne Kathrine	Frandsen	The Danish Building Research Institute
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Ilaria	Garofolo	University of Trieste
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Rodica	Halsli	Sør-Trøndelag County
Herman	Hanson	Vestfold Fylkeskommune
Karin	Hanson	Vestfold Fylkeskommune
Anne Caroline	Haugan	Nord-Trøndelag fylkeskommune
Ase Kari	Haugeto	The Delta Centre
Ralph	Haughton	Fast-Tec Wetroom Solutions Ltd
Per-Olof	Hedvall	Lund University
Riitta	Hellman	KARDE AS
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	Vogslund	Drammedal municipality
Torben	Wallbaum	OFFIS-Institute for Information Technology
Shuho	Yamada	Meiji University
Christiaan	Zandstra	
Inger Vold	Zapffe	Husbanken

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.



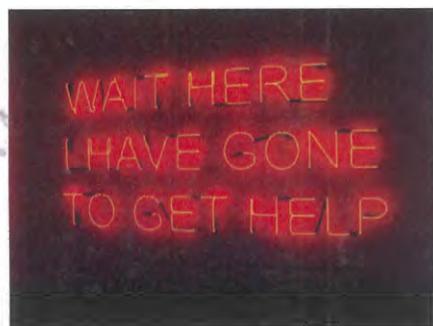
Beginning of the story...

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.¹

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.

¹ **Designing for Diversity** – see separate booklet or view at **TheAccessOfficer** website

Transport

Improved wayfinding in public car parks



How to design a city for women



Public realm

Violence, Sexuality and Space Research



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



5.2	CORPORATE AND STRATEGIC SERVICES: (PC: CLLR E GROENEWALD (MS))
5.2.1	TOP LAYER SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) REPORT FOR THE FIRST QUARTER (1 July 2016 to 30 September 2016)

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 1st 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 1st 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

MFMA Circular No. 13

The SDBIP serves as a “contract” between the administration, council and community expressing the goals and objectives set by council as quantifiable outcomes that can be implemented by the administration over the next twelve months. The SDBIP provides the vital link between the mayor, council (executive) and the administration and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community.

MFMA

A “service delivery and budget implementation plan” is defined as follows in Section 1 of the MFMA :

“... means a detailed plan approved by the mayor of a municipality in terms of Section 53(1)(c)(ii) for implementing the municipality’s delivery of municipal services and its annual budget, and which must indicate –

- (a) *Projections for each month of –*
 - (i) *Revenue to be collected, by source; and*
 - (ii) *Operational and capital expenditure, by vote;*
- (b) *Service delivery targets and performance indicators for each quarter; and*
- (c) *Any other matters that may be prescribed;*

and includes any revisions of such plan by the mayor in terms of Section 54(1)(c).

In accordance with Section 53 of the MFMA, the mayor of a municipality must-

“(1)(c)(ii) take all reasonable steps to ensure that the municipality’s service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget

(1)(c)(iii)(bb) that the annual performance agreements as required in terms of Section 57(1)(b) of the MSA for the municipal manager and all senior managers are linked to the measurable performance objectives approved with the budget and to the service delivery and budget implementation plan.”

Quarterly projections of service delivery targets and performance indicators for each vote, is one of the five components of the top-layer SDBIP that must be made public as detailed in MFMA Circular 13.

RECOMMENDED

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

Meeting: Ref No:	<i>Mayco: 2016-11-16 4/5/8/4</i>	Submitted by Directorate: Author: Referred from:	<i>Strategic & Corp Services U Cupido</i>
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5.2.2	BUSINESS CASE FOR RESEARCH AND ASSESSMENT OF AN ALTERNATIVE ICT ENTERPRISE RESOURCE PLAN SOLUTION (ERP)
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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. See **APPENDIX 1: Minutes of the 39th Meeting of the Council of Stellenbosch Municipality – 2016-03-30.**

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.

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	<p>Enhance the existing systems, 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.</p>	<ul style="list-style-type: none"> • System familiarity. Users will only have to be trained on the changes. • Data conversion is minimal. • Simple implementation compared to implementing a brand new product. • Realizing ROI will be sooner. 	<ul style="list-style-type: none"> • 3 year cost is R22,6m • 5 year cost is R34,7m • 10 year cost is R90,9m 	<ul style="list-style-type: none"> • Vendor lock-in. • Multiple disparate systems. • Lack of integration. • Manual processes will still exist. • High maintenance costs 	<ul style="list-style-type: none"> • Top Management: Maintenance expense, vendor lock-in. • Managers: Lack of accuracy of information. • End-users: low morale if the same issues persist.
2	<p>Acquire and implement a single, integrated administrative system solution using a commercially available ERP package 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.</p>	<ul style="list-style-type: none"> • Single integrated system • Business process improvement • Improved customer services • Transparency of data across the organisation • Accuracy of centralised business data. • Revenue/Profit increase • Building business innovations, supporting business growth. 	<ul style="list-style-type: none"> • 3 year cost is R21,7m • 5 year cost is R30,9m • 10 year cost is R50,8m 	<ul style="list-style-type: none"> • High initial costs • Intensive implementation process • Extensive training required • Possible re-engineering of business processes to fit the ERP system. 	<ul style="list-style-type: none"> • Top Management: High initial costs • Managers: Accuracy of information. Better resource management. Improved decision making. • End-users: Extensive training on new systems.

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

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 3rd 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.

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 nay 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.

6. 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.

Meeting: Ref No:	<i>Mayco: 2016-11-16</i> <i>4/5/8/4</i>	Submitted by Directorate: Author: Referred from:	<i>Strategic & Corp Services</i> <i>B Mkaza</i>
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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 21st 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

Project Manager Zimele Technologies Date
Full name: Lungile Mginqi
Title: COO Zimele Technologies

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

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 30th 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 7th 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 rd 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 rd Party application that can work side by side with ERP
8	Itron (Prepaid Vending System)	◆	◆			◆				◆		Unique 3 rd 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 rd 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 rd Party application that can work side by side with ERP

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



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



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	Total # of Processes	# of Processes automated	% Processes automated	Overall Qualification
1. Corporate Governance	Internal Audit	Teammate	Too many manual processes		Fully Utilized	6	5	17%	Poorly supported too many manual processes
	Audit Committee	No System	No System	Too many manual processes	No System	3	3	0%	
2. Municipal Budgeting	Performance Management System	Ignite	Too many manual processes		Fully Utilized	6	4	33%	Poorly supported too many manual processes
	Main Budget	SAMRAS	Too many manual processes	Lack of uniform software	Partially Utilized	5	5	0%	
3. Financial Accounting	Budget Management	SAMRAS	Too many manual processes	Lack of system integration	Partially Utilized	5	5	0%	Weakly supported lack of system integration
	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%	
4. Costing and Reporting	Bank Reconciliation	SAMRAS	Too many manual processes		Partially Utilized	8	7	13%	Poorly supported no system
	Cost Planning	SAMRAS	Too many manual processes	Lack of system integration	Partially Utilized	4	3	25%	
5. Project Accounting	Project Creation and Planning	SAMRAS	Too many manual processes	Lack of system integration	Partially Utilized	8	7	13%	Poorly supported no system
	Project Management	No System	Too many manual processes	Lack of system integration	No System	1	1	0%	
6. Treasury and Cash Management	Cash Management	SAMRAS	Lack of system integration	Too many manual processes	Partially Utilized	9	9	0%	Weakly supported lack of system integration
7. Procurement Cycle	Supply Chain Management	Flexgen/SAMRAS	Too many manual processes	Lack of system integration	Partially Utilized	16	14	13%	Poorly supported no system
	Inventory	SAMRAS	Too many manual processes	Lack of system integration	Fully Utilized	7	5	29%	
8. Grant Management	Subsidies	SAMRAS	Too many manual processes		Partially Utilized	5	4	20%	Poorly supported too many manual processes
9. Full Asset Life Cycle Management	Asset Management	SAMRAS	Too many manual processes	Lack of system integration	Fully Utilized	13	10	23%	Poorly supported too many manual processes
10. Real Estate	Rental	SAMRAS	Too many manual processes	Lack of system integration	Fully Utilized	4	4	0%	Poorly supported limited functionality
11. Human Resources and Payroll	Human Resources	Payday	Lack of system integration	Too many manual processes	Fully Utilized	23	19	17%	Weakly supported lack of system integration
	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%	
12. Customer Care and Credit Control	Credit Control	GeoDebt	Lack of system integration	Duplication of data	Fully Utilized	14	12	14%	Weakly supported lack of system integration
	Customer Management	No System	Too many manual processes		No System	2	0	100%	
13. Valuation Roll Management	Valuations	Valuprop/SAMRAS	Lack of system integration		Fully Utilized	17	15	12%	Weakly supported lack of system integration
14. Land Use Building Control	Land Use	SAMRAS	Too many manual processes	Lack of system integration	Fully Utilized	11	9	18%	Weakly supported lack of system integration
	GIS	Esri SA GIS	Lack of system integration		Partially Utilized	4	2	50%	Weakly supported lack of system integration
	Building Control	Collaborator	Too many manual processes	Limited functionality	Partially Utilized	14	9	36%	Weakly supported limited functionality
15. Revenue Cycle Billing	Billing	SAMRAS	Too many manual processes	Lack of system integration	Fully Utilized	6	4	33%	Weakly supported lack of system integration
	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	Enhance the existing systems , 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"> • System familiarity. Users will only have to be trained on the changes. • Data conversion is minimal. • Simple implementation compared to implementing a brand new product. • Realizing ROI will be sooner. 	<ul style="list-style-type: none"> • 3 year cost is R22,6m • 5 year cost is R34,7m • 10 year cost is R90,9m 	<ul style="list-style-type: none"> • Vendor lock-in. • Multiple disparate systems. • Lack of integration. • Manual processes will still exist. • High maintenance costs 	<ul style="list-style-type: none"> • Top Management: Maintenance expense, vendor lock-in. • Managers: Lack of accuracy of information. • End-users: low morale if the same issues persist.
2	Acquire and implement a single, integrated administrative system solution using a commercially available ERP package 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"> • Single integrated system • Business process improvement • Improved customer services • Transparency of data across the organisation • Accuracy of centralised business data. • Revenue/Profit increase • Building business innovations, supporting business growth. 	<ul style="list-style-type: none"> • 3 year cost is R21,7m • 5 year cost is R30,9m • 10 year cost is R50,8m 	<ul style="list-style-type: none"> • High initial costs • Intensive implementation process • Extensive training required • Possible re-engineering of business processes to fit the ERP system. 	<ul style="list-style-type: none"> • Top Management: High initial costs • Managers: Accuracy of information. Better resource management. Improved decision making. • End-users: Extensive training on new systems.
3	Acquire and implement a single, integrated administrative system solution using a commercially available ERP package	<ul style="list-style-type: none"> • Tried and tested system • CoCT has over 10 years' experience in 	<ul style="list-style-type: none"> • 3 year cost is R14,1m • 5 year cost is R23,3m 	<ul style="list-style-type: none"> • CoCT downtime will mean STB downtime 	<ul style="list-style-type: none"> • Top Management: Improved budgeting • Managers: Accuracy of



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

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
TOTAL ISSUES ADDRESSED			15%	70%	85%

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"> 1. Implementation cost 2. Hardware cost 3. Consulting fees 4. License fees 5. Service Level Agreement 	<ol style="list-style-type: none"> 1. Onsite Support Consulting fees License fees 2. Service Level Agreement

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
Current Systems	4 007 040.00	4 557 744.00	9 963 518.40	5 679 870.24	6 412 857.26	30 621 029.90
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
Difference	5 414 128.31	6 237 592.14	-7 503 914.32	0.00	0.00	4 447 806.13
Stellenbosch will be:	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
Option 1 (Baseline Option)	9 421 168.31	10 795 336.14	2 459 604.08	5 679 870.24	6 412 857.26	30 928 503.49
ERP Option 2	8 827 947.36	7 107 945.48	5 766 823.97	4 372 012.82	4 853 773.85	34 048 934.88
Difference	-593 220.96	-3 687 390.65	3 307 219.89	-1 307 857.42	-1 559 083.41	-11 968 805.97
Stellenbosch will be:	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.

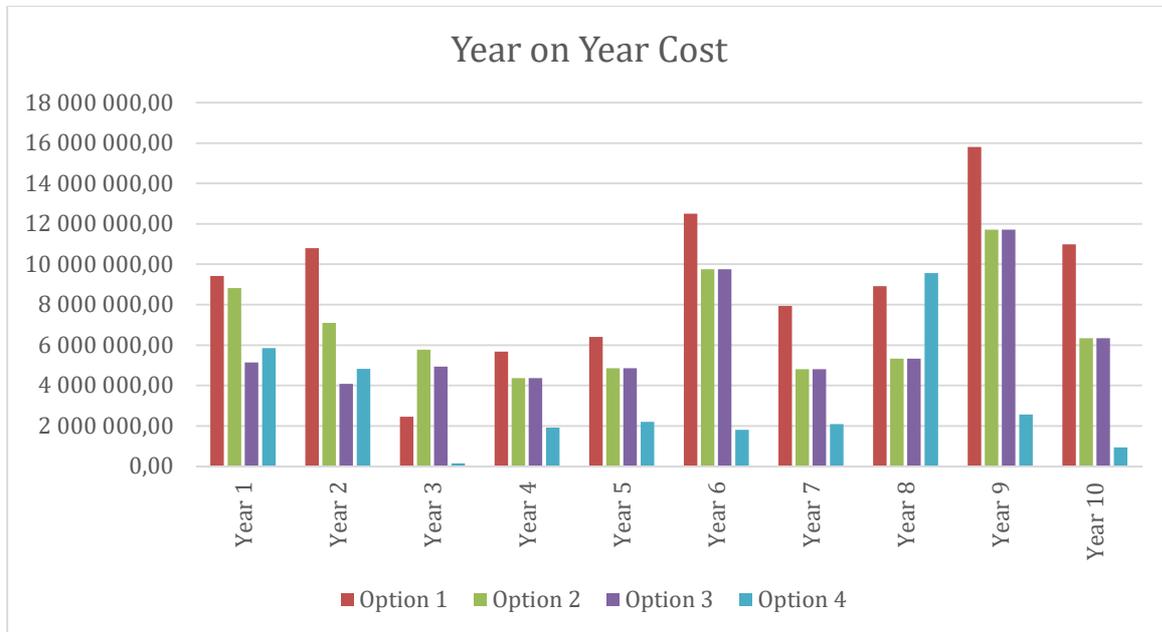
Option 4: Acquire and implement a single, integrated administrative system solution using a commercially available ERP package and leveraging a hosting third party for Infrastructure and ERP licenses.

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

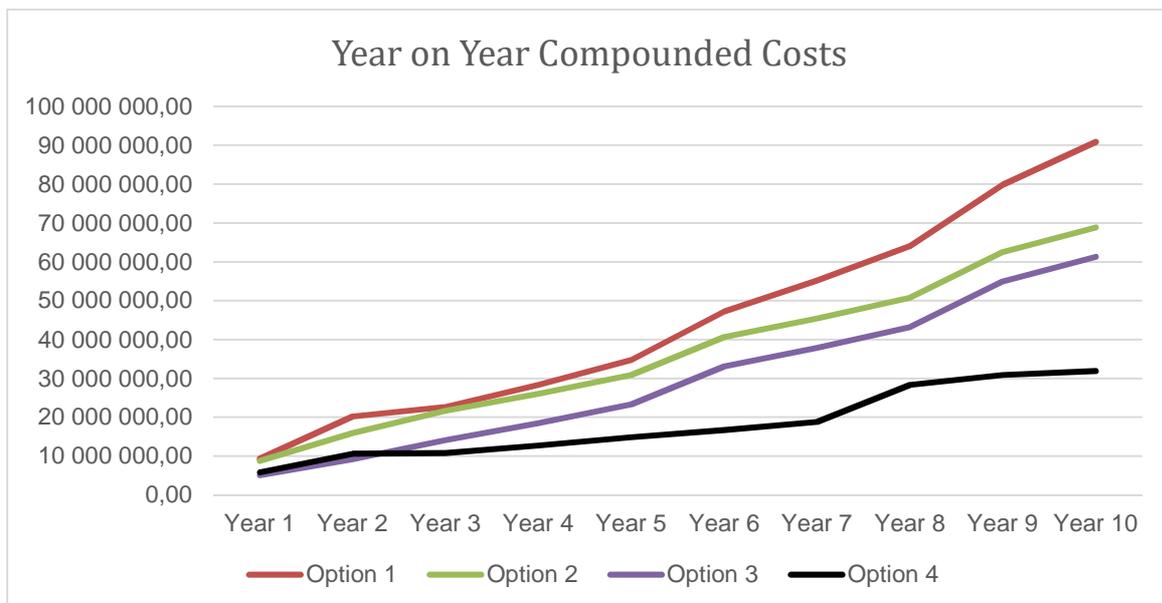
By leveraging a 3rd party system the implementation costs are almost identical as in option 2, due to the high implementation costs. The initial configuration and setup must still be performed. Due to initial configuration and setup, comprehensive direct savings

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.

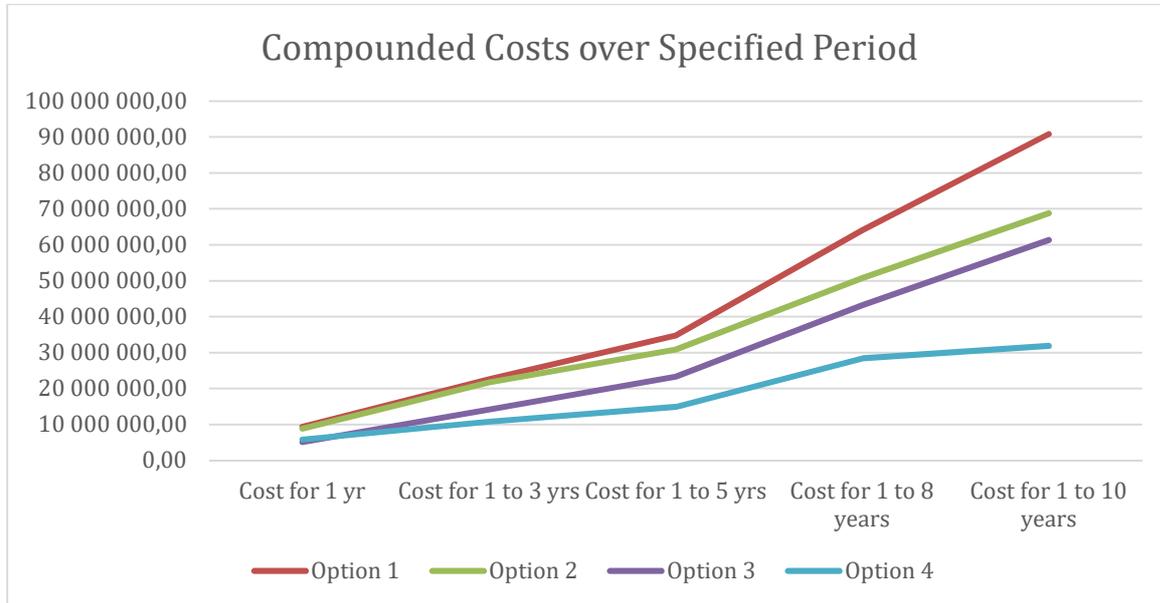
The graph below depicts the various options and the total expenditure over the next 10 years:



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

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.

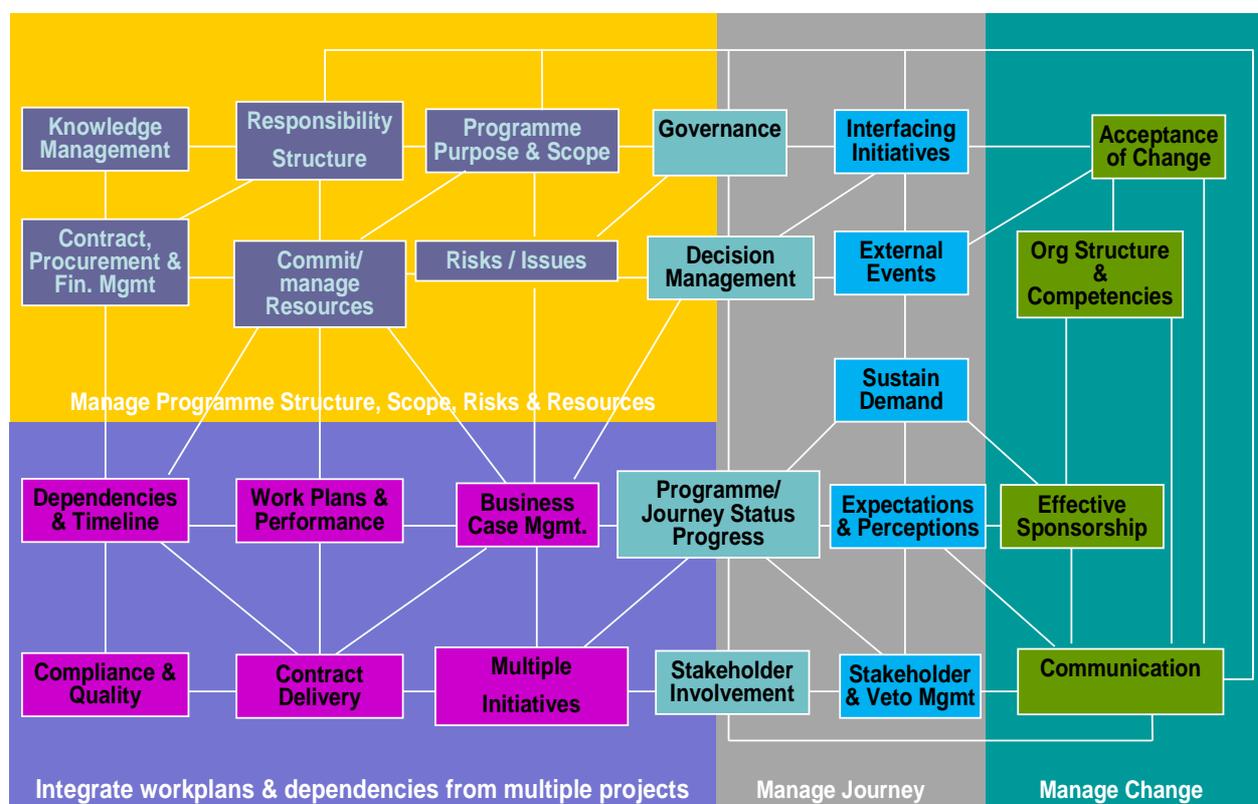
1.10 Programme Management Office Establishment

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



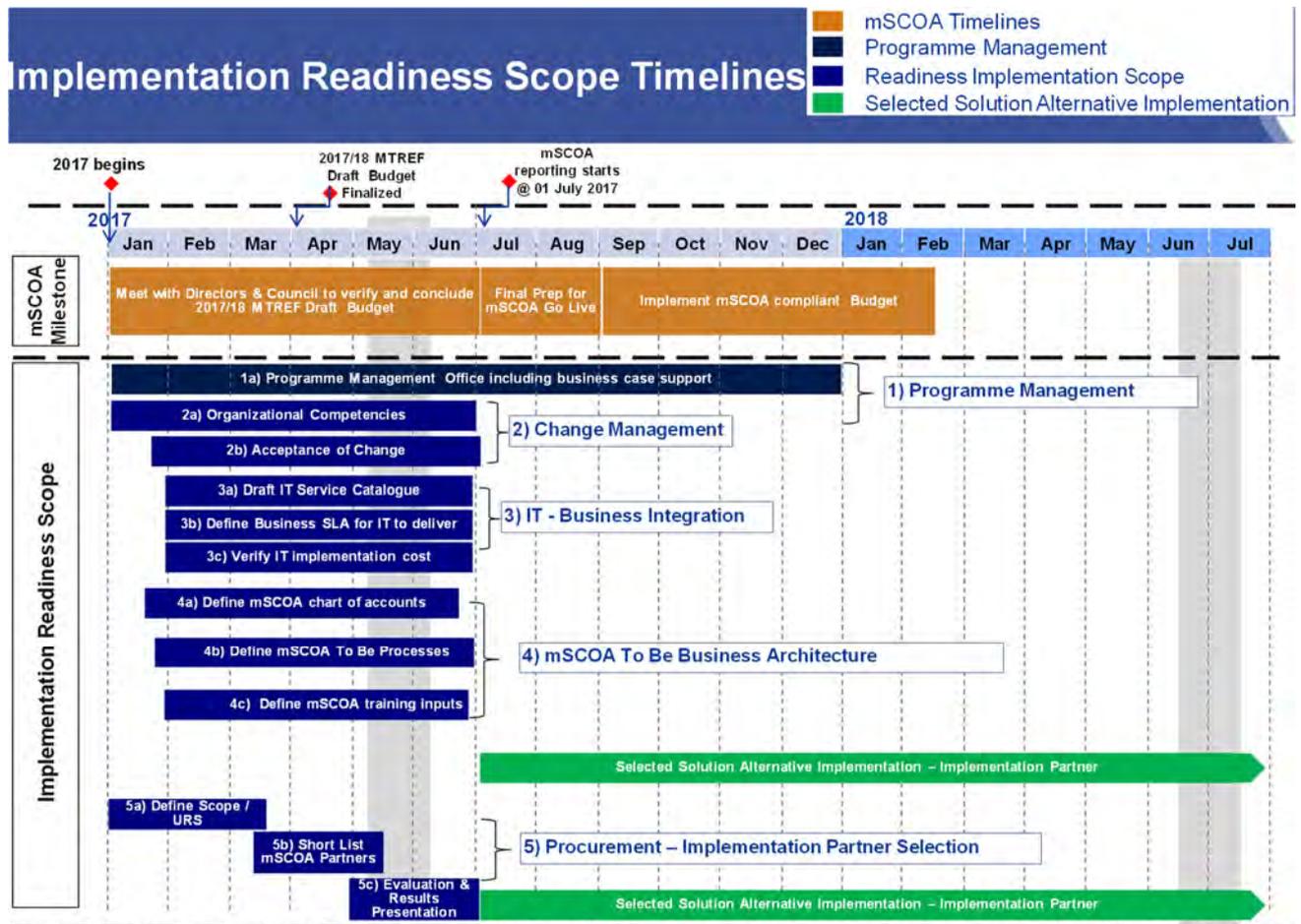
1.11 Programme Management Office Timelines

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

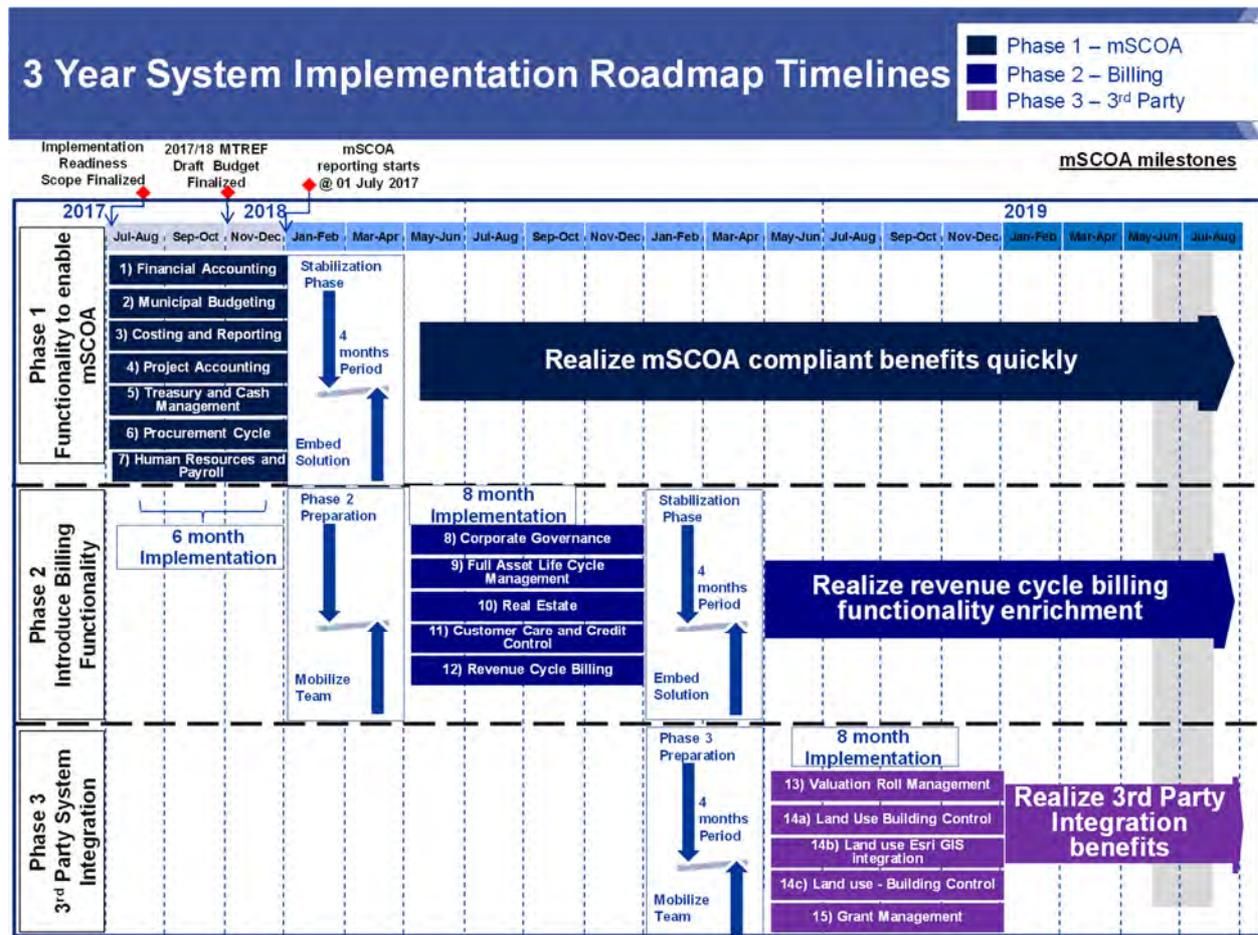
This section describes a number of risks anticipated during the Implementation Readiness Scope execution, the overall this project risk profile is medium, the project will focus on people matters, preparing people, understanding capacity, aligning expectation and ensuring the acceptance of the “Selected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



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mSCOA Project Manager Western Cape
Email: Donovan.Stuurman@westerncape.gov.za
tel: +27 21 483 5646

21 October 2016

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) 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.

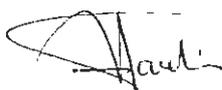
It should also be noted that upgrading the municipality's ICT systems is only a step in the wider mSCOA reform objective of gearing the entire municipal organisation and its business processes towards uniformity, transparency and quality financial data; all of which must translate into improved service 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
- Western Cape Provincial Treasury
Name: Mr Donovan Stuurman
Email: Donovan.Stuurman@westerncape.gov.za
Tel: (021) 483-5646

Yours faithfully



MR A HARDIEN
PROVINCIAL ACCOUNTANT GENERAL

DATE: 21 October 2016

5.2.3	MFMA SECTION 116 (3) – EXTENSION OF THE CURRENT NETWORKED MULTI-FUNCTIONAL PRINTER & SCANNING CONTRACT TO 31 DECEMBER 2018
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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.

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.

Meeting: Ref No:	<i>Mayco: 2016-11-16 4/5/8/4</i>	Submitted by Directorate: Author: Referred from:	<i>Strategic & Corp Services B Mkaza</i>
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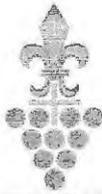
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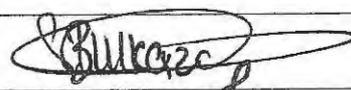
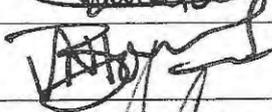
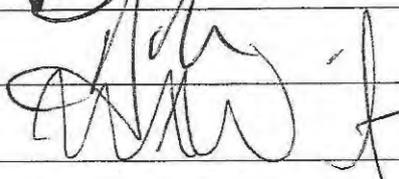
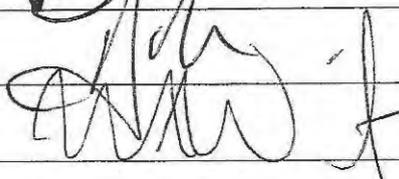
AMENDMENTS TO LICENSE AND SUPPORT CONTRACTS FOR ICT RELATED SYSTEMS AND SERVICES

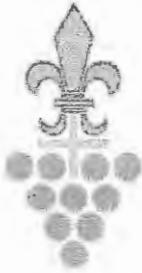
ADVERTISED IN:	MUNICIPAL NOTICE BOARD, MUNICIPAL WEBSITE, EIKESTAD NUUS		
DATE PUBLISHED:	19 MAY 2016	NOTICE NO :	33/2016
In terms of the Municipal Finance Management Act, Act 56 of 2003, Section 116(3)(b), notice is hereby given of the proposed amendment of the contract below:			
CONTRACT NO:	DESCRIPTION	REASON FOR AMENDMENT	
DEPARTMENT:	STRATEGIC & CORPORATE SERVICES		
INFORMATION SYSTEM & SERVICES	<ul style="list-style-type: none"> Bytes Universal (SAMRAS) PAYDAY (HR Payroll) IGNITE (Performance Management) GEODEBT (Creditors Control) PBS (Printing & Scanning) IMQS (Infrastructure & Assets) Avalon (Network Management) ABC (Evaluations & Rates) Barnowl (Risk Management) CATS (Meter Reading) Teamamate (Audit System) Valuprop (Valuation System) Business Engineering (Collaborator) 	<p>Due to the complexities inherent to such application systems conversions, a best practice research methodology will be followed 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).</p> <p>In order to do this, the current ICT contracts are to be extended by 6 months ending on 31 December 2016.</p>	
<p>1. The public is hereby invited to submit written presentations to the municipality for the extension of all ICT systems from 1 July 2016 – 31 December 2016.</p> <p>2. Any person, who cannot write, may come to the municipality, where the staff member of the municipality, named below, will assist that person to transcribe that person's comments or representations, during office hours.</p> <p>3. Comments and supporting documents may be placed in a sealed envelope and externally endorsed with "RESPONSE TO NOTICE OF AMENDMENTS TO CONTRACTS FOR LICENSE AND SUPPORT AGREEMENTS FOR ICT RELATED SYSTEMS AND SERVICES", and be deposited in the Tender Box, at the office of the, The Supply Chain Management Unit, Stellenbosch Municipality, 1st Floor, Room no.121, Plein Street, Stellenbosch, or by post, addressed to: The Municipal Manager, Stellenbosch Municipality, PO Box 17, Stellenbosch, 7599, not later than the closing date and time.</p>			
CLOSING DATE:	03 JUNE 2016	AT THE TIME:	No later than 12H00
ANY ENQUIRIES REGARDING TECHNICAL INFORMATION MAY BE DIRECTED TO:		ANY ENQUIRIES REGARDING THE COMMENT PROCEDURE MAY BE DIRECTED TO:	
Section:	Information Systems & Services	Section:	Supply Chain Management
Contact Person:	Mr. B Mkaza	Contact Person:	Mr. I Saunders
Tel:	E-mail enquiries only	Tel:	E-mail enquiries only
Email:	brian.mkaza@stellenbosch.gov.za	Email:	israel.saunders@stellenbosch.gov.za
Authorised by:	Mr. R Bosman	MUNICIPAL MANAGER	

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									
<i>Including "For noting" Reports</i>									
DOCUMENT TYPE									
ITEM		DEVIATION (EXCLUDING COUNCILLORS)		CONTRACT (EXCLUDING COUNCILLORS)	X	REPORT (COUNCILLORS INPUT)		OTHER	
SUBJECT: <u>Extension of the PBS Multi-Functional Printer Contract for 24-months through section 116 (3)</u>									
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:									



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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**

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.

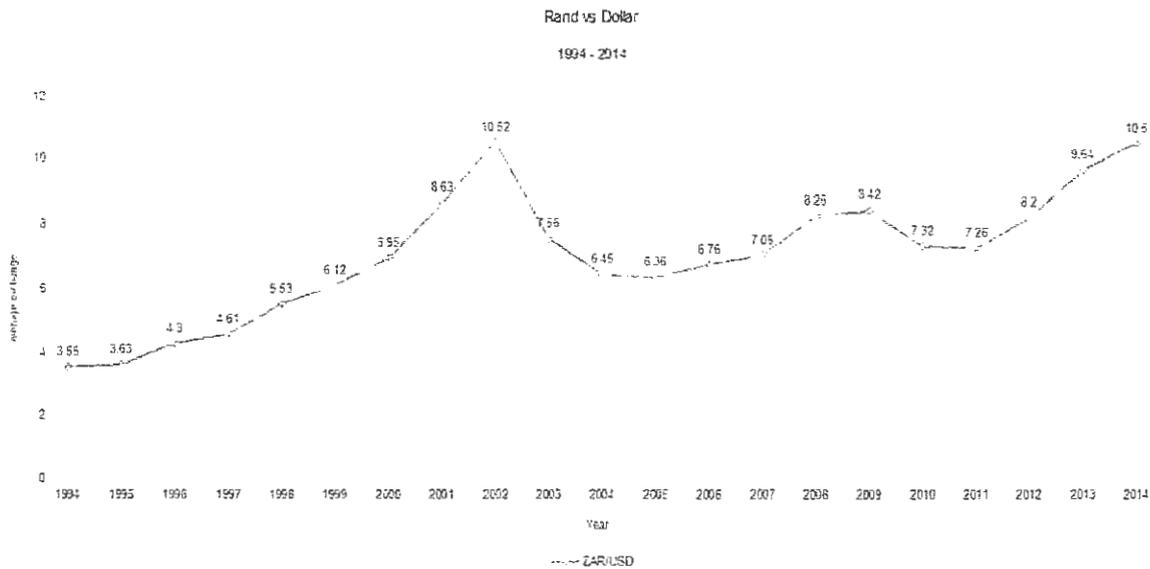
Some installations like Beltana Water Services, Franschhoek Youth Centre, Stores, Electricity, and some of the libraries etc. have never had technical calls being logged yet, besides a request for toner. The general feedback that the ICT department has received from Pinnacle Business Solution (PBS) technicians, 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.

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.

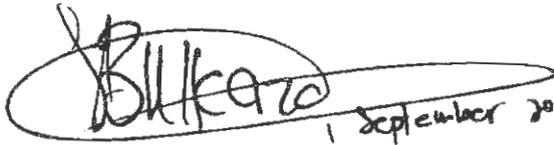
4. FINANCIAL IMPLICATION

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.

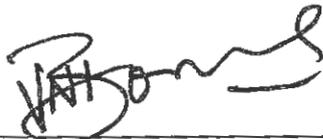
5. RECOMMENDATION

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.



1 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: 20/09/16

SUPPORTING - REPORT TO BE SUBMITTED
TO COUNCIL TO APPROVE THE SECTION 116(3)
PROCESS

Model	Location	Serial 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
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MX-5110N	Electricity Services	45049224	138188	4936	40000	12.3	5.8	458.3
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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	25030968	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	168083	6002	40000	15.0	7.0	371.9

Moved to Community Development 58 Andringa Steer in 2015

5.3	ECONOMIC DEVELOPMENT AND PLANNING:(PC: ALD JP SERDYN (MS))
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NONE

5.4	FINANCIAL SERVICES: (PC: CLLR S PETERS)
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5.4.1	NEW OFFICE BUILDING – PROCUREMENT PROCESS
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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 8700m² (2006 assessment) of office space being addressed by:

- 4400m² Plein Street office (municipality owned)
- 1852m² of 6 decentralised offices (municipality owned)
- 3115m² 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 Franschoek 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**

(Legal input from Mr. Mervin Williams)

In terms of National Treasury's letter they had queries related to which alternative the Municipality elected, i.e. standard or green building and how the project will be funded.

According to them borrowing (loan funding) should be used to fund economic and income generating infrastructure. The decision to fund new municipal buildings and office borrowing has the potential to place a cash flow burden on the municipality and ratepayers in the longer term.

The municipality is currently leasing various office space from various institutions at high prices and is not experiencing any financial difficulties in paying these leases. National Treasury needs to be informed of the background and financial implications for the Municipality and the fact that the Municipality are in a position to afford these current rentals.

Furthermore, the Municipality should indicate whether any position changed in the meantime in light of the time lapsed and minutes of the community consultations should also be provided as requested by National Treasury.

I understood from Mr. Piet Smit that he was requested to investigate various options (scenario planning) for the implementation of office space of which PPP is but one, a copy of his memo is annexed hereto for ease of reference. I am of the view that this process should first be concluded to enable Council to make an inform decision on the matter.

The Public Private Partnership (PPP) process

The PPP process is highly regulated and information is available on National Treasury's website.

The outcome of a PPP process is not necessarily to proceed with a PPP, but could result in other procurement strategies than a PPP.

PPPs for private sector commercial use of municipal property are intended to facilitate the more efficient management of municipal property portfolios, measured largely in financial benefits. This PPP is a way to leverage public buildings and property to generate private investment and long term public revenues. For a municipality facing a drastic and ongoing shortage of public capital, this PPP is particularly attractive.

