



STELLENBOSCH
STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNICIPALITY • UMASIPALA • MUNISIPALITEIT

Ref no.3/4/2/5

2020-07-17

MAYORAL COMMITTEE MEETING
WEDNESDAY, 2020-07-22 AT 10:00

TO The Executive Mayor, Ald G Van Deventer (Ms)
The Deputy Executive Mayor, Cllr W Petersen(Ms)

COUNCILLORS FJ Badenhorst
P Crawley (Ms)
AR Frazenburg
E Groenewald (Ms)
XL Mdemka (Ms)
S Peters
M Pietersen
Q Smit

Notice is hereby given that a Mayoral Committee Meeting will be held via **MS Teams** on **Wednesday, 2020-07-22 at 10:00** to consider the attached agenda.

EXECUTIVE MAYOR, ALD GM VAN DEVENTER (MS)

CHAIRPERSON

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2020-07-22
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APPENDIX 1



STELLENBOSCH
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MUNICIPALITY • UMASIPALA • MUNISIPALITEIT

Ref no.3/4/2/5

2020-05-22

MINUTES

MAYORAL COMMITTEE MEETING:

2020-05-22 AT 10:00

MINUTES
MAYORAL COMMITTEE MEETING
2020-05-22
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PRESENT: Executive Mayor, Ald GM Van Deventer (Ms) (**Chairperson**)
Deputy Executive Mayor, W Petersen (Ms)

Councillors: PR Crawley (Ms)
A Frazenburg
XL Mdemka (Ms)
S Peters
M Pietersen
Q Smit

Also Present: Councillor N Jindela (Speaker)
Alderman P Biscombe (Single Whip)

Officials: Municipal Manager (G Mettler (Ms))
Acting Director: Planning and Economic Development (C Alexander)
Director: Infrastructure Services (D Louw)
Director: Corporate Services (A de Beer (Ms))
Director: Community Service (G Boshoff)
Chief Financial Officer (K Carolus)
Senior Manager: Governance (S de Visser (Ms))
Senior Audit Executive (F Hoosain)
Manager: Communication (S Grobbelaar)
Senior Administration Officer (B Mgcushe (Ms))

1.	OPENING AND WELCOME
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The Executive Mayor welcomed everyone present at the Mayoral Committee Meeting.

2.	COMMUNICATION BY THE CHAIRPERSON
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Deputy Mayor,

3.	DISCLOSURE OF INTERESTS
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NONE

4.	APPLICATIONS FOR LEAVE OF ABSENCE
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The following application for leave was approved in terms of the Rules of Order of Council:-

Councillor FJ Badenhorst – 2020-05-22

5.	CONFIRMATION OF PREVIOUS MINUTES
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- 5.1 The minutes of the Mayoral Committee Meeting held on 2020-03-20 were **confirmed as correct.**

6.	STATUTORY MATTERS
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6.1	APPROVAL OF THE THIRD REVIEW OF THE FOURTH GENERATION IDP 2017 – 2022
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Collaborator No: 684788
 IDP KPA Ref No: Good Governance and Compliance
 Meeting Date: 22 May 2020

1. SUBJECT: APPROVAL OF THE THIRD REVIEW OF THE FOURTH GENERATION IDP 2017 – 2022

2. PURPOSE

To submit the following to Council for adoption:

- (a) The Third Review of the Fourth Generation Integrated Development Plan (IDP) 2017 – 2022, attached as **ANNEXURE A**; and
- (b) The public participation inputs, written submissions and Provincial Government LG MTEC findings on the Draft Third Review of the Fourth Generation IDP 2017 - 2022, attached as **ANNEXURE B**.

3. DELEGATED AUTHORITY

Council.

4. EXECUTIVE SUMMARY

The Integrated Development Plan (IDP) is a 5-year Strategic Plan that is reviewed annually to accommodate changes in the municipal environment, including community priorities. It also informs the budget of the Municipality. The Third Review of the Fourth Generation IDP 2017 – 2022 details the Municipality's actions to address the needs of the community.

The Municipal IDP must be reviewed every year to ensure that:

- Municipalities and communities keep track of progress in implementing development projects and spending the municipal budget; and
- Communities are provided with an opportunity to review their needs and make possible revisions to the priorities listed in the municipal IDP.

RECOMMENDATIONS FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2020-05-22: ITEM 6.1

- (a) that the Stellenbosch Municipality's Third Review of the Fourth Generation IDP 2017 – 2022, attached as **ANNEXURE A**, be adopted;
- (b) that the public participation inputs and written submissions on the Draft Third Review of the Fourth Generation 2017 – 2022, attached as **ANNEXURE B**, be noted; and
- (c) that an advertisement be placed on the official website of the Municipality, municipal notice boards and in the local newspapers notifying the public that the final Third Review of the Fourth Generation 2017 – 2022 has been adopted in Council.

FOR FURTHER DETAILS CONTACT:

<i>NAME</i>	Shireen De Visser
<i>POSITION</i>	Senior Manager: Governance
<i>DIRECTORATE</i>	Office of the Municipal Manager
<i>CONTACT NUMBERS</i>	021 – 808 8035
<i>E-MAIL ADDRESS</i>	Shireen.devisser@ Stellenbosch.gov.za
<i>REPORT DATE</i>	15 May 2020

6.2	MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK: 2020/2021-2022/2023
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Collaborator No:

IDP KPA Ref No:

Meeting Date:

Good Governance and Compliance

22 May 2020

1. SUBJECT: MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK 2020/2021-2022/2023

2. PURPOSE

The purpose of this report is as follows:

- (a) To consider the views/submissions of the local community in terms of Section 23(1)(a) of the Municipal Finance Management Act (Act 56 of 2003), herein after called the MFMA and to allow the Executive Mayor to respond to the views of the public as envisaged in terms of Section 23 (2) (a) and (b).
- (b) To approve the Medium Term Revenue and Expenditure Framework (inclusive of property rates charges and taxes, tariffs and service charges), annexures and amendments to the budget related policies and other policies to Council for approval in terms of Section 16(2) of the Municipal Finance Management Act, (Act 56 of 2003).
- (c) That Council specifically note and consider the need to take up external loans to fund critically needed refurbishment of infrastructure to the tune of R375 579 511 of which over the MTREF R102 779 511 will be required in year 1, R103 800 000 in year 2 and R169 000 000 in year 3 (refer to Section G: High Level Budget Overview and Table A1 Budget Summary) and confirms final approval of same in order for the Chief Financial Officer to attend to the necessary legislative requirements.
- (d) That Council specifically note and consider the applications for extension of the Jonkershoek and Techstel Special Rating Areas (SRA) that is in terms of paragraph 15(a) of the SRA By-Law.

**3. DELEGATED AUTHORITY
FOR APPROVAL BY MUNICIPAL COUNCIL**

4. EXECUTIVE SUMMARY

BUDGET

Attached as **APPENDIX 1** is an executive summary by the Accounting Officer.

SPECIAL RATINGS AREAS – NEXT FIVE YEAR TERM

The Jonkershoek and Techstel Special Rating Areas (SRA) were first established in 2015 and have been successfully operating for the past five years. The respective management bodies have now applied for their SRAs to be extended for a further period of five years, ending 30 June 2025.

There are no financial implications for the municipality. SRAs are community driven initiatives and are financed by the property owners within the boundaries of the SRA. The municipality pays the approved budget over to the relevant management body in

twelve equal, monthly instalments and recovers the money from property owners via the monthly consumer accounts. Normal credit control and debt collection processes are followed in instances of non-payment and retention is also withheld from the budget to offset any potential losses of the municipality. In the first five years of the SRAs being in operation, this measure has not been necessary.

Applications for extension of the terms are done in in compliance with paragraph 15(a) of the SRA By-Law. Such council approval can only be given in terms of Chapter 1 of the By-Law. For good reason, the council may exempt the management body of the SRA from compliance with Chapter 1, which mainly deals with the process to be followed when first establishing a SRA. Such exemption is being requested by the management body of the SRA.

Full reports of both SRAs are attached hereto as Annexures 32 and 33. Sub Annexures A – D include the Application Letters, Business Plans, 5 Year Budgets and AGM Minutes.

RECOMMENDATIONS FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2020-05-22: ITEM 6.2

- (a) that the High Level Budget Summary, as set out in **APPENDIX 1 – PART 1 – SECTION C**; be approved;
- (b) that the Annual Budget Tables as prescribed by the Budgeting and Reporting Regulations, as set out in **APPENDIX 1 – PART 1 – SECTION D**, be approved;
- (c) that the proposed Grants-In-Aid allocations as set out in **APPENDIX 1 – PART 2 – SECTION J**, be approved;
- (d) that the three year Capital Budget for 2020/2021, 2021/2022 and 2022/2023, as set out in **APPENDIX 1 – PART 2 – SECTION N**, be approved;
- (e) that the proposed draft rates on properties in WCO24, tariffs, tariff structures and service charges for water, electricity, refuse, sewerage and other municipal services, as set out in **APPENDIX 3**, be approved;
- (f) that the proposed amendments to existing budget related policies and other policies as set out in **APPENDICES 4 - 28**, be approved;
- (g) that Council specifically note and consider the need to take up an external loan, needed for investment in income generating infrastructure to the amount of R375 579 511 of which R102 779 511 will be required in year 1, R103 800 000 in year 2 and R169 000 000 in year 3 (refer to Section G: High Level Budget Overview and Table A1 Budget Summary) and confirm approval of same;
- (h) that Council specifically take note of the fact that the proposed electricity charges and tariff structure is subject to NERSA approval that could change materially;
- (i) that Council takes note of MFMA circulars 98 and 99 that was published to guide the MTREF for 2020/2021 to 2022/2023 as set out in **APPENDICES 29 – 30**;
- (j) that Council notes the Jonkershoek and Techstel SRA applications for the extension of the SRAs for a further period of five years and exempts both management bodies in terms of paragraph 15(a) of the SRA By-Law, from compliance with the provisions of Chapter 1 of the SRA By-Law;
- (k) that Council approves the extension of the Jonkershoek and Techstel SRAs for a further period of five years beginning 1 July 2020 and ending 30 June 2025;

- (l) that Council approves the proposed five year budgets with a combined total of R30 943 773.35 (VAT included) for Jonkershoek SRA and R15 713 218.21 (VAT included) as detailed in Annexures 31 (c) and 32 (c) respectively; and
- (m) that Council takes note that the public comments and submissions were taken into account with the compilation of the final budget.

FOR FURTHER DETAILS CONTACT:

NAME	KEVIN CAROLUS
POSITION	<i>DIRECTOR: FINANCIAL SERVICES</i>
DIRECTORATE	<i>FINANCIAL SERVICES</i>
CONTACT NUMBERS	<i>021 808 8528</i>
E-MAIL ADDRESS	<i>kevin.carolus@ Stellenbosch.gov.za</i>
REPORT DATE	<i>21 May 2020</i>

7.	CONSIDERATION OF ITEMS BY THE EXECUTIVE MAYOR: [ALD G VAN DEVENTER (MS)]
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7.1	COMMUNITY AND PROTECTION SERVICES: (PC: CLLR FJ BADENHORST)
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NONE

7.2	CORPORATE SERVICES: (PC: CLLR AR FRAZENBURG)
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NONE

7.3	FINANCIAL SERVICES: (PC: CLLR P CRAWLEY (MS))
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NONE

7.4	HUMAN SETTLEMENTS: (PC: CLLR W PETERSEN (MS))
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NONE

7.5	INFRASTRUCTURE SERVICES: (PC: CLLR Q SMIT)
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NONE

7.6	PARKS, OPEN SPACES AND ENVIRONMENT: (PC: XL MDEMKA (MS))
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NONE

7.7	PLANNING AND ECONOMIC DEVELOPMENT: (PC:CLLR E GROENEWALD (MS))
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NONE

7.8	RURAL MANAGEMENT AND TOURISM: (PC: CLLR S PETERS)
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NONE

7.9	YOUTH, SPORT AND CULTURE: (PC: CLLR M PIETERSEN)
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NONE

7.10	MUNICIPAL MANAGER
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7.10.1	MUNICIPAL SOLIDARITY FUND TOWARDS THE CURBING OF THE SPREAD AND IMPACT OF COVID-19
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Collaborator No:

IDP KPA Ref No:

Meeting Date:

Good Governance and Compliance

22 May 2020

- 1. SUBJECT: MUNICIPAL SOLIDARITY FUND TOWARDS THE CURBING OF THE SPREAD AND IMPACT OF COVID-19**
- 2. PURPOSE OF REPORT**

To inform Council of the SALGA Circular received on the Municipal Solidarity Fund towards the curbing of the spread and the impact of COVID-19. Council to consider the proposals contained in the circular.

- 3. DELEGATED AUTHORITY**

Municipal Council

- 4. EXECUTIVE SUMMARY**

The President of the Republic, His Excellency President Cyril Ramaphosa, announced the establishment of a national Solidarity Fund on 23 March 2020 to unite the nation in its response to the COVID-19 crisis. As a direct contribution from local government, SALGA proposed that municipalities consider the creation of a Municipal Solidarity Fund. This fund is envisaged to be used as a platform to mobilize and coordinate financial and in-kind contributions from councillors, municipal officials, stakeholders, civil society, as well as the general public, to contribute to a consolidated effort at a local municipal level.

RECOMMENDATIONS FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2020-05-22: ITEM 7.10.1

that this item be recommended to Council for consideration.

FOR FURTHER DETAILS CONTACT:

NAME	Geraldine Mettler
POSITION	Municipal Manager
DIRECTORATE	Office of the Municipal Manager
CONTACT NUMBERS	021 808 8025
E-MAIL ADDRESS	municipal.manager@ Stellenbosch.gov.za
REPORT DATE	11 May 2020

8.	REPORTS SUBMITTED BY THE EXECUTIVE MAYOR
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NONE

9.	MATTERS TO BE CONSIDERED IN-COMMITTEE
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NONE

The meeting adjourned at 11.55.

CHAIRPERSON:

DATE:

Confirmed on

6.	STATUTORY MATTERS
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6.1	REVISED PERFORMANCE MANAGEMENT POLICY 2020/21
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Collaborator No: 687937
 IDP KPA Ref No: Good Governance and Compliance
 Meeting Date: 22 July 2020

1. SUBJECT: REVISED PERFORMANCE MANAGEMENT POLICY 2020/21

2. PURPOSE

To submit the Revised Performance Management Policy 2020/21 to Council to be released for public comments.

3. DELEGATED AUTHORITY

Council

4. EXECUTIVE SUMMARY

The Executive Mayor must, in terms of section 39 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) (MSA), manage the development of a performance management system and submit it to Council for adoption.

This Performance Management Policy has been revised to be applicable for the 2020/21 financial year to ensure the effective implementation of performance management.

5. RECOMMENDATIONS

- (a) that Council take notice of the Draft Revised Performance Management Policy 2020/21; and
- (b) that the Draft Revised Performance Management Policy 2020/21 be released for public comments.

6. DISCUSSION

6.1. Background

As legislated and required for good practice, revisions to the Performance Management Policy is encouraged to align the policy to municipal practices as may be necessitated from time to time.

The recommended revisions to the Draft Performance Management Policy 2020/21 are highlighted in track changes for ease of reference.

6.2. Financial Implications

There are no financial implications beyond that which were approved in the 2020/21 MTRF Budget.

6.3. Legal Implications

Section 38 of the MSA allows a municipality to-

“(a) establish a performance management system that is-

- (i) commensurate with its resources;*
- (ii) best suited to its circumstances; and*
- (iii) in line with the priorities, objectives, indicators and targets contained in its integrated development plan;*

(b) promote a culture of performance management among its political structures, political office bearers and councillors and in its administration; and

(c) administer its affairs in an economical, effective, efficient and accountable manner.”

The Executive Mayor must, in terms of section 39 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) (MSA), manage the development of a performance management system and submit it to Council for adoption.

Section 42 of the MSA advocates for the involvement of the community in developing the Municipality’s performance management system.

6.4. Staff Implications

This report has no staff implications to the Municipality.

6.5. Risk Implication

None

6.6. Comments from Senior Management

6.6.1. Director: Community and Protection Services

Supported

6.6.2. Chief Financial Officer

Supported

6.6.3. Director: Infrastructure Services

Supported

6.6.4. Director: Corporate Services

Supported

6.6.5. Director: Planning and Economic Development

Supported

6.6.6. Comments from the Municipal Manager

Supported

Annexure A: Draft Revised Performance Management Policy 2020/21

FOR FURTHER DETAILS CONTACT:

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

ANNEXURE A



Performance Management Policy

2020~~19~~/21~~0~~

Compiled in terms of the Local Government: Municipal Systems
Act, 2000 (Act No. 32 of 2000) and Regulations R805



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List of acronyms

AG	: Auditor General
APAC	: Audit and Performance Audit Committee
CCR	: Core Competency Requirement
IDP	: Integrated Development Plan
KPA	: Key Performance Areas
KPI	: Key Performance Indicators
LED	: Local Economic Development
MEC	: Member of the Executive Council
MFMA	: Municipal Finance Management Act
MSA	: Municipal Systems Act
MTEF	: Medium Term Expenditure Framework
PDP	: Personal Development Plan
PMS	: Performance Management System
POE	: Portfolio of Evidence
SALGA	: South African Local Government Association
SDBIP	: Service Delivery and Budget Implementation Plan
SFA	: Strategic Focus Area
SMART	: Specific, Measurable, Achievable, Realistic, Time-frame
TL SDBIP	: Top Layer Service Delivery Budget Implementation Plan
WPSP	: Work Place Skills Plan



Glossary of terms

- **“accounting officer”**

- (a) in relation to a municipality, means the municipal official referred to in section 60 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000 (MSA)); or
- (b) in relation to a municipal entity, means the official of the entity referred to in section 93, and includes a person acting as the accounting officer.

- **“annual report”**

in relation to a municipality or municipal entity, means an annual report contemplated in section 121 of the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA).

- **“Auditor-General”**

means the person appointed as Auditor-General of South Africa (AGSA) in terms of section 193 of the Constitution, and includes a person-

- (a) acting as Auditor-General AGSA;
- (b) acting in terms of a delegation by the Auditor-General AGSA; or
- (c) designated by the Auditor-General AGSA to exercise a power or perform a duty of the Auditor-General AGSA.

- **“basic municipal service”**

means a municipal service that is necessary to ensure an acceptable and reasonable quality of life and which, if not provided, would endanger public health or safety or the environment.

- **“backlogs”**

A backlog can be defined as quality of service / goods that have accumulated over time that are still undelivered / unattended / still not produced. The backlogs in rural water, sanitation and electricity have been defined in official census figures, but vary (increase or decrease) from year to year due to migration patterns. Regardless, these backlogs are now being dealt with systematically (refer to baseline).

- **“baseline”**

the accurate and quantitative data at a stated point in time that marks the beginning of a trend.

- **“Councillor”**

means a member of a municipal council.

- **“MSA Section 56/57 employee”**

means a person employed by a municipality as a municipal manager or as a manager directly accountable to a municipal manager.

- **“employer”**

means the municipality employing a person as a municipal manager or as manager directly accountable to a municipal manager and as represented by the mayor, executive mayor or municipal manager as the case may be.



- **“employment contract”**

means a contract as contemplated in Section 56/57 of the ~~Municipal Systems Act~~ MSA;

- **“external service provider”**

means an external mechanism referred to in ~~s~~Section 76(b) of the ~~Municipal Systems Act~~ MSA; which provides a municipal service for a municipality.

- **“financial statements”**

in relation to municipality or municipal entity, means statements consisting of at least-

- (a) a statement of financial position;
- (b) a statement of financial performance;
- (c) a cash-flow statement;
- (d) any other statements that may be prescribed; and
- (e) any notes to these statements.

- **“financial year”**

means the financial year of municipalities that end on 30 June of each year.

- **“input indicator”**

means an indicator that measures the costs, resources and time used to produce an output.

- **“integrated development plan”**

means a plan envisaged in section 25 of the ~~Municipal Systems Act~~ MSA.

- **“local community” or “community”**

in relation to a municipality, means that body or persons comprising –

- (a) the residents of the municipality;
- (b) the ratepayers of the municipality; and
- (c) any civic organisations and non-governmental, private sector or labour organisations or bodies which are involved in local affairs within the municipality.

- **“Mayor”**

in relation to –

- (a) a municipality with an executive mayor, means the councillor elected as the executive mayor of the municipality in terms of ~~s~~section 55 of the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998); or
- (b) a municipality with an executive committee, means the councillor elected as the mayor of the municipality in terms of section 48 of that Act

- **“MEC for local government”**

means the MEC responsible for local government in a province.

- **“Minister”**

means the national Minister responsible for local government.

- **“municipality”**

when referred to as –

- (a) an entity, means a municipality as described in section 2; and
- (b) a geographical area, means a municipal area determined in terms of the Local



Government: Municipal Demarcation Act, 1998 (Act No. 27 of 1998)

- **“municipal council” or “council”**

means a municipal council referred to in section 157(1) of the Constitution.

- **“municipal entity”**

means –

- (a) a company, co-operative, trust fund or any other corporate entity established in terms of any applicable national or provincial legislation ward which operates under the ownership control of one or more municipalities, and includes, in the case of a company under such ownership control, any subsidiary of that company, a private company referred to in [sSection 86B\(1\)\(a\)](#); or
- (b) a service utility;
- (c) a multi-jurisdictional service utility.

- **“Municipal Finance Management Act”**

means the Local Government: Municipal Finance Management Act, 2003 ([Act No. 56 of 2003](#)) ([MFMA](#)), and any regulations made under that Act.

- **“Municipal Manager”**

means a person appointed in terms of [sSection 82](#) of the [Local Government: Municipal Structures Act, 1998 \(Act No. 117 of 1998\)](#).

- **“municipal service”**

has the meaning assigned to it in [sSection 1](#) of the [Municipal Systems ActMSA](#).

- **“Municipal Structures Act”**

means the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998).

- **“Municipal Systems Act”**

means the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000).

- **“Outcome indicator”**

means an indicator that measures the quality and or impact of an output on achieving a particular objective.

- **“Output indicator”**

means an indicator that measures the results of activities, processes and strategies of a programme of a municipality.

- **“parent municipality”**

- (a) in relation to a municipal entity which is a private company in respect of which effective control vests in a single municipality, means that municipality;
- (b) in relation to a municipal entity which is a private company in respect of which effective control vests in two or more municipalities collectively, means of those municipalities;
- (c) in relation to a municipal entity which is a service utility, means the municipality which established the entity; or
- (d) in relation to a municipal entity which is a multi-jurisdictional service utility, means each municipality which is a party to the agreement establishing the service utility



- **“private company”**

means a company referred to in ~~s~~Section 19 and 20 of the Companies Act, 1973 (Act No. 61 of 1973)

- **“performance agreement”**

means an agreement as contemplated in Section 57 of the Municipal Systems Act which can be altered during the course of the financial year with the written consent from both the employer and employee. The performance agreement is guided by any change in the organisational structure.

- **“performance plan”**

means a part of the performance agreement which details the performance objectives and targets that must be met and time frame within which these must be met.

- **“prescribe”**

means prescribe by regulation or guidelines in terms of ~~s~~Section 120 and “**prescribed**” has a corresponding meaning.

- **“political office bearer”**

means the speaker, executive mayor, mayor, deputy mayor or member of the executive committee as referred to in the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998).

- **“political structure”**

in relation to a municipality, means the council of the municipality or any committee or other collective structure of a municipality elected, designated or appointed in terms of a specific provision of the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998).

- **“resident”**

in relation to a municipality, means a person who is ordinarily resident in the municipality.

- **“senior manager”**

(a) in relation to a municipality, means a manager referred to in ~~s~~Section 56 of the ~~Municipal Systems Act~~ MSA; or

(b) in relation to a municipal entity, means a manager directly accountable to the chief executive officer of the entity

- **“service authority”**

means the power of a municipality to regulate the provision of a municipal service by a service provider.

- **“service delivery agreement”**

means an agreement between a municipality and an institution or person mentioned in ~~s~~Section 76(b) of the ~~Municipal Systems Act~~ MSA in terms of which a municipal service is provided by that institution or person, either for its own account or on behalf of the municipality.



- **“service delivery and budget implementation plan”**

means a detailed plan approved by the mayor of a municipality in terms of ~~s~~Section 53(1)(c)(ii) of the ~~Municipal Finance Management Act~~ MFMA 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) of the Municipal Finance Management Act

- **“service utility”**

means a municipal entity established in terms of section 82(1)(c), a body established in terms of ~~s~~Section 86H of the ~~Municipal Systems Act~~ MSA.

- **“staff”**

in ~~relation~~ to a municipality, means the employees of the municipality, including the municipal manager.



1. Introduction

Performance Management is a process which measures the implementation of the organisation's strategy.

At local government level, performance management is institutionalised through the legislative requirements and policies of a municipality. Performance management provides the mechanism with which to measure targets set by the organisation and its employees to meet its strategic objectives.

The Constitution of South Africa (1996), section 152, dealing with the objectives of local government paves the way for performance management, with the requirements for an "accountable government". The democratic values and principles in terms of section 195 (1) are also linked with the concept of pPerformance management, with reference to the principles of inter alia:

- the promotion of efficient, economic and effective use of resources;
- accountable public administration;
- to be transparent by providing information;
- to be responsive to the needs of the community; and
- to facilitate a culture of public service and accountability amongst staff.

The Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) (MSA), 2000 requires municipalities to establish a performance management system. The MSA and the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA) further requires from the Integrated Development Plan (IDP) to be aligned to the municipal budget and to be monitored through the Service Delivery and the Budget Implementation Plan (SDBIP).

In addition, Regulation 7-(1) of the Local Government: Municipal Planning and Performance Management Regulations, 2001 states that "A Municipality's Performance Management System entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players."

Section 57 makes the employment of the municipal manager and managers directly accountable to the municipal manager subject to a separate performance agreement concluded annually before the end of July. Section 67 regards the monitoring, measuring and evaluating of performance of staff as a platform to develop human resources and to hold municipal staff accountable to serve the public efficiently and effectively. Performance Management, therefore, is not only relevant to the organisation as a whole, but also to the individuals employed in the organisation as well as the external service providers.

This policy therefore describes how the Stellenbosch Municipality's performance process, for the organisation as a whole will be conducted, organised and managed. It also has the following objectives:

- Clarify processes of implementation;
- Ensure compliance with legislation;



- Demonstrate how the system will be conducted;
- Define roles and responsibilities;
- Promote accountability and transparency; and
- Reflect the linkage between the IDP, Budget, SDF, SDBIP and individual and service provider performance.

The policy also take into consideration the currently transition from the old organisational structure to the new organisational structure and supports the process that is underway to update and transfer key performance indicators (KPIs) in line with the new organisational structure.

2. Legislative Framework

2.1 The following legislation forms the foundation for the policy

- Constitution of the Republic ~~Of~~ South Africa (1996);
- Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2003) (MSA) 2000 and its amendments;
- Government Gazette: Regulation gazette No.7146;
- Local Government: Municipal Financial Management Act, 2003 (Act No. 56 of 2003) (MFMA) ~~No.56 of 2003~~;
- Local Government: Municipal Structures Act, 1998 (Act No. 117 of-1998);
- National Treasury: 2007 Framework for Managing Performance Information;
- White Paper on Local Government (1998);
- Local Government: Municipal Planning and Performance Regulation 796 (2001);
- Municipal Performance Regulation for Municipal Managers and Managers directly accountable to Municipal Managers (805 of 2006);
- MFMA Circular 11: Annual Reports;
- MFMA Circular 13: SDBIP;
- MFMA Circular 32: Oversight report;
- MFMA Circular 42: Funding of municipal budget; and
- MFMA Circular 54: Municipal budget circular.

3. Objectives and Benefits of a Performance Management System

3.1 Objectives

The objectives of the performance management system are to:

- Facilitate strategy development;
- Facilitate increased accountability;
- Facilitate learning and improvement;
- Provide early warning signals;
- Create a culture of best practices; and
- Facilitate decision-making.

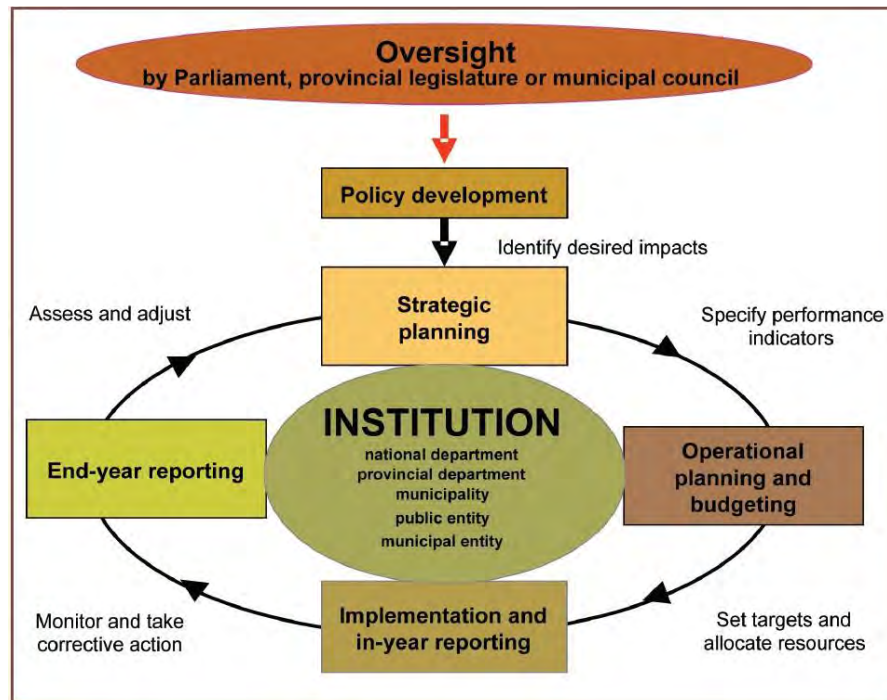
The above objectives are aligned with the MSA and the guidelines of the Department of Development Planning and Local Government.

4. Definitions and Key Steps in Performance Management

4.1 The Performance Cycles

The overall planning, budgeting and reporting cycle can be summarised as follows:

Figure 1: Performance Management Cycle



Source: Framework for Managing Programme Performance Information

Each of the above cycles can be explained as follows:

- **Performance Planning** ensures that the strategic direction of the Municipality more explicitly informs and aligns with the IDP planning, activities and resource decisions. This is the stage where Key Performance Areas (KPAs) and KPIs are designed to address the IDP objectives.
- **Performance Measuring and Monitoring** is an ongoing process to determine whether performance targets have been met, exceeded or not met. Projections can also be made during the year as to whether the final target and future targets will be met. It occurs during key points in a process – for example, on a quarterly and annual basis.
- **Performance evaluation** analyses why there is under-performance or what the factors were, that allowed good performance in a particular area. Where targets have not been met, the reasons for this must be examined and corrective action recommended. Evidence to support the status is also reviewed at this stage. An additional component is the review of the indicators to determine if they are feasible and are measuring the key areas appropriately.
- **Performance Reporting** entails regular reporting to management, the performance audit committee, council and the public.
- **Performance review/auditing** is a key element of the monitoring and evaluation process. This involves verifying that the measurement mechanisms are accurate and that proper procedures are followed to evaluate and improve performance.



According to section 45, of the MSA, results of the performance measurement must be audited as part of the municipality's internal auditing process and annually by the Auditor-General. The Municipality have therefore established frameworks and structures to evaluate the effectiveness of the municipality's internal performance measurement control systems. Areas of weak performance identified at year-end must be addressed during the following years planning phase.

The Performance Process for the entire financial year as follows:

Table 1: Performance Process for the financial year

	Planned Deliverables	Planned Events	Delegation	Report
July	Quarterly SDBIP report of the previous <u>quarter financial-year</u> to be finalised by the <u>1215th</u> calendar day after the end of the quarter under review for the presentation to the Municipal Manager <u>and submission to Council and the Executive Mayor.</u>	Quarterly SDBIP report: <ul style="list-style-type: none"> • Tabled at Council within <u>30 days one month</u> after the end of the quarter; • Report submitted to Provincial Government and National Government; • Reported to Internal Audit unit; • Placed upon website; • Non-Financial Performance Measures reported to Provincial and National Government. 	Yes, signed quality certificate for quarterly report by MM and Executive Mayor	Quarter <u>performance reports</u> 4-report
	Planning, Consultation and Signing of Individual performance agreements, performance plans, managerial competencies and personal development plans with <u>Senior Managers Directors and the Municipal Manager</u> ; Publish performance agreements on the website (Directors <u>and Municipal Manager</u> only); Submit performance agreements to National and Provincial Government.	Signed agreements uploaded unto Municipal Website: - Agreements tabled at <u>Council; Agreements</u> submitted to Provincial Government.	Municipal Manager in relation to Directors performance agreements; Executive Mayor in relation to the MM's performance agreement.	Upload of agreements of directors and Municipal Manager unto website. Confirm reaching of target unto the PMS system
August	Planning and Preparation of individual performance <u>agreements</u> and development plans by managers, <u>snr. Managers and identified staff. and heads of staff up to the 3rd reporting line.</u>	Signing of individual performance agreements and development plans by managers, <u>snr. Manager and identified personnel. heads</u>	Yes, Immediate supervisor	Signed agreements delivered to the IDP/PMS unit
	Preparation of previous financial year annual performance report.	Submission of the annual performance report to the Auditor General by 31 August.	Yes, Municipal Manager	<u>Electronic and hardcopy version submitted to the AG on or before 31 August at 23:59. Version emailed by 31 August @ 24:00. Hardcopy version due on the 1st of September.</u>



	Planned Deliverables	Planned Events	Delegation	Report
September	IDP and Budget consultation.	Public participation commences to determine the priorities of the new financial year. This priorities should form the basis of the new TL and Departmental SDBIP.	Yes, Municipal Manager	Community priorities
October	Quarterly <u>TL</u> SDBIP report finalised by the 1215 th calendar day after the end of the quarter under review for the presentation to the Municipal Manager and the Executive Mayor. Tabling of quarterly report for the attention of MayCo & Council;	<p>Informal Performance review of directors by the Municipal Manager</p> <p>Informal Performance review of managers, snr managers and identified personnel, and heads by immediate supervisors</p> <p>Quarterly <u>TL</u> SDBIP report:</p> <ul style="list-style-type: none"> • Tabled at Council within <u>30 days</u> one month after the end of the quarter; • Reported ed submitted to Provincial Government; • Reported submitted to the Internal Audit unit • Placed upon website Provincial and National Government; and • Non-Financial Performance Measures reported to Provincial and National Government. 	Yes, signed quality certificate for quarterly report by MM and Executive Mayor.	Quarter 1 <u>TL SDBIP</u> report; Signed attendance register as confirmation note for informal performance review with immediate subordinates.
November	TL and Departmental SDBIP review process.	Review sessions scheduled with each Directorate to review performance indicators and targets.	Yes, Municipal Manager.	Revised TL and Departmental SDBIP.
December	Finalisation of the Draft Annual Report.	Draft Annual Report distributed to each Directorate for final input	Yes, Municipal Manager.	Draft Annual Report
January	Mid-year <u>TL</u> SDBIP report (<u>MFMA S72</u>) finalised by the 1215 th calendar day after the end of first six months the month under review for the presentation to the Municipal Manager and the Executive Mayor.	<p>Informal Performance review of directors by the Municipal Manager</p> <p>Informal Performance review of managers and heads by immediate supervisors.</p> <p>Quarterly <u>TL</u> SDBIP report:</p> <ul style="list-style-type: none"> • Tabled at Council within 25 days after the end of the quarter; • Reported ed submitted to Provincial Government; National Treasury and CoGTA; • Reported submitted to the Internal Audit unit; • Placed upon website Provincial and National Government; and • Non-Financial Performance Measures reported to Provincial and National Government. 	Yes, signed quality certificate for quarterly report by MM and Executive Mayor	Mid-year <u>TL SDBIP</u> report; <u>Quarter 2 TL SDBIP report; and Draft Annual Report</u>



	Planned Deliverables	Planned Events	Delegation	Report
	Draft Annual Report <u>submitted to MayCo and Council.</u> <u>Quarterly TL SDBIP report finalised by the 15th calendar day after the end of the quarter under review for the presentation to the Municipal Manager and the Executive Mayor.</u> <u>Tabling of quarterly report for the attention of MayCo & Council;</u>	<ul style="list-style-type: none"> Advertised on the <u>Municipal Website</u> Report<u>ed</u> submitted to Provincial Government; National Treasury and CoGTA Invitation of written submissions from the public Report<u>ed</u> to <u>the</u> -Auditor General <u>Quarterly TL SDBIP report:</u> <ul style="list-style-type: none"> Tabled at Council within <u>30 days after the end of the quarter;</u> Report submitted to <u>Provincial Government;</u> Report submitted to the <u>Internal Audit unit</u> Placed upon website; and <u>Non-Financial Performance Measures reported to Provincial and National Government.</u> 	Yes, MM and Executive Mayor	Council Minutes which refers Draft report to the MPAC/Oversight Committee.
February	Mid-year <u>and Annual</u> performance evaluations of the Municipal Manager and Directors	<u>Annual Performance Evaluation of the Municipal Manager and Directors for the previous financial year.</u> Mid-year performance assessments <u>(of the current financial year)</u> of the Municipal Manager and Directors conducted on or before 28 February	Yes, MM and Executive Mayor	<u>Annual Performance Assessment Report (of the previous financial year).</u> <u>Draft</u> Mid-year performance evaluation report of the Municipal Manager and Directors, <u>submitted to Council</u>
March	Final Annual Report	<ul style="list-style-type: none"> Tabled at Council; Report submitted to Provincial Government; National Treasury and CoGTA Report submitted to the Auditor General Follow MPAC process as part of Oversight Process Finalise Oversight Report and table in Council for approval. Publish approved Annual Report and MPAC oversight report on the Municipal Website 	Yes, MM and Executive Mayor	Council Minutes which refers Final Annual Report and the MPAC Oversight Report with recommendations; public submissions; AG report; AFS and Internal Audit report.
April	Quarterly <u>TL</u> SDBIP report finalised by the <u>15th</u> calendar day after the end of the quarter under review for the presentation to the Municipal Manager and the Executive Mayor. Tabling of quarterly report for the attention of MayCo & Council;	Informal Performance review of directors by the Municipal Manager. Informal Performance review of managers, <u>snr manager and identified personnel, and heads by immediate supervisors</u> <u>Quarterly TL SDBIP report:</u> <ul style="list-style-type: none"> Tabled at Council within <u>30 days after the end of the</u> 	Yes, signed quality certificate for quarterly report by MM and Executive Mayor	Quarter 3 <u>TL SDBIP</u> report; <u>Signed attendance register as confirmation note for informal performance review with immediate subordinates.</u>



Planned Deliverables		Planned Events	Delegation	Report
		<u>quarter-25 days after end of month;</u> <ul style="list-style-type: none"> Reported submitted to Provincial Government; Reported submitted to the Internal Audit unit Placed upon website Provincial and National Government; and Non-Financial Performance Measures reported to Provincial and National Government 		Monthly report for September submitted
May	Submission of the final IDP to Council.	Finalisation of the IDP and submission to Council.	Yes, MM and Executive Mayor.	Final IDP
June	Finalisation of the TL SDBIP and submission to the Executive Mayor.	Finalisation of the TL SDBIP and submission to the Executive Mayor.	Yes, MM and Executive Mayor.	Approved TL SDBIP.

4.2 Key Steps in Performance Management

The key steps in implementing the performance management cycle are as follows:

- IDP consultation and strategic processes to determine
 - Strategic Objectives aligned with the National Agenda and local needs;
 - Establish the Municipal KPAs; and
 - Design Strategic Focus Areas;
- Prioritise capital projects for budgeting purposes aligned with municipal strategy and approved methodology;
- Identify key programmes for implementation as part of directorate deliverables;
- Start with budget processes;
- Determine organisational KPIs in terms of strategy, budget and MTAS;
- Obtain baseline figures and past year performance;
- Set multi-year performance target dates;
- Determine steps/plans to achieve budget and KPIs;
- Assign strategic focused KPIs to Senior Management (Top Layer SDBIP);
- Assign organisational KPIs to directorates and members of management (Departmental SDBIP);
- Prepare individual performance agreements aligned with budget and SDBIP (MSA Section 57 and management);
- Prepare performance plans for staff and align work place skills plan with development plans;
- Provide ~~monthly~~/quarterly status reports on progress with KPI implementation
- Evaluate performance on individual (1/2 yearly) and organisational levels (quarterly);
- Compilation of various performance reports;
- Auditing of performance report and portfolio of evidence(POEs);
- Appoint oversight committee to analyse and prepare report on improvement of performance; and

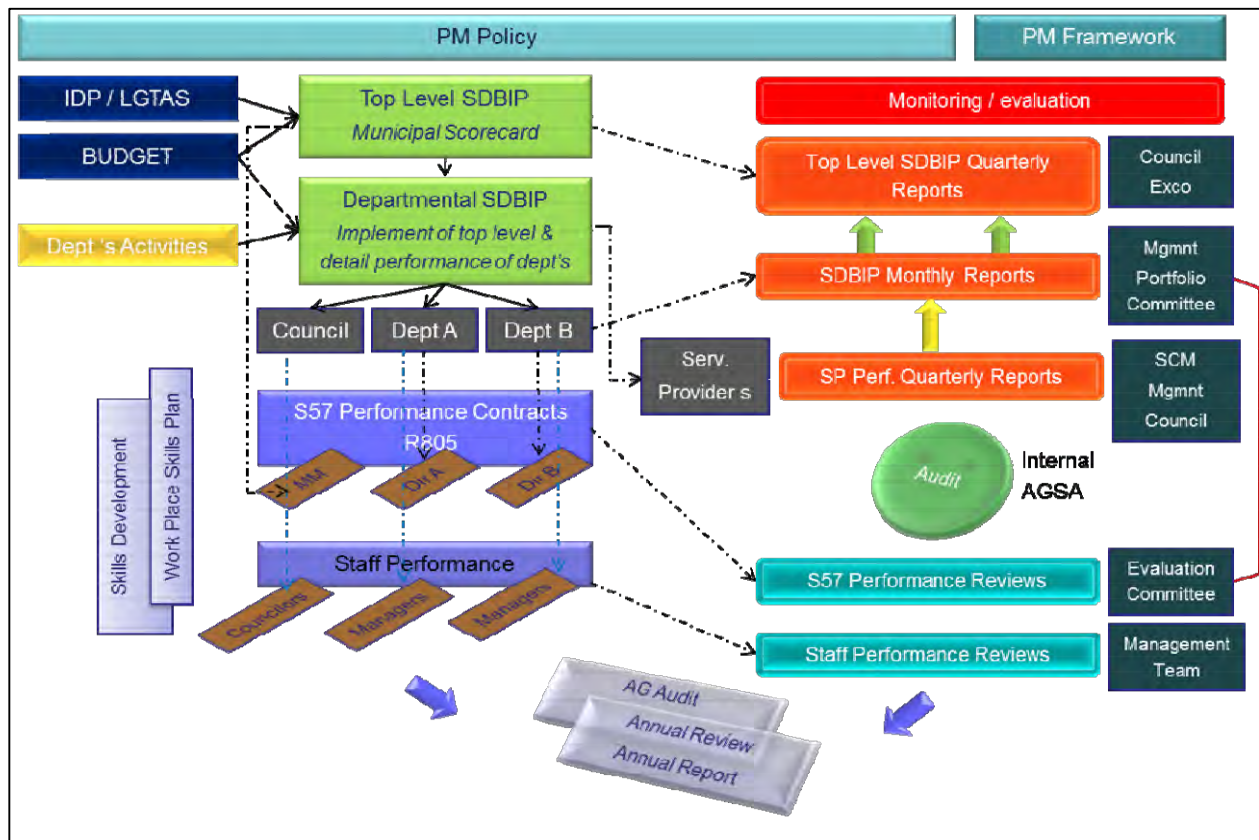


18. Submit year-end report to various stakeholders.

4.3 The Performance Management Model

The following section will explain the methodology of the adopted performance management model as depicted in the diagram below:

Figure 2: Performance Management Model



5. The Service Delivery and Budget Implementation Plan (SDBIP)

The IDP process and the performance management process must be seamlessly integrated. The IDP fulfils the planning stage of performance management. Performance management in turn, fulfils the implementation, management, monitoring and evaluation of the IDP.