The following legislation, regulations, and guidelines must all be taken into consideration when conducting a feasibility study:

- Guidelines: Module 4, read with the MFMA
- Municipal PPP Regulations
- Municipal Supply Chain Management Regulations and
- National Treasury's 2005 Supply Chain Management: A Guide for Officers of Municipalities and Municipal Entities.

PPPs that involve the delivery of a "municipal service" are governed by both the MSA and the MFMA. PPPs involving the performance of a "municipal support activity" and "the use of state property by a private party for its own commercial purposes" are only governed by the MFMA. Thus for a municipal PPP for private sector commercial use of municipal property, there is no need to undertake an internal assessment as required by the MSA. There is also no requirement to do a full value assessment involving a value-for-money comparative assessment between public sector procurement and a PPP delivering the same output specification. Neither a public sector comparator (PSC) model nor an external reference model is therefore required.

Why do a feasibility study?

The critical goal of the feasibility study is to find out whether the proposed PPP is in the best interests of a municipality: financially, legally and socio-economically.

In a municipal PPP for private sector commercial use of municipal property the feasibility study is specifically required to:

- explain the strategic and operational benefits of the proposed PPP project for the municipality in terms of its strategic objectives and other government policies
- describe in specific terms the municipal property concerned, how this property has been used, if at all, before the registration of the proposed PPP project, and the ways that a private party may legally use the property

- demonstrate the financial obligations the proposed PPP project will impose on the municipality and the affordability of the PPP for the municipality
- set out the proposed allocation of financial, technical and operational risks between the municipality and the private party
- demonstrate the anticipated value-for-money to be achieved by the municipality through the proposed PPP project
- explain the capacity of the municipality to procure, implement, manage, enforce, monitor and report on the proposed PPP project.

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

Meeting: Ref No:	<i>Mayco: 2016-11-16 4/5/8/4</i>	Submitted by Directorate: Author: Referred from:	<i>Financial Services CFO</i>
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5.4.2	mSCOA PROJECT PROGRESS REPORT AS AT 31 OCTOBER 2016
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1. PURPOSE OF REPORT

The purpose of the report is:

- (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.

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.

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

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**.

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

5.4.3	MFMA S116(2)(d) REPORT: MANAGEMENT OF CONTRACTS OR AGREEMENTS AND CONTRACTOR PERFORMANCE AS AT 30 SEPTEMBER 2016
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1. PURPOSE OF REPORT

The purpose of the report is 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 RequirementMFMA 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:

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

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	Satisfactory: 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	Unrated: Although the project has been initiated during the period of review, key project milestones have yet to be reached and reviewed.	12
3	Unsatisfactory: 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:	Mayco:2016-11-16 8/1/Financial	Submitted by Directorate: Author Referred from:	Finance Chief Financial Officer: M Wüst
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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 Franschoek, 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 nd 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 Franschhoek	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, Franschhoek.	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

5.5	HUMAN SETTLEMENTS: (PC: CLLR PW BISCOUBE)
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5.5.1	REVISED EMERGENCY HOUSING ASSISTANCE POLICY (EHAP)
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1. PURPOSE OF REPORT

The purpose of the report is to:

- (i) provide Council with the revised Emergency Housing Policy (EHAP) for consideration and in principle approval;
- (ii) to advertise the revised policy for public input.

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.

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.
- 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.

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.

40TH 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 40th 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.

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.

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:	Mayco:2016-11-16 17/4/3	Submitted by Directorate: Author Referred from:	Human Settlements T Mfeya
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<p style="text-align: center;">STELLENBOSCH MUNICIPALITY REVISED EMERGENCY HOUSING ASSISTANCE POLICY</p>

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 meanings¹:

- | | |
|---|--|
| 3.1 Basic municipal engineering services | 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; |
| 3.2 Beneficiaries / Victims | 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; |
| 3.3 Budget | The allocation of funds for emergency housing in any given financial year. These funds may differ from year to year; |
| 3.4 Emergency sites | Pieces of land in municipal ownership identified by Council from time to time for the provision of emergency housing. |
| 3.5 Emergency / Disaster | 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; |

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

3.6 Eviction / (Orders)	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;
3.7 Evictee	Person expelled or ejected without recourse to legal process or forced to move out by a legal process;
3.8 Evictor	Person expelling or ejecting another without recourse to legal process or forces another to move out by a legal process;
3.9 Formal eviction	Eviction in accordance with an eviction order from a competent Court;
3.10 Informal eviction	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)
3.11 Informal dwelling²	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;
3.12 Municipality	Stellenbosch Municipality;
3.13 Meaningful engagement	Municipality and representatives from both parties in the eviction matter negotiate the terms under

² Modified. Original *defu* available at www.capetown.gov.za/eu/stats/documents/informal%20Dwellings.htm. Accessed 8 March 2016

	which the court judgement must be executed;
3.14 Mediation	The act of intervening for the purpose of bringing about a settlement.
3.15 Policy	The policy set out in this document as amended from time to time;
3.16 Prescribed form	The application form/affidavit attached to this Policy for emergency housing assistance APPENDIX 1 ;
3.17 Professionally declared	The professional opinion and recommendation of a consultant or an official of Council who specialise in that field of expertise;
3.18 Relocation	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;
3.19 Report(s) to Court	Municipality prepares a report for Court setting out the terms for meaningful engagement / mediation and/or the provision of alternative accommodation;
3.20 Settlement Agreement	Settlement Agreement is the agreement reached between the parties and is submitted as part of the Court proceedings;
3.21 “Surprise” Eviction	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;
3.22 Temporary Relocation Area	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

Categories of Emergency		Competent Authority / Department / Directorate
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;	1. Disaster Management
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;	2. Disaster Management
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;	1. Planning & Economic Development 2. Engineering Services
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;	1. Engineering Services
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 proactive steps ought to be taken to forestall such consequences;	1. Human Settlements in consultation with Legal Services
4.1.6	Or whose homes are demolished , 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 displacements as a result	1. Law Enforcement 2. Disaster Management

	of a state of civil conflict or unrest, 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 professionally declared conditions that pose immediate threats to life, health and safety and require emergency assistance; or	1. Engineering Services 2. Planning & Economic Development 3. Disaster Management

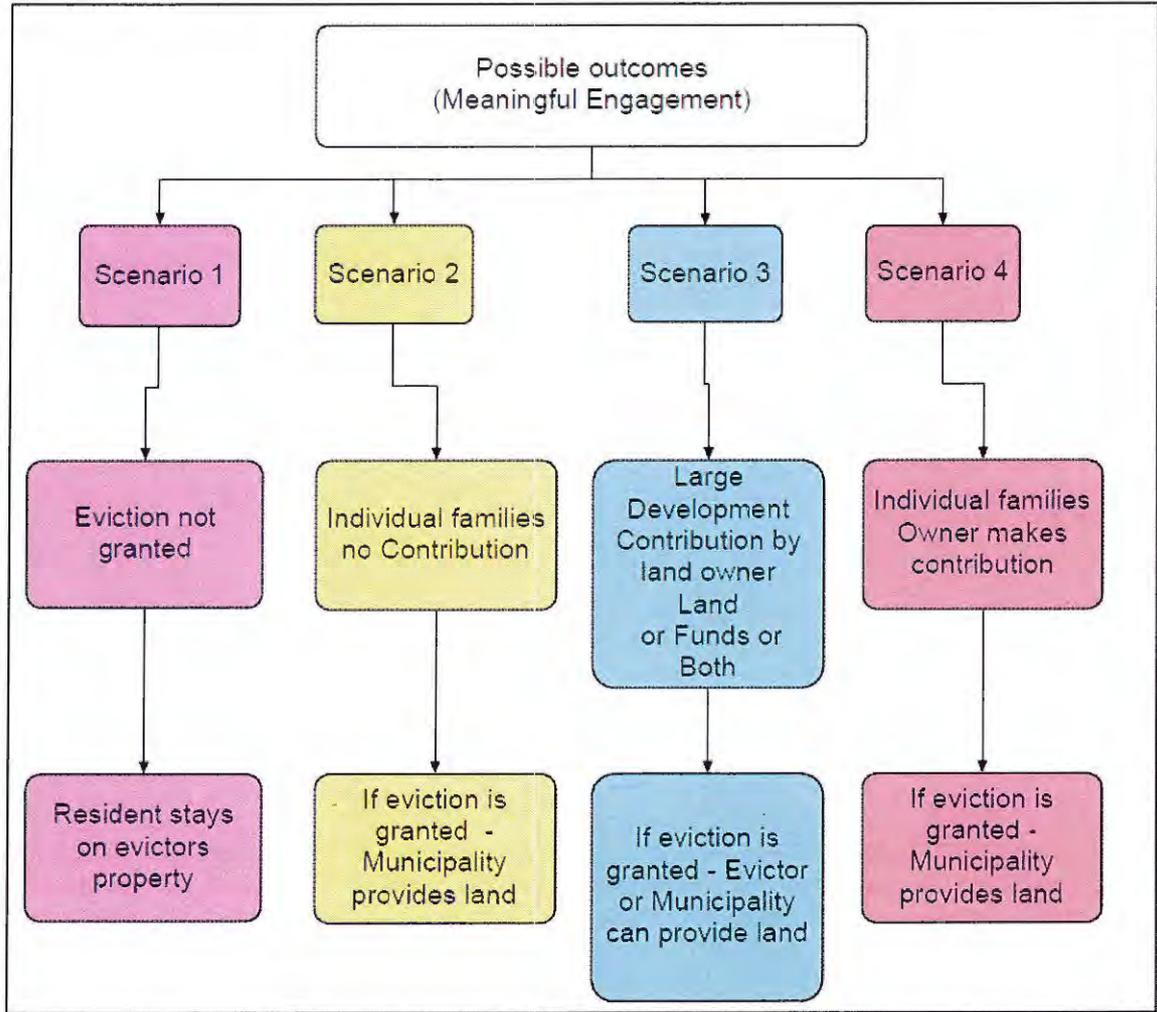
4.2 Meaningful engagement

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	
	Emergency Kit	Materials		Vehicle accidents all areas ³	Fire / Flood
Minimal structural damage (at most)	Emergency Kit	Materials	1. Disaster Management	Vehicle accidents all areas ³	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

³ 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.

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~~¹:

- | | |
|--|--|
| 3.1 "Basic municipal engineering services" | <u>L</u> imited to <u>portable–potable</u> water services, sanitation services, access roads and open lined storm water systems provided on a shared base in a dense settlement pattern; |
| 3.2 <u>Beneficiaries / 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> |

¹ 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 dwelling²</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>

² Modified. Original defu available at www.capetown.gov.za/eu/stats/documents/informal%20Dwellings.htm. Accessed 8 March 2016

3.83.13 <u>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>
3.93.14 <u>Mediation</u>	<u>The act of intervening for the purpose of bringing about a settlement.</u>
3.815 <u>Policy</u>	<u>The policy set out in this document as amended from time to time;</u>
3.106 <u>Prescribed form</u>	<u>The application form/affidavit attached to this Policy for emergency housing assistance</u> <u>APPENDIX 1;</u>
3.147 <u>Professionally Declared</u>	<u>The professional opinion and recommendation of a consultant or an official of Council who specialise in that field of expertise;</u>
3.104 <u>"Policy"</u>	<u>The policy set out in this document, as amended from time to time;</u>
3.115 <u>"Prescribed form"</u>	<u>The application form/affidavit attached to this Policy for emergency housing assistance.</u>
3.126 <u>"Professionally Declared"</u>	<u>The professional opinion and recommendation of a consultant who specialise in that field of expertise.</u>
3.13128 <u>"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) of various Court judgements;</u>
3.193 <u>Report(s) to eCourt</u>	<u>Municipality prepares a report for eCourt setting out the terms of 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 too"</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

Categories of Emergency		Competent Authority / Department / Directorate
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;	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 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;	2. Disaster Management Department
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;	1. Department of Planning and Economic Development 2. Engineering Services Engineering Services
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;	1. Engineering Services
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 proactive steps ought to be taken to forestall such consequences;	1. Human Settlements in consultation with Legal Department Services
4.1.6	Or whose homes are demolished , or who are in situations where proactive steps ought to be taken to forestall	1. Department of Planning and Economic Development

	such consequences;	2. Disaster Management 3. Law Enforcement
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;	1. Law Enforcement 2. Disaster Management 3. Planning & Economic Development 4. Human Settlements in consultation with Legal Services^[JR2] 2. & Dev
4.1.8	Or live in professionally declared conditions that pose immediate threats to life, health and safety and require emergency assistance; or	1. Engineering Services 2. Planning && Economic DevelopmentDevelopment 3. Disaster Management

~~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;~~

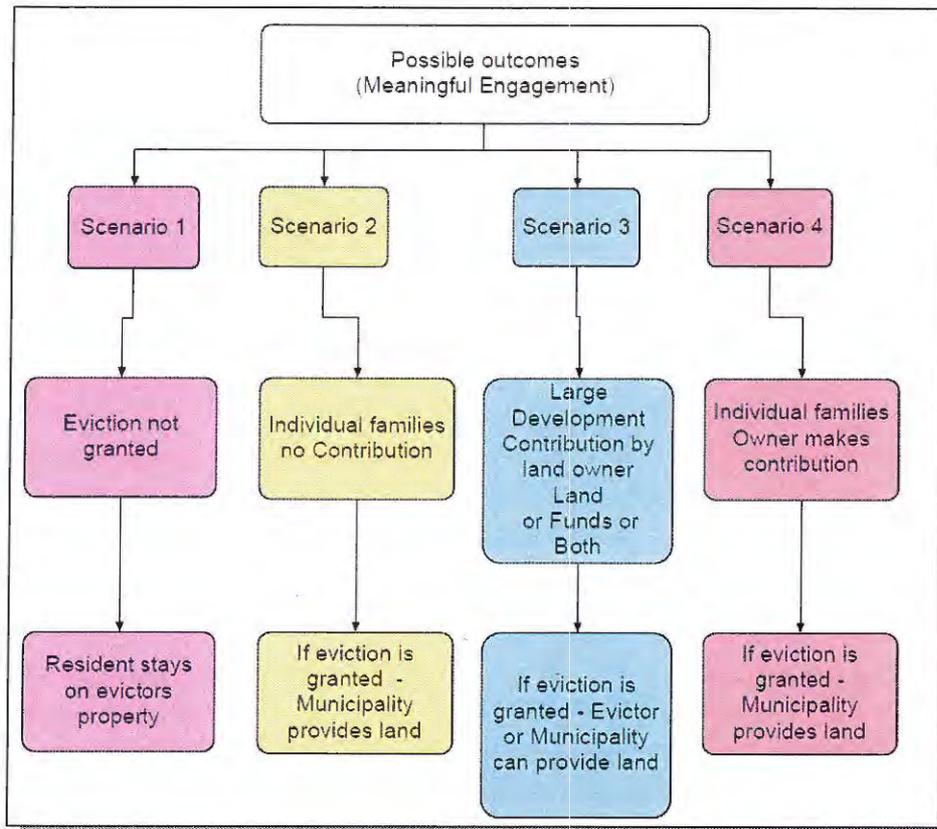
- ~~4.1.5 Or are legally evicted or threatened with imminent eviction in accordance with a final eviction order from a competent Court from land or from unsafe buildings, or are in unsafe situations where based on professional advice warrants pro-active steps ought to be taken to forestall such consequences;~~
- ~~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)





§ / 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 & plastic</u> <u>2. wood & nails</u>	<u>1. Disaster Management</u>	<u>Fire / Flood Vehicle accidents all areas³</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>

³ 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.



Evelyn Hoffman (Marchen se ma) word getroos tydens die roudiens 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 hondeienaars hulle dood 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
STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNICIPALITY • UMASIPALA • MUNISIPALITEIT

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

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

Alle kommentaar moet verwys word na die Bestuurder: Informele Nedersettings

Kontak persoon: Johru Robyn
Tel: 021 808 8460
E-Pos: johru.robbyn@stellenbosch.gov.za

Richard Bosman Posbus 17
WAARNEMENDE MUNISIPALE BESTUURDER STELLENBOSCH
7599

Spertyd vir kommentaar: 13 September tot 13 Oktober 2016

**CALLING FOR COMMENTS DRAFT AFFORDABLE
EMERGENCY HOUSING ASSISTANCE POLICY**

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

All comments must be submitted to the Manager: Informal Settlements

Contact person: Johru Robyn
Tel: 021 808 8460
Email: johru.robbyn@stellenbosch.gov.za

Richard Bosman PO BOX 17
ACTING MUNICIPAL MANAGER STELLENBOSCH
7599

Deadline for comments: 13 September to 13 October 2016



Kennisgewing/Notice 40/2016

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

from the 2015 vintage, 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 155

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

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

Eikestadnuus, 22 September 2016

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 Hablutz 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.

APPENDIX 4



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MUNICIPALITY • UMASIPALA • MUNISIPALITEIT

**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

Alle kommentaar moet verwys word na die Bestuurder: Informele Nedersettings

Kontak persoon: Johru Robyn
Tel: 021 808 8460
E-Pos: johru.robyn@stellenbosch.gov.za

Richard Bosman
WAARNEMENDE MUNISIPALE BESTUURDER
Posbus 17
STELLENBOSCH
7599

Spertyd vir kommentaar: 13 September tot 13 Oktober 2016



Kennisgewing/Notice 40/2016

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

All comments must be submitted to the Manager: Informal Settlements

Contact person: Johru Robyn
Tel: 021 808 8460
Email: johru.robyn@stellenbosch.gov.za

Richard Bosman
ACTING MUNICIPAL MANAGER
PO BOX 17
STELLENBOSCH
7599

Deadline for comments: 13 September to 13 October 2016

5.6	INFRASTRUCTURE: (PC: CLLR J DE VILLIERS)
5.6.1	PLANNING OF AN INTEGRATED PUBLIC TRANSPORT SERVICE NETWORK AND THE PROVINCIAL PUBLIC TRANSPORT INSTITUTIONAL FRAMEWORK

1. PURPOSE OF REPORT

To inform Council of the signing of a memorandum of agreement with the Western Cape Department of Transport and Public Works.

2. BACKGROUND

The Stellenbosch Municipality compiled a Comprehensive Integrated Transport Plan (CITP) which was approved by Council on 30 March 2016 (**APPENDIX 1**). The document was submitted to the MEC for approval as required in terms of the National Land Transport Act (**APPENDIX 2**). The CITP in Chapter 6 refers to the preparation of an Integrated Public Transport Network Plan (IPTN) and recommends the municipality apply for a Public Transport Network Grant (**APPENDIX 3**). The municipality has engaged with the Department of Transport and Integrated Planning in this regard and a Memorandum of Agreement (**APPENDIX 4**) was signed to guide and direct future engagement in support of its application for the Public Transport Network Grant.

The Province will through its Provincial Public Transport Institutional Framework assist the municipality with the development of an IPTN.

3. DISCUSSION

The purpose of the Provincial Public Transport Institutional Framework is to:

- Assist municipalities in accessing finance and technical resources for the Development and implementation of the Public Transport Network.
- Ensure a uniform approach of addressing public transport issues throughout the province.
- Address capacity constraints at municipal level.

The Stellenbosch municipal CBD is experiencing severe traffic congestion as a result of the limited space for widening of roads and provision of additional parking. Almost 50% of the trips attracted to the Stellenbosch CBD come from outside of Stellenbosch, resulting in the abnormal congested situation. The Western Cape Government acknowledged this reality and prioritised Stellenbosch as the first town in the Western Cape to assist under the PPTIF with the implementation of the Public Transport Network. The signing of a memorandum of agreement is the first step in the process to have access to this financial and institutional support from Province. This signed Memorandum of Agreement will pave the way for the implementation of the recommendations of the approved CITP.

4. FINANCIAL IMPLICATIONS

The entire funding for the planning design and implementation will be provided by Province. In subsequent years, Stellenbosch Municipality may budget for items in the process which might not be covered or included in Province's funding.

5. COMMENTS FROM DIRECTORATES

5.1 Director: Public Safety & Community Services

The Directorate: Public Safety and Community Services supports the cooperation agreement between Stellenbosch Municipality and the Provincial Government Western Cape's Department of Transport and Public Works.

5.2 Director: Planning & Economic Development

The Directorate Planning & Economic Development supports the cooperation agreement between Stellenbosch Municipality and Provincial Government Western Cape's Department of Transport and Public Works.

5.3 Director: Strategic & Corporate Services (Legal Services – Ms E Rhoda)

Supported. The CITP was already approved by Council on 30/3/2016 which supports the development of the Integrated Public Transport Network (IPTN).

5.4 Director: Financial Services

The Directorate: Financial Services supports the cooperation agreement between Stellenbosch Municipality and Provincial Government Western Cape's Department of Transport and Public Works.

RECOMMENDED

that the attached signed Memorandum of Agreement (**APPENDIX 4**) for Stellenbosch Municipality's participation in the PPTIF and the subsequent development of the IPTN, as it is aligned with the approved Comprehensive Integrated Transport Plan, **be noted**.

Meeting: Ref No:	<i>Mayco: 2016-11-16 8/1Engineering</i>	Submitted by Directorate: Author: Referred from:	<i>Infrastructure W Pretorius</i>
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Appendix 1:**8. CONSIDERATION OF MATTERS REFERRED TO COUNCIL VIA THE MAYORAL COMMITTEE MEETING/S****8.1 DEVELOPMENT OF A COMPREHENSIVE INTEGRATED TRANSPORT PLAN (CITP) FOR THE MUNICIPAL AREA***File number* : 17/9/2/2*Report by* : Acting Director: Engineering Services*Compiled by* : Acting Head: Transport Planning and Public Transport*Delegated authority* : Council**Strategic intent of item**

Preferred investment destination	<input checked="" type="checkbox"/>
Greenest municipality	<input checked="" type="checkbox"/>
Safest valley	<input checked="" type="checkbox"/>
Dignified Living	<input checked="" type="checkbox"/>
Good Governance	<input checked="" type="checkbox"/>

1. PURPOSE OF REPORT

To obtain endorsement of the Comprehensive Integrated Transport Plan from Council for submission of the plan to the Department of Transport and Public Works. Attached as **APPENDIX 1** is the executive summary and table of contents of the CITP.

2. BACKGROUND

In terms of the Government Notice No R 1119 a Type 1 Planning Authority is required to prepare a Comprehensive Integrated Transport (CITP). This Plan must be prepared with due regard to the relevant Integrated Development Plan and land development objectives set in terms of the Development Facilitation Act.

The CITP for Stellenbosch Municipality will consist of the following chapters as specified in the Government Notice:

1. Introduction
2. Transport Vision & Objectives
3. Transport Register

4. Spatial Development Framework
5. Transport Needs Assessment
6. Public Transport Operational Strategy
7. Transport Infrastructure Strategy
8. Travel Demand Measures
9. Freight Logistics Strategy
10. Other Transport Related Strategies
11. Funding Strategy of Proposals and Programmes

The attached executive summary briefly outlines each of the above chapters and the table of contents shows the headings dealt with under each.

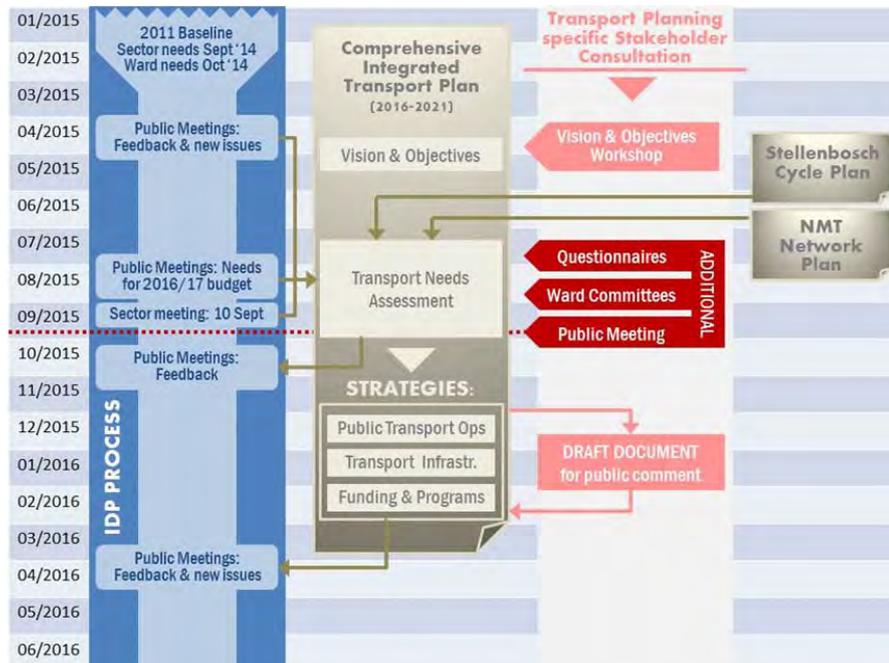
3. DISCUSSION

The Purpose of the CITP is to:

- Giving structure to the function of municipal planning mentioned in Part B of Schedule 4 of the Constitution.
- Fostering integration between land development and land use planning.
- Forming an essential part of the Integrated Development Plan of the Municipality
- Giving effect to national and provincial transport strategies and policies.
- Providing plans and strategies for the improvement of transport infrastructure and systems to foster economic and social growth and to improve the quality of life of the residents in the Municipality.

3.1 PUBLIC PARTICIPATION

Public Participation is essential to the successful development of the CITP. The diagram below shows an outline of the public participation process that was followed:



As shown above, an extensive effort to obtain wide participation was followed. It included:

- Collaboration with the IDP process to ensure that inputs received during the IDP's public participation also flow through into the CITP.
- Stakeholder organisations such as the Chamber of Commerce and the Disability Association and others were involved through the Transport Working Group who held a special CITP Vision and Mission Workshop, and received progress at their quarterly meetings.
- Ward Committees were briefed at their meeting on 28 July 2015.
- A public meeting specifically on Transport Planning was widely advertised in various newspapers and was held on 15 October 2015 in the Town Hall.
- Snap Surveys was distributed throughout the Municipal Area. Ward committees assisted with this effort. Interviewers were also sent to wards to ensure that all communities had an opportunity to participate. A total of 512 responses were received.
- A workshop on the key issues of the CITP was held with Council on 23 November 2015.
- Following the above efforts, those members of the public who indicated their interest in participating in the CITP process by attending the public meeting on 15 October 2015 as well as the organisations involved through the Transport Working

Group had an opportunity to comment on the draft CITP before it was finalised for the Portfolio Committee, MAYCO and Council. The input received and the Project teams response is tabled in **APPENDIX 2**.

The snap surveys identified the following three CITP focus areas:

- Implement a local scheduled public transport service (52.5%)
- Build new roads to provide alternative routes and relieve congestion (45.7%)
- Create more parking in the Stellenbosch CBD (39.8%)

3.2 KEY ISSUES

The CITP's key principles are:

- Promote development and growth to create jobs
- Link communities to social and economic nodes
- Economic and environmental sustainability

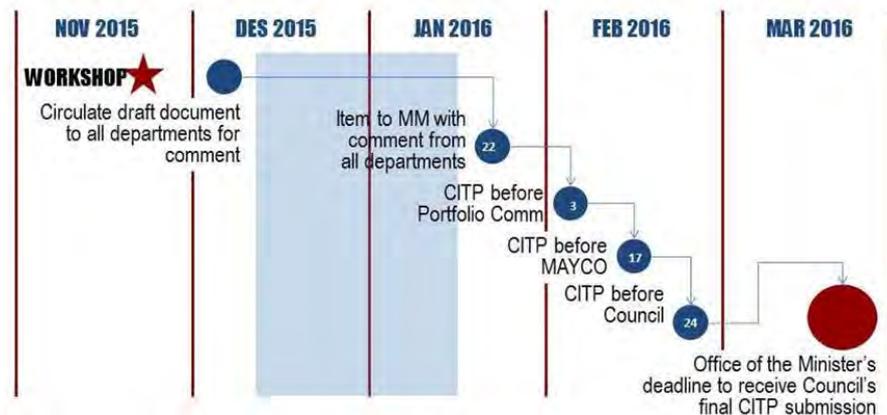
The following priorities are highlighted in the CITP document:

- The provision of a high quality, sustainable public transport network
- Improved accessibility to transport for learners and persons with disabilities
- The improvement of facilities for pedestrians and non-motorised transport in Stellenbosch as well as the surrounding, smaller settlements and rural areas
- The need to improve mobility on the major road network by reducing congestion and the provision of alternative routes and corridors
- The need to identify and source additional funding to implement projects included in the CITP.

3.3 WAY FORWARD

With regards to public Transport, the Integrated Public Transport Network (IPTN) - a separate legislative requirement – will be completed by June 2016 and will provide more detail on the way forward for public transport in the municipal area.

The diagram below shows the timeline for submitting the CITP to the Western Cape Department of Transport and Public Works by their deadline at the end of the provincial financial year in March 2016.



4. FINANCIAL IMPLICATIONS

Various projects with budgets are identified in the CITP as expounded in Section 12 of the document. These projects and budgets will be used as inputs in the municipal budgeting process during the next 5 years.

5. COMMENTS FROM DIRECTORATES

5.1 Director: Public Safety & Community Services

No comments received

5.2 Director: Planning & Economic Development

No comments received

5.3 Director: Strategic & Corporate Services (Legal Services)

No comments received

5.4 Director: Financial Services

Finance supports the Item. Implementation will be budget dependent. Public Private Partnerships could possibly also be explored to implement; finance and management some of the projects

5.5 Director: Housing & Property Management

No comments received.

RECOMMENDED

that the Comprehensive Integrated Transport Plan (CITP) be endorsed for submission to the MEC of Transport for approval.

(ACTING DIRECTOR: ENGINEERING SERVICES TO ACTION)

**ENGINEERING SERVICES AND HUMAN SETTLEMENTS COMMITTEE
MEETING: 2016-03-02: ITEM 6.1.2**

RESOLVED (nem con)

that the Manager: Transport and Roads & Stormwater provides the required additional information with regard to the Transport Plan for submission to the Mayoral Committee and Council.

RECOMMENDED

that the Comprehensive Integrated Transport Plan (CITP) be endorsed for submission to the MEC of Transport for approval.

(ACTING DIRECTOR: ENGINEERING SERVICES TO ACTION)

**& FURTHER COMMENTS BY THE MANAGER: TRANSPORT AND ROADS
STORMWATER**

The Comprehensive Integrated Transport Plan (CITP) does not specifically mention the lack of a fence along the railway line from du Toit Station to Koelenhof Station through the urban area as a concern. It is proposed that the section on Public Transport Safety and Security in the CITP be expanded to include this need.

The CITP was compiled with the 2013 Spatial Development Framework (SDF) as basis, and therefore does not specifically cater for the Northern Extension Project. The CITP does however address the need for a Transit-Orientated Development (TOD) node at Kayamandi, the Western bypass feasibility and the upgrade of the R304. All these projects will be triggered and supported by the Northern Extension Project.

FOR CONSIDERATION

MAYORAL COMMITTEE MEETING: 2016-03-23: ITEM 5.1.4

The following comments from the various Directorates were received:

Director: Planning & Economic Development

The item as well as the Comprehensive Integrated Transport Plan are supported.

Director: Strategic & Corporate Services (Legal Services)

The item is supported. The complete CITP is to be made available for Council scheduled for 2016-03-30.

Director Public Safety and Community Services

The item as well as the Comprehensive Integrated Transport Plan are supported. The Directorate was instrumental in compiling the Intergrated Transport Plan which includes all comments, views and future Traffic Law Enforcement strategies for the Greater Stellenbosch.

Director: Housing & Property Management

1. Taxi Rank in Kayamandi

Although the Bergzicht Taxi Rank does provide for taxi's from Kayamandi, there are no formal, dedicated taxi rank in Kayamandi. It is critical that a formal taxi rank(s) be constructed in Kayamandi.

2. Taxi permits: Travel between Franschhoek and Stellenbosch

At the moment the taxi permits does not take note of the new municipal area, i.e. travel between Franschhoek and Stellenbosch. For this reason people must travel to Pniel, then move over to another taxi to take them to Stellenbosch.

No formal taxi rank/"*transfer station*" is provided in Pniel. Taxi permits should be reconsidered to cater for a non-stop service between Franschhoek and Stellenbosch.

3. Obligation on housing projects to cater for upgrade of road infrastructure

When low-cost housing projects are planned, it is expected from housing projects to attend to upgrade of road infrastructure, at the cost of the municipality. This puts extra pressure on the municipality/project.

Seeing that housing is a provincial function, the provincial government should take more responsibility in the upgrade of roads infrastructure when it comes to low cost housing projects (e.g Longlands development delayed for almost 5 years due to access issues).

RECOMMENDED BY THE EXECUTIVE MAYOR

- (a) that the Comprehensive Integrated Transport Plan (CITP) be endorsed for submission to the MEC of Transport for approval;
- (b) that the section on Public Transport Safety and Security in the Comprehensive Integrated Transport Plan include the need to address the safety considerations for residents living along the railway line between du Toit Station and Koelenhof Station; and
- (c) that cognisance be taken of the matter relating to School Street, Jamestown, and that further engagement on said matter take place with the MEC for Local Government.

(ACTING DIRECTOR: ENGINEERING SERVICES TO ACTION)

39TH COUNCIL MEETING: 2016-03-30: ITEM 8.1

RESOLVED (nem con)

- (a) that the Comprehensive Integrated Transport Plan (CITP) be endorsed for submission to the MEC of Transport for approval;
- (b) that the section on Public Transport Safety and Security in the Comprehensive Integrated Transport Plan include the need to address the safety considerations for residents living along the railway line between du Toit Station and Koelenhof Station and that high level engagement be embarked upon with the Rail Safety Agency; and
- (c) that cognisance be taken of the matter relating to School Street, Jamestown, and that further high level engagement on said matter take place with the MEC for Local Government.

(ACTING DIRECTOR: ENGINEERING SERVICES TO ACTION)

Appendix 2 :



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Ons Verw/Our Ref: 17/9/2/2

31 May 2016

Minister Donald Grant
MEC for Transport & Public Works
9 Dorp Street
CAPE TOWN
8000

Dear Minister Grant

STELLENBOSCH MUNICIPALITY COMPREHENSIVE INTEGRATED TRANSPORT PLAN - 2016

Attached herewith please find a copy of the recently completed CITP - revision 12 February 2016.

At its 39th Council Meeting on 2016-03-30 under Item 8.1, Stellenbosch Municipal Council has taken the following decision regarding the attached CITP document:

- a) That the Comprehensive Integrated Transport Plan (CITP) be endorsed for submission to the MEC of Transport for approval;
- b) That the section on Public Safety and Security in the Comprehensive Integrated Transport Plan include the need to address the safety considerations for residents living along the railway line between du Toit Station and Koelenhof Station and that high level engagement be embarked upon with the Rail Safety Agency; and
- c) That cognisance be taken of the matter relating to School Street, Jamestown, and that further high level engagement on said matter take place with the MEC for Local Government.

You are hereby requested to consider this document for approval. Please liaise with the Acting Director Engineering Services, Mr Marius Wüst, should you have any queries or wish to propose amendments to this document.

You are thanked for your input in this document and we commit to work with your Department to successfully implement this plan.

Yours faithfully

Conrad Sidego
EXECUTIVE MAYOR

Richard Bosman
ACTING MUNICIPAL MANAGER



Head of Department
Office of the Head of Department
Jacqui.Gooch@westerncape.gov.za
tel: +27 21 483 2826 fax: +27 21 483 5068

Ref: TPW 20/R

Mr EJ Wentzel
Manager: Transport, Roads and Stormwater
Stellenbosch Municipality
PO Box 17
STELLENBOSCH
7599

Dear Mr Wentzel

PLANNING OF AN INTEGRATED PUBLIC TRANSPORT SERVICE NETWORK AND THE PROVINCIAL PUBLIC TRANSPORT INSTITUTIONAL FRAMEWORK

Your letter 17/9/1/2 dated 26 April 2016 has reference.

Many thanks for your letter, the content of which is noted. The Department of Transport and Public Works (DTPW) is pleased to hear about the intentions of the Stellenbosch Municipality in the improvement of mobility in the municipality through the formulation and implementation of an Integrated Public Transport Service Network (PTSN). We note the milestones for the first phase of the project as follows:

- Approval by the Stellenbosch Municipality of the initial system concept and principles as set out in the CITP;
- Preparation of demand forecasts, a proposed route network and operational parameters;
- Development of an initial Operations and Business Plan for submission to the Department of Transport for approval of funding through the PTN Grant;
- Stakeholder consultation; and
- The submission of an application to the DOT for grant funding.

Your reference to the Provincial Public Transport Institutional Framework (PPTIF) is also noted, and your statement that Stellenbosch Municipality has been identified as a priority municipality for implementation of the PPTIF is correct.

The DTPW has developed the PPTIF with the primary aim of addressing the key constraints to improving both public and non-motorised transport in the non-Metro areas of the Western Cape, through the development of a refined strategic approach for achieving progress. The PPTIF has identified the following key constraints to improvement in public and non-motorised transport in the province:

- Capacity constraints at the municipal level;
- The lack of dedicated funding streams for local public and non-motorised transport improvement;
- The lack of well-defined or developed approaches to public and non-motorised transport in non-metropolitan contexts; and
- The complexity of industry transition.

In response to these constraints, the PPTIF has developed an Incremental Approach to public transport improvement characterised by the following principles:

Impact	Description
Demonstrable improvement to public transport user experience	The Incremental Approach focusses on the “low hanging fruit” first in achieving rapid and demonstrable improvement in the transport experience of public transport users. Thus real improvements are achieved in the short term, whilst moving towards a broader, fully integrated network solution over the longer term.
Limits the capacity burden on government	Incremental implementation of improvement initiatives over time provides government with the time to progressively increase capacity and learn through experience, rather than being required to take on full responsibility for managing an IPTN all at once.
Lowers the cost of improvement	The Incremental Approach does not advocate for the rapid and full scale formalisation of public transport. Rather, the focus is on improving the condition for NMT, limited formalization on priority public transport routes, with the network being built up over time as and when the necessary resources become available. In addition, the phased approach aims to limit the need for costly compensation of public transport operators, contributing toward an overall reduction in the cost of system improvement.

Reduces the risk of transformation to the public transport industry	The Incremental Approach lowers the risk to the public transport industry by reducing the risk of each step in the process. The industry's business model is gradually adjusted over time, rather than being fully subsumed. This process inherently lowers risk and enhances the potential of successful engagement and transformation.
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The Incremental Approach includes three stages. It provides a framework which can be applied to different contexts and adapted accordingly, and it provides strategic guidance on what aspects of the transport system should be addressed or improved at what stage.

The PPTIF also includes proposed institutional arrangements for the implementation of the Incremental Approach at both provincial and municipal levels, and identifies priority municipalities for the implementation of the PPTIF.

The Department is in the process of submitting the PPTIF for cabinet approval.

Within this context, the Department would like to initiate a discussion with the Stellenbosch Municipality towards the implementation of the PPTIF in the municipality. We note your reference to national grant funding through the PTNG for your PTSN, and highlight that the Department secured PTNG funding for the George Integrated Public Transport Network, and that a core element of the PPTIF is securing funding for PPTIF implementation projects, including through joint applications to the DOT.

Our PPTIF programme manager, who is also my Chief Director of Public Transport, Ms Deidre Ribbonaar, will be in touch with yourselves to initiate the engagements. We look forward to forging a successful working relationship towards the implementation of the PPTIF and the improvement of public and non-motorised transport in the Stellenbosch Municipality.



JACQUELINE GOOCH
HEAD OF DEPARTMENT

DATE: 25/5/2016



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 MUNISIPALITEIT • UMASIPALA • MUNICIPALITY



Our Ref/Ons Verw: 179/12
 Your Ref/U Verw:

25 April 2016

Department of Transport and Integrated Planning
 Western Cape Government
 140 Loop Street
 CAPE TOWN
 8001

Attention: Me Deidre Ribbonaar

STELLENBOSCH MUNICIPALITY: COMPREHENSIVE INTEGRATED TRANSPORT PLAN – PLANNING OF AN INTEGRATED PUBLIC TRANSPORT SERVICE NETWORK

The Stellenbosch Municipality, Comprehensive Integrated Transport Plan (CITP) was approved by the Stellenbosch Council on 30 March 2016 and was submitted to the MEC on 06 April 2016. The CITP proposes that the existing, un-coordinated, conventional bus and minibus-type public transport services operating in the Stellenbosch municipal area be transformed into a quality Public Transport Service Network (PTSN) based on a reformed business model, including adherence to all standards and requirements set out in the National Land Transport Act and other applicable legislation and includes the requirement to upgrade existing services to be fully universally accessible over a reasonable period of time.

The purpose of this letter is to inform you of the scope of the planning and implementation of the initial pilot phase of the proposed public transport service network and to request the participation and assistance of the Western Cape Government in this process.

As stated in the CITP, the guiding principles for the PTSN are as follows:

- The PTSN will be planned and developed in compliance with the “Guidelines and Requirements: Public Transport Network Grant: 2015/2016, for Business Plan preparation underpinning Budget Proposals for MTEF 2016/17 to 2018/19” of the Department of Transport dated 30 May 2015, with the intention of the Stellenbosch Municipality submitting an application to secure grant funding.
- The PTSN will be planned and developed in consideration of and parallel to the transformation, empowerment and upliftment of the local Stellenbosch public transport industry.

- The objective of the PTSN will be to improve public transport service levels and the quality of life of the residents in the Stellenbosch Municipal area.
- The PTSN will be developed in phases with the ultimate goal of the introduction of an Integrated Public Transport Network in accordance with the National Transport Policy and the National Land Transport Act.
- The PTSN will be planned with the objective of achieving financial sustainability.

In the “Guidelines and Requirements: Public Transport Network Grant: 2015/2016, for Business Plan preparation underpinning Budget Proposals for MTEF 2016/17 to 2018/19”, the Department of Transport sets out the various project types that qualify for investments from the national Public Transport Network (PTN) Grant. These include, not only Bus Rapid Transit systems with dedicated priority infrastructure more appropriate for large cities, but includes support for improved conventional bus and minibus services (a quality Public Transport Service Network) in smaller cities and towns provided that certain requirements, such as the transformation of the business and operational model, compliance with universal accessibility and operational improvements are introduced.

In the case of the Stellenbosch Municipality, neither the resources nor the space in the historical part of the town of Stellenbosch are available for consideration of a “full” BRT system. It is thus proposed that the latter option be pursued and that a PTSN be planned and implemented, in stages, with the focus on transformation of the existing bus and minibus system, the implementation of an initial pilot phase and an overall phased approach.

The proposed process for the development of the PTSN is indicated in the Annexure hereto and is in compliance with the Department of Transport Guidelines and Requirements for funding from the PTN Grant as well as a parallel process with a strong focus on the transformation of the existing public transport industry. The following key milestones set the framework for the first phase of the project:

- Approval by the Stellenbosch Municipality of the initial system concept and principles as set out in the CITP
- Preparation of demand forecasts, a proposed route network and operational parameters
- Development of an initial Operations and Business Plan for submission to the Department of Transport for approval of funding through the PTN Grant
- Stakeholder consultation

- The submission of an application to the DOT for grant funding

The consultation phase will include the establishment of a consultative forum or steering committee. Town Councillors should be delegated to participate in this process in order to provide political support.

Other important role-players that must be included in the consultation and planning process are educational institutions. The University of Stellenbosch has an important role to play as it is a high trip generator and it has already proposed a public transport system to serve the University.

During the process of the preparation of the CITP, the Project Team was informed of the initiative of the Western Cape Government to develop a Provincial Public Transport Institutional Framework (PPTIF) with the primary aim of addressing the key constraints to improving both public and non-motorised transport in the non-metropolitan areas of the Western Cape and to incorporate lessons learnt through the implementation of public transport improvement initiatives in South Africa, particularly in George and Cape Town by developing a flexible and context specific approach to public and non-motorised transport improvement, the development of enhanced institutional and organisational models and the development of a cost model and funding strategy.

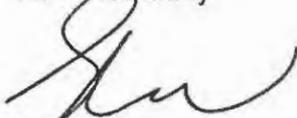
It was indicated that the Stellenbosch Municipality has been identified as one of the priority areas to benefit from this programme over the next five years.

I trust that the above explanation captures the intentions of the Stellenbosch Municipality with regard to improving mobility through enhanced public transport services. The success of this process will depend on the participation of the key role-players, of which the support of the Western Cape Government is paramount. A vital aspect of the support required is the proposed application to the Department of Transport for financial assistance through the Public Transport Network Grant. Your timely advice on formulation a successful grant application would be appreciated.

We look forward to your inputs at meetings of the Transport Committee that has been established at Council level and at meeting of the technical project team.

Please advise if there are issues which require further clarity.

Yours faithfully



Mr EJ Wentzel

Manager: Transport, Roads and Stormwater

MEMORANDUM OF AGREEMENT

Entered into by and between

THE WESTERN CAPE GOVERNMENT VIA ITS DEPARTMENT OF TRANSPORT AND PUBLIC WORKS

(Herein represented by **Ms Jacqui Gooch** in her capacity as the **Head of Department** of the Department of Transport and Public Works, and duly authorised thereto)

(Hereinafter referred to as "the Department")

and

THE STELLENBOSCH MUNICIPALITY

A Municipality established in terms of section 12 of the Local Government: Municipal Structures Act, Act 117 of 1998

(Herein represented by **Mr Richard Bosman** in his capacity as the **Acting Municipal Manager**, and duly authorised thereto)

(Hereinafter referred to as "the Municipality")

(Collectively hereinafter referred to as "the Parties")

Handwritten signatures and initials in the bottom right corner. The initials 'M.J.' are visible on the left, and 'RHC' is visible on the right. There are several overlapping scribbles and signatures.

INTRODUCTION

- A. **WHEREAS** the Department has adopted the Provincial Public Transport Institutional Framework ("PPTIF"), which is the Province's renewed approach to developing sustainable transport systems and improving and transforming public and non-motorised transport in the Western Cape.
- B. **AND WHEREAS** as part of the PPTIF implementation programme, the Western Cape Government has made a commitment to partner with selected priority municipalities to jointly achieve the objectives of the PPTIF and to plan, implement and manage sustainable transport initiatives, including incremental improvements to public and non-motorised transport.
- C. **AND WHEREAS** the Incremental Approach is intended to be implemented over three stages, which are expanded upon in this Agreement.
- D. **AND WHEREAS** the Municipality has been identified as a priority municipality for implementation of the PPTIF.
- E. **AND WHEREAS** the Parties acknowledge that the Municipality may need to conduct an investigation in terms of Section 78 of the Municipal Systems Act, Act 32 of 2000 ("the Systems Act").
- F. **AND WHEREAS** the Parties acknowledge that the Department will assist and provide support to the Municipality in order for it complete the aforementioned Section 78 investigation.
- G. **NOW THEREFORE** the Parties wish to enter into this Agreement in order to ensure a co-ordinated exercise of powers and to regulate their relationship with respect to the planning and implementation of the PPTIF.

THE PARTIES RECORD THEIR AGREEMENT IN WRITING AS FOLLOWS:**1. DEFINITIONS AND INTERPRETATION**

- 1.1 In this Agreement the following expressions bear the meanings assigned to them below and cognate expressions bear corresponding meanings:

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- 1.1.1 **"Agreement"** means this Memorandum of Agreement between the Parties, together with all annexures hereto, whether included in this Agreement at the date of signature or at any later date in terms of this Agreement.
- 1.1.2 **"Business day"** in reference to any time limit prescribed herein shall include Monday, Tuesday, Wednesday, Thursday and Friday, except if any of the aforesaid days is a public holiday in the Republic of South Africa.
- 1.1.3 **"Incremental Approach"** means a step-wise approach to improving public and non-motorised transport as contemplated by the PPTIF;
- 1.1.4 **"Municipal Area"** means the jurisdictional area of the Municipality; and
- 1.1.5 **"Signature Date"** means the date on which the last signing Party signs this Agreement (and any of the related annexures hereto).
- 1.2 Words and expressions defined in any clause shall, for the purpose of that clause, bear the meaning assigned to such words and expressions in that clause.
- 1.3 The headings of the clauses are for the purpose of convenience and reference only and shall not aid in the interpretation of, nor modify the provisions of, the Agreement or any clause thereof.
- 1.4 In this Agreement, unless the context indicates a contrary intention, a word or expression which denotes –
- 1.4.1 any one sex or gender includes the other sex or gender, as the case may be;
- 1.4.2 the singular includes the plural and vice versa; and
- 1.4.3 natural persons includes juristic persons and vice versa.
- 1.5 When any number of days is prescribed such number shall exclude the first day and include the last day unless the last day falls on a Saturday, Sunday or public holiday in the Republic of South Africa, in which case the last day shall be the next

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M.S. AB P. KAR

succeeding day which is not a Saturday, Sunday or a public holiday in the Republic of South Africa.

2. COMMENCEMENT, DURATION AND TERMINATION OF THE AGREEMENT

2.1 This Agreement shall come into effect on the Signature Date and shall continue for 24 (twenty four) months or until this Agreement is terminated by either one of the Parties, subject to clause 2.2 below.

2.2 Either Party may terminate this Agreement by giving written notice to the other Party.

2.3 After the initial 24 (twenty four) month period, set out in clause 2.1 above, the Parties may extend the Agreement on a month to month basis provided that both Parties agree to such an extension.

2.4 In executing the Agreement between the Parties, the Parties should be mindful of the Incremental Approach adopted in the PPTIF, which includes the following stages:

2.4.1 Stage 1 includes the following:

- Develop a sustainable transport plan;
- Strong focus on non-motorised transport;
- Basic public transport infrastructure improvements;
- Improve public transport facilities management;
- Improved regulation, enforcement and training of existing public transport operators, and
- Strengthened industry engagement.

2.4.2 Stage 2 includes the following:

- Continuation of Stage 1 initiatives;
- Provision of business advisory and fleet renewal support to operators;
- Introduction of small subsidised service contracts with existing operators for the provision of higher quality public transport services;
- Introduction of selected commercial public transport service contracts;

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- Introduction of low-cost Intelligent Ticketing System (ITS) and Automated Fare Collection (AFC) systems; and
- Development of basic bus stop infrastructure.

2.4.3 Stage 3 includes the following:

- Continuation of Stage 1 and 2 initiatives;
- Progressive expansion of subsidised public transport in a context-appropriate and financially sustainable manner, including the development of a hybrid-type system.
- Development of infrastructure required to support these services.
- Development of Advanced Public Transport Management System (APTMS) and Integrated Fare Management (IFM).

3. ROLES AND RESPONSIBILITIES OF THE PARTIES

3.1 The Department shall be responsible for the following:

- 3.1.1 Undertaking all necessary planning required for the PPTIF after consultation with the Municipality;
- 3.1.2 Carrying out all the data collection work that will be required for the PPTIF in the Municipal Area;
- 3.1.3 Developing the particular Incremental Approach for the Municipality, which will be prepared after consultation with the Municipality;
- 3.1.4 Assisting the Municipality to create the necessary budgets from the Municipality's own revenue and grants for the implementation and management of the PPTIF in the Municipal area;
- 3.1.5 Identifying and sourcing additional sources of funding for the PPTIF, including donor funding;
- 3.1.6 Procuring all necessary and appropriate service providers for the planning and scoping phases of the PPTIF in the Municipality's Area; and

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3.1.7 Supporting the Municipality to complete an investigation in terms of Section 78 of the Systems Act, if required, including the feasibility study and service delivery agreements.

3.2 The Municipality shall be responsible for the following:

3.2.1 Supporting all necessary planning for the PPTIF and providing input to these plans through the PPTIF Planning Committee;

3.2.2 The Municipality shall assist and cooperate with the Department to create a budget, from its own revenue or grants, for the implementation and management of the PPTIF in the Municipal Area. This includes:

3.2.2.1 Supporting the Department's assessment of the Municipality's operating and capital budget and relevant conditional grant income; and

3.2.2.2 Supporting the Department's efforts to source additional funding for the PPTIF, including donor funding.

3.2.3 Conduct an investigation required in terms of Section 78 of the Systems Act in order to review and decide on the appropriate mechanism to provide public transport and related services in the Municipal Area, which assessment and review will be done with the support and assistance of the Department.

3.3 Both Parties shall be responsible for the following:

3.3.1 Establishing the PPTIF Planning Committee, as detailed in clause 5 below;

3.3.2 Appointing the appropriate and designated officials to the PPTIF Planning Committee;

3.3.3 Upon conclusion of the Section 78 investigation, the Parties may consider to refer the report on of that investigation to the Negotiating Committee ("the Negotiating Committee"), which will consider the need for the conclusion of

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any further agreements and/or recommendations to be considered by the Parties thereafter;

- 3.3.4 Appointing the appropriate and designated officials to the Negotiating Committee;
- 3.3.5 Ensuring that the members of the Negotiating Committee participate as set out and detailed in Clause 4 below;
- 3.3.6 Discuss and agree to identifying and designing the appropriate priority interventions for non-motorised transport and public transport infrastructure required in the Municipal Area; and
- 3.3.7 Within the initial 24 (twenty four) month period after the signature of this Agreement and subject to the availability of funding, agree to an implementation plan for any priority interventions, as per clause 3.3.6.

4. THE NEGOTIATING COMMITTEE

- 4.1 Following the findings of the Section 78 investigation, the Parties may need to establish the Negotiating Committee in order to negotiate further agreements between the Parties, which will provide for, *inter alia*, the institutional and financial arrangements between the Parties, and set out and allocate the roles and responsibilities of the Parties.
- 4.2 The Negotiating Committee will be authorised to negotiate, but not to conclude, the terms and conditions of such further agreements between the Parties.
- 4.3 The Parties shall appoint the following designated officials to the Negotiating Committee:

From the Municipality:

- 4.3.1 The Municipal Manager and/or his/her nominated representative;
- 4.3.2 The Director of the Department responsible for public and non-motorised transport and/or his/her nominated representative;

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- 4.3.3 The Director of the Department responsible for Finance and/or his/her nominated representative;
- 4.3.4 The Director of the Department responsible for Spatial Planning and/or his/her nominated representative;
- 4.3.5 The Director of the Department responsible for Legal Services and/or Corporate Services and/or his/her nominated representative;
- 4.3.6 The Director of the Department responsible for Safety and Security and/or Law Enforcement and/or his/her nominated representative;

From the Department:

- 4.3.7 The Chief Director of Transport Operations and/or his/her nominated representative;
 - 4.3.8 The Director responsible for Land Transport Integration and Oversight and/or his/her nominated representative; and
 - 4.3.9 Deputy Director responsible for Cape Winelands and Central Karoo and/or his/her nominated representative.
- 4.4 Additionally, the Parties agree that a facilitator, which may be one or more individuals from the technical team, shall be appointed to the Negotiating Committee to facilitate all meetings of the committee, and that this appointment shall be made by the Department.
- 4.5 The designated officials in the Negotiating Committee will at its first meeting agree to a meeting schedule for the committee and shall participate in all negotiations and discussions in the spirit of cooperative governance and do so in good faith.
- 4.6 The Terms of Reference and meeting schedule shall be decided upon at the first meeting of the Negotiating Committee.

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5. THE PPTIF PLANNING COMMITTEE

5.1 The Parties will establish the PPTIF Planning Committee in order for the Municipality to be kept informed and provide input to the planning process referred to in clause 3.1.1; 3.1.2 and 3.1.3 above.

5.2 The Parties shall appoint the following designated officials to the PPTIF Planning Committee:

From the Municipality:

5.2.1 The Director of and/or the official from the Department responsible for public transport and/or his/her nominated representative;

5.2.2 The Director of and/or the official from the Department responsible for Spatial Planning and/or his/her nominated representative;

5.2.3 The Director of the Department responsible for Safety and Security and/or Law Enforcement and/or his/her nominated representative;

From the Department:

5.2.4 The Chief Director of Transport Operations and/or his/her nominated representative;

5.2.5 The Director responsible for Land Transport Integration and Oversight and/or his/her nominated representative; and

5.2.6 Deputy Director responsible for Cape Winelands and Central Karoo and/or his/her nominated representative.

5.3 The PPTIF Planning Committee shall meet quarterly.

5.4 The designated officials in the PPTIF Planning Committee will at its first meeting agree to a schedule of the quarterly meetings for the committee and shall participate in all discussions in the spirit of cooperative governance and do so in good faith.

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6. CO-OPERATIVE GOVERNANCE

6.1 The Parties will adhere to the principles of co-operative governance as reflected in sections 40 and 41 of Chapter 3 of the Constitution and sections 4 and 5 of the Intergovernmental Relations Framework Act, Act 13 of 2005, ("the IGRF Act").

6.2 The Parties will agree to:

6.2.1 Co-operate with one another in mutual trust and good faith by:

6.2.1.1 fostering friendly relations;

6.2.1.2 assisting and supporting one another;

6.2.1.3 informing one another of and consulting with one another on matters of common interest related to the Project;

6.2.1.4 adhering to agreed procedures and principles;

6.2.1.5 conducting actions and process in terms of the IGRF Act;

6.2.1.6 diligently fulfilling all their undertakings and obligations as set out in this Agreement to ensure that the required outcomes are met;

6.2.1.7 respecting each other's roles, responsibilities and obligations and not acting in a manner that encroaches or impinges on the institutional integrity of the other Party; and

6.2.1.8 always acting in the best interests of each other when any decisions are to be made or when any action is to be taken.

7. DISPUTE RESOLUTION

7.1 This Agreement shall be governed by and constructed in accordance with the laws of the Republic of South Africa. The Parties have a duty to avoid disputes, and the Parties must make every reasonable effort –

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(a) to avoid a dispute when exercising their statutory powers; or

(b) to settle a dispute without resorting to judicial proceedings.

7.2 In the event of a dispute arising from this Agreement, the Parties shall make every effort to settle such dispute amicably. If the dispute is not capable of being settled between the Parties amicably, such dispute shall be elevated to the Senior Management / Executive or their duly assigned representatives for mediation purposes.

7.3 Should the dispute not be resolved through mediation within 30 days of being referred by either Party to mediation, either Party may declare such dispute a formal intergovernmental dispute by notifying the other Party of such declaration in writing, as intended and provided for in section 41 of the IGRF Act, in which event the Parties will follow the procedure as outlined in section 42 of the IGRF Act.

8. NO CESSION/TRANSFER

No rights or obligations which any Party may have in terms of this Agreement shall be capable of cession or transfer without the prior written consent of the other Party, which consent shall not be unreasonably withheld.

9. ENTIRE AGREEMENT

This Agreement constitutes the entire agreement between the Parties as to the subject matter hereof and no agreement, representations or warranties between the Parties other than those set out herein are binding on the Parties.

10. BREACH

Subject to clauses 6 and 7 above, should a Party breach any or all of the terms and conditions of this Agreement, and remain in such breach 10 (ten) Business days after receipt of a written notice calling upon it to remedy such breach, then the Party who served such notice shall be entitled, in addition to any remedy which it may have in law, to cancel this Agreement, or to remedy the breach itself.

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11. NOTICES AND DOMICILIA

11.1 The Parties choose as their *domiciled citandi et executandi* their respective addresses as set out in Clause 11.2 for all purposes arising out of or in connection with this Agreement at which addresses all processes and notices arising out of or in connection with this Agreement, its breach or termination, may validly be served upon or delivered to the Parties.

11.2 For purpose of this Agreement the Parties respective addresses shall be:

The Department:

The Head of Department
Western Cape Government: Department of Transport and Public Works
9 Dorp Street
Cape Town

The Municipality:

The Municipal Manager
Town House Complex
Plein Street
Stellenbosch

11.3 Each of the Parties shall be entitled; from time to time by written notice to the other to vary its *domicillium* to any other address within the Western Cape Department of the Republic of South Africa is not a Post Office Box or *Poste Restante*.

11.3.1 if delivered by hand, be deemed to have been duly received by the addressee on the date of delivery; or

11.3.2 if forwarded by pre-paid registered post, be deemed to have been received by the addressee 4 (four) business days after the date of postage.

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- 11.4 Notwithstanding anything to the contrary contained in this Agreement, a written notice or communication actually received by one of the Parties from the other Party shall be adequate written notice of communication to such Party.

12. WARRANTY OF AUTHORITY

Each Party warrants to each of the other Parties that it has the power, authority and legal right to sign and perform this Agreement and that this Agreement has been duly authorised by necessary actions of its officials or structures, if required, and binding obligations on it in accordance with the terms of this Agreement.

13. GENERAL TERMS AND CONDITIONS

13.1 *Interpretation of the Agreement*

The law of the Republic of South Africa shall govern the interpretation of the Agreement. If any change in the law renders any material provision of the Agreement illegal or void, either Party may terminate the Agreement immediately.

13.2 *Variation*

No amendment, alteration, addition or suspension of any provision of the Agreement shall be of any force, unless reduced to writing and signed by both Parties.

13.3 *Waiver*

No waiver of any right in terms of the Agreement shall be binding for any purpose unless expressed in writing and signed by the Party concerned and such waiver shall be effective only in the specific instance and for the purpose given. No failure or delay on the part of either Party in exercising any right precludes any other or further exercise thereof or the exercise of any other right.

13.4 *Cession and Invalid Provisions*

A Party may not cede any right or obligation in terms of the Agreement to another person without the other Party's written consent.



14. SEVERABILITY

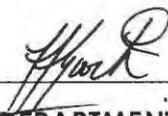
If any provision of the Agreement is or becomes invalid or unenforceable, such provision shall be divisible and be regarded as *pro non scripto* and the remainder of the Agreement shall be regarded as valid and binding unless materially affected.

15. RELATIONSHIP

15.1 This Agreement does not create an employment relationship, partnership, joint venture or agency between the Parties and neither Party shall be liable for the debts of the other Party, howsoever incurred.

15.2 The Municipality has no authority or right to bind the Department to any third party and it shall be liable for any act purporting to so bind the Department.

SIGNED AT CAPE TOWN ON THIS 21 DAY OF JULY 2016



THE DEPARTMENT

(Herein represented by **Ms Jacqui Gooch** in her capacity as **Head of Department**, duly authorised hereto)

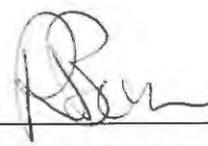
AS WITNESSES:

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2. Saw-Othier _____

 RAR

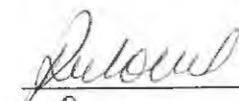
SIGNED AT Stellenbosch ON THIS 8th DAY OF JULY 2016

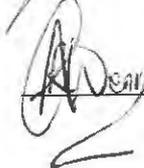


THE MUNICIPALITY

(Herein represented by **Mr Richard Bosman** in his capacity as **Acting Municipal Manager**, duly authorised hereto)

AS WITNESSES

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M. J.

5.6.2	SECTION 78 PROCESS FOR AN EXTERNAL SERVICE DELIVERY MECHANISM WITH REGARD TO PUBLIC TRANSPORT
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1. PURPOSE OF REPORT

To obtain Council's approval to start with the Section 78 process in terms of the Municipal Systems Act (Act No 32 of 2000) to investigate the best service delivery mechanism for the implementation of the Stellenbosch Integrated Public Transport Network. The Systems Act requires that a municipality that is in the process of deciding a mechanism to provide a municipal service to first assess the provision of that service through an internal mechanism and thereafter, either decide to provide that service through an internal mechanism or explore the possibility of providing the municipal service through an external mechanism. It further requires that, should a municipality decide to provide that service through an external mechanism, it must, inter alia, conduct a feasibility study in accordance with the requirements set forth in the said Municipal Systems Act Section 78. The purpose of the memorandum is to request Council's approval for assessing the municipal's internal capacity to deliver the Public Transport service for the IPTN and make a recommendation as to the appropriate service delivery mechanism to be followed and to further obtain Council's approval to conduct a feasibility study in terms of the said Act.

2. BACKGROUND

The Stellenbosch Municipality has identified the implementation of the Public Transport Network as a priority project in the latest Comprehensive Integrated Transport Plan (refer **APPENDIX 1**). The municipality approached the Western Cape Department of Transport and Public Works (WCDTPW) for assistance with the implementation of the Public Transport Network (refer **APPENDIX 2 and 3**). The Department informed Stellenbosch that Stellenbosch has been identified as a priority town for assistance in terms of their Provincial Sustainable Transport Programme (PSTP). The WCDPT has entered into a partnership with the Stellenbosch Municipality to jointly develop sustainable transport projects in the municipal area (see copy of agreement attached as **APPENDIX 4**). This initiative forms part of the Department's (PSTP) that aims to drive improvement to local transport, and build on the success and lessons of the George Integrated Public Transport Network (GIPTN), which has been driven and funded by the WCDTPW.

In Stellenbosch, the WCDTPW intends to provide the necessary planning, capacity building, implementation and funding support required to develop improvements to public transport, non-motorised transport and travel demand management with the aim of shifting Stellenbosch onto a more sustainable transport trajectory. During the 2016/17 financial year, the WCDTPW will work with the Municipality, the University, Business and other stakeholders to plan for an integrated programme of delivery to commence properly in the 2017/18 financial year.

The WCDTPW indicated that it is committed to building a lasting and supportive relationship with the Municipality, as it has done with the Municipality of George.

3. DISCUSSION

The Stellenbosch Municipality is experiencing high levels of traffic congestion and some of the contributing factors are:

More than 50% (approx. 11,000 students) travel to and from class by private vehicle, even though 67% of them reside on the campus or within 5 km from campus.

- Lack of access to bicycles and bicycle facilities.
- Outdated, unsafe and unreliable public transport.
- Unsafe operating conditions for pedestrians and cyclists

Stellenbosch Municipality must intervene in the continued investment to accommodate the single private vehicle that take up large areas on the road and valuable parking space. We are certainly funding an unsustainable transport system that is already not operating at an acceptable level of service. We have already experienced businesses leaving Stellenbosch as a result of the poor operating condition of our transport system and many are in the process of doing so. The alternative and more sustainable approach to ensure effective and efficient functioning of the Stellenbosch transportation system is to change the emphasis away from the private vehicle and give higher priority to public transport and non-motorised transport (Pedestrians and cyclists). This new emphasis will allow a more cost effective and efficient movement of people. The WCDTPW has committed themselves to assist Stellenbosch Municipality to improve our transport system and ensure long term sustainability through their PSTP.

The statutory requirements in terms of the Municipal Systems Act must be adhered to and the requirements as earlier been alerted to are indicated in the attached presentation.

4. FINANCIAL IMPLICATIONS

The roll out of the PSTP in Stellenbosch will have no financial implication for the Stellenbosch Municipality as the costs will be beared by the WCDTPW.

5. CONCLUSION

The provision of a sustainable transport system for Stellenbosch is one of its critical challenges and the continued investment to plan and design for the low occupied private vehicle is not feasible any longer. Alternative measures to ensure the sustainability of the Stellenbosch transport system are required. The PSTP provides this opportunity to explore changes to our transport system that will ensure long term sustainability.

RECOMMENDED

- (a) that Council approves the proposal that an assessment of the municipality's capacity be done to determine its ability to provide the proposed public transport service through an internal mechanism and that the recommendation of the assessment be accepted and implemented; and
- (b) that, should the above assessment recommend the use of an external mechanism for the provision of the public transport service, a feasibility study be conducted for the provision of the service through an external mechanism.

Meeting: Ref No:	<i>Mayco: 2016-11-16 8/1Engineering</i>	Submitted by Directorate: Author: Referred from:	<i>Infrastructure W Pretorius</i>
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MEMORANDUM OF AGREEMENT

Entered into by and between

THE WESTERN CAPE GOVERNMENT VIA ITS DEPARTMENT OF TRANSPORT AND PUBLIC WORKS

(Herein represented by **Ms Jacqui Gooch** in her capacity as the **Head of Department** of the Department of Transport and Public Works, and duly authorised thereto)

(Hereinafter referred to as "the Department")

and

THE STELLENBOSCH MUNICIPALITY

A Municipality established in terms of section 12 of the Local Government: Municipal Structures Act, Act 117 of 1998

(Herein represented by **Mr Richard Bosman** in his capacity as the **Acting Municipal Manager**, and duly authorised thereto)

(Hereinafter referred to as "the Municipality")

(Collectively hereinafter referred to as "the Parties")

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INTRODUCTION

- A. **WHEREAS** the Department has adopted the Provincial Public Transport Institutional Framework ("PPTIF"), which is the Province's renewed approach to developing sustainable transport systems and improving and transforming public and non-motorised transport in the Western Cape.
- B. **AND WHEREAS** as part of the PPTIF implementation programme, the Western Cape Government has made a commitment to partner with selected priority municipalities to jointly achieve the objectives of the PPTIF and to plan, implement and manage sustainable transport initiatives, including incremental improvements to public and non-motorised transport.
- C. **AND WHEREAS** the Incremental Approach is intended to be implemented over three stages, which are expanded upon in this Agreement.
- D. **AND WHEREAS** the Municipality has been identified as a priority municipality for implementation of the PPTIF.
- E. **AND WHEREAS** the Parties acknowledge that the Municipality may need to conduct an investigation in terms of Section 78 of the Municipal Systems Act, Act 32 of 2000 ("the Systems Act").
- F. **AND WHEREAS** the Parties acknowledge that the Department will assist and provide support to the Municipality in order for it complete the aforementioned Section 78 investigation.
- G. **NOW THEREFORE** the Parties wish to enter into this Agreement in order to ensure a co-ordinated exercise of powers and to regulate their relationship with respect to the planning and implementation of the PPTIF.

THE PARTIES RECORD THEIR AGREEMENT IN WRITING AS FOLLOWS:**1. DEFINITIONS AND INTERPRETATION**

- 1.1 In this Agreement the following expressions bear the meanings assigned to them below and cognate expressions bear corresponding meanings:

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- 1.1.1 **"Agreement"** means this Memorandum of Agreement between the Parties, together with all annexures hereto, whether included in this Agreement at the date of signature or at any later date in terms of this Agreement.
- 1.1.2 **"Business day"** in reference to any time limit prescribed herein shall include Monday, Tuesday, Wednesday, Thursday and Friday, except if any of the aforesaid days is a public holiday in the Republic of South Africa.
- 1.1.3 **"Incremental Approach"** means a step-wise approach to improving public and non-motorised transport as contemplated by the PPTIF;
- 1.1.4 **"Municipal Area"** means the jurisdictional area of the Municipality; and
- 1.1.5 **"Signature Date"** means the date on which the last signing Party signs this Agreement (and any of the related annexures hereto).
- 1.2 Words and expressions defined in any clause shall, for the purpose of that clause, bear the meaning assigned to such words and expressions in that clause.
- 1.3 The headings of the clauses are for the purpose of convenience and reference only and shall not aid in the interpretation of, nor modify the provisions of, the Agreement or any clause thereof.
- 1.4 In this Agreement, unless the context indicates a contrary intention, a word or expression which denotes –
- 1.4.1 any one sex or gender includes the other sex or gender, as the case may be;
- 1.4.2 the singular includes the plural and vice versa; and
- 1.4.3 natural persons includes juristic persons and vice versa.
- 1.5 When any number of days is prescribed such number shall exclude the first day and include the last day unless the last day falls on a Saturday, Sunday or public holiday in the Republic of South Africa, in which case the last day shall be the next

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succeeding day which is not a Saturday, Sunday or a public holiday in the Republic of South Africa.

2. COMMENCEMENT, DURATION AND TERMINATION OF THE AGREEMENT

- 2.1 This Agreement shall come into effect on the Signature Date and shall continue for 24 (twenty four) months or until this Agreement is terminated by either one of the Parties, subject to clause 2.2 below.
- 2.2 Either Party may terminate this Agreement by giving written notice to the other Party.
- 2.3 After the initial 24 (twenty four) month period, set out in clause 2.1 above, the Parties may extend the Agreement on a month to month basis provided that both Parties agree to such an extension.
- 2.4 In executing the Agreement between the Parties, the Parties should be mindful of the Incremental Approach adopted in the PPTIF, which includes the following stages:
- 2.4.1 Stage 1 includes the following:
- Develop a sustainable transport plan;
 - Strong focus on non-motorised transport;
 - Basic public transport infrastructure improvements;
 - Improve public transport facilities management;
 - Improved regulation, enforcement and training of existing public transport operators, and
 - Strengthened industry engagement.
- 2.4.2 Stage 2 includes the following:
- Continuation of Stage 1 initiatives;
 - Provision of business advisory and fleet renewal support to operators;
 - Introduction of small subsidised service contracts with existing operators for the provision of higher quality public transport services;
 - Introduction of selected commercial public transport service contracts;

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- Introduction of low-cost Intelligent Ticketing System (ITS) and Automated Fare Collection (AFC) systems; and
- Development of basic bus stop infrastructure.

2.4.3 Stage 3 includes the following:

- Continuation of Stage 1 and 2 initiatives;
- Progressive expansion of subsidised public transport in a context-appropriate and financially sustainable manner, including the development of a hybrid-type system.
- Development of infrastructure required to support these services.
- Development of Advanced Public Transport Management System (APTMS) and Integrated Fare Management (IFM).

3. ROLES AND RESPONSIBILITIES OF THE PARTIES

3.1 The Department shall be responsible for the following:

- 3.1.1 Undertaking all necessary planning required for the PPTIF after consultation with the Municipality;
- 3.1.2 Carrying out all the data collection work that will be required for the PPTIF in the Municipal Area;
- 3.1.3 Developing the particular Incremental Approach for the Municipality, which will be prepared after consultation with the Municipality;
- 3.1.4 Assisting the Municipality to create the necessary budgets from the Municipality's own revenue and grants for the implementation and management of the PPTIF in the Municipal area;
- 3.1.5 Identifying and sourcing additional sources of funding for the PPTIF, including donor funding;
- 3.1.6 Procuring all necessary and appropriate service providers for the planning and scoping phases of the PPTIF in the Municipality's Area; and

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3.1.7 Supporting the Municipality to complete an investigation in terms of Section 78 of the Systems Act, if required, including the feasibility study and service delivery agreements.

3.2 The Municipality shall be responsible for the following:

3.2.1 Supporting all necessary planning for the PPTIF and providing input to these plans through the PPTIF Planning Committee;

3.2.2 The Municipality shall assist and cooperate with the Department to create a budget, from its own revenue or grants, for the implementation and management of the PPTIF in the Municipal Area. This includes:

3.2.2.1 Supporting the Department's assessment of the Municipality's operating and capital budget and relevant conditional grant income; and

3.2.2.2 Supporting the Department's efforts to source additional funding for the PPTIF, including donor funding.

3.2.3 Conduct an investigation required in terms of Section 78 of the Systems Act in order to review and decide on the appropriate mechanism to provide public transport and related services in the Municipal Area, which assessment and review will be done with the support and assistance of the Department.

3.3 Both Parties shall be responsible for the following:

3.3.1 Establishing the PPTIF Planning Committee, as detailed in clause 5 below;

3.3.2 Appointing the appropriate and designated officials to the PPTIF Planning Committee;

3.3.3 Upon conclusion of the Section 78 investigation, the Parties may consider to refer the report on of that investigation to the Negotiating Committee ("the Negotiating Committee"), which will consider the need for the conclusion of

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MS
KAR
P
KAR
MS
KAR

any further agreements and/or recommendations to be considered by the Parties thereafter;

- 3.3.4 Appointing the appropriate and designated officials to the Negotiating Committee;
- 3.3.5 Ensuring that the members of the Negotiating Committee participate as set out and detailed in Clause 4 below;
- 3.3.6 Discuss and agree to identifying and designing the appropriate priority interventions for non-motorised transport and public transport infrastructure required in the Municipal Area; and
- 3.3.7 Within the initial 24 (twenty four) month period after the signature of this Agreement and subject to the availability of funding, agree to an implementation plan for any priority interventions, as per clause 3.3.6.

4. THE NEGOTIATING COMMITTEE

- 4.1 Following the findings of the Section 78 investigation, the Parties may need to establish the Negotiating Committee in order to negotiate further agreements between the Parties, which will provide for, *inter alia*, the institutional and financial arrangements between the Parties, and set out and allocate the roles and responsibilities of the Parties.
- 4.2 The Negotiating Committee will be authorised to negotiate, but not to conclude, the terms and conditions of such further agreements between the Parties.
- 4.3 The Parties shall appoint the following designated officials to the Negotiating Committee:

From the Municipality:

- 4.3.1 The Municipal Manager and/or his/her nominated representative;
- 4.3.2 The Director of the Department responsible for public and non-motorised transport and/or his/her nominated representative;

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RB, P, EAR, H, J, W

- 4.3.3 The Director of the Department responsible for Finance and/or his/her nominated representative;
- 4.3.4 The Director of the Department responsible for Spatial Planning and/or his/her nominated representative;
- 4.3.5 The Director of the Department responsible for Legal Services and/or Corporate Services and/or his/her nominated representative;
- 4.3.6 The Director of the Department responsible for Safety and Security and/or Law Enforcement and/or his/her nominated representative;

From the Department:

- 4.3.7 The Chief Director of Transport Operations and/or his/her nominated representative;
 - 4.3.8 The Director responsible for Land Transport Integration and Oversight and/or his/her nominated representative; and
 - 4.3.9 Deputy Director responsible for Cape Winelands and Central Karoo and/or his/her nominated representative.
- 4.4 Additionally, the Parties agree that a facilitator, which may be one or more individuals from the technical team, shall be appointed to the Negotiating Committee to facilitate all meetings of the committee, and that this appointment shall be made by the Department.
- 4.5 The designated officials in the Negotiating Committee will at its first meeting agree to a meeting schedule for the committee and shall participate in all negotiations and discussions in the spirit of cooperative governance and do so in good faith.
- 4.6 The Terms of Reference and meeting schedule shall be decided upon at the first meeting of the Negotiating Committee.

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5. THE PPTIF PLANNING COMMITTEE

5.1 The Parties will establish the PPTIF Planning Committee in order for the Municipality to be kept informed and provide input to the planning process referred to in clause 3.1.1; 3.1.2 and 3.1.3 above.

5.2 The Parties shall appoint the following designated officials to the PPTIF Planning Committee:

From the Municipality:

5.2.1 The Director of and/or the official from the Department responsible for public transport and/or his/her nominated representative;

5.2.2 The Director of and/or the official from the Department responsible for Spatial Planning and/or his/her nominated representative;

5.2.3 The Director of the Department responsible for Safety and Security and/or Law Enforcement and/or his/her nominated representative;

From the Department:

5.2.4 The Chief Director of Transport Operations and/or his/her nominated representative;

5.2.5 The Director responsible for Land Transport Integration and Oversight and/or his/her nominated representative; and

5.2.6 Deputy Director responsible for Cape Winelands and Central Karoo and/or his/her nominated representative.

5.3 The PPTIF Planning Committee shall meet quarterly.

5.4 The designated officials in the PPTIF Planning Committee will at its first meeting agree to a schedule of the quarterly meetings for the committee and shall participate in all discussions in the spirit of cooperative governance and do so in good faith.

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6. CO-OPERATIVE GOVERNANCE

6.1 The Parties will adhere to the principles of co-operative governance as reflected in sections 40 and 41 of Chapter 3 of the Constitution and sections 4 and 5 of the Intergovernmental Relations Framework Act, Act 13 of 2005, ("the IGRF Act").

6.2 The Parties will agree to:

6.2.1 Co-operate with one another in mutual trust and good faith by:

6.2.1.1 fostering friendly relations;

6.2.1.2 assisting and supporting one another;

6.2.1.3 informing one another of and consulting with one another on matters of common interest related to the Project;

6.2.1.4 adhering to agreed procedures and principles;

6.2.1.5 conducting actions and process in terms of the IGRF Act;

6.2.1.6 diligently fulfilling all their undertakings and obligations as set out in this Agreement to ensure that the required outcomes are met;

6.2.1.7 respecting each other's roles, responsibilities and obligations and not acting in a manner that encroaches or impinges on the institutional integrity of the other Party; and

6.2.1.8 always acting in the best interests of each other when any decisions are to be made or when any action is to be taken.

7. DISPUTE RESOLUTION

7.1 This Agreement shall be governed by and constructed in accordance with the laws of the Republic of South Africa. The Parties have a duty to avoid disputes, and the Parties must make every reasonable effort –

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(a) to avoid a dispute when exercising their statutory powers; or

(b) to settle a dispute without resorting to judicial proceedings.

7.2 In the event of a dispute arising from this Agreement, the Parties shall make every effort to settle such dispute amicably. If the dispute is not capable of being settled between the Parties amicably, such dispute shall be elevated to the Senior Management / Executive or their duly assigned representatives for mediation purposes.

7.3 Should the dispute not be resolved through mediation within 30 days of being referred by either Party to mediation, either Party may declare such dispute a formal intergovernmental dispute by notifying the other Party of such declaration in writing, as intended and provided for in section 41 of the IGRF Act, in which event the Parties will follow the procedure as outlined in section 42 of the IGRF Act.

8. NO CESSION/TRANSFER

No rights or obligations which any Party may have in terms of this Agreement shall be capable of cession or transfer without the prior written consent of the other Party, which consent shall not be unreasonably withheld.

9. ENTIRE AGREEMENT

This Agreement constitutes the entire agreement between the Parties as to the subject matter hereof and no agreement, representations or warranties between the Parties other than those set out herein are binding on the Parties.

10. BREACH

Subject to clauses 6 and 7 above, should a Party breach any or all of the terms and conditions of this Agreement, and remain in such breach 10 (ten) Business days after receipt of a written notice calling upon it to remedy such breach, then the Party who served such notice shall be entitled, in addition to any remedy which it may have in law, to cancel this Agreement, or to remedy the breach itself.

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MS
RAR

11. NOTICES AND DOMICILIA

11.1 The Parties choose as their *domiciled citandi et executandi* their respective addresses as set out in Clause 11.2 for all purposes arising out of or in connection with this Agreement at which addresses all processes and notices arising out of or in connection with this Agreement, its breach or termination, may validly be served upon or delivered to the Parties.