The organisational performance will be evaluated by means of a municipal scorecard (Top Layer SDBIP) at organisational level and through the SDBIP at directorate and departmental levels.

The SDBIP is a plan that converts the IDP and budget into measurable criteria on how, where and when the strategies, objectives and normal business processes of the municipality will be implemented. It also allocates responsibility to directorates to deliver the services in terms of the IDP and budget.



The MFMA Circular No.13 prescribes that:

- The IDP and budget must be aligned;
- The budget must address the strategic priorities;
- The SDBIP should indicate what the municipality is going to do during next 12 months
- The SDBIP should form the basis for measuring the performance against goals set during the budget /IDP processes.

The SDBIP needs to be prepared as described in the paragraphs below and submitted to the Executive Mayor within 14 days after the budget has been approved. The Executive Mayor needs to approve the SDBIP within 28 days after the budget has been approved.

For each indicator the scorecard will require that a responsible official be designated, usually the respective line manager. While this official will not necessarily be accountable for performance on this indicator, they will be responsible for conducting measurements of that indicator, analysing and reporting first to their respective superior who in turn will report to the Municipal Manager and the Executive Mayor on these for reviews.

The municipal performance must be measured monthly and analysed at least quarterly. Municipal performance will be measured during the mid-year review where after the performance scorecard can be adjusted and action plans be developed to address poor performance. The information of the annual review will be included in the Annual Report of the Municipality.

5.1 The Municipal Scorecard

The municipal scorecard (Top Layer SDBIP) must consolidate service delivery targets set by Council / senior management and provide an overall picture of performance for the municipality as a whole, reflecting financial and non- financial performance on its strategic priorities.

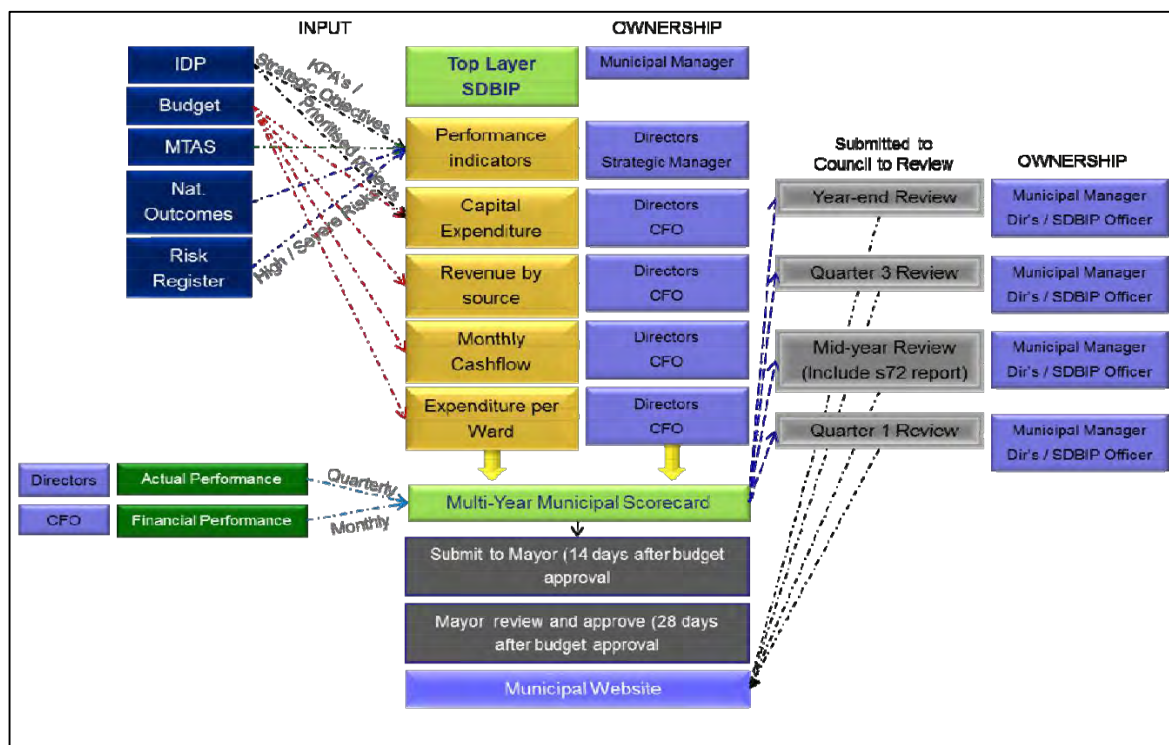
The Components of the top-layer SDBIP includes:

- Monthly projections of revenue to be collected for each source;
- Expected revenue to be collected;
- Monthly projections of expenditure (operating and capital) and revenue for each vote
- Section 71 format (Monthly budget statements);
- Quarterly projections of service delivery targets and performance indicators for each vote;
- Non-financial measurable performance objectives in the form of targets and indicators;
- Output NOT input / internal management objectives;
- Level and standard of service being provided to the community;
- Ward information for expenditure and service delivery;
- Detailed capital project plan broken down by ward over three years.



The following diagram illustrates the establishment, components and review of the municipal scorecard (Top Layer SDBIP):

Figure 3: Establishment, components and review of the municipal scorecard



5.2 Update Actual Performance

The TL SDBIP will update automatically with the actual results reported in the departmental SDBIP.

The KPI owners should report on the results of the KPI by properly documenting the information in the performance response fields and make reference to where the POE can be found. In the instance of poor performance, corrective measures should be identified and documented. The POE should prove that the KPI was delivered and that the expected outcome / impact has been achieved.

The actual performance should be monitored quarterly in terms of the objectives, KPIs and targets set. In order to measure the outcomes of the KPIs, the outputs and performance evidence (POEs) should be evaluated and **documented**.

It is important to note that the municipal manager needs to implement the necessary systems and processes to provide the POEs for reporting and auditing purposes.

5.2.1 Quarterly Reviews

On a quarterly basis, the Executive Mayor should engage in an intensive review of municipal performance against both the directorate's scorecards and the municipal scorecard, as reported by the Municipal Manager. These reviews will take place in October (for the period July to end of September), January (for the period October to the end of December), April (for the period January to the end of March) and July (for the period April to the end of June).



The review in January will coincide with the mid-year performance assessment as per section 72 of the [Local Government: Municipal Finance Management Act, 2003 \(Act No. 56 of 2003\) \(MFMA\)](#). [MFMA](#) Section 72 determines that by 25 January of each year the accounting officer must assess the performance of the municipality and report to the Council on inter alia its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators set in the service delivery and budget implementation plan.

Many of the indicators in the municipal scorecard will only be measurable on an annual basis. The quarterly reviews should thus culminate in a comprehensive annual review of performance in terms of all the scorecards.

The Executive Mayor will need to ensure that targets committed to in the municipal scorecard are being met, where they are not, that satisfactory and sufficient reasons are provided and that the corrective action being proposed is sufficient to address the poor performance.

The review should also focus on reviewing the systematic compliance to the performance management system, by directorates, departments, Portfolio Councillors and the Municipal Manager. The review will also include:

- An evaluation of the validity and suitability of the Key Performance Indicators and recommending must any changes;
- An evaluation of the annual and 5 year targets to determine whether the targets are overstated or understated. These changes need to be considered;
- Changes to KPIs and 5 year targets for submission to council for approval. (The reason for this is that the original KPIs and 5 year targets would have been published with the IDP, which would have been approved and adopted by council at the beginning of the financial year.)
- An analysis to determine whether the Municipality is performing adequately.

It is important that the Executive Mayor not only pay attention to poor performance but also to good performance. It is expected that the Executive Mayor will acknowledge good performance, where directorates or departments have successfully met targets in their directorate / departmental scorecards.

5.2.2 Council Reviews

At least annually, the Executive Mayor will be required to report to the full council on the overall municipal performance. It is proposed that this reporting take place using the municipal scorecard in an annual performance report format as per the [Local Government: Municipal Systems Act, 2000 \(Act No. 32 of 2000\) \(MSA\)](#). The said annual performance report will form part of the Municipality's Annual Report as per section 121 of the [MFMA Municipal Finance Management Act](#).

5.2.3 Public Reviews

The MSA as well as the MFMA requires the public to be given the opportunity to review municipal performance. Section 127 of the MFMA requires that the accounting officer (Municipal Manager) must immediately after the Annual Report is submitted to Council make the report public and invite the local community to submit representations with regards



to the Annual Report.

5.3 Roles and Responsibilities

The roles and responsibilities during the TL SDBIP process can be summarised as follows:

Table 2: Responsibilities during the TL SDBIP process

Role Player	Roles and Responsibilities
Executive Mayor	<ul style="list-style-type: none">• Mayor is responsible for the performance and need to approve the TL SDBIP.• Quarterly review of performance and monitor implementation of corrective action.• Submit the mid-year and annual performance reports to Council.
Mayoral Committee	<ul style="list-style-type: none">• Support to the Executive Mayor.• Provide strategic awareness and manage the development of the TL SDBIP.
Portfolio Councillor	<ul style="list-style-type: none">• Monitor the implementation of the strategy.• Review and monitor the implementation of the TL SDBIP at Portfolio Committee level.
Council	<ul style="list-style-type: none">• Oversight role to ensure that performance management processes are monitored.
Municipal Manager	<ul style="list-style-type: none">• Drafting of the TL SDBIP• Ensure the implementation of the TL SDBIP.• Monitor the TL SDBIP and ensure that POEs proof performance exists.• Take corrective action where required.• Communicate with the Executive Mayor and Executive Management Team.
Senior Management Team	<ul style="list-style-type: none">• Manage and report on departmental performance to be cascaded up to the TL SDBIP.• Plan Performance.• Integration role and ensure POEs exists to proof performance.
Internal Audit	Internal audit should quarterly audit the results reported and issue a report to the municipal manager / performance audit committee.
Auditor-General	Auditing of legal compliance and outcomes.
Performance Audit Committee	Independent oversight on municipal performance and legal compliance.

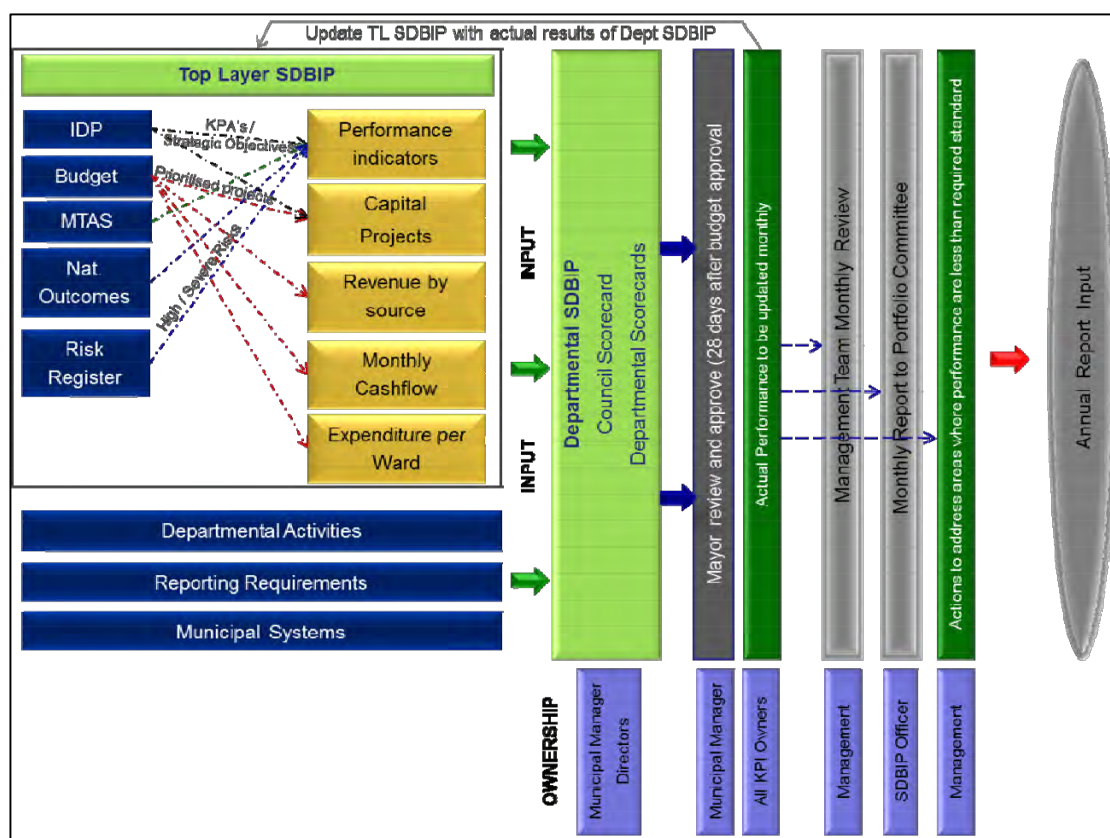


5.4 Departmental Scorecards

The directorate and departmental scorecards (detailed SDBIP) will capture the performance of each defined directorate or department. Unlike the municipal scorecard, which reflects on the strategic priorities of the municipality, the departmental SDBIP will provide detail of each outcome for which top management are responsible for, in other words a comprehensive picture of the performance of that directorate/sub-directorate. It will be compiled by senior managers for his/her directorate and will consist of objectives, indicators and targets derived from the Municipality's annual ~~service delivery and budget implementation plan~~ SDBIP and any annual business or services plan compiled for each directorate or department.

The following diagram illustrates the establishment, components and review of the departmental SDBIP:

Figure 4: Establishment, components and review of the departmental SDBIP



5.5 Preparing the Departmental SDBIP

KPIs should be developed for Council, the office of the Municipal Manager and for each Directorate. The KPIs should:

- Address the TL KPIs by means of KPIs for the relevant section responsible for the KPI.
- Add KPIs to address the key departmental activities.
- Each KPI should have clear targets and should be assigned to the person responsible for the KPI. KPIs should conform to the SMART principle.



The number KPIs developed to address National KPAs, Municipal Strategic Focus Areas (SFAs) and strategic objectives should be spread amongst the aforementioned in terms of National and Local Agendas.

5.6 Approval of Departmental SDBIP

The Departmental SDBIP of each Directorate should be submitted to the Municipal Manager for approval by 31 August each year. The Municipal Manager may defer this date to a later date at the Municipal Manager's discretion, but by no later than 30 September each year.

5.7 Update Actual Performance

An evaluation of the validity and sustainability of the KPIs should be done and the actual performance results of each target should be updated and evaluated on a monthly basis. In order to measure the input/output of the KPIs, the performance results and performance evidence (POEs) should be evaluated and documented. The KPI owners should report on the results of the KPI by documenting the following information on the performance system:

- The actual result in terms of the target set;
- The output/outcome of achieving the KPI;
- The calculation of the actual performance reported. (If %);
- The reasons if the target was not achieved; and
- Actions to improve the performance against the target set, if the target was not achieved.

The municipal manager and his/her senior management team needs to implement the necessary systems and processes to provide the POEs for reporting and auditing.

5.7.1 Monthly Reviews

The Directorates will update their performance monthly in terms of the departmental SDBIP and report to the Municipal Manager. It is important that Directorates use these reviews as an opportunity for reflection on their goals and programmes and whether these are being achieved. The Portfolio Committee should have a standing agenda item to discuss at their monthly-scheduled meetings. The SDBIP report submitted should be used to analyse and discuss performance.

5.7.2 Adjustments to KPIs

KPIs should only be adjusted after the mid-year assessment and/or after the adjustments budget has been approved. KPIs should be adjusted to be aligned with the adjustment estimate and the reason for the change in KPIs should be documented in a report to the ~~Executive Mayor~~Municipal Manager for approval.

Additional KPIs can be added during the year with the approval of the municipal manager. The approval documents should be safeguarded for audit purposes.



5.7.3 Roles and Responsibilities

The roles and responsibilities during the Departmental SDBIP process can be summarised as follows:

Table 3: Responsibilities during the Departmental SDBIP process

Role Player	Roles and Responsibilities
Executive Mayor	<ul style="list-style-type: none">• Responsible for the KPIs assigned to him/her and his/her committee. The mayor should update performance results monthly.
Mayoral Committee	<ul style="list-style-type: none">• Review the feedback received from Portfolio Councillors/ respective senior manager and monitor overall performance.• Support the Executive Mayor.
Portfolio Councillor	<ul style="list-style-type: none">• Support the senior manager to implement the municipal strategy.• Review and monitor progress at portfolio level.• Report to the Mayoral Committee on performance review and progress.• Assist senior management to take corrective action to improve performance.
Municipal Manager	<ul style="list-style-type: none">• Approval of the Departmental SDBIP.• Monitor SDBIP and ensure that POEs exist.• Review and monitor the implementation on the SDBIP.• Ensure that KPIs address the municipal strategy and service delivery requirements.• Ensure alignment with the IDP objectives/programmes and budgets.• Take corrective actions where required.• Communicate with the senior management team on performance progress and reporting.• Ensure quarterly internal audit and take necessary action where required.• Communicate results to the Portfolio Committee and Mayoral Committee.
All Managers	<ul style="list-style-type: none">• Design KPIs to address the TL SDBIP, operational needs, service delivery improvement and other key departmental activities.• Plan performance and set targets.• Assign KPIs to KPI owners.• Ensure the implementation of the SDBIP.• Monitor performance and document POEs.• Take corrective action where required.• Communicate performance results to the municipal manager and Portfolio Committee.
Internal Audit	<ul style="list-style-type: none">• Internal audit should quarterly audit the results reported and issue a report to the municipal manager / performance audit committee.
Auditor-General	<ul style="list-style-type: none">• Auditing of legal compliance and outcomes.
Performance Audit Committee	<ul style="list-style-type: none">• Independent oversight on municipal performance and legal compliance.

5.8 Individual Performance

The performance of a municipality is integrally linked to that of staff. It is therefore important to link organisational performance to individual performance and to manage both at the same time, in separate processes. Although legislation requires that the municipal manager, and managers directly accountable to the municipal manager, sign formal performance contracts/agreements, it is also a requirement that all employees have performance plans.

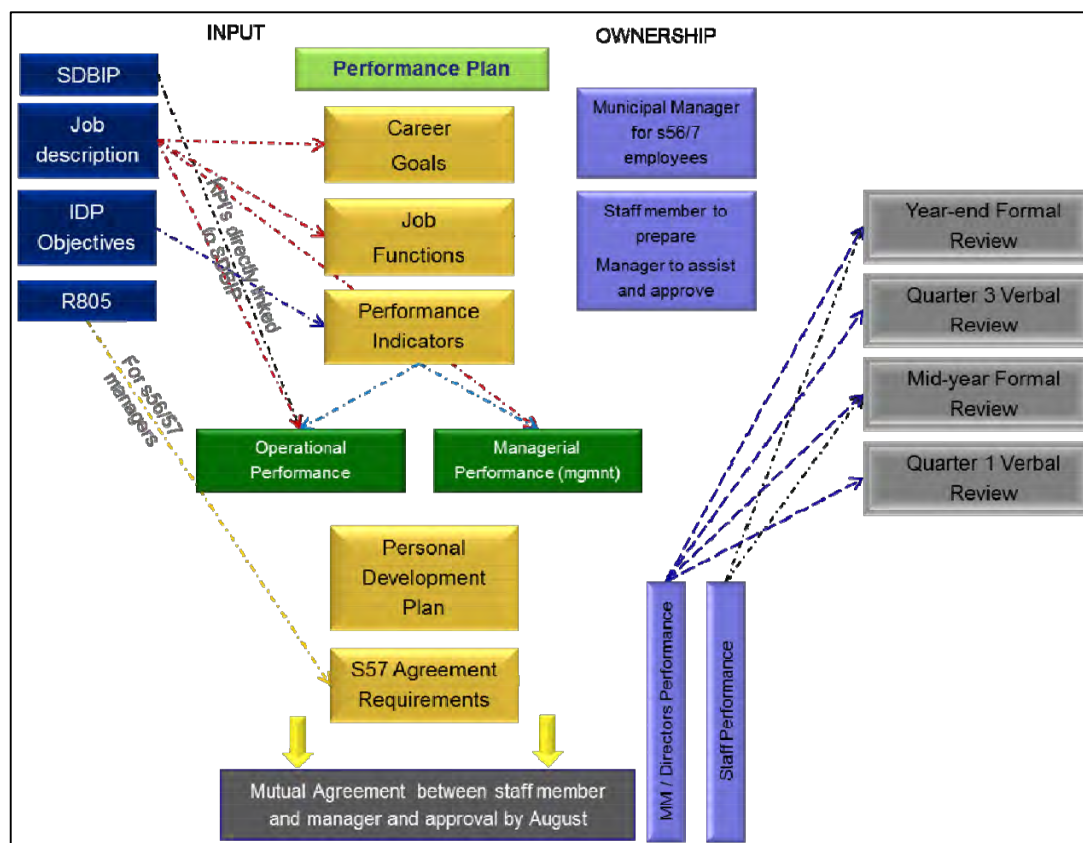


~~These should be aligned with the individual performance plan of the manager, snr. Manager and identified personnel should be aligned to head of the directorate and~~ job descriptions. It is however the responsibility of the employer, to create an environment, which the employees can deliver the objectives and the targets set for them in their performance plans and job descriptions.

Performance ~~contracts-plans~~ should be concluded with the Municipal Manager, Directors, Senior Managers and Managers. The rest of the performance ~~contracts-plans~~ with the rest of the staff will be implemented with a phased in approach.

The following diagram illustrates the individual performance management processes:

Figure 5: The individual performance management processes



The Benefits of Individual Performance are to:

- Ensure alignment of individual goals and objectives with that of the organisation and to co-ordinate efforts in order to achieve those goals;
- Understand what is expected from the incumbents, by when it is expected and to what standard is expected;
- Understand the incumbent's key areas of accountability;
- Determine whether or not performance objectives are being met;
- Make qualified decisions within the incumbents level of competencies; and
- Avail the incumbents of learning and development opportunities to competently meet their performance targets.



5.9 Individual Scorecards (Municipal Manager and MSA Section 56/57 Managers)

The MSA and Regulation 805 of August 2006 (Performance of the Municipal Manager and the Managers reporting directly to the Municipal Manager) require the Municipal Manager and the Managers reporting directly to the Municipal Manager to enter into annual Performance Agreements. The Performance Agreements of the Municipal Manager and other MSA Section 56/57 Managers should be directly linked to their employment contract. Performance will be reviewed quarterly of which the mid-year and year-end performance will be formal evaluations. These Performance Agreements consist of three distinct parts:

- Performance Agreement: This is an agreement between the MSA Section 56/57 Manager and the Municipality, which regulates the performance required for a particular position and the consequences of the performance. The Agreement deals with only one aspect of the employment relationship, namely performance. This agreement must be reviewed and renewed annually, subject to the individual's annual performance. This agreement can be altered during the course of the financial year with the written consent from both the employer and employee. The performance agreement is guided by any change in the organisational structure.
- A performance bonus may be paid as agreed in the performance agreement.
- Performance Plan: The Performance Plan is an Annexure to the Performance Agreement and stipulates in detail the performance requirements for a single financial year. The SDBIP transcends into the Performance Plan/s of the respective MSA Section 56/57 Managers according to their areas of responsibility.
- Personal Development Plan: The plan is an Annexure to the Performance Agreement and addresses the developmental needs/requirements of the manager indicating actions and timeframes.

The list of Core Managerial Criteria are tabled as follows:

Table 4: List of Core Managerial Criteria

Skills	Measurement
Strategic and direction leadership	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate
Programme and project management	Able to understand programme and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.
Financial Management	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner.
Change Leadership	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.
Knowledge and information management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government.
Analysis and innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.
People management	Must be able to manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve the municipality's goals.
Communication	Able to share information, knowledge and ideas in a clear, focused and concise



Skills	Measurement
	manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.
Governance Leadership	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships.
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.

The agreements must be finalised by August every year and be agreed and approved by the respective senior manager. The process on how to prepare performance plans is documented in the Performance Management System Manual.

5.10 Individual Scorecards (rest of staff)

The introduction of individual performance is applicable to employees with the title Manager, Senior Manager and any other senior staff member as identified by the relevant Manager, Senior Manager, Director and or Municipal Manager. Performance plans should also be concluded with senior staff members appointed on a temporary basis for minimum period of six months and more.

The data obtained from Directorate scorecards (~~detailed departmental~~ SDBIP), will provide the user with the respective individual performance plans for managers reporting to the S57 managers.

Performance Plans are agreed with each employee as part of his/her career development plan and should include the following:

- Qualifications – a record of formal and informal training and experience;
- Job functions – key focus areas for the year;
- Career goals - long term and intermediate career goals;
- Key performance indicators linked to the SDBIP – KPIs in the SDBIP that are the responsibility of the respective manager and KPIs aligned to the job description of the manager.
- Managerial KPIs – the core managerial competencies that the manager will be evaluated on.
- A list of the core managerial competencies (CMCs) is provided for the evaluation of managerial skills.
- Weightings show the relative importance of input or output against another input or output. Every input or output in the performance agreement must be assigned to a weighting. The weightings / ratings and the distribution of the ratings per level need to be determined by the management team in the beginning of each financial year and agreed with the employer or group of employers. (employee or group of employees)
- Development needs and learning plan.

5.11 Skills Development Plan

The skills development plan needs to be compiled / updated with the information obtained from the performance agreements and the development plans. The human resources



manager together with the respective line manager is responsible to facilitate the implementation of the skills development plan.

5.12 Informal and Formal performance reviews

Monthly monitoring of the departmental SDBIP takes place and performance is discussed with relevant staff as and when required.

Although performance should be managed on a daily basis, performance reviews should be done by the respective supervisor quarterly of which two is formal and two informal. The objective review should be based on actual performance and performance evidence. The responsibility to maintain and present a portfolio of evidence file at the performance assessment is with the subordinate. The supervisor and employee needs to prepare for the review and discuss the performance during a focused performance meeting. The review should be documented on the electronic performance system as set out in the Performance Management System Manual. Feedback should be provided during the review on the employee's ability to render the allocated tasks including measures to improve on set targets

The Mid-year performance and annual performance evaluations should be completed by end February for the period July to December, of the current financial and August for the period January to June.

Please note that performance and growth is the responsibility of each individual employee and employees should ensure that his / her performance plan is executed. Performance measurement is an ongoing process and should not only be addressed during the formal reviewing sessions.

Performance should be moderated per department per task level / group level after the performance evaluation of all staff has been finalised. The moderation should be conducted in terms of the Performance Management Manual to ensure objectivity and fairness.

Unacceptable performance needs to be addressed and action plans to improve the performance must be prepared and agreed with the employee who did not perform. The performance against the action plans must be reviewed on a monthly basis.

5.13 Appeals Process

5.13.1 MSA Section 56/57-Employees

The Appeals process as prescribed in R805 of August 2006 and as agreed in the employment and performance contracts of the Section 56/57-Managers will be applicable in instances where they are not in agreement with their final performance evaluations.

5.13.2 Employees reporting to the Directors and the Municipal Manager

Should employees not agree with the contents of their performance agreement-plan after the performance discussions or with the final scores that are allocated to them, they may elect to follow the municipality's normal grievance procedures for the resolution by the Municipal Manager.



5.13.3 Reward and Recognition

The performance scores will be finalised during the moderation where after it must be approved by the moderation committee (fish-bowl). These scores will be used to recognised excellent performance in terms of the Council's Reward and Recognition Policy (Currently in draft format).

5.14 Service Providers

A municipal service can be provided by the Municipality by entering into a Service Delivery Agreement in terms of Section 76(b) of the ~~Municipal System Act~~ MSA with an external service provider. The Municipality is responsible for monitoring and assessing the implementation of the agreement, including the performance of the service provider in accordance with section 41 of the Municipal Systems Act.

This section sets out the guidelines on the monitoring and reporting on the performance of service providers in terms of Chapter 8 of the ~~Municipal Systems Act~~ MSA and Section 116 of the ~~Municipal Finance Management Act~~ MFMA.

External ~~S~~service providers will be evaluated on the following criteria by the service departments on a monthly basis:

Table 5: Criteria to be used in evaluating external service providers

Performance rating	Objective Measures to Assess Service Provider Performance
3	<ul style="list-style-type: none"> - Quality of Sservice delivery as agreed; Deviations are managed as mutually agreed; - Compliance to most undertakings, duties and obligations and requirements as set out in the Main Agreement and Annexures; - Progress with all projects and new service requests are on target; <u>and</u> - All Sservice failure events during month resolved within agreed time frames and preventative measures are proposed by Service Provider.
2	<ul style="list-style-type: none"> - Quality of Sservice delivery not in full compliance with Agreement; Requires more management and focus from Service Provider; - Progress with projects and new service requests are on not on target; - Service failure events are not resolved in agreed time frames and preventative measures for implementation are not proposed by Service Provider.
1	<ul style="list-style-type: none"> - Quality of Sservice delivery totally unacceptable; Consider termination of Agreement and all Services. - Non-compliances, progress with projects and new service requests and service failure events worse than for rating 2; - Commitment from Service Provider to resolve outstanding issues is lacking; - Skills and resources to deliver a quality service are inadequate; - Participation in contract governance, service management and effective communication is lacking or inadequate.

5.14.1 Notification of Service Providers upon Appointment

All service providers must be informed of:

- The assessment and reporting of the service provider's performance;
- setting of performance criteria in terms of the tender, the required deliverables and service level agreement;
- the exchange of information on service provider performance reports between government units/departments.



5.14.2 Evaluating the Performance of Service Providers

Thresholds (size and types of service provider contracts in line that need to comply with the requirements of the SCM policy should be allowed ~~to~~. The thresholds that need to be reviewed include:

- Contracts larger than R200 000; and
- Contracts where the service providers isare required to deliver a service (not goods and products).

Contracts must be signed by service providers and sign a service level agreement indicating:

- The services to be delivered;
- the timeframes; and
- the evaluation methodology.

The service provider's performance must be assessed in the context of the project as a whole. The respective roles and obligations of the Municipality and service provider under the contract must be taken into account.

Persons preparing or reviewing the performance of a service provider must consider whether satisfactory progress or completion of a project has been affected by any matters which are:

- Outside the service provider's control; or
- The result of some action by the Municipality.

The service provider's performance must therefore be evaluated against set performance criteria, after taking into account matters beyond the service provider's control.

5.14.3 Prescribed Procedures to Evaluate Service Providers

The following procedures need to be followed:

- The requirements of this policy must be included in the contract of the service provider;
- The performance of the service providers under the contract or service level agreement contracts to be included in a clause must be assessed monthly by the Reporting Officer;
- The assessment must be filed in the contract file or captured onto the database;
- The Reporting Officer must complete the Service Provider Assessment Form on the database at the end of each month and on completion or termination of the contract;
- The quarterly assessment must be completed within 15 working days after the end of each quarter;
- The Reporting Officer must provide a copy of the assessment to the Service Provider at the end of each quarterly assessment period and on completion or termination of the contract;
- Supply Chain Management Unit will review the quarterly Service Provider assessments within 20 days after the end of each quarter and submit a summary report to Council;
- The Accounting Officer need to develop the necessary forms and report structures to be utilised to manage the above processes. The forms and reporting requirements need to be reviewed on a regular basis;
- In the instance of under-performance:
 - The Municipality will facilitate support interventions to service providers in the



identified areas of underperformance;

- Service providers who have been identified as under-performing in identified areas must be informed of these support interventions;
- The impact of support interventions must be monitored by the Reporting Officer; and
- The records of the support interventions must be documented, signed by both parties and appropriately filed.

5.15 Evaluation and Improvement of the Performance Management System

The ~~Municipal Systems Act~~ MSA requires the municipality to annually evaluate its performance management system. It is proposed that after the full cycle of the annual review is complete; the Municipal Manager will initiate an evaluation report annually, taking into account the input provided by directorates and departments. This report will then be discussed by the Management Team and finally submitted to the Council for discussion and approval. The evaluation should assess:

- The adherence of the performance management system to the ~~Municipal Systems Act~~ MSA.
- The fulfilment of the objectives for a performance management system.
- The adherence of the performance management system to the objectives and principles.
- Opportunities for improvement and a proposed action plan.

While good and excellent performance must also be constantly improved to meet the needs of citizens and improve their quality of life, it is poor performance in particular that needs to be improved as a priority. In order to do this, it is important that the causal and contributing reasons for poor performance are analysed. Poor performance may arise out of one or more of the following:

- Poor systems and processes;
- Inappropriate structures;
- Lack of skills and capacity;
- Inappropriate organisational culture; and
- Absence of appropriate strategy.

To improve performance, the appropriate response strategy should be chosen:

- Restructuring is a possible solution for an inappropriate structure;
- Process and system improvement will remedy poor systems and processes;
- Training and sourcing additional capacity can be useful where skills and capacity are lacking;
- Change management and education programmes can address organisational culture issues;
- The revision of strategy by key decision-makers can address shortcomings in this regard; and
- Consideration of alternative service delivery strategies should be explored.

Performance analysis is a requirement in order to identify poor performance. The Municipal Manager will implement the appropriate response strategy to improve performance.



6. Governance

The governance structure was established to offer credibility to the overall performance processes. The audit of performance information and system should comply with section 166 of the ~~Municipal Finance Management Act~~ MFMA and Regulation 14 of the Municipal Planning and Performance Management Regulations (2001).

6.1 Governance Framework for the Performance Management system

The electronic performance management system is web-based and used for administering the TL and departmental SDBIP which is available on the internet ~~on a~~ 24 hour/7 days a week/356 days a year interval. ~~The m~~ Maintenance on the electronic performance management system ~~are is~~ done on a weekly basis, as required, from 14:00 – 18:00 on a Sunday.

6.1.1 Continuous quality control and co-ordination

Directorates are required to co-ordinate and ensure good quality of performance reporting and reviews on an ongoing basis. It is their role to ensure conformity to reporting formats and verify the reliability of reported information, where possible.

~~The Municipal Manager must review overall performance monthly while the Senior Manager: Governance should support him/her in verifying the performance data and prepare the performance reports.~~

6.2 Performance investigations

The Executive Mayor or the Audit and -Performance Audit Committee (APAC) should be able to commission in-depth performance investigations where there is either continued poor performance, a lack of reliability in the information being provided or on a random ad-hoc basis. Performance investigations should assess:

- The reliability of reported information;
- The extent of performance gaps from targets;
- The reasons for performance gaps; and
- Corrective action and improvement strategies.

While the internal audit function may be used to conduct these investigations, it is preferable that external service providers, who are experts in the area to be audited, should be used. Clear terms of reference will need to be adopted by the Executive Mayor for such investigation.

6.3 Internal Audit

Section 165 of the MFMA requires that each municipality must have an internal audit unit however such function may be outsourced.

The municipality's internal audit function will need to be continuously involved in auditing the performance reports based on the organisational and directorate/departmental scorecards. As required by Regulation, they will be required to produce an audit report on a quarterly basis, to be submitted to the Municipal Manager and Performance Audit Committee.



The audit should include an assessment of the:

- functionality of the municipality's performance management system;
- adherence of the system to the Municipal Systems Act ~~MSA~~; and
- the extent to which performance measurements are reliable.

6.4 Audit and Performance Audit Committee (APAC)

The MFMA and the Municipal Planning and Performance Management Regulations require that the municipal council establish an audit committee consisting of a minimum of three members, where the majority of members are not employees of the municipality. No Councillor may be a member of an audit committee. Council shall also appoint a chairperson who is not an employee.

The Regulations give municipalities the option to establish a separate performance audit committee whereas the MFMA provides only for a single audit committee. The operation of this audit committee is governed by section 14 (2-3) of the regulations.

According to the regulations, the performance audit committee must:

- review the quarterly reports submitted to it by the internal audit unit;
- review the municipality's performance management system and make recommendations in this regard to the council of that municipality;
- assess whether the performance indicators are sufficient;
- at least twice during a financial year submit an audit report to the municipal council.

~~It is further proposed that the audit committee~~ APAC is to be tasked with assessing the reliability of information reported.

In order to fulfil their function a performance audit committee may, according to the MFMA and the regulations,

- communicate directly with the council, municipal manager or the internal and external auditors of the municipality concerned;
- access any municipal records containing information that is needed to perform its duties or exercise its powers;
- request any relevant person to attend any of its meetings, and, if necessary, to provide information requested by the committee; and
- investigate any matter it deems necessary for the performance of its duties and the exercise of its powers.

7. **Performance Reporting**

Performance must be reported in terms of the MSA, MFMA and the regulations and circulars issued in terms of the aforementioned legislation. These reports include the reports listed below.

7.1 **Quarterly Reports**

Quarterly reporting of departmental KPIs that is linked to Top Layer KPIs is due on the ~~121~~¹⁵~~st~~th day after the end of the quarter, irrespective if the due date falls on a weekend. Directors (secondary users) will have the opportunity to review the updates of the relevant directorate



between the 8¹⁰th and 10¹⁵th day after the end of the quarter. Supporting proof of evidence should be uploaded to the [electronic performance management](#) system to substantiate performance against the key performance indicator.

Reports on the performance of the TL SDBIP should be generated from the system and submitted to Council. This report should also be published on the municipal website.

Actuals are to be updated in relation to the unit of measurement as follows:

Table 6: unit of measurement

Units	If the Unit of measurement is in	The Actual must also be in # unit
Number (#)	Number	Number
Percentage (%)	Percentage	Percentage
Rand (R)	Rand	Rand

7.2 Mid-year Assessment

The performance of the first 6 months of the financial year should be assessed and reported on in terms of section 72 of the MFMA. This assessment must include the measurement of performance, the identification of corrective actions and recommendations for the adjustments of KPIs, if necessary. Supporting proof of evidence should be uploaded to the [electronic performance management](#) system to substantiate performance against the key performance indicator.

The format of the report must comply with the [MFMA](#) section 72 requirements. This report must be submitted to Council on or before 31 January of each year.

7.3 Annual Performance Report

The annual performance report must be completed by the end of August and submitted with the financial statements [to the Auditor General of South Africa](#). This report must be based on the performance reported in the SDBIP supported by the relevant proof of evidence. Reports should be generated from the system, reviewed and updated in the performance comments field for reporting purposes.

7.4 Annual Report

The annual report should be prepared and submitted as per MFMA Circular 11. The update of the Annual Report commences on the 1st of July annually whereby service departments are required to submit narratives that address the highlights, challenges experienced during the previous financial year

Submission of the First Draft Annual Report to Council: Within 7 months after the end of the financial year.

[MFMA](#) Section 121(1) states that every municipality and every municipal entity must for each financial year prepare an annual report in accordance with this Chapter. The council of a municipality must within nine months after the end of a financial year deal with the annual report of the municipality and of any municipal entity under the municipality's sole or shared control in accordance with section 129.



Submission of the Final Draft Annual Report to Council: Within 9 months after the end of the financial year.

Section 129. (l) of the ~~Municipal Finance Management Act (MFMA), (Act No 56 of 2003)~~ states that "The council of a municipality must consider the annual report of the municipality and of any municipal entity under the municipality's sole or shared control and by no later than two months from the date on which the annual report was tabled in the council in terms of section 127, adopt an oversight report containing the council's comments on the annual report, which must include a statement whether the council-

- (a) has approved the annual report with or without reservations;
- (b) has rejected the annual report; or
- (c) has referred the annual report back for revision of those components that can be revised."