11.2 For purpose of this Agreement the Parties respective addresses shall be:

The Department:

The Head of Department
Western Cape Government: Department of Transport and Public Works
9 Dorp Street
Cape Town

The Municipality:

The Municipal Manager
Town House Complex
Plein Street
Stellenbosch

11.3 Each of the Parties shall be entitled; from time to time by written notice to the other to vary its *domicillium* to any other address within the Western Cape Department of the Republic of South Africa is not a Post Office Box or *Poste Restante*.

11.3.1 if delivered by hand, be deemed to have been duly received by the addressee on the date of delivery; or

11.3.2 if forwarded by pre-paid registered post, be deemed to have been received by the addressee 4 (four) business days after the date of postage.

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- 11.4 Notwithstanding anything to the contrary contained in this Agreement, a written notice or communication actually received by one of the Parties from the other Party shall be adequate written notice of communication to such Party.

12. WARRANTY OF AUTHORITY

Each Party warrants to each of the other Parties that it has the power, authority and legal right to sign and perform this Agreement and that this Agreement has been duly authorised by necessary actions of its officials or structures, if required, and binding obligations on it in accordance with the terms of this Agreement.

13. GENERAL TERMS AND CONDITIONS

13.1 *Interpretation of the Agreement*

The law of the Republic of South Africa shall govern the interpretation of the Agreement. If any change in the law renders any material provision of the Agreement illegal or void, either Party may terminate the Agreement immediately.

13.2 *Variation*

No amendment, alteration, addition or suspension of any provision of the Agreement shall be of any force, unless reduced to writing and signed by both Parties.

13.3 *Waiver*

No waiver of any right in terms of the Agreement shall be binding for any purpose unless expressed in writing and signed by the Party concerned and such waiver shall be effective only in the specific instance and for the purpose given. No failure or delay on the part of either Party in exercising any right precludes any other or further exercise thereof or the exercise of any other right.

13.4 *Cession and Invalid Provisions*

A Party may not cede any right or obligation in terms of the Agreement to another person without the other Party's written consent.



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14. SEVERABILITY

If any provision of the Agreement is or becomes invalid or unenforceable, such provision shall be divisible and be regarded as *pro non scripto* and the remainder of the Agreement shall be regarded as valid and binding unless materially affected.

15. RELATIONSHIP

15.1 This Agreement does not create an employment relationship, partnership, joint venture or agency between the Parties and neither Party shall be liable for the debts of the other Party, howsoever incurred.

15.2 The Municipality has no authority or right to bind the Department to any third party and it shall be liable for any act purporting to so bind the Department.

SIGNED AT CAPE TOWN ON THIS 21 DAY OF JULY 2016



THE DEPARTMENT

(Herein represented by **Ms Jacqui Gooch** in her capacity as **Head of Department**, duly authorised hereto)

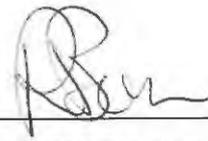
AS WITNESSES:

1.  _____

2. Saw-Othier _____

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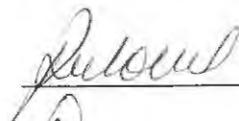
SIGNED AT Stellenbosch ON THIS 8th DAY OF JULY 2016



THE MUNICIPALITY

(Herein represented by **Mr Richard Bosman** in his capacity as **Acting Municipal Manager**, duly authorised hereto)

AS WITNESSES

1. 

2. 



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SERVICE DELIVERY MECHANISMS OF LOCAL GOVERNMENT

**Utilising the Provincial Sustainable
Transport Program (PSTP)**



THIS PRESENTATION:

- ✿ Distinguishing the service authority and the service provider roles
- ✿ The process for determining an appropriate service delivery mechanism
- ✿ Internal mechanisms
- ✿ External mechanisms

SERVICE AUTHORITY FUNCTIONS AND SERVICE PROVIDER FUNCTIONS





SERVICE AUTHORITY FUNCTIONS

Service Authority

A service authority is responsible for “administering” a function. This responsibility should be distinguished from regulation and service provision. For example, municipalities are service authorities for water. The Department of Water Affairs and Forestry functions as a regulator. The service provider could be the municipality but it need not be – as in the case of Mbombela Municipality or the City of Johannesburg. Hence: “A municipality has ... the *right to administer*—the local government matters listed in Part B of Schedule 4 and Part B of Schedule 5” (Section 156 of the Constitution).



WHAT DO SERVICE AUTHORITIES DO?

- ✿ Based on legislation, policy and practice in SA, acting as an authority usually implies the following responsibilities:
 - ▶ Adopting an IDP – planning to ensure that the function is effectively administered
 - ▶ Setting Tariffs or Rates – determination of user fees or the imposition of taxes to pay for the provision of the service;
 - ▶ Receipt of Funds and debt control;
 - ▶ Policy – priority setting;
 - ▶ Enacting supply-related legislation (for example, Transport By-Laws);
 - ▶ Performance monitoring of service provision;
 - ▶ Ownership of assets.



SERVICE PROVIDER FUNCTIONS

Service Provider

A service provider is responsible for providing “municipal services” – a term that has recently been defined in the Systems Act and broadly correlates to municipal functions that involve service provision. The service provider can be the municipality itself (if the provision is **internal**) or another entity (if the provision is **external**). The basis for the service provision is established by the Service Authority who remains ultimately responsible for the provision of the service. **Chapter 8 of the Systems Act** deals with service provision in detail.



SUMMARY OF RESPONSIBILITIES

Authority

- ✿ Ensuring access / universal service obligation
- ✿ Planning
- ✿ Regulation
- ✿ Provision
- ✿ Services to industry
- ✿ Regional schemes
- ✿ Duty to provide information

Provider

- ✿ Duty to provide water services
- ✿ Effectiveness and efficiency
- ✿ Consumer charter
- ✿ Consumer relations
- ✿ Consumer friendly billing
- ✿ Business plan
- ✿ Duty to provide information



SEPERATION OF REGULATORY AND OPERATIONAL RESPONSIBILITY

- ✿ Service Authority = Regulatory authority
= Supervisory responsibility

- ✿ Service Provider = Implementing authority
= Operational responsibility



THE PROCESS FOR DETERMINING AN APPROPRIATE SERVICE DELIVERY MECHANISM



CHOOSING A SERVICE DELIVERY MECHANISM

- ✿ Municipal Systems Act dictates when a service authority must consider service delivery mechanisms – section 78 assessment
- ✿ Internal and external service delivery mechanism possible

Internal mechanisms



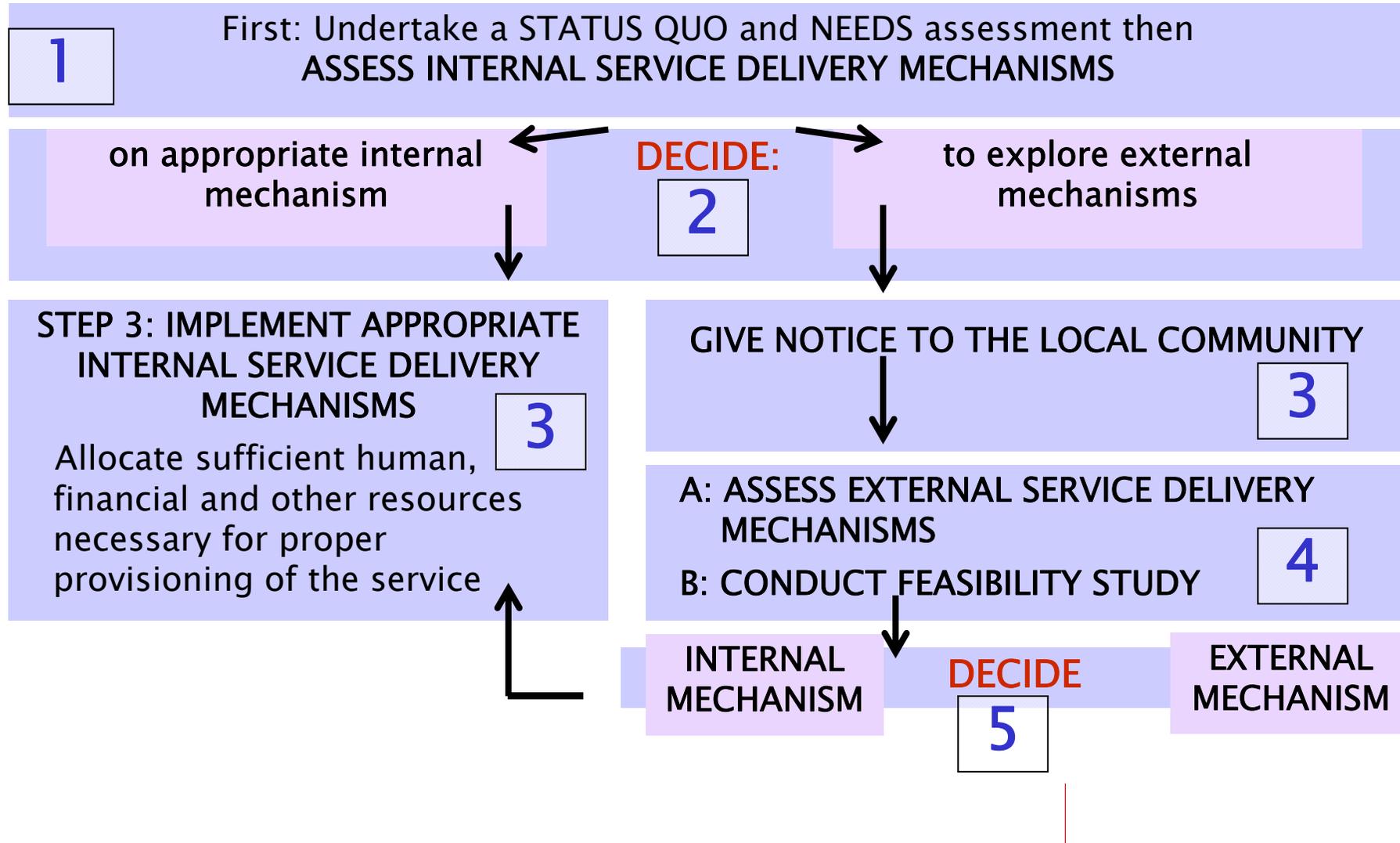
Inside the municipality

External mechanisms

Entities outside the municipality

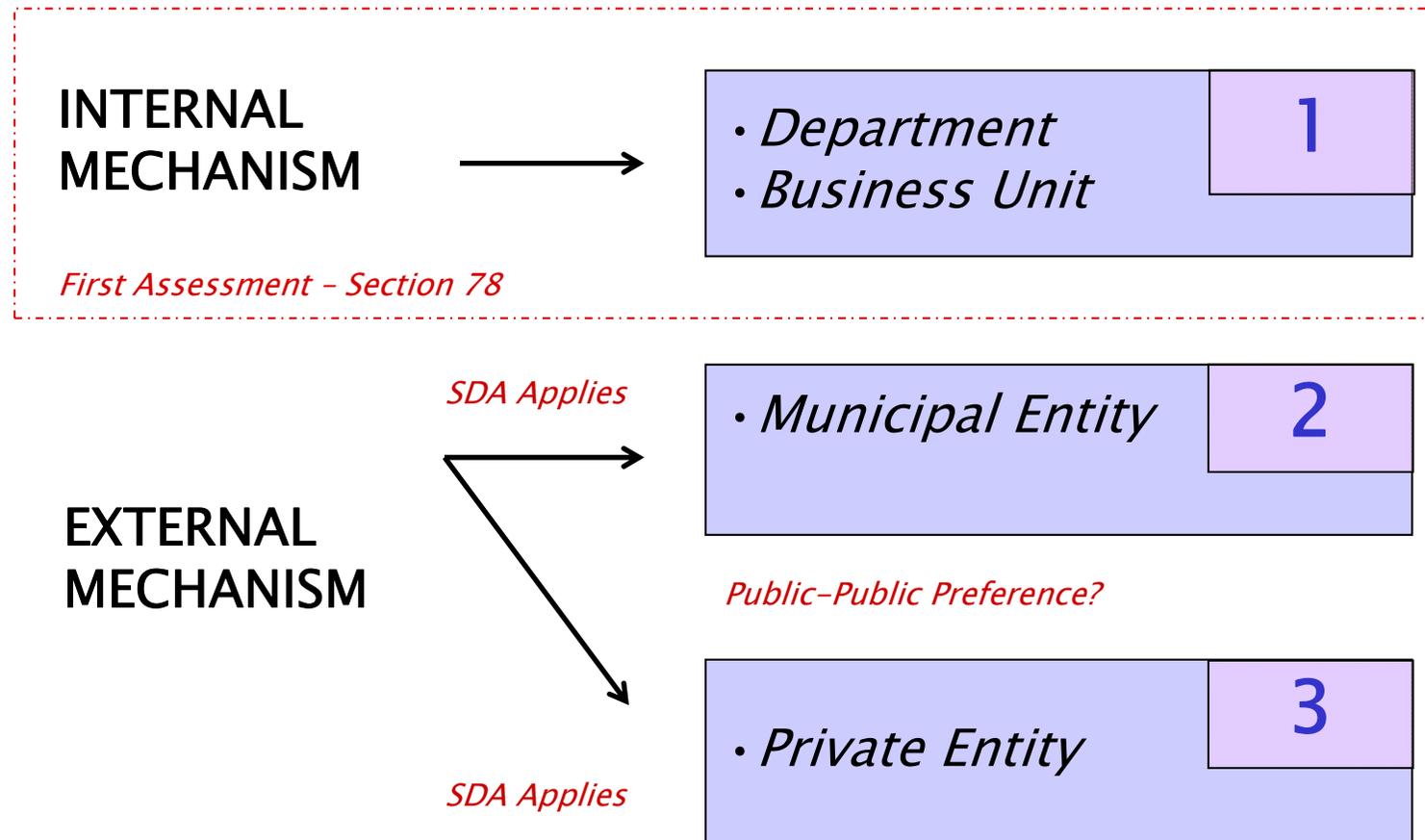


THE SECTION 78 PROCESS





THREE BROAD SERVICE PROVISION OPTIO





INTERNAL MECHANISMS



THINGS TO THINK ABOUT WHEN CONSIDERING INTERNAL MECHANISMS

- ✿ Internal delivery mechanisms are more about appropriate organisational design and performance improvement than financial considerations
- ✿ Effective and efficient administration will, however, improve financial performance
- ✿ A department can reflect many of the characteristics of a business unit and vice versa depending on the way it is governed and structured

WHAT ARE THE INTERNAL MECHANISMS?



- ✿ A Department or Administrative Unit within the municipality's administration
- ✿ Business Unit
- ✿ Any other component of the municipality's administration



**Internal
mechanisms**



WHAT IS A DEPARTMENT OR ADMINISTRATIVE UNIT?

- ✿ The Systems Act doesn't provide definitions
- ✿ Can be defined as *“an institutional arrangement where the responsibility for the delivery of a particular service is carried by more than one unit within the administration of a municipality”*
- ✿ Currently it's the most common option
- ✿ The department or administrative unit usually takes responsibility for the technical aspects of the service, while other departments or administrative units take responsibility for other aspects of the service such as financial, legal, social, human resources and the like



WHAT IS A BUSINESS UNIT?

- ✿ A business unit –
 - ❑ operates within the municipality’s administration
 - ❑ under council’s control, and
 - ❑ in accordance with operational and performance criteria of Council

- ✿ The Act does not define a ‘business unit’

- ✿ There is no clear legal or academic definition

- ✿ **Can** be defined as *“a ring-fenced unit within the municipal structure operating within a defined framework and fully accountable for all aspects of service delivery”*

WHAT IS A BUSINESS UNIT?

- ✿ Similar to a department or administrative unit as it is an integral part of a municipality and does not have a separate legal personality
- ✿ Functions as if it is separate from the municipality
- ✿ Usually is responsible for all aspects of a service, including the technical, financial and legal aspects
- ✿ All income and expenditure is ring-fenced and all functions (including meter reading, billing and credit control) related to the provision of water services may be performed by the business unit
- ✿ Transactions with other departments 'at arms length'
- ✿ The business unit focuses on water services provision and constitutes a holistic approach to rendering the service

EXTERNAL MECHANISMS

EXTERNAL MECHANISMS IN THE CONTEXT OF S78

- ✿ Challenges / needs have been identified (although not a legislative requirement, a status quo assessment should have been completed and needs going forward determined)
- ✿ Internal mechanism assessment completed, and decision to first assess feasibility of external mechanisms
- ✿ Notice to the community of intention explore external mechanisms has been given

DIFFERENCE BETWEEN INTERNAL AND EXTERNAL ASSESSMENTS :

- ✿ Community Consultation
- ✿ Feasibility Study
- ✿ Regulator involvement
- ✿ Deal with issues required in a Service Delivery Agreement to be concluded if an external mechanism is chosen

THE EXTERNAL MECHANISM OPTIONS

- ✿ Municipal Entity
- ✿ Another municipality
- ✿ Organ of state (including a traditional authority)

- ✿ CBO ***Competitive tendering***
- ✿ NGO
- ✿ Any other institution or entity legally competent to operate a business activity

Service Delivery Agreements must be entered into

STEPS WITHIN THE EXTERNAL MECHANISM PROCESS :

- ✿ ASSESS legislated external mechanism options against your needs
- ✿ Get VIEWS of community and organised labour on assessment
- ✿ Conduct FEASIBILITY STUDY of preferred option to show it is affordable and there is benefit in pursuing the option

WHILE DOING THE ASSESSMENT CONSIDER:

- ✿ Output specifications (what is it that you want the service provider to do?)
- ✿ Risk Transfer (financial/operational/political/etc)
- ✿ Contract Structure
- ✿ Structure of relationship with service provider
- ✿ Term of contract (relative to risk transfer)
- ✿ Legislated criteria



THE FEASIBILITY STUDY:

- ✿ After assessing options, choose the preferred option, and test the feasibility of this option against the optimal internal mechanism

- ✿ Feasibility Study will include:
 - ▶ Developing a financial model
 - ▶ Assessing pros and cons of option
 - ▶ Testing the outcomes against each other
 - ▶ Testing sensitivity of assumptions
 - ▶ Addressing legislated criteria



PUBLIC–PUBLIC PREFERENCE?

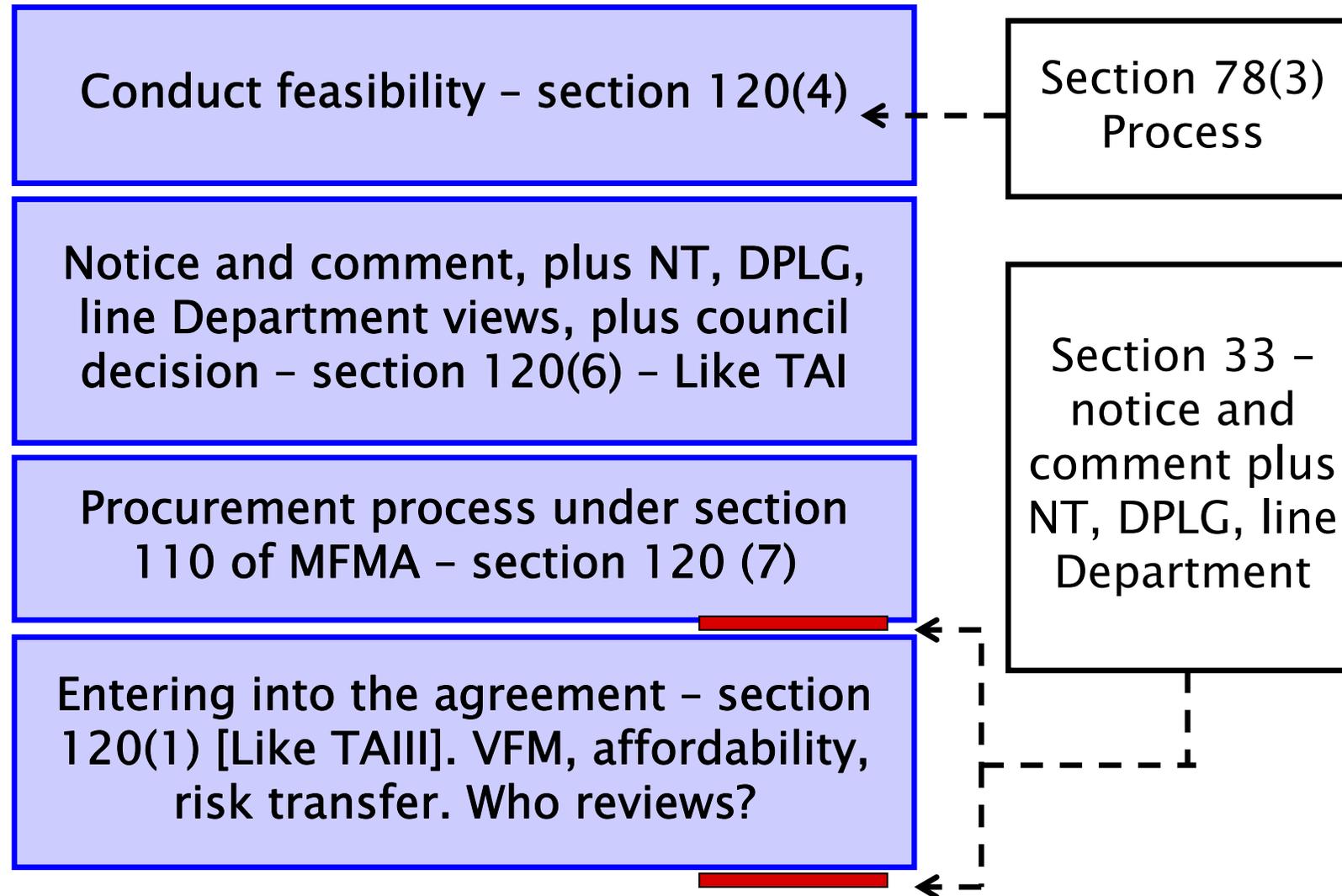
- ✿ Procurement
 - ▶ The exemption is a mixed blessing – it saves *initial* costs but reduces municipal bargaining power (*ultimate* costs?)

- ✿ Partnership with Water Boards
 - ▶ PFMA compliance and strict National Treasury supervision – eg Emfuleni’s transaction with Rand Water.

- ✿ Water Services Act
 - ▶ Section 19 Preference is probably not meaningful – eg of Joburg Water.



PUBLIC PRIVATE PARTNERSHIP: WHAT DOES 120 of the MFMA REQUIRE?





PROCUREMENT OF SERVICE PROVIDERS

- ✿ Key risks:
 - ▶ Interaction with bidders;
 - ▶ Assessments of compliance;
 - ▶ Interaction between technical advisors and adjudicators;
 - ▶ Reasons for decision;
 - ▶ Change of scope or price during the negotiating phase.

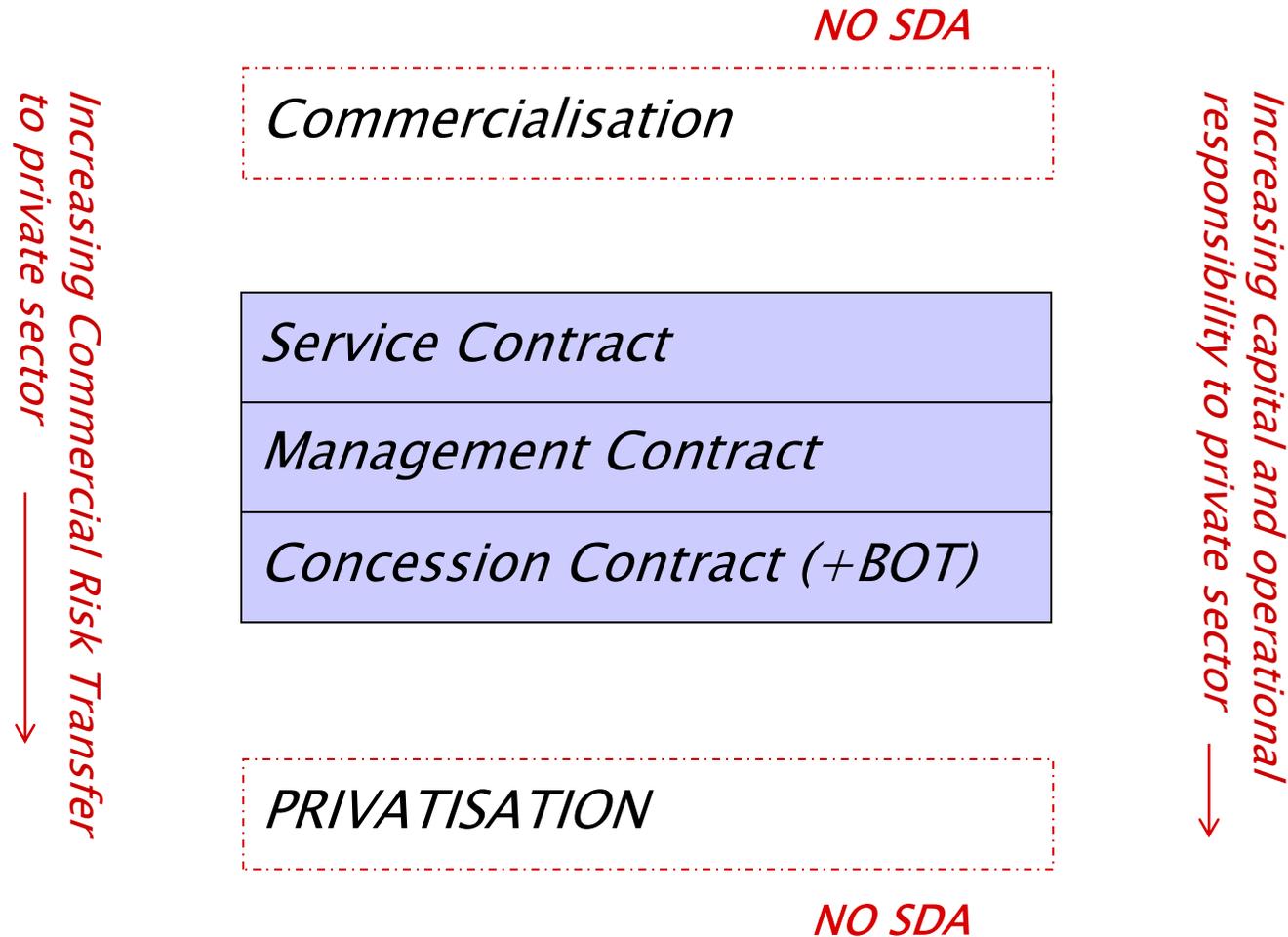


THE SERVICE DELIVERY AGREEMENT (“SDA”)

- ✿ Key difference between the internal and external mechanism is the SDA.
- ✿ An SDA is the agreement which regulates the relationship between the WSA and the WSP. It sets out who has to what and when.
- ✿ There are “generic types” of SDAs, but each WSA should make sure its contract is appropriate for its specific needs, allocates risks and adequately allows the WSA to “ensure service deliver”



CONTEXT: KINDS OF SDAs





WHICH SDA FOR YOU?

- ✿ The type of output specification (what it is the Municipality wants to achieve through the service delivery mechanism) and the risk transfer will influence WHO (which external mechanism) is appropriate to respond to your needs
- ✿ Let the communities needs drive the assessment of external mechanisms, rather than the other way around!
- ✿ Review s 81 of the Systems Act



CORPORATISE OR NOT?

CORPORATISE

Cost-benefit Analysis:

- Nature of the service
“business practices”?
- Need for close **policy control**
- Quality of *status quo* – deficits?
- **Failure** to discharge resp?
- Need for **capital**
- **Special** objectives

Management and Finance

- ME’s capacity to **borrow**.
- Funding from other Government spheres
- Internal management expertise
- Section 79(a) –allocate to internal

5.6.3	AMENDMENT OF CONTRACT B/SM 21/16: THE OPERATING AND MANAGEMENT OF THE LANDFILL SITE (CELL 3) FOR A PERIOD OF 6 MONTHS
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1. PURPOSE OF THE REPORT

To obtain Council's approval for the extension of the contract of Interwaste (Pty) Ltd (B/SM 21/16) for a period of 6 months as per Section 116(3) of the Municipal Finance Management Act (Act 56 of 2003) (Refer to **APPENDIX 1**).

2. BACKGROUND

Interwaste was appointed through B/SM 21/16 for the operating and management of Stellenbosch's Devon Valley Landfill site (cell 3) for a period of 12 months.

Their scope of works for this project included:

- Managing day-to-day operations on site (including waste minimisation activities)
- Waste deposition and compaction including the provision and placement of cover material
- Control of nuisances
- Operating the weighbridge
- Providing adequate staff on site for site supervision, gate controlling, weighbridge operating and tipface managing
- Maintaining access control on site for pedestrians and vehicles
- Providing adequate security on site
- Providing the required plant and machinery on site
- Monthly reporting of weighbridge statistics including waste types, quantities and sources of waste
- Attending and participating in quarterly Landfill Monitoring Committee meetings

The offer and rates indicated by the service provider on their submission dated 25 May 2015 was accepted by the Municipality. Monthly rates indicated in Section C2.2 Pricing Schedule of the Tender Contract B/SM 21/16 by Interwaste amounted to R 377,131.00 (excl. VAT) per month with an annual cost of R 4,525,572.00 (excl. VAT) (**APPENDIX 2**).

Work on this contract started 01 October 2015. The contract thus expires on 30 September 2016.

3. DISCUSSION

The Stellenbosch Landfill is required to operate in accordance with the conditions set forth in its Permit (16/2/7/G203/D16/Z1/P331) issued by then Department of Water Affairs and Forestry (DWAF) on 29 January 1999 and comply with all requirements of the National Environmental Management: Waste Act (Act 59 of 2008).

All waste disposed of on the landfill site must be compacted and covered with cover material on a daily basis. The Contractor is responsible for the provision and co-ordination of all vehicles, plant, equipment, security and staff and this has to be performed in a manner

that will ensure all operations are carried out in a safe, orderly and efficient manner.

It recently came to this Department's attention that the remaining airspace left for cell 3 is approximately two years. This information required the Department to come up with a strategy to extend cell 3's lifespan as much as possible. An investigation confirmed that the most effective way to do this is to implement both aggressive waste minimisation strategies, as well as to appoint a contractor on a multi-year basis. When a contractor is appointed on a multi-year basis, it will be in their best interest to preserve as much airspace as possible and thereby they will extend the lifetime of the site.

As it is the first time ever that this Municipality will be putting out a tender of this magnitude for the operation and management of the landfill site, the specifications are of unparalleled importance. The specifications thus need to be completely reworked and aggressive waste minimisation strategies added. The need for a six month extension before the 5 year tender can be advertised is because:

- it has only recently been confirmed by SCM that a contractor may be appointed for a 5 year period;
- a Section 33 process of the MFMA has to be completed when appointing a contractor for a period exceeding 36 months which includes approval of the tender by the Council. It would be high risk to depend on a new Council to approve a tender on their first sitting in September 2016; should the tender not be approved, there will be no contract in place for the management of the landfill site; and
- the process of appointing a contractor for a 5 year period includes a 60 day tender advertisement period.

Since their appointment, Interwaste has proven that they are capable to manage the landfill site in accordance with all statutory requirements. Interwaste has also indicated that they are willing to manage and operate the landfill site for the period 1 October 2016 to 30 March 2017 at the monthly rate that was tendered on 25 May 2015 plus CPI escalation of 5.96% (the average CPI calculated over a 12 month basis, July 2016 to June 2017) (**APPENDIX 3**).

The current monthly rate of R 377,131.00 per month (excl VAT) would thus escalate with R 22,477.00 to R 399,608.00 (excl VAT). Even with the 5.96% escalation of the tendered rate, the monthly costs are still lower than the second lowest price submitted by a competing landfill operator in May 2015 which amounted to R 429,589.00 (excl VAT) per month.

It is requested that an extension of 6 months be given to this contract to the value of R 2,397,648.00 (excl. VAT) in order for the Solid Waste Management Department to improve on and fine-tune the current specifications for the operation and management of the landfill site so that it can be scaled up to a 5 year tender that will be advertised and open for public tender.

Should the 5 year tender for the operation of the landfill site be awarded prior to the 6 months' extension elapsing, the extension can be terminated by giving two months' notice as agreed upon by Interwaste's Managing Director (**APPENDIX 3**).

In terms of S116(3) of the MFMA a contract or agreement may be amended, but only after:

- a) the reason for amendment has been tabled in Council; and
- b) the local community has (i) been given reasonable notice of the intention to amend the contract or (ii) been invited to submit representations to the municipality.

The only amendment of the contract of agreement would be increasing the time period of the appointed contractor from 12 months to a maximum of 18 months.

4. COMMENTS FROM RELEVANT DIRECTORATES

4.1 Directorate: Finance

Finance supports the item.

RECOMMENDED

- (a) that Council note the reasons for the proposed extension of the contract/agreement for a period of 6 months; and
- (b) that the local community be given reasonable notice of the intention to extend the contract/agreement and be invited to submit representations to the municipality.
- (c) that the final recommendation after representation be submitted to Council for approval.

5. FURTHER COMMENTS

5.1 Directorate: Engineering Services

The item was approved in principle (**APPENDIX 2**) i.t.o. Delegation 1 of the approved System of Delegations.

A public participation process was followed by means of advertisements that were placed in Die Burger and Cape Argus on 27 August 2016 with closing date 16 September 2016 (**APPENDIX 4**). No comments were received.

5.2 LEGAL COMMENT

Directorate: Strategic & Corporate Services (Senior Legal Advisor: Ms EA Rhoda)

The item provides that there is a need for a six months extension before the 5 year tender can be advertised. It is important to note that the extension of the contract B/SM 21/6 must comply with the Municipal Finance Management Act and the Municipal Systems Act. Section 116(3) of the Municipal Finance Management Act no. 56 of 2003 (MFMA) provides that, a contract or agreement procured through the supply chain management policy of the municipality may be amended by the parties, but only after—

- (a) The reasons for the proposed amendment have tabled in the council of the municipality; and
- (b) The local community-

- (i) has been given reasonable notice of the intention to amend the contract or agreement; and
- (ii) has been invited to submit representations to the municipality.

The item furthermore provides that there is a need for a six months extension before the 5 year tender can be advertised. Section 33 of the MFMA 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-

- (c) the municipal manager, at least 60 days before the meeting of the municipal council at which the contract is to be approved-
- (iii) 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
- (iv) 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 nay other service as may be prescribed by the responsible national department
- (d) the municipal council has taken into account-
- (v) The municipality’s projected financial obligations in terms of the proposed contract for each financial year covered by the contract;
- (vi) The impact of those financial obligations on the municipality’s future municipal tariffs and revenue;
- (vii) Any comments or representations on the proposed contract received from the local community and other interested persons; and
- (viii) 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-
- (iv) It determines that the municipality will secure a significant capital investment or will derive a significant financial economic or financial benefit from the contract;
- (v) It approves the entire contract exactly as it is to be executed; and
- (vi) It authorises the municipal manager to sign the contract on behalf of the municipality.”

The prescriptive legislative processes outlined above thus include public participation as well as consideration of the *draft contract* by the council, prior to the contract being concluded.

The item is supported.

RECOMMENDED

that Council take note of the extension of the contract/agreement (BSM21/16) for a period of 6 months to the value of R 2,397,648.00 (excl. VAT) in terms of the MFMA S116(3) (a)

Meeting: Ref No:	<i>Mayco: 2016-11-16</i> <i>6/3/3/6 x 16/5/3</i>	Submitted by Directorate: Author: Referred from:	<i>Infrastructure</i> <i>W Pretorius</i>
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Unsolicited bids

113. (1) A municipality or municipal entity is not obliged to consider an unsolicited bid received outside its normal bidding process.

(2) If a municipality or municipal entity decides to consider an unsolicited bid received outside a normal bidding process, it may do so only in accordance with a prescribed framework. 5

(3) The framework must strictly regulate and limit the power of municipalities and municipal entities to approve unsolicited bids received outside their normal tendering or other bidding processes.

Approval of tenders not recommended

10

114. (1) If a tender other than the one recommended in the normal course of implementing the supply chain management policy of a municipality or municipal entity is approved, the accounting officer of the municipality or municipal entity must, in writing, notify the Auditor-General, the relevant provincial treasury and the National Treasury and, in the case of a municipal entity, also the parent municipality, of the reasons for deviating from such recommendation. 15

(2) Subsection (1) does not apply if a different tender was approved in order to rectify an irregularity.

Implementation of system

115. (1) The accounting officer of a municipality or municipal entity must— 20

(a) implement the supply chain management policy of the municipality or municipal entity; and

(b) take all reasonable steps to ensure that proper mechanisms and separation of duties in the supply chain management system are in place to minimise the likelihood of fraud, corruption, favouritism and unfair and irregular practices. 25

(2) No person may impede the accounting officer in fulfilling this responsibility.

Contracts and contract management

116. (1) A contract or agreement procured through the supply chain management system of a municipality or municipal entity must—

(a) be in writing; 30

(b) stipulate the terms and conditions of the contract or agreement, which must include provisions providing for—

(i) the termination of the contract or agreement in the case of non- or under-performance;

(ii) dispute resolution mechanisms to settle disputes between the parties; 35

(iii) a periodic review of the contract or agreement once every three years in the case of a contract or agreement for longer than three years; and

(iv) any other matters that may be prescribed.

(2) The accounting officer of a municipality or municipal entity must—

(a) take all reasonable steps to ensure that a contract or agreement procured through the supply chain management policy of the municipality or municipal entity is properly enforced; 40

(b) monitor on a monthly basis the performance of the contractor under the contract or agreement;

(c) establish capacity in the administration of the municipality or municipal entity— 45

(i) to assist the accounting officer in carrying out the duties set out in paragraphs (a) and (b); and

(ii) to oversee the day-to-day management of the contract or agreement; and

- (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 contractor.
- (3) A contract or agreement procured through the supply chain management policy of the municipality or municipal entity may be amended by the parties, but only after— 5
- (a) the reasons for the proposed amendment have been tabled in the council of the municipality or, in the case of a municipal entity, in the council of its parent municipality; and
- (b) the local community— 10
- (i) has been given reasonable notice of the intention to amend the contract or agreement; and
- (ii) has been invited to submit representations to the municipality or municipal entity.

Councillors barred from serving on municipal tender committees

117. No councillor of any municipality may be a member of a municipal bid committee or any other committee evaluating or approving tenders, quotations, contracts or other bids, nor attend any such meeting as an observer. 15

Interference

118. No person may—
- (a) interfere with the supply chain management system of a municipality or municipal entity; or 20
- (b) amend or tamper with any tenders, quotations, contracts or bids after their submission.

Competency levels of officials involved in municipal supply chain management

119. (1) The accounting officer and all other officials of a municipality or municipal entity involved in the implementation of the supply chain management policy of the municipality or municipal entity must meet the prescribed competency levels. 25
- (2) A municipality and a municipal entity must for the purposes of subsection (1) provide resources or opportunities for the training of officials referred to in that subsection to meet the prescribed competency levels. 30
- (3) The National Treasury or a provincial treasury may assist municipalities and municipal entities in the training of officials referred to in subsection (1).

Part 2: Public-private partnerships

Conditions and process for public-private partnerships

120. (1) A municipality may enter into a public-private partnership agreement, but only if the municipality can demonstrate that the agreement will— 35
- (a) provide value for money to the municipality;
- (b) be affordable for the municipality; and
- (c) transfer appropriate technical, operational and financial risk to the private party. 40
- (2) A public-private partnership agreement must comply with any prescribed regulatory framework for public-private partnerships.
- (3) If the public-private partnership involves the provision of a municipal service, Chapter 8 of the Municipal Systems Act must also be complied with.
- (4) Before a public-private partnership is concluded, the municipality must conduct a feasibility study that— 45
- (a) explains the strategic and operational benefits of the public-private partnership for the municipality in terms of its objectives;
- (b) describes in specific terms— 50
- (i) the nature of the private party's role in the public-private partnership;
- (ii) the extent to which this role, both legally and by nature, can be performed by a private party; and

STELLENBOSCH MUNICIPALITY

CONTRACT No B/SM: 21/16

THE OPERATING AND MANAGEMENT OF THE LANDFILL SITE FOR THE PERIOD OF 12 MONTHS

C2.2 Pricing Schedule

The Tenderer is required to specify the fee/rate to be charged per category, which will be used for pricing evaluation purposes.

Item No.	Description	Monthly Rate	Annual Cost
1.	Operation and Management of Stellenbosch Landfill Site from 01 September 2015 until 31 August 2016	R 377 131 -00	R 4525 572-00
		TOTAL EXCLUDING VAT	R 4525 572-00
		VAT	R 633 580-08
		TOTAL INCLUDING VAT	R 5 159 152-08

Contract Price

STELLENBOSCH MUNICIPALITY
SUPPLY CHAIN MANAGEMENT

2 8 JUL 2015

BID OPEN

Charlotte Nell

From: Leon Grobbelaar <Leong@interwaste.co.za>
Sent: 08 August 2016 06:47 PM
To: Charlotte Nell
Cc: Saliem Haider; Silvia Pretorius; Alison Norton; Foreman Disposal
Subject: Re: Extension of contract B/SM 21/16

Dear Charlotte
As discuss, in agreement.
Regards

Sent from my iPhone

On 08 Aug 2016, at 6:37 PM, Charlotte Nell <Charlotte.Nell@stellenbosch.gov.za> wrote:

Good evening Leon,

Thank you for your swift response while on leave. Would you also agree to same conditions below (extension of contract with CPI escalation) should we wish to extend the contract with up to 12 months?

According to <http://www.statssa.gov.za/publications/P0141/P0141June2016.pdf> the average CPI inflation figures over the past 12 months (July 2015 to June 2016) is 5.96%. The current monthly rate of R429,929.34 per month (incl VAT) would thus escalate with R 25,623.79 to R 455,553.13 (incl VAT) should an escalation of 5.96% be applied. Do you agree with this? If so, we will table the request to Council who will determine whether the CPI escalation is acceptable.

If we need to cancel the contract prior to the 12 month extension mark we will give two month's notice.

Kind regards,
Charlotte Nell
*Principal Technician: Waste Management and Disposal
Engineering Services*

T: +27 21 808 8216 • C: +27 72 448 2992 • F: +27 21 883 9874

From: Leon Grobbelaar [Leong@interwaste.co.za]
Sent: Monday, August 08, 2016 2:47 PM
To: Charlotte Nell
Cc: Saliem Haider; Silvia Pretorius; Alison Norton; Foreman Disposal
Subject: Re: Extension of contract B/SM 21/16

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Kind Regards
Leon Grobbelaar

Sent from my iPhone

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Kind Regards
Leon Grobbelaar

Sent from my iPhone



NOTICE

NOTICE IN TERMS OF SECTION 116(3) OF THE LOCAL GOVERNMENT: MUNICIPAL FINANCE MANAGEMENT ACT, 2003 (ACT 56 OF 2003) FOR THE PROPOSED AMENDMENT OF THE EXISTING AGREEMENT WITH INTERWASTE PTY LTD FOR THE OPERATING AND MANAGEMENT OF STELLENBOSCH'S DEVON VALLEY LANDFILL SITE FOR A PERIOD OF 12 MONTHS

Notice is hereby given in terms of Section 116 (3) (a) and (b) of the Local Government Municipal Finance Management Act 2003 (Act 56 of 2003) that it is the intention of the Stellenbosch Municipality to amend the existing contract:

Number: B/SM 21/16

Description: PROVISION OF PROFESSIONAL SERVICES FOR THE OPERATING AND MANAGEMENT OF STELLENBOSCH'S DEVON VALLEY LANDFILL SITE.

Contractor: INTERWASTE (PTY) LTD

Reasons for the proposed amendment:

The proposed amendment of the contract is to provide for the extension of the services and support for a period ending 30 March 2017.

Notice is hereby further given in terms of Section 21 and 21A of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) that the local community and affected parties are invited to submit comments or representations on the proposed amendment of the contract. Persons who are physical disabled or who cannot read or write but wish to participate in the process, may come during office hours to the Municipal Offices, Plein Street, Stellenbosch where a staff member will assist that person to transcribe that person's comments or representations.

Comments and/or representations must be submitted to the following email address s116_contracts@stellenbosch.gov.za, with the subject line entitled "B/SM 21/16: COMMENTS ON NOTICE OF AMENDMENT OF EXISTING AGREEMENT WITH INTERWASTE PTY LTD"

The closing date and time for the submission of representations and/or comments is no later than **16/09/2016, at 12:00**. Any comments or representations received after this time and date will not be considered.

All enquiries regarding this intent can be directed to the following official.

Name & Surname	Saliem Haider
Telephone Number	021 8088241
E-mail address	Saliem Haider@stellenbosch.gov.za
Physical address	Ecclesia Building Plein Street Stellenbosch 7600

Richard Bosman
Acting Municipal Manager

[Handwritten Signature]
21/09/2016



Stellenbosch

**AMPTELIKE BESTELLING
OFFICIAL ORDER**

Stellenbosch

MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

17. STELLENBOSCH 7599
 021 808-8520
 021 808-8688

BESTEL NR. / ORDER NO.
326323

DATUM / DATE
08/09/2016

INDEPENDENT NEWSPAPERS (PTY) L
P O BOX 61471
MARSHALLTOWN

2107

KREDITURE NR.
CREDITORS NO. **001602**

KONTAK PERSOON / CONTACT PERSON
CHARLOTTE CRONJE
 Requisition No. **1019749**

REKWIISIË REQ. NO.	LYN LINE	VOORRAAD NR. STOCK NO.	BESKRYWING / DESCRIPTION	POS NR. / VOTE NO.	HOLVELHEID QUANTITY	PRYSE SONDER BTW PRICES WITHOUT VAT	BTW/VAT	TOTAAL PRYS TOTAL PRICE
			ADVERTISEMENT: B/SN 21/16 6 S 116 PLACED IN NEWSPAPERS		1	4286.71	600.13	4886.84

NAMENS / FOR: **STELLENBOSCH**
MUNISIPALITEIT / MUNICIPALITY

Maai Schep
ANDTEREKENING
SIGNATURE
DEPARTEMENT
DEPARTMENT

TOTAAL
TOTAL **4886.84**

APPENDIX 4



Stellenbosch

**AMPTELIKE BESTELLING
OFFICIAL ORDER**

Stellenbosch

MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

• 17, STELLENBOSCH 7500
 ☎ 021 806-8520
 ☎ 021 806-8588

BESTEL NR. / ORDER NO.

DATUM / DATE

KREDITEUR NR.
CREDITORS NO.

KONTAK PERSOON / CONTACT PERSON

CHARLES H. ...

...
 ...
 ...
 ...

REKVISISIE / LYN REQUISITION LINE	VOORRAAD NR. STOCK NO.	BESKRYWING / DESCRIPTION	POS NR. / VOTE NO.	HOEVEELHEID QUANTITY	PRYSE SONDER BTW PRICES WITHOUT VAT	BTW/VAT	TOTAAL PHYS TOTAL PRICE
		ADVERTISMENTE IN SV COPIES PLACED IN NEWSPAPERS OF	21/16	1	1553,56		1553,56

NAMENS / FOR:
 STELLENBOSCH

W. van der ...
Sch

HANDELSREKING
SIGNATURE
 OLFPAKKE NR. 11
OF THE PARTIAL NO.

TOTAAL
TOTAL



Correct

BEVESTIGING VAN BESTELLING

MEDIA

Bestelnr.:
19386495

Datum:
24/08/2016

Reg. Nr: 1950/038385/07 **BTW Nr:** 4150102228

 Media 24 (Pty) Ltd
 14700102181

 Number 24, 4, Helderberg, 1601
 14700102181

 MUNICIPALITEIT STELLENBOSCH
 POSBUS 17
 STELLENBOSCH
 7599

Rekeningnavrae: Faziela Daniels

Tel: Tolvry:

Faks:
E-pos: faziela.daniels@media24.com

Verwysing:
Rekening Nr:

300012936437

Kliënt Reg No:
Kliënt BTW Nr:

14700102181

Bladsy 1 van 2

Datum	Beskrywing	Tarief	Bedrag	Afslag	Netto	BTW	Totaal (R)
27-08-2016	Die Burger Wes - CLASSDSP (CLASSDSP) B/SM 21/16 toa grootte 15 CM x 3 kol. kleur FC plasing 1	0.00	4,553.55	0.00	4,553.55	637.50	5,191.05
						Totaal (ZAR)	5,191.05

Terme: 30 Dae ME

Vervolg op volgende bladsy

BETALINGSADVIES

Beangrik: Hierdie advies moet altyd u betaling vergeesel

BANKBESONDERHEDE:
Bank: ABSA
Rekeningnommer: 0550000059
Takkode: 006009
Tak: HEBRENGRACHT

 Pay @ word aanvaar by Shoprite Checkers Spar OK Pick n Pay
 Usave Boxer Superstores


MEDIA

Reg Nr: 1950/038385/07 **BTW Nr:** 4150102228

Media 24 (Pty) Ltd

Number 24, 4, Helderberg, 1601

ANDER BETALINGSOPSIES: Kaartbetalings

Datum	Rekeningverw.	Bedrag verskuldig
24-08-2016	300012936437	5,191.05

Betalings moet altyd u Rekening Verwysing aandui

5.6.4

THE THIRD GENERATION INTEGRATED WASTE MANAGEMENT PLAN (IWMP) FOR STELLENBOSCH MUNICIPALITY**1. PURPOSE OF REPORT**

To submit the proposed Third Generation Integrated Waste Management Plan (IWMP) (**APPENDIX 1**) for Stellenbosch Municipality to Council for consideration and in-principle approval, prior to going out for comment from the provincial authorities and the public.

2. BACKGROUND

In terms of the National Environmental Management: Waste Act (Act 59 of 2008) (NEM:WA), each municipality is required to compile an integrated waste management plan and submit to provincial government (D:EA&DP) for assessment, the recommendations of which must be incorporated into the final IWMPs, before being submitted to the municipal council for approval and implementation.

The manner in which the IWMPs are developed must be consultative and municipalities are required to follow the prescriptions of Section 29 of the Municipal Systems Act. Municipalities are obliged to integrate their IWMPs into their integrated development plans (IDP).

3. DISCUSSION

Stellenbosch Municipality is required to develop an Integrated Waste Management Plan (IWMP) for the period 2017-2022. This document is an interim planning document for the period 2015-2016, and 2017-2022, which has been developed to lay the foundation for Stellenbosch Municipality's 2017 – 2022 "third generation" Integrated Waste Management Plan (IWMP). The primary objective of an IWMP is to outline, integrate and optimise waste management plans within a municipality as required by the National Environment Management: Waste Act (NEM:WA, No 59 of 2008). The main goal of this IWMP document is to take stock of the current state of waste management in Stellenbosch Municipality and highlight current challenges, present plans for immediate interventions and present proposals for potentially viable alternative waste management solutions that require detailed investigation.

Stellenbosch Municipality faces an immediate challenge: the current landfill at Devon Valley has limited airspace available, with estimates indicating that in as early as two to three years' time it will be necessary to rely on disposal solutions outside of the municipal boundaries, i.e. facilities of other municipalities. The biggest risks identified for Stellenbosch relates to cost of inaction, and attendant heavy reliance on the availability of external landfill sites for disposal of residual wastes and affordability of large-scale treatment processes which might prove unaffordable for Stellenbosch.

Transitioning from a predominantly landfill-based waste management system to a more sustainable, integrated waste

management system requires a highly coordinated approach involving a number of stakeholders and departments. Key areas this IWMP therefore seek to address identification of what is required in terms of adequate financial resources, as well as coherent planning and implementation of programmes. This requires a significant review of the staffing of the solid waste department in terms of staff numbers and roles, and efforts to ensure alignment of solid waste management activities with Stellenbosch Municipality's goals of achieving good governance and compliance, and its vision to be the greenest municipality and preferred investment destination in the Western Cape.

Stellenbosch Municipality has achieved a number of milestones since the commencement of the implementation of its second generation IWMP in 2010, such as:

- (i) Improved service delivery (90% of households are now receiving regular waste services).
- (ii) Compliance: Stellenbosch has achieved compliant, lined disposal at Devon Valley. The rehabilitation process for the closed landfill cells at Devon Valley has commenced.
- (iii) Improved waste data to allow for informed diversion initiatives. Interventions including installation of a new weighbridge at the landfill site, lift loggers on the collection vehicles (both in 2013), and a waste characterisation study (conducted in 2012) have resulted in an informed basis for waste management decision making.

Priority wastes that are currently landfilled but require diversion are builders' rubble, soil and domestic waste due to their high volumes; garden waste due to relative ease of diversion and its propensity for contributing to climate change through emission of greenhouse gases when decomposing in landfill. A number of projects for diversion of these wastes from landfill have already commenced, including:

- A pilot project for production of compressed earth blocks (CEBs) from soil (clay) and builders' rubble at Devon Valley.
- Chipping of garden waste and transfer offsite for composting by a private contractor.
- A pilot separation-at-source programme for domestic waste, with the municipality providing clear bags and a collection service to residents in middle to high-income areas. The recyclables collected are then sent across the municipal boundary to the nearest integrated waste management facility - the City of Cape Town's Kraaifontein facility.

Although these initiatives are expected to lead to some diversion of waste from landfill, this does not constitute the significant diversion required. To this end, Stellenbosch sets out to identify plans and projects that could lead to more substantial diversion of waste from landfill and meet the recycling targets set by the National Waste Management Strategy (NWMS). This exercise involved examining a number of alternative waste management scenarios with the help of

the GreenCape Sector Development Agency - a not-for-profit special purpose vehicle (SPV) for the Green Economy funded through of the Department of Economic Development and Tourism (DEDAT) of the Western Cape Government. The financial and environmental performance of business-as-usual and four alternative waste management scenarios were examined. These had combinations of the following features:

Increasing recycling rates.

Treating organics via anaerobic digestion.

Disposing of remaining waste at external landfill sites once Devon Valley has reached full capacity.

Achieving economies of scale and spreading of risk via investigation of regional collaboration.

The current annual cost of waste management ranges between R50-60 million, and is projected to increase as more stringent environmental legislation comes into effect and alternatives to the Devon Valley landfill site are required. Results of the analyses of the alternative waste management scenarios indicate that implementation of alternative waste treatment will most likely require large capital investment¹ and, making conservative assumptions with regard to the cost of capital, at least a 30-40% overall increase in the cost of waste management. In addition, the wide scope of projects and activities will require additional human capital within the solid waste department to ensure an effective implementation and a seamless transition from a predominantly landfill based approach to the alternative waste management approach required both in the short and the longer term.

The biggest risk identified for Stellenbosch relates to cost of inaction, heavy reliance on availability of external landfill sites for disposal of residual wastes, and affordability of large-scale treatment processes.

To address both the impending crisis and to make provision for sustainable waste management in future, five key focus areas have been identified for Stellenbosch for the next seven years:

1. Ensuring landfill availability
2. Localised waste solutions for Stellenbosch
3. Diversion of dry recyclables from landfill
4. Diversion of wet wastes (organics) from landfill
5. Regional collaboration for economies of scale

This IWMP therefore highlights the inevitable reliance on facilities outside of Stellenbosch and the urgent need to mitigate the risk of very costly future waste management services for Stellenbosch Municipality. The financial cost of inaction is substantial calling for immediate action as outlined in this document. However, the

¹ A material recycling facility will require capital investment in the regions of R45 million and an anaerobic digester for organic waste will require capital investment of over R150 million.

impending crisis is also an opportunity for Stellenbosch Municipality to lead by example in terms of effective Integrated Waste Management and demonstrable achievement of its Vision and all five of its stated goals. Turning the crisis into an opportunity depends on strong action against the plan outlined here.

4. LEGAL COMMENT

Directorate: Strategic & Corporate Services

The purpose of the report is to inform the Council of the proposed Third Generation Integrated Waste Management Plan to ensure efficient and cost effective service delivery by addressing the challenges of the current landfill sites and limited airspace available.

Section 11(3) of the Municipal Systems Act 32 of 2000 provides that a municipality exercises its executive and legislative authority by developing and adopting policies, plans, strategies, programmes, including setting target for delivery.

The proposed waste management plan is well informed and within the context of the statutory prescripts.

Therefore, content of the report and its recommendations are supported.

RECOMMENDED

- (a) that the attached 3rd Generation IWMP be supported by Council for approval in principle; and
- (b) that the proposed 3rd Generation IWMP be duly advertised for public comment, be resubmitted together with any comments / objections by D:EA&DP and the public, for final approval and adoption by Council.

Meeting: Ref No:	<i>Mayco: 2016-11-16 16/9/1/2</i>	Submitted by Directorate: Author: Referred from:	<i>Infrastructure S Haider</i>
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**TOWARDS A THIRD GENERATION INTEGRATED
WASTE MANAGEMENT PLAN 2017-2022**

June 2015

Stellenbosch Local Municipality

Executive summary

Stellenbosch Municipality is required to develop an Integrated Waste Management Plan (IWMP) for the period 2017-2022. This document is an interim planning document for 2015-2022, which has been developed to lay the foundation for Stellenbosch Municipality's 2017 – 2022 “third generation” Integrated Waste Management Plan (IWMP). The primary objective of an IWMP is to outline, integrate and optimise waste management plans within a municipality as required by the National Environment Management: Waste Act (NEM:WA, No 59 of 2008). The main goal of this “hybrid IWMP” document is to take stock of the current state of waste management in Stellenbosch Municipality and highlight current challenges, present plans for immediate interventions and present proposals for potentially viable alternative waste management solutions that require detailed investigation.

Stellenbosch Municipality faces an immediate challenge: the current landfill at Devon Valley has limited airspace available, with estimates indicating that in as early as three years' time it will be necessary to rely on disposal solutions outside of the municipal boundaries, i.e. facilities of other municipalities. The biggest risks identified for Stellenbosch relates to cost of inaction, and attendant heavy reliance on the availability of external landfill sites for disposal of residual wastes and affordability of large-scale treatment processes which might prove unaffordable for Stellenbosch.

Transitioning from a predominantly landfill-based waste management system to a more sustainable, integrated waste management system requires a highly coordinated approach involving a number of stakeholders and departments. Key areas this IWMP therefore seek to address identification of what is required in terms of adequate financial resources, as well as coherent planning and implementation of programmes. This requires a significant review of the staffing of the solid waste department in terms of staff numbers and roles, and efforts to ensure alignment of solid waste management activities with Stellenbosch Municipality's goals of achieving good governance and compliance, and its vision to be the greenest municipality and preferred investment destination in the Western Cape.

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- Chipping of garden waste and transfer offsite for composting by a private contractor.

- A pilot separation-at-source programme for domestic waste, with the municipality providing clear bags and a collection service to residents in middle to high-income areas. The recyclables collected are then sent across the municipal boundary to the nearest integrated waste management facility - the City of Cape Town's Kraaifontein facility.

Although these initiatives are expected to lead to some diversion of waste from landfill, this does not constitute the significant diversion required. To this end, Stellenbosch sets out to identify plans and projects that could lead to more substantial diversion of waste from landfill and meet the recycling targets set by the National Waste Management Strategy (NWMS). This exercise involved examining a number of alternative waste management scenarios with the help of the GreenCape Sector Development Agency - a not-for-profit special purpose vehicle (SPV) for the Green Economy funded through of the Department of Economic Development and Tourism (DEDAT) of the Western Cape Government. The financial and environmental performance of business-as-usual and four alternative waste management scenarios were examined. These had combinations of the following features:

- Increasing recycling rates.
- Treating organics via anaerobic digestion.
- Disposing of remaining waste at external landfill sites once Devon Valley has reached full capacity.
- Achieving economies of scale and spreading of risk via investigation of regional collaboration.

The current annual cost of waste management ranges between R50-60 million, and is projected to increase as more stringent environmental legislation comes into effect and alternatives to the Devon Valley landfill site are required. Results of the analyses of the alternative waste management scenarios indicate that implementation of alternative waste treatment will most likely require large capital investment¹ and, making conservative assumptions with regard to the cost of capital, at least a 30-40% overall increase in the cost of waste management. In addition, the wide scope of projects and activities will require additional human capital within the solid waste department to ensure an effective implementation and a seamless transition from a predominantly landfill based approach to the alternative waste management approach required both in the short and the longer term.

The biggest risk identified for Stellenbosch relates to cost of inaction, heavy reliance on availability of external landfill sites for disposal of residual wastes, and affordability of large-scale treatment processes

To address both the impending crisis and to make provision for sustainable waste management in future, five key focus areas have been identified for Stellenbosch for the next seven years:

1. **Ensuring landfill availability:** Given the lead times for putting in place alternative treatment options, landfill will continue to be an important part of waste management. Identification and planning for an alternative landfill disposal location is required. Options that need to be investigated include:
 - a. Contracts with/collaboration between municipalities (e.g. City of Cape Town, Drakenstein).
 - b. District level facility² i.e. a landfill site built to serve more than one municipality within a district. Currently there are plans for a site in Worcester, but this may not

¹ A material recycling facility will require capital investment in the regions of R45 million and an anaerobic digester for organic waste will require capital investment of over R150 million.

² District municipalities are mandated to provide bulk services such as landfills for more than one local municipality, as per the Municipal Structures Act (No 117 of 1998) which make provision for a District Municipality to assist local municipalities in this respect (Republic of South Africa, 1998)

be financially attractive for Stellenbosch, as diversion to the proposed City of Cape Town Regional Facility could be more cost effective.

2. **Localised waste solutions for Stellenbosch:** Treatment of waste at source to minimise transport costs, and extend longevity of Devon Valley landfill, by:
 - a. Divert as much waste from Franschhoek at source via development of a drop-off site (for recyclables, construction and demolition waste and general waste) and chip garden waste at source.
 - b. Implement organic treatment within the informal settlements across the municipality in order to address both cleansing needs and to minimise transport costs and the amount of organics going to landfill.

3. **Diversion of dry recyclables from landfill:** - implementation of recycling, including:
 - a. Possible extension of separation at source programme.
 - b. Investigate use of drop-off sites where possible.
 - c. Complete a feasibility assessment of developing a local materials recovery facility, and implement the recommendations thereof.
 - d. Development and implementation of buy-back centres for recyclable materials.

4. **Diversion of wet wastes (organics) from landfill:**
 - a. Complete investigation into feasibility of waste-to-energy in Stellenbosch.
 - b. Complete the Section 78 (3) process for identification of delivery- and funding mechanisms for waste services. (This is required due to the expected high capital and operating costs of the initiatives required for alternative waste management, and technical capacity required pointing towards collaboration with the private sector e.g. leveraging private sector investment through potential public-private partnerships).

5. **Regional collaboration for economies of scale:** There is a strong argument for development of collaborative solutions to obtain economies of scale to make alternatives waste treatment financially viable. However, the key challenge is ensuring a coordinated approach from the different stakeholders from an early stage. This will allow all parties to provide input and work towards a common goal from the onset. It is therefore imperative to ensure the Section 78 (3), when conducted, explore the viability of collaboration with other municipalities in the region including the potential costs and risks for Stellenbosch.

This IWMP therefore highlights the inevitable reliance on facilities outside of Stellenbosch and the urgent need to mitigate the risk of very costly future waste management services for Stellenbosch Municipality. The financial cost of inaction is substantial calling for immediate action as outlined in this document. However, the impending crisis is also an opportunity for Stellenbosch Municipality to lead by example in terms of effective Integrated Waste Management and demonstrable achievement of its Vision and all five of its stated goals. Turning the crisis into an opportunity depends on strong action against the plan outlined here.

Disclaimer

This hybrid IWMP document is the sole property of Stellenbosch Municipality, and was drafted with assistance from GreenCape. GreenCape has taken great care and made every effort to confirm the accuracy of the information presented in this document, and as such guide Stellenbosch Municipality towards doing more targeted evaluation of viable options. However, no guarantee is given as to the completeness or accuracy of the contents, including but not limited to the model results for alternative waste treatment costing, and carbon footprint. The final projects selected for implementation will be solely at the discretion of Stellenbosch Municipality. Any enquiries regarding this IWMP shall be addressed directly to the Solid Waste Department of Stellenbosch Municipality.

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List of Acronyms

CFLs: Compact fluorescent lamps

CoCT: City of Cape Town

CWDM: Cape Winelands District Municipality

DoLG: Department of Local Government

DEA: Department of Environmental Affairs

DEA&DP: Western Cape Department of Environmental Affairs and Development Planning (DEA&DP)

DST: Decision Support Tool

EASETECH: Environmental Assessment System for Environmental TECHNOlogies

EMIs: Environmental Monitoring Inspectors

IDP: Integrated Development Plan

IndWMPs: Industrial Waste Management Plans

IWMP: Integrated Waste Management Plan

LCA: Life Cycle Analysis

MFMA: Municipal Finance Management Act

MSA: Municipal Systems Act

MSA: Municipal Structures Act

NEM:WA : National Environmental Management: Waste Act

NEMA : National Environmental Management Act

REDISA: Recycling and Development Initiative of South Africa

SAWIS: South African Waste Information System

WC024: - National area code for Stellenbosch Local Municipality

1. Introduction and Purpose

The purpose of an Integrated Waste Management Plan (IWMP) is to assimilate information and enable optimised waste management planning within a municipality as required by the National Environment Management: Waste Act (NEM:WA, No 59 of 2008). Section 11(1) of NEM:WA requires that local, district and provincial departments responsible for waste management prepare IWMPs. Furthermore, Section 11(4) states that a municipality must include the approved IWMP within its Integrated Development Plan (IDP).

This document is an interim planning document covering the 2015-2022 period, outlining immediate actions (for 2015 – 2017) required for solid waste management in Stellenbosch Municipality (WC024) and laying the foundation for Stellenbosch Municipality's third generation IWMP (2017-2022). The third generation IWMPs will cover the period spanning 2017-2022 in alignment with the timelines for Integrated Development Plans (IDPs) stipulated by the Department of Local Government's (DoLG).

The challenges in waste management faced by Stellenbosch Municipality and the limited scope in the second-generation IWMP implementation plan necessitated drafting an active planning document that outlines immediate actions for solid waste management in Stellenbosch, while considering the long-term view. This interim IWMP will be updated in 2017 and submitted for approval to the Western Cape Department of Environmental Affairs and Development Planning (DEA&DP) as the official third generation IWMP.

This hybridised IWMP therefore aims to:

- i) Present the status of waste management and challenges faced by the Stellenbosch Municipality.
- ii) Outline a clear plan for the **Stellenbosch Municipality to move away from a predominantly landfill based system towards alternative waste management practice.**
- iii) Link and integrate all the activities that make up the Stellenbosch waste management system (achieve Integrated Waste Management).
- iv) Inform and enable alignment between all the relevant stakeholders e.g. decision makers, the business sector and Stellenbosch community to enable achievement of Stellenbosch Municipality's waste management goals.
- v) Ultimately, propose ways of achieving Stellenbosch Municipality's waste management vision and goals over the next five years to establish long-term, sustainable waste management practices.

The rest of this IWMP presents the background (Section 2), vision, goals (Section 3) and the waste management challenges in Stellenbosch (Section 4). This is followed by an overview of the waste policy drivers (Section 5), the status of waste management in Stellenbosch (Section 6), projects planned in the immediate future (Section 7). The rest of the document presents an analysis of potential integrated waste management trajectories for Stellenbosch, implementation plan, key recommendations and conclusions on the way forward for Stellenbosch Municipality

2. Background

Stellenbosch Local Municipality (WC024) is one of five local municipalities that fall under the Cape Winelands District Municipality. Two Cape Winelands Municipalities - Drakenstein and Breede Valley - flank Stellenbosch Municipality (north and east respectively). Stellenbosch Municipality also shares municipal boundaries with Theewaterskloof to the south (Overberg District) and City of Cape Town (CoCT) Metropolitan Municipality to the west, as illustrated in Figure 1 below.

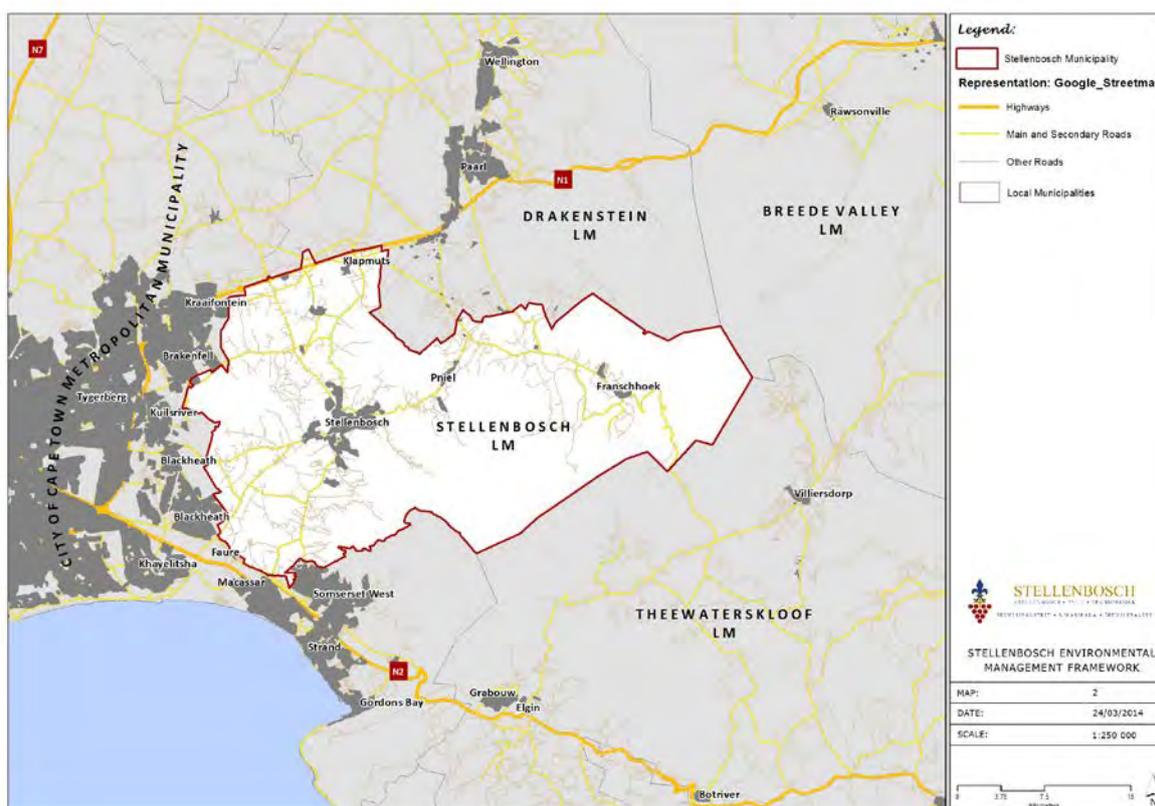


FIGURE 1: MAP OF STELLENBOSCH MUNICIPALITY AND NEIGHBOURING MUNICIPALITIES (STELLENBOSCH MUNICIPALITY GIS DEPARTMENT, 2015)

With an estimated population of 173,000 spread across a total area of 812km², the municipality generates approximately 118,000 tonnes³ of solid waste per annum, of which c.45,000 tonnes per annum is domestic waste.

The bulk of the population is clustered in close proximity to Stellenbosch town (ca.70%); with the remaining 30% of the population spread more widely. This presents a challenge concerning increasing the costs of service delivery to outlying areas, such as Franschhoek due to increased transportation costs. (This challenge is common to many municipalities across South Africa).

³ This was based on extrapolation of January 2014 – June 2014 waste information. Updated recent information (which was not available at the time of development of this plan) indicates closer to 150,000 tonnes per annum

To move away from landfill as a predominant approach to waste management, Stellenbosch Municipality faces a number of challenges such as limited landfill airspace, high costs of service delivery to informal areas, limited budget for alternative treatment as landfilling remains a cheaper option, limited capacity within the solid department limited the scope of work required as shown in Figure 2.



FIGURE 2: SOLID WASTE MANAGEMENT CHALLENGES AT A GLANCE

The limited human resource capacity with the solid waste department is hindering effective division of tasks between strategic planning and operations despite the recent capacity increase within the solid waste department from one staff member (i.e. the Solid Waste Manager) to three staff members to handle management and planning.

There has been significant progress since the development of the first and second generation IWMPs in 2006 and 2011, respectively. Some of the more recent developments include:

- Installation and commissioning of a weighbridge in late 2013. This has led to a shift from unreliable waste generation estimates, to actual figures, enabling better planning. Additional In particular:
 - A comprehensive waste characterisation study (undertaken in 2012) that provides a better understanding in terms of waste quantities per waste category (e.g. recyclables, organics).
 - Fitting of lift loggers on all the compactor vehicles, which enables collation of waste service delivery data, such as the number of (bin and skip) lifts per area, weight of each lift, and itinerary of driver.⁴
- Compliance with landfilling requirements, including development of a fully engineered landfill cell in 2014.

Although Stellenbosch Municipality has implemented interventions to improve the management of waste, the municipality must still overcome the challenge of its **limited**

⁴ The main challenge with lift loggers currently is consistency of use, and limited capacity within the Municipality for data collation and analysis.

landfill airspace. At the beginning of 2014, there was only 480,000 m³ of airspace remaining at the Devon Valley landfill. It is estimated that this will be exhausted by 2017-2018. Therefore, waste diversion from landfill disposal and/or identification of alternative disposal strategies are critical.

3. Stellenbosch Municipality vision and goals

This IWMP addresses the challenges described in Section 2 and seeks to ensure Stellenbosch meets its own long-term vision and national goals set for waste management. This section outlines the vision for Stellenbosch, showing how the goals described in the vision link to solid waste management. Stellenbosch Municipality's waste management is weighed against the eight goals set in the National Waste Management Strategy (Department of Environmental Affairs, 2012). This sets the tone for the rest of this document, starting with a description of current and planned activities aimed at alignment with the eight goals in the NWMS.

3.1 The vision for Stellenbosch Municipality

Stellenbosch Municipality has set five goals in support of its vision to be the “**Innovation Capital of South Africa**”. Table 1 lists these along with how each goal is linked to solid waste management.

TABLE 1: ALIGNMENT OF SOLID WASTE MANAGEMENT GOALS WITH GOALS OF STELLENBOSCH MUNICIPALITY

	Stellenbosch goals	Link to solid waste management
1	The <i>Preferred Investment Destination</i>	To service the waste management requirements associated with the envisioned increased investment and associated growth, Stellenbosch will enable and encourage investment in waste infrastructure such as anaerobic digestion (AD) and, material recycling facilities.
2	The <i>Greenest Municipality</i>	This goal will be achieved through diversion of waste from landfill through, for example, identifying environmentally sustainable solutions for the organic fraction of domestic waste.
3	The <i>Safest Valley</i>	This goal can be achieved through having a compliant landfill site with control measures to reduce health hazards due to poor waste management practices.
4	A municipality which promotes <i>Dignified Living</i>	Equitable provision of refuse removal services and area cleaning to all wards in the municipality.
5	<i>Good Governance and Compliance</i>	Ensuring facilities within the municipality are licensed and compliant; effective control of illegal dumping and development and implementation of effective waste by-laws

3.2 National goals

Table 2 presents a summary of the goals in the NWMS. The NWMS aims to achieve the objectives set out in NEM:WA (No. 59 of 2008) and is structured around a framework of eight goals with their respective targets, which must be met by 2016. Section 1 of this report (

Implementation plan and resources required) discusses more broadly how Stellenbosch Municipality aims to address these goals and target.

TABLE 2: SUMMARY OF NWMS GOALS (NWMS, 2011)

	Description	Targets (2016)	Stellenbosch status quo
Goal 1:	Promote waste minimisation, re-use, recycling and recovery of waste.	<ul style="list-style-type: none"> • 25% of recyclables diverted from landfill sites for re-use, recycling or recovery. • All metropolitan municipalities, secondary cities and large towns have initiated separation-at-source programmes. • Achievement of waste reduction and recycling targets set in Industry Waste Management Plans (IndWMPs) for paper and packaging, pesticides, lighting (CFLs) and tyres industries. 	<ul style="list-style-type: none"> • Stellenbosch is currently achieving a 2% diversion of domestic wastes, including recyclables (i.e. 900 tonnes per annum), with the private sector contributing at least an additional 2000 tonnes per annum from mixed sources (e.g. landfill pickers, commercial and industrial enterprises). • A separation-at-source programme has been piloted, but is not operating effectively as it is inconsistent due to indifferent work ethos from the workers and also very costly for the municipality. • No IndWMPs have been gazetted except for the tyre industry (REDISA plan) approved in 2013. Tyres are therefore no longer landfilled in Stellenbosch.
Goal 2:	Ensure the effective and efficient delivery of waste services.	<ul style="list-style-type: none"> • 95% of urban households and 75% of rural households have access to adequate levels of waste collection services • 80% of waste disposal sites have permits. 	<ul style="list-style-type: none"> • 100% of urban households receive regular waste collection services in Stellenbosch. Currently, most smallholdings and farms manage their own waste disposal⁵ • The Devon Valley Landfill site and Klappmuts Transfer Station are licensed, and have the required permits.
Goal 3:	Grow the contribution of the waste sector to the green economy.	<ul style="list-style-type: none"> • 69 000 new jobs created in the waste sector • 2600 additional SMEs and cooperatives participating in waste service delivery and recycling 	<ul style="list-style-type: none"> • This is a difficult number to track both nationally and in Stellenbosch as these jobs are shared between the public and private sector. The waste projects in the pipeline in Stellenbosch will create opportunities for private sector investment and job creation (see Section 7).

⁵ The new norms and standards for disposal (2014) have made this illegal, requiring action in the Stellenbosch IWMP.

Description	Targets (2016)	Stellenbosch status quo
Goal 4: Ensure that people are aware of the impact of waste on their health, well-being and the environment.	<ul style="list-style-type: none"> 80% of municipalities running local awareness campaigns. 80% of schools implementing waste awareness programmes. 	<ul style="list-style-type: none"> Stellenbosch and the Cape Winelands District Municipalities have existing awareness programmes. Publication of municipal waste initiatives has occurred in the Library publication and other newspapers such as Eikestadnuus. The solid waste department in Stellenbosch plans to increase its outward communication with the public based on budget available. Examples include: flyers outlining basics of responsible waste management and recycling; names and contacts of recyclers.
Goal 5: Achieve integrated waste management planning.	<ul style="list-style-type: none"> All municipalities have integrated their IWMPs with their IDPs, and have met the targets set in IWMPs. All waste management facilities required to report to the South African Waste Information System (SAWIS) have waste quantification systems that report information to WIS. 	<ul style="list-style-type: none"> Stellenbosch already has drafted two IWMPs (2006 and 2010) and is in the process of working towards a third IWMP (this document) The Municipality has current data on waste disposed at the Devon Valley site, and volumes recycled via the CoCT's Kraaifontein Integrated Waste Management Facility (IWMPF).
Goal 6: Ensure sound budgeting and financial management for waste services.	<ul style="list-style-type: none"> All municipalities that provide waste services have conducted full-cost accounting for waste services and have implemented reflective tariffs. 	<ul style="list-style-type: none"> Stellenbosch has made significant progress in this regard. A study was done by the Sustainability Institute to determine cost of landfilling to the municipality versus separation at source, including cost of transporting and collecting waste (de Wit, 2013). Notably, the study revealed that the current separation at source programme costs Stellenbosch R1900/ton versus R450/ton to landfill.
Goal 7: Provide measures to remediate contaminated land.	<ul style="list-style-type: none"> Assessment complete for 80% of sites reported to the contaminated land register. Remediation plans approved for 50% of confirmed contaminated sites. 	<ul style="list-style-type: none"> SALIEM PLEASE ADD

Description	Targets (2016)	Stellenbosch status quo
Goal 8: Establish effective compliance with and enforcement of the Waste Act.	<ul style="list-style-type: none">• 50% increase in the number of successful enforcement actions against non-compliant activities.• 800 Environmental Management Inspectors (EMIs) appointed in the three spheres of government to enforce the Waste Act.	• SALIEM PLEASE ADD

3.3 Solid waste management goals

The section presents an overview of the Stellenbosch Solid Waste Department strategic goals and priorities. These goals are focussed on waste minimisation, skills development within the department, improving the waste information system and general communication as well improving internal management within the municipality to align these with legal requirements (e.g. compliance with municipal processes, management of various contracts, costs and budgeting implications for Stellenbosch Municipality – see Figure 3 below).