8. Legislative Reporting Requirements

The legislative requirements regarding reporting processes are summarised in the following table:

Table 7: legislative requirements regarding reporting processes

Time frame	MSA/ MFMA Reporting on PMS	Section
Quarterly reporting	The municipal manager collates the information and draft the organisational performance report, which is submitted to Internal Audit. The Internal Auditors (IA) must submit quarterly audited reports to the Municipal Manager and to the Performance Audit Committee. The Municipal Manager submits the reports to the Council.	MSA Regulation 14(1)(c)
Bi-annual reporting	The Audit and Performance Audit Committee must review the PMS and make recommendations to council.	MSA Regulation 14(4)(a)
	The Performance Audit Committee must submit a report at least twice during the year a report to Council The Municipality must report to Council at least twice a year.	MSA Regulation 14(4)(a)
	The Accounting officer must by 25 January of each year assess the performance of the municipality and submit a report to the Mayor, National Treasury and the relevant Provincial Treasury.	MSA Regulation 13(2)(a) MFMA S72
Annual reporting	The annual report of a municipality must include the annual performance report and any recommendations of the municipality's audit committee.	MFMA S121 (3)(c)(j) & MSA S46
	The accounting officer of a municipality must submit the performance report to the Auditor-General for auditing within two months after the end of the financial year to which that report relate.	MFMA S126 1(a)
	The Auditor-General must audit the performance report and submit the report to the accounting officer within three months of receipt of the performance report.	MFMA S126 (3)(a)(b)
	The Mayor of a municipality must, within seven months after the end of a financial year, table in the municipal council the annual report of the municipality	MFMA S127(2)
	The Auditor-General may submit the performance report and audit report of a municipality directly to the municipal council, the National Treasury, the relevant provincial treasury, the MEC responsible for local government in the province and any prescribed organ of the state	MFMA S127 (4)(a)



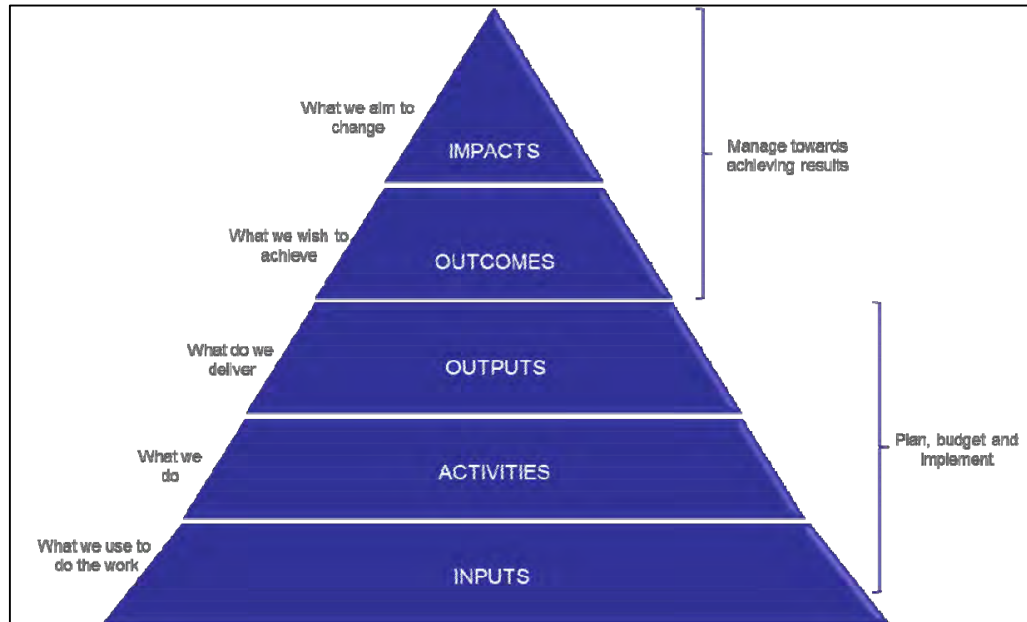
Time frame	MSA/ MFMA Reporting on PMS	Section
	Immediately after an annual report is tabled in the council, the accounting officer of the municipality must submit the annual report to the Auditor- General, the relevant provincial treasury and the provincial department responsible for local government in the province.	MFMA S127 (5)(b)
	The council of the municipality must consider the annual report by no later than two months from the date on which the annual report was tabled, adopt an oversight report containing council's comments on the annual report	MFMA S129 (1)
	The meetings of a municipal council at which an annual report is to be discussed or at which decisions concerning an annual report are to be taken, must be open to the public and any organ of the state	MFMA S130 (1)
	The Cabinet member responsible for local government must annually report to Parliament on actions taken by the MECs for local government to address issues raised by the Auditor-General	MFMA S134
Contracts and contract Management	<p>(1) A contract or agreement procured through the supply chain management system of a municipality or municipal entity must-</p> <ul style="list-style-type: none"> (a) be in writing; (b) stipulate the terms and conditions of the contract or agreement, which must include provisions providing for- <ul style="list-style-type: none"> (i) the termination of the contract or agreement in the case of non- or underperformance; (ii) dispute resolution mechanisms to settle disputes between the parties; (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. <p>(2) The accounting officer of a municipality or municipal entity must-</p> <ul style="list-style-type: none"> (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; (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- <ul style="list-style-type: none"> (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. <p>(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-</p> <ul style="list-style-type: none"> (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- <ul style="list-style-type: none"> (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. 	MFMA 116

9. Design of Key Performance Indicators and Targets

9.1 Setting Indicators

In setting indicators, it is important that one understands the key performance concepts and the relationship between the core performance information concepts illustrated below.

Figure 6: The key performance concepts and the relationship between the core performance information



The following aspects must also be considered:

- The key priorities and objectives of the Municipality set in the IDP, which have been determined during the public participation process ~~at~~ and with ward committees;
- The scope of sector plans to be evaluated to reach the key priorities and objectives of the Municipality during the next financial year;
- The activities and processes identified in the IDP for achieving the developmental objectives as well as the earmarked resources;
- Baseline and performance standard information for each indicator;
- The risks identified during the risk review of the municipality that needs to be addressed with specific actions;
- The indicators listed in the Municipal Turnaround Strategy (MTAS);
- Compliance and reporting requirements in terms of legislation;
- Core departmental activities that need to be measured to improve municipal effectiveness and efficiency;
- The alignment of departmental activities and capital projects identified in the IDP with the budget;
- Whether measurement tools (system and data) to measure the performance of the indicators are available or can be developed;
- In the event that measurement tools do not exist, then it is advisable that a KPI be set which would measure the design and implementation of such a system. Once the measurement tool has been implemented, then the KPI measuring the output from the tool can then be included in the scorecard;



- The cost involved in setting up measurement tools needs to be considered;
- The time frame for the implementation of measurement tools is also important;
- It is important that the responsibility for the KPI needs to be allocated to the appropriate person who will be required to measure the output/outcome on the KPIs; and
- The timeframes for measuring and reporting actual performance against target set.

The following steps should be followed to develop a performance indicator:

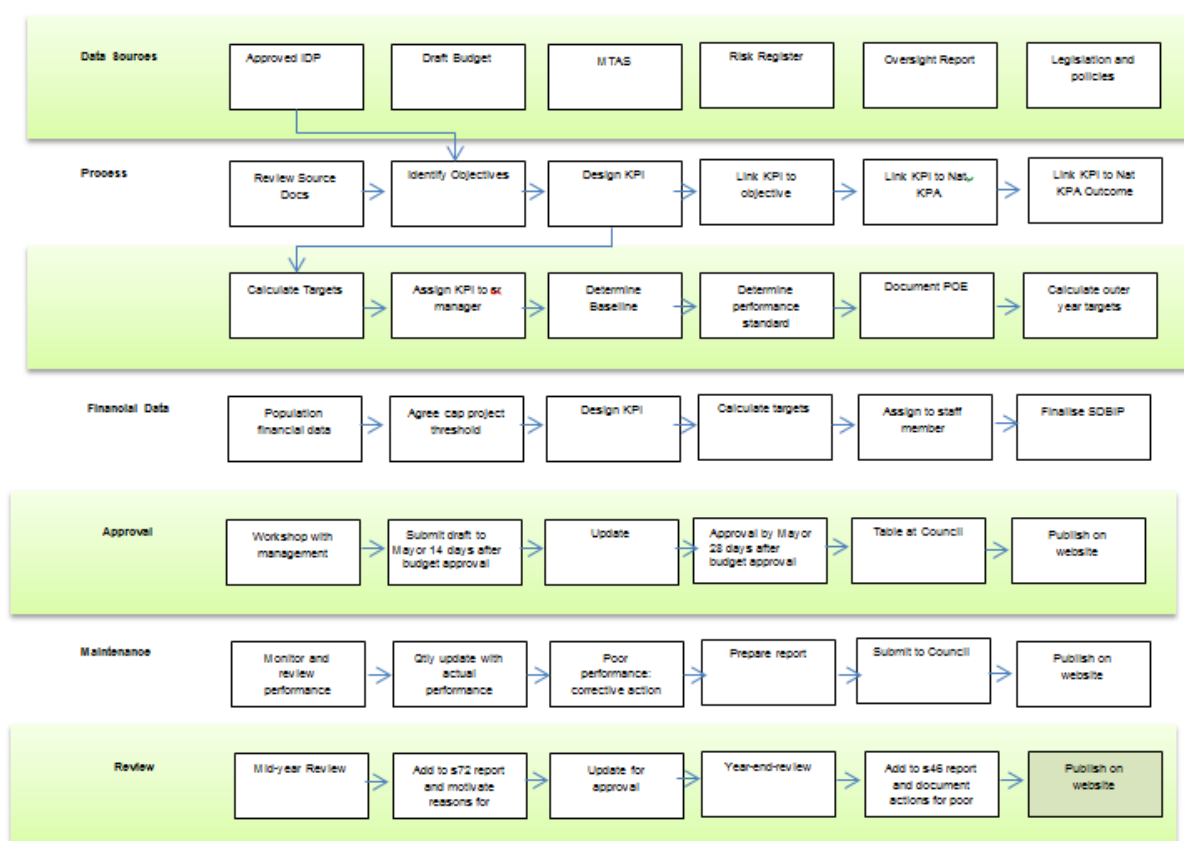
- Identify the strategic objectives defined in the IDP and the key activities in the department that need to be measured;
- Agree on what you are aiming to achieve by considering the end result (outcome / impact) of each strategic objective and define the critical processes to achieve each of the strategic objectives;
- Specify the outputs, activities and inputs in order to achieve the outcomes and impacts;
- In the instance where performance indicators for individuals needs to be developed you also need to consider key job requirements (job description);
- For each activity, confirm that it will assist in achieving the objectives and determine what the proof of evidence will be that the activity has been delivered;
- Determine what resources you will require to be able to deliver the activity and confirm availability for such resources, e.g. you cannot establish a play park without the necessary financial resources;
- Determine the timeframes by when the activities need to be achieved;
- Decide which department and individual will take responsibility for the activities;
- Draft the KPI by explaining what will be done, how it will be done and what will be achieved;
- Link it to timeframes indicating by when the activity should be delivered as well as to the National KPAs, National Outcomes and the objective to be achieved;
- Formulate how the activity will be measured and what the proof will be that the activity has been delivered (how will the activity be measured);
- Add the baseline for the indicator (the level where we are before we start with the work);
- Determine and add the performance standard for the target (minimum or ideal level of performance);
- Allocate responsibility for delivering the activity to a department and individual (who will be responsible for delivery and reporting on the target);
- Set the targets to be achieved per month / quarter in order to deliver the indicator (targets should as far as possible comply with the SMART principle);
- Agree the finally formulated indicator with the respective department / manager / staff member.

9.2 Performance Process Maps

The following process maps summarise the key operational and individual performance processes. These process maps should be read with the sections dealing with these performance processes.

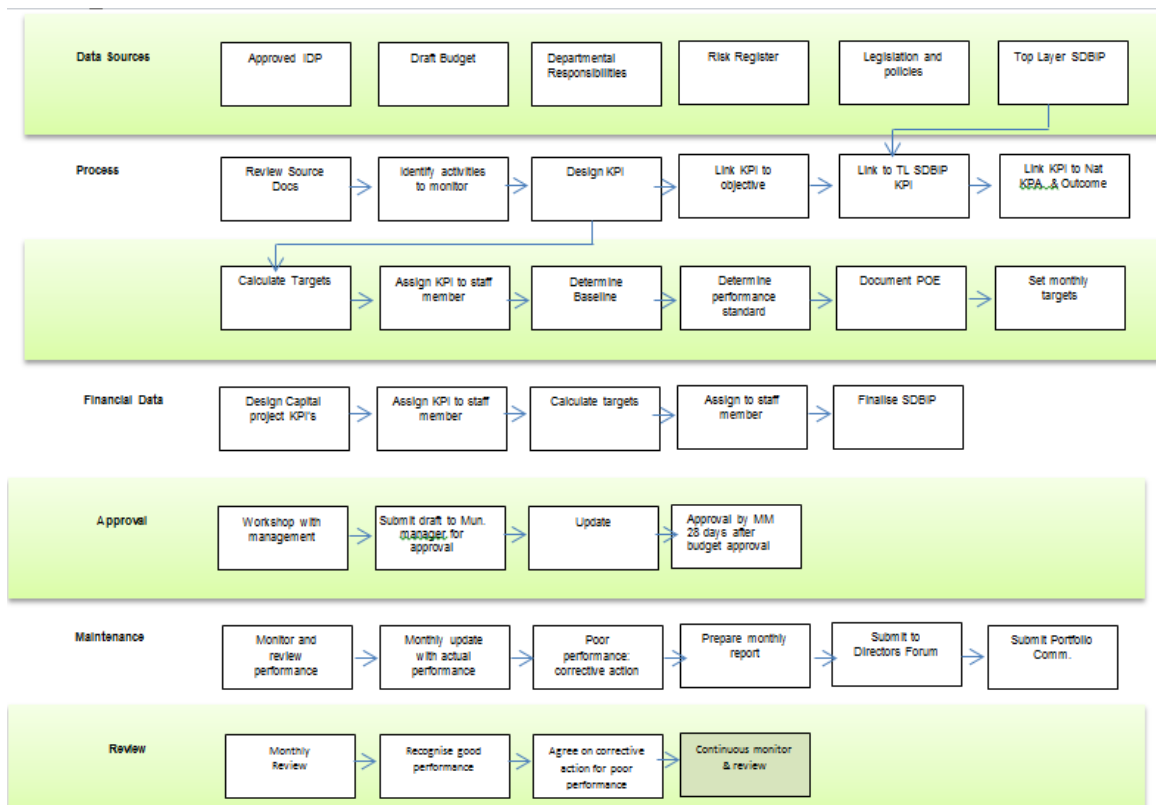


9.2.1 Top Layer SDBIP

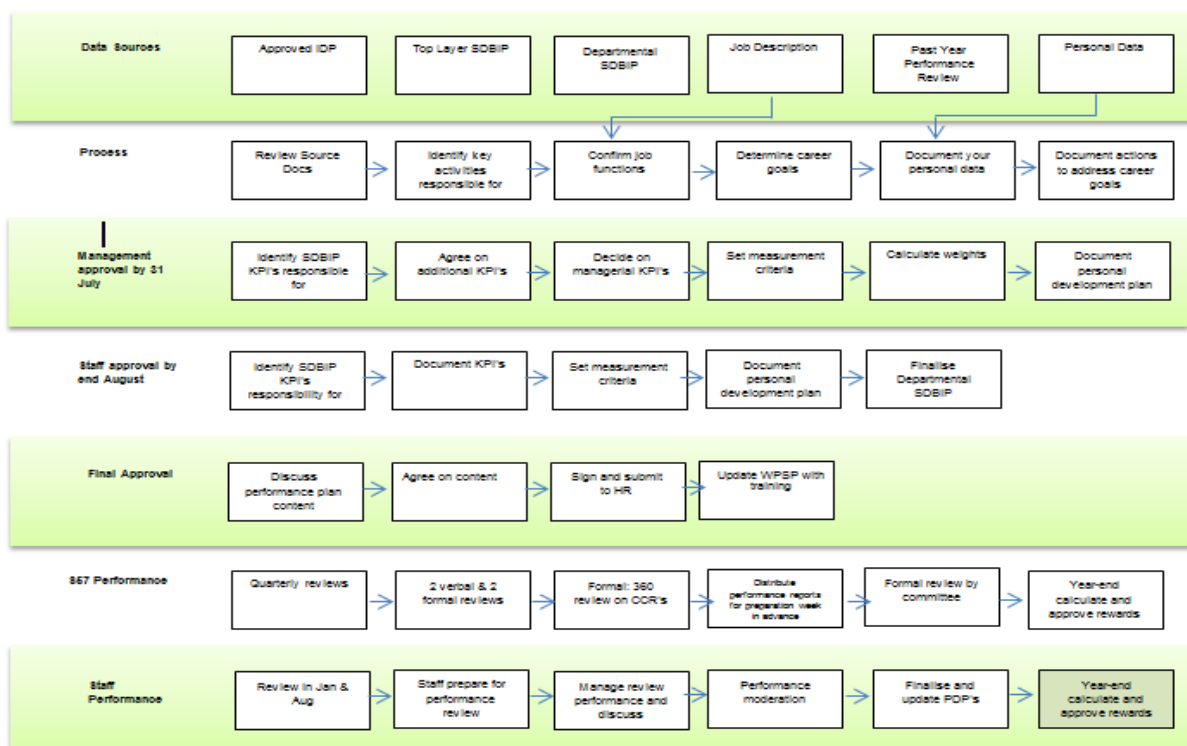




9.2.2 Departmental SDBIP



9.2.3 Individual Performance





9.3 Role and Responsibilities of Stakeholders

The following table sets out a summary of the roles and responsibilities of the various stakeholders in the PMS within each of the management components:

Table 8: Role and Responsibilities of Stakeholders

Stakeholders	Involvement	Benefits
	Administrative Oversight	
Executive Mayor	<ul style="list-style-type: none"> Facilitate the development of a long term Vision regarding IDP and PMS. Mayor is responsible for the performance and need to approve the SDBIP and submit the annual performance report to Council. Approval of municipal manager performance plan and evaluate and report on municipal performance. 	Optimum and equitable service delivery.
Mayoral Committee	Support to the Executive Mayor. Provide strategic awareness and manage the development of the IDP and PMS.	Promotes public awareness and satisfaction.

Stakeholders	Involvement	Benefits
	Administrative Oversight	
Portfolio Councillor	<ul style="list-style-type: none"> Monitor the implementation of the strategy. Review and monitor the implementation of the IDP and the PMS. Evaluate performance of senior management, where applicable. 	Facilitates the process of benchmarking and collaboration with other municipalities.
Council	<ul style="list-style-type: none"> Adopt the PMS policy and approve the IDP. Approve performance rewards Oversight role to ensure that performance management processes are monitored. 	Provides a mechanism for the implementation and review of PMS and IDP achievement.

Stakeholders	Involvement	Benefits
	Implementers	
Municipal Manager	<ul style="list-style-type: none"> Ensure the implementation of the IDP and the PMS. Communicate with the Executive Mayor and Senior Management Team. 	Clarifies goals, targets and work expectations of the executive management team, other senior managers, line managers and individual employees.
Senior Management Team	<ul style="list-style-type: none"> Manage Departmental and individual performance. Review and report on performance. 	Facilitates the identification of training and development needs at different levels in the municipality.
All Other Managers	<ul style="list-style-type: none"> Implement the departmental business / operational plans and monitor the Individual Performance Plans. 	Provides an objective basis upon which to reward good performance and correcting under performance.



Stakeholders	Involvement	Benefits
	Implementers	
Individual Employees	<ul style="list-style-type: none"> • Execute individual performance plans. 	Mechanism for early warning indicators to check and ensure compliance.
Reporting Officer (for service provider evaluations)	<ul style="list-style-type: none"> • Line Departments • Monitor and assess work done or service provided as per the service delivery agreement or contract. • Report on the performance of the service 	Ensure quality and effective performance of service providers.
Supply Chain Management	<ul style="list-style-type: none"> • Manage the performance monitoring process of service providers. • Report on contract management and service provider performance to Council quarterly. • Report to Council annually on the performance of service providers. • Investigate and report on the impact of the interventions. 	<p>Enhances service delivery and performance.</p> <p>Addresses weak performance timeously.</p> <p>Effective reporting.</p>
Internal Audit	<ul style="list-style-type: none"> • Assess the functionality, integrity, effectiveness and legal compliance with the PMS. 	<ul style="list-style-type: none"> • Enhances the credibility of the PMS and the IDP enhances the status and role of Internal Audit.

STAKEHOLDERS	INVOLVEMENT	BENEFITS
	OVERSIGHT	
Representative Forums / Ward Committees	<ul style="list-style-type: none"> • Inform the identification of community priorities. • Public involvement in service delivery of the municipality. 	Provide a platform for the public / communities to inform and communicate with Council.
Auditor-General	Audit legal compliance and performance processes.	Provides warning signals of under-performance which can provide proactive and timely interventions.
Performance Audit Committee	Independent oversight on legal compliance.	Provides warning signals of under-performance.
MPAC/Oversight Committee	Review Annual Report and suggest corrective action to address shortfalls.	Improved performance



10. Policy Review

This policy will be reviewed as and when required.

11. Conclusion

This policy describes how the municipality's performance process, for the organisation as a whole will be conducted, organised and managed.

It is important to note that a Performance Management Policy is dynamic and will change and develop over time to reflect the unique features of the municipality. The municipality environment is no exception to this phenomenon and this policy lends itself to improvement and positive changes with even more focused alignment to the municipality's strategic objectives and performance levels.

6.2	APPROVED TOP LAYER (TL) SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) 2020/21
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Collaborator No: 687936
 IDP KPA Ref No: Good Governance and Compliance
 Meeting Date: 22 July 2020

1. SUBJECT: APPROVED TOP LAYER (TL) SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) 2020/21

2. PURPOSE

The purpose of this submission is to inform Council that the Executive Mayor has approved the Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP) 2020/21.

3. DELEGATED AUTHORITY

According to Section 53(1)(c)(ii) of the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA), the Executive Mayor must approve the TL SDBIP within 28 days after the approval of the municipal budget.

4. EXECUTIVE SUMMARY

Section 53(1)(c)(ii) of the MFMA compels the Mayor of a municipality to take all reasonable steps to ensure that the municipality's Service Delivery and Budget Implementation Plan (SDBIP) is approved by the mayor within 28 days after the approval of the budget.

The TL SDBIP 2020/21 was approved by the Executive Mayor on 24 June 2020, which falls within the prescribed 28 days after the approval of the Budget.

The TL SDBIP 2020/21 is herewith submitted to Council for notification.

5. RECOMMENDATIONS

- (a) that Council **TAKES NOTE** of the approved Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP) 2020/21 attached hereto as **ANNEXURE A**;
- (b) that Council **TAKES NOTE** that the approved TL SDBIP 2020/21 has been made public within 10 working days after the approval of the TL SDBIP 2020/21 and duly submitted to the MEC for Local Government in the Province; and
- (c) that Council **TAKES NOTE** of the performance indicators and targets adjustment as contained in the approved Integrated Development Plan (2017/2022) in accordance with the performance indicators and targets contained in the approved TL SDBIP 2020/21 to ensure accurate technical alignment between the IDP 2017/2022 and TL SDBIP 2020/21.

6. DISCUSSION**6.1 Background**

The Draft Top Layer SDBIP 2020/21 was made public for public participation during April 2020 as part of the Integrated Development Plan (IDP) and Budget consultative process.

The Municipal Manager, Directors and all affected managers participated in the setting of key performance indicators and targets.

The Municipal IDP and Budget were approved by Council on 27 May 2020. As a result, the TL SDBIP 2020/21 was submitted to the Executive Mayor for consideration on 10 June 2020, which was subsequently approved on 24 June 2020.

Council should note that the provisions of the MFMA allows the Executive Mayor to approve the TL SDBIP within 28 days after the approval of the Budget. The TL SDBIP 2020/21 was published in draft form with the final IDP 2017 – 2022. Council is requested to approve the technical adjustments which has occurred with the finalisation of the TL SDBIP 2020/21 after the adoption of the IDP 2017 – 2022, to ensure appropriate alignment between the performance indicators and targets contained in the IDP and the TL SDBIP 2020/21. The approved TL SDBIP 2020/21 must be read together with approved IDP 2017/2022.

6.2 Financial Implications

There are no financial implications beyond that which was approved in the 2020/21 MTRF Budget.

6.3 Legal Implications

In terms of Section 53(1)(c)(ii) the mayor of a municipality must 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.

6.4 Staff Implications

This report has no staff implications to the Municipality.

6.5 Risk Implication

None

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

Supported

7.1.1 Chief Financial Officer

Supported

7.1.2 Director: Infrastructure Services

Supported

7.1.3 Director: Corporate Services

Supported

7.1.4 Director: Planning and Economic Development

Supported

7.1.5 Comments from the Municipal Manager

Supported

ANNEXURES**Annexure A:** Approved TL SDBIP 2020/21**FOR FURTHER DETAILS CONTACT:**

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

ANNEXURE A



TOP LAYER SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2020/21

(June 2020)

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1. MUNICIPAL MANAGER'S QUALITY CERTIFICATE

I, Geraldine Mettler, the Municipal Manager of the Stellenbosch Municipality, submits the Final Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP) for the 2020/21 financial year for approval by the Executive Mayor. This TL SDBIP 2020/21 has been prepared in terms of the stipulated requirements as documented in the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) and regulations made under this Act.

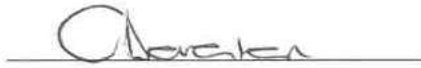


GERALDINE METTLER
MUNICIPAL MANAGER

Date: 24 June 2020

2. EXECUTIVE MAYOR'S CERTIFICATE OF APPROVAL

I, Gesie Van Deventer, in my capacity as the Executive Mayor of the Stellenbosch Municipality, hereby approves the Final Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP) for the 2020/21 financial year as required in terms of the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) and regulations made under this Act.



**CLLR ADV GESIE VAN DEVENTER
EXECUTIVE MAYOR**

Date: 24 June 2020

3. IMPLEMENTATION, MONITORING AND REVIEW – ONE YEAR

The Local Government: Municipal Finance Management, 2003 (Act No. 56 of 2003) (MFMA) requires that municipalities prepare a Service Delivery and Budget Implementation Plan (SDBIP) as a strategic financial management tool to ensure that budgetary decisions that are adopted by municipalities for the financial year are aligned with their strategic planning tool, the Integrated Development Plan (IDP). The SDBIP is a contract between Council, administration and the community. It gives effect to the IDP and budget of the municipality.

The municipal budget shall give effect to the Strategic Focus Areas as contained in the IDP. The Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP) shall contain details on the execution of the budget and information on programmes and projects. Quarterly, half-yearly and annual performance reports must also be submitted to Council as a means to monitor the implementation of the predetermined objectives as contained in the IDP.

The SDBIP is a one – year detailed implementation plan which gives effect to the IDP and Budget of the Municipality. It is 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. This provides the basis of measuring the performance in service delivery against end year targets and implementing budget.

Indicators developed for the Stellenbosch Municipality addresses the Strategic Focus Areas of the Municipality. The Municipality utilises the one-year TL SDBIP to ensure that it delivers of its service delivery mandate by indicating clear indicators and targets. These indicators also forms the basis of the performance plans of the Directors, hence, the Directors are being evaluated on the approved TL SDBIP indicators.

The five necessary components are:

1. Monthly projections of revenue to be collected for each month;
2. Monthly projections of expenditure (operating and capital) and revenue for each vote;
3. Quarterly projections of service delivery targets and performance indicators;
4. Ward information for expenditure and service delivery; and
5. Detailed capital works plan broken down by ward over three years.

4. FINAL TOP LAYER SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) 2020/21: PER STRATEGIC FOCUS AREA (SFA)

4.1 SFA 1 - VALLEY OF POSSIBILITY

SFA 1 – Valley of Possibility														
IDP Ref No	Directorate	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator Type	Wards	5 year target	Baseline (Actual result 2018/19)	Annual Target 2020/21	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP) 2020/21				POE	Delivery Indicator
									Q1	Q2	Q3	Q4		
KPI007	Planning and Economic Development	The number of jobs created through the Municipality's local economic development initiatives including capital projects (NKPI Proxy - MSA, Reg. S10(d))	Number of job opportunities created through the Municipality's local economic development initiatives including capital projects by 30 June	Programme	All	1 300 per annum	153.10	1 300 job opportunities created through the Municipality's local economic development initiatives including capital projects by 30 June	400 (400)	900 (900)	1 100 (1 100)	1 300 (1 300)	EPWP reporting system	Outcome
KPI008	Planning and Economic Development	Land-use applications considered by the Municipal Planning Tribunal within 120 days from a complete land-use application	Percentage of land-use applications considered by the Municipal Planning Tribunal within 120 days after a complete land-use application	Programme	All	90% per annum	40%	90% of land-use applications considered by the Municipal Planning Tribunal within 120 days after a complete land-use application	90%	90%	90%	90%	Minutes of the MPT Meeting	Outcome
KPI009	Planning and Economic Development	Training opportunities provided for entrepreneurs and Small, Medium and Micro Enterprises (SMMEs)	Number of quarterly training opportunities provided for entrepreneurs and SMMEs	Programme	All	4 per annum	5	4 quarterly training opportunities provided for entrepreneurs and SMMEs	1 (1)	1 (2)	1 (3)	1 (4)	Attendance Registers	Output
KPI012	Planning and Economic Development	Revised Housing Pipeline (document) submitted to the Mayoral Committee (MayCo)	Number of Revised Housing Pipelines (documents) submitted to the MayCo by 31 March	Programme	All	1 per annum	1	1 Revised Housing Pipeline (document) submitted to the MayCo by 31 March	N/A	N/A	1	N/A	Proof of submission of the Revised Housing Pipeline (document) to the MayCo	Output

SFA 1 – Valley of Possibility														
IDP Ref No	Directorate	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator Type	Wards	5 year target	Baseline (Actual result 2018/19)	Annual Target 2020/21	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP) 2020/21				POE	Delivery Indicator
									Q1	Q2	Q3	Q4		
KPI080	Planning and Economic Development	Submission of Tourism Strategic Plan to the Municipal Manager	Number of Tourism Strategic Plans submitted to the Municipal Manager by 30 November	Key Initiative	All	1 per annum	New KPI	1 Tourism Strategic Plan submitted to the Municipal Manager by 30 November	N/A	1	N/A	N/A	Proof of submission of the Tourism Strategic Plan to the Municipal Manager	Output

4.2 SFA 2 - GREEN AND SUSTAINABLE VALLEY

SFA 2 - Green and Sustainable Valley														
IDP Ref No	Directorate	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator Type	Wards	5 year target	Baseline (Actual result 2018/19)	Annual Target 2020/21	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP) 2020/21				POE	Delivery Indicator
									Q1	Q2	Q3	Q4		
KPI016	Infrastructure Services	Conduct an external audit of the Stellenbosch Municipality Waste Disposal Facilities	Number of external audits of the Stellenbosch Municipality Waste Disposal Facilities conducted by 30 June	Programme	All	1 per annum	1	1 external audit of the Stellenbosch Municipality Waste Disposal Facilities conducted by 30 June	N/A	N/A	N/A	1	Audit report	Output
KPI073	Infrastructure Services	Implementation of identified waste minimisation projects	Number of identified waste minimisation projects implemented by 30 June	Key Initiative	All	2 per annum	New KPI	2 identified waste minimisation projects implemented by 30 June	N/A	N/A	1 (1)	1 (2)	Waste minimisation report submitted to the Municipal Manager	Output
KPI018	Planning and Economic Development	Building plan applications processed within 30 days	Percentage of building plan applications of <500sqm processed within 30 days after date of receipt	Programme	All	90% per annum	76.29%	90% of building plan applications of <500sqm processed within 30 days after date of receipt	90%	90%	90%	90%	Building plan application register	Outcome
KPI019	Infrastructure Services	Waste water quality managed and measured ito the SANS Accreditation physical and micro parameters	Percentage waste water quality compliance as per analysis certificate measured by 30 June	Programme	All	80% per annum	72.72%	80% waste water quality compliance as per analysis certificate measured by 30 June	N/A	N/A	N/A	80%	Report submitted by the service provider and report from GDS system	Outcome
KPI078	Corporate Services	Submission of the Revised Facility Management Plan to the MayCo	Number of Revised Facility Management Plans submitted to the MayCo by 31 May	Programme	All	1 per annum	New KPI	1 Revised Facility Management Plan submitted to the MayCo by 31 May	N/A	N/A	N/A	1	Proof of submission of the Revised Facility Management Plan to the MayCo	Output

SFA 2 - Green and Sustainable Valley														
IDP Ref No	Directorate	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator Type	Wards	5 year target	Baseline (Actual result 2018/19)	Annual Target 2020/21	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP) 2020/21				POE	Delivery Indicator
									Q1	Q2	Q3	Q4		
KPI081	Infrastructure Services	Reduce organic waste	Percentage of organic waste reduced by 30 June	Programme	All	20%	New KPI	20% of organic waste reduced by 30 June	N/A	N/A	N/A	20%	Weighbridge data and monthly progress reports	Outcome
KPI082	Infrastructure Services	Submission of an Integrated Waste Management Plan to the MayCo	Number of Integrated Waste Management Plans submitted to the MayCo by 31 March	Key Initiative	All	1 per annum	New KPI	1 Integrated Waste Management Plan submitted to the MayCo by 31 March	N/A	N/A	1	N/A	Proof of submission of the Integrated Waste Management Plan to the MayCo	Output

4.3 SFA 3 - SAFE VALLEY

SFA 3 - Safe Valley														
IDP Ref No	Directorate	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator Type	Wards	5 year target	Baseline (Actual result 2018/19)	Annual Target 2020/21	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP) 2020/21				POE	Delivery Indicator
									Q1	Q2	Q3	Q4		
KPI025	Community and Protection Services	Revised Disaster Management Plan submitted to the Municipal Manager	Number of Revised Disaster Management Plans submitted to the Municipal Manager by 31 March	Programme	All	1 per annum	1	1 Revised Disaster Management Plan submitted to the Municipal Manager by 31 March	N/A	N/A	1	N/A	Proof of submission of the Disaster Management Plan to the Municipal Manager	Output
KPI026	Community and Protection Services	Revised Safety and Security Strategy submitted to the Municipal Manager	Number of Revised Safety and Security Strategies submitted to the Municipal Manager by 31 March	Programme	All	1 per annum	1	1 Revised Safety and Security Strategy submitted to the Municipal Manager by 31 March	N/A	N/A	1	N/A	Proof of submission of the Revised Safety and Security Strategy to the Municipal Manager	Output
KPI027	Community and Protection Services	Revised Traffic Management Plan submitted to the Municipal Manager	Number of Revised Traffic Management Plans submitted to the Municipal Manager by 28 February	Programme	All	1 per annum	New KPI	1 Revised Traffic Management Plan submitted to the Municipal Manager by 28 February	N/A	N/A	1	N/A	Proof of submission of the Revised Traffic Management Plan to the Municipal Manager	Output

4.4 SFA 4 - DIGNIFIED LIVING

SFA 4 - Dignified Living														
IDP Ref No	Directorate	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator Type	Wards	5 year target	Baseline (Actual result 2018/19)	Annual Target 2020/21	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP) 2020/21				POE	Delivery Indicator
									Q1	Q2	Q3	Q4		
KPI037	Infrastructure Services	Provision of waterborne toilet facilities	Number of waterborne toilet facilities provided by 30 June	Programme	All	50 per annum	69	50 waterborne toilet facilities provided by 30 June	N/A	20 (20)	N/A	50 (50)	Completion certificates	Output
KPI039	Financial Services	Registered indigent formal households with access to free basic water (NKPI Proxy - MSA, Reg. S10(a), (b))	Percentage registered indigent formal households with access to free basic water, measured quarterly	Programme	All	100% per annum	100%	100% of registered indigent formal households with access to free basic water, measured quarterly	100%	100%	100%	100%	Indigent Register	Outcome
KPI040	Infrastructure Services	Limit unaccounted electricity to less than 9% annually {(Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold (incl. Free basic electricity)) / Number of Electricity Units Purchased and/or Generated} x 100}	Percentage average electricity losses measured by 30 June	Programme	All	<9% per annum	7.55%	<9% average electricity losses measured by 30 June	N/A	N/A	N/A	<9%	Monthly Eskom Accounts and Vending Reports from service provider and Notes to the AFS and monthly and annual Consumption reports generated by the Finance Department	Outcome
KPI041	Infrastructure Services	Water quality managed and measured quarterly to the SANS 241 physical and micro parameters	Percentage water quality level as per analysis certificate measured quarterly	Programme	All	90% per annum	99.90%	90% water quality level as per analysis certificate measured quarterly	90%	90%	90%	90%	Quarterly Supply System Drinking Water Quality Report - DWA Blue Drop System (BDS)	Outcome
KPI042	Infrastructure Services	Limit unaccounted water to less than 25%	Average percentage water losses measured by 30 June	Programme	All	<25% per annum	28%	<25% average percentage water losses measured by 30 June	N/A	N/A	N/A	<25%	Quarterly water balance sheet and Monthly Consumption Report	Outcome

SFA 4 - Dignified Living														
IDP Ref No	Directorate	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator Type	Wards	5 year target	Baseline (Actual result 2018/19)	Annual Target 2020/21	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP) 2020/21				POE	Delivery Indicator
									Q1	Q2	Q3	Q4		
KPI043	Financial Services	Registered indigent formal households with access to free basic electricity provided by the Municipality (NKPI Proxy - MSA, Reg. S10(a), (b))	Percentage of registered indigent formal households with access to free basic electricity provided by the Municipality, measured quarterly	Programme	All	65% per annum	71%	65% of registered indigent formal households with access to free basic electricity provided by the Municipality, measured quarterly	65%	65%	65%	65%	Prepaid Electricity Service Provider Report	Output
KPI044	Financial Services	Registered indigent formal households with access to free basic refuse removal (NKPI Proxy - MSA, Reg. S10(a), (b))	Percentage of registered indigent formal households with access to free basic refuse removal, measured quarterly	Programme	All	100% per annum	100%	100% of registered indigent formal households with access to free basic refuse removal, measured quarterly	100%	100%	100%	100%	Indigent Register	Output
KPI045	Financial Services	Registered indigent formal households with access to free basic sanitation (NKPI Proxy - MSA, Reg. S10(a), (b))	Percentage of registered indigent formal households with access to free basic sanitation, measured quarterly	Programme	All	100% per annum	100%	100% of registered indigent formal households with access to free basic sanitation, measured quarterly	100%	100%	100%	100%	Indigent Register	Output
KPI074	Financial Services	Formal households with access to water (NKPI Proxy - MSA, Reg. S10(a))	Number of formal households with access to water, measured quarterly	Programme	All	26 500 per annum	26 088	26 500 formal households with access to water, measured quarterly	26 500	26 500	26 500	26 500	ValuProp report	Output
KPI075	Financial Services	Formal households with access to electricity (NKPI Proxy - MSA, Reg. S10(a))	Number of formal households with access to electricity, measured quarterly	Programme	All	24 000 per annum	26 088	24 000 formal households with access to electricity, measured quarterly	24 000	24 000	24 000	24 000	ltron management report	Output
KPI076	Financial Services	Formal households with access to refuse removal (NKPI Proxy - MSA, Reg. S10(a))	Number of formal households with access to refuse removal, measured quarterly	Programme	All	26 500 per annum	26 088	26 500 formal households with access to refuse removal, measured quarterly	26 500	26 500	26 500	26 500	ValuProp report	Output

SFA 4 - Dignified Living														
IDP Ref No	Directorate	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator Type	Wards	5 year target	Baseline (Actual result 2018/19)	Annual Target 2020/21	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP) 2020/21				POE	Delivery Indicator
									Q1	Q2	Q3	Q4		
KPI077	Financial Services	Formal households with access to sanitation (NKPI Proxy - MSA, Reg. S10(a))	Number of formal households with access to sanitation, measured quarterly	Programme	All	26 500 per annum	26 088	26 500 formal households with access to sanitation, measured quarterly	26 500	26 500	26 500	26 500	ValuProp report	Output

4.5 SFA 5 - GOOD GOVERNANCE AND COMPLIANCE

SFA 5 - Good Governance and Compliance														
IDP Ref No	Directorate	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator Type	Wards	5 year target	Baseline (Actual result 2018/19)	Annual Target 2020/21	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP) 2020/21				POE	Delivery Indicator
									Q1	Q2	Q3	Q4		
KPI055	Financial Services	Financial viability measured in terms of the available cash to cover fixed operating expenditure (NKPI Proxy - MSA, Reg. S10(g)(iii))	Cost coverage as at 30 June annually [(Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation)	Programme	All	4 per annum	4.7	4 (months)	N/A	N/A	N/A	4 (months)	Financial Statements	Outcome
KPI056	Financial Services	Achieve an average payment percentage of 96% by 30 June (Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue x 100	(Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue x 100	Programme	All	96% per annum	100.24%	96%	N/A	N/A	N/A	96%	Debtors transaction summary: BS-Q909E extract generated from the Samras Financial System	Outcome
KPI057	Financial Services	Actual expenditure on the approved Capital Budget for the Municipality by 30 June (NKPI - MSA, Reg. S10(c))	Percentage of approved Capital Budget for the Municipality actually spent by 30 June	Programme	All	90% per annum	87.82%	90% of approved Capital Budget for the Municipality actually spent by 30 June	10%	30%	60%	90%	Report from the financial system	Input

SFA 5 - Good Governance and Compliance

IDP Ref No	Directorate	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator Type	Wards	5 year target	Baseline (Actual result 2018/19)	Annual Target 2020/21	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP) 2020/21				POE	Delivery Indicator
									Q1	Q2	Q3	Q4		
KPI058	Office of the Municipal Manager	Employment equity appointments made within the financial year in the three highest levels of management	Percentage of employment equity appointments made within the financial year in the three highest levels of management, measured by 30 June	Programme	All	75% per annum	33%	75% of employment equity appointments made within the financial year in the three highest levels of management, measured by 30 June	N/A	N/A	N/A	75%	Employment Equity Report	Outcome
KPI059	Corporate Services	The percentage of actual payroll budget spent on implementing the Municipal Workplace Skills Plan (NKPI Proxy-MSA, Reg. S10(f))	Percentage of municipality's payroll budget actually spent on implementing its Workplace Skills Plan ((Total Actual Training Expenditure/ Total Annual payroll Budget) x100), measured by 30 June	Programme	All	0.58% per annum	0.43%	0.58% of Municipality's payroll budget actually spent on implementing its workplace skills plan, measured by 30 June	N/A	N/A	N/A	0.58%	Report from the financial system	Input
KPI060	Financial Services	Financial viability measured in terms of the Municipality's ability to meet its service debt obligations (NKPI Proxy - MSA, Reg. S10(g)(i))	Debt coverage ratio ((Total operating revenue - operating grants received) / (Debt service payments due within the year)) measured by 30 June	Programme	All	15% per annum	43.3%	15%	N/A	N/A	N/A	15%	Annual Financial Statements, supported by figures as per the SAMRAS financial system	Outcome
KPI061	Financial Services	Financial viability measured in terms of the outstanding service debtors (NKPI Proxy - MSA, Reg. S10(g)(ii))	Service debtors to revenue ratio – (Total outstanding service debtors / revenue received for services) measured by 30 June	Programme	All	27% per annum	20%	27%	N/A	N/A	N/A	27%	Annual Financial Statements, supported by figures as per the SAMRAS financial system	Outcome

SFA 5 - Good Governance and Compliance														
IDP Ref No	Directorate	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator Type	Wards	5 year target	Baseline (Actual result 2018/19)	Annual Target 2020/21	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP) 2020/21				POE	Delivery Indicator
									Q1	Q2	Q3	Q4		
KPI062	Office of the Municipal Manager	Revised Risk-Based Audit Plan (RBAP) submitted to the Audit Committee	Number of Revised RBAPs submitted to the Audit Committee by 30 June	Programme	All	1 per annum	1	1 Revised RBAP submitted to the Audit Committee by 30 June	N/A	N/A	N/A	1	Proof of submission of the RBAP to the Audit Committee	Output
KPI063	Office of the Municipal Manager	Audit Action Plan (AAP) submitted to the Audit Committee	Number of Audit Action Plans submitted to the Audit Committee by 28 February	Programme	All	1 per annum	1	1 Audit Action Plan submitted to the Audit Committee by 28 February	N/A	N/A	1	N/A	Proof of submission of the AAP to the Audit Committee	Output
KPI064	Office of the Municipal Manager	Revised Strategic Risk Register (SRR) submitted to the Risk Management Committee	Number of Revised Strategic Risk Registers submitted to the Risk Management Committee by 30 June	Programme	All	1 per annum	1	1 Revised Strategic Risk Register submitted to the Risk Management Committee by 30 June	N/A	N/A	N/A	1	Proof of submission of the SRR to the Risk Management Committee	Output
KPI065	Corporate Services	Revised Information and Communication Technology (ICT) Backup Disaster Recovery Plan submitted to the ICT Steering Committee	Number of Revised ICT Backup Disaster Recovery Plans submitted to the ICT Steering Committee by 31 March	Programme	All	1 per annum	1	1 Revised ICT Backup Disaster Recovery Plan submitted to the ICT Steering Committee by 31 March	N/A	N/A	1	N/A	Proof of submission of the Revised ICT Backup Disaster Recovery Plan to the ICT Steering Committee	Output
KPI066	Corporate Services	Revised Strategic ICT Plan submitted to the ICT Steering Committee	Number of Revised Strategic ICT Plans submitted to the ICT Steering Committee by 31 March	Programme	All	1 per annum	1	1 Revised Strategic ICT Plan submitted to the ICT Steering Committee by 31 March	N/A	N/A	1	N/A	Proof of submission of the Revised Strategic ICT Plan to the ICT Steering Committee	Output
KPI067	Office of the Municipal Manager	Draft Integrated Development Plan (IDP) submitted to Council	Number of Draft IDPs submitted to Council by 31 March	Programme	All	1 per annum	1	1 Draft IDP submitted to Council by 31 March	N/A	N/A	1	N/A	Proof of submission of the Draft IDP to Council	Output