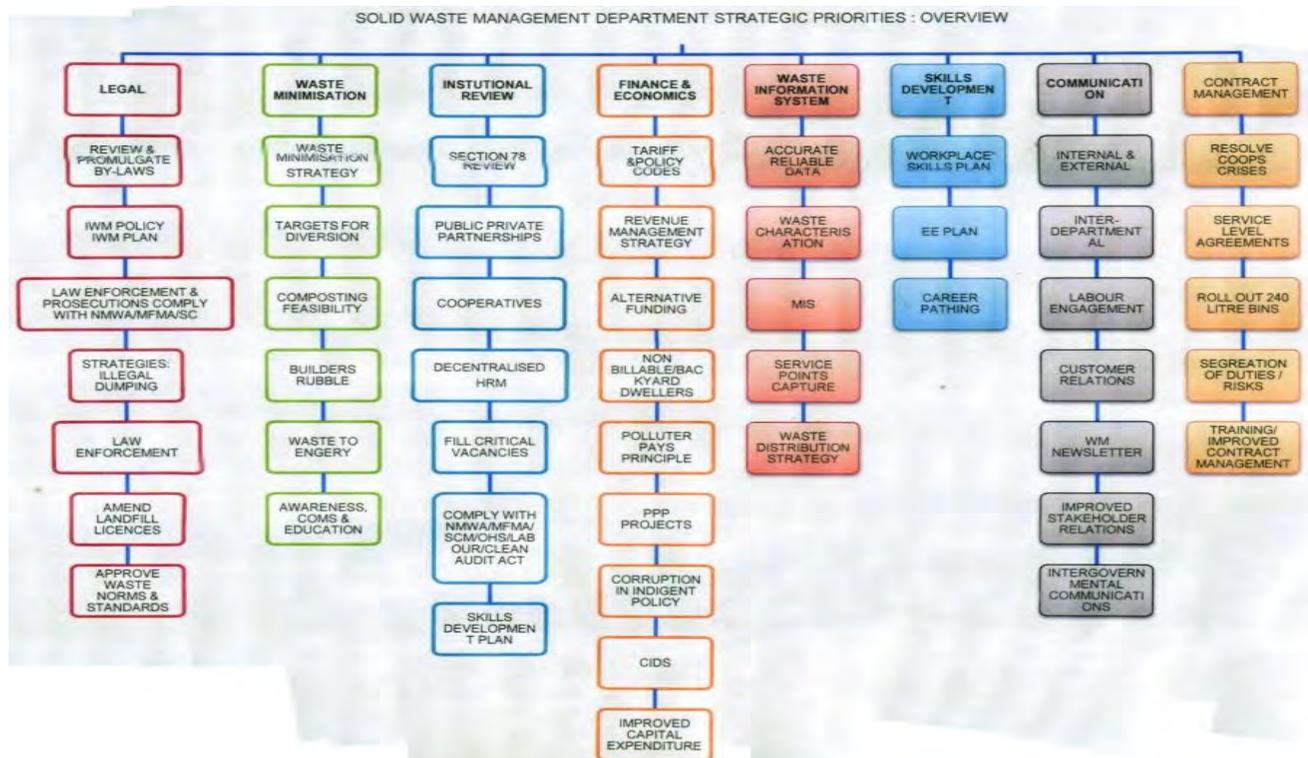


FIGURE 3: STRATEGIC PRIORITY AREAS FOR THE SOLID WASTE DEPARTMENT

Table 3 presents a detailed overview of these goals grouped into three categories:

- Short-term: 1-3 years
- Medium term: 3 to 5 years and
- Long-term: 5 to 10 years

TABLE 3: FOCUS AREAS FOR STELLENBOSCH MUNICIPALITY WASTE MANAGEMENT

Short term goals (2015-2017)	Medium term goals (2018-2020)	Long term goals (2020+)
Goal 1: Promote recycling and recovery of waste		
<p>Review separation at source programme, and investigate ways of expanding current programme cost effectively, or develop new programme.</p> <p>Depending on review (and feasibility study) of separation-at-source programme, aim for roll out of separation-at-source to 30 % of medium-high income households based on affordability</p>	<p>Roll out separation-at-source to 70 % of medium-high income households (pending assessment of affordability)</p>	<p>100% medium-high income households receiving separation-at-source (pending assessment of affordability).</p>
<p>Conduct a feasibility on establishment of buy-back centres for low-income households.</p> <p>Develop plans to establish buy-back centres where appropriate. Commence collaboration with Dilbeek (Twin City in Belgium) for provision of bicycles to allow for local collection and transport of recyclables.</p>	<p>Buy-back centres established where appropriate</p>	<p>Continual review of operation, with possible scope of incorporation into municipal recycling program</p>
<p>Chipping of garden waste, and transport offsite for composting. Develop a composting strategy to divert garden waste to landfill</p> <p>Establishment of a composting plant (can be achieved via a different mechanism e.g. contract with private sector as it is not a municipal core function)</p>	<p>Compost recycling plant fully operational and operated sustainably in Stellenbosch</p>	
<p>Investigate potential of collaborating with Stellenbosch Municipality Wastewater Treatment Department – possible use of four anaerobic digesters currently earmarked for</p>	<p>Investigation of alternatives for treatment of organic waste should it not be feasible to use the WWTW AD facilities or should</p>	<p>Substantial diversion of organics from landfill and conversion of this to valuable outputs such as energy.</p>

Short term goals (2015-2017)	Medium term goals (2018-2020)	Long term goals (2020+)
demolition for treatment (and potential energy generation) from organic wastes.	a large volume of organics require treatment.	
Establish pilot for diversion of clay and builders' rubble from landfill to produce compressed earth bricks (CEBs)	Opportunity for entrepreneur to run CEB operation in Stellenbosch	
Expand pilot/investigate additional opportunities for diversion of builders' rubble (including collaboration with Stellenbosch Municipality Roads and Transport Department and Human Settlements)	Adequate waste classification and separation at source of builders' rubble to enable uptake including other municipal departments as off-takers. (Expected to be primarily of tar, aggregate and crushed concrete).	Continued re-use of builders' rubble with possible expansion to other components.
Investigate Franschhoek drop-off site for recyclables, builders' rubble and garden waste and organic waste treatment (including food waste from restaurants) Establish Franschhoek drop-off site by constructing facility	Roll out of Anaerobic Digestion (AD) facility for restaurant waste in Franschhoek	
Investigate feasibility for local materials recovery facility (MRF) Develop and establish materials recovery facility (depending on outcome of feasibility study)	Construction complete and implemented (approximately 30t/day) (depending on outcome of feasibility study).	Continued review of operation, with possibility for expansion to accommodate growth.
Investigate feasibility of waste-to-energy facility at Klapmuts and develop plans to construct waste-to-energy facility	Finalise selection of viable waste-to-energy technology option, and financing mechanism for Stellenbosch (and/or the Cape Winelands District Municipality)	
Develop a strategy for treatment of organic waste in informal settlements Establish and roll out organic waste treatment option(s) to 150 informal households (i.e.2% of informal households)	Increase the roll out of organic waste treatment services to 10% of informal households	Increase the roll out of organic waste treatment services to 25% of informal households

Short term goals (2015-2017)	Medium term goals (2018-2020)	Long term goals (2020+)
Goal 2: Ensure the effective and efficient delivery of waste services		
Develop a strategy for the collection of waste services for peri-urban and rural households – mostly farms Establish and rollout collection service for 50% of peri-urban and rural households	Increase the roll out of waste collection services to 75% of peri-urban and rural households	Increase the roll out of waste collection services to 100% of peri-urban and rural households
Conduct Municipal Systems Act Section 78(3) investigation for service delivery mechanisms	Implement service delivery mechanism(s) for short-medium term	Implement service delivery mechanism(s) for long term
Goal 3: Ensure that legislative tools are developed to deliver on the Waste Act and other applicable legislation		
Develop waste by-law to regulate all aspects of waste management and provide an effective legal and administrative framework for Stellenbosch Municipality to manage and regulate waste management activities.	Implementation and enforcement of by-law	Review and update by-law
Goal 4: Sound budgeting and financing of waste management services		
Conduct full cost accounting for waste services Review and implement tariffs for waste collection and disposal	Update full cost accounting for waste services Review tariffs for waste management	Update full cost accounting for waste services Review tariffs for waste management
Allocate budget for waste services from equitable share funding (i.e. for financing of free basic services)	Allocate budget for waste services from equitable share funding	Allocate budget for waste services from equitable share funding
Goal 5: Ensure the safe and proper disposal of waste		
Complete plans for rehabilitation and capping of Devon Valley landfill site Capping of cells 1 and 2 of Devon Valley, including cutting and reshaping of old cells (1 and 2)	Capping of cell 3, and rehabilitation of entire Devon Valley Landfill	Monitoring of closed landfill
Obtain authorisation for landfill gas waste-to-energy ⁶	Investigate funding options to implement landfill gas project in Stellenbosch	

⁶ A feasibility study on landfill gas to energy conducted at the Devon Valley site showed a potential of 2MW, over a period of 10 years.

Short term goals (2015-2017)	Medium term goals (2018-2020)	Long term goals (2020+)
<p>Determine the available waste disposal airspace and develop a strategy for future waste disposal, including discussions with neighbouring municipalities (possible use of CoCT's Bellville landfill site, or alternatively transport of waste to CoCT's Kraaifontein IWMF) for transfer to Vissershok landfill).</p> <p>Start diverting part of the waste to a different municipality (in order to stagger the anticipated increase in cost to the municipality post closure of Devon Valley and allow for time for alternative waste management initiatives to be developed and implemented)</p>	<p>Continued discussion and investigation of joint disposal solutions with neighbouring municipalities depending on affordability</p>	<p>Development of shared facilities across municipalities</p>
Goal 6: Education and awareness		
<p>Develop an education and awareness strategy and training materials to roll out education and awareness campaigns</p> <p>Education and awareness campaigns implemented effectively (e.g. using an experienced service provider)</p>	<p>Update and improve education and awareness strategy and training materials to roll out education and awareness campaigns</p>	<p>Update and improve education and awareness strategy and training materials to roll out education and awareness campaigns</p>
<p>Develop competition programme to encourage educational institutions' involvement on waste management issues e.g. recycling; develop this for different levels, i.e. primary, secondary and tertiary institutions.</p> <p>For example, roll out the competition and work closely with the schools to ensure maximum participation</p>		
Goal 7: Compliance and enforcement		
<p>Determine the required number of Environmental Management Inspectors (EMIs) for the municipality to enforce by-laws and other waste transgressions.</p> <p>Appoint staff to enforce by-laws</p> <p>Enforce by-laws</p>	<p>Maintain required staff complement to enforce by-laws</p>	<p>Maintain required staff complement to enforce by-laws</p>
<p>Develop a system for residents to report waste transgressions</p>	<p>Maintain system for residents to report waste transgressions</p>	<p>Maintain system for residents to report waste transgressions</p>

4. Key challenges

While Stellenbosch has clearly articulated long, medium and short-term plans, the municipality faces a number of waste management challenges. This section therefore presents a detailed overview of waste management challenges in Stellenbosch.

The biggest challenge is the rapidly diminishing landfill airspace at the only landfill (Devon Valley), serving the entire Stellenbosch Municipal region. With less than three years of landfill airspace remaining, urgent measures are needed to divert solid waste from landfill disposal and extend the life of the landfill.

The current total population for the Stellenbosch Municipality is approximately 173,000, based on a population of 155,733 in 2011 and an annual growth rate of 2.71% (Statistics South Africa, 2011). Figure 4 shows the census results for the population for 1991, 1996, 2001 and 2011. The expected population growth rate in future has been estimated by excluding the 1991 data point (which precedes a perceptible influx of people into Stellenbosch Municipality), and fitting an exponential graph to the rest of the data. It can be seen that the population in Stellenbosch is set to grow from 173,000 in 2015 to 198,000 in 2020, and 296,000 in 2035.

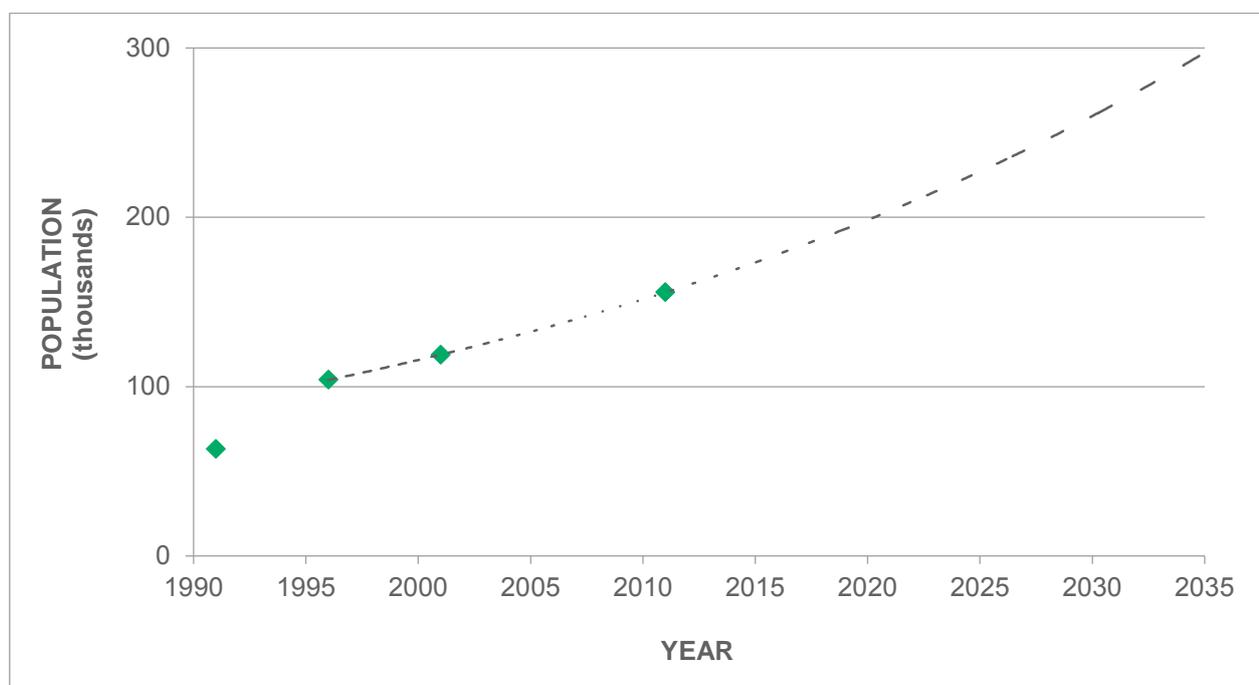


FIGURE 4: STELLENBOSCH MUNICIPALITY PROJECTED POPULATION (FROM NATIONAL CENSUS DATA - 1991, 1996, 2001 AND 2011 CENSUSES)

Population growth is usually accompanied by increasing waste volumes. Figure 5 shows the projected amount of solid waste generated over the next 20 years with the underlying assumption that the total waste generated over the period is directly proportional to population⁷. With the population increasing from 173,000 in 2011 to almost 300,000 in 2035, the total solid waste is expected to grow from approximately 118,000 tonnes per annum to almost 200,000 tonnes per

⁷ These numbers however do not account for socio-economic changes, i.e. the waste generation per person per day has been assumed not to change with, for example, expected change in GDP per capita, or economic upturns or downturns, which impacts on waste generation.

annum. More specifically, the domestic waste portion is expected to grow from about 40,000 tonnes per annum to almost 70,000 tonnes per annum (Figure 6).

Figure 5 shows that the biggest fraction of solid waste being disposed of at the Devon Valley landfill sites, are soil cover, builders' rubble and domestic refuse. With only 480,000m³ of airspace left at the beginning of 2014, this emphasises even further the need for Stellenbosch to divert these large portions of the waste and create an alternative disposal strategy as an immediate and high priority.

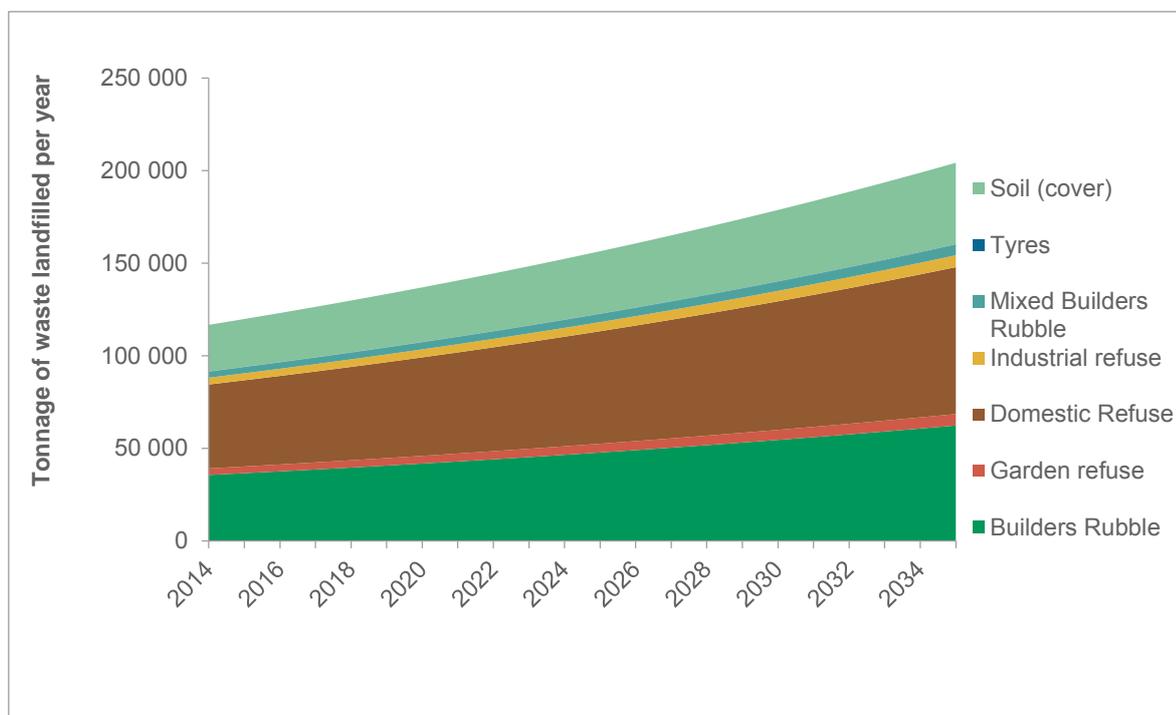


FIGURE 5: TONNAGE OF WASTE LANDFILLED IN THE STELLENBOSCH MUNICIPALITY (TON/YEAR)

Recall that the waste data shown in Figure 5 assume a population growth rate of 2.7%, and a uniform waste generation per capita across different income groups. Figure 6 presents the results of a sensitivity analysis conducted in a study to highlight the effects of changing both growth rates and waste generation rates (Bassier, 2015). The specific variables investigated included:

- assuming a uniform population growth rate across the municipality (2.7%) for both low and high income groups, with low and high income waste generation rates estimated at 0.3 and 1.2 kg per person per day respectively,
- achieving a 2.7% growth rate across the municipality but by assuming different growth rates between the high income and lower income groups (1.44% and 3.88% respectively),
- assuming a uniform population growth rate across the municipality (2.7%) for both low and high income groups, but allowing for an increased low income waste generation rate per capita (from 0.3 kg to 0.95 kg per person per day) as a result of influences such as a possible shift in income levels, more employment opportunities, etc;
- assuming a higher than StatsSA-predicted population growth for both low and high income groups (3.84%) as a result of influences such as migration, decreased mortality rates and increased life expectancy etc..

Based on the sensitivity analysis, the municipality needs to make provision for up to 80,000 tonnes of domestic waste per annum by 2035. In addition, it can be seen that the portion of organics is significantly high, which highlights the need to not only provide a solution for recyclables but also for organic wastes.

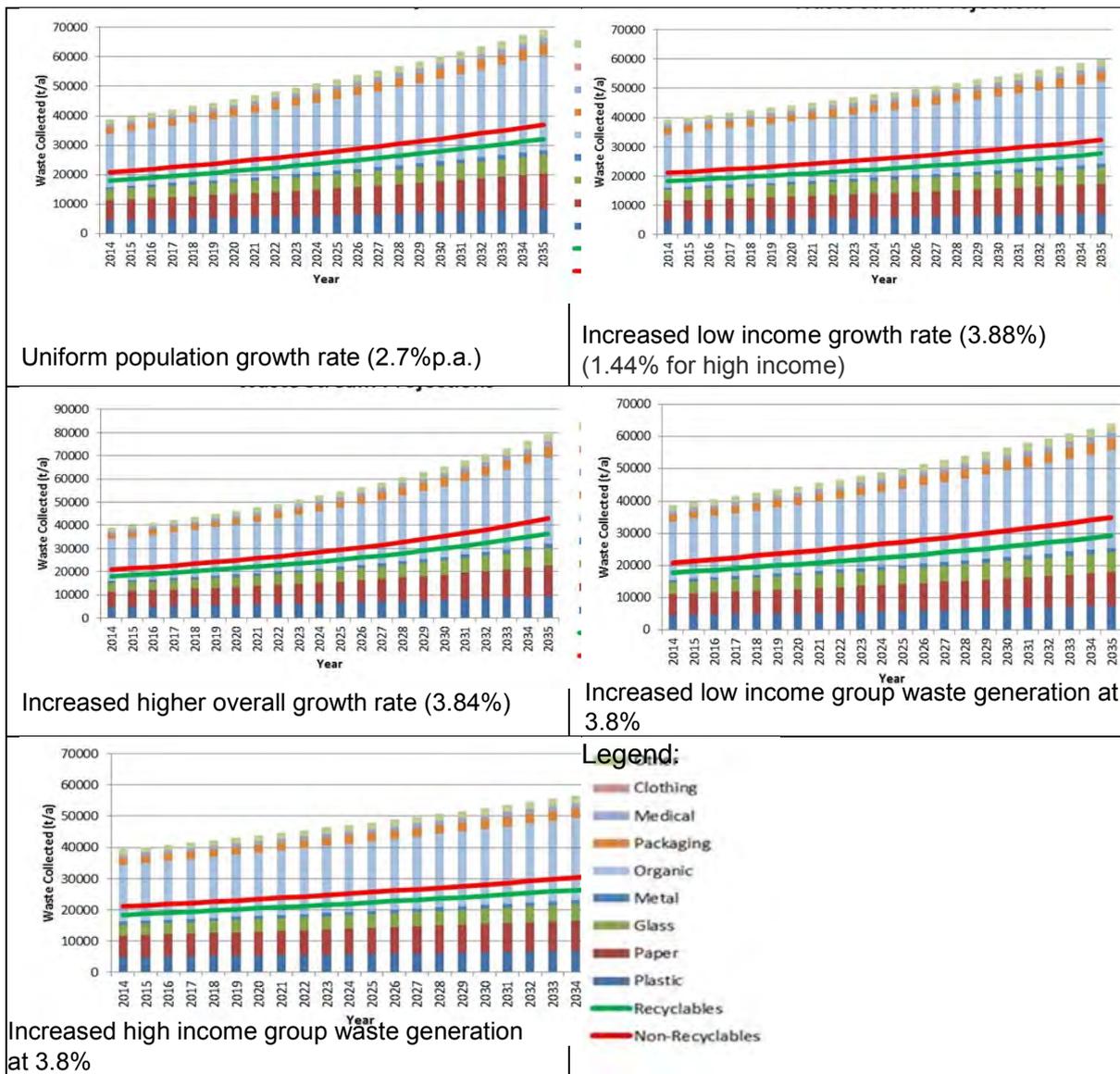


FIGURE 6: PROJECTED WASTE GENERATION RATES FOR STELLENBOSCH MUNICIPALITY (BASSIER, 2015)

A summary of the main challenges for solid waste management in Stellenbosch is presented in Figure 7. The municipality therefore needs:

- to implement short term (or quick implementation) measures to extend the life of the landfill (to address and avert the immediate crisis), while
- planning for both alternative waste management ,and
- alternative disposal options as the Devon Valley landfill site approaches the end of its useful life (to ensure sustainable waste management in future).



FIGURE 7: PRIORITY AREAS FOR SOLID WASTE MANAGEMENT IN STELLENBOSCH MUNICIPALITY

It is evident from the above that urgent action is required to identify viable waste options that will address the limited remaining landfill airspace in the short term. The next section presents an overview of the policy and regulatory landscape concerning solid waste management in South Africa and applicability in the Stellenbosch context.

5. Policy and regulatory drivers

This section presents an overview of the legislation governing solid waste management in South Africa, and an overview of applicable legislation with regards to Stellenbosch Municipality's plans.

5.1 Core legislation governing waste management

Section 24 of the **South African Constitution (Act No 108 of 1996)** states that everyone has a right to an environment which is not harmful to their health or well-being and the environment must be protected for present and future generations. With regards to the protection of the environment, Section 24 of Chapter 2 states that:

Everyone has a right –

- (a) to an environment that is not harmful to their health or well-being; and*
- (b) to have the environment protected for the benefit of the present and future generations, through reasonable legislative and other measures that –*
 - (i) prevent pollution and ecological degradation;*
 - (ii) promote conservation; and*
 - (iii) secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.*

The role of local municipalities such as Stellenbosch Municipality is discussed in Schedule 5B of the Constitution, which stipulates that local municipalities must provide communities with basic services such as refuse removal, sewage services, electricity and water services. The objects of local government are stated in Section 152.

- (1) The objects of local government are –*
 - (b) to ensure the provision of services to communities in a sustainable manner;*
 - (d) to promote a safe and healthy environment*
- (2) A municipality must strive, within its financial and administrative capacity, to achieve that which is set out in subsection (1).*

Furthermore, Chapter 7 of the Constitution addresses local government matters and Section 151 states that:

- (3) A municipality has the right to govern, on its own initiative, the local government affairs of its community, subject to national and provincial legislation, as provided for in the Constitution.*

The powers and functions of municipalities are described in Section 156 of the Constitution, which state that:

- (1) A municipality has executive authority in respect of, and has the right to administer –*
 - (a) the local government matters listed in Part B of Schedule 4 and 5; and*
 - (b) any other matter assigned to it by national or provincial legislation.*

- (2) *A municipality may make and administer by-laws for the effective administration of the matters which it has the right to administer.*
- (3) *Subject to section 151(4), a by-law that conflicts with national or provincial legislation is invalid.*
- (5) *A municipality has the right to exercise any power concerning a matter reasonably necessary for, or incidental to, the effective performance of its functions.*

The **National Environmental Management Waste Act No 59 of 2008** provides the framework for integrated waste management within South Africa and gives legal effect to the waste management hierarchy. NEM:WA defines "Waste" as:

any substance, whether or not that substance can be reduced, re-used, recycled and recovered-

- (a) *that is surplus, unwanted, rejected, discarded, abandoned or disposed of;*
- (b) *which the generator has no further use of for the purposed of production;*
- (c) *that must be treated or disposed of; or*
- (d) *that is identified as a waste by the Minister by notice in the Gazette, and includes waste generated by the mining, medical or any other sector, -*
 - (i) *a by-product is not considered waste; and*
 - (ii) *any portion of waste, once re-used, recycled and recovered, ceases to be waste.*

The objectives of NEM:WA, are amongst others

- (a) *to protect health, well-being and the environment by providing reasonable measures for –*
 - (ii) *avoiding and minimising the generation of waste;*
 - (iii) *reducing, re-using, recycling and recovering waste;*
 - (iv) *treating and safely disposing of waste as a last resort;*
 - (v) *preventing pollution and ecological degradation;*
 - (vii) *promoting and ensuring the effective delivery of waste services.*

Section 12 of NEM:WA specifies the content of an Integrated Waste Management Plan (IWMP) and the procedural process that should be followed. Section 13 requires annual performance reports on the implementation of IWMPs to be submitted to the Member of the Executive Council (MEC) and the Minister for approval. Furthermore, NEM:WA requires that a consultation process must be followed in order to approve an IWMP. The NWMS gives effect to NEM:WA as discussed in Section 3 of this report.

5.2 Recent developments in waste management legislation

This section presents the amendments to the NEM:WA (No. 59 of 2008), by the National Department of Environmental Affairs (DEA), which are acting as drivers and have implications in waste management for Stellenbosch Municipality.

TABLE 4: RECENT LEGISLATIVE CHANGES IN WASTE MANAGEMENT IN SOUTH AFRICA

Amendments	Explanation	Implications for Stellenbosch
The National Environmental Management: Waste Amendment Act, Act 26 of 2014	<p>The definitions of waste have been updated to exclude all waste once recovered, reused or recycled.</p> <p>Recovery has been distanced from the manufacture of a product and is simply understood as the act of extracting material or another substance (including energy) from waste. This suggests that certain projects involving recovery and/or reuse would no longer require a waste licence as they are no longer recognised as waste.</p> <p>The amendment act now includes a definite end-of-waste status. Schedule 3 – dedicated to listing groups of defined waste – has also been added</p>	<p>This would impact the recycling industry operating in Stellenbosch Municipality i.e. this creates opportunities for the recycling of more material (both in terms of volume and kind). However, there are still some ambiguities in these regulations hence this potential expansion of the industry may not be realised rapidly.</p> <p>Having an “end of waste” status will increase opportunities for recycling and the beneficial use of waste. As indicated above, there is still some ambiguities in these regulations hence this potential expansion of the industry may not be realised rapidly.</p>
R635 National Norms and Standards for Assessment of Waste for Landfill Disposal	<p>This section specifies the analyses required for assessing wastes that can be disposed via landfill, and now includes total concentration and total leachable concentration.</p>	<p>The costs of waste assessment are now much higher for the industry. This may have the positive impact of incentivising landfill diversion or unintended consequences such as an increase in illegal dumping.</p>
R636 National Norms and Standards for Disposal of Waste to Landfill	<p>The classification of landfills has now changed, with stricter requirements for landfill containment barriers. The prohibition of certain wastes to landfill has now also been introduced within specified timescales.</p>	<p>The costs of developing a new landfill site will increase substantially to afford the barriers stipulated in the regulations (R636). This may make opportunities other than landfill disposal</p>

Amendments	Explanation	Implications for Stellenbosch
		(e.g. recycling/beneficial use) more (financially) attractive for waste generators.
R634 Waste Classification and Management Regulations	<p>The R634 regulations promote the treatment of hazardous wastes before disposal, as co-disposal and dilution of hazardous wastes before disposal will no longer be allowed.</p> <p>These regulations allow for the submission of a motivation to the Minister to exempt specific waste management activities from requiring waste licences.</p>	The second of these may enable beneficial use of waste should the necessary application be made and approved. It is expected that this will be done by parties such as industry associations rather than individuals/businesses.
Creation of a National Waste Management Bureau (NWMB)	'The objectives of the NWMB will be to (i) enable waste minimisation, reuse, recovery and recycling of waste materials; (ii) monitor and disburse revenue collected through economic instruments, (iii) implement, monitor and evaluate the effects of Industry WMPs; (iv) build capacity in the NWMB to be able to provide support for municipal waste management plan development and implementation, and (v) municipal capacity building programmes.' (Department of Environmental Affairs, 2014)	The plans of the NWMB might impact on the administrative duties of Stellenbosch Municipality (depending on reporting requirements for example), and/or provide additional capacity to Stellenbosch depending on the resources leveraged at national level.

5.3 Municipal processes

This section presents an overview of the two main acts governing municipal processes, which will be applicable to solid waste management in Stellenbosch. These are: the Municipal Systems Act (MSA, No 32 of 2000) the Municipal Finance Management Act (MFMA, No 56 of 2003). Detailed information on these and other acts and regulations applicable to waste management has been made available online⁸.

TABLE 5: LIST OF RELEVANT MUNICIPAL LEGISLATION

Relevant legislations and sections	Explanation	Implications for Stellenbosch
Municipal Systems Act No 32 of 2000. Sections 73, 76, 77, 78 (1-4), 79, 80, 81 and 83.	<p>Service delivery-Municipalities may provide services in-house (using the existing capacity within the municipality) or through external mechanisms by entering into service delivery agreements (internal contract, no tender required) with other municipalities.</p> <p>Municipalities must review and decide on the best method to provide services when reviewing IDPs, when new services need to be provided or current services need significant upgrades.</p> <p>Section 78 process is compulsory for determining Stellenbosch Municipality's ability to change or upgrade the provision of municipal services within the municipality or if the service can be outsourced to a service provider.</p> <p>If a municipality decides to make use of internal mechanisms for the provision of services, it must allocate sufficient and appropriate resources in order to ensure proper provision of the services.</p> <p>If a municipality provides a service with a service delivery agreement with another municipality, the municipality is responsible for regulating, monitoring and assessing services provided within a tariff policy (determined by the municipality), and to exercise its authority in</p>	<p>Stellenbosch Municipality has already completed Section 78 (1-2), which showed that alternative waste treatment would most likely be done externally. The solid waste department then secured Council approval to go ahead with the detailed assessment in Section 78 (3).</p> <p>Consideration of alternative waste treatment options for large-scale diversion will be explored in more details in Section 78 (3) investigation, which will determine (i) risk to the municipality, (ii) service delivery mechanism and (iii) affordability for Stellenbosch Municipality. A request for proposal was issued last year (2014) to appoint a service provider. The successful candidate bid was awarded and the process started in July 2015 (and is expected to be complete in November 2015)</p>

⁸ Wastetreatmentguide (2015), www.wastetreatmentguide.co.za

Relevant legislations and sections	Explanation	Implications for Stellenbosch
	<p>order to ensure uninterrupted delivery in the best interest of the community.</p> <p>When the service is to be provided by a party that is not another municipality, a competitive bidding process for the selection of a preferred service provider must be conducted, which must ensure that all prospective service providers have equal and simultaneous access to relevant information and fraud and corruption must be minimised. The selection process must be fair, equitable, transparent and cost effective.</p>	
Municipal Finance Management Act No 56 of 2003	<p>This Act regulates all municipalities and all municipal entities. It was enacted to secure sound and sustainable management of the financial affairs of municipalities and other institutions in the local sphere of government; to establish treasury norms and standards for the local sphere of government; and to provide for matters connected therewith.</p> <p>The MFMA also defines how a municipality's supply chain process works for the procurement of municipal goods or services through tender process.</p> <p>It is required that all municipalities must have a supply-chain management policy to give effect to the procurement of municipal goods and services.</p> <p>The MFMA requires a municipality to investigate the implications of selecting a Municipal Entity (ME), one of the external service delivery mechanisms a municipality may consider. Section 84 of the MFMA prescribes how the impact of a possible ME should be assessed and provides for wide ranging stakeholder consultation. An ME may take the form of a private company established by one or more municipalities or in which one or more municipalities has acquired or holds an interest; a service utility established by a single municipality;</p>	The MFMA will be triggered if a PPP is selected as the preferred service delivery mechanism for the large-scale alternative waste treatment selected for Stellenbosch, and if the contractual agreement with the private party extends beyond the normal 3-5 years.

Relevant legislations and sections	Explanation	Implications for Stellenbosch
Municipal Finance Management Act No 56 of 2003 (cntd)	<p>or a multi-jurisdictional service utility established by two or more municipalities (refer Section 86 of the MFMA</p> <p>Section 33 of the MFMA presents the set of conditions under which municipalities commit to contracts longer than a period of three financial years that will have long term budgetary implications.</p> <p>If a municipality is approached with an unsolicited bid, a municipality is not forced to accept or reject it. If an unsolicited bid is accepted, additional guidelines set out by National Treasury are to be adhered to. An unsolicited bid may be accepted in instances in which there has been compliance with the prescribed framework. The prescribed framework regulates the power of municipalities and municipal entities to approve unsolicited bids received outside their normal tendering or other bidding processes. However, it is less cumbersome by testing the market and advertising a tender for all to bid.</p> <p>Municipalities may only enter into a Private Public Partnership (PPP) if they can prove that the agreement is beneficial to the municipality in the sense that it provides value for money, is affordable and it transfers appropriate technical, operational and financial risk to the PPP. Before a PPP is entered into, a municipality must first conduct a feasibility study.</p>	

5.4 Additional potential applicable legislation

Figure 8 presents an overview of additional legislations and regulations applicable to waste management and service delivery more broadly in South African Municipalities such as the Division of Revenue Act (No 5 of 2004), as well as the period during which these were developed (Keith & Associates, 2014).

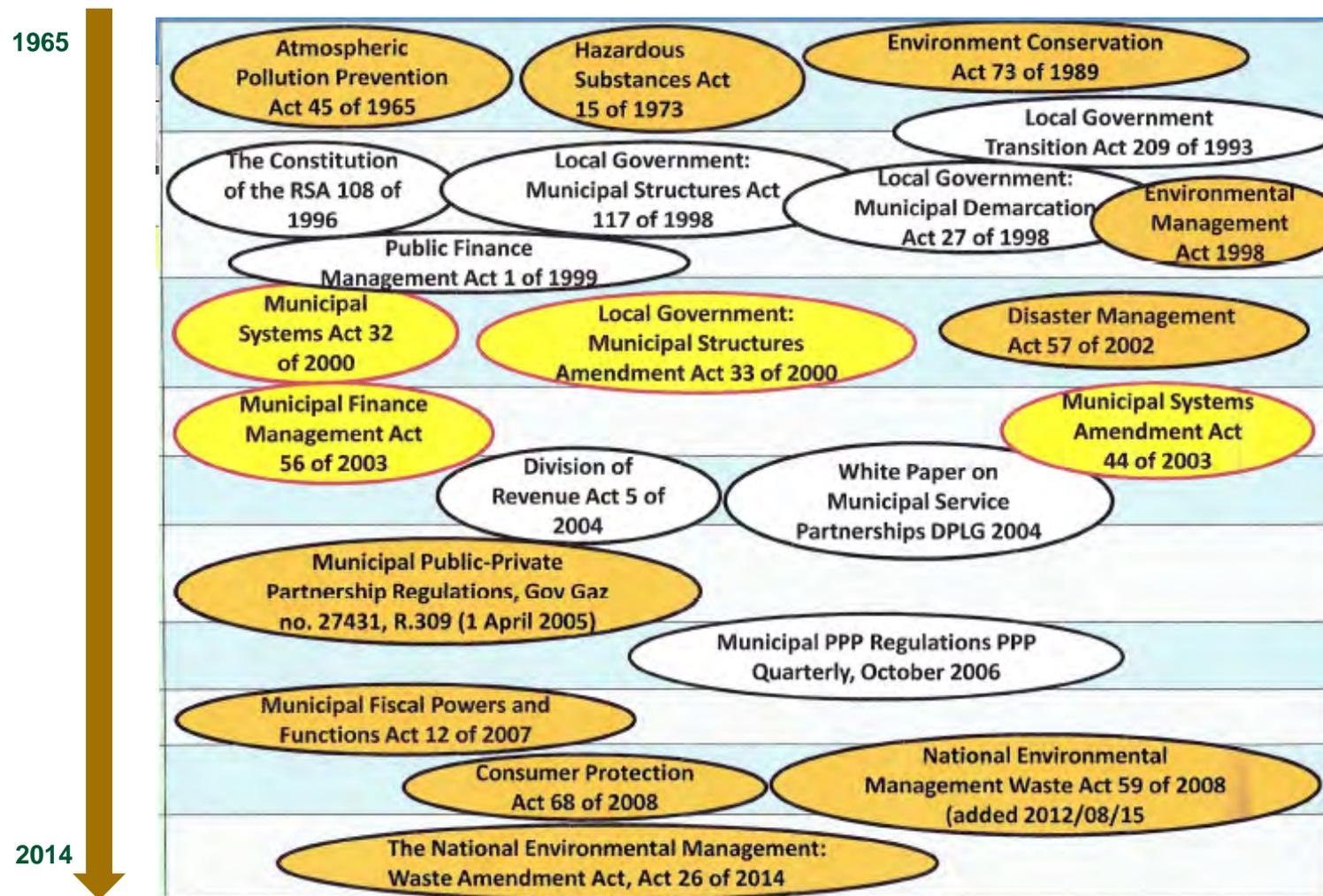


FIGURE 8: LEGAL FRAMEWORK FOR SERVICE DELIVERY AND WASTE MANAGEMENT IN SOUTH AFRICA

6. Current status

6.1. Waste generation statistics

Stellenbosch Municipality is currently generating approximately 118,000 tonnes of waste per annum based on projecting the January – June 2014 volumes. This increases to 150,000 tonnes per year if the estimate is based on the volume of waste generated from January 2014 – June 2015).

Due to the availability of data at the time of writing⁹, the analysis presented in the rest of this document are based on the January 2014 – June 2014 volumes. On a total mass basis, this is 21% lower than the projection over the full January 2014 – June 2015 tonnages. The significant difference is due to much higher builders' rubble and soil projections over the full period. Waste volumes and associated conclusions with regard to landfill airspace requirements may thus be underestimated and this should be taken into account when viewing the analysis and considering the implications of this analysis.

The full breakdown of waste generation in Stellenbosch is shown in Table 6, which indicates that, on a mass basis, approximately 99% of the waste generated is landfilled.

TABLE 6: STELLENBOSCH MUNICIPALITY WASTE GENERATED¹⁰

Waste classification	Quantity (tonnes per annum)		Volume (m ³ /annum)	
	Jan '14 – Jun '14 data	Jan '14 – Jun '15 data	Jan '14 – Jun '14 data	Jan '14 – Jun '15 data
Domestic waste landfilled	45,300	41,700	76,400	69,700
Builders' rubble	35,600	55,400	47,500	73,900
Soil	25,200	42,400	33,600	56,500
Commercial and industrial waste	3,670	4,165	6,190	7,020
Garden waste	3,530	3,470	17,700	17,400
Mixed rubble	3,220	1,570	4,300	2,100
Recyclables recovered (municipal) ¹¹	775	713	1,310	1,210
Recyclables recovered (private) ¹²	243	223	410	376
Tyres	150	138	308	283
Total waste generated	118,000	149,800	188,000	228,000

⁹ The figures for January 2014 – June 2015 were received from the service provider after the draft IWMP was compiled.. Additional work will be done post-submission of this draft, and will be included in an updated version of this document.

¹⁰ Estimates made for the purposes of this IWMP from data on volumes landfilled at Devon Valley and data on recyclables transported to Kraaifontein IWMP

¹¹ Transported to CoCT's Kraaifontein IWMP

¹² Transported to Huis Horison recycling facility in Stellenbosch

Figure 9 summarises the key aspects of waste management in Stellenbosch. The bulk of the waste is landfilled at the Devon Valley site, with some recyclables diverted via a limited separation-at-source programme. Recyclables collected via this programme are transported across the municipal boundary to Kraaifontein IWMF, which consists of a materials recycling facility (MRF) as well as bulk transfer facilities for residual waste that is shipped to CoCT's Vissershok landfill site.

There is also some diversion of waste from landfill via collection of recyclable materials from the landfill site by the informal sector (not specifically identified in the diagram), and through an independent recycler using a buy-back format (not specifically identified in the diagram). In addition, Huis Horison - a residential and sheltered-employment centre in Stellenbosch specialising in the holistic care of people with a primary intellectual disability – receives about 10% of Stellenbosch Municipality's separated-at-source dry recyclables and sells them.

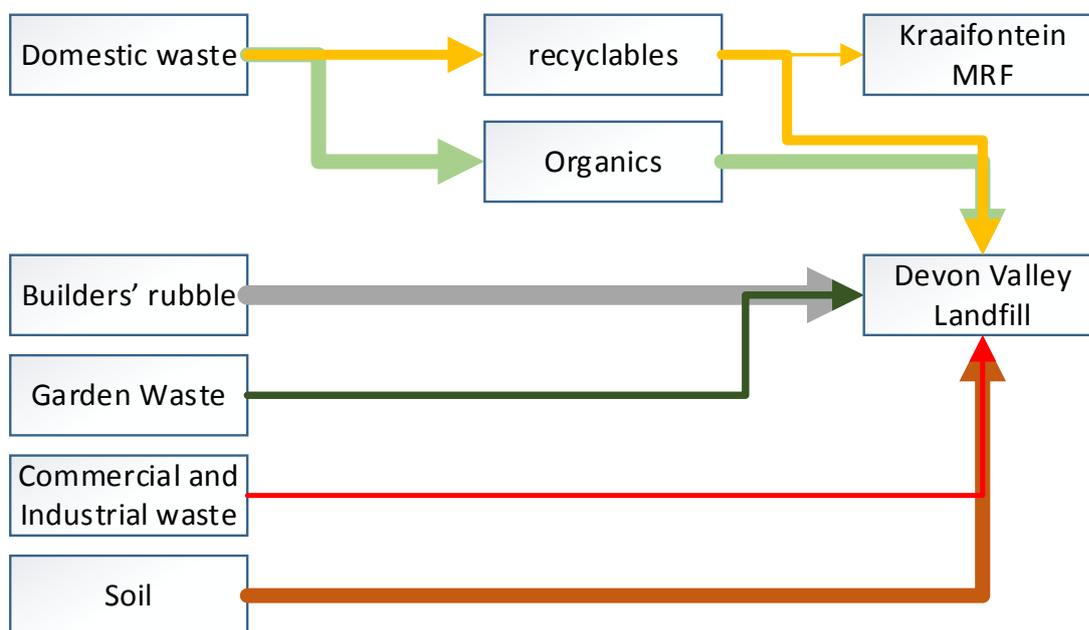


FIGURE 9: STELLENBOSCH MUNICIPALITY BASE CASE OVERVIEW

6.2. Domestic waste characterisation

A waste characterisation study conducted in 2012 highlighted that, on average, the domestic waste generated (i.e. collected in black bags) has a high organic waste content (Figure 10).

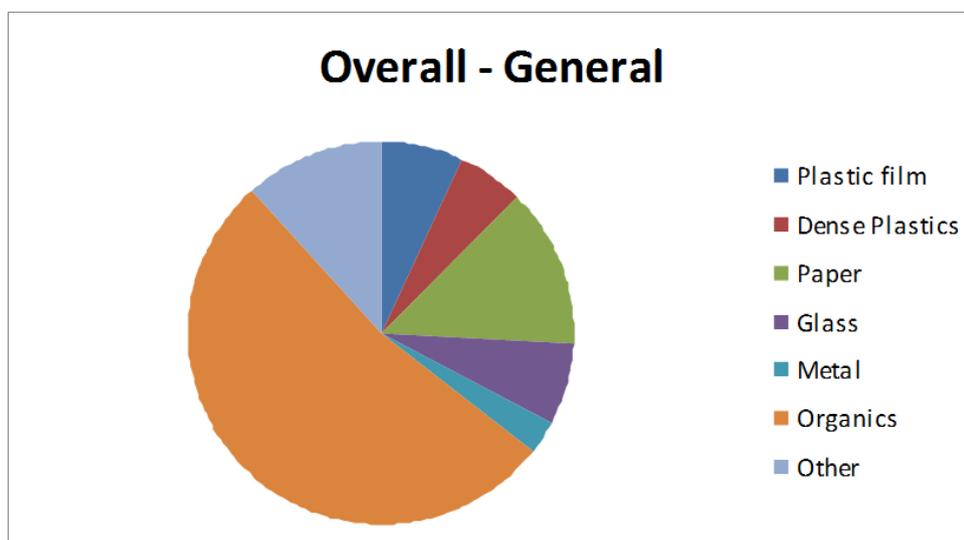


FIGURE 10: AGGREGATED RESULTS FROM WASTE CHARACTERISATION STUDY FOR DOMESTIC WASTES

Figure 11 shows the specific results obtained from some of the geographical areas (i.e. wards). This indicates a reasonable level of separation of recyclables based on the samples obtained from the clear bags where source separation has been initiated (i.e. Die Boord General vs Die Boord Recycling in Figure 11). Furthermore, paper, glass and plastic are the biggest portion of recyclables recovered from the pilot separation at source programme. However, all of these diagrams indicate that organics form a significant portion of the mixed waste collected, and should direct focus of Stellenbosch Municipality's planning.

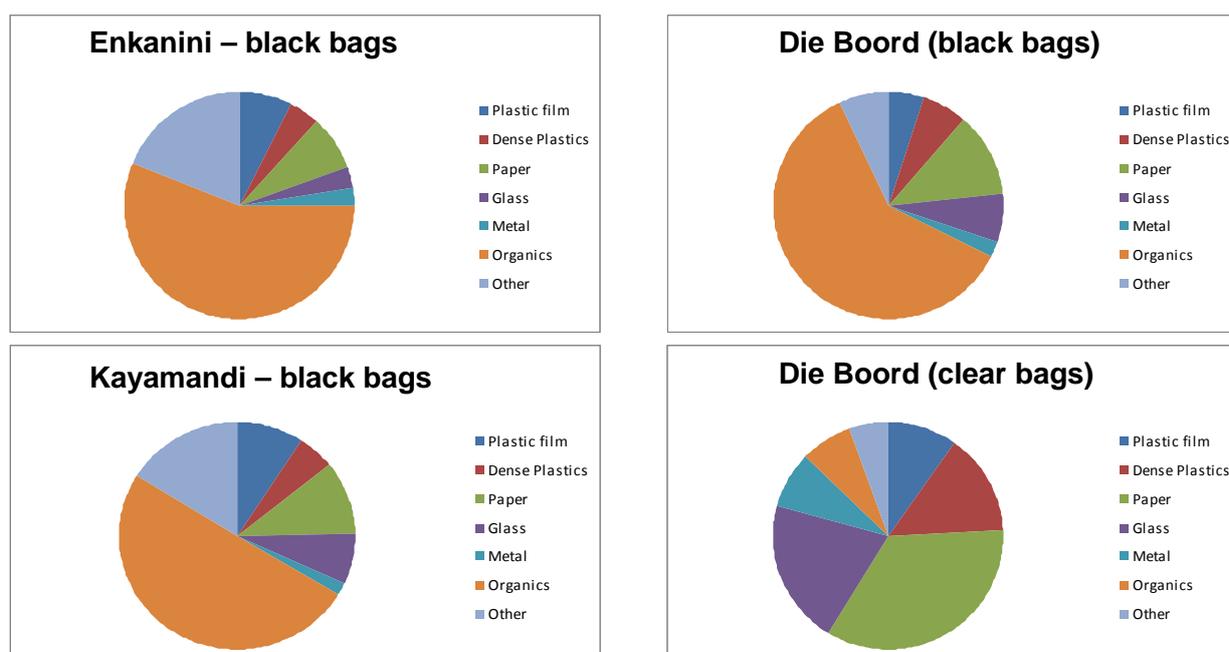


FIGURE 11: SAMPLE RESULTS FROM WASTE CHARACTERISATION STUDY

6.3. Municipal service delivery: Status and challenges

Error! Reference source not found. below gives an indication of the current levels of service delivery across the municipality, based on a municipal survey done in 2014. Door-to-door collection is the principal mode of service delivery for refuse removal in formal areas. The municipality services 100% of the formal households using its own resources, and provides collection and disposal services to the bulk of the commercial community. From the municipal survey, 12% of the municipality (5,480 households) do not receive a municipal waste collection service. **This is a key area that needs to be addressed over the next five years.**

TABLE 7: STELLENBOSCH MUNICIPALITY SERVICE DELIVERY OPTIONS

Area (km ²)	812
Number of wards	22
Total households	45,702
Formal households	71%
Informal Households	22%
Shack in backyard	7%
Refuse removal	
Weekly	88%
Less Frequent	2%
Own dump	5%
None	1%
Backlog (households)	5,480

The municipality offers two main types of residential waste collection – 240l wheelie bins for formal households, and 6m³ communal skips in less accessible informal areas. The access to some of the informal areas has always been a challenge due to limited road access, and the communal areas around each skip tends to be strewn with litter. Other alternative waste service delivery options have been tested within some of the informal areas, with good success such as the bokashi pilot programme, where kitchen waste generated was treated with bokashi (sawdust inoculated with bacteria capable of breaking down organics rapidly) and then collected for production of compost (von der Heyde, et al., 2014). The Bokashi pilot programme highlighted the fact that implementing localised solutions for **waste management in informal settlements should be investigated further, and will be another key area that will be addressed over the next five years.**

In addition, a limited separation-at-source program has been rolled out in Brandwacht, Dalsig, Die Boord and Krigeville. Residents currently have to collect the clear bags from the municipal offices. The filled bags collected are then collected and the bulk sent across the municipal boundary to the Kraaifontein IWMF (with 10% sent to Huis Horison). The municipality is currently using its own vehicles and staff for the collection and transport as an added-on service.

Table 8 gives an overview of the service delivery (waste collection) options per area across the municipality. Although the bulk of the waste is generated within close proximity to the landfill site, transporting waste from outlying areas such as Franschoek (and its surrounds) has significant cost implications for the Stellenbosch Municipality. Currently all of the waste generated in the Franschoek area is transported over the Jonkershoek Mountain range (across the Helshoogte Road) to the Devon Valley landfill site. **Therefore, a solution that minimises the transportation costs of waste generated in Franschoek would lead to significant cost savings for Stellenbosch, and would be a priority area to be integrated into future plans.**

TABLE 8: STELLENBOSCH MUNICIPALITY WASTE SERVICE DELIVERY OPTIONS

Area	Wards	Households (formal/informal)	Domestic Waste	Garden Waste	Builders' rubble	Recyclables	Average one way distance to DV (km)
Central	4-17, 21-22	Formal	240L Wheelie Bins	Drop-off (DV)	Drop-off (DV)	Limited two bag system	6.6
	12, 14, 15	Informal	6m ³ skips	None	None	None	6.6
Franschhoek	1, 2, 3	Formal	240L Wheelie Bins	None	None	None	34
Langrug	2	Informal	6m ³ skips	None	None	Informal sector driven	32
South	20	Formal	240L Wheelie Bins	None	None	None	8
Klapmuts	18	Formal	240L Wheelie Bins	Drop-off	Drop-off	None	20
Devon Valley	19	Formal	240L Wheelie Bins	Drop-off (DV)	Drop-off (DV)	Limited two bag system	1

7. Immediate opportunities and plans

7.1. Activities commenced in 2014/2015

A number of projects were initiated during the 2014/2015 financial year to improve service delivery and waste management in Stellenbosch Municipality.

Stellenbosch Municipality commenced this process by ensuring that the newly constructed cell (Cell 3) at the Devon Valley landfill is well managed and operated in terms of the waste management licence conditions, and also that the existing closed cells are appropriately remediated.

Additional projects were initiated to drive diversion of waste from landfill, including the production of compressed earth blocks (CEBs) from stockpiled clay and builders' rubble at the Devon Valley landfill. Furthermore, a study to investigate the feasibility of Waste to Energy (WtE) and a detailed Municipal System's Act (MSA), Section 78 (3) study, that will consider the viability of alternative waste management processes and associated service delivery mechanisms, have been initiated. Refer to Table 9 for these and other projects underway. The total investment in these immediate opportunities and plans came to over R20,000,000.

TABLE 9: LIST OF CURRENT PROJECTS 2014/2015

NWMS goal addressed	Project name	Description	Cost to Stellenbosch Municipality	Contractor	Impact/Benefit to Stellenbosch
1, 3	Crushing of clean builders' rubble	Crushing of builders' rubble and stockpiling/landfilling	TBC	Reliance Soil and More	<ul style="list-style-type: none"> • Avoids landfill disposal and effective use of landfill airspace
1, 3	Compressed Earth Blocks (CEBs) from rubble and clay	Production of compressed earth bricks from clay and builders' rubble at the landfill as a one year pilot project	R3,700,000	Use-It	<ul style="list-style-type: none"> • Avoids landfill disposal of clay • Production of alternative building material (environmental savings)
1, 3	Chipping of greens and garden wastes	Chipping of greens at the landfill site and transporting to contractor's composting facility	R316/tonne (approximately R1,100,000 based on garden waste projection)	Reliance Soil and More	<ul style="list-style-type: none"> • Avoid landfill disposal • Reduces carbon emissions from avoiding decomposition of garden waste into methane in the landfill • Contributes to green economy by generation of compost
1, 3	Waste-to-Energy feasibility study	Investigation of waste-to-energy options for Stellenbosch with the possibility of locating the facility at Klappmuts	R500,000	Worley Parsons	<ul style="list-style-type: none"> • Clear action plan for Stellenbosch to implement waste-to-energy (organic waste and residual waste)
3	Landfill gas-to-energy feasibility study	Landfill gas capture at the landfill, cleaning and feeding to a generator to produce electricity for the Wastewater Treatment Works (WWTWs).	R1,600,000	Aurecon	<ul style="list-style-type: none"> • Feasibility of exploiting landfill gas to generate electricity becomes more feasible

NWMS goal addressed	Project name	Description	Cost to Stellenbosch Municipality	Contractor	Impact/Benefit to Stellenbosch
2	Operation and Management of Stellenbosch Landfill Site	Landfill operation and management, including data management	R5,400,000 per year	Interwaste Environmental Solutions	<ul style="list-style-type: none"> • Effective delivery of waste services • Compliance with Waste Act
2	Beautification of Landfill	Improvement of aesthetics of landfill (entrance)	R 2,650,000	N1 Waterproofers and Painters	<ul style="list-style-type: none"> • Effective delivery of waste services • Compliance with Waste Act
2	Cutting and shaping of old cells 1 & 2	The reshaping of the cells to develop gentler slopes for the capping and rehabilitation processes.	R 10,250,000	Amandla	<ul style="list-style-type: none"> • Effective delivery of waste services • Compliance with Waste Act

7.2. Other short term activities: 2016/2017

To ensure that the reduction and diversion of waste continues, Stellenbosch municipality is scheduled to initiate at least five projects in the short term (2016/2017). Table 10 below presents a list of such projects that have been planned.

TABLE 10: LIST OF PROJECTS TO COMMENCE BY 2016

NWMS goals tackled	Project name	Description	Expected Cost	Expected Project Date	Impact/benefit to Stellenbosch
1, 2, 6	Section 78 (3) Study of the Municipal Systems Act (No 32 of 2000)	Study to investigate service delivery mechanism for alternative waste management	R1,000,000	July – November 2015	<ul style="list-style-type: none"> • Sound financial management for solid waste management in Stellenbosch • Effective delivery of services based on affordability and risk to the municipality
2, 7	Rehabilitation and capping at Devon Valley	Rehabilitation and capping of cells 1 and 2 (and future work on cell 3)	R50,000,000	February 2016	<ul style="list-style-type: none"> • Effective delivery of waste services • Compliance with NEM:WA before landfill closure
1, 3, 6	Franschhoek drop-off	Development of a local drop-off site for diversion of recyclables, and also allow for composting of organic waste within the Franschhoek area	R20,000,000	February 2015	<ul style="list-style-type: none"> • Reduction of waste management costs to Stellenbosch through reduced transport costs • Landfill diversion – organics, builders' rubble and recyclables
1, 3	Materials Recycling Facility (MRF) Design and Planning	Study to investigate construction and operation of a local MRF within the Stellenbosch Municipality boundaries (Klapmuts being investigated as a viable site).	R100,000	February 2015	<ul style="list-style-type: none"> • Avoids landfill disposal of wastes • Contribution to green economy through creation of local jobs • Improved recycling and waste minimisation within Stellenbosch
2	Landfill Gas-to-Energy	landfill gas capture at the landfill, cleaning and feeding to a generator to produce electricity for WWTW	R32,000,000	2017	<ul style="list-style-type: none"> • Effective use of landfill • Reduction of carbon emissions from avoiding decomposition of organic waste into methane in the landfill • Generation of renewable energy

7.3. Area cleaning

Area Cleaning in Stellenbosch Municipality generally entails the cleaning of all illegal dumping (including builders' rubble)/ litter picking/ trimming of weeds on sidewalks/ cleaning of municipal street bins on all municipal properties, parks and public open spaces. The Area Cleaning Department is crucial and contributes towards the cleanest town as well as greenest valley. To date there has been limited synchronisation of efforts between the solid waste department (under Engineering and Technical Services) and Area Cleaning (under Community and Protection Services).

Area Cleaning has limited human resource capacity and consists of two permanent positions. The first is the Head: Parks, Rivers and Area Cleaning and the second is the Assistant Superintendent Area Cleaning. The rest of the workforce in the department consists of services outsourced to the private sector and mostly Extended Public Works Programme (EPWP) employees - employed typically on a three-month basis. The above present itself as a significant challenge for the department as the training, health and safety gear for the EPWP workers has to be organised every three months. In addition, the commitment of workers is limited due to the lack of stability offered by contract.

The Community and Protection Services has put together a proposal for Stellenbosch Municipality, as it would be more financially efficient if people are employed on a year. The marginal cost increase for the annual contract will outweigh the benefits gained (i.e. R325 000 vs R500 000 currently for contract workers) such as staff retention, less training time required which will lead to more time spent on cleaning, better upkeep and maintenance of vehicles and the ability to be innovative and plan effectively. For example, having permanent drivers/supervisors dedicated to specific areas would lead to capturing the hotspots and finding solutions to challenges faced for area cleaning problem.

Additional projects in the pipeline include

Mapping of complaints/illegal dumping on a GIS layer. This will enable effective planning for EPWP workers priority areas, as well as identification of resources required. This area could also be potential area of collaboration with the Solid Waste Department for the appointment of Environmental Monitoring Inspectors (EMIs) as discussed in Section 3

The Area Cleaning Department has appointed a consultant to draft a tender for service delivery in informal areas such as Kayamandi, Klapmuts and Langrug which is meant to be implemented from the 1st of August 2015.

It is worth noting that the amount of waste collected by the Area Cleaning Department is currently not accounted for by the Solid Waste Department in Stellenbosch. The Area Cleaning Department has not provide quantities of the waste collected, as it is currently not documented. This is important to highlight as the waste collected will have implications on the landfill airspace and could be diverted more effectively from landfill disposal. More details on the Area Cleaning Department plans are available separately on request.

A key recommendation would be to establish a formal collaboration channel between the Solid Waste and Area Cleaning Department within Stellenbosch Municipality as this might lead to resource sharing, and more effective planning for a cleaner environment. This is particularly the case for builders' rubble dumped illegally, as well as cuttings from parks and open spaces.

8. Towards Integrated Waste Management in Stellenbosch Municipality

Stellenbosch Municipality is adopting a systems-based approach to waste management planning in the medium to longer term. This allows the municipality to understand the full cost of waste management, and ultimately identify what is needed to fund waste management services, including potentially the implementation of cost-reflective tariffs. To enable Stellenbosch to adopt this integrated approach to waste management planning, the municipality engaged The GreenCape (a Sector Development Agency) to evaluate the viability of different alternative waste treatment options. GreenCape was tasked to do this since it is currently developing an Integrated Waste Management Decision Support Tool (IWM-DST), specifically aimed at assisting municipalities to implement integrated waste management. The IWM-DST provides guiding principles for integrated waste management. To this end, it contains a set of models that can assist in determining the choice and scale of waste management technologies, with an understanding of the financial, economic, social and environmental implications of different municipal solid waste management system configurations, and technology choices based on a full life cycle basis.

GreenCape recommended a full life cycle based approach because it enables the complete evaluation of a waste management system - from generation, to collection, transport, treatment and/or final disposal in an integrated manner as illustrated in Figure 12. It is important to consider the full waste management system to understand the system-wide implications of any technology choice (i.e. what collection systems might be needed, what sorting systems etc.) for the successful application of these technologies.

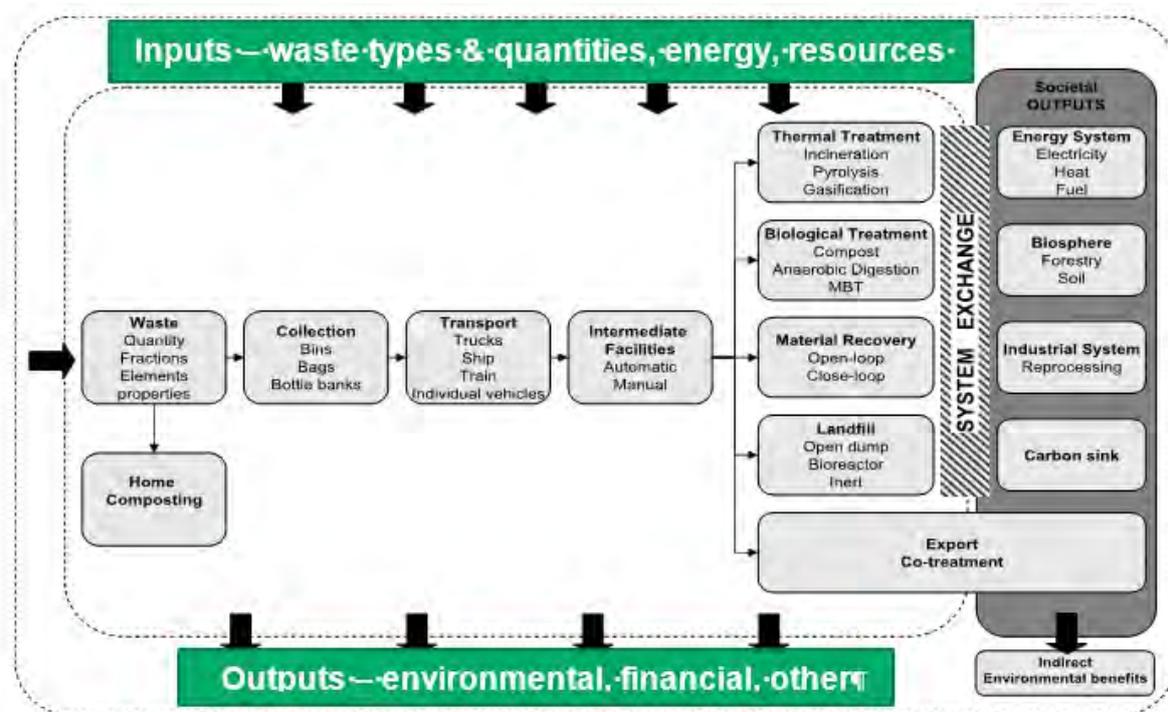


FIGURE 12: SYSTEMS-BASED APPROACH FOR INTEGRATED WASTE MANAGEMENT (GENTIL ET AL, 2010)

A number of steps were carried out in order to identify the implications of different waste management trajectories for Stellenbosch. The specific steps were:

- (i) determination of status quo/waste data;
- (ii) projection of waste generation based on population data (presented in Section 4);
- (iii) identifying viable alternative treatment options; and
- (iv) modelling of scenarios for Stellenbosch Municipality (described in Sections 8.1-8.3 to follow)

The individual steps taken are discussed in more detail below.

8.1. Status quo determination

The determination of the status quo was done to establish a baseline for waste management in Stellenbosch. The two main aspects of the status quo were:

- Understanding current waste generation (quantities, types etc.)
- Mapping of the complete Stellenbosch waste management system (collection and transport models, available treatment, etc.)

Results of this phase are presented in Figure 13 overleaf, which summarises the current waste management system in Stellenbosch Municipality.

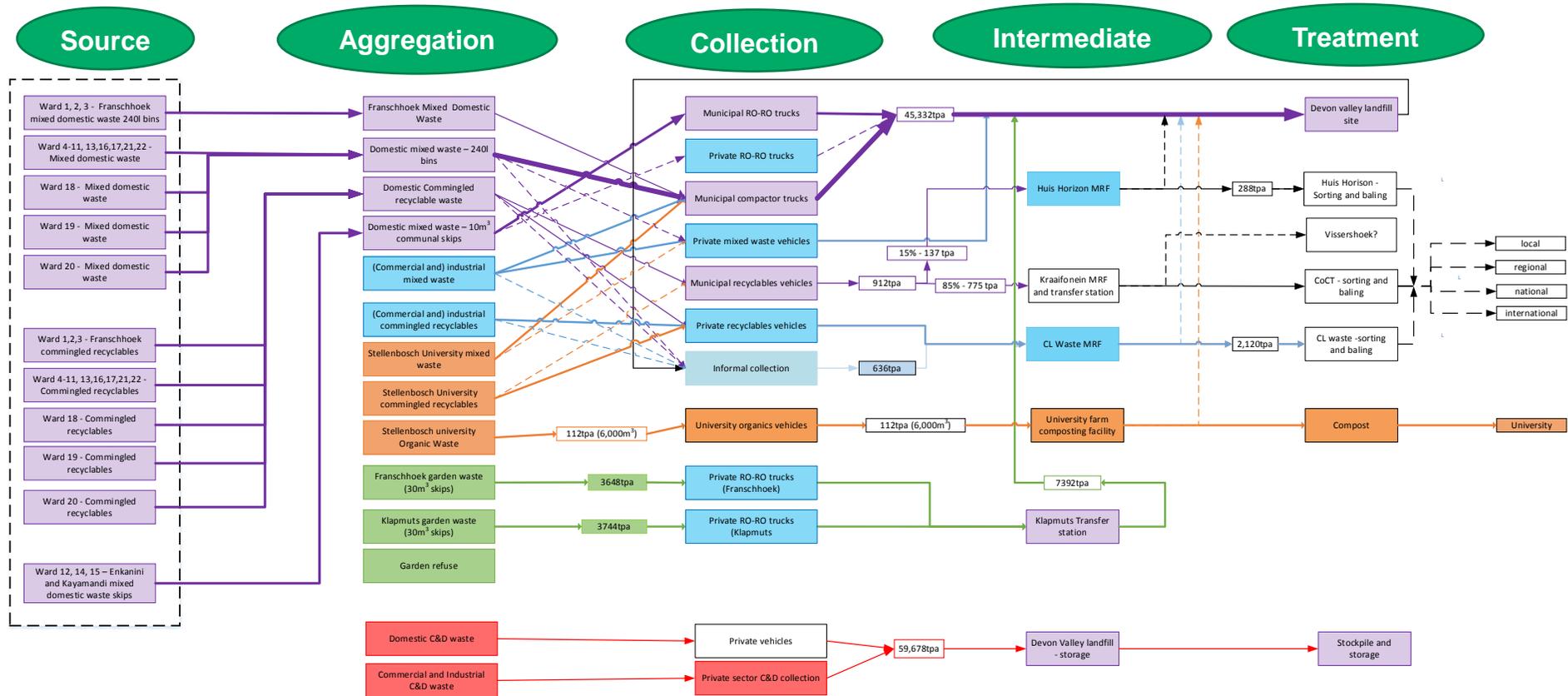


FIGURE 13: STELLENBOSCH MUNICIPALITY WASTE MANAGEMENT SYSTEM (GREENCAPE, 2014)

8.2. Determination of potential alternative waste management scenarios

Alternatives for the waste management future of the municipality were identified through a stakeholder engagement processes involving:

- Stellenbosch Municipality – represented by the solid waste manager and the deputy mayor. The Portfolio Councillor: Strategic & Corporate Services was also present
- Stellenbosch University and the Sustainability Institute
- Dutch waste experts from the Netherlands Ministry of Infrastructure and Environment
- The GreenCape Sector Development Agency

The first integrated waste management system that was evaluated was the base case (i.e. current status of the waste management system of Stellenbosch Municipality). This baseline was then extrapolated to determine a business-as-usual (BAU) scenario (Scenario 0) which represents the expected impacts if the municipality continues with current waste management practices.

Four possible alternative waste management scenarios were then developed¹³, after taking into account the vision and drivers for Stellenbosch Municipality. These were:

1. **Scenario 1:** Diversion of builders' rubble via brick making (see Figure 14) and garden waste via chipping and composting, respectively (see Figure 15).
2. **Scenario 2a&b:** Increased recycling (achieved by greater separation at source)
3. **Scenario 3a&b:** Organic waste treatment (via anaerobic digestion) in addition to increased recycling
4. **Scenario 4:** Combination of organic waste treatment, incineration and increased recycling via a collaborative approach with neighboring municipalities.

The scenarios are depicted in Figure 16 are described in more detail in Table 11.

¹³ The four scenarios selected were based on discussions with a number of stakeholders. However, additional information required was sourced or assumed from a variety of sources (information available in a separate report, and available on request). Therefore, verification or amendment of some of these, or conducting sensitivity analyses to investigate the potential range of outcomes may be necessary.



FIGURE 14: COMPRESSED EARTH BRICK MANUFACTURE AT DEVON VALLEY



FIGURE 15: GARDEN WASTE CHIPPING AT DEVON VALLEY

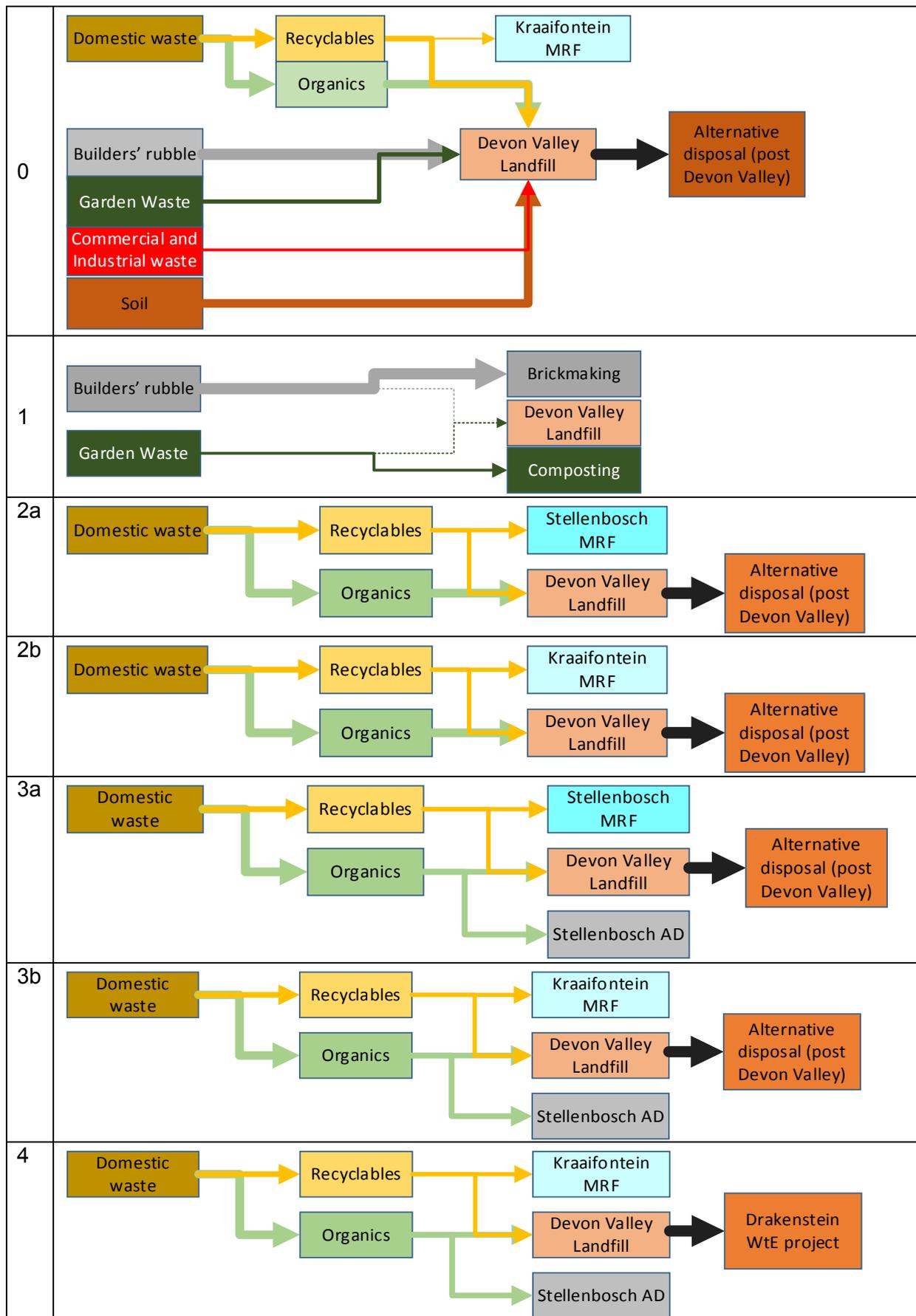


FIGURE 16: SCENARIOS SELECTED FOR INVESTIGATION ¹⁴

¹⁴ Scenarios 2-4 also all include Scenario 1 – diversion of rubble and garden waste.

TABLE 11: EXPLANATION OF SCENARIOS MODELLED VIA THE IWM-DST

Scenario	Description
0: Business as usual (BAU)	Landfilling of bulk of the waste until Devon Valley is full and then use alternative landfill outside of municipality (CoCT, Drakenstein or regional landfill).
1: Diversion of builders' rubble and garden waste	Builders' rubble is diverted to production of compressed earth blocks (CEBs) and garden refuse chipped and transported to a composting facility. The bulk of the remaining waste (i.e. domestic waste) continues to be landfilled at Devon Valley, and is diverted to another landfill ¹⁵ site once Devon Valley reaches capacity.
Scenarios 2-4 assume that builders' rubble and garden waste are taken care of (based on Stellenbosch Municipality plans at the time of modelling (i.e. Scenario 1), and hence focus on domestic waste treatment.	
2a and 2b: Diversion of recyclables to achieve 25% NWMS target	Increased separation at source (i.e. households), with recyclables sent to a new local materials recovery facility (MRF) still to be constructed (scenario 2a) or to the CoCT's Kraaifontein IWMF (scenario 2b)
3a and 3b: Diversion of recyclables to achieve the 25% NWMS target and an additional 25% diversion achieved via organic waste diversion to a waste to energy (anaerobic digestion-AD) facility	These interventions increased recovery of recyclables and of organic waste. The residual organic-rich waste is sent to a facility where it is treated via anaerobic digestion (AD) to produce biogas, which is then combusted to produce electricity.
4: Regional collaboration – 25% recycling, 25% anaerobic digestion and 50% (i.e. remainder of the waste) is then sent to Drakenstein WtE (incineration)	This scenario assumed that the incineration facility will be operational, and a potential for collaboration between the CoCT (through their IWMF), Drakenstein (WtE) and Stellenbosch (AD) will be achieved.

8.3. Modelling and evaluation of alternative waste management scenarios

The following were identified by the stakeholders as criteria for the evaluation of the above (and any other) scenarios (Section 8.2)

- **Financial:** to determine affordability. Assessed in terms of the net present value (NPV) of the waste management system. Considers capital and operating cost over a 20-year period.
- **Environmental:** to determine sustainability. Assessed in terms of the contribution to climate change resulting from greenhouse gas emissions, measured in carbon dioxide equivalent emissions (CO₂eq).

¹⁵ In these scenarios this is assumed to be the City of Cape Town's proposed Kalbaskraal landfill site along the West Coast, once Devon Valley is full. However, an additional possibility that has been identified is immediate partial diversion to Bellville in order to stagger the shift to an external landfill.

The basis for the financial modelling (i.e. the principles and equations used) was primarily the United States Environmental Protection Agency's (EPA's) handbook on full cost accounting for solid waste (USEPA, 1997). This is considered one of the key reference texts for waste management system costing internationally. The methodology has also been used for the feasibility studies done by consulting firms previously for, among others, the City of Cape Town and Stellenbosch Municipality.

The environmental analysis of waste management used a full life cycle analysis (LCA) approach based on a model developed in Denmark for LCA of waste management systems. This so-called EASETECH model considers all aspects of waste management including the inputs and emissions from supporting processes. The model was adapted to South Africa (e.g. by including information on the local energy mix).

Key assumptions made for the modelling of the alternative waste management systems include:

- Estimation of capital costs – based predominantly on European figures as presented in the Knowledge Product for Waste Management prepared for the South African national Department of Environmental Affairs (DEA, 2014).
- It was assumed that the uptake of recyclables by the CoCT and incineration in Drakenstein once Devon Valley is full would be infinite i.e. these municipalities would automatically be able to accept all the waste. It also does not consider step changes or disturbances, e.g. sudden increases in landfill tariffs due to imposition of a landfill tax based on potential changes in legislation.

Detailed information on the models and modelling work can be found in the case study report (GreenCape, 2014).

9. Key findings: analysis of alternative waste management systems

This section provides an overview of the results of the analysis of alternative waste management systems outlined in the previous sections.

9.1. Airspace demand

The airspace requirements for the different scenarios over five years and 20 years are shown in Figure 17 and Figure 18, respectively. The landfill demand was estimated based on minimal compaction of the landfill, with the domestic waste component assumed to have a density of 0.6 tonnes/m³ (i.e. each tonne of domestic waste would require 1.7m³) and garden waste assumed to have a density of 0.2 tonnes/m³ (i.e. each tonne of garden waste would require 5m³).

It can be seen that even with aggressive diversion (Scenarios 3 and 4), the extension of the life span of the Devon Valley landfill is minimal. The main reason for this is the amount of time required to implement any of the solutions in Scenarios 3 and 4. In addition to the time required for municipal processes, environmental authorisations can take up to two years, suggesting a lead-time of at least four years.

This suggests that regardless of which scenario is implemented; Stellenbosch will be required to rely on other municipalities for waste management solutions in the near term, i.e. within two years. Note that this period could be extended with improved compaction during landfill, but this does not change the fact that solutions outside of Stellenbosch's own boundaries will be required.

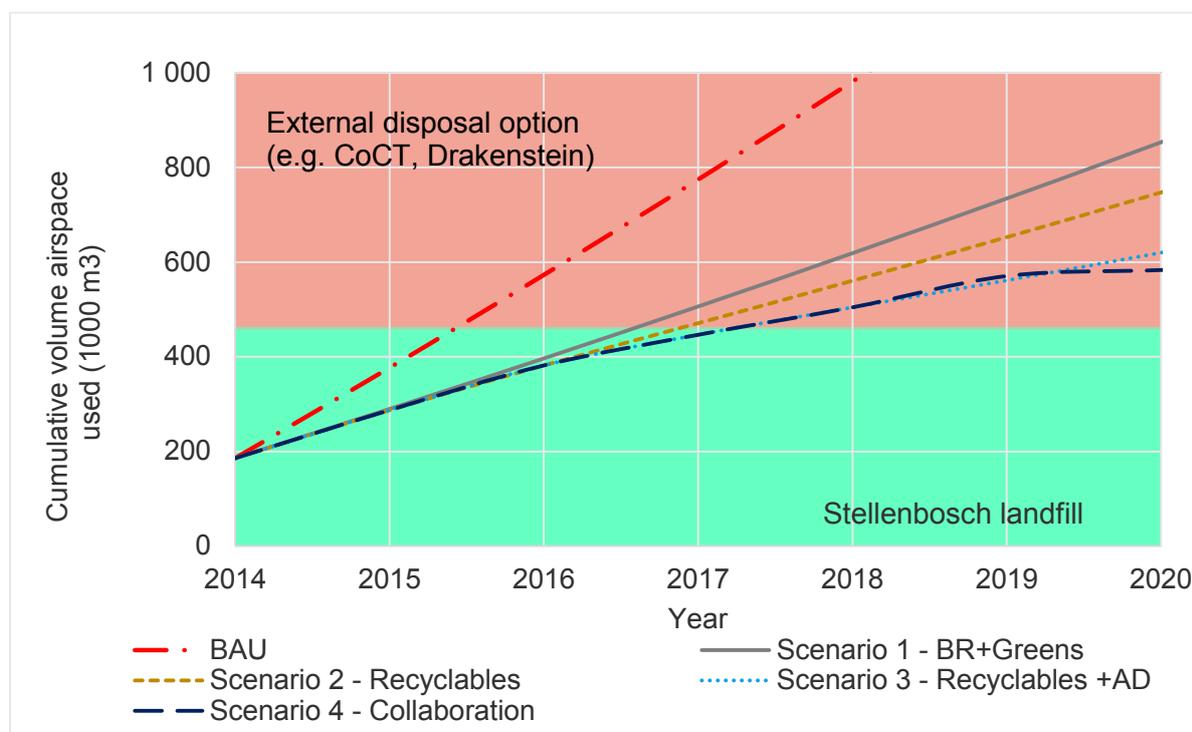


FIGURE 17: CUMULATIVE VOLUME OF WASTE LANDFILLED FOR VARIOUS SCENARIOS (5 YEAR PROJECTION)

Both Figure 17 (5 years) and Figure 18 (20 years) highlight the need for an urgent decision on the way forward in terms of alternatives to Devon Valley landfill. Such a decision is needed for the necessary steps to commence which are required for authorisation processes for any alternative service delivery mechanism (and environmental authorisations, if relevant).