SFA 5 - Good Governance and Compliance														
IDP Ref No	Directorate	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator Type	Wards	5 year target	Baseline (Actual result 2018/19)	Annual Target 2020/21	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP) 2020/21				POE	Delivery Indicator
									Q1	Q2	Q3	Q4		
KPI070	Office of the Municipal Manager	IDP / Budget / SDF time schedule (process plan) submitted to Council	Number of IDP / Budget / SDF time schedules (process plan) submitted to Council by 31 August	Programme	All	1 per annum	1	1 IDP / Budget / SDF time schedule (process plan) submitted to Council by 31 August	1	N/A	N/A	N/A	Proof of submission of the IDP / Budget / SDF time schedule (process plan) to Council	Output
KPI071	Infrastructure Services	Revised Electrical Master Plan submitted to Council	Number of Revised Electrical Master Plans submitted to Council by 30 June	Programme	All	1 per annum	1	1 Revised Electrical Master Plan submitted to Council by 30 June	N/A	N/A	N/A	1	Proof of submission of the Revised Electrical Master Plan to Council	Output
KPI072	Corporate Services	Submission of a Draft Smart City Framework to the MayCo	Number of Draft Smart City Frameworks submitted to the MayCo by 31 May	Key Initiative	All	1 per annum	New KPI	1 Draft Smart City Framework submitted to the MayCo by 31 December	N/A	N/A	N/A	1	Proof of submission of the Draft Smart City Framework to the MayCo	Output
KPI083	Corporate Services	Submission of a Cyber-attack Mitigation and Resilience Strategy to the Municipal Manager	Number of a Cyber-attack Mitigation and Resilience Strategies submitted to the Municipal Manager by 30 September	Key Initiative	All	1 per annum	New KPI	1 Cyber-attack Mitigation and Resilience Strategy submitted to the Municipal Manager by 30 September	1	N/A	N/A	N/A	Proof of submission of the Cyber-attack Mitigation and Resilience Strategy to the Municipal Manager	Output

Annexure A:
Revenue by source projections for the 2020/2021 financial year

Annexure B:
Expenditure by type projections for the 2020/2021 financial year

Expenditure by type projections for the 2020/2021 financial year

[illegible]

Annexure C:
Projections for the 2020/2021 financial year

Projections for the 2020/2021 financial year

Operational Expenditure

Directorates	July	August	September	October	November	December	January	February	March	April	May	June
Municipal Manager	3 990 316	3 990 316	3 990 316	3 990 316	3 990 316	3 990 316	3 990 316	3 990 316	3 990 316	3 990 316	3 990 316	3 990 177
Planning And Development	8 793 798	8 793 798	8 793 798	8 793 798	8 793 798	8 793 798	8 793 798	8 793 798	8 793 798	8 793 798	8 793 798	8 793 721
Community And Protection Services	87 630 986	87 630 986	87 630 986	87 630 986	87 630 986	103 242 662	87 630 986	87 630 986	87 630 986	87 630 986	87 630 986	103 242 250
Infrastructure Services	29 937 212	29 937 212	29 937 212	29 937 212	29 937 212	29 937 212	29 937 212	29 937 212	29 937 212	29 937 212	29 937 212	29 936 845
Corporate Services	15 119 134	15 119 134	15 119 134	15 119 134	15 119 134	15 119 134	15 119 134	15 119 134	15 119 134	15 119 134	15 119 134	15 119 023
Financial Services	9 215 323	9 215 323	9 215 323	9 215 323	9 215 323	9 215 323	9 215 323	9 215 323	9 215 323	9 215 323	9 215 323	9 215 247
Grand Total	154 686 769	154 686 769	154 686 769	154 686 769	154 686 769	170 298 445	154 686 769	154 686 769	154 686 769	154 686 769	154 686 769	170 297 263

Operational Revenue

Directorates	July	August	September	October	November	December	January	February	March	April	May	June
Municipal Manager												
Planning And Development	-6 908 039	-6 908 039	-6 908 039	-6 908 039	-6 908 039	-6 908 039	-6 908 039	-6 908 039	-6 908 039	-6 908 039	-6 908 039	-6 908 039
Community And Protection Services	-16 082 054	-16 082 054	-16 082 054	-16 082 054	-16 082 054	-16 082 054	-16 082 054	-16 082 054	-16 082 054	-16 082 054	-16 082 054	-16 082 045
Infrastructure Services	-103 751 330	-103 751 330	-103 751 330	-103 751 330	-103 751 330	-103 751 330	-103 751 330	-103 751 330	-103 751 330	-103 751 330	-103 751 330	-103 751 330
Corporate Services	-358 555	-358 555	-358 555	-358 555	-358 555	-358 555	-358 555	-358 555	-358 555	-358 555	-358 555	-358 570
Financial Services	-40 663 346	-40 663 346	-40 663 346	-40 663 346	-40 663 346	-40 663 346	-40 663 346	-40 663 346	-40 663 346	-40 663 346	-40 663 346	-40 663 317
Grand Total	-167 763 325	-167 763 325	-167 763 325	-167 763 325	-167 763 325	-167 763 325	-167 763 325	-167 763 325	-167 763 325	-167 763 325	-167 763 325	-167 763 300

Capital Expenditure

Directorates	July	August	September	October	November	December	January	February	March	April	May	June
Municipal Manager	-	-	-	4 500	-	5 000	21 000	-	-	9 500	-	-
Planning And Development	-	15 000	1 200 000	130 000	2 225 000	2 151 800	70 000	2 375 000	285 000	2 100 000	1 150 000	609 000
Community And Protection Services	65 000	260 000	3 059 000	1 155 000	2 579 000	1 425 000	465 000	2 418 000	269 000	4 806 000	3 099 000	8 040 000
Infrastructure Services	10 125 455	20 242 925	23 158 437	30 986 449	40 414 232	10 044 119	14 532 532	38 430 977	34 981 730	29 122 216	33 906 734	31 313 705
Corporate Services	1 600 000	1 850 000	4 900 000	1 600 000	2 000 000	900 000	350 000	800 000	1 250 000	1 200 000	600 000	600 000
Financial Services	-	-	-	200 000	-	250 000	200 000	-	-	200 000	-	-
Grand Total	11 790 455	22 367 925	32 317 437	34 075 949	47 218 232	14 775 919	15 638 532	44 023 977	36 785 730	37 437 716	38 755 734	40 562 705

Annexure D:
Consolidated Capital Budget

Directorate	Project name	Funding	Strategic Objectives	2020/2021	2021/2022	2022/2023	Total MTREF
Municipal Manager	Furniture, Tools and Equipment	CRR (Own funds)	Good Governance and Compliance	40 000	44 000	49 000	133 000
Planning and Economic Development	Local Economic Development Hub Kayamandi	CRR (Own funds)	Valley of Possibility	-	-	4 500 000	4 500 000
Planning and Economic Development	Furniture tools and equipment	CRR (Own funds)	Good Governance and Compliance	35 000	-	-	35 000
Planning and Economic Development	Local Economic Development Hub Jamestown	IUDG	Valley of Possibility	1 500 000	2 000 000	1 000 000	4 500 000
Planning and Economic Development	Upgrading of the Kayamandi Economic Tourism Corridor	CRR (Own funds)	Valley of Possibility	250 000	-	-	250 000
Planning and Economic Development	Langrug Planning	Human Settlements Grant	Dignified Living	1 000 000	-	-	1 000 000
Planning and Economic Development	Furniture, Tools and Equipment	CRR (Own funds)	Good Governance and Compliance	51 800	58 800	25 000	135 600
Planning and Economic Development	Erf 7001 and other possible sites for mix-used development in Cloetesville	CRR (Own funds)	Dignified Living	1 000 000	-	-	1 000 000
Planning and Economic Development	Erf 7001 and other possible sites for mix-used development in Cloetesville	Human Settlements Grant	Dignified Living	-	1 000 000	-	1 000 000
Planning and Economic Development	Kylemore Erf 64	CRR (Own funds)	Dignified Living	500 000	-	-	500 000
Planning and Economic Development	Farm 82 Stellenbosh	CRR (Own funds)	Dignified Living	500 000	-	-	500 000
Planning and Economic Development	La Motte Old Forest Station (±430 services & ±430 units)	Human Settlements Grant	Dignified Living	-	1 200 000	-	1 200 000
Planning and Economic Development	Kayamandi Town Centre: Planning (±700 units) (Kayamandi Town Centre - Civil Infrastructure)	Human Settlements Grant	Dignified Living	1 000 000	-	-	1 000 000
Planning and Economic Development	Northern Extension: Feasibility	Human Settlements Grant	Dignified Living	2 000 000	2 000 000	45 000 000	49 000 000
Planning and Economic Development	Jamestown: Housing	Human Settlements Grant	Dignified Living	-	500 000	-	500 000
Planning and Economic Development	Enkanini Planning	Human Settlements Grant	Dignified Living	4 279 000	-	-	4 279 000
Planning and Economic Development	Furniture, Tools and Equipment	CRR (Own funds)	Good Governance and Compliance	30 000	35 000	40 000	105 000
Planning and Economic Development	Furniture, Tools and Equipment	CRR (Own funds)	Good Governance and Compliance	35 000	-	-	35 000
Planning and Economic Development	Furniture, Tools & Equipment	CRR (Own funds)	Good Governance and Compliance	130 000	125 000	-	255 000
Infrastructure Services	Furniture, Tools & Equipment	CRR (Own funds)	Good Governance and Compliance	75 000	75 000	50 000	200 000
Infrastructure Services	Ad-Hoc Provision of Street lighting and Lighting of Public Spaces	CRR (Own funds)	Safe Valley	1 500 000	1 000 000	1 000 000	3 500 000
Infrastructure Services	Automatic Meter Reader	CRR (Own funds)	Green and Sustainable Valley	400 000	400 000	400 000	1 200 000
Infrastructure Services	Bien don 66/11kV substation new	External Loan	Valley of Possibility	-	-	70 000 000	70 000 000
Infrastructure Services	Bien don 66/11kV substation new	Developers Contribution	Valley of Possibility	1 500 000	2 200 000	-	3 700 000

Directorate	Project name	Funding	Strategic Objectives	2020/2021	2021/2022	2022/2023	Total MTREF
Infrastructure Services	Buildings & Facilities Electrical Supply - Stellenbosch	CRR (Own funds)	Valley of Possibility	500 000	575 000	661 250	1 736 250
Infrastructure Services	Cable replacement 66kV oil MN - US - MK	CRR (Own funds)	Valley of Possibility	-	-	480 000	480 000
Infrastructure Services	Data Network	CRR (Own funds)	Valley of Possibility	-	500 000	500 000	1 000 000
Infrastructure Services	DSM Geyser Control	CRR (Own funds)	Green and Sustainable Valley	200 000	100 000	100 000	400 000
Infrastructure Services	Electrical Equipment (Small Capital: Fte Electrical Engineering Services)	CRR (Own funds)	Good Governance and Compliance	-	1 601 009	-	1 601 009
Infrastructure Services	Electricity Network: Pniel	CRR (Own funds)	Valley of Possibility	3 231 988	3 500 000	3 500 000	10 231 988
Infrastructure Services	Electricity Network: Pniel	External Loan	Valley of Possibility	268 012	-	-	268 012
Infrastructure Services	Energy Balancing Between Metering and Mini-Substations	CRR (Own funds)	Valley of Possibility	500 000	500 000	-	1 000 000
Infrastructure Services	Energy Efficiency and Demand Side Management	External Loan	Green and Sustainable Valley	1 000 000	1 000 000	1 000 000	3 000 000
Infrastructure Services	General System Improvements - Franschhoek	External Loan	Valley of Possibility	2 000 000	-	-	2 000 000
Infrastructure Services	General System Improvements - Franschhoek	CRR (Own funds)	Valley of Possibility	-	2 000 000	2 000 000	4 000 000
Infrastructure Services	General Systems Improvements - Stellenbosch	External Loan	Valley of Possibility	3 000 000	-	-	3 000 000
Infrastructure Services	General Systems Improvements - Stellenbosch	CRR (Own funds)	Valley of Possibility	-	3 000 000	3 000 000	6 000 000
Infrastructure Services	System Control Centre & Upgrade Telemetry	CRR (Own funds)	Good Governance and Compliance	-	1 559 300	1 568 656	3 127 956
Infrastructure Services	System Control Centre & Upgrade Telemetry	External Loan	Good Governance and Compliance	1 550 000	-	-	1 550 000
Infrastructure Services	Infrastructure Improvement - Franschhoek	External Loan	Valley of Possibility	1 500 000	1 500 000	1 500 000	4 500 000
Infrastructure Services	Integrated National Electrification Programme	INEP	Valley of Possibility	16 200 000	5 253 000	5 584 000	27 037 000
Infrastructure Services	Jan Marais Upgrade: Remove Existing and replace with 20MVA units	CRR (Own funds)	Valley of Possibility	-	5 000 000	500 000	5 500 000
Infrastructure Services	Jan Marais Upgrade: Remove Existing and replace with 20MVA units	External Loan	Valley of Possibility	-	15 800 000	-	15 800 000
Infrastructure Services	Kwarentyn Sub cables: 11kV 3 core 185mmsq copper cabling, 3.8km	CRR (Own funds)	Valley of Possibility	5 500 000	-	-	5 500 000
Infrastructure Services	Kayamandi Costa grounds substation 66/11 kV 2x 20MVA	External Loan	Valley of Possibility	-	-	300 000	300 000
Infrastructure Services	Lattera Substation	CRR (Own funds)	Valley of Possibility	-	371 553	427 286	798 839
Infrastructure Services	Lattera Substation	External Loan	Valley of Possibility	-	8 000 000	-	8 000 000
Infrastructure Services	Main substation upgrade: Remove Existing and replace with 10MVA units	External Loan	Valley of Possibility	-	-	7 571 200	7 571 200
Infrastructure Services	Substation 66kV equipment	CRR (Own funds)	Valley of Possibility	-	-	1 950 000	1 950 000
Infrastructure Services	Meter Panels	CRR (Own funds)	Green and Sustainable Valley	500 000	500 000	400 000	1 400 000
Infrastructure Services	Replace Ineffective Meters & Energy Balance of mini-substations	CRR (Own funds)	Green and Sustainable Valley	600 000	250 000	-	850 000
Infrastructure Services	Network Cable Replace 11 Kv	External Loan	Valley of Possibility	3 000 000	3 000 000	3 000 000	9 000 000
Infrastructure Services	Stellenbosch Switchgear (11kV)	CRR (Own funds)	Valley of Possibility	-	-	-	-
Infrastructure Services	Cloetesville - University New 66kV cable	CRR (Own funds)	Valley of Possibility	450 000	8 600 000	8 000 000	17 050 000
Infrastructure Services	University substation upgrade 66/11kV 20MVA Trfr x 3	CRR (Own funds)	Valley of Possibility	-	-	450 000	450 000

Directorate	Project name	Funding	Strategic Objectives	2020/2021	2021/2022	2022/2023	Total MTREF
Infrastructure Services	Specialized Vehicles	CRR (Own funds)	Good Governance and Compliance	-	1 600 000	-	1 600 000
Infrastructure Services	Vehicle Fleet	CRR (Own funds)	Good Governance and Compliance	-	-	1 000 000	1 000 000
Infrastructure Services	Computer - Hardware/Equipment	CRR (Own funds)	Good Governance and Compliance	100 000	50 000	50 000	200 000
Infrastructure Services	Furniture, Tools and Equipment	CRR (Own funds)	Good Governance and Compliance	20 000	23 000	25 000	68 000
Infrastructure Services	Basic Improvements: Langrug	CRR (Own funds)	Dignified Living	1 610 000	1 610 682	-	3 220 682
Infrastructure Services	Housing Projects	CRR (Own funds)	Dignified Living	1 000 000	-	-	1 000 000
Infrastructure Services	Idas Valley IRDP / FLISP	Human Settlements Grant	Dignified Living	1 000 000	-	-	1 000 000
Infrastructure Services	Kayamandi: Zone O (±711 services)	Human Settlements Grant	Dignified Living	10 680 000	23 140 000	9 000 000	42 820 000
Infrastructure Services	Klapmuts TRA (298 Nutec Structures)	Human Settlements Grant	Dignified Living	1 980 000	-	-	1 980 000
Infrastructure Services	Klapmuts: Erf 2181 (298 serviced sites)	Human Settlements Grant	Dignified Living	13 560 000	-	-	13 560 000
Infrastructure Services	Longlands, Vlothenburg (±144 Services and ±144 units)	Human Settlements Grant	Dignified Living	4 640 000	11 180 000	-	15 820 000
Infrastructure Services	Northern Extension Bulk Services	CRR (Own funds)	Dignified Living	-	-	10 000 000	10 000 000
Infrastructure Services	Smartie Town	CRR (Own funds)	Dignified Living	3 000 000	-	-	3 000 000
Infrastructure Services	Upgrading of The Steps/ Orlean Lounge	CRR (Own funds)	Dignified Living	8 000 000	8 000 000	-	16 000 000
Infrastructure Services	Watergang Farm Upgrading	Human Settlements Grant	Dignified Living	5 000 000	5 000 000	-	10 000 000
Infrastructure Services	Expansion of the landfill site (New cells)	External Loan	Green and Sustainable Valley	2 000 000	7 000 000	20 000 000	29 000 000
Infrastructure Services	Formalize skip areas in Franschoek and Kayamandi	CRR (Own funds)	Green and Sustainable Valley	-	-	500 000	500 000
Infrastructure Services	Skips (5,5kl)	CRR (Own funds)	Green and Sustainable Valley	200 000	200 000	200 000	600 000
Infrastructure Services	Furniture, Tools and Equipment : Solid Waste	CRR (Own funds)	Good Governance and Compliance	45 000	45 000	45 000	135 000
Infrastructure Services	Integrated Waste Management Plan	CRR (Own funds)	Green and Sustainable Valley	-	-	100 000	100 000
Infrastructure Services	Landfill Gas To Energy	CRR (Own funds)	Green and Sustainable Valley	500 000	2 000 000	8 000 000	10 500 000
Infrastructure Services	Mini Waste drop-off facilities at inf. Settlements	CRR (Own funds)	Green and Sustainable Valley	-	-	100 000	100 000
Infrastructure Services	Street Refuse Bins	CRR (Own funds)	Green and Sustainable Valley	500 000	500 000	500 000	1 500 000

Directorate	Project name	Funding	Strategic Objectives	2020/2021	2021/2022	2022/2023	Total MTREF
Infrastructure Services	Transfer Station: Stellenbosch Planning and Design	IUDG	Green and Sustainable Valley	2 000 000	3 000 000	-	5 000 000
Infrastructure Services	Transfer Station: Stellenbosch Planning and Design	External Loan	Green and Sustainable Valley	-	5 000 000	9 000 000	14 000 000
Infrastructure Services	Upgrade Refuse disposal site (Existing Cell)- Rehab	Developers Contribution	Green and Sustainable Valley	928 753	-	-	928 753
Infrastructure Services	Upgrade Refuse disposal site (Existing Cell)- Rehab	CRR (Own funds)	Green and Sustainable Valley	1 071 247	1 000 000	1 000 000	3 071 247
Infrastructure Services	Vehicles	CRR (Own funds)	Good Governance and Compliance	-	2 000 000	3 000 000	5 000 000
Infrastructure Services	Waste Biofuels	CRR (Own funds)	Green and Sustainable Valley	-	-	300 000	300 000
Infrastructure Services	Waste Management Software	CRR (Own funds)	Green and Sustainable Valley	-	-	200 000	200 000
Infrastructure Services	Waste Minimization Projects	CRR (Own funds)	Green and Sustainable Valley	500 000	500 000	500 000	1 500 000
Infrastructure Services	Waste to Energy - Implementation	CRR (Own funds)	Green and Sustainable Valley	-	-	3 000 000	3 000 000
Infrastructure Services	Waste to Energy - Planning	CRR (Own funds)	Green and Sustainable Valley	-	-	300 000	300 000
Infrastructure Services	Bulk water supply Klapmuts	External Loan	Valley of Possibility	2 579 511	15 000 000	5 000 000	22 579 511
Infrastructure Services	Bulk water Supply Pipe : Cloetesville/ Idas Valley	CRR (Own funds)	Valley of Possibility	-	-	1 000 000	1 000 000
Infrastructure Services	Bulk water supply pipe and Reservoir: Kayamandi	External Loan	Valley of Possibility	19 500 000	-	-	19 500 000
Infrastructure Services	Bulk water Supply Pipe Line & Pumpstations: Franschhoek	Developers Contribution	Valley of Possibility	-	5 594 602	-	5 594 602
Infrastructure Services	Bulk Water Supply Pipe: Idas Valley/Papegaaiberg and Network Upgrades	CRR (Own funds)	Valley of Possibility	-	-	1 000 000	1 000 000
Infrastructure Services	Bulk Water Supply Pipeline & Reservoir - Jamestown	IUDG	Valley of Possibility	1 000 000	3 600 000	5 000 000	9 600 000
Infrastructure Services	Bulk Water Supply Pipeline & Reservoir - Jamestown	CRR (Own funds)	Valley of Possibility	-	6 400 000	4 000 000	10 400 000
Infrastructure Services	Chlorination Installation: Upgrade	CRR (Own funds)	Valley of Possibility	500 000	500 000	500 000	1 500 000
Infrastructure Services	Dwarsriver Bulk Supply Augmentation and Network Upgrades	IUDG	Valley of Possibility	1 000 000	5 822 000	7 518 000	14 340 000
Infrastructure Services	Furniture, Tools and Equipment : Reticulation	CRR (Own funds)	Good Governance and Compliance	100 000	100 000	150 000	350 000
Infrastructure Services	New Developments Bulk Water Supply WC024	CRR (Own funds)	Valley of Possibility	-	1 000 000	1 000 000	2 000 000
Infrastructure Services	New Developments Bulk Water Supply WC024	External Loan	Valley of Possibility	1 000 000	-	-	1 000 000
Infrastructure Services	New Reservoir & Pipeline: Vlottenburg/ New Reservoir: Polkadraai	CRR (Own funds)	Valley of Possibility	10 000 000	20 000 000	-	30 000 000

Directorate	Project name	Funding	Strategic Objectives	2020/2021	2021/2022	2022/2023	Total MTREF
Infrastructure Services	New Reservoir Rosendal	External Loan	Valley of Possibility	-	6 000 000	6 000 000	12 000 000
Infrastructure Services	Northern Extension Bulk Services	IUDG	Dignified Living	1 300 000	4 000 000	9 000 000	14 300 000
Infrastructure Services	Reservoirs and Dam Safety	External Loan	Valley of Possibility	1 500 000	1 500 000	1 500 000	4 500 000
Infrastructure Services	Specialized vehicle: Jet Machine	CRR (Own funds)	Valley of Possibility	-	-	3 850 000	3 850 000
Infrastructure Services	Update Water Masterplan and IMQS	CRR (Own funds)	Valley of Possibility	1 500 000	1 500 000	2 000 000	5 000 000
Infrastructure Services	Upgrade and Replace Water Meters	CRR (Own funds)	Valley of Possibility	2 500 000	3 000 000	1 500 000	7 000 000
Infrastructure Services	Upgrade of Franschhoek Reservoirs and Pipelines	External Loan	Valley of Possibility	-	-	1 000 000	1 000 000
Infrastructure Services	Upgrading of Koelenhof Water Scheme	CRR (Own funds)	Valley of Possibility	-	-	500 000	500 000
Infrastructure Services	Vehicles	CRR (Own funds)	Good Governance and Compliance	1 000 000	1 000 000	1 500 000	3 500 000
Infrastructure Services	Water Conservation & Demand Management	External Loan	Green and Sustainable Valley	3 000 000	3 000 000	3 000 000	9 000 000
Infrastructure Services	Water Telemetry Upgrade	CRR (Own funds)	Valley of Possibility	-	750 000	1 500 000	2 250 000
Infrastructure Services	Water Telemetry Upgrade	External Loan	Valley of Possibility	500 000	-	-	500 000
Infrastructure Services	Water Treatment Works: Idasvalley	External Loan	Valley of Possibility	2 000 000	11 000 000	15 000 000	28 000 000
Infrastructure Services	Water Treatment Works: Paradyskloof and Associated works	CRR (Own funds)	Valley of Possibility	-	-	500 000	500 000
Infrastructure Services	Waterpipe Replacement	External Loan	Valley of Possibility	4 000 000	4 000 000	4 000 000	12 000 000
Infrastructure Services	WSDP (tri-annually)	CRR (Own funds)	Valley of Possibility	400 000	400 000	-	800 000
Infrastructure Services	Access to Basic Services	CRR (Own funds)	Dignified Living	1 465 000	280 900	300 000	2 045 900
Infrastructure Services	Bulk Sewer Outfall: Jamestown	IUDG	Dignified Living	5 535 000	-	-	5 535 000
Infrastructure Services	Bulk Sewer Outfall: Jamestown	Developers Contribution	Dignified Living	6 367 530	2 000 000	-	8 367 530
Infrastructure Services	Bulk Sewer Outfall: Jamestown	External Loan	Dignified Living	18 097 470	4 000 000	-	22 097 470
Infrastructure Services	Bulk Sewer Upgrade: Dwarsriver Area (Kylemore, Boschendal, Pniel)	CRR (Own funds)	Dignified Living	-	-	16 371 200	16 371 200
Infrastructure Services	Bulk Sewer Upgrade: Dwarsriver Area (Kylemore, Boschendal, Pniel)	External Loan	Dignified Living	-	5 000 000	9 628 800	14 628 800
Infrastructure Services	Cloetesville Bulk Sewer Upgrade	External Loan	Dignified Living	-	-	1 000 000	1 000 000

Directorate	Project name	Funding	Strategic Objectives	2020/2021	2021/2022	2022/2023	Total MTREF
Infrastructure Services	Effluent Recycling of Waste Water 10MI per day	CRR (Own funds)	Dignified Living	-	-	500 000	500 000
Infrastructure Services	Extension of WWTW Klapmuts & Reclamation water unit	External Loan	Valley of Possibility	-	1 000 000	5 000 000	6 000 000
Infrastructure Services	Franschhoek Sewer Network Upgrade	External Loan	Dignified Living	5 000 000	-	-	5 000 000
Infrastructure Services	Furniture, Tools and Equipment : Sanitation	CRR (Own funds)	Good Governance and Compliance	200 000	200 000	400 000	800 000
Infrastructure Services	Industrial Effluent Monitoring	CRR (Own funds)	Dignified Living	750 000	1 000 000	-	1 750 000
Infrastructure Services	Kayamandi Bulk Sewer	External Loan	Dignified Living	-	-	500 000	500 000
Infrastructure Services	Klapmuts Bulk Sewer Upgrade	External Loan	Dignified Living	-	-	1 000 000	1 000 000
Infrastructure Services	New Development Bulk Sewer Supply WC024	External Loan	Dignified Living	1 000 000	2 000 000	2 000 000	5 000 000
Infrastructure Services	Sewer Pumpstation & Telemetry Upgrade	CRR (Own funds)	Dignified Living	1 000 000	1 000 000	1 500 000	3 500 000
Infrastructure Services	Sewerpipe Replacement	External Loan	Dignified Living	1 000 000	2 000 000	2 000 000	5 000 000
Infrastructure Services	Sewerpipe Replacement	CRR (Own funds)	Dignified Living	-	-	-	-
Infrastructure Services	Sewerpipe Replacement: Dorp Straat	External Loan	Dignified Living	12 000 000	6 000 000	-	18 000 000
Infrastructure Services	Update Sewer Masterplan	CRR (Own funds)	Dignified Living	500 000	500 000	500 000	1 500 000
Infrastructure Services	Update Sewer Masterplan and IMQS	CRR (Own funds)	Dignified Living	-	-	-	-
Infrastructure Services	Upgrade Auto-Samplers	CRR (Own funds)	Dignified Living	100 000	150 000	200 000	450 000
Infrastructure Services	Specialized vehicle: Jet Machine	CRR (Own funds)	Valley of Possibility	-	-	-	-
Infrastructure Services	Upgrade of WWTW Wemmershoek	External Loan	Dignified Living	15 000 000	-	-	15 000 000
Infrastructure Services	Upgrade of WWTW: Klapmuts	IUDG	Dignified Living	1 655 000	6 000 000	10 000 000	17 655 000
Infrastructure Services	Upgrade of WWTW: Pniel & Decommissioning of Franschhoek	IUDG	Dignified Living	20 000 000	-	-	20 000 000
Infrastructure Services	Upgrade of WWTW: Pniel & Decommissioning of Franschhoek	Developers Contribution	Dignified Living	17 715 482	-	-	17 715 482
Infrastructure Services	Upgrade of WWTW: Pniel & Decommissioning of Franschhoek	CRR (Own funds)	Dignified Living	-	52 684 431	-	52 684 431
Infrastructure Services	Upgrade of WWTW: Pniel & Decommissioning of Franschhoek	External Loan	Dignified Living	2 284 518	2 000 000	-	4 284 518
Infrastructure Services	Vehicles	CRR (Own funds)	Good Governance and Compliance	-	-	1 000 000	1 000 000
Infrastructure Services	Adhoc Reconstruction Of Roads (WC024)	CRR (Own funds)	Valley of Possibility	3 000 000	3 000 000	3 000 000	9 000 000

Directorate	Project name	Funding	Strategic Objectives	2020/2021	2021/2022	2022/2023	Total MTREF
Infrastructure Services	Bridge Rehabilitation	CRR (Own funds)	Valley of Possibility	3 000 000	-	-	3 000 000
Infrastructure Services	Furniture, Tools and Equipment : Roads and Stormwater	CRR (Own funds)	Good Governance and Compliance	500 000	500 000	500 000	1 500 000
Infrastructure Services	Parking area upgrades	CRR (Own funds)	Dignified Living	2 500 000	-	-	2 500 000
Infrastructure Services	Reseal Roads - Stellenbosch & Surrounding/ Resealing (WC024)	CRR (Own funds)	Valley of Possibility	3 000 000	5 000 000	5 500 000	13 500 000
Infrastructure Services	Reseal Roads - Jamestown & Surrounding	CRR (Own funds)	Valley of Possibility	1 500 000	1 500 000	1 500 000	4 500 000
Infrastructure Services	Reseal Roads - Kylemore & Surrounding	CRR (Own funds)	Valley of Possibility	-	1 500 000	1 000 000	2 500 000
Infrastructure Services	Reseal Roads - Klapmuts, Raithby, Meerlust, wemmershoek, LaMotte, Maasdorp	CRR (Own funds)	Valley of Possibility	-	1 000 000	1 000 000	2 000 000
Infrastructure Services	Reseal Roads - Franschhoek & Surrounding	CRR (Own funds)	Valley of Possibility	2 000 000	1 000 000	1 000 000	4 000 000
Infrastructure Services	River Rehabilitation Implementation	CRR (Own funds)	Valley of Possibility	1 000 000	-	-	1 000 000
Infrastructure Services	Rivers Rehabilitation Planning & Design	CRR (Own funds)	Valley of Possibility	1 000 000	-	-	1 000 000
Infrastructure Services	Specialized Vehicles	CRR (Own funds)	Good Governance and Compliance	1 000 000	1 000 000	-	2 000 000
Infrastructure Services	Upgrade Stormwater Water Conveyance System	CRR (Own funds)	Valley of Possibility	2 000 000	-	-	2 000 000
Infrastructure Services	Upgrading of Laquedoc Access Road and Bridge	CRR (Own funds)	Valley of Possibility	2 000 000	-	-	2 000 000
Infrastructure Services	Bicycle Lockup Facilities	CRR (Own funds)	Safe Valley	-	1 000 000	500 000	1 500 000
Infrastructure Services	Cycle Plan - Design & Implementation	CRR (Own funds)	Valley of Possibility	-	500 000	500 000	1 000 000
Infrastructure Services	Comprehensive Integrated Transport Plan	CRR (Own funds)	Green and Sustainable Valley	400 000	400 000	400 000	1 200 000
Infrastructure Services	Comprehensive Integrated Transport Plan	ITP	Green and Sustainable Valley	600 000	600 000	600 000	1 800 000
Infrastructure Services	Adam Tas Road	CRR (Own funds)	Valley of Possibility	-	-	750 000	750 000
Infrastructure Services	De Beer St	CRR (Own funds)	Valley of Possibility	-	100 000	100 000	200 000
Infrastructure Services	Joubert St	CRR (Own funds)	Valley of Possibility	-	1 500 000	-	1 500 000
Infrastructure Services	Freight Strategy for Stellenbosch & Franschhoek	CRR (Own funds)	Valley of Possibility	-	-	200 000	200 000
Infrastructure Services	Jamestown South Transport Network	IUDG	Green and Sustainable Valley	1 000 000	3 000 000	5 000 000	9 000 000
Infrastructure Services	Pedestrian and Cycle paths Design and Phased implementation	RSEP	Valley of Possibility	-	1 000 000	-	1 000 000
Infrastructure Services	Pedestrian and Cycle paths Design and Phased implementation	CRR (Own funds)	Valley of Possibility	-	1 000 000	-	1 000 000
Infrastructure Services	Khayamandi Pedestrian Crossing (R304, River and Railway Line)	CRR (Own funds)	Valley of Possibility	2 500 000	-	-	2 500 000
Infrastructure Services	Non-Motorised Transport Implementation	RSEP	Good Governance and Compliance	2 000 000	-	-	2 000 000
Infrastructure Services	Stellenbosch NMT: Jamestown - new sidewalks	CRR (Own funds)	Good Governance and Compliance	1 000 000	-	2 000 000	3 000 000
Infrastructure Services	Parking Development	CRR (Own funds)	Valley of Possibility	1 000 000	-	-	1 000 000
Infrastructure Services	Public Transport Facilities	CRR (Own funds)	Valley of Possibility	-	-	2 000 000	2 000 000
Infrastructure Services	Public Transport Infrastructure (Public Transport Shelters & Embayments)	CRR (Own funds)	Valley of Possibility	350 000	400 000	500 000	1 250 000
Infrastructure Services	Re-design of Bergzicht Public Transport Facility	IUDG	Valley of Possibility	1 000 000	3 000 000	3 000 000	7 000 000
Infrastructure Services	Taxi Rank: Franschhoek	IUDG	Valley of Possibility	1 500 000	-	-	1 500 000
Infrastructure Services	Taxi Rank: Franschhoek	CRR (Own funds)	Valley of Possibility	3 500 000	-	1 500 000	5 000 000
Infrastructure Services	Taxi Rank: Kayamandi	IUDG	Valley of Possibility	1 500 000	-	-	1 500 000

Directorate	Project name	Funding	Strategic Objectives	2020/2021	2021/2022	2022/2023	Total MTREF
Infrastructure Services	Taxi Rank: Kayamandi	RSEP	Valley of Possibility	2 000 000	-	-	2 000 000
Infrastructure Services	Taxi Rank: Klapmuts	IUDG	Valley of Possibility	1 500 000	-	-	1 500 000
Infrastructure Services	Taxi Rank: Klapmuts	CRR (Own funds)	Valley of Possibility	500 000	250 000	250 000	1 000 000
Infrastructure Services	Tour Bus Parking	CRR (Own funds)	Valley of Possibility	-	-	400 000	400 000
Infrastructure Services	Update Roads Master Plan for WC024	CRR (Own funds)	Valley of Possibility	-	-	1 000 000	1 000 000
Infrastructure Services	Directional Information Signage	CRR (Own funds)	Valley of Possibility	200 000	-	-	200 000
Infrastructure Services	Furniture, Tools and Equipment : Traffic Engineering	CRR (Own funds)	Good Governance and Compliance	100 000	-	-	100 000
Infrastructure Services	Main Road Intersection Improvements: Franschoek	CRR (Own funds)	Valley of Possibility	1 700 000	-	-	1 700 000
Infrastructure Services	Main road intersection improvements: Helshoogte rd/La Colline	Developers Contribution	Valley of Possibility	1 400 000	-	-	1 400 000
Infrastructure Services	Main road intersection improvements: Helshoogte rd/La Colline	CRR (Own funds)	Valley of Possibility	-	-	700 000	700 000
Infrastructure Services	Main road intersection improvements: R44 / Helshoogte	Developers Contribution	Valley of Possibility	2 000 000	83 198	-	2 083 198
Infrastructure Services	Main road intersection improvements: R44 / Helshoogte	CRR (Own funds)	Valley of Possibility	-	16 802	100 000	116 802
Infrastructure Services	Main Road Intersection Improvements: R44 / Merriman Street	Developers Contribution	Valley of Possibility	2 000 000	100 000	-	2 100 000
Infrastructure Services	Main Road Intersection Improvements: R44 / Merriman Street	CRR (Own funds)	Valley of Possibility	-	-	100 000	100 000
Infrastructure Services	Main Road Intersection Improvements: Strand / Adam Tas / Alexander	Developers Contribution	Valley of Possibility	-	3 000 000	1 700 000	4 700 000
Infrastructure Services	Main Road Intersection Improvements:Pniel / Kylemore	CRR (Own funds)	Valley of Possibility	-	4 000 000	-	4 000 000
Infrastructure Services	Pedestrian Crossing Implementation	CRR (Own funds)	Safe Valley	100 000	2 000 000	-	2 100 000
Infrastructure Services	Road Transport Safety Master Plan - WC024	CRR (Own funds)	Safe Valley	-	500 000	-	500 000
Infrastructure Services	Signalisation implementation	CRR (Own funds)	Good Governance and Compliance	250 000	3 000 000	-	3 250 000
Infrastructure Services	Traffic Calming Projects: Implementation	CRR (Own funds)	Safe Valley	200 000	100 000	100 000	400 000
Infrastructure Services	Traffic Management Improvement Programme	CRR (Own funds)	Safe Valley	1 000 000	250 000	-	1 250 000
Infrastructure Services	Traffic Signal Control: Installation and Upgrading of Traffic Signals and Associated Components	CRR (Own funds)	Safe Valley	500 000	500 000	-	1 000 000
Infrastructure Services	Universal Access Implementation	CRR (Own funds)	Valley of Possibility	100 000	300 000	-	400 000
Infrastructure Services	Specialized Vehicle	CRR (Own funds)	Good Governance and Compliance	-	500 000	2 400 000	2 900 000
Infrastructure Services	Vehicles	CRR (Own funds)	Good Governance and Compliance	-	-	300 000	300 000
Corporate Services	Public WI-FI Network	CRR (Own funds)	Valley of Possibility	600 000	600 000	700 000	1 900 000
Corporate Services	Purchase and Replacement of Computer/software and Peripheral devices	CRR (Own funds)	Good Governance and Compliance	500 000	600 000	600 000	1 700 000

Directorate	Project name	Funding	Strategic Objectives	2020/2021	2021/2022	2022/2023	Total MTREF
Corporate Services	Upgrade and Expansion of IT Infrastructure Platforms	CRR (Own funds)	Good Governance and Compliance	4 000 000	4 000 000	4 000 000	12 000 000
Corporate Services	Flats: Interior Upgrading: Cloetesville - Kloof and Long Streets	CRR (Own funds)	Dignified Living	1 000 000	-	-	1 000 000
Corporate Services	Furniture Tools and Equipment: Property Management	CRR (Own funds)	Good Governance and Compliance	250 000	250 000	250 000	750 000
Corporate Services	Kaymandi: Upgrading of Makapula Hall	CRR (Own funds)	Dignified Living	1 000 000	1 000 000	-	2 000 000
Corporate Services	Kleine Libertas Precinct	CRR (Own funds)	Dignified Living	-	10 000 000	12 000 000	22 000 000
Corporate Services	La Motte Clubhouse	CRR (Own funds)	Dignified Living	800 000	-	-	800 000
Corporate Services	Structural Improvement: General	CRR (Own funds)	Valley of Possibility	1 000 000	1 000 000	1 000 000	3 000 000
Corporate Services	Structural improvements at the Van der Stel Sport grounds	CRR (Own funds)	Valley of Possibility	800 000	800 000	-	1 600 000
Corporate Services	Structural Upgrade: Heritage Building	CRR (Own funds)	Valley of Possibility	1 000 000	1 000 000	1 000 000	3 000 000
Corporate Services	Structural Upgrading: Community Hall Lamotte	CRR (Own funds)	Valley of Possibility	-	-	-	-
Corporate Services	Upgrading Fencing	CRR (Own funds)	Safe Valley	200 000	200 000	200 000	600 000
Corporate Services	Upgrading of Community Facilities: Jonkershoek	CRR (Own funds)	Valley of Possibility	-	-	-	-
Corporate Services	Upgrading of Eike Town Town Hall	CRR (Own funds)	Valley of Possibility	2 000 000	-	-	2 000 000
Corporate Services	Upgrading of Library in Kayamandi	CRR (Own funds)	Valley of Possibility	200 000	1 000 000	500 000	1 700 000
Corporate Services	Upgrading of New Office Space: Ryneveld Street	CRR (Own funds)	Valley of Possibility	1 800 000	9 000 000	-	10 800 000
Corporate Services	Upgrading of Stellenbosch Town Hall	CRR (Own funds)	Valley of Possibility	2 500 000	-	-	2 500 000
Corporate Services	Upgrading of Traffic Offices: Stellenbosch	CRR (Own funds)	Valley of Possibility	-	8 000 000	10 000 000	18 000 000
Community and Protection Services	Furniture Tools and Equipment	CRR (Own funds)	Good Governance and Compliance	50 000	85 000	50 000	185 000
Community and Protection Services	Vehicle	CRR (Own funds)	Good Governance and Compliance	-	-	500 000	500 000
Community and Protection Services	Franschhoek: Furniture, Tools and Equipment	CRR (Own funds)	Good Governance and Compliance	45 000	-	-	45 000
Community and Protection Services	Groendal: Furniture, Tools and Equipment	CRR (Own funds)	Good Governance and Compliance	50 000	-	-	50 000
Community and Protection Services	Idas Valley: Furniture, Tools and Equipment	CRR (Own funds)	Good Governance and Compliance	30 000	-	-	30 000
Community and Protection Services	Pniel: Furniture, Tools and Equipment	CRR (Own funds)	Good Governance and Compliance	-	-	20 000	20 000

Directorate	Project name	Funding	Strategic Objectives	2020/2021	2021/2022	2022/2023	Total MTREF
Community and Protection Services	Cloetesville: Furniture, Tools and Equipment	CRR (Own funds)	Good Governance and Compliance	25 000	-	-	25 000
Community and Protection Services	Upgrading: Cloetesville Library	CRR (Own funds)	Valley of Possibility	300 000	200 000	-	500 000
Community and Protection Services	Libraries: CCTV	CRR (Own funds)	safe Valley	150 000	-	-	150 000
Community and Protection Services	Libraries: Small Capital	CRR (Own funds)	Valley of Possibility	50 000	-	-	50 000
Community and Protection Services	Library Books	CRR (Own funds)	Valley of Possibility	160 000	170 000	180 000	510 000
Community and Protection Services	Replacement of geysers	CRR (Own funds)	Good Governance and Compliance	-	-	100 000	100 000
Community and Protection Services	Vehicles	CRR (Own funds)	Good Governance and Compliance	-	-	300 000	300 000
Community and Protection Services	Specialized Vehicles: Incident command vehicle	CRR (Own funds)	Good Governance and Compliance	-	-	1 500 000	1 500 000
Community and Protection Services	Vehicle Fleet	CRR (Own funds)	Good Governance and Compliance	800 000	-	-	800 000
Community and Protection Services	Hiking Trails in Nature Areas	CRR (Own funds)	Green and Sustainable Valley	-	-	1 000 000	1 000 000
Community and Protection Services	Jan Marais Nature Reserve: Upgrading and maintenance of the reserve	CRR (Own funds)	Green and Sustainable Valley	-	-	2 000 000	2 000 000
Community and Protection Services	Mont Rochelle Nature Reserve: Upgrade of Facilities.	CRR (Own funds)	Green and Sustainable Valley	-	1 504 347	-	1 504 347
Community and Protection Services	Papegaaiberg Nature Reserve	CRR (Own funds)	Green and Sustainable Valley	-	1 000 000	-	1 000 000
Community and Protection Services	Upgrade office space: Simonsberg Road	CRR (Own funds)	Valley of Possibility	-	800 000	-	800 000
Community and Protection Services	Nature Conservation: Vehicle Fleet	CRR (Own funds)	Good Governance and Compliance	-	-	1 000 000	1 000 000
Community and Protection Services	Furniture, Tools and Equipment	CRR (Own funds)	Good Governance and Compliance	50 000	70 000	100 000	220 000
Community and Protection Services	Workshop: Furniture, Tools and Equipment	CRR (Own funds)	Good Governance and Compliance	100 000	100 000	-	200 000
Community and Protection Services	Workshop: Community Services Tractors	CRR (Own funds)	Good Governance and Compliance	-	-	800 000	800 000

Directorate	Project name	Funding	Strategic Objectives	2020/2021	2021/2022	2022/2023	Total MTREF
Community and Protection Services	Workshop: Specialized equipment	CRR (Own funds)	Good Governance and Compliance	500 000	1 000 000	1 500 000	3 000 000
Community and Protection Services	Design and implement electronic Urban Forestry management tool	CRR (Own funds)	Green and Sustainable Valley	-	-	250 000	250 000
Community and Protection Services	Irrigation Systems	CRR (Own funds)	Green and Sustainable Valley	-	-	100 000	100 000
Community and Protection Services	Storage Containers: Fertilisers & Pesticides.	CRR (Own funds)	Green and Sustainable Valley	-	-	30 000	30 000
Community and Protection Services	Urban Forestry: Furniture, Tools and Equipment	CRR (Own funds)	Good Governance and Compliance	-	-	500 000	500 000
Community and Protection Services	Urban Forestry Specialized equipment	CRR (Own funds)	Good Governance and Compliance	-	-	1 200 000	1 200 000
Community and Protection Services	Urban Forestry: Vehicle Fleet	CRR (Own funds)	Good Governance and Compliance	1 000 000	-	-	1 000 000
Community and Protection Services	Urban Greening: Beautification: Main Routes and Tourist Routes	CRR (Own funds)	Green and Sustainable Valley	150 000	250 000	-	400 000
Community and Protection Services	Furniture Tools and Equipment	CRR (Own funds)	Good Governance and Compliance	400 000	-	400 000	800 000
Community and Protection Services	Major Fire Pumper	CRR (Own funds)	Safe Valley	-	-	-	-
Community and Protection Services	Rapid Response Vehicle	CRR (Own funds)	Safe Valley	-	-	2 500 000	2 500 000
Community and Protection Services	Vehicle Fleet	CRR (Own funds)	Good Governance and Compliance	1 000 000	-	-	1 000 000
Community and Protection Services	Rescue equipment	CRR (Own funds)	Safe Valley	300 000	-	300 000	600 000
Community and Protection Services	Specialized Vehicle	CRR (Own funds)	Good Governance and Compliance	-	-	-	-
Community and Protection Services	Furniture Tools and Equipment	CRR (Own funds)	Good Governance and Compliance	300 000	300 000	200 000	800 000
Community and Protection Services	Install and Upgrade CCTV/ LPR Cameras In WC024	CRR (Own funds)	Safe Valley	2 200 000	1 000 000	-	3 200 000
Community and Protection Services	Install Computerized Access Security Systems and CCTV Cameras At Municipal Buildings	CRR (Own funds)	Safe Valley	500 000	500 000	500 000	1 500 000
Community and Protection Services	Law Enforcement Tools and Equipment	CRR (Own funds)	Safe Valley	300 000	300 000	300 000	900 000
Community and Protection Services	Law Enforcement: Vehicle Fleet	CRR (Own funds)	Good Governance and Compliance	1 200 000	1 200 000	-	2 400 000
Community and Protection Services	Neighbourhood Watch Safety equipment	CRR (Own funds)	Safe Valley	500 000	500 000	500 000	1 500 000
Community and Protection Services	Office accommodation	CRR (Own funds)	Valley of Possibility	-	-	1 000 000	1 000 000

Directorate	Project name	Funding	Strategic Objectives	2020/2021	2021/2022	2022/2023	Total MTREF
Community and Protection Services	Artificial grass on parks and gardens	CRR (Own funds)	Green and Sustainable Valley	-	-	300 000	300 000
Community and Protection Services	Extension of Cemetery Infrastructure	CRR (Own funds)	Dignified Living	1 500 000	8 000 000	9 000 000	18 500 000
Community and Protection Services	Facilities upgrade- Nursery	CRR (Own funds)	Green and Sustainable Valley	100 000	-	50 000	150 000
Community and Protection Services	Fencing on Various Parks and Gardens	CRR (Own funds)	safe Valley	-	-	200 000	200 000
Community and Protection Services	Pathways on Parks & gardens	CRR (Own funds)	Green and Sustainable Valley	100 000	100 000	200 000	400 000
Community and Protection Services	Upgrading of Parks	CRR (Own funds)	Green and Sustainable Valley	1 000 000	1 000 000	1 000 000	3 000 000
Community and Protection Services	Integrated and Spray Parks	CRR (Own funds)	Green and Sustainable Valley	4 000 000	2 500 000	-	6 500 000
Community and Protection Services	Landscaping of Circles in Stellenbosch	CRR (Own funds)	Green and Sustainable Valley	150 000	-	-	150 000
Community and Protection Services	Furniture, Tools and Equipment	CRR (Own funds)	Good Governance and Compliance	50 000	50 000	100 000	200 000
Community and Protection Services	Horticulture Furniture, Tools and Equipment	CRR (Own funds)	Good Governance and Compliance	80 000	-	30 000	110 000
Community and Protection Services	Purchase of Equipment	CRR (Own funds)	Good Governance and Compliance	30 000	-	-	30 000
Community and Protection Services	River development	CRR (Own funds)	Green and Sustainable Valley	-	-	250 000	250 000
Community and Protection Services	Upgrading of swimming pool	CRR (Own funds)	Valley of Possibility	500 000	-	-	500 000
Community and Protection Services	Furniture, Tools & Equipment	CRR (Own funds)	Good Governance and Compliance	250 000	250 000	250 000	750 000
Community and Protection Services	Furniture, Tools and equipment	CRR (Own funds)	Good Governance and Compliance	-	-	-	-
Community and Protection Services	Recreational Equipment Sport	CRR (Own funds)	Valley of Possibility	50 000	500 000	50 000	600 000
Community and Protection Services	Re-Surface of Netball/Tennis Courts	CRR (Own funds)	Valley of Possibility	-	-	550 000	550 000
Community and Protection Services	Sight Screens/Pitch Covers Sports Grounds	CRR (Own funds)	Valley of Possibility	250 000	250 000	250 000	750 000
Community and Protection Services	Sport: Community Services Special Equipment	CRR (Own funds)	Valley of Possibility	300 000	300 000	300 000	900 000
Community and Protection Services	Upgrade of Irrigation System	CRR (Own funds)	Green and Sustainable Valley	-	-	200 000	200 000
Community and Protection Services	Upgrade of Sport Facilities	IUDG	Valley of Possibility	7 000 000	8 000 000	-	15 000 000
Community and Protection Services	Upgrading of Halls	CRR (Own funds)	Valley of Possibility	-	-	250 000	250 000
Community and Protection Services	Vehicle Fleet	CRR (Own funds)	Good Governance and Compliance	500 000	-	-	500 000
Community and Protection Services	Furniture, Tools & Equipment	CRR (Own funds)	Good Governance and Compliance	220 000	585 000	965 000	1 770 000
Community and Protection Services	Mobile Radios	CRR (Own funds)	Safe Valley	200 000	200 000	-	400 000

Directorate	Project name	Funding	Strategic Objectives	2020/2021	2021/2022	2022/2023	Total MTREF
Community and Protection Services	Replacement of Patrol Vehicles	CRR (Own funds)	Safe Valley	1 200 000	1 225 000	-	2 425 000
Financial Services	Furniture, Tools & Equipment	CRR (Own funds)	Good Governance and Compliance	600 000	200 000	200 000	1 000 000
Financial Services	Vehicle Fleet	CRR (Own funds)	Good Governance and Compliance	250 000	-	-	250 000
Grand Total				375 750 311	436 267 624	458 119 392	1 270 137 327

6.3	MFMA SECTION 52 REPORTING UP TO JUNE 2020
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Collaborator No:

IDP KPA Ref No:

Good Governance and Compliance

Meeting Date:

22 July 2020

1. SUBJECT: MFMA SECTION 52 REPORTING UP TO JUNE 2020

2. PURPOSE

To comply with section 52(d) of the Municipal Finance Management Act and report to Council on the budget; financial and service delivery budget implementation plan by the Municipality for quarter 4 of the 2019/20 financial year.

3. DELEGATED AUTHORITY

THE EXECUTIVE MAYOR TO SUBMIT TO COUNCIL

In terms of section 52 (d) of the Municipal Finance Management Act:

“The mayor of a municipality—

(d) must, within 30 days of the end of each quarter, submit a report to the council on the implementation of the budget as well as the non-financial performance of the municipality;”

4. EXECUTIVE SUMMARY

The Executive Mayor, must provide general political guidance over the fiscal and financial affairs of the Municipality and is required by Section 52(d) of the Municipal Finance Management Act to submit a report on the implementation of the budget and the financial and non-financial performance of the Municipality, to the Council within 30 days after end of each quarter.

The Section 52 report is a summary of the budget performance. It compares the implementation of the budget to the commitments made and contained in the Service Delivery and Budget Implementation Plan (SDBIP), and is intended to enable Council to give effect to their oversight responsibility.

This report provides the overall performance of the Municipality for the period 1 April 2020 to 30 June 2020.

The Office of the CFO is currently, in terms of s126 (1)(a) of the MFMA, preparing the annual financial statements for the financial period ended 30 June 2020. It is important to note that the information in this report are preliminary results and may not be an accurate reflection of the financial position of the municipality as same will materially be influenced by year-end journals and processes still to be finalised which will influence the financial position. The latter process alluded to will only be finalised by the end of August 2020.

5. RECOMMENDATION

that Council notes the Section 52 Report (including quarterly performance report) – Fourth Quarter.

6. DISCUSSION / CONTENTS**6.1 Background**

To comply with section 52 (d) of the Municipal Finance Management Act and report to Council on the budget; financial and service delivery budget implementation plan of the Municipality for the 4th quarter of the financial year. The report is indicated under **APPENDIX 1**.

6.2 Discussion

This report illustrates the implementation of the budget as well as the non-financial performance of the municipality for quarter 4.

In terms of the Municipal Finance Management Act (MFMA) Section 52(d) “*must, within 30 days of the end of each quarter, submit a report to the council on the implementation of the budget and the financial state of affairs of the municipality*”

6.3 Financial Implications

None.

6.4 Legal Implications

The recommendations in this report comply with Council’s policies and all applicable legislation.

6.5 Staff Implications

This report has no staff implications to the Municipality.

6.6 Previous / Relevant Council Resolutions:

None

6.7 Risk Implications

None

Appendix 1: Section 52 Report – 4th Quarter**FOR FURTHER DETAILS CONTACT:**

NAME	Monique Steyl
POSITION	Senior Manager Financial Management Services
DIRECTORATE	Financial Services
CONTACT NUMBERS	021 – 808 8516
E-MAIL ADDRESS	Monique.Steyl@ Stellenbosch.gov.za
REPORT DATE	July 2020

APPENDIX 1



STELLENBOSCH

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MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

QUARTERLY BUDGET MONITORING REPORT

4th Quarter 2019/20



QUALITY CERTIFICATE

I, Geraldine Mettler, the Municipal Manager of Stellenbosch Municipality, hereby certify that the quarterly report the period ending June 2020 has been prepared in accordance with Section 52 of the Municipal Finance Management Act and regulations made under the Act and accordingly submit the required quarterly statement on the state of Stellenbosch Municipality's budget reflecting the particulars up until the end of June 2020.

Name: Geraldine Mettler

Municipal Manager of Stellenbosch Municipality- WC024

Signature

A handwritten signature in black ink, appearing to read 'G. Mettler', is written over a horizontal line.

Date: 15 July 2020

To Council

In accordance with Section 52(d) of the Municipal Finance Management Act, I submit the required report on the implementation of the budget and the financial state of affairs of Stellenbosch Municipality reflecting the particulars of the fourth quarter of the financial year 2019/20.

The submission of this report forms part of my general responsibilities as the Mayor of Stellenbosch Municipality. The purpose of the report serves to inform Council on the financial affairs of Stellenbosch Municipality and to enable Council to fulfil its oversight responsibility in this regard.



Advocate G M M van Deventer
Executive Mayor
Date: 17 July 2020

[illegible]

1. Recommendations

These recommendations are linked to the responsibilities of the Mayor under Section 52 of the MFMA.

- (a) That the content of the quarterly budget statement and supporting documentation be noted.

2. Executive Summary

2.1 Introduction

The mayor, who must provide general political guidance over the fiscal and financial affairs of the Municipality, is required by Section 52(d) of the Municipal Finance Management Act to submit a report on the implementation of the budget and the financial state of affairs of the Municipality, to the Council within 30 days after end of each quarter.

This report is a summary of the main budget issues arising from the monitoring process. It compares the implementation of the budget to the commitments/promises made and contained in the Service Delivery and Budget Implementation Plan (SDBIP), and is intended to inform and enable the Council with a view of giving effect to Council's oversight responsibility.

The Office of the CFO is currently, in terms of s126 (1) (a) of the MFMA, preparing the annual financial statements for the financial period ended 30 June 2020. It is important to note that the information in this report are preliminary results and may not be an accurate reflection of the financial position of the municipality as same will materially be influenced by year-end journals and processes still to be finalised which will influence the financial position. The latter process alluded to will only be finalised by the end of August 2020.

2.2 Summary of 2019/20 budget progress / implementation

The following table summarises the overall position of the capital and operating budgets.

Detail	Capital Expenditure	Operating Expenditure	Operating Revenue (excluding capital transfers and contributions)
Original Budget	558 276 528	1 808 247 224	1 778 647 259
Adjustment Budget	577 905 284	1 778 283 597	1 689 671 203
Plan to Date (SDBIP)	577 905 284	1 778 283 597	1 689 671 203
Actual	353 364 163	1 366 784 978	1 578 603 683
Variance to SDBIP	-224 541 121	-411 498 619	-111 067 519
Year to date % Variance to SDBIP	-38.85%	-23.14%	-6.57%

The above figures are explained in more detail throughout this report.

3. Operating Revenue

The following table shows the actual operating revenue per National Treasury Reporting regulations against that planned in the SDBIP for the 4th Quarter of 2019/20: **Operating Revenue by Source**

Description	ORIGINAL BUDGET	ADJUSTMENT BUDGET	QUARTER 4 2019/20			QUARTER 4 2018/19		
			PLANNED	ACTUAL	VAR	PLANNED	ACTUAL	VAR
Revenue by Source								
Property rates	356 121 877	356 121 877	67 353 517	74 095 929	10%	92 432 766	67 089 039	-27%
Service charges - electricity revenue	639 886 270	639 886 270	156 914 071	145 091 223	-8%	139 087 379	159 049 106	14%
Service charges - water revenue	201 974 611	131 974 911	23 896 276	47 020 917	97%	18 033 650	38 303 732	112%
Service charges - sanitation revenue	113 503 000	93 503 000	2 662 506	19 852 555	646%	15 178 202	19 634 942	29%
Service charges - refuse revenue	69 224 664	64 224 664	11 613 919	13 736 494	18%	18 207 241	12 383 145	-32%
Service charges - other	-	-	-	-	-	-	-	0%
Rental of facilities and equipment	18 831 474	18 831 474	11 045 815	2 081 321	-81%	4 177 364	2 234 359	-47%
Interest earned - external investments	44 171 310	42 171 310	8 996 879	10 903 132	21%	11 191 655	11 163 704	0%
Interest earned - outstanding debtors	11 270 156	11 270 156	2 718 648	-361	-100%	2 486 843	2 581 415	4%
Fines	108 260 389	98 260 389	82 215 069	1 619 581	-98%	24 015 280	5 907 391	-75%
Licences and permits	5 398 023	5 398 023	1 668 554	1 927 655	16%	1 197 437	3 037 267	154%
Agency services	2 851 504	2 851 504	990 904	673 667	-32%	632 546	1 246 232	97%
Transfers recognised - operational	172 339 472	184 686 667	16 493 352	46 133 614	180%	-28 226 597	444 169	102%
Other revenue	34 814 509	40 490 958	24 383 200	2 266 197	-91%	5 496 891	5 795 687	5%
Total Revenue (excluding capital transfers and contributions)	1 778 647 259	1 689 671 203	410 952 711	365 401 924	-11%	303 910 657	328 870 189	8%

NB: - The “year to date actual for property rates income” refers to the total billed for the year and not actual receipts.

QUARTERLY BUDGET STATEMENT FOR JUNE 2020

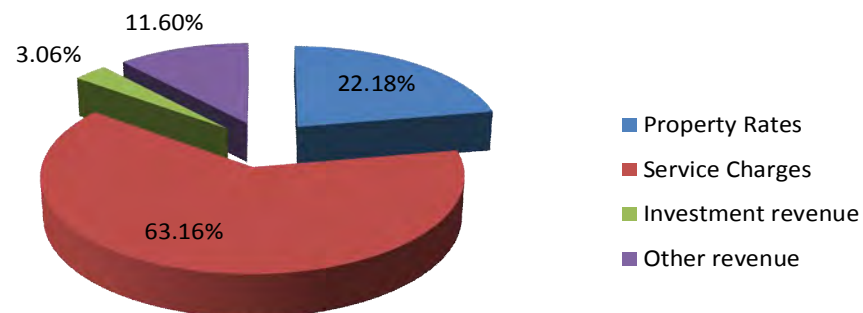
Stellenbosch municipality is not dependant on grant funding to fund the operating budget as is evident in the graph below.

Own revenue consists mainly of service charges at 61.77 per cent of the R1 689 671 203 billion revenue budget.

Funding of the 2019/20 operating budget



Composition of other revenue



4. Operating Expenditure

The following table illustrates the actual operating expenditure for each Directorate against planned expenditure in the SDBIP for the 4th Quarter of 2019/20.

Operating Expenditure (Per Directorate):

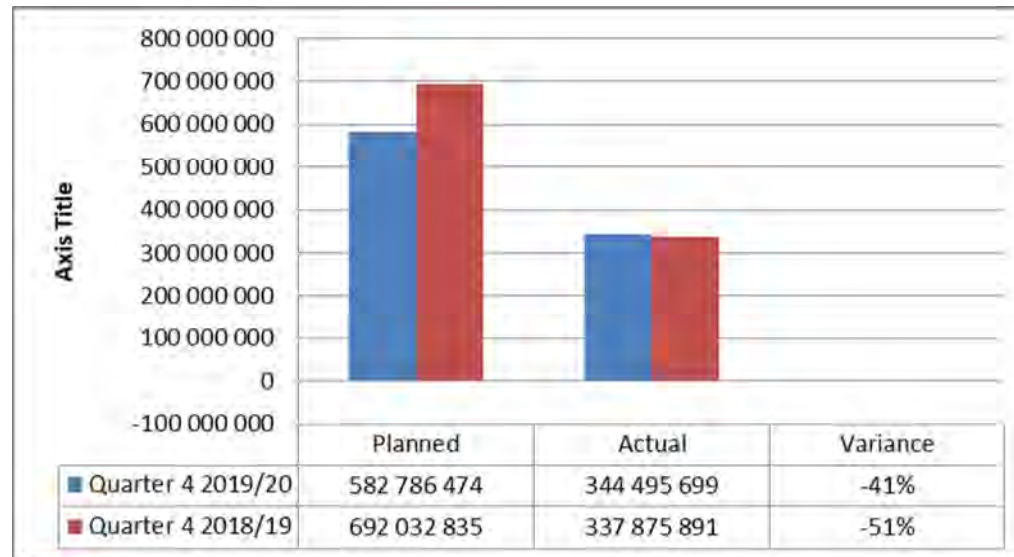
DIRECTORATE	ORIGINAL BUDGET	AMENDED BUDGET
Municipal Manager	52 257 775	37 870 412
Planning & Development	109 278 726	101 973 445
Community and Protection Services	357 525 777	366 134 596
Infrastructure Services	972 005 815	976 188 766
Corporate Services	184 054 859	162 009 383
Financial Services	133 124 272	134 106 996
TOTALS	1 808 247 224	1 778 283 597

QUARTER 4 2019/20	
PLANNED	ACTUALS
609 928	5 300 502
21 921 247	16 375 112
113 327 117	63 917 176
375 972 626	212 243 900
32 285 960	30 799 292
38 669 596	15 859 717
582 786 474	344 495 699

QUARTER 4 2018/19	
PLANNED	ACTUALS
15 477 976	4 618 543
56 244 584	17 536 663
143 786 854	54 755 482
348 999 374	190 263 394
71 853 267	51 878 740
55 670 781	18 823 068
692 032 835	337 875 891

During the fourth quarter of the financial year the directorates spent R238 290 776, 41% less than the planned expenditure. At the same period last year the directorate spent 51% less than the planned expenditure.

QUARTERLY BUDGET STATEMENT FOR JUNE 2020



The year on year comparison for the fourth quarter is 59% actual spending rate of the planned operating budget for the financial year 2019/20, compared to a 49% actual spending rate for the same period in the previous financial year.

5. Capital Expenditure

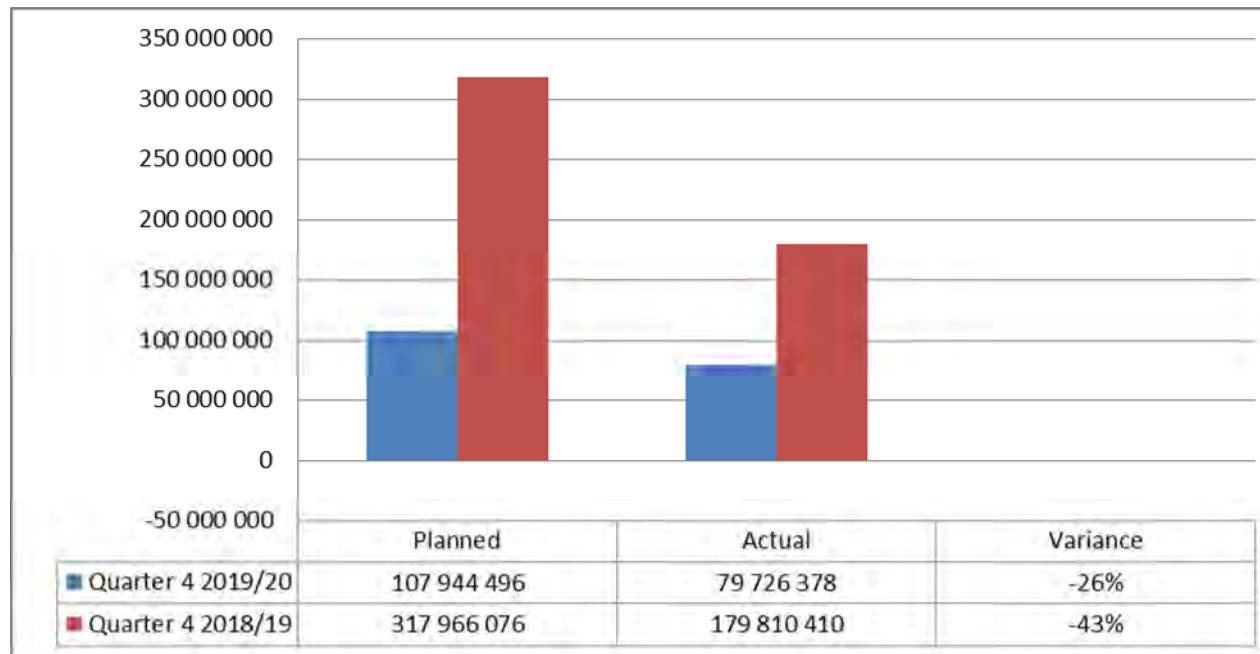
The following table illustrates the actual capital expenditure per directorate against the planned in the SDBIP for the 4th Quarter of 2019/20.

DIRECTOR	ORIGINAL BUDGET	AMENDED BUDGET
Municipal Manager	35 000	35 000
Planning & Development	9 950 000	16 804 730
Community and Protection Services	64 315 000	56 778 418
Infrastructure Services	378 856 528	362 073 146
Corporate Services	104 970 000	141 913 990
Financial Services	150 000	300 000
TOTALS	558 276 528	577 905 284

QUARTER 4 2019/20		
PLANNED	ACTUAL EXPENDITURE	VAR %
7 500	21 196	183%
4 473 486	1 287 365	-71%
10 133 773	4 113 049	-59%
56 433 738	71 917 394	27%
36 795 999	2 334 579	-94%
100 000	52 795	-47%
107 944 496	79 726 378	-26%

QUARTER 4 2018/19		
PLANNED	ACTUAL EXPENDITURE	VAR %
-1 834 628	159 680	-109%
7 416 225	2 437 986	-67%
5 696 934	9 832 949	73%
284 274 709	157 908 429	-44%
21 725 507	9 233 685	-57%
687 328	237 680	-65%
317 966 076	179 810 410	-43%

QUARTERLY BUDGET STATEMENT FOR JUNE 2020



The year on year comparison for the end of the fourth quarter is [R353 364 163/ R557 598 980] 63% of the total capital budget of R557 598 980 for the 2019/20 financial year compared to a [R403 376 822/ R563 550 230] 72% spending rate for the same period in the previous financial year measured against a budget of R563 550 230.

6. Investments and Borrowings

6.1 Investments

ACC. NR	BANK	Type/ Period	INTEREST RATE	MATURITY DATE	OPENING BALANCE AS AT 1 JULY 2019	Quarter 4 APR - JUN 2020		TOTAL INVESTMENTS/ WITHDRAWALS	INTEREST CAPITALISED FOR THE MONTH UNDER REVIEW	INTEREST ACCRUED YTD	CLOSING BALANCE YTD
						INVEST	WITHDRAW				
	ABSA BANK										
'9313956927	A#6927	CALL	6.700%	CALL		-	-	20 000 000.00	70 783.05	978 743.64	20 978 743.64
'2079161934	A#934	FIXED / 1 Mth	5.890%	15-May-20		50 000 000.00	(50 242 054.79)	(242 054.79)		242 054.79	0.00
'2079161942	A#942	FIXED / 6 Mths	6.690%	12-Oct-20		100 000 000.00	-	100 000 000.00	549 863.01	1 411 315.07	101 411 315.07
					-	150 000 000.00	(50 242 054.79)	119 757 945.21	620 646.07	2 632 113.50	122 390 058.71
	NEDBANK										
03/788/1123974/...008	N#008	CALL	3.750%	CALL	0.01	46 224 000.00	-	46 224 000.00	75 984.66	75 984.66	46 299 984.67
03/7881123974/...014	N#014	FIXED / 12 Mths	9.050%	06-Sep-19	128 866 520.39	-	-	(130 860 000.00)		1 993 479.64	0.03
03/7881123974/...015	N#015	FIXED / 12 Mths	9.050%	11-Oct-19	117 173 054.74	-	-	(119 955 000.00)		2 781 945.20	(0.06)
03/7881123974/...016	N#016	FIXED / 3 MTHS	8.050%	09-Jul-19	40 723 397.21	-	-	(40 793 972.60)		70 575.34	(0.05)
03/7881123974/...017	N#017	FIXED / 5 MTHS	7.900%	24-Feb-20		-	-	(4 498 313.66)		4 498 313.67	0.01
03/7881123974/...018	N#018	FIXED / 7 MTHS	8.000%	15-Jun-20		-	(104 690 410.96)	(4 690 410.96)	306 849.32	4 690 410.96	(0.00)
03/7881123974/...019	N#019	FIXED / 8 MTHS	7.650%	27-Oct-20		-	-	120 000 000.00	754 520.55	3 143 835.62	123 143 835.62
					286 762 972.39	46 224 000.00	(104 690 410.96)	(134 573 697.22)	1 137 354.52	17 254 545.08	169 443 820.25
	INVESTEC BANK							-			
JB 10024052	I#052	FIXED/ 3 MTHS	7.700%	09-Jul-19	61 037 917.81	-	-	(61 139 178.08)	-	101 260.27	0.00
					61 037 917.81	-	-	(61 139 178.08)	-	101 260.27	0.00
	STANDARD BANK										
258489367-024	S#024	FIXED / 4 Mths	8.025%	26-Sep-19	50 362 773.97	-	-	(51 319 178.08)		956 404.11	0.00
258489367-025	S#025	CALL ACCOUNT	6.750%	CALL ACCOUNT	-	-	-	20 000 000.00	65 277.87	1 958 157.17	21 958 157.17
258489367-026	S#026	FIXED DEPOSIT	7.550%	14-Aug-19		-	-	(341 301.37)		341 301.37	(0.00)
258489367-027	S#027	FIXED DEPOSIT	7.900%	11-Nov-19		-	-	(2 640 547.95)	-	2 640 547.94	(0.01)
258489367-028	S#028	FIXED DEPOSIT	7.825%	24-Feb-20		-	-	(1 735 789.11)		1 735 789.11	0.00
258489367-029	S#029	FIXED 5 MNTHS	7.875%	14-Apr-20		-	(103 279 452.04)	(3 279 452.04)		3 279 452.04	(0.00)
258489367-030	S#030	FIXED 9 MNTHS	7.600%	27-Nov-20		-	-	80 000 000.00	499 726.03	2 082 191.78	82 082 191.78
					50 362 773.97	-	-	40 683 731.45	565 003.90	12 993 843.53	104 040 348.94
INVESTMENT TOTAL					398 163 664.17	196 224 000.00	(154 932 465.75)	(35 271 198.64)	2 323 004.48	32 981 762.38	395 874 227.91

QUARTERLY BUDGET STATEMENT FOR JUNE 2020

6.2 Borrowings

Lending Institution	Balance 1/06/2020	Received Quarter 4 2019/2020	Interest Capitalised Quarter 4 2019/2020	Capital Repayments Quarter 4 2019/2020	Balance 30/06/2020	Percentage	Sinking Funds (R'000)
DBSA @ 9.25%	3 613 430	-		1 766 446	1 846 984	9.25%	
DBSA@ 11.1%	17 144 737	-		1 175 705	15 969 032	11.10%	
DBSA@ 10.25%	48 981 753	-		2 751 099	46 230 654	10.25%	
DBSA @ 9.74%	81 314 056	-		2 506 784	78 807 272	9.74%	
NEBANK @ 9.70%	155 259 200	-		5 182 701	150 076 499	9.70%	
	306 313 175	-	-	13 382 735	292 930 440		

7. Allocations and grant receipts and expenditure for the 4th Quarter of 2019/20

	TOTAL 2019/20 INCLUSIVE OF ROLL OVER AMOUNTS	EXPECTED ALLOCATION	OPENING BALANCE 1 JULY 2019	ACCUMULATED RECEIPTS	ACCUMULATED ACTUAL EXPENDITURE	QUARTER 4 RECEIPTS	QUARTER 4 ACTUAL EXPENDITURE	UNSPENT CONDITIONAL GRANTS - QUARTER 4
OPERATING & CAPITAL GRANTS								
EPWP Integrated Grant for Municipalities	5 227 000	5 227 000		5 227 000	5 227 000	-	2 111 658	-
Local Government Financial Management Grant	1 550 000	1 550 000		1 550 000	1 550 000	-	306 579	-
Integrated National Electrification Programme (Municipal) Grant	15 640 000	15 640 000		15 640 000	12 814 244	-	7 069 474	2 825 756
Integrated Urban Development Grant	46 886 000	46 886 000		46 886 000	46 886 000	-	11 143 237	-
LGSETA Bursary Fund	35 000	-		62 706	62 706	-	27 706	-
DBSA Grant	2 000 000			-	-	-	-	-
Municipal Disaster Mangement Grant	209 000			209 000	209 000	209 000	209 000	-
Community Development Workers Operational Support Grant	56 000	-		112 000	18 248	-	10 919	37 752
Library Services: Conditional Grant	12 454 000	12 454 000		12 454 000	12 364 744	-	3 363 240	89 256
Fire Services Capacity Building Grant	3 003 000		3 003 000	-	3 003 000	-	-	-
Human Settlements Development Grant	79 595 745	78 170 000	47 135 745	10 736 029	58 650 200	6 617 636	6 773 234	(12 281 471)
Title Deeds Restoration Grant	3 773 151		3 773 151	-	1 933 440	-	622 628	1 839 711
Municipal Accreditation and Capacity Building Grant	224 000	224 000	224 000	-	-	-	-	224 000
WC Financial Management Support Grant	255 000	255 000		1 155 000	1 155 000	900 000	888 733	-
Financial Management Capacity Building Grant	740 000	380 000	360 000	380 000	-	-	-	740 000
LG Graduate Internship Grant	140 000	-	60 000	80 000	66 345	80 000	12 345	73 655
Maintenance and Construction of Transport Infrastructure	384 000	384 000		-	384 000	-	384 000	(384 000)
Regional Socio-Economic Project/violence through urban upgradi	1 500 000	1 500 000		1 500 000	1 380 944	-	250 694	119 056
Integrated Transport Planning	600 000	600 000		600 000	444 571	-	202 435	155 429
Cape Winelands Grant			-	2 502 667	277 760	2 502 667	277 760	2 224 907
Natural Resources Management	1 953 031	7 465 000	1 953 031	-	(44 928)	-	(2 389 702)	-
TOTAL	176 224 926	132 215 000	56 508 926	99 094 402	146 382 274	10 309 303	31 263 940	(4 335 949)

8. Personnel Expenditure

In terms of Section 66 of the MFMA, all expenditure incurred by the municipality on staff salaries, wages, allowances and benefits must be reported to council.

Employee - Related Costs	Original Budget	Adjustments Budget	Year-to-date Budget	Year-to-date Actual	YTD %
Basic Salary and Wages	349 070 959	323 631 009	323 631 009	321 467 978	99%
Bonus	27 014 271	27 014 271	27 014 271	22 662 742	84%
Acting and Post Related Allowances	1 364 023	1 364 023	1 364 023	723 667	53%
Non Structured	33 943 753	32 942 931	32 942 931	31 093 133	94%
Standby Allowance	14 289 607	14 289 607	14 289 607	14 547 793	102%
Travel or Motor Vehicle	13 968 860	13 958 860	13 958 860	9 195 082	66%
Accommodation, Travel and Incidental	325 230	325 230	325 230	137 743	42%
Bargaining Council	216 706	216 706	216 706	279 356	129%
Cellular and Telephone	1 003 201	1 003 201	1 003 201	1 619 707	161%
Current Service Cost	29 859 746	19 859 746	19 859 746	8 767 265	44%
Essential User	623 520	623 520	623 520	915 564	147%
Entertainment	-	117 582	117 582	-	0%
Fire Brigade	2 630 594	2 630 594	2 630 594	2 537 187	96%
Group Life Insurance	3 833 697	3 833 697	3 833 697	3 610 419	94%
Housing Benefits	2 874 701	2 874 701	2 874 701	2 916 201	101%
Interest Cost	20 905 100	20 905 100	20 905 100	-	0%
Leave Gratuity	-	-	-	-	0%
Leave Pay	2 006 574	2 006 574	2 006 574	2 094 874	104%
Long Service Award	5 979 839	979 839	979 839	6 030	1%
Medical	26 405 991	25 249 481	25 249 481	23 439 573	93%
Non-pensionable	839 301	839 301	839 301	95 944	11%
Pension	57 394 074	55 346 061	55 346 061	49 115 076	89%
Scarcity Allowance	2 509 444	1 509 444	1 509 444	1 603 857	106%
Shift Additional Remuneration	1 860 670	1 860 670	1 860 670	4 171 065	224%
Structured	1 451 296	1 451 296	1 451 296	2 260 976	156%
Unemployment Insurance	2 896 734	2 899 467	2 899 467	2 408 599	83%
Totals	603 267 891	557 732 911	557 732 911	505 669 832	91%

During the fourth quarter of the financial year directorates spent R4 884 703, 4% more than the planned expenditure of R119 289 584.

9. Withdrawals

<i>Consolidated Quarterly Report for period 01/04/2020 to 30/06/2020</i>				
Date	Payee	Amount in R'000	Description and Purpose (including section reference e.g. sec 11(f))	Authorised by (name)
Monthly	Provincial Government Western Cape	2 550 399	The Municipality acts as an agent for PAWC for collection of licencing fees. S 11(e)(i)	Acting Director: Community and Protection Services
Monthly	WECLOGO Group Insurance and Sanlam Group Insurance	1 064 734	Group Insurance. S11(e) (ii)	Council
Ad Hoc	Investment Management	196 224 000	Investment in accordance with the Cash Management and Investment Policy. S11(h)	Accounting Officer (Municipal Manager)

QUARTERLY BUDGET STATEMENT FOR JUNE 2020

10. Cost Containment Reporting

Measures	Cost Containment In - Year Report																
	Original Budget	Amended Budget	Quarter 1		Saving/ (Over spending)	Quarter 2		Saving/ (Overspending)	Quarter 3		Saving/ (Overspending)	Quarter 4		Saving/ (Overspending)	YTD		Saving/ (Over spending)
			Budget	Actual		Budget	Actual		Budget	Actual		Budget	Actual		Total YTD Budget	Total YTD Actual	
Use of consultants	36 675 780.00	47 391 742.00	5 044 068.00	861 287.12	4 182 780.88	10 842 335.00	7 483 017.59	3 359 317.41	17 192 849.00	4 706 234.56	12 486 614.44	14 312 490.00	7 542 752.53	6 769 737.47	47 391 742.00	20 593 291.80	26 798 450.20
Vehicles used for political office -bearers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accomodation, Travel and Incidental costs	18 977 490.00	18 953 977.00	4 257 379.00	3 432 890.56	824 488.44	4 818 494.00	3 438 372.21	1 380 121.79	3 162 452.00	3 350 771.21	- 188 319.21	6 715 652.00	3 437 390.29	3 278 261.71	18 953 977.00	13 659 424.27	5 294 552.73
Sponsorships, events and catering	2 655 471.00	2 579 058.00	873 261.00	579 383.71	293 877.29	720 343.00	577 961.13	142 381.87	291 333.00	137 471.00	153 862.00	694 121.00	387 580.18	306 540.82	2 579 058.00	1 682 396.02	896 661.98
Communication	8 646 399.00	7 620 074.00	1 319 628.00	720 352.91	599 275.09	2 029 356.00	1 790 704.81	238 651.19	1 157 872.00	1 112 277.98	45 594.02	3 113 218.00	1 485 963.45	1 627 254.55	7 620 074.00	5 109 299.15	2 510 774.85
Other related expenditure items	37 701 341.00	36 673 527.00	8 253 180.00	8 115 327.53	137 852.47	9 781 060.00	9 017 956.32	763 103.68	5 620 555.00	10 127 137.01	- 4 506 582.01	13 018 732.00	10 324 765.42	2 693 966.58	36 673 527.00	37 585 186.28	- 911 659.28
Grand Total	R104 656 481.00	R113 218 378.00	R19 747 516.00	R13 709 241.83	R6 038 274.17	R28 191 588.00	R22 308 012.06	R5 883 575.94	R27 425 061.00	R19 433 891.76	R7 991 169.24	R37 854 213.00	R23 178 451.87	R14 675 761.13	R113 218 378.00	R78 629 597.52	R34 588 780.48

Please note: Due to the COVID-19 pandemic the overtime costs incurred has been more than initially anticipated.

QUARTERLY BUDGET STATEMENT FOR JUNE 2020

Item for report	Description	Original Budget	Amended Budget	Quarter 4		Saving/ (Overspending)	YTD		Saving/ (Overspending)
				Budget	Actual		Total YTD Budget	Total YTD Actual	
Use of consultants	Business and Advisory:Accounting and Auditing	50 000.00	-	33 328.00	-	33 328.00	-	-	-
	Business and Advisory:Audit Committee	954 529.00	654 529.00	90 329.00	-	90 329.00	654 529.00	324 024.19	330 504.81
	Business and Advisory:Business and Financial Manag	6 894 685.00	12 834 685.00	4 789 143.00	780 106.68	4 009 036.32	12 834 685.00	6 776 751.65	6 057 933.35
	Business and Advisory:Commissions and Committees	121 035.00	-	-	-	-	-	-	-
	Business and Advisory:Communications	129 035.00	-	5 328.00	-	5 328.00	-	-	-
	Business and Advisory:Human Resources	559 627.00	326 448.00	18 017.00	26 644.56	8 627.56	326 448.00	80 991.75	245 456.25
	Business and Advisory:Occupational Health and Safe	55 000.00	72 250.00	41 937.00	-	41 937.00	72 250.00	-	72 250.00
	Business and Advisory:Organisational	1 123 292.00	850 085.00	217 016.00	7 058.38	209 957.62	850 085.00	7 058.38	843 026.62
	Business and Advisory:Project Management	4 659 066.00	11 356 533.00	2 791 352.00	4 566 160.30	1 774 808.30	11 356 533.00	5 080 301.01	6 276 231.99
	Business and Advisory:Research and Advisory	1 510 222.00	1 557 397.00	966 922.00	40 984.03	925 937.97	1 557 397.00	378 729.92	1 178 667.08
	Business and Advisory:Qualification Verification	121 035.00	-	-	-	-	-	-	-
	Business and Advisory:Quality Control	121 035.00	-	-	-	-	-	-	-
	Business and Advisory:Valuer and Assessors	3 084 315.00	3 084 315.00	1 384 435.00	394 295.47	990 139.53	3 084 315.00	1 566 614.16	1 517 700.84
	Business and Advisory:Forensic Investigators	1 509 200.00	397 753.00	132 585.00	319 963.76	187 378.76	397 753.00	336 116.88	61 636.12
	Infrastructure and Planning:Architectural	17 083.00	17 083.00	7 669.00	-	7 669.00	17 083.00	17 083.00	-
	Engineering:Civil	-	-	-	-	-	-	-	-
	Engineering:Structural	10 087 794.00	3 028 794.00	1 076 398.00	189 021.34	1 265 419.34	3 028 794.00	191 621.34	2 837 172.66
	Infrastructure and Planning:Land and Quantity Surv	161 809.00	-	89 179.00	-	89 179.00	-	-	-
	Laboratory Services:Water	1 596 000.00	2 096 000.00	1 032 024.00	197 409.83	834 614.17	2 096 000.00	1 261 931.71	834 068.29
	Legal Cost:Legal Advice and Litigation	3 847 218.00	11 042 070.00	4 020 694.00	1 021 108.18	2 999 585.82	11 042 070.00	4 566 056.90	6 476 013.10
	Legal Cost:Issue of Summons	73 800.00	73 800.00	24 600.00	-	24 600.00	73 800.00	6 010.91	67 789.09
Vehicles used for political office -bearers	N/A	-	-	-	-	-	-	-	-
Accommodation, Travel and Incidental	Allowance:Travel or Motor Vehicle	420 256.00	420 256.00	149 580.00	-	149 580.00	420 256.00	70 000.00	350 256.00
	Allowance:Travel or Motor Vehicle	159 690.00	159 690.00	56 838.00	-	56 838.00	159 690.00	-	159 690.00
	Allowance:Accommodation, Travel and Incidental	18 261.00	18 261.00	6 500.00	-	6 500.00	18 261.00	68.69	18 192.31
	Allowance:Travel or Motor Vehicle	159 690.00	159 690.00	56 838.00	-	56 838.00	159 690.00	10 000.00	149 690.00
	Allowance:Travel or Motor Vehicle	175 683.00	175 683.00	62 530.00	-	62 530.00	175 683.00	-	175 683.00
	Allowance:Accommodation, Travel and Incidental	-	-	-	-	-	-	-	-
	Allowance:Travel or Motor Vehicle	-	-	-	-	-	-	-	-
	Allowance:Travel or Motor Vehicle	175 683.00	175 683.00	62 530.00	-	62 530.00	175 683.00	-	175 683.00
	Allowance:Accommodation, Travel and Incidental	15 158.00	15 158.00	5 397.00	79.00	5 318.00	15 158.00	79.00	15 079.00
	Allowance:Travel or Motor Vehicle	175 683.00	175 683.00	62 530.00	-	62 530.00	175 683.00	81 200.00	94 483.00
	Allowances:Accommodation, Travel and Incidental	291 811.00	291 811.00	103 864.00	43 616.08	60 247.92	291 811.00	137 595.54	154 215.46
	Allowances:Travel or Motor Vehicle	12 702 175.00	12 692 175.00	4 484 511.00	2 175 613.42	2 308 897.58	12 692 175.00	9 033 882.05	3 658 292.95
	Allowances and Service Related Benefits:Travelling	-	-	-	-	-	-	-	-
	Allowances and Service Related Benefits:Travelling	-	-	-	-	-	-	-	-
	Allowances and Service Related Benefits:Travelling	260 172.00	260 172.00	93 771.00	-	93 771.00	260 172.00	125 339.55	134 832.45
	Allowances and Service Related Benefits:Travelling	208 138.00	208 138.00	75 017.00	-	75 017.00	208 138.00	100 271.36	107 866.64
	Allowances and Service Related Benefits:Travelling	1 562 529.00	1 562 529.00	563 172.00	-	563 172.00	1 562 529.00	376 018.16	1 186 510.84
	Allowances and Service Related Benefits:Travelling	2 636 125.00	2 636 125.00	950 123.00	1 218 081.79	267 958.79	2 636 125.00	3 722 047.31	1 085 922.31
	Operational Cost:Travel Agency and Visa's	10 882.00	2 923.00	13 853.00	-	13 853.00	2 923.00	2 922.61	0.39
	Travel and Subsistence:Non-employees	5 554.00	-	3 696.00	-	3 696.00	-	-	-
Sponsorships, events and catering	Contractors:Catering Services	1 390 649.00	1 029 560.00	352 030.00	16 618.58	335 411.42	1 029 560.00	396 664.05	632 895.95
	Outsourced Services:Catering Services	785 322.00	1 252 245.00	394 220.00	370 961.60	23 258.40	1 252 245.00	1 095 742.57	156 502.43
	Advertising, Publicity and Marketing:Gifts and Pro	150 000.00	80 000.00	22 500.00	-	22 500.00	80 000.00	26 368.45	53 631.55
	Contractors:Event Promoters	179 500.00	137 253.00	7 129.00	-	7 129.00	137 253.00	137 252.50	0.50
	Advertising, Publicity and Marketing:Gifts and Pro	150 000.00	80 000.00	22 500.00	-	22 500.00	80 000.00	26 368.45	53 631.55
Communication	Communication:Cellular Contract (Subscription and	514 845.00	399 079.00	91 741.00	14 454.79	77 286.21	399 079.00	38 648.16	360 430.84
	Communication:Licences (Radio and Television)	30 381.00	210 381.00	190 738.00	75 307.68	115 430.32	210 381.00	75 307.68	135 073.32
	Communication:Radio and TV Transmissions	2 387 379.00	2 134 379.00	820 870.00	643 242.58	177 627.42	2 134 379.00	1 549 379.04	584 999.96
	Communication:Postage/Stamp/Frinking Machines	2 327 575.00	2 322 575.00	959 902.00	161 125.83	798 776.17	2 322 575.00	950 197.70	1 372 377.30
	Communication:SMS Bulk Message Service	173 880.00	173 880.00	66 075.00	30 752.46	35 322.54	173 880.00	72 752.01	101 127.99
Other related expenditure items	Communication:Telephone, Fax, Telegraph and Telex	3 212 339.00	2 379 780.00	983 892.00	561 080.11	422 811.89	2 379 780.00	2 423 014.56	43 234.56
	Entertainment:Senior Management	96 992.00	70 000.00	4 192.00	-	4 192.00	70 000.00	12 679.29	57 320.71
	Entertainment:Total for All Other Councillors	100 200.00	100 200.00	38 076.00	625.00	37 451.00	100 200.00	6 391.15	93 808.85
	Entertainment:Executive Mayor	248 430.00	248 430.00	94 404.00	2 602.60	91 801.40	248 430.00	40 941.91	207 488.09
	Overtime:Non Structured	33 943 753.00	32 942 931.00	11 703 257.00	8 508 757.65	3 194 495.35	32 942 931.00	31 093 133.27	1 849 797.73
Grand Total	Overtime:Shift Additional Remuneration	1 860 670.00	1 860 670.00	662 254.00	1 084 521.02	422 267.02	1 860 670.00	4 171 064.85	2 310 394.85
	Overtime:Structured	1 451 296.00	1 451 296.00	516 549.00	728 259.15	211 710.15	1 451 296.00	2 260 975.81	809 679.81
Grand Total		104 656 481.00	113 218 378.00	37 854 213.00	23 178 451.87	14 675 761.13	113 218 378.00	78 629 597.52	34 588 780.48

QUARTERLY BUDGET STATEMENT FOR JUNE 2020

11. Quarterly Budget Statements

Table C1: Quarterly Budget Statement Summary

WC024 Stellenbosch - Table C1 Monthly Budget Statement Summary - Q4 Fourth Quarter									
Description	2018/19 Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	Budget Year 2019/20				
					YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
Financial Performance									
Property rates	332 958	356 122	356 122	24 678	365 675	356 122	9 553	3%	356 122
Service charges	817 760	1 024 589	929 589	72 726	950 911	929 589	21 323	2%	929 589
Investment revenue	44 272	44 171	42 171	3 061	39 491	42 171	(2 680)	-6%	42 171
Transfers and subsidies	145 981	172 339	184 687	4 038	163 213	184 687	(21 474)	-12%	184 687
Other own revenue	183 015	181 426	177 103	4 405	59 314	177 103	(117 789)	-67%	177 103
Total Revenue (excluding capital transfers and contributions)	1 523 986	1 778 647	1 689 671	108 908	1 578 604	1 689 671	(111 066)	-7%	1 689 671
Employee costs	461 114	603 268	557 733	41 161	505 670	557 733	(52 063)	-9%	557 733
Remuneration of Councillors	18 272	19 936	19 936	1 683	17 967	19 936	(1 969)	-10%	19 936
Depreciation & asset impairment	176 665	206 956	206 956	–	96 316	206 956	(110 640)	-53%	206 956
Finance charges	23 207	39 877	29 877	15 177	31 150	29 877	1 273	4%	29 877
Materials and bulk purchases	412 264	441 448	461 084	29 273	423 019	461 084	(38 064)	-8%	461 084
Transfers and subsidies	8 990	10 049	10 949	1 274	10 345	10 949	(603)	-6%	10 949
Other expenditure	387 065	486 713	491 749	59 144	282 318	491 749	(209 431)	-43%	491 749
Total Expenditure	1 487 578	1 808 247	1 778 284	147 712	1 366 785	1 778 284	(411 499)	-23%	1 778 284
Surplus/(Deficit)	36 409	(29 600)	(88 613)	(38 804)	211 819	(88 613)	300 431	-339%	(88 613)
Transfers and subsidies - capital (monetary allocations)	88 153	141 088	144 868	–	108 175	144 868	(36 693)	-25%	144 868
Contributions & Contributed assets	–	–	–	–	–	500	(500)	-100%	3 269
Surplus/(Deficit) after capital transfers & contributions	124 562	111 488	56 255	(38 804)	319 993	56 755	263 238	464%	59 524
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–
Surplus/ (Deficit) for the year	124 562	111 488	56 255	(38 804)	319 993	56 755	263 238	464%	59 524
Capital expenditure & funds sources									
Capital expenditure	493 304	558 277	577 905	50 005	353 364	577 905	(224 541)	-39%	577 906
Capital transfers recognised	93 849	141 088	144 386	9 156	119 179	144 386	(25 207)	-17%	144 386
Public contributions & donations	–	–	–	–	–	–	–	–	–
Borrowing	120 561	160 000	37 096	20 532	74 461	37 096	37 365	101%	37 096
Internally generated funds	278 894	257 189	396 423	20 318	159 725	396 423	(236 698)	-60%	396 423
Total sources of capital funds	493 304	558 277	577 905	50 005	353 364	577 905	(224 541)	-39%	577 905
Financial position									
Total current assets	906 539	733 365	847 178		765 513				847 178
Total non current assets	5 494 494	5 926 685	5 961 278		5 750 117				5 961 278
Total current liabilities	517 416	352 300	352 300		218 282				352 300
Total non current liabilities	596 463	743 814	743 814		598 037				743 814
Community wealth/Equity	5 287 154	5 563 937	5 712 343		5 699 311				5 712 343
Cash flows									
Net cash from (used) operating	388 531	355 914	355 232	47 260	92 989	(61 627)	(154 616)	251%	22
Net cash from (used) investing	(387 553)	(558 277)	(577 905)	(11 180)	(210 105)	(312 893)	(102 788)	33%	577 885
Net cash from (used) financing	145 498	139 117	(20 883)	(13 383)	(25 870)	(4 741)	21 129	-446%	–
Cash/cash equivalents at the month/year end	169 538	370 118	323 163	–	423 733	187 458	(236 274)	-126%	1 144 626
Debtors & creditors analysis	0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Dys	151-180 Dys	181 Dys-1 Yr	Over 1Yr	Total
Debtors Age Analysis									
Total By Income Source	88 866	11 805	9 403	6 543	150 892	–	–	–	267 509
Creditors Age Analysis									
Total Creditors	154 198	–	–	–	–	–	–	–	154 198

QUARTERLY BUDGET STATEMENT FOR JUNE 2020

Table C2: Monthly Budget Statement – Financial Performance (standard classification)

WC024 Stellenbosch - Table C2 Monthly Budget Statement - Financial Performance (functional classification) - Q4 Fourth Quarter

Description	Ref	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
Revenue - Functional										
<i>Governance and administration</i>		440 981	454 808	450 561	27 462	456 089	450 561	5 528	1%	450 561
Executive and council		639	3 566	3 566	(4)	823	3 566	(2 743)	-77%	3 566
Finance and administration		440 342	451 242	446 995	27 465	455 266	446 995	8 271	2%	446 995
Internal audit		-	-	-	-	-	-	-	-	-
<i>Community and public safety</i>		72 223	132 219	137 363	3 004	87 508	137 363	(49 855)	-36%	137 363
Community and social services		19 239	20 917	20 176	1 927	14 834	20 176	(5 342)	-26%	20 176
Sport and recreation		352	1 986	2 386	(238)	1 215	2 386	(1 171)	-49%	2 386
Public safety		353	3 830	6 542	576	4 831	6 542	(1 711)	-26%	6 542
Housing		52 279	105 485	108 259	739	66 627	108 259	(41 632)	-38%	108 259
Health		-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>		146 244	130 189	139 095	4 892	34 338	139 095	(104 757)	-75%	139 095
Planning and development		12 050	8 028	15 333	1 998	8 938	15 333	(6 395)	-42%	15 333
Road transport		133 707	122 133	121 781	2 744	24 607	121 781	(97 174)	-80%	121 781
Environmental protection		486	28	1 981	151	793	1 981	(1 188)	-60%	1 981
<i>Trading services</i>		952 624	1 202 446	1 162 446	73 541	1 108 742	1 162 446	(53 704)	-5%	1 162 446
Energy sources		561 723	711 349	766 349	49 181	667 946	766 349	(98 403)	-13%	766 349
Water management		164 175	222 248	152 248	12 932	194 052	152 248	41 804	27%	152 248
Waste water management		147 926	177 357	157 357	6 670	147 844	157 357	(9 513)	-6%	157 357
Waste management		78 801	91 493	86 493	4 759	98 900	86 493	12 407	14%	86 493
<i>Other</i>	4	68	74	74	8	100	74	27	37%	74
Total Revenue - Functional	2	1 612 139	1 919 735	1 889 539	108 908	1 686 778	1 889 539	(202 761)	-11%	1 889 539
Expenditure - Functional		-								
<i>Governance and administration</i>		242 254	377 706	335 365	25 225	236 131	335 365	(99 235)	-30%	335 365
Executive and council		59 846	68 658	64 220	4 592	53 378	64 220	(10 842)	-17%	64 220
Finance and administration		172 181	290 203	259 486	19 929	171 473	259 486	(88 013)	-34%	259 486
Internal audit		10 227	18 845	11 659	705	11 280	11 659	(380)	-3%	11 659
<i>Community and public safety</i>		197 337	395 031	251 282	20 295	201 410	251 282	(49 872)	-20%	251 282
Community and social services		29 242	52 793	45 394	2 899	30 954	45 394	(14 441)	-32%	45 394
Sport and recreation		46 041	49 716	46 731	3 528	41 287	46 731	(5 444)	-12%	46 731
Public safety		91 508	257 239	120 011	10 602	99 721	120 011	(20 290)	-17%	120 011
Housing		30 546	35 283	39 146	3 265	29 448	39 146	(9 697)	-25%	39 146
Health		-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>		291 812	199 541	357 956	14 214	178 174	357 956	(179 782)	-50%	357 956
Planning and development		61 016	72 499	64 968	6 008	59 328	64 968	(5 640)	-9%	64 968
Road transport		214 299	100 339	265 485	7 018	104 428	265 485	(161 057)	-61%	265 485
Environmental protection		16 498	26 703	27 504	1 189	14 418	27 504	(13 086)	-48%	27 504
<i>Trading services</i>		756 174	835 832	833 680	87 935	750 878	833 680	(82 802)	-10%	833 680
Energy sources		440 699	454 852	467 767	31 468	442 338	467 767	(25 429)	-5%	467 767
Water management		126 735	165 258	150 785	39 543	119 487	150 785	(31 298)	-21%	150 785
Waste water management		109 181	133 677	116 646	9 282	105 985	116 646	(10 661)	-9%	116 646
Waste management		79 559	82 044	98 482	7 643	83 068	98 482	(15 414)	-16%	98 482
<i>Other</i>		-	137	-	43	193	-	193	#DIV/0!	-
Total Expenditure - Functional	3	1 487 578	1 808 247	1 778 284	147 712	1 366 785	1 778 284	(411 499)	-23%	1 778 284
Surplus/ (Deficit) for the year		124 562	111 488	111 255	(38 804)	319 993	111 255	208 738	188%	111 255

Table C2: Monthly Budget Statement . Financial Performance, reflects the operating revenue and operating expenditure in the standard classifications which are the Government Finance Statistics Functions and Sub-functions. The main functions are Governance and Administration; Community and public safety; Economic and environmental services; and Trading services.

QUARTERLY BUDGET STATEMENT FOR JUNE 2020

Table C3: Monthly Budget Statement – Financial Performance (revenue & expenditure by municipal vote)

WC024 Stellenbosch - Table C3 Monthly Budget Statement - Financial Performance (revenue and expenditure by municipal vote) - Q4 Fourth

Vote Description	Ref	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
Revenue by Vote	1									
Vote 1 - OFFICE OF THE MUNICIPAL MANAGER		4 061	387	387	-	-	387	(387)	-100.0%	387
Vote 2 - PLANNING AND DEVELOPMENT SERVICES		67 415	96 045	98 418	1 918	25 579	98 418	(72 839)	-74.0%	98 418
Vote 3 - INFRASTRUCTURE SERVICES		153 113	1 196 525	1 166 183	6 015	46 033	1 166 183	(1 120 150)	-96.1%	1 166 183
Vote 4 - COMMUNITY AND PROTECTION SERVICES		953 834	147 702	149 721	73 607	1 116 184	149 721	966 463	645.5%	149 721
Vote 5 - CORPORATE SERVICES		4 728	10 396	13 710	324	50 651	13 710	36 941	269.4%	13 710
Vote 6 - FINANCIAL SERVICES		428 989	468 680	461 120	27 044	448 331	461 120	(12 789)	-2.8%	461 120
Total Revenue by Vote	2	1 612 139	1 919 735	1 889 539	108 908	1 686 778	1 889 539	(202 760)	-10.7%	1 889 539
Expenditure by Vote	1									
Vote 1 - OFFICE OF THE MUNICIPAL MANAGER		26 726	52 258	37 870	1 549	27 044	37 870	(10 826)	-28.6%	37 870
Vote 2 - PLANNING AND DEVELOPMENT SERVICES		74 263	109 279	101 973	6 969	66 294	101 973	(35 679)	-35.0%	101 973
Vote 3 - INFRASTRUCTURE SERVICES		844 635	972 006	976 189	23 058	244 595	976 189	(731 594)	-74.9%	976 189
Vote 4 - COMMUNITY AND PROTECTION SERVICES		336 045	357 526	366 135	92 828	824 561	366 135	458 426	125.2%	366 135
Vote 5 - CORPORATE SERVICES		150 522	184 055	162 009	11 346	126 367	162 009	(35 642)	-22.0%	162 009
Vote 6 - FINANCIAL SERVICES		55 386	133 124	134 107	11 963	77 924	134 107	(56 183)	-41.9%	134 107
Total Expenditure by Vote	2	1 487 578	1 808 247	1 778 284	147 712	1 366 785	1 778 284	(411 499)	-23.1%	1 778 284
Surplus/ (Deficit) for the year	2	124 562	111 488	111 255	(38 804)	319 993	111 255	208 738	187.6%	111 255

Table C3: Monthly Budget Statement . Financial Performance, reflects the operating revenue and operating expenditure by municipal vote. The municipal directorates are Municipal Manager; Planning Development; Infrastructure Services; Community and Protection Services; Corporate Services; and Financial Services. The operating expenditure budget is approved by Council on the municipal vote level.

QUARTERLY BUDGET STATEMENT FOR JUNE 2020

Table C4: Monthly Budget Statement – Financial Performance (revenue & expenditure)

WC024 Stellenbosch - Table C4 Monthly Budget Statement - Financial Performance (revenue and expenditure) - Q4 Fourth Quarter

Description		Ref	2018/19	Budget Year 2019/20							
			Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands											
Revenue By Source											
Property rates			332 958	356 122	356 122	24 678	365 675	356 122	9 553	3%	356 122
Service charges - electricity revenue			531 494	639 886	639 886	49 176	632 426	639 886	(7 460)	-1%	639 886
Service charges - water revenue			147 276	201 975	131 975	12 121	169 122	131 975	37 147	28%	131 975
Service charges - sanitation revenue			83 862	113 503	93 503	6 670	86 249	93 503	(7 254)	-8%	93 503
Service charges - refuse revenue			55 128	69 225	64 225	4 759	63 114	64 225	(1 111)	-2%	64 225
Service charges - other			—	—	—	—	—	—	—	—	—
Rental of facilities and equipment			14 524	18 831	18 831	708	10 018	18 831	(8 813)	-47%	18 831
Interest earned - external investments			44 272	44 171	42 171	3 061	39 491	42 171	(2 680)	-6%	42 171
Interest earned - outstanding debtors			8 025	11 270	11 270	(0)	9 197	11 270	(2 073)	-18%	11 270
Dividends received			—	—	—	—	—	—	—	—	—
Fines, penalties and forfeits			118 046	108 260	98 260	985	15 029	98 260	(83 231)	-85%	98 260
Licences and permits			6 611	5 398	5 398	1 177	5 618	5 398	220	4%	5 398
Agency services			2 833	2 852	2 852	410	2 534	2 852	(317)	-11%	2 852
Transfers and subsidies			145 981	172 339	184 687	4 038	163 213	184 687	(21 474)	-12%	184 687
Other revenue			32 924	34 815	40 491	1 125	16 916	40 491	(23 575)	-58%	40 491
Gains on disposal of PPE			52	—	—	—	—	—	—	—	—
Total Revenue (excluding capital transfers and contributions)			1 523 986	1 778 647	1 689 671	108 908	1 578 604	1 689 671	(111 068)	-7%	1 689 671
Expenditure By Type											
							—				
Employee related costs			461 114	603 268	557 733	41 161	505 670	557 733	(52 063)	-9%	557 733
Remuneration of councillors			18 272	19 936	19 936	1 683	17 967	19 936	(1 969)	-10%	19 936
Debt impairment			105 207	72 067	72 067	28 130	28 423	72 067	(43 644)	-61%	72 067
Depreciation & asset impairment			176 665	206 956	206 956	—	96 316	206 956	(110 640)	-53%	206 956
Finance charges			23 207	39 877	29 877	15 177	31 150	29 877	1 273	4%	29 877
Bulk purchases			380 671	406 458	426 958	28 245	399 953	426 958	(27 006)	-6%	426 958
Other materials			31 593	34 990	34 125	1 028	23 067	34 125	(11 059)	-32%	34 125
Contracted services			151 818	237 957	244 933	17 152	159 504	244 933	(85 429)	-35%	244 933
Transfers and subsidies			8 990	10 049	10 949	1 274	10 345	10 949	(603)	-6%	10 949
Other expenditure			124 929	176 689	174 749	11 021	101 235	174 749	(73 514)	-42%	174 749
Loss on disposal of PPE			5 112	—	—	2 841	(6 845)	—	(6 845)	#DIV/0!	—
Total Expenditure			1 487 578	1 808 247	1 778 284	147 712	1 366 785	1 778 284	(411 499)	-23%	1 778 284
Surplus/(Deficit)											
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)			36 409	(29 600)	(88 613)	(38 804)	211 819	(88 613)	300 431	(0)	(88 613)
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)			88 153	141 088	144 868	—	108 175	144 868	(36 693)	(0)	144 868
Transfers and subsidies - capital (in-kind - all)			—	—	—	—	—	—	—	—	3 269
			—	—	—	—	—	500	(500)	(0)	—
Surplus/(Deficit) after capital transfers & contributions			124 562	111 488	56 255	(38 804)	319 993	56 755			59 524
Taxation			—	—	—	—	—	—	—	—	—
Surplus/(Deficit) after taxation			124 562	111 488	56 255	(38 804)	319 993	56 755			59 524
Attributable to minorities			—	—	—	—	—	—			—
Surplus/(Deficit) attributable to municipality			124 562	111 488	56 255	(38 804)	319 993	56 755			59 524
Share of surplus/ (deficit) of associate			—	—	—	—	—	—			—
Surplus/ (Deficit) for the year			124 562	111 488	56 255	(38 804)	319 993	56 755			59 524

QUARTERLY BUDGET STATEMENT FOR JUNE 2020

Table C5: Monthly Budget Statement – Capital Expenditure

WC024 Stellenbosch - Table C5 Monthly Budget Statement - Capital Expenditure (municipal vote, functional classification and funding) - Q4
Fourth Quarter

Vote Description	2018/19	Budget Year 2019/20							
	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands									
Capital Expenditure - Functional Classification									
<i>Governance and administration</i>	48 183	105 155	142 249	1 587	37 450	142 249	(104 799)	-74%	142 249
Executive and council	87	35	35	21	30	35	(5)	-15%	35
Finance and administration	48 096	105 120	142 214	1 566	37 421	142 214	(104 793)	-74%	142 214
Internal audit	—	—	—	—	—	—	—		—
<i>Community and public safety</i>	91 870	61 445	55 066	4 249	31 155	55 066	(23 911)	-43%	55 066
Community and social services	1 422	2 845	1 379	1 105	1 908	1 379	529	38%	1 379
Sport and recreation	14 006	29 000	26 117	1 614	5 972	26 117	(20 145)	-77%	26 117
Public safety	8 685	29 550	26 221	690	10 365	26 221	(15 856)	-60%	26 221
Housing	67 757	50	1 350	839	12 911	1 350	11 561	856%	1 350
Health	—	—	—	—	—	—	—		—
<i>Economic and environmental services</i>	87 048	130 452	128 441	9 563	111 561	128 441	(16 880)	-13%	128 441
Planning and development	7 608	50 332	46 138	1 282	58 536	46 138	12 399	27%	46 138
Road transport	79 441	80 120	82 303	8 135	52 878	82 303	(29 425)	-36%	82 303
Environmental protection	—	—	—	146	146	—	146	#DIV/0!	—
<i>Trading services</i>	260 825	261 225	252 149	34 607	173 198	252 149	(78 951)	-31%	252 149
Energy sources	66 094	35 090	46 493	7 641	37 028	46 493	(9 464)	-20%	46 493
Water management	67 730	80 000	51 420	1 164	17 233	51 420	(34 186)	-66%	51 420
Waste water management	119 852	114 400	116 553	20 879	85 339	116 553	(31 214)	-27%	116 553
Waste management	7 148	31 735	37 684	4 922	33 597	37 684	(4 087)	-11%	37 684
<i>Other</i>	5 378	—	—	—	—	—	—		—
Total Capital Expenditure - Functional Classification	493 304	558 277	577 905	50 005	353 364	577 905	(224 541)	-39%	577 905
Funded by:									
National Government	41 486	62 526	62 526	8 258	59 700	62 526	(2 826)	-5%	62 526
Provincial Government	52 363	78 562	81 860	897	59 479	81 860	(22 381)	-27%	81 860
District Municipality	—	—	—	—	—	—	—		—
Other transfers and grants	—	—	—	—	—	—	—		—
Transfers recognised - capital	93 849	141 088	144 386	9 156	119 179	144 386	(25 207)	-17%	144 386
Public contributions & donations	—	—	—	—	—	—	—		—
Borrowing	120 561	160 000	37 096	20 532	74 461	37 096	37 365	101%	37 096
Internally generated funds	278 894	257 189	396 423	20 318	159 725	396 423	(236 698)	-60%	396 423
Total Capital Funding	493 304	558 277	577 905	50 005	353 364	577 905	(224 541)	-39%	577 905

Table C5: Monthly Budget Statement . Capital Expenditure consists of three sections: Appropriations by vote; Standard classification and funding portion.

QUARTERLY BUDGET STATEMENT FOR JUNE 2020

Table C6: Monthly Budget Statement – Financial Position

WC024 Stellenbosch - Table C6 Monthly Budget Statement - Financial Position - Q4 Fourth Quarter						
Description	Ref	2018/19	Budget Year 2019/20			
		Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	Full Year Forecast
R thousands	1					
ASSETS						
Current assets						
Cash		169 491	46 864	46 864	46 587	46 864
Call investment deposits		398 164	276 299	390 111	395 874	390 111
Consumer debtors		227 370	148 796	148 796	257 020	148 796
Other debtors		57 576	204 059	204 059	10 489	204 059
Current portion of long-term receivables		1 631	2 511	2 511	1 631	2 511
Inventory		52 308	54 836	54 836	53 912	54 836
Total current assets		906 539	733 365	847 178	765 513	847 178
Non current assets						
Long-term receivables		3 025	3 876	3 876	3 025	3 876
Investments		–	–	–	–	–
Investment property		420 777	417 348	417 348	422 461	417 348
Investments in Associate		–	–	–	–	–
Property, plant and equipment		5 057 061	5 487 328	5 521 920	5 312 425	5 521 920
Agricultural		–	–	–	–	–
Biological assets		6 321	9 938	9 938	6 321	9 938
Intangible assets		6 535	5 577	5 577	5 110	5 577
Other non-current assets		774	2 618	2 618	774	2 618
Total non current assets		5 494 494	5 926 685	5 961 278	5 750 117	5 961 278
TOTAL ASSETS		6 401 033	6 660 051	6 808 456	6 515 630	6 808 456
LIABILITIES						
Current liabilities						
Bank overdraft		–	–	–	–	–
Borrowing		25 870	26 311	26 311	–	26 311
Consumer deposits		17 078	14 274	14 274	17 726	14 274
Trade and other payables		418 226	254 131	254 131	162 528	254 131
Provisions		56 243	57 584	57 584	38 029	57 584
Total current liabilities		517 416	352 300	352 300	218 282	352 300
Non current liabilities						
Borrowing		292 930	449 591	449 591	292 930	449 591
Provisions		303 532	294 223	294 223	305 106	294 223
Total non current liabilities		596 463	743 814	743 814	598 037	743 814
TOTAL LIABILITIES		1 113 879	1 096 114	1 096 114	816 319	1 096 114
NET ASSETS	2	5 287 154	5 563 937	5 712 342	5 699 311	5 712 342
COMMUNITY WEALTH/EQUITY						
Accumulated Surplus/(Deficit)		5 287 154	5 563 937	5 712 343	5 699 311	5 712 343
Reserves		–	–	–	–	–
TOTAL COMMUNITY WEALTH/EQUITY	2	5 287 154	5 563 937	5 712 343	5 699 311	5 712 343

QUARTERLY BUDGET STATEMENT FOR JUNE 2020

Table C7: Monthly Budget Statement – Cash Flow

WC024 Stellenbosch - Table C7 Monthly Budget Statement - Cash Flow - Q4 Fourth Quarter										
Description	Ref	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Property rates		330 932	341 877	341 877	8 785	164 533	201 637	(37 104)	-18%	(624 869)
Service charges		789 964	996 403	955 953	140 899	872 615	747 055	125 560	17%	(699 566)
Other revenue		154 846	93 620	89 297	6 875	52 418	11 298	41 120	364%	(132 032)
Government - operating		147 412	172 339	184 687	2 503	164 061	67 477	96 584	143%	(42 771)
Government - capital		122 759	141 088	144 868	2 618	56 362	141 088	(84 725)	-60%	-
Interest		52 297	54 991	52 991	2 323	31 885	37 582	(5 697)	-15%	-
Dividends		-	-	-	-	-	-	-		-
Payments										
Suppliers and employees		(1 183 655)	(1 394 478)	(1 373 615)	(100 291)	(1 207 391)	(1 243 079)	(35 688)	3%	1 458 435
Finance charges		(17 033)	(39 877)	(30 777)	(15 177)	(31 150)	(15 973)	15 177	-95%	29 877
Transfers and Grants		(8 990)	(10 049)	(10 049)	(1 274)	(10 345)	(8 711)	1 634	-19%	10 949
NET CASH FROM/(USED) OPERATING ACTIVITIES		388 531	355 914	355 232	47 260	92 989	(61 627)	(154 616)	251%	22
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE		217	-	-	-	-	-	-		(21)
Decrease (Increase) in non-current debtors		-	-	-	-	-	-	-		-
Decrease (increase) other non-current receivables		(1 248)	-	-	-	-	-	-		-
Decrease (increase) in non-current investments		107 454	-	-	38 679	145 410	-	145 410	#DIV/0!	-
Payments										
Capital assets		(493 976)	(558 277)	(577 905)	(49 859)	(355 515)	(312 893)	42 623	-14%	577 906
NET CASH FROM/(USED) INVESTING ACTIVITIES		(387 553)	(558 277)	(577 905)	(11 180)	(210 105)	(312 893)	(102 788)	33%	577 885
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Short term loans		-	-	-	-	-	-	-		-
Borrowing long term/refinancing		160 000	160 000	-	-	-	-	-		-
Increase (decrease) in consumer deposits		-	-	-	-	-	-	-		-
Payments										
Repayment of borrowing		(14 502)	(20 883)	(20 883)	(13 383)	(25 870)	(4 741)	21 129	-446%	-
NET CASH FROM/(USED) FINANCING ACTIVITIES		145 498	139 117	(20 883)	(13 383)	(25 870)	(4 741)	21 129	-446%	-
NET INCREASE/ (DECREASE) IN CASH HELD		146 476	(63 245)	(243 556)	22 698	(142 986)	(379 260)			577 907
Cash/cash equivalents at beginning:		23 063	433 363	566 719		566 719	566 719			566 719
Cash/cash equivalents at month/year end:		169 538	370 118	323 163		423 733	187 458			1 144 626

QUARTERLY BUDGET STATEMENT FOR JUNE 2020

11. Supporting Documentation

Debtors Age Analysis

Supporting Table SC3: Monthly Budget Statement - Aged Debtors

- Supporting Table SC3 Monthly Budget Statement - aged debtors - Q4 Fourth Quarter

Description		NT Code	Budget Year 2019/20										Actual Bad Debts Written Off against Debtors	Impairment - Bad Debts I.t.o Council Policy
			0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Dys	151-180 Dys	181 Dys-1 Yr	Over 1Yr	Total	Total over 90 days		
R thousands														
Debtors Age Analysis By Income Source														
Trade and Other Receivables from Exchange Transactions - Water		1200	18 237	4 580	4 255	2 999	64 876	-	-	-	94 946	67 874	-	-
Trade and Other Receivables from Exchange Transactions - Electricity		1300	35 777	1 854	971	512	8 542	-	-	-	47 655	9 054	-	-
Receivables from Non-ex change Transactions - Property Rates		1400	21 258	2 925	1 244	725	21 769	-	-	-	47 921	22 494	-	-
Receivables from Exchange Transactions - Waste Water Management		1500	7 328	1 444	1 138	1 481	17 744	-	-	-	29 134	19 225	-	-
Receivables from Exchange Transactions - Waste Management		1600	5 286	755	612	434	20 204	-	-	-	27 291	20 638	-	-
Receivables from Exchange Transactions - Property Rental Debtors		1700	464	161	1 010	115	8 323	-	-	-	10 074	8 438	-	-
Interest on Arrear Debtor Accounts		1810	-	-	-	-	-	-	-	-	-	-	-	-
Recoverable unauthorised, irregular, fruitless and wasteful expenditure		1820	-	-	-	-	-	-	-	-	-	-	-	-
Other		1900	516	87	174	277	9 435	-	-	-	10 489	9 712	-	-
Total By Income Source		2000	88 866	11 805	9 403	6 543	150 892	-	-	-	267 509	157 435	-	-
2019/20 - totals only											-	-		
Debtors Age Analysis By Customer Group														
Organs of State		2200	3 956	949	143	46	637	-	-	-	5 731	683	-	-
Commercial		2300	14 789	1 028	292	117	13 751	-	-	-	29 977	13 868	-	-
Households		2400	53 206	8 819	7 102	5 807	116 716	-	-	-	191 649	122 523	-	-
Other		2500	16 916	1 009	1 865	574	19 788	-	-	-	40 151	20 361	-	-
Total By Customer Group		2600	88 866	11 805	9 403	6 543	150 892	-	-	-	267 509	157 435	-	-

Creditors Age Analysis

Supporting Table SC4: Monthly Budget Statement – Aged Creditors

- Supporting Table SC4 Monthly Budget Statement - aged creditors - Q4 Fourth Quarter

Description	NT Code	Budget Year 2019/20								
		0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	121 - 150 Days	151 - 180 Days	181 Days - 1 Year	Over 1 Year	Total
R thousands										
Creditors Age Analysis By Customer Type										
Bulk Electricity	0100	44 828	-	-	-	-	-	-	-	44 828
Bulk Water	0200	-	-	-	-	-	-	-	-	-
PAYE deductions	0300	-	-	-	-	-	-	-	-	-
VAT (output less input)	0400	-	-	-	-	-	-	-	-	-
Pensions / Retirement deductions	0500	-	-	-	-	-	-	-	-	-
Loan repayments	0600	-	-	-	-	-	-	-	-	-
Trade Creditors	0700	109 370	-	-	-	-	-	-	-	109 370
Auditor General	0800	-	-	-	-	-	-	-	-	-
Other	0900	-	-	-	-	-	-	-	-	-
Total By Customer Type	1000	154 198	-	-	-	-	-	-	-	154 198

QUARTERLY BUDGET STATEMENT FOR JUNE 2020

Investments and Borrowings

Supporting Table SC5: Monthly Budget Statement – Investment Portfolio

WC024 Stellenbosch - Supporting Table SC5 Monthly Budget Statement - investment portfolio - Q4 Fourth Quarter

Investments by maturity Name of institution & investment ID	Ref	Period of Investment	Type of Investment	Expiry date of investment	Accrued interest for the month	Yield for the month 1 (%)	Market value at beginning of the month	Change in market value	Market value at end of the month
R thousands		Yrs/Months							
Municipality									
N#014-Nedbank		1Y	Deposits - Bank (03)	19/09/06		9.05%	0		0
N#015-Nedbank		1Y	Deposits - Bank (03)	19/10/11		9.05%	(0)	-	(0)
N#016-Nedbank		3M	Deposits - Bank (03)	19/07/09		8.05%	(0)		(0)
N#017-Nedbank		5M	Deposits - Bank (03)	20/02/24		7.90%	-	-	-
N#018-Nedbank		7M	Deposits - Bank (03)	15/06/2020	307	8.00%	104 384	(104 690)	(0)
N#019-Nedbank		8M	Deposits - Bank (03)	27/11/2020	755	7.65%	122 389	-	123 144
I#052- Investec		3M	Deposits - Bank (03)	19/07/09		7.70%	0		0
S#024- Standard Bank		3M	Deposits - Bank (03)	19/09/24		8.03%	0		0
S#025-Standard Bank		4M	Deposits - Bank (03)	CALL ACCOUNT	65	6.75%	21 893	-	21 958
S#026- Standard Bank		2M	Deposits - Bank (03)	19/08/14		7.55%	-		-
S#027- Standard Bank		5M	Deposits - Bank (03)	19/11/11		7.90%	(0)		(0)
S#028- Standard Bank		5M	Deposits - Bank (03)	19/09/24		7.83%	0	-	0
S#029- Standard Bank		5M	Deposits - Bank (03)	14/04/2020		7.88%	0	-	0
S#030- Standard Bank		9M	Deposits - Bank (03)	27/10/2020	500	7.60%	81 582	-	82 082
A#6927 - ABSA		1Y	Deposits - Bank (03)	CALL ACCOUNT	71	6.70%	20 908	-	20 979
A#934-ABSA		6M	Deposits - Bank (03)	20/10/12		6.69%	100 861		100 861
A#942-ABSA		1M	Deposits - Bank (03)	15/05/2020	550	5.89%	0	-	550
N#008 - Nedbank		1Y	Deposits - Bank (03)	15/06/2021	76	3.75%	-	46 224	46 300
Municipality sub-total					2 323		452 018	(58 466)	395 874
Entities sub-total					-		-	-	-
TOTAL INVESTMENTS AND INTEREST	2				2 323		452 018	(58 466)	395 874

QUARTERLY BUDGET STATEMENT FOR JUNE 2020

Supporting Table SC6: Monthly Budget Statement – Transfers and grant receipts

WC024 Stellenbosch - Supporting Table SC6 Monthly Budget Statement - transfers and grant receipts - Q4 Fourth Quarter

Description	Ref	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
RECEIPTS:	1,2									
Operating Transfers and Grants										
National Government:		131 854	144 704	144 913	-	143 163	141 212	1 742	1.2%	144 704
Operational Revenue:General Revenue:Equitable Share		124 176	136 177	136 177	-	136 177	136 177	-		136 177
Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B]		5 722	5 227	5 227	-	5 227	3 485	1 742	50.0%	5 227
Local Government Financial Management Grant [Schedule 5B]		1 550	1 550	1 550	-	1 550	1 550	-		1 550
Municipal Systems Improvement Grant		-	1 750	1 750	-	-	-	-		1 750
Municipal Disaster Relief Grant		-	-	209	-	209	-	-		-
Provincial Government:		15 042	27 635	18 989	-	18 181	18 989	(808)	-4.3%	18 989
WC Financial Management Support Grant		255	255	1 155	-	1 155	1 155	-		1 155
Financial Management Capacity Building Grant		-	380	380	-	380	380	-		380
Community Development Workers Operational Support Grant	4	-	-	112	-	112	112	-		112
LG Graduate Internship Grant	4	-	-	80	-	80	80	-		80
Human Settlements Development Grant	4	1 455	12 438	4 200	-	4 000	4 200	(200)	-4.8%	4 200
Libraries, Archives and Museums	4	12 210	12 454	12 454	-	12 454	12 454	-		12 454
Municipal Accreditation and Capacity Building Grant	4	151	224	224	-	-	224	(224)	-100.0%	224
Maintenance and Construction of Transport Infrastructure	4	971	384	384	-	-	384	(384)	-100.0%	384
Regional Socio-Economic Project/violence through urban upgrading (RSEPIVPUU)		-	1 500	-	-	-	-	-		-
District Municipality:		-	-	2 503	-	2 503	2 503	-		-
Cape Winelands District Municipality		-	-	2 503	2 503	2 503	2 503	-		-
Other grant providers:		-	-	2 035	-	63	2 035	(1 972)	-96.9%	-
LG SETA Bursary Fund		-	-	35	-	63	35	28	79.2%	-
Public Corporations		-	-	2 000	-	-	2 000	(2 000)		-
Total Operating Transfers and Grants	5	146 896	172 339	168 440	-	163 909	164 738	(1 038)	-0.6%	163 693
Capital Transfers and Grants										
National Government:		5 000	62 526	62 526	-	62 526	62 526	-		62 526
Integrated National Electrification Programme (Municipal Grant) [Schedule 5B]		5 000	15 640	15 640	-	15 640	15 640	-		15 640
Integrated Urban Development Grant		-	46 886	46 886	-	46 886	46 886	-		46 886
Provincial Government:		43 514	26 062	76 070	2 618	8 836	76 070	(67 234)	-88.4%	73 970
RSEPI VPUU		-	-	1 500	-	1 500	1 500	-		-
Human Settlements Development Grant		43 514	25 462	73 970	2 618	6 736	73 970	(67 234)	-90.9%	73 970
Integrated Transport Planning		-	600	600	-	600	600	-		-
Human Settlements Development Grant (Roll over)		-	-	-	-	-	-	-		-
District Municipality:		-	-	-	-	-	-	-		-
All Grants		-	-	-	-	-	-	-		-
Other grant providers:		-	-	50 000	-	-	-	-		-
Public Corporations		-	-	50 000	-	-	-	-		-
Total Capital Transfers and Grants	5	48 514	88 588	188 596	2 618	71 362	138 596	(67 234)	-48.5%	136 496
TOTAL RECEIPTS OF TRANSFERS & GRANTS	5	195 410	260 927	357 036	2 618	235 271	303 334	(68 272)	-22.5%	300 189

QUARTERLY BUDGET STATEMENT FOR JUNE 2020

Supporting Table SC7 (1) Monthly Budget Statement – transfers and grant expenditure

WC024 Stellenbosch - Supporting Table SC7(1) Monthly Budget Statement - transfers and grant expenditure - Q4 Fourth Quarter

Description	Ref	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands										
EXPENDITURE										
Operating expenditure of Transfers and Grants										
National Government:		97 266	144 704	143 410	4 705	97 663	143 301	(45 639)	-31.8%	143 201
Operational Revenue: General Revenue: Equitable Share		89 588	136 177	136 177	4 239	90 677	136 177	(45 500)	-33.4%	136 177
Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B]		5 722	5 227	5 227	207	5 227	5 227	0	0.0%	5 227
Natural Resources Management Grant		405	—	247	—	—	139	(139)	-100.0%	247
Local Government Financial Management Grant [Schedule 5B]		1 550	1 550	1 550	50	1 550	1 550	—	—	1 550
Municipal Systems Improvement Grant		—	1 750	—	—	—	—	—	—	—
Municipal Disaster Relief Grant		—	—	209	209	209	—	209	#DIV/0!	—
Provincial Government:		14 517	27 635	20 779	2 108	17 928	16 416	1 513	9.2%	20 779
WC Financial Management Support Grant		255	255	1 155	900	1 155	255	900	352.9%	1 155
Financial Management Capacity Building Grant		366	380	740	—	—	740	(740)	-100.0%	740
Community Development Workers Operational Support Grant		—	—	56	11	18	56	(38)	-67.4%	56
LG Graduate Internship Grant		—	—	140	6	6	—	6	#DIV/0!	140
Human Settlements Development Grant		1 455	12 438	5 626	—	4 000	3 000	1 000	33.3%	5 626
Infrastructure		—	—	—	—	—	—	—	—	—
Libraries, Archives and Museums		12 070	12 454	12 454	1 191	12 365	12 365	—	—	12 454
Municipal Accreditation and Capacity Building Grant		—	224	224	—	—	—	—	—	224
Public Transport		—	—	—	—	—	—	—	—	—
Maintenance and Construction of Transport Infrastructure		371	384	384	—	384	—	384	#DIV/0!	384
Sports and Recreation		—	—	—	—	—	—	—	—	—
Title Deeds Restoration		—	—	—	—	—	—	—	—	—
Regional Socio-Economic Project/violence through urban upgrading (RSEP/VPUU)		—	1 500	—	—	—	—	—	—	—
District Municipality:		—	—	2 503	278	278	278	—	—	2 503
Cape Winelands District Municipality		—	—	2 503	278	278	278	—	—	2 503
Other grant providers:		—	—	2 035	28	63	63	—	—	35
LG SETA Bursary Fund		—	—	35	28	63	63	—	—	35
Foreign Government and International Organisations		—	—	—	—	—	—	—	—	—
Households		—	—	—	—	—	—	—	—	—
Non-profit Institutions		—	—	—	—	—	—	—	—	—
Private Enterprises		—	—	—	—	—	—	—	—	—
Public Corporations		—	—	2 000	—	—	—	—	—	—
Higher Educational Institutions		—	—	—	—	—	—	—	—	—
Parent Municipality / Entity		—	—	—	—	—	—	—	—	—
Total operating expenditure of Transfers and Grants:		111 783	172 339	168 726	7 119	115 904	160 057	(44 126)	-27.6%	166 517
Capital expenditure of Transfers and Grants										
National Government:		5 000	62 526	62 526	8 258	59 700	90 665	(30 965)	-34.2%	62 526
Integrated National Electrification Programme (Municipal Grant) [Schedule 5B]		5 000	15 640	15 640	4 244	12 814	7 260	5 554	76.5%	15 640
Integrated Urban Development Grant		—	46 886	46 886	4 015	46 886	36 519	10 367	28.4%	46 886
Provincial Government:		43 514	26 062	79 073	897	56 476	657	55 819	850.2%	74 570
RSEP/ VPUU		—	—	1 500	153	1 381	—	1 381	#DIV/0!	—
Human Settlements Development Grant		43 514	25 462	73 970	745	54 650	57	54 594	(155)	73 970
Integrated Transport Planning		—	600	600	—	445	600	—	—	600
Human Settlements Development Grant (Roll over)		—	—	—	—	—	—	—	—	—
Fire Services Capacity Building Grant		—	—	3 003	—	—	—	—	—	—
District Municipality:		—	—	—	—	—	—	—	—	—
All Grants		—	—	—	—	—	—	—	—	—
Other grant providers:		—	—	50 000	—	—	—	—	—	—
Public Corporations		—	—	50 000	—	—	—	—	—	—
Total capital expenditure of Transfers and Grants		48 514	88 588	191 599	9 156	116 176	91 322	24 854	27.2%	137 096
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		160 297	260 927	360 325	16 274	232 080	251 379	(19 272)	-7.7%	303 613

Supporting Table SC7 (2) Monthly Budget Statement – expenditure against approved roll-overs

WC024 Stellenbosch - Supporting Table SC7(2) Monthly Budget Statement - Expenditure against approved rollovers - Q4 Fourth Quarter

Description	Ref	Budget Year 2019/20				
		Approved Rollover 2018/19	Monthly actual	YearTD actual	YTD variance	YTD variance
R thousands						%
<u>EXPENDITURE</u>						
<u>Operating expenditure of Approved Roll-overs</u>						
National Government:		247	—	(45)	83	33.6%
Natural Resource Management Project		247	—	(45)	292	118.2%
Provincial Government:		5 619	157	1 993	3 625	64.5%
WC Financial Management Support Grant		—	—	—	—	—
Financial Management Capacity Building Grant		360	—	—	360	100.0%
Community Development Workers Operational Support Grant		—	—	—	—	—
LG Graduate Internship Grant		60	—	60	—	—
Human Settlements Development Grant		1 426	—	—	1 426	100.0%
Title Deeds Restoration		3 773	157	1 933	1 840	48.8%
Libraries, Archives and Museums		—	—	—	—	—
Municipal Accreditation and Capacity Building Grant		—	—	—	—	—
Public Transport		—	—	—	—	—
Maintenance and Construction of Transport Infrastructure		—	—	—	—	—
Sports and Recreation		—	—	—	—	—
Waste Water Infrastructure - Maintenance		—	—	—	—	—
Regional Socio-Economic Project/violence through urban upgrading (RSEP/VPUU)		—	—	—	—	—
Total operating expenditure of Approved Roll-overs		5 866	157	1 976	3 681	62.7%
<u>Capital expenditure of Approved Roll-overs</u>						
Provincial Government:		3 003	—	3 003	—	—
Fire Services Capacity Building Grant		3 003	—	3 003	—	—
Total capital expenditure of Approved Roll-overs		—	—	3 003	—	—
TOTAL EXPENDITURE OF APPROVED ROLL-OVERS		5 866	157	4 979	3 681	62.7%

QUARTERLY BUDGET STATEMENT FOR JUNE 2020

Supporting Table SC8 Monthly Budget Statement - councillor and staff benefits - Q4 Fourth Quarter

WC024 Stellenbosch - Supporting Table SC8 Monthly Budget Statement - councillor and staff benefits - Q4 Fourth Quarter

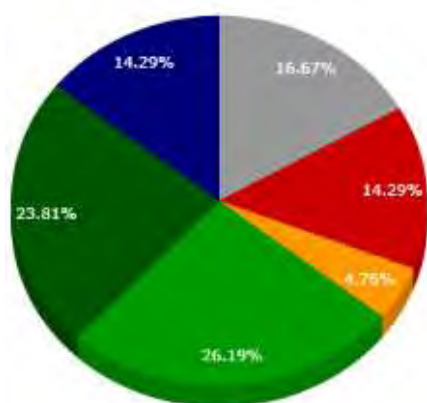
Summary of Employee and Councillor remuneration	Ref	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1	A	B	C						D
Councillors (Political Office Bearers plus Other)										
Basic Salaries and Wages		11 509	11 322	12 934	1 007	11 649	12 934	(1 284)	-10%	12 934
Pension and UIF Contributions		512	132	800	-	58	800	(741)	-93%	800
Medical Aid Contributions		222	50	87	-	30	87	(57)	-65%	87
Motor Vehicle Allowance		4 136	4 139	4 667	517	4 324	4 667	(343)	-7%	4 667
Cellphone Allowance		1 894	1 740	1 263	146	1 751	1 263	488	39%	1 263
Housing Allowances		-	-	-	-	-	-	-	-	-
Other benefits and allowances		-	154	186	13	155	186	(31)	-17%	186
Sub Total - Councillors		18 272	17 538	19 936	1 683	17 967	19 936	(1 969)	-10%	19 936
Senior Managers of the Municipality	3									
Basic Salaries and Wages		-	3 029	7 256	416	5 417	7 256	(1 839)	-25%	7 256
Pension and UIF Contributions		-	581	1 187	-	180	1 187	(1 007)	-85%	1 187
Medical Aid Contributions		-	72	111	0	24	111	(87)	-79%	111
Overtime		-	-	-	-	-	-	-	-	-
Performance Bonus		-	591	-	-	710	485	225	46%	485
Motor Vehicle Allowance		-	493	1 267	-	161	1 267	(1 105)	-87%	1 267
Cellphone Allowance		-	104	134	-	42	134	(92)	-69%	134
Housing Allowances		-	-	-	-	-	-	-	-	-
Other benefits and allowances		-	18	485	0	0	34	(34)	-99%	34
Payments in lieu of leave		-	-	-	-	-	-	-	-	-
Long service awards		-	-	-	-	-	-	-	-	-
Post-retirement benefit obligations	2	-	(4 041)	34	769	8 767	-	8 767	0%	-
Sub Total - Senior Managers of Municipality		-	848	10 473	1 185	15 301	10 473	4 828	46%	10 473
Other Municipal Staff										
Basic Salaries and Wages		322 290	298 785	316 375	27 067	316 051	355 810	(39 759)	-11%	316 375
Pension and UIF Contributions		47 734	47 153	59 439	4 331	51 344	57 059	(5 715)	-10%	57 059
Medical Aid Contributions		21 652	21 580	25 138	2 046	23 416	25 138	(1 722)	-7%	25 138
Overtime		31 607	44 111	51 545	4 428	52 073	50 545	1 528	3%	50 545
Performance Bonus		591	-	-	-	-	-	-	-	-
Motor Vehicle Allowance		9 781	9 026	12 692	732	9 034	12 692	(3 658)	-29%	12 692
Cellphone Allowance		1 342	1 237	869	145	1 578	869	709	81%	869
Housing Allowances		2 853	2 853	2 875	241	2 916	2 875	42	1%	2 875
Other benefits and allowances		23 264	30 748	76 253	945	31 856	37 955	(6 099)	-16%	37 955
Payments in lieu of leave		-	858	2 007	42	2 095	2 007	88	4%	2 007
Long service awards		-	(6)	66	-	6	66	(60)	-91%	66
Post-retirement benefit obligations	2	-	4 462	-	-	-	41 678	(41 678)	-100%	41 678
Sub Total - Other Municipal Staff		461 114	460 808	547 260	39 976	490 369	586 695	(96 326)	-16%	547 260
Total Parent Municipality		479 387	479 193	577 669	42 845	523 637	617 104	(93 467)	-15%	577 669
Total Municipal Entities		-	-	-	-	-	-	-	-	-
TOTAL SALARY, ALLOWANCES & BENEFITS		479 387	479 193	577 669	42 845	523 637	617 104	(93 467)	-15%	577 669
TOTAL MANAGERS AND STAFF		461 114	461 655	557 733	41 161	505 670	597 168	(91 498)	-15%	557 733

12. QUARTERLY PERFORMANCE ASSESSMENT REPORT 2019/20, Q4 (01 April – 30 June 2020)

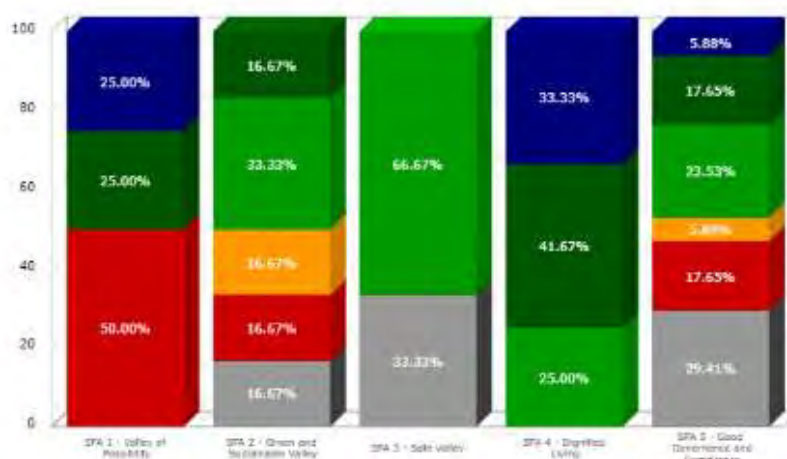
12.1 OVERALL PERFORMANCE OF THE MUNICIPALITY

(a) Dashboard summary per Municipal Strategic Focus Area (SFA) for the 4th Quarter (01 April – 30 June 2020) of the 2019/20 financial year.

Stellenbosch Municipality



Municipal SFA



Stellenbosch Municipality		Municipal Strategic Focus Areas (SFAs)				
		SFA 1 - Valley of Possibility	SFA 2 - Green and Sustainable Valley	SFA 3 - Safe Valley	SFA 4 - Dignified Living	SFA 5 - Good Governance and Compliance
KPI Not Yet Measured	7 (16.67%)	-	1 (16.67%)	1 (33.33%)	-	5 (29.41%)
KPI Not Met	6 (14.29%)	2 (50.00%)	1 (16.67%)	-	-	3 (17.65%)
KPI Almost Met	2 (4.76%)	-	1 (16.67%)	-	-	1 (5.88%)
KPI Met	11 (26.19%)	-	2 (33.33%)	2 (66.67%)	3 (25.00%)	4 (23.53%)
KPI Well Met	10 (23.81%)	1 (25.00%)	1 (16.67%)	-	5 (41.67%)	3 (17.65%)
KPI Extremely Well Met	6 (14.29%)	1 (25.00%)	-	-	4 (33.33%)	1 (5.88%)
Total:	42	4	6	3	12	17
	100%	9.52%	14.29%	7.14%	28.57%	40.48%

Table: 1 Overall performance for Quarter 4 per SFA- 01 April – 30 June 2020

13. ACTUAL PERFORMANCE AND CORRECTIVE MEASURES TO BE IMPLEMENTED

13.1 SFA 1 - Valley of Possibility

SFA 1 - Valley of Possibility										
Ref	IDP Ref	KPI Name	Description of Unit of Measurement	Original Annual Target	Revised Annual Target	01 April – 30 June 2020				
						Target	Actual	R	Performance Comment	Corrective Measures
TL1	KPI007	The number of jobs created through the Municipality's local economic development initiatives including capital projects (NKPI Proxy - MSA, Reg. S10(d))	Number of job opportunities created through the Municipality's local economic development initiatives including capital projects by 30 June	300	1 300	1 300	1 656	G2		
TL2	KPI008	Land-use applications approved by the Municipal Planning Tribunal within 120 days	Percentage of land-use applications approved by the Municipal Planning Tribunal within 120 days after date of first submission of application	90%	90%	90%	0%	R	<p>0 / 4 x 100 = 0%</p> <p>During the 4th quarter a total number of 89 planning reports were completed, on which 53 decisions were taken. Of these only 4 land use applications needed to serve before the Municipal Planning Tribunal for decision-making.</p> <p>As a result of the national COVID-19 lockdown regulations the Stellenbosch MPT could not meet during lockdown levels 5 and 4, and only 1 MPT meeting was held at the end of June 2020.</p>	<p>Land-use strategy is in place to deal with the land use applications backlog. At the same time the Municipality is dealing with current applications. The implementation of TPAMS will also assist in the improved management of land use applications received. The shift to lockdown level 3 has allowed the Stellenbosch MPT to resume their normal functioning via the virtual MS Teams platform.</p>

SFA 1 - Valley of Possibility										
Ref	IDP Ref	KPI Name	Description of Unit of Measurement	Original Annual Target	Revised Annual Target	01 April – 30 June 2020				
						Target	Actual	R	Performance Comment	Corrective Measures
TL3	KPI009	Training opportunities provided for entrepreneurs and Small, Medium and Micro Enterprises (SMMEs)	Number of quarterly training opportunities provided for entrepreneurs and SMMEs	4	4	1	0	R	As a result of the national lockdown regulations no training could be provided to entrepreneurs and SMMEs.	The Municipality is currently considering shifting training for entrepreneurs and SMMEs to virtual platforms.
TL4	KPI012	Revised Housing Pipeline (document) submitted to the Mayoral Committee (MayCo)	Number of Revised Housing Pipelines (documents) submitted to the MayCo by 31 March	1	1	0	1	B	Revised Housing Pipeline was submitted to MayCo and approved in April 2020.	

Summary of Results: SFA 1 - Valley of Possibility

	KPI Not Yet Measured	0
	KPI Not Met	2
	KPI Almost Met	0
	KPI Met	0
	KPI Well Met	1
	KPI Extremely Well Met	1
Total KPIs		4

13.2 SFA 2 - Green and Sustainable Valley

SFA 2 - Green and Sustainable Valley										
Ref	IDP Ref	KPI Name	Description of Unit of Measurement	Original Annual Target	Revised Annual Target	01 April – 30 June 2020				
						Target	Actual	R	Performance Comment	Corrective Measures
TL5	KPI016	Conduct an external audit of the Stellenbosch Municipality Waste Disposal Facilities	Number of external audits of the Stellenbosch Municipality Waste Disposal Facilities conducted by 30 June	1	1	1	1	G		
TL6	KPI073	Implementation of identified waste minimisation projects	Number of identified waste minimisation projects implemented by 30 June	2	2	1	0	R	No events/campaign could take place as a result of the Covid-19 Lockdown Regulations.	Waste minimisation projects will resume once the Covid-19 Lockdown Regulations has been lifted.
TL7	KPI018	Building plan applications processed within 30 days	Percentage of building plan applications of <500sqm processed within 30 days after date of receipt	90%	90%	90%	100%	G2	25 / 25 x 100 = 100%	
TL8	KPI019	Waste water quality managed and measured into the SANS Accreditation physical and micro parameters	Percentage waste water quality compliance as per analysis certificate measured by 30 June	75%	75%	75%	60.70%	O	60.70% as per analysis certificate.	The Municipality is currently in process of revisiting the design of the Wemmershoek Wastewater Treatment Works due to current design not meeting discharge limits set by the Department of Water Affairs (DWA). The Municipality is also reviewing the Pniel Wastewater Treatment Works design due to insufficient capacity.

SFA 2 - Green and Sustainable Valley										
Ref	IDP Ref	KPI Name	Description of Unit of Measurement	Original Annual Target	Revised Annual Target	01 April – 30 June 2020				
						Target	Actual	R	Performance Comment	Corrective Measures
TL9	KPI078	Submission of the Revised Facility Management Plan to the MayCo	Number of Revised Facility Management Plans submitted to the MayCo by 31 May	1	1	1	1	G		
TL10	KPI079	Submission of a Tree Management Policy to the MayCo	Number of Tree Management Policies submitted to the MayCo by 31 October	1	1	0	0	N/A		

Summary of Results: SFA 2 - Green and Sustainable Valley

	KPI Not Yet Measured	1
	KPI Not Met	1
	KPI Almost Met	1
	KPI Met	2
	KPI Well Met	1
	KPI Extremely Well Met	0
Total KPIs		6

13.3 SFA 3 - Safe Valley

SFA 3 - Safe Valley										
Ref	IDP Ref	KPI Name	Description of Unit of Measurement	Original Annual Target	Revised Annual Target	01 April – 30 June 2020				
						Target	Actual	R	Performance Comment	Corrective Measures
TL11	KPI025	Revised Disaster Management Plan submitted to the MayCo	Number of Revised Disaster Management Plans submitted to the MayCo by 31 May	1	1	1	1	G		
TL12	KPI026	Revised Safety and Security Strategy submitted to the MayCo	Number of Revised Safety and Security Strategies submitted to the MayCo by 31 May	1	1	1	1	G		
TL13	KPI027	Revised Traffic Management Plan submitted to the MayCo	Number of Revised Traffic Management Plans submitted to the MayCo by 31 October	1	1	0	0	N/A		

Summary of Results: SFA 3 - Safe Valley

	KPI Not Yet Measured	1
	KPI Not Met	0
	KPI Almost Met	0
	KPI Met	2
	KPI Well Met	0
	KPI Extremely Well Met	0
Total KPIs		3

13.4 SFA 4 - Dignified Living

SFA 4 - Dignified Living										
Ref	IDP Ref	KPI Name	Description of Unit of Measurement	Original Annual Target	Revised Annual Target	01 April – 30 June 2020				
						Target	Actual	R	Performance Comment	Corrective Measures
TL14	KPI037	Provision of waterborne toilet facilities	Number of waterborne toilet facilities provided by 30 June	25	25	25	51	B	Waterborne toilets facilities were installed in the Langrug area as a result of the National Lockdown Regulations and the consequent need for toilet facilities during the lockdown period.	
TL15	KPI039	Provision of free basic water to registered indigent households (NKPI Proxy - MSA, Reg. S10(a), (b))	Percentage of registered indigent households with access to free basic water, measured quarterly	100%	100%	100%	100%	G	7 012 / 7 012 x 100 = 100%	
TL16	KPI040	Limit unaccounted electricity to less than 9% annually {(Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold(incl. Free basic electricity)) / Number of Electricity Units Purchased and/or Generated} x 100}	Percentage average electricity losses measured by 30 June	<9%	<9%	<9%	7.83%	B	(1 112 666 641 kWh – 1 025 535 995 kWh) / 1 112 666 641 kWh x 100 = 7.83%	
TL17	KPI041	Water quality managed and measured quarterly ito the SANS 241 physical and micro parameters	Percentage water quality level as per analysis certificate measured quarterly	90%	90%	90%	90.96%	G2		
TL18	KPI042	Limit unaccounted water to less than 25%	Average percentage water losses measured by 30 June	<25%	<25%	<25%	20.50%	B	1 640 553kl / 8 015 027kl x 100 = 20.50%	
TL19	KPI043	Provision of free basic electricity to registered	Percentage of registered indigent households with	100%	65%	65%	70%	B	4 932 / 7 012 x 100 = 70%	

SFA 4 - Dignified Living										
Ref	IDP Ref	KPI Name	Description of Unit of Measurement	Original Annual Target	Revised Annual Target	01 April – 30 June 2020				
						Target	Actual	R	Performance Comment	Corrective Measures
		indigent households (NKPI Proxy - MSA, Reg. S10(a), (b))	access to free basic electricity, measured quarterly							
TL20	KPI044	Provision of free basic refuse removal to registered indigent households (NKPI Proxy - MSA, Reg. S10(a), (b))	Percentage of registered indigent households with access to free basic refuse removal, measured quarterly	100%	100%	100%	100%	G	7 012 / 7 012 x 100 = 100%	
TL21	KPI045	Provision of free basic sanitation to registered indigent households (NKPI Proxy - MSA, Reg. S10(a), (b))	Percentage of registered indigent households with access to free basic sanitation, measured quarterly	100%	100%	100%	100%	G	7 012 / 7 012 x 100 = 100%	
TL22	KPI074	Formal households provided with access to water (NKPI Proxy - MSA, Reg. S10(a))	Number of formal households provided with access to water, measured quarterly	26 000	26 000	26 000	26 978	G2		
TL23	KPI075	Formal households provided with access to electricity (NKPI Proxy - MSA, Reg. S10(a))	Number of formal households provided with access to electricity, measured quarterly	24 000	24 000	24 000	26 978	G2		
TL24	KPI076	Formal households provided with access to refuse removal (NKPI Proxy - MSA, Reg. S10(a))	Number of formal households provided with access to refuse removal, measured quarterly	26 000	26 000	26 000	26 978	G2		
TL25	KPI077	Formal households provided with access to sanitation (NKPI Proxy - MSA, Reg. S10(a))	Number of formal households provided with access to sanitation, measured quarterly	26 000	26 000	26 000	26 978	G2		

Summary of Results: SFA 4 - Dignified Living

	KPI Not Yet Measured	0
	KPI Not Met	0
	KPI Almost Met	0
	KPI Met	3
	KPI Well Met	5
	KPI Extremely Well Met	4
Total KPIs		12

13.5 SFA 5 - Good Governance and Compliance

SFA 5 - Good Governance and Compliance										
Ref	IDP Ref	KPI Name	Description of Unit of Measurement	Original Annual Target	Revised Annual Target	01 April – 30 June 2020				
						Target	Actual	R	Performance Comment	Corrective Measures
TL26	KPI055	Financial viability measured in terms of the available cash to cover fixed operating expenditure (NKPI Proxy - MSA, Reg. S10(g)(iii))	Cost coverage as at 30 June annually [(Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation)	4	4	4	4.10	G2	R500 743 312 / R121 590 499 = 4.10	The calculation is based on the financial results in the Interim Financial Statements 2019/20. The final calculation will be performed with the completion of the Annual Financial Statements 2019/20.
TL27	KPI056	Achieve an average payment percentage of 96% by 30 June (Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue x 100	(Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue x 100	96%	96%	96%	96%	G2	(R305 948 205 + 76 884 382 – R309 044 693) / R76 884 382 = 96%	
TL28	KPI057	Actual expenditure on the approved Capital Budget for the Municipality by 30 June (NKPI - MSA, Reg. S10(c))	Percentage of approved Capital Budget for the Municipality actually spent by 30 June	90%	90%	90%	61%	R	R353 364 163 / R577 905 283 = 61% Spending affected by the declaration of a State of National Disaster and consequent National lockdown implemented from 28 March 2020 to date. Projects had to be stopped and could only resume late May and June 2020.	Outstanding invoices are still being processed and will be included in the Annual Financial Statements to be submitted to the Auditor General by 31 August 2020. In addition, tender specifications indicators were developed in the Departmental SDBIP 2020/21 for each Directorate which are aligned to the Demand Management Plan.

SFA 5 - Good Governance and Compliance										
Ref	IDP Ref	KPI Name	Description of Unit of Measurement	Original Annual Target	Revised Annual Target	01 April – 30 June 2020				
						Target	Actual	R	Performance Comment	Corrective Measures
TL29	KPI058	Employment equity appointments made within the financial year in the three highest levels of management	Percentage of employment equity appointments made within the financial year in the three highest levels of management, measured by 30 June	75%	75%	75%	66.67%	O	4 / 6 x 100 = 66.67%	Employment Equity targets are considered in every appointment in the Municipality. Where candidates from target groups did not apply or did not pass the assessment test they could not be appointed.
TL30	KPI059	The percentage of actual payroll budget spent on implementing the Municipal Workplace Skills Plan (NKPI Proxy- MSA, Reg. S10(f))	Percentage of municipality's payroll budget actually spent on implementing its Workplace Skills Plan ((Total Actual Training Expenditure/ Total Annual payroll Budget) x100), measured by 30 June	0.85%	0.58%	0.58%	0.27%	R	R1 569 444 / R577 669 304 x 100 = 0.27%	Due to the National Lockdown regulations, planned training could not commence or continue. Planned training will resume in August 2020 in line with the easing of the National Lockdown regulations and taking the measures to prevent the spread of the virus into consideration.
TL31	KPI060	Financial viability measured in terms of the Municipality's ability to meet its service debt obligations (NKPI Proxy - MSA, Reg. S10(g)(i))	Debt coverage ratio ((Total operating revenue - operating grants received) / (Debt service payments due within the year)) measured by 30 June	15%	15%	15%	28.20%	B	R233 604 392 / R906 064 860 = 28.20%	The calculation is based on the financial results in the Interim Financial Statements 2019/20. The final calculation will be performed with the completion of the Annual Financial Statements 2019/20.
TL32	KPI061	Financial viability measured in terms of the outstanding service	Service debtors to revenue ratio - (Total outstanding service debtors	27%	27%	27%	36.30%	G2	R1 032 099 256/ R28 459 737 = 36.30%	The calculation is based on the financial results in the Interim Financial Statements 2019/20. The

SFA 5 - Good Governance and Compliance										
Ref	IDP Ref	KPI Name	Description of Unit of Measurement	Original Annual Target	Revised Annual Target	01 April – 30 June 2020				
						Target	Actual	R	Performance Comment	Corrective Measures
		debtors (NKPI Proxy - MSA, Reg. S10(g)(ii))	/ revenue received for services) measured by 30 June							final calculation will be performed with the completion of the Annual Financial Statements 2019/20.
TL33	KPI062	Revised Risk-Based Audit Plan (RBAP) submitted to the Audit Committee	Number of Revised RBAPs submitted to the Audit Committee by 30 June	1	1	1	1	G		
TL34	KPI063	Audit Action Plan (AAP) submitted to the Audit Committee	Number of Audit Action Plans submitted to the Audit Committee by 28 February	1	1	0	0	N/A		
TL35	KPI064	Revised Strategic Risk Register (SRR) submitted to the Risk Management Committee	Number of Revised Strategic Risk Registers submitted to the Risk Management Committee by 30 June	1	1	1	1	G		
TL36	KPI065	Revised Information and Communication Technology (ICT) Backup Disaster Recovery Plan submitted to the ICT Steering Committee	Number of Revised ICT Backup Disaster Recovery Plans submitted to the ICT Steering Committee by 31 March	1	1	0	0	N/A		
TL37	KPI066	Revised Strategic ICT Plan submitted to the ICT Steering Committee	Number of Revised Strategic ICT Plans submitted to the ICT Steering Committee by 31 March	1	1	0	0	N/A		
TL38	KPI067	Draft Integrated Development Plan (IDP) submitted to Council	Number of Draft IDPs submitted to Council by 31 March	1	1	0	0	N/A		
TL39	KPI068	Submission of the Revised Asset Management Policy Council	Number of Revised Asset Management Policies submitted to Council by 30 June	1	1	1	1	G		

SFA 5 - Good Governance and Compliance										
Ref	IDP Ref	KPI Name	Description of Unit of Measurement	Original Annual Target	Revised Annual Target	01 April – 30 June 2020				
						Target	Actual	R	Performance Comment	Corrective Measures
TL40	KPI070	IDP / Budget / SDF time schedule (process plan) submitted to Council	Number of IDP / Budget / SDF time schedules (process plan) submitted to Council by 31 August	1	1	0	0	N/A		
TL41	KPI071	Revised Electrical Master Plan submitted to Council	Number of Revised Electrical Master Plans submitted to Council by 30 June	1	1	1	1	G		
TL42	KPI072	Submission of a Draft Smart City Framework to the MayCo	Number of Draft Smart City Frameworks submitted to the MayCo by 31 May	1	1	1	0	R	The Draft Smart City Framework has been developed and circulated for input. The framework was also submitted to the management team for input.	The Draft Smart City Framework will be submitted to MayCo by 31 May 2021.

Summary of Results: SFA 5 - Good Governance and Compliance

	KPI Not Yet Measured	5
	KPI Not Met	3
	KPI Almost Met	1
	KPI Met	4
	KPI Well Met	3
	KPI Extremely Well Met	1
Total KPIs		17

QUARTERLY BUDGET STATEMENT FOR JUNE 2020

14. STRATEGIC PERFORMANCE CONCLUSION

- (a) Out of the 42 Key Performance Indicators (KPIs) listed on the Top layer SDBIP 2019/20 (quarter 4), 07 were not measured, 06 KPIs were not met, 11 were met and 06 were extremely well met.

Summary of Results: Strategic Focus Areas 1 - 5

	KPI Not Yet Measured	7
	KPI Not Met	6
	KPI Almost Met	2
	KPI Met	11
	KPI Well Met	10
	KPI Extremely Well Met	6
Total KPIs		42

6.4	OVERSIGHT ROLE OF COUNCIL: SUPPLY CHAIN MANAGEMENT POLICY-REPORT ON THE IMPLEMENTATION OF THE SUPPLY CHAIN MANAGEMENT POLICY OF STELLENBOSCH MUNICIPALITY: QUARTER 4 (01 APRIL 2020 - 30 JUNE 2020)
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Collaborator No:

IDP KPA Ref No:

Meeting Date:

Good Governance and Compliance

22 July 2020

1. SUBJECT: OVERSIGHT ROLE OF COUNCIL: SUPPLY CHAIN MANAGEMENT POLICY-REPORT ON THE IMPLEMENTATION OF THE SUPPLY CHAIN MANAGEMENT POLICY OF STELLENBOSCH MUNICIPALITY: QUARTER 4 (01 APRIL 2020 - 30 JUNE 2020)

2. PURPOSE

To submit to Executive Management a report for the period 01 April 2020 - 30 June 2020 on the implementation of Council's Supply Chain Management Policy. The report covers the performance of the various delegated functions and the implementation thereof.

3. DELEGATED AUTHORITY

FOR DECISION BY MUNICIPAL COUNCIL

Section 6 (3) & 4 of the SCM Policy 2019/2020 determines that the Accounting Officer must within 10 days at the end of each quarter; submit a report on the implementation of the SCM Policy to the Executive Mayor. This report must be made public in accordance with section 21A of the Municipal Systems Act (32 of 2000).

4. EXECUTIVE SUMMARY

On a quarterly basis the Accounting Officer must submit a report on the implementation of the Supply Chain Management Policy to the Executive Mayor. In terms of the SCM Regulations and Council's SCM Policy the SCM unit has been delegated to perform powers and functions that related to the procurement of goods and services, disposal of goods no longer needed, the selection of contractors to provide assistance in the provision of municipal services.

5. RECOMMENDATIONS

- (a) that the Executive Mayor and Council take note of this report and **ANNEXURE A** attached to the report, and
- (b) that the report be made public in accordance with Section 21A of the Municipal Systems Act.

6 DISCUSSION/CONTENTS

6.1 Background

SCM must report within 10 days before the end of each quarter on the implementation of the SCM System.

6.2 Constitutional and Policy Implications

Paragraph 2(1) of Council's SCM Policy determines that all officials and other role players in the supply chain management system of the Stellenbosch Municipality must implement the SCM Policy in a way that gives effect to section 217 of the Constitution and Part 1 of Chapter 11 of the Municipal Finance Management Act (56 of 2003) and other applicable provisions of the Act; is fair, equitable, transparent, competitive and cost-effective; complies with the Regulations and any norms and standards that may be prescribed in terms of section 168 of the MFMA; is consistent with other applicable legislation; does not undermine the objective for uniformity in supply chain management systems between organs of state in all spheres; and is consistent with national economic policy concerning the promotion of investments and doing business with the public sector.

Paragraph 6(1) of the Supply Chain Management Policy of Council determines that the Council of Stellenbosch municipality reserves the right to maintain oversight over the implementation of the SCM Policy as approved and amended from time to time. Paragraph 6(3) of the above stated Policy determines that the Accounting Officer must within 10 days of the end of each quarter; submit a report on the implementation of the Supply Chain Management Policy to the Executive Mayor.

6.3 Environmental implications

None.

6.4 Financial Implications

The financial implications are the transactions for the procurement of goods and services that were processed during the 01 April 2020 - 30 June 2020 and the payments that will derive from these commitments.

6.5 Legal Implications

The Municipal Finance Management Act (section 112) stipulates that the SCM Policy should comply with a prescribed framework as set out in section 112(1) and section 112(2) that stipulates that the regulatory framework for the municipal supply chain management must be fair, equitable, transparent, competitive and cost-effective. Reporting back in terms of paragraph 6(3) of the SCM Policy 2019/2020 to the Executive Mayor and Council on the implementation of the supply chain management system and processes enables the Executive Mayor and Council to maintain the oversight role over the implementation of the SCM Policy as approved by Council.

6.6 Staff Implications

None.

6.7 Previous / Relevant Council Resolutions

None.

APPENDIX 1: Report for the period 01 April 2020 - 30 June 2020 on the Implementation of Council's Supply Chain Management Policy

FOR FURTHER DETAILS CONTACT:

NAME	<i>Dalleel Jacobs</i>
CONTACT NUMBERS	<i>021 808 8588</i>
E-MAIL ADDRESS	<i>Dalleel.Jacobs@ Stellenbosch.gov.za</i>
DIRECTORATE	<i>Financial Services</i>
REPORT DATE	<i>10 July 2020</i>

APPENDIX 1

STELLENBOSCH MUNICIPALITY

IMPLEMENTATION OF SYSTEM – SUPPLY CHAIN MANAGEMENT

SECTION 6 OF SCM POLICY:
OVERSIGHT ROLE OF COUNCIL OVER THE IMPLEMENTATION OF SCM POLICY

PERIOD: 01 APRIL 2020 - 30 JUNE 2020

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
3(1)(a)	Prepare and submit a draft supply chain management policy complying with regulation 2 to the council of the municipality for adoption.	Accounting Officer	Chief Financial Officer	YES	Done
3(1)(b)	Review at least annually the implementation of the policy.	Accounting Officer	Chief Financial Officer	YES	Done
3(1)(c)	Submit when considered necessary, proposals for amendment of the policy by the Council.	Accounting Officer	Chief Financial Officer	YES	The SCM Policy are part of the budget related policies that are annually reviewed.
3(2)(a)	Make use of any Treasury guidelines determining standards for municipal supply chain management policies, and submit to the council that guidelines standard or modified version therefore, as a draft policy.	Accounting Officer	Chief Financial Officer	YES	All NT guidelines are included in standard documents and the municipalities SCM policy is aligned with the Model SCM policy of NT.
3(2)(b)	Ensure that a draft policy submitted to council that differs from the guideline standard complies with Regulation 2.	Accounting Officer	Chief Financial Officer	YES	Not Applicable
3(1)(c)	Report any deviation from the guideline standard to the National Treasury and relevant provincial treasury	Accounting Officer	Chief Financial Officer	YES	Not Applicable
3(4)	Must, in terms of section 62(1)(f)(iv) take all reasonable steps to ensure that the municipality has and implements a supply chain management policy as set out in Regulation 2	Accounting Officer	Chief Financial Officer	YES	Done

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
5(2)(a)	Make a final award above R10 million (VAT included).	Accounting Officer (after considering recommendation of Bid Adjudication Committee)		YES	In the fourth quarter (April 2020 - June 2020) there were two final awards above R10 million.
5(2)(b)	Make a final award above R200 000(VAT included), but not exceeding R10 million (VAT included).	Accounting Officer	Bid Adjudication Committee	YES	In the fourth quarter (April 2020 - June 2020) there were fifteen final awards above R200 000 but not exceeding R10 million.
5(2)(c)	Make a final award not exceeding R200 000(VAT included) including the appointment of consultants	Accounting Officer	CFO and Senior Manager - SCM and Senior Accountants	YES	Operational Delegations are in place with clear segregation of duties as stipulated in MFMA section 115 (b)
5(3)	Submit to the officials referred to in regulation 5(4) within five days of the end of each month a written report containing particulars of each final award, except procurements made out of petty cash, made during that month, including – (a) the amount of the award; (b) the name of the person to whom the award was made; (c) the reason why the award was made to that person; and (d) the BEE/HDI status of that entity/person.	Bid Adjudication Committee (refer regulation 5(4)(a) Chief Financial Officer – 5(4)(b)	Chief Financial Officer Senior Manager SCM	YES	The awards made were submitted ,on the following dates within this quarter: 04 May2020 03 June 2020 03 July 2020
6(1)	Maintain oversight over the implementation of the supply chain management policy	Municipal Council		YES	The Supply Chain Management policy has been submitted to council in the last quarter of the previous financial year as part of the Budget Related policies.

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
6(2)(a)(i)	Submit a report to council within 30 days of the end of each financial year on the implementation of the supply chain management policy of the municipality.	Accounting Officer		YES	Done
6(2)(a)	Immediately submit a report to council whenever there are serious and material; problems in the implementation of the supply chain management policy, including such a report from any municipal entity as envisaged by this Regulation 6(2)(a)(iii)	Accounting Officer		N/A	To date no serious or material problems occurred in implementing the SCM policy.
6(3)	Submit a report to the mayor of the municipality within ten days of each quarter on the implementation of the supply chain management policy.	Accounting Officer	Chief Financial Officer	YES	Done.
7(1)	Establish a supply chain management unit.	Accounting Officer	Chief Financial Officer	YES	Unit operates under direct supervision of CFO
12(1)	<p>Direct that:</p> <p>a) cash purchases up to transaction value as defined I Council's Petty Cash policy</p> <p>b) one verbal quotation be obtained for any specified procurement of a transaction value lower than R2,000 (VAT included);</p> <p>c) written or verbal quotations for procurement of goods and/or services of a transaction value between R 2, 000.00 and R 10 000.00 (VAT included)</p> <p>d) formal written price quotations for procurement of</p>	Accounting Officer	Operational delegations in place	YES	The SCM unit is responsible for procurement within these thresholds. Delegations approved and signed by the relevant officials.

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	goods and/or services of a transaction value between R 10,000.00 and R 200,000.00 e) a competitive bidding process be followed for any specific procurement of a transaction value higher than R200 000.				
12(2)(a)	Allow the Accounting Officer to lower, but not to increase, the different threshold values specified in sub regulation(1).	Accounting Officer	Chief Financial Officer	YES	Delegated officials act within delegated thresholds.
14(1)(a)(ii)	Invite prospective providers of goods and services at least once a year through newspaper commonly circulating locally, the website of the municipality	Accounting Officer	Senior : Manager SCM	YES	Done
14(1)(b)	Specify the listing criteria for accredited prospective providers.	Accounting Officer	Chief Financial Officer	YES	Listing criteria is contained within the registration form.
14(1)(c)	Disallow the listing of any prospective provider whose name appears on the National Treasury's database as a person prohibited from doing business with the public sector.	Accounting Officer		YES	SCM consult National Treasury's database of defaulters before awarding of tenders and quotations
14(2)	Update the list of prospective providers at least quarterly to include any additional prospective providers and any new commodities or types of services.	Municipal Council	Chief Financial Officer	YES	Done
15	Requesting reconciliation's on petty cash purchases on a monthly basis.	Chief Financial Officer	Manager: Expenditure section		N/A
16(c)	If it is not possible to obtain at least three written quotations, record and report quarterly to the accounting officer, or another official designated by the accounting officer, the reasons for this.	Accounting Officer	Chief Financial Officer	YES	Reports were submitted on the following dates within this quarter. 04 May 2020 03 June 2020 03 July 2020

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
16(e)	Record the name of potential providers requested to provide written quotation with their quoted prices.	Accounting Officer	Chief Financial Officer		Reports were submitted on the following dates within this quarter. 04 May 2020 03 June 2020 03 July 2020
17(1)(c)	Approve the recorded reasons for not obtaining at least three written price quotations.	Chief Financial Officer	Senior Manager SCM & CFO: below R200,000 Accountants: Acquisitions, Contracts and SCM: Accountant Demand and Chief Buyer : below R200,000		
17(1)(d)	Record the names of the potential formal written price quotation providers and their written quotations.	Accounting Officer	Senior Manager : Supply Chain Management		
17(2)	Report to the CFO within three days at the end of the month on any approvals given during that month by that the designed official referred to in sub-regulation (1) (c).	Chief Financial Officer	Senior Manager: Supply Chain Management		
18 (a)	All requirements in excess of R30,000 (VAT included) by means of formal written price quotations should be advertised for at least 7 days on the website and municipal official website.	Chief Financial Officer	Senior Manager: Supply Chain Management	YES	Done
18 (b)	When using the list of accredited prospective providers, it should promote ongoing competition amongst providers by inviting providers to submit quotations on a rotational basis.	Chief Financial Officer	Senior Manager: Supply Chain Management	YES	Done
18(c)	Must take all reasonable steps to ensure that the procurement of goods and services through written quotations or formal written price quotations is not abused.	Accounting Officer	Chief Financial Officer	YES	Quotations and Formal written quotations are placed on the website and only opened on the closing date and time and mitigate the risks during the calling for quotations.

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
18(d)	Notify the Accounting Officer or CFO in writing on a monthly basis of all written quotations and formal written price quotations accepted by the official acting in terms of a sub-delegation .	Chief Financial Officer	Senior Manager : Supply Chain Management	YES	Reports were submitted on the following dates within this quarter. 04 May 2020 03 June 2020 03 July 2020
22 (b) (i)	The publication notice must contain the closure date for the submission of bids, which may not be less than 3 weeks in case of transactions over R10m (VAT included), or which are of long term nature, or 14 days in any other case, from date on which the advertisement is placed in a newspaper.	Accounting Officer	Bid Specifications Committee		For quarter four a total of 19 tender specifications served before the Bid Specifications committee.
22(2)	The Accounting Officer may determine the closure date for the submission of bids which is less than the 30 days or 14 days requirement, but only if such shorter period can be justified on the grounds of urgency or emergency or any exceptional case where it is impractical or impossible to follow the official procurement process	Accounting Officer			None
23(a) (i)(ii)	The handling, opening and recording of bids should be (i) be opened in public (ii) must be opened at the same time and as soon as possible after the period for the submission of bids has expired;	Accounting Officer	Senior Manager: Supply Chain Management	YES	Done
23 (c)	(ii) make the register available for public inspection (iii) publish the entries in the register and the bid results on the website of the municipality	Accounting Officer	Senior Manager: Supply Chain Management	YES	Done

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
24(1)	Negotiate the final terms of a contract with bidders identified through a competitive bidding process as preferred bidders, provided that such negotiation – (a) does not allow any preferred bidder a second or unfair opportunity; (b) is not to the detriment of any other bidder; and (c) does not lead to a higher price than the bid submitted. Minutes of such negotiations must be kept.	Accounting Officer	Relevant user department Head of Department or Executive Director	YES	Provision for the signing of a Form of Tender/Service Level Agreement with successful vendors is being made in the tender documents and part as Special Conditions to Tender.
26(1)(b)	Appoint the members of the bid specification, evaluation and adjudication committees, taking into account Section 117 of the MFMA.	Accounting Officer		YES	Done
26(1)©	Appoint a neutral or independent observer to a bid specification, evaluation or adjudication committee for an attendance and oversight process when this is appropriate for ensuring fairness and promoting transparency.	Accounting Officer		N/A	Not Applicable
26(3)	Apply the committee system to formal written price quotations.	Accounting Officer		N/A	Committee system is applied for goods/services above R200 000
27(1)	Compile specifications for the procurement of goods and services by the municipality.	Accounting Officer	Bid Specifications Committee, upon advice of the relevant user department	YES	The Director signs for items to serve on Specification committee.
27(2)(g)	Approve specifications compiled by the bid specification committee prior to publication of the invitation for bids.	Accounting Officer	Bid Specifications Committee, upon advice of the relevant user department	YES	The specifications are accompanied with a questionnaire that the relevant department has to complete. Meetings are held according pre-determined schedule.

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
28(1)(a)	Evaluate bids in accordance with – (i) the specifications for a specific procurement ; and (ii) the points system as must be set out in the supply chain management policy of the municipality in terms of Regulation 27(2)(f) and a prescribed in terms of the Preferential Procurement Policy Framework Act.	Accounting Officer	Bid Evaluation Committee upon advice of the relevant user department.	YES	Have regular BEC scheduled meetings.
28(1)(b)	Evaluate each bidder's ability to execute the contract.	Accounting Officer	Bid Evaluation Committee, upon advice from SCM	YES	Currently part of the Standard Evaluation Report
28(1)(c)	Check in respect of the recommended bidder whether municipal rates and taxes and municipal service charges are not in arrears.	Accounting Officer	Bid Evaluation Committee	YES	Has a screening list that has to be completed.
28(1)(d)	Submit to the adjudication committee a report and recommendations regarding the award of the bid or any other related matter.	Bid Evaluation Committee		YES	Currently part of the Standard Evaluation Report
29(1)(a)	Consider the report and recommendations of the bid evaluation committee where the award value exceeds R200 000 (VAT incl.) and make the award up to value of R10m (as per delegated authority)	Accounting Officer	Bid Adjudication Committee	YES	In the fourth quarter (April 2020 - June 2020) there were 10 BAC meetings
29(1)(b)(i)	For bids above R10 million, the SCM BAC will make recommendation to the Municipal Manager to make the final award.	Accounting Officer		YES	In the fourth quarter (April 2020 - June 2020) there were two final award made above R10 million.
29(1)(b)(ii)	Make another recommendation to the accounting officer on how to proceed with the relevant procurement.	Accounting Officer		YES	None.
29(3)	Appoint the chairperson of the bid adjudication committee.	Accounting Officer		YES	Delegations given is kept for record purposes

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
29(5)(a)	<p>If a bid adjudication committee decides to award a bid other than the one recommended by the bid evaluation committee, the bid adjudication committee must prior to awarding the bid –</p> <p>(i) check in respect of the preferred bidder whether that bidder's municipal rates and taxes and municipal service charges are not in arrears; and</p> <p>(ii) notify the accounting officer.</p>	Bid Adjudication Committee		YES	None
29(5)(b)	<p>(i) After due consideration of the reasons for the deviation, ratify or reject the decision of the bid adjudication committee referred to in Regulation 29(5)(a); and</p> <p>(ii) If the decision of the bid adjudication committee is rejected, refer the decision of the adjudication committee back to that committee for reconsideration.</p>	Accounting Officer		YES	None
29(6)	Refer any recommendation made by the evaluation committee or adjudication committee back to that committee for reconsideration of the recommendation.	Accounting Officer		YES	Three tenders were referred back to the BEC in the fourth quarter (April 2020 - June 2020)
29(7)	Comply with Section 114 of the MFMA within ten working days.	Accounting Officer		YES	Not applicable
31(1)	Request the State Information Technology Agency (SITA) to assist the municipality with the acquisition of IT related goods or services through a competitive bidding process.	Accounting Officer	Bid Adjudication Committee	YES	Not Applicable
31(2)	Enter into a written agreement to regulate the services rendered by, and the payments made to,	Accounting Officer		YES	Not Applicable

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	SITA.				
31(3)	<p>Notify SITA together with a motivation of the IT needs of the municipality if –</p> <p>(a) the transaction value of IT related goods or services required by the municipality in any financial year will exceed R50 million (VAT incl); or</p> <p>(b) the transaction value of a contract to be procured by the municipality whether for one or more years exceeds R50 million.</p>	Accounting Officer		YES	Not Applicable
31(4)	Submit to the Council, the National Treasury, the relevant provincial treasury and the Auditor General the SITA comments and the reasons for rejecting or not following such comments if the municipality disagrees with SITA's comments.	Accounting Officer	Senior Manager: Supply Chain Management	YES	Not Applicable
32(1)	<p>To procure goods or services for the municipality under a contract secured by another organ of state, but only if –</p> <p>(a) the contract has been secured by that organ of state by means of a competitive bidding process applicable to that organ of state;</p> <p>(b) the municipality has no reason to believe that such contract was not validly procured;</p>	Accounting Officer	Bid Adjudication Committee	YES	None

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	(c) there are demonstrable discounts or benefits f or the municipality; and that other organ of state and the provider have consented to such procurement in writing.				
35(1)	Procure consulting services above the value of R200 000 (VAT incl.) provided that any Treasury guidelines in respect of consulting services or CIDB guidelines in respect of services related to the build environment and construction works are taken into account when such procurements are made.	Accounting Officer	Bid Adjudication Committee	YES	Panel of consultants tender is in place till 30 June 2020.
35(4)	Ensure that copyright in any document produced, and the patent rights or ownership in any plant, machinery, thing, system or process designed or devised, by a consultant in the course of the consultancy service is vested in the municipality.	Municipal Council	Relevant user Department	YES	Not Applicable

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
36(1)(a)	<p>Dispense with the official procurement processes established by the policy and to procure any required goods or services through any convenient process, which may include direct negotiations, but only –</p> <ul style="list-style-type: none"> (i) in an emergency; (ii) if such goods or services are produced or available from a single provider only; (iii) for the acquisition of special worker of art or historical objects where specifications are difficult to compile; (iv) acquisition of animals or zoos; or (v) in any other exceptional case where it is impractical or impossible to follow the official procurement processes (vi) any contract relating to the publication of notices and advertisements by or on behalf of the municipality (vii) any purchase on behalf of the municipality at a public auction (viii) any contract with an organ of state, local authority or a public utility corporation or company (ix) any contract in respect of which compliance therein would not be in the public interest or interest of Council (x) ad-hoc repairs to plant and equipment where it is not possible to ascertain the nature or extent of the work required in order to call for bids (xi) workshop strip & quote 	Accounting Officer	BAC considers deviations and recommend to the Accounting Officer.	YES	Delegations are in place for BAC to recommend deviations to the Accounting Officer. Records and recordings are kept of all meetings. Departments draft memorandums and table items at BEC for consideration and recommendation to the BAC. The BAC upon approval will recommend deviation to the Accounting –Officer.
36(1)(b)	Ratify any minor breaches of the procurement processes by an official or committee acting in terms of delegated powers or duties which are purely of a technical nature.	Accounting Officer		YES	Done

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
36(2)	Record the reasons for any deviations in terms of Regulations 36(1)(a) and (b); and Report them to the next meeting of the Council and include as a note to the annual financial statements.	Municipal Council	Accounting Officer	YES	Done
37(2)	Decide to consider an unsolicited bid but only if – (a) the product or service offered is a demonstrably or proven unique innovative concept; (b) the product or service will be exceptionally beneficially to, or have exceptional cost advantages for, the municipality; (c) the person who made the bid is the sole provider of the product or service; and (d) the reasons for not going through the normal bidding processes are found to be sound by the accounting officer.	Accounting Officer		NO	None
37(4)	Submit written comments received pursuant to Regulation 37(3), including any responses from the unsolicited bidder, to the National Treasury and the relevant provincial treasury for comment.	Accounting Officer		NO	None
37(5)	Consider and may award the bid or make recommendations to the accounting officer depending on the delegations to the adjudication committee.	Accounting Officer	Bid Adjudication Committee	YES	None
37(7)	When considering an unsolicited bid, take into account where considering an unsolicited bid – (i) any comments submitted by the public; and	Accounting Officer		NO	None

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	any written comments and recommendations of the National Treasury or the relevant provincial treasury.				
37(8)	Submit to the Auditor General, the relevant provincial treasury and the National Treasury the reasons for rejecting or not following any recommendations of the National Treasury or provincial treasury in regard to the unsolicited bid.	Accounting Officer	Senior Manager: Supply Chain Management	NO	None
38(1)(a)	Take all reasonable steps to prevent abuse of the supply chain management system.	Accounting Officer	Chief Financial Officer	YES	The National Treasury Code of Conduct has been circulated and communicated to municipal staff at various formal and informal meetings.
38(1)(b)	Investigate any allegations against an official or other role player of fraud, corruption, favoritism, unfair or irregular practices or failure to comply with the supply chain management policy, and when justified – (i) take appropriate steps against such official or other role player; or (ii) report any alleged criminal conduct to the South African Police Service.	Accounting Officer	Internal Audit	YES	None
38(1)(c)	Check the National Treasury's database prior to awarding any contract to ensure that no recommended bidder, or any of its directors, is listed as a person prohibited from doing business with the public sector.	Accounting Officer	Senior Manager: Supply Chain Management	YES	The National Treasury website information of the List of Defaulters is currently used to verify.
38(1)(d)	Reject any bid from a bidder – (i) if any municipal rates and taxes or municipal service charges owed by that bidder or any directors to the municipality are in arrears for more than three months;	Accounting Officer	Bid Adjudication Committee Senior Manager: Supply Chain Management	YES	Bid Evaluation checklist is in place

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	(ii) who during the last five years has failed to perform satisfactorily on a previous contract with the municipality or any other organ of state after written notice was given to that bidder that performance was unsatisfactory.				
38(1)(e)	Reject a recommendation for the award of a contract if the recommended bidder, or any of its directors, has committed a corrupt or fraudulent act in competing for the particular contract.	Accounting Officer	Bid Adjudication Committee Senior Manager: Supply Chain Management	YES	Bid Evaluation checklist is in place
38(1)(f)	Cancel a contract awarded to a person if – the person committed any corrupt or fraudulent act during the bidding process or the execution of the contract; or (i) an official or other role player committed any corrupt or fraudulent act during the bidding process or the execution of the contract that benefited that person.	Accounting Officer	Bid Adjudication Committee Senior Manager: Supply Chain Management	YES	Bid Evaluation checklist is in place
38(1)(g)	Reject the bid of any bidder if that bidder or any of its directors – (i) has abused the supply chain management system of the municipality or has committed any improper conduct in relation to such system; (ii) has been convicted for fraud or corruption during the last five years; (iii) has willfully neglected or reneged on or failed to comply with any government, municipal or other public sector contract during the past five years; or	Accounting Officer	Bid Adjudication Committee Senior Manager: Supply Chain Management	YES	Bid Evaluation checklist is in place

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	(iv) has been listed in the Register for Tender Defaulters in terms of Section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004).				
38(2)	Inform the National Treasury and relevant provincial treasury in writing of any actions taken in terms of Regulation 38(1)(b)(ii), (e)	Accounting Officer	Bid Adjudication Committee Senior Manager: Supply Chain Management	YES	Bid Evaluation checklist is in place
40(1)	The Supply chain policy must provide for an effective system of disposal management for the disposal or letting of assets, including unserviceable, redundant or obsolete assets, subject to sections 14&90 of MFMA	Municipal Council	Chief Financial Officer	YES	Delegations are in place
40(2) a	A Supply Chain management policy must specify the ways in which assets may be disposed of, including by – (i) Transferring the asset to another organ of state in terms of a provision of the MFMA enabling the transfer of assets (ii) Transferring the asset to another organ of state at market related value or, when appropriate, free of charge (iii) Selling the asset (iv) Destroying the asset	Municipal Council	Chief Financial Officer	YES	. As per delegations
40(2) (b)	Stipulate that – Immoveable property may be sold only at market	Municipal Council		YES	Not Applicable

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	related prices except when public interest or the plight of the poor demands otherwise				
40(2)(b)(ii)	Movable assets may be sold either by way of written price quotations, a competitive bidding process, auction or at market related prices, whichever is the most advantageous to the municipality	Accounting Officer	Chief Financial Officer		As per delegations
40(2)(b)(iii)	In the case of the free disposal of computer equipment, the Provincial Department of Education must first be approached to indicate within 30 days whether any of the local schools are interested in the equipment.	Accounting Officer	Chief Financial Officer		Not Applicable
40(2)(b)(iv)	In the case of the disposal of firearms, the National Conventional Arms Control Committee has approved any sale or donation of firearms to any person or institution within or outside the Republic	Accounting Officer			Not Applicable
40(2)(c)(ii)	All fees, charges, rates, tariffs, scales of fees or other charges relating to the letting of immovable property are annually reviewed	Municipal Council		YES	Not Applicable
40(2)(d)	Ensure that where assets are traded in for other assets, the highest possible trade-in is negotiated	Municipal Council			None
40(2)(b)(iii)	In the case of the free disposal of computer equipment, the provincial department of education is first approached to indicate within 30 days whether any of the local schools are interested in the equipment.				Not Applicable
41(1)	A Supply chain management policy must provide for an effective system of risk management for the identification, consideration and avoidance of	Accounting Officer	Internal Audit		Busy implementing a system for risk management

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	potential risks in the supply chain management system				
42	Establish and implement an internal monitoring system in order to determine, on a retrospective analysis, whether the authorized supply chain management processes were followed and whether the objectives of this policy were achieved.	Accounting Officer	Chief Financial Officer		Busy implementing a system for performance management in SCM
43(2)	Check with SARS whether a person's tax matters are in order before making an award to such person.	Municipal Council	Senior Manager: Supply Chain Management	YES	The Tax Clearance of vendors registered on the Central Supplier Database are checked regularly and before awards are made.
45	Disclose in the notes to the annual financial statements of the municipality particulars of any award of more than R2,000 to a person who is a spouse, child or parent of a person in the service of the state, or has been in the service of the state in the previous twelve months, including – (a) the name of that person; (b) the capacity in which that person is in the service of the state; and (c) the amount of the award.	Municipal Council	Chief Financial Officer	YES	This information was disclosed within the 18/19 financial statements of the municipality.
46(3)(a)	Keep a register of all declarations in terms of Regulation 46(2)(d) and (e).	Accounting Officer	Senior Manager: Supply Chain Management	YES	SCM keep record of it.
46(3)(b)	Declarations must be made to the mayor of the municipality who must ensure that such declarations are recorded in the register.	Accounting Officer	Chief Financial Officer	YES	Declarations are kept at SCM section and hard copy on file.
46(4)	Adopt the National Treasury's code of conduct and Schedule 2 of the Systems Act for supply chain	Accounting Officer	Senior Manager: Supply Chain Management	YES	Code of conduct are circulated annually to all officials

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	management practitioners and other role players involved in supply chain management.		Council's Speaker		
47(2)	Report any alleged contravention of Regulation 47(1) to the National Treasury for considering whether the offending person, and any representative or intermediate through which such person is alleged to have acted, should be listed in the National Treasury's database of persons prohibited from doing business with the public sector.	Accounting Officer	Chief Financial Officer	YES	Not Applicable
48	Disclose to the National Treasury and the relevant provincial treasury any sponsorship promised, offered or granted to the municipality whether directly or through a representative or intermediate, by any person who is – (a) a provider or prospective provider of goods or services to the municipality; or (b) a recipient or prospective recipient of goods disposed or to be disposed, of by the municipality.	Accounting Officer	Senior Manager: Supply Chain Management	YES	None.
49	Persons aggrieved by decisions or actions taken in the implementation of this supply chain management system, may lodge within 14 days of the decision or action, a written objection or complaint against the decision or action.	Accounting Officer		YES	Have an administrative process in place.
50(1)	Appoint an independent and impartial person to assist in the resolution of disputes between the municipality and other persons and to deal with objections, complaints or queries as described more fully in Regulation 49.	Accounting Officer		YES	Done.
50(1)(a)	Responsible to assist the person appointed in terms of Regulation 50(1) to perform his or her functions effectively.	Accounting Officer		YES	Done

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
50(4)(b)	Appointed must submit monthly reports to the Accounting Officer on all disputes, objections, complaints or queries received, attended to or resolved.	Accounting Officer		YES	The appointed official is responsible for the submission of the monthly report to the Municipal Manager.
51	Service provider that acts on behalf of municipality to provide any service or act as a collector of fees, service charges or taxes and the compensation payable to service provider, contract must stipulate a cap on compensation payable to the service provider; that such compensation must be performance based.	Accounting Officer		YES	Done

6.5	MONTHLY FINANCIAL STATUTORY REPORTING: DEVIATIONS FOR JUNE 2020
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Collaborator No:

IDP KPA Ref No:

Meeting Date:

Good Governance and Compliance

22 July 2020

1. SUBJECT: MONTHLY FINANCIAL STATUTORY REPORTING: DEVIATIONS FOR JUNE 2020

2. PURPOSE

To comply with Regulation 36(2) of the Municipal Supply Chain Management Regulations and Section 36 of the Supply Chain Management Policy 2019/2020 to report the deviations to Council.

3. DELEGATED AUTHORITY

Council

FOR NOTING.

4. EXECUTIVE SUMMARY

Regulation 36(2) of the Municipal Supply Chain Management Regulations and Section 36 of the Supply Chain Management Policy (2019/2020) stipulate that SCM deviations be reported to Council. In compliance thereto, this report presents to Council the SCM deviations that occurred during June 2020.

5. RECOMMENDATION

that Council notes the deviations as listed for the month of June 2020.

6. DISCUSSION / CONTENTS

6.1 Background/Legislative Framework

The regulation applicable is as follows:

GNR.868 of 30 May 2005: Municipal Supply Chain Management Regulations

Deviation from and ratification of minor breaches of, procurement processes

36. (1) A supply chain management policy may **allow the accounting officer—**

(a) To **dispense with the official procurement processes** established by the policy and to procure any required goods or services through any convenient process, which may include direct negotiations, but only—

(i) in an emergency;

(ii) if such goods or services are produced or available from a single provider only;

(iii) for the acquisition of special works of art or historical objects where specifications are difficult to compile;

(iv) acquisition of animals for zoos; or

(v) in any other exceptional case where it is impractical or impossible to follow the official procurement processes; and

(b) to ratify any minor breaches of the procurement processes by an official or committee acting in terms of delegated powers or duties which are purely of a technical nature.

(2) The accounting officer must record the reasons for any deviations in terms of sub regulation (1) (a) and (b) and **report them to the next meeting of the council**, or board of directors in the case of a municipal entity, and include as a note to the annual financial statements.

6.2 Discussion

Reporting the deviations as approved by the Accounting Officer for June 2020:

The following deviations were approved with the reasons as indicated below:

DEVIATION NUMBER	CONTRACT DATE	NAME OF CONTRACTOR	CONTRACT DESCRIPTION	REASON	SUBSTANTIATION WHY SCM PROCESS COULD NOT BE FOLLOWED	TOTAL CONTRACT PRICE R
D/SM 23/20	18 June 2020	Rufus Dercksen Attorneys	To institute review proceedings against the arbitration award of commissioner DER VLIAGER-SEYNHAEVE Under case no: WCP011915 in the labour court in the matter between IMATU OBO DEIDRE JEFTHAS ("JEFTHAS") / Stellenbosch municipality ("THE MUNICIPALITY") including an application for condonation and to oppose the application for contempt of court instituted by JEFTHAS against the municipal manager and the municipality.	Exceptional case and it is impractical or impossible to follow the official procurement processes	Deidre Jephtas has through her Trade union obtained an ex parte contempt of court order against the Municipal Manager with a return date on 3 July 2020 for not implementing the award. An application to deal with the contempt of court application as well as the review of the award by the arbitrator must be dealt with by the same service provider. The return date for the contempt of court date is 3 July 2020. It is thus impractical to follow the normal procurement processes as the Municipality needs to act hastily to institute review proceedings and oppose the contempt of court application instituted.	R198 061.28 (Incl. Vat)
D/SM 24/20	26 June 2020	Chennells Albertyn Attorneys	To appoint a service provider to represent an employee and attend to the submission of an appeal against the judgment of magistrate Melane in the criminal matter under case number	Exceptional case and it is impractical or impossible to follow the official procurement processes	An official employed by Stellenbosch Municipality was charged with reckless and/or negligent driving and for the offence of contravening section 63(1) of the National Road Traffic Act, 93 of 1996 for causing an accident on 6 March 2015 by making an alleged U-	R137 625.00 (Incl. Vat)

AGENDA

MAYORAL COMMITTEE MEETING

2020-07-22

			98/03/2015.		<p>turn in the road. The driver of the private vehicle lost control of his vehicle as a result thereof the vehicle overturned. The employee was found guilty of negligent driving. The municipality appointed an attorney to represent the employee in the criminal case as the employee was acting in the performance of his duties and the employer acted in terms of its obligation under the Western Cape Conditions of Service collective agreement. A quotation was done and Chennels Albertyn was appointed to represent the employee in the criminal case. It would not be practical to appoint another service provider to deal with the appeal process as Chennels Albertyn is already familiar with the case and the evidence delivered in the criminal case. The costs quoted for the attendance to the appeal process is market related. It is also a lot less than any possible delictual costs a guilty finding will have on the municipality. The employee is also barred from being a peace officer due to the guilty finding which has implications on his employment with the municipality should the matter not be taken on appeal.</p>	
D/SM 25/20	29 June 2020	LJA Construction	The replacement of roof sheeting and a box gutter at the Distell Hostel	Emergency	An invitation to suitably qualified bidders was placed on the Municipal Website 4 written quotations were received for the replacement of roofs	R1 422 364.62 (Incl. Vat)

AGENDA

MAYORAL COMMITTEE MEETING

2020-07-22

					sheeting's and box gutters. The municipality could not follow the official bidding process and needed urgently to repair given the fact that the rain and leakages would result in risk to the property and or injuries	
D/SM 26/20	30 June 2020	Coral Clean	Rendering of laundry services, Infrastructure serv. Stellenbosch municipality	Exceptional case and it is impractical or impossible to follow the official procurement processes	Due to health risks associated with the exposure to hazardous biological agents and materials particularly during the Covid 19 pandemic, the Occupational Health and Safety Act (Act No. 85 of 1993), emphasize that it is a legal requirement under the heading "Hazardous Biological Agents" that all personal protective clothing be handled in accordance with Regulation 11 (4) to 11 (6) as well as Regulation 17 (a) to (f). To ensure legal compliance, a laundry service is required in adherence to the above-mentioned regulations. The procurement of a suitable service provider for a laundry service must therefore be treated as an emergency to avoid human injury, illness or death and the normal procurement supply chain process cannot not be followed	Estimated R699 724,00 (Incl. VAT)
D/SM 27/20	30 June 2020	The Sustainability Institute Innovation Lab (SIIL)	B/SM 97/19 off-Grid Electricity in Enkanini	Exceptional case and it is impractical or impossible to follow the official procurement processes.	A new tender (B/SM26/20) has been advertised, but due to delays caused by the National Lockdown the new tender will not be awarded in time for a new service provider to start work by 1 July 2020.	Estimated R220 000 per month (Incl. Vat)
D/SM 28/20	30 June 2020	TMT Services and Supplies (Pty) Ltd	Provision of traffic law enforcement equipment, back office	Exceptional case and it is impractical or impossible to follow the official	With the announcement to introduce AARTO which was announced on the	R 3 981 985.74 (Incl. Vat)

AGENDA

MAYORAL COMMITTEE MEETING

2020-07-22

			system and related services	procurement processes.	<p>14th of August 2019 with Implementation date only becoming known on 22nd November 2019, there was uncertainties as to the back office duties and no clarity as to how this will effect day to day functioning of the back office, which is currently also done by a service provider. Various meeting was then held to seek clarity on possible implications to ensure it does not negatively or have minimal effect on the municipality. The municipality engaged with a range of stakeholders (SALGA, RTIA, fellow municipalities, etc.) in extensive consultations to compile relevant specifications for the back-office service. The uncertainty has caused tremendous challenges in finalizing the specifications for the tender. The BSC recently approved specifications to be advertised. The envisaged Tender that is advertised supposed to be effective as from 01 July 2020, but due to unforeseen delays. It will be impossible for the new Tenderer to commence from 01 July 2020.</p>	
D/SM 29/20	30 June 2020	Verso Financial services	Employee group life solutions	Exceptional case and it is impractical to follow the official procurement processes.	<p>A contract was entered into with Verso for the provision of Group Life Solutions to employees from 1 December 2019 to 30 June 2020. The department compiled new tender specifications as the previous contractor was appointed through a Section 32 process. The specification started in February. It could not be finalized</p>	<p>Estimated R699 724,00 (Incl. Vat)</p>

AGENDA

MAYORAL COMMITTEE MEETING

2020-07-22

					before March 2020 when the disaster was announced by the President. The Human Resources had to respond to an array of new challenges around Covid 19. Due to the lockdown the specification meetings did not take place and specifications could not be approved in time to allow the municipality to have a tender in place, as planned by 30 June 2020. The department finalized the specification and will take 3 months to award the tender.	
D/SM 30/20	30 June 2020	Nedbank Limited	Provision of banking services	Exceptional case and it is impractical to follow the official procurement processes.	The National Lockdown enforced caused a delay in the finalization of the tender. The Municipality also need sufficient time for the verification and communication to appropriate transferring officers and to effect systems amendments to the new primary banking details. Therefor it is impractical and impossible to follow the normal procurement processes.	Estimated R 816 607.00 (Incl. Vat)
D/SM 31/20	22 March 2020	Webber Wentzel Attorneys	De Zalze Golf Club / Valuation Appeal board for the Stellenbosch Municipality & Stellenbosch Municipality	Exceptional case and it is impractical to follow the official procurement processes.	De Zalze Golf Club applied to have the Valuation Appeal Board decision dated 5 September 2018 on the leasehold rights in respect of remainder Erf 296 De Zalze be reviewed and set aside. The Municipality must file our notice of opposition on 22 March 2019 and therefor need to appoint attorneys. Their application seek to replace the decision of the appeal valuation board with an order valuing the property at R1000.00	R1 041 744.76 (Incl. Vat)

AGENDA

MAYORAL COMMITTEE MEETING

2020-07-22

					<p>alternatively R4 900 000.00. If the Valuation Appeal Board and Stellenbosch Municipality intends opposing the application it is required within 15 days after receipt of the notice of motion or any amendments thereof, to deliver notice to the applicant that it intends to oppose the application and within thirty (30) days after the expiry of time referred to in rule 53(4), to deliver any affidavits it may desire in answer to De Zalze Golf Club's allegations. If no opposition is received the application will be made on 25 March 2019 at 10h00 or as soon thereafter as counsel may be heard for an order.</p> <p>In light of the above, time is of the essence and it is not practical or possible due to time constraints to follow the normal supply chain processes. The Municipality will have to appoint an attorney firm via a deviation to oppose the review application.</p>	
D/SM 32/20	26 March 2020	AON	Short Term Insurance Portfolio	Exceptional case and it is impractical to follow the official procurement processes.	<p>AON South Africa (Pty)(Ltd) was appointed as the successful broker on behalf of Stellenbosch Municipality .AON tendered with Lion of Africa as the underwriter and the insurance premiums were based on the quoted amounts of the underwriter .However Lion of Africa has withdrawn from the Local Government environment as at 30 June 2019 .This could not have been foreseen from the broker. Guardrisk is</p>	R 730 049.01 (Incl. Vat)

					currently the sole provider and only underwriter in the Local Government Environment.	
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6.3 Financial Implications

As per table above.

6.4 Legal Implications

The regulation applicable is:

GNR.868 of 30 May 2005: Municipal Supply Chain Management Regulations: Deviations from and ratification of minor breaches of, procurement processes.

6.5 Staff Implications:

No staff implications

6.6 Previous / Relevant Council Resolutions:

None

6.7 Risk Implications

That the market may not be tested. The measures in place to deal with deviations mitigate the risk to an acceptable level. The auditor general also audit the deviations during the yearly audit

6.8 Comments from Senior Management:

The item was not circulated for comment except to Municipal Manager

6.8.1 Municipal Manager

Supports the recommendations.

FOR FURTHER DETAILS CONTACT:

NAME	Dalleel Jacobs
POSITION	Senior Manager Supply Chain Management
DIRECTORATE	Finance
CONTACT NUMBERS	021 808 8528
E-MAIL ADDRESS	Dalleel.Jacobs@ Stellenbosch.gov.za
REPORT DATE	10 July 2020

6.6	OVERSIGHT ROLE OF COUNCIL: SUPPLY CHAIN MANAGEMENT POLICY-REPORT ON THE IMPLEMENTATION OF THE SUPPLY CHAIN MANAGEMENT POLICY OF STELLENBOSCH MUNICIPALITY: ANNUAL IMPLEMENTATION REPORT (01 JULY 2019 - 30 JUNE 2020)
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Collaborator No:

IDP KPA Ref No:

Good Governance and Compliance

Meeting Date:

22 July 2020

1. SUBJECT: OVERSIGHT ROLE OF COUNCIL: SUPPLY CHAIN MANAGEMENT POLICY-REPORT ON THE IMPLEMENTATION OF THE SUPPLY CHAIN MANAGEMENT POLICY OF STELLENBOSCH MUNICIPALITY: ANNUAL IMPLEMENTATION REPORT (01 JULY 2019 - 30 JUNE 2020)

2. PURPOSE

To submit to Executive Management a report for the period 01 July 2019 - 30 June 2020 on the implementation of Council's Supply Chain Management Policy. The report covers the performance of the various delegated functions and the implementation thereof.

3. FOR DECISION BY MUNICIPAL COUNCIL

Section 6 (2) (i) & 4 of the SCM Policy 2019/2020 determines that the Accounting Officer must within 30 days of the end of each financial year; submit a report on the implementation of the SCM Policy to the Executive Mayor. This report must be made public in accordance with section 21A of the Municipal Systems Act (32 of 2000).

4. EXECUTIVE SUMMARY

Within 30 days of the end of each financial year the Accounting Officer must submit a report on the implementation of the Supply Chain Management Policy to the Executive Mayor. In terms of the SCM Regulations and Council's SCM Policy the SCM unit has been delegated to perform powers and functions that related to the procurement of goods and services, disposal of goods no longer needed, the selection of contractors to provide assistance in the provision of municipal services.

5. RECOMMENDATIONS

- (a) that the Executive Mayor and Council take note of this report and **ANNEXURE A** attached to the report; and
- (b) that the report be made public in accordance with section 21A of the Municipal Systems Act.

6. DISCUSSION/CONTENTS

6.1 Background

SCM must report within 30 days of the end of each financial year on the implementation of the SCM System.

6.2 Constitutional and Policy Implications

Paragraph 2(1) of Council's SCM Policy determines that all officials and other role players in the supply chain management system of the Stellenbosch Municipality must implement the SCM Policy in a way that gives effect to section 217 of the Constitution and Part 1 of Chapter 11 of the Municipal Finance Management Act (56 of 2003) and

other applicable provisions of the Act; is fair, equitable, transparent, competitive and cost-effective; complies with the Regulations and any norms and standards that may be prescribed in terms of section 168 of the MFMA; is consistent with other applicable legislation; does not undermine the objective for uniformity in supply chain management systems between organs of state in all spheres; and is consistent with national economic policy concerning the promotion of investments and doing business with the public sector.

Paragraph 6(1) of the Supply Chain Management Policy of Council determines that the Council of Stellenbosch municipality reserves the right to maintain oversight over the implementation of the SCM Policy as approved and amended from time to time. Paragraph 6 (2) (i) of the above stated Policy determines that the Accounting Officer must within 30 days of the end of each financial year; submit a report on the implementation of the SCM Policy to the Executive Mayor.

6.3 Environmental implications

None.

6.4 Financial Implications

The financial implications are the transactions for the procurement of goods and services that were processed during the 01 July 2019 - 30 June 2020 and the payments that will derive from these commitments.

6.5 Legal Implications

The Municipal Finance Management Act (section 112) stipulates that the SCM Policy should comply with a prescribed framework as set out in section 112(1) and section 112(2) that stipulates that the regulatory framework for the municipal supply chain management must be fair, equitable, transparent, competitive and cost-effective. Reporting back in terms of paragraph 6 (2) (i) of the SCM Policy 2019/2020 to the Executive Mayor and Council on the implementation of the supply chain management system and processes enables the Executive Mayor and Council to maintain the oversight role over the implementation of the SCM Policy as approved by Council.

6.6 Staff Implications

None.

6.7 Previous / Relevant Council Resolutions

None.

APPENDIX 1: Report for the period 01 July 2019 - 30 June 2020 on the Implementation of Council's Supply Chain Management Policy

FOR FURTHER DETAILS CONTACT:

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DIRECTORATE	<i>Financial Services</i>
REPORT DATE	<i>10 July 2020</i>

APPENDIX 1

STELLENBOSCH MUNICIPALITY

IMPLEMENTATION OF SYSTEM – SUPPLY CHAIN MANAGEMENT

SECTION 6 OF SCM POLICY:
OVERSIGHT ROLE OF COUNCIL OVER THE IMPLEMENTATION OF SCM POLICY

PERIOD: 01 JULY 2019 - 30 JUNE 2020

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
3(1)(a)	Prepare and submit a draft supply chain management policy complying with regulation 2 to the council of the municipality for adoption.	Accounting Officer	Chief Financial Officer	YES	Done
3(1)(b)	Review at least annually the implementation of the policy.	Accounting Officer	Chief Financial Officer	YES	Done
3(1)(c)	Submit when considered necessary, proposals for amendment of the policy by the Council.	Accounting Officer	Chief Financial Officer	YES	The SCM Policy are part of the budget related policies that are annually reviewed.
3(2)(a)	Make use of any Treasury guidelines determining standards for municipal supply chain management policies, and submit to the council that guidelines standard or modified version therefore, as a draft policy.	Accounting Officer	Chief Financial Officer	YES	All NT guidelines are included in standard documents and the municipalities SCM policy is aligned with the Model SCM policy of NT.
3(2)(b)	Ensure that a draft policy submitted to council that differs from the guideline standard complies with Regulation 2.	Accounting Officer	Chief Financial Officer	YES	Not Applicable
3(1)(c)	Report any deviation from the guideline standard to the National Treasury and relevant provincial treasury	Accounting Officer	Chief Financial Officer	YES	Not Applicable
3(4)	Must, in terms of section 62(1)(f)(iv) take all reasonable steps to ensure that the municipality has and implements a supply chain management policy as set out in Regulation 2	Accounting Officer	Chief Financial Officer	YES	Done

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
5(2)(a)	Make a final award above R10 million (VAT included).	Accounting Officer (after considering recommendation of Bid Adjudication Committee)		YES	In the 2019/2020 financial year there were twelve (12) final awards above R10 million.
5(2)(b)	Make a final award above R200 000(VAT included), but not exceeding R10 million (VAT included).	Accounting Officer	Bid Adjudication Committee	YES	In the 2019/2020 financial year there were fifty-four (54) final awards above R200 000 but not exceeding R10 million.
5(2)(c)	Make a final award not exceeding R200 000(VAT included) including the appointment of consultants	Accounting Officer	CFO and Senior Manager - SCM and Senior Accountants	YES	Operational Delegations are in place with clear segregation of duties as stipulated in MFMA section 115 (b)
5(3)	Submit to the officials referred to in regulation 5(4) within five days of the end of each month a written report containing particulars of each final award, except procurements made out of petty cash, made during that month, including – (a) the amount of the award; (b) the name of the person to whom the award was made; (c) the reason why the award was made to that person; and (d) the BEE/HDI status of that entity/person.	Bid Adjudication Committee (refer regulation 5(4)(a) Chief Financial Officer – 5(4)(b)	Chief Financial Officer Senior Manager SCM	YES	The awards made were submitted ,on the following dates within this financial year(2019/2020): 02 August 2019 03 September 2019 03 October 2019 01 November 2019 03 December 2019 03 January 2020 03 February 2020 03 March 2020 03 April 2020 04 May2020 03 June 2020 03 July 2020
6(1)	Maintain oversight over the implementation of the supply chain management policy	Municipal Council		YES	The Supply Chain Management policy has been submitted to council in the last quarter of the previous financial year as part of the Budget Related

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
					policies.
6(2)(a)(i)	Submit a report to council within 30 days of the end of each financial year on the implementation of the supply chain management policy of the municipality.	Accounting Officer		YES	Done
6(2)(a)	Immediately submit a report to council whenever there are serious and material; problems in the implementation of the supply chain management policy, including such a report from any municipal entity as envisaged by this Regulation 6(2)(a)(iii)	Accounting Officer		N/A	To date no serious or material problems occurred in implementing the SCM policy.
6(3)	Submit a report to the mayor of the municipality within ten days of each quarter on the implementation of the supply chain management policy.	Accounting Officer	Chief Financial Officer	YES	Done.
7(1)	Establish a supply chain management unit.	Accounting Officer	Chief Financial Officer	YES	Unit operates under direct supervision of CFO
12(1)	Direct that: a) cash purchases up to transaction value as defined I Council's Petty Cash policy b) one verbal quotation be obtained for any specified procurement of a transaction value lower than R2,000 (VAT included); c) written or verbal quotations for procurement of goods and/or services of a transaction value between R 2, 000.00 and R 10 000.00 (VAT included)	Accounting Officer	Operational delegations in place	YES	The SCM unit is responsible for procurement within these thresholds. Delegations approved and signed by the relevant officials.

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	<p>d) formal written price quotations for procurement of goods and/or services of a transaction value between R 10,000.00 and R 200,000.00</p> <p>e) a competitive bidding process be followed for any specific procurement of a transaction value higher