There are potential benefits and risks associated with relying on the external solutions provided by, for example, the CoCT and Drakenstein as this does not require large capital requirements immediately. In the longer term, Stellenbosch Municipality will be required to invest in the necessary infrastructure for disposal to avoid continued dependence on external disposal solutions (i.e. outside of its own municipal boundaries).

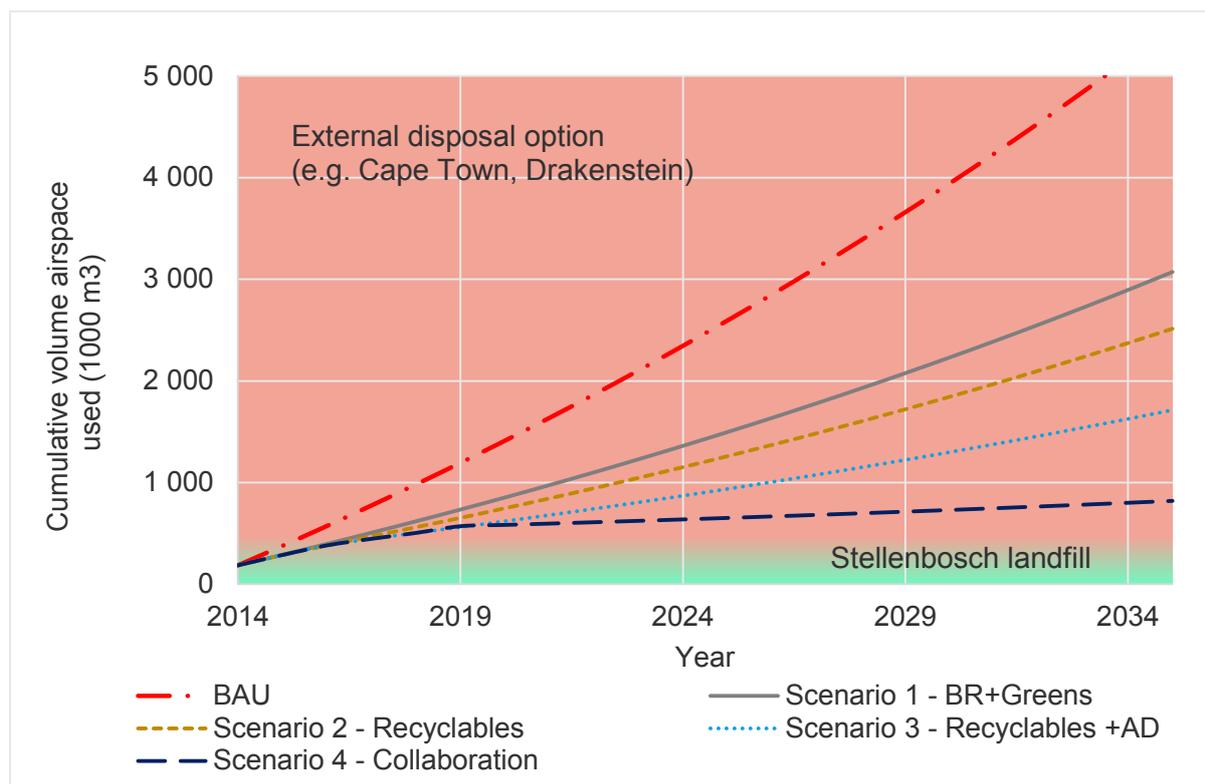


FIGURE 18: CUMULATIVE VOLUME OF WASTE LANDFILLED FOR VARIOUS SCENARIOS (20 YEAR PROJECTION)

9.2. Financial implications of alternative waste management scenarios¹⁶

The required capital costs for development of the additional infrastructure of the different scenarios (1-4) is presented in Table 12. Scenarios 3 and 4 have significantly larger costs of capital due to the infrastructure require for waste-to-energy initiatives.

¹⁶ The financial model used by GreenCape assumes that Stellenbosch provides its own funding. However, it is more likely that external funding such as loans or external investment (e.g. PPPs) may be required. This would result in a higher cost of capital and most likely in a higher cost to Stellenbosch Municipality than the cost estimates presented in this document. Further work is underway to examine the cost implications for Stellenbosch Municipality of different funding mechanisms.

TABLE 12: TOTAL COSTS AND RELATIVE COST RATIOS ASSOCIATED WITH EACH SCENARIO TAKING INTO ACCOUNT THE TIME VALUE OF MONEY (I.E. NPV) OVER 20 YEARS ¹⁷

	Major capital expenditure required	Total costs over 20 years	Cost ratio relative to the Business as Usual
Business as usual		R 1 960 000 000	1.000
Scenario 1	R 16,000,000	R 1 720 000 000	0.874
Scenario 2a	R 64,000,000	R 2 230 000 000	1.13
Scenario 2b	R 18,000,000	R 2 110 000 000	1.08
Scenario 3a	R 230,000,000	R 2 860 000 000	1.31
Scenario 3b	R 180,000,000	R 2 580 000 000	1.46
Scenario 4	R 220,000,000	R 2 590 000 000	1.32

Figure 19 illustrates the cumulative annual cost of each of the different scenarios over a 20 year period.

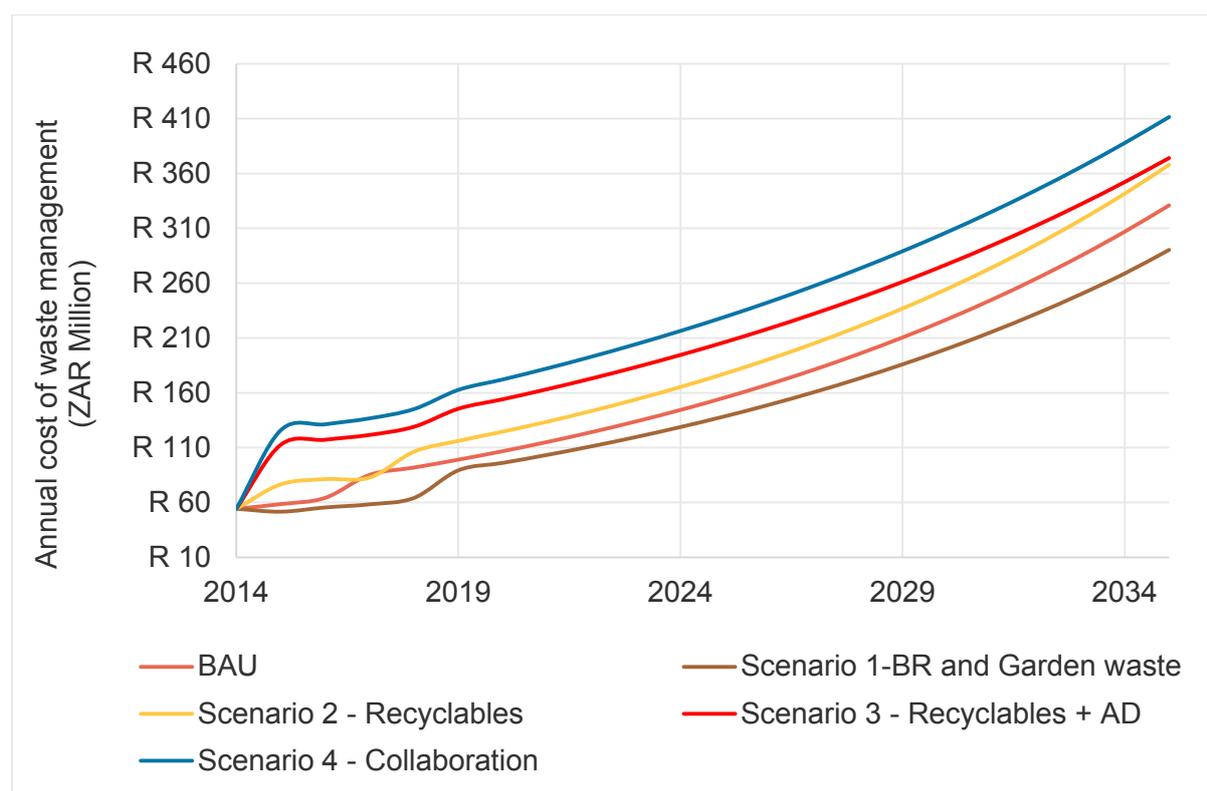


FIGURE 19: ANNUAL COST OF WASTE MANAGEMENT OVER 20 YEARS

The key points highlighted from the analysis are:

¹⁷ Assuming Stellenbosch Municipality provides its own funding for capital expenditure.

- It is evident that BAU requires substantial dependency on other municipalities and is not the least expensive solution. Furthermore, this scenario (and all others) assumes that other municipalities will be able to absorb Stellenbosch's waste indefinitely and at approximately the same relative cost – both of these are unlikely and present substantial (financial and service delivery) risks to the municipality.
- Scenario 3 and 4 will result in a substantial increase in the costs of waste management (approx 30-40% more), and does not remove Stellenbosch's reliance on other municipalities for landfill disposal for the residual wastes post anaerobic digestion (AD).
- Dependence on neighbouring municipalities in the long term might prove costly, especially if disposal tariffs and transport costs increase substantially.. This is likely to happen based on recent regulation (R636 of NEM: Waste Amendment Act, No 26 of 2014) of landfill containment barriers which are set to increase substantially the costs of building new landfill sites.
- Stellenbosch Municipality will still require landfills despite aggressive waste minimisation efforts for the disposal of residual wastes – this is consistent with international experience. It is therefore imperative to continue efforts to identify suitable landfill site in the long term, alongside aggressive waste minimisation efforts.

9.3. Environmental impacts of different alternative waste management scenarios

Figure 20 presents results of the environmental analysis in terms of greenhouse gas emissions measured in terms of global warming potential (GWP) of each scenario using 2020 as the reference year. The analysis uses the assumption that alternative treatment such as AD would be implementable in Stellenbosch Municipality within five years. A decrease (saving) of approximately 15,000 tonnes of CO₂ per annum (or 30%) is achieved by increasing the rate of recycling (25% of domestic waste recycled) from moving from Scenario 1 to Scenario 2. Comparing Scenario 1 and Scenario 3 shows a decrease (saving) of approximately 35,000 tonnes of CO₂ per annum (or almost 75%) by implementing both recycling (25%) and diversion of organic waste via anaerobic digestion (25% of the domestic waste stream).

The potential added advantage of “going green” (i.e. by mitigating the carbon emissions via recycling and anaerobic digestion – Scenarios 2-4) is, for example, the possibility of selling the CO₂ savings on the voluntary carbon market.

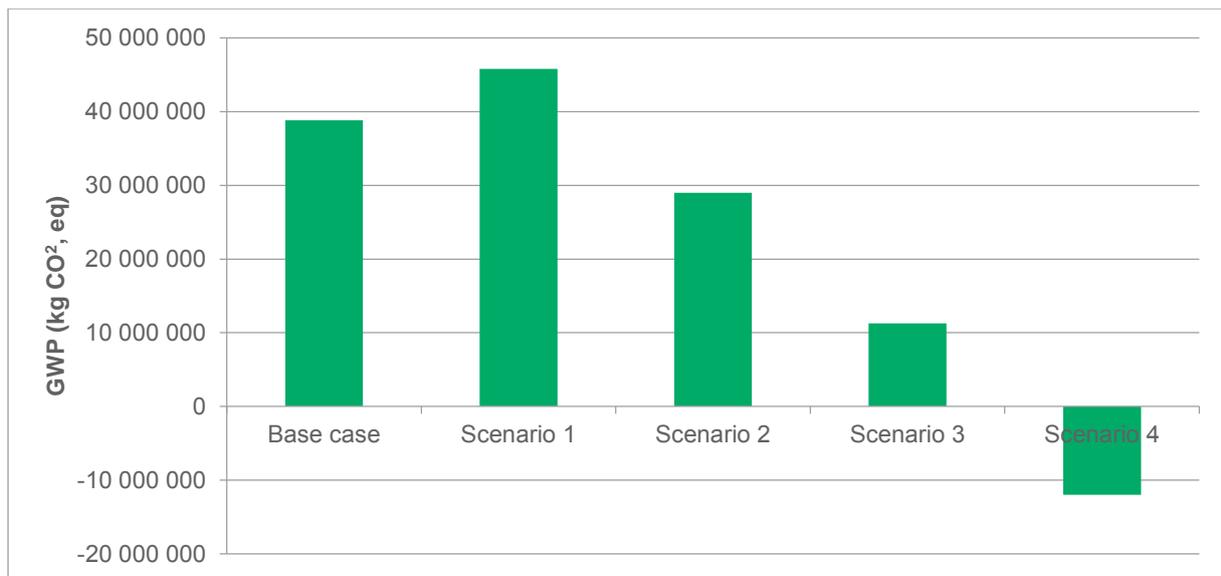


FIGURE 20: VISUAL REPRESENTATION OF THE GLOBAL WARMING POTENTIAL (GWP) IN KG CO₂,EQ FOR THE BUSINESS AS USUAL AND SCENARIOS 1-4

9.4. Summary of findings and implications

In summary, although Scenarios 1 and 2 may provide for potentially cheaper solutions in the short term, they are not strictly aligned with Stellenbosch Municipality's long-term vision and goals, and the goals set out in the NWMS. Scenarios 3 and 4 start to give an indication of the kind of costs involved in the shift towards alternative waste management practices with carbon emission reduction benefits. In addition, reliance on other municipalities (without an agreed collaborative arrangement in place) puts the municipality's ability to provide waste management services at risk, should the external facility default or become unaffordable.

Additional benefits of the various alternative waste management scenarios that have not been examined in this analysis include determination of the broader economic benefits to the municipality, such as job creation and opportunities for business development (including of SMMEs) within the municipal boundary, and within the region as a whole.

Seemingly unique challenges (but common to South Africa) include the population and income distribution. The investigation of opportunities for minimising costs by implementing solutions at source can both assist the municipality in achieving an extension of the life span of the landfill in the short term, but may also potentially provide cost savings, environmental and socio-economic benefits in the medium to long term. Although the analysis done considers centralised solutions, the municipality should examine the benefits of developing innovative localised solutions for areas such as Franschhoek where possible.

Finally, Scenario 4 proposes a collaborative approach between Stellenbosch, Drakenstein and the City of Cape Town. This would require alignment of planning between different municipalities, and can take different forms. Historically, District Municipalities are responsible for development of landfill sites where two or more municipalities within their district cannot identify or afford to build local landfills. In terms of landfill, this is a logical approach for Stellenbosch, as both Stellenbosch and Drakenstein – separated from the other municipalities in the Cape Winelands District – have struggled to identify suitable sites for local landfills. Taking this into consideration, the additional costs associated with transporting waste to a district site are a good motivation for reducing waste at source, and for considering alternative waste treatment technologies such as those proposed here. .

10. Implementation plan and resources required

To address the immediate challenges posed by the limited remaining landfill airspace and enable long term, sustainable integrated waste management, a proactive and impact-driven approach is needed consisting of both immediate actions as well as proper forward planning. Table 13 summarises these actions and how these are aligned with the goals of Stellenbosch Municipality and the National Waste Management Strategy (NWMS).

TABLE 13: IMPLEMENTATION PLAN FOR STELLENBOSCH INTEGRATED WASTE MANAGEMENT SYSTEM

Key:

	Inception		Continuation
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Deliverables/milestones	Year (2015/2016 – 2021/2022)							(Implementation mechanisms) Resources		
	1	2	3	4	5	6	7	Human resources ¹⁸	Equipment	Estimated Cost
Goal 1: Promote recycling and recovery of waste										
Review separation-at-source pilot programme and develop strategy for way forward								Consultant	n/a	TBD
Roll out separation-at-source to medium-to-high income households ¹⁹	30% (3,600 t/year)							Contractor	Bins, separate collection and transportation vehicles	R6,840,000
	70% (8,400 t/year)							Contractor		R16,000,000
	100% (11,250 t/year)									Contractor

¹⁸ SWM – Solid waste manager, ASWM – Assistant SWM, EHP – Environmental health practitioner, WISP = Western Cape Industrial Symbiosis Programme

¹⁹ 32% of population = medium-high income, assume 25% diversion in roll out, using R1900/tonne (de Wit, 2013) .

Deliverables/milestones		Year (2015/2016 – 2021/2022)							(Implementation mechanisms) Resources		
		1	2	3	4	5	6	7	Human resources ¹⁸	Equipment	Estimated Cost
Establish buy-back centres for low income households	Feasibility study (including collaboration between Stellenbosch and Dilbeek)								Consultant	n/a	TBD
	Construction, commissioning and operation of buy-back centres (if feasible);								Contractor	Shed, scales, balers	TBD
Establish chipping of garden waste	Devon Valley								Contractor	Electricity supply, chippers	TBD
	Klapmuts								Contractor		TBD
	Franschhoek								Contractor		TBD
100% diversion of builders' rubble	CEB pilot								Contractor		R3,700,000
	Multi-stakeholder strategy development								SWM & GreenCape	n/a	TBD
	Expand and extend CEB project								Contractor	TBD	TBD
	Divert C&D via roads, transport and human settlements departments								SWM & relevant municipal departments	TBD	TBD
	Investigate and use industrial symbiosis solutions								GreenCape /WISP	TBD	No cost to municipality assuming no pre-treatment is required
Divert Franschhoek waste at source	Feasibility study for Franschhoek recyclable drop-off and organic treatment								Consultant	n/a	R500,000
	Drop-off planning, design & construction, and operation (if feasible)								Contractor	TBD	R10,000,000

Deliverables/milestones		Year (2015/2016 – 2021/2022)							(Implementation mechanisms) Resources		
		1	2	3	4	5	6	7	Human resources ¹⁸	Equipment	Estimated Cost
	Anaerobic Digester construction, commissioning and operation (if feasible)								Contractor	TBD	TBD
Establish a material recycling facility (MRF) within Stellenbosch	Feasibility study for MRF								Consultant		R500,000
	Pilot study for MRF (400m ³ /month ca. 5 tonnes/day ²⁰)								Contractor (5-8 jobs)	Power supply, concrete slab 120m ²	No cost to municipality
	Full development and implementation/rollout (30t/day) (if feasible)								Contractor (30-48 jobs?)	TBD	TBD
Establish waste-to-energy (WtE) facilities at Klapmuts – AD and other WtE treatment.	Feasibility study for a WtE facility at Klapmuts								Consultant	TBD	1,000,000
	Establishment and operation of WtE (if feasible) ²¹								Contractor	TBD	35,000,000
Establish anaerobic digestion (AD) at Waste Water Treatment Works (WWTW)	Investigate collaboration with Stellenbosch Municipality Department of WWT								Consultant		TBD
	Feasibility study for AD								Consultant		TBD
	Construction, commissioning and operation (if feasible) ²²								Contractor	TBD	TBD
Develop organic waste treatment in informal settlements	Roll out Bokashi treatment and/or alternatives (e.g. worm farms) to 150 informal households								Contractor	Bokashi bins, bokashi meal, composting facility/	R540,000

²⁰ Assuming 22.5 operational days a month, and recyclables density of 0.3 tonnes/m³ (or conversely a specific volume of 3m³/tonne)

²¹ Will probably be dependent on/require MSA 78(3) process

²² Subject to licensing and permitting requirements; optimistic as WWTW is going into a phase of non-AD.

Deliverables/milestones		Year (2015/2016 – 2021/2022)							(Implementation mechanisms) Resources		
		1	2	3	4	5	6	7	Human resources ¹⁸	Equipment	Estimated Cost
	Extend roll out of Bokashi treatment or alternatives to 10% of informal households								Contractor	Facilities or equipment for alternatives	R2,700,00
	Extend roll out of Bokashi treatment or alternatives to 25% of informal households								Contractor		R6,750,00
Goal 2: Ensure the effective and efficient delivery of waste services											
Increase waste services to rural dwellings (i.e. small holdings and farms) and ultimately achieve 95% service delivery target	Develop a strategy for providing waste services to rural dwellings								Consultant	Skips, vehicles	TBD
	Establish and rollout service to 50% of rural dwellings								Contractor		TBD
	Expand service delivery to 100% of rural dwellings								Contractor		TBD
Goal 3: Develop legislative tools to enforce the Waste Act and other applicable legislation											
Waste by-law for waste management in Stellenbosch (household, commercial and industrial)	Develop by-law								Consultant		R200,000
	Implement and enforce by-law								Municipality		TBD
	Review and up-date by-law								Consultant/ Municipality		TBD
Goal 4: Sound budgeting and financing of waste management services											
Conduct full cost accounting for waste services									Consultant		TBD

Deliverables/milestones		Year (2015/2016 – 2021/2022)							(Implementation mechanisms) Resources		
		1	2	3	4	5	6	7	Human resources ¹⁸	Equipment	Estimated Cost
Review and implement tariffs									Municipality		TBD
Allocate budget for infrastructure planning and waste service delivery									Municipality		TBD
Municipal Systems Act S(78)3	Commence investigation to determine appropriate service delivery mechanisms								Consultant		R1,000,000
	Implement service delivery mechanisms								Municipality & Contractors		TBD
Goal 5: Ensure the safe and proper disposal of waste											
Landfill closure, capping and rehabilitation	Cutting and reshaping of Cells 1 and 2								Contractors		R10,250,000
	Capping and rehabilitation of Cells 1 and 2								Contractors		R50,000,000
	Capping and rehabilitation of Cell 3								Contractors		
Landfill gas project	Obtain authorisations (including licences and permits)								Consultant		R32,000,000
	Construction, commissioning and operation								Contractor		
Develop appropriate plans for disposal of	Investigate different models and costs of								Municipality & Contractors		TBD

Deliverables/milestones		Year (2015/2016 – 2021/2022)							(Implementation mechanisms) Resources		
		1	2	3	4	5	6	7	Human resources ¹⁸	Equipment	Estimated Cost
waste after closure of Devon Valley landfill (or earlier diversion to extent life)	diverting to alternative facilities/landfills ²³										
	Implement measures for alternative disposal								Municipality & Contractors		TBD
Goal 6: Education and awareness											
Develop an education and awareness strategy (including training material)									ASWM & Consultant		TBD
Roll out education and awareness campaigns									ASWM & Contractor		1% of budget?
Develop and implement competition programmes for educational institutions									ASWM and potential partners		TBD
Goal 7: Compliance and enforcement											
Develop strategy for enforcement (including system for residents to report transgressions)									SWM		TBD
Appoint and/or train staff									SWM		TBD
Enforce by-laws ²⁴ (see also Goal 3)									SWM		TBD

²³ Models can include e.g. cost implications of partial diversion of current waste, versus diverting only after Devon Valley has reached capacity.

²⁴ Enforce law in the absence of by-laws

With the pressure Stellenbosch Municipality is facing concerning landfill airspace, it is critical to ensure the projects outlined in the implementation plan above commence as soon as possible. Although the MSA S78 (3) process is still in progress, it is highly likely that most of the projects will require capacity and expertise external to the municipality. However, to be able to manage the number of external consultants and contractors and ensure appropriate and effective delivery, it is important that Stellenbosch Municipality also has strong internal capacity. Stellenbosch Municipality should therefore ensure the necessary internal resources are made available to ensure appointment and management of appropriate external service providers. Furthermore, adequate financial resources need to be made available to enable appointment of competent external service providers with adequate project funding to enable projects to be scoped correctly to deliver appropriate outcomes.

11. Budget allocation (IDP)

The IDP has made provision for some of the initiatives that need to be put in place in order to drive diversion of waste from landfill. Table 14 highlights the key projects identified in the most recent approved iteration of the 2012-2017 IDP for Stellenbosch Municipality. The key requirement, as described earlier, is to ensure that human resources are made available to drive and manage these initiatives. Additional gaps that appear because of limited human resources include the heavy reliance on the municipality's Capital Replacement Reserve for infrastructure development – i.e. limited human resources to draw up proposals for alternative funding sources e.g. Green Fund²⁵, Development Bank of South Africa and various donor funding sources²⁶.

A number of additional sources of capital - including national and provincial grants – require time and planning to go through the application processes, which is difficult in the case of a municipality with a limited staff complement. With at least R106 million already identified as the infrastructure need over the next five years (see Table 14 below), it will become even more important to look at alternative sources of capital for infrastructure and funds for operating costs including salaries to have the appropriate staff complement. This shortfall of funding for what is required to address the immediate challenge of limited landfill airspace and enable proactive integrated waste management becomes readily evident when one compares the Implementation Plan (Table 13) to the IDP budget allocation (Table 14 below). It is imperative that the two tables line up, and the IDP budget allocation (including sources) is updated as the results of feasibility studies listed in the implementation plan become available.

²⁵ The Government of South Africa via the Department of Environmental Affairs (DEA) has set up a Green Fund to support the transition to a low carbon, resource efficient and climate resilient development path (<https://www.environment.gov.za/projectsprogrammes/greenfund>).

²⁶ http://eadp.westerncape.gov.za/sites/default/files/municipal-library/DEA%26DP_Municipal_Funding_Directory_Final_Branded_Oct2013.pdf

TABLE 14: EXTRACT FROM STELLENBOSCH MUNICIPALITY 2015/16 REVIEW OF 2012-2017²⁷ IDP

Project Name	Funding Source	Annual projected infrastructure costs					Total Estimated Project Cost (Rands)
		2015/16	2016/17	2017/18	2018/19	2019/20	
Major Drop-offs : Construction - Franschhoek	CRR ²⁸	7,000,000	3,000,000				10,000,000
Major Drop-offs : Construction - Stellenbosch	CRR		7,000,000	3,000,000			10,000,000
Major Drop-offs : Construction - Klapmuts	CRR				7,000,000	3,000,000	7,000,000
Specialised vehicles	CRR		2,200,000	2,200,000			4,400,000
Skips				150,000	150,000	150,000	450,000
Waste to Energy - Planning	CRR	1,000,000					1,000,000
Waste to Energy - Implementation	CRR		5,000,000	4,000,000	11,000,000	11,000,000	35,000,000
Upgrade Refuse disposal site (Existing Cell) - Rehab	External Loans		6,000,000				6,000,000
Upgrade Refuse disposal site (Existing Cell) - Rehab	CRR	5,657,894					5,657,894
Upgrade Refuse disposal site (Existing Cell) - Rehab	Provincial Grant	3,319,974					3,319,974
Refuse satellite station - Raithby	CRR		500,000				500,000
Stellenbosch WC024 (MRF)-Design	External Loans	400,000					400,000
Stellenbosch WC024 (MRF)-Construct	CRR		6,000,000		11,700,000		17,700,000
Waste Minimisation Projects	CRR	500,000	1,000,000	500,000			2,000,000
Integrated Waste Management Plan	CRR		500,000				500,000
Waste Management Software	CRR			500,000			500,000

²⁷ The IDP timeframe runs from 2012 – 2017. However Table 14 extends to 2020, showing some of the identified needs for the next IDP cycle as Stellenbosch Municipality begins to plan for the 2017-2022 IDP cycle.

²⁸ CRR – Capital replacement reserve

Project Name	Funding Source	Annual projected infrastructure costs					Total Estimated Project Cost (Rands)
		2015/16	2016/17	2017/18	2018/19	2019/20	
Formalise skip areas in Franschoek and Kayamandi	CRR	90,000					90,000
Lockers for staff (+/- 70 lockers)	CRR	40,000					40,000
Air Conditioner Foremen offices	CRR	18,000					18,000
Weigh pad for Klappmuts Transfer Station	CRR	85,000					85,000
Waste to Food	CRR	400,000					400,000
Landfill Gas to Energy	CRR	500,000					500,000
Total		20,045,868	31,385,000	9,940,000	29,850,000		106,370,000

12. Conclusions and way forward

In conclusion, the review of Stellenbosch Municipality's Solid Waste Management since the implementation of plans in this current hybrid IWMP (2015-2022) has indicated significant progress in shifting towards legal and compliant operation. The next stage - addressing a shift towards more sustainable practices (including shifting the focus to implement waste management approach higher up in the waste hierarchy) - has begun to show promise and has received support from both the public as well as municipal and other public service officials. Achieving this shift will however take a more concerted approach, taking into account the significant budgetary implications to the municipality, and a potential need for changes to waste tariffs. However, these fiscal needs must be considered alongside, among others, Stellenbosch Municipality's goals of good governance and compliance, and its vision to be the greenest municipality and the preferred investment destination in the Western Cape (South Africa).

The key priority areas to be acted on over the next five years are therefore:

1. **Ensuring landfill availability:** Given the lead times for putting in place alternative treatment options, landfill will continue to be an important part of waste management. Identification and planning for an alternative landfill disposal location is required. Options that need to be investigated include:
 - a. Contracts with/collaboration between municipalities (e.g. City of Cape Town, Drakenstein).
 - b. A district level facility i.e. a landfill site built to serve more than one municipality within a district.²⁹ Currently there are plans for a site in Worcester, but this may not be financially attractive for both Stellenbosch and Drakenstein. Diversion to the proposed CoCT Regional Facility could be more cost effective.
2. **Localised waste solutions for Stellenbosch:** Treatment of waste at source to minimise transport costs, and extend longevity of Devon Valley landfill, by:
 - a. Diversion of as much waste from Franschhoek at source via development of a drop-off site (for recyclables, construction and demolition waste and general waste) and chipping garden waste at source.
 - b. Implementation of organic treatment within the informal settlements across the municipality in order to address both cleansing needs and to minimise transport costs, while reducing the amount of organics going to landfill.
3. **Diversion of dry recyclables from landfill:** implementation of recycling, including:
 - a. Possible extension of separation at source pilot programme for medium and high income households
 - b. Investigation of use of additional drop-off sites where possible.
 - c. Completion of feasibility assessment of developing a local MRF, and implementation of recommendations thereof.
 - d. Establishment and operation of buy-back centres particularly in low income areas to support informal sector recycling.
4. **Diversion of wet wastes (organics) from landfill:**

²⁹ District municipalities are mandated to provide bulk services such as landfills for more than one local municipality, as per the Municipal Structures Act (No 117 of 1998) which make provision for a District Municipality to assist local municipalities in this respect (Republic of South Africa, 1998)

- a. Completion of investigation into feasibility of waste-to-energy (e.g. anaerobic digestion) in Stellenbosch.
 - b. Completion of the Section 78 (3) process for identification of delivery- and funding mechanisms for waste services. (This is required due to the expected high capital and operating costs of the initiatives required for alternative waste management, and technical capacity required pointing towards collaboration with the private sector e.g. leveraging private sector investment through , for example, potential public-private partnerships).
5. **Regional collaboration for economies of scale:** There is a strong argument for development of collaborative solutions to obtain economies of scale to make alternatives waste treatment financially viable. However, the key challenge is ensuring a coordinated approach from the different stakeholders (municipalities) from an early stage. This will allow all parties to provide input and work towards a common goal from the onset. It is therefore imperative to ensure the Section 78 (3), when conducted, explores the viability of collaboration with other municipalities in more details including the potential costs and risks for Stellenbosch.

As indicated, implementing effective solutions in these key priority areas, as well as delivering on the full Implementation plan will require investment in human capital to ensure effective delivery as well as significant investment to do the necessary studies and put in place the infrastructure to address the immediate challenges and ensure long term sustainable waste management for Stellenbosch Municipalities residents. However, the plans outlined here also represents an opportunity for Stellenbosch Municipality to lead by example in terms of effective Integrated Waste Management and demonstrable achievement of its Vision and all five of its stated goals

13. References.

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- DEA, 2014. *Knowledge Product 2.*
- Department of Environmental Affairs, 2012. *National Waste Management Strategy.*
- GreenCape, 2014. *Case Study Report: Decision Making for Integrated Waste Management: Developing and Evaluating Waste Management Scenarios for Stellenbosch Municipality.*
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- Statistics South Africa, 2011. *Statistics South Africa.* [Online] Available at: <http://www.statssa.gov.za/> [Accessed 08 June 2015].
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- Western Cape Department of Agriculture, 2015. <http://gis.elsenburg.com/apps/cfm/>. [Online] [Accessed 12 06 2015].

5.6.5

CLOSING OF THE PROCLAIMED ROAD 5225 (THE WILLOWS) AND PROCLAMATION OF A MUNICIPAL STREET**1. PURPOSE OF REPORT**

For Council to consider the taking over of Minor Road 5225.

2. BACKGROUND

The proclaimed Provincial road 5225 (The Willows) is the last remaining portion of the Old Helshoogte road. With the construction of the New Helshoogte road this road has lost its significance and only serves as a local access from a municipal street to the Amoi development, four small holdings and access to the Municipal dams.

One of the critical land-use subdivision conditions for the Amoi development from the Department of Transport and Public Works (dated 25 October 2007) was that Stellenbosch Municipality must provide a commitment to take over minor road 5225 from Farm 490, portion 7 to the nearest municipal street and must be in place before any construction vehicles enter this development. (Appendix A).

3. DISCUSSION

Council approved this land-use application with the conditions of Department of Transport and Public Works and allowed construction work to start without ensuring that all the processes involved were finalised ensuring that a municipal street was in place. The majority of the services were already installed a few years ago and then the developer ran into financial difficulty. Taking into account all above, Council does not have an option but to ensure that a municipal street is created.

From a technical perspective, the changing in the status of this provincial road (660m) to a municipal street is supported due to the fact that it only serves as a local access road and is already gaining access from an existing municipal street. This minor road originated only to ensure right of way to a few protected properties when the old Helshoogte road were deproclaimed (closed).

4. LEGAL IMPLICATION

Council approved this land use application with the conditions of Department of Transport and Public Works and allowed construction work to start without ensuring that all the process was finalised to ensure that a municipal street was in place. The majority of the services were installed a few years ago.

5. FINANCIAL IMPLICATION

In general, the deproclamation of any provincial road must follow a legal process involving a public participation process administered by Department of Transport and Public Works. All costs are for the applicant. This cost should have been recovered from the developer because of the conditions from Department of Transport and Public Works relates to land use application form the developer. (average cost of advertisements in the press and erecting of intend to close a public road signage could be up to R20 000).

The second portion of the costs relates to the creating of a municipal street after the above deproclamation process of Department of Transport and Public Works is completed. The portion of road will have to be surveyed and a road reserve registered with the Survey General. This cost should also have been recovered from the developer because of the conditions from Department of Transport and Public Works relates to land use application form the developer.

The other concern relates to the existing condition of minor road 5225 that is an old typical rural cross section and not in a good condition. There will be a financial impact on Council to upgrade it to the minimum municipal standards required. This cost should also have been recovered from the developer because of the conditions from Department of Transport and Public Works relates to land use application form the developer.

6. COMMENTS FROM OTHER RELEVANT DEPARTMENTS

6.1 Director Corporate and Strategic Services – (Fairbridges)

The department has no objections to the proposed deproclamation and rezoning provided the necessary processes are complied with in terms of advertising and public participation

6.2 Directorate: Financial Services

Item supported.

6.3 Directorate: Planning & Economic Development (Robert Fooy)

The Land Use Management Section supports the deproclamation and changing of the class of road to a municipal street.

6.4 Director Public Safety and Community Services (Lizelle Stroebel)

The Traffic Department has no objection regarding this matter. We find it in order that this part of the road will be part and named Old Helshoogte Rd.

6.5 Directorate: Human Settlements & Property Management (Piet Smit)

The recommendations contained in this report are supported.

RECOMMENDED

- (a) that the Municipality agrees, in principle, to take over Minor Road 5225;
- (b) that a public consultation process be followed and should there be no objections to the deproclamation, the process be instituted to rezone the road as a municipal street; and
- (c) that this portion of road be named Old Helshoogte Road.

Meeting: Ref No:	<i>Mayco: 2016-11-16 8/1/ Engineering Services</i>	Submitted by Directorate: Author: Referred from:	<i>Infrastructure W Pretorius</i>
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Willem van Kerwel

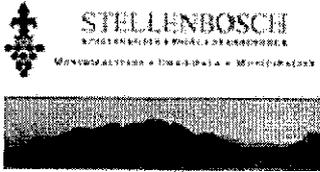
From: Silvia Pretorius
Sent: Friday, July 11, 2014 7:57 PM
To: Willem van Kerwel
Cc: EJ Wentzel; Collaborator File Cabinet; Mariska Viljoen; Justine Fielies
Subject: INCOMING CORRESPONDENCE -
Attachments: Untitled; Untitled; Untitled

William
Please capture correspondence on Collaborator and allocate to EJ Wentzel

Thank you

Engineering Greetings/Ingenieursgroete

Silvia Pretorius
Senior Administrative Officer: Office Management
E: silvia.pretorius@stellenbosch.gov.za | T: +27 21 808 8261 | F: +27 21 883 9912
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Engineering Services, 1st Floor, 71 Ecclesia Building, Plein Street, Stellenbosch, 7600 | PO Box 17, Stellenbosch, 7599



FILE NR:	16/3/11/1/2
SCAN NR:	
COLLABORATOR NR:	

I550

Copies to:

Stellenbosch Municipality Planning and Engineering

- Mr EJ Wentzel: As discussed; can you please start with the process to deproclaim this section of road to a municipal street – the contact person at the CWDM to assist you is Martin Ferreira: martin@capewinelands.gov.za

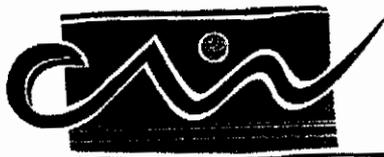
District Road Engineer: Paarl

- Please provide a copy to Mr M Watters

Cape Winelands District Municipality: Roads

- **Martin Ferreira, Malan van Niekerk and Mullen Sauls**

STELLENBOSCH MUNISIPALITEIT
STELLENBOSCH MUNICIPALITY
DIREKTORAAT: INGENIEURSDIENSTE
DIRECTORATE: ENGINEERING SERVICES
DATUM / DATE: 04/07/14
VERW / REF: 16/3/3



CAPE WINELANDS DISTRICT

MUNICIPALITY • MUNISIPALITEIT • UMASIPALA

NAVRAE/ENQUIRIES/IMBUZO:
TELEFOON/TELEPHONE/UMNxebA:
FAKS/FAX/FEKSI:
E-POS/E-MAIL/E-MAIL:
U VERW/YOUR REF/REF YAKHO:
ONS VERW/OUR REF/REF YETHU:

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-
16/1/1/10/05612

Alexanderstraat 46 Alexander Street
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STELLENBOSCH
7599

25 June 2014

Mr L Visser
Trees Unlimited/Lindani Farm
P.O Box 12487
STELLENBOSCH
7613

Sir

OLD HELSHOOGTE ROAD : VARIOUS CONCERNS

1. The late reply to your email dated 1 April 2014 is regretted.
2. The following all have reference:
 - 2.1 All previous correspondence to the local municipality (Attached in Appendix A).
 - 2.2 The acknowledgement of your email to Cape Winelands District Municipality dated 2 April 2014. (Appendix B).
 - 2.3 The land use planning conditions dated 25/10/2007 from the Western Cape Government, Department of Transport and Public Works to Stellenbosch Municipality for a residential development affecting this remaining 620m section of the public road. (Appendix C)
3. The following information is provided in our capacity as agents for the Western Cape Government, Department of Transport and Public Works.
4. Although this last 620m section of the municipal street still appears as a provincial minor road (OG05225) on the provincial road log system, the attached land use conditions from the Western Cape Provincial Government, Department of Transport and Public Works requested that if the local municipality approves this development, the local municipality must deproclaim this provincial road section from a provincial road to a municipal street.
5. Although the development has started, Stellenbosch Municipality has not adhere to this condition and therefore for the interim: Mr EJ Wentzel (Manager: Transport, Road and Stormwater) has indicated that his road maintenance staff will (in consultation with the District Municipality's road maintenance staff) erect the Requested bollards with W401/W202 hazard markers as requested. All other road maintenance needs will be performed in a similar manner until ownership of this 620m section vests with the local municipality.

Alle korrespondensie moet aan die Munisipale Bestuurder gerig word/

All correspondence to be addressed to the Municipal Manager/Yonke imbalelwano mayithunyelwe kuMlawuli kaMasipala
Telefoon/Telephone/Umnxeba: 0861 265 263 • E-pos/E-mail/iE-mail: admin@capewineland.gov.za • Faks/Fax/iFeksi: 023 342 8442

6. You must continue your previous discussions/complaints relating to the illegal dumping and tree planting issues with the officials at the local municipality.

Yours sincerely


for **MUNICIPAL MANAGER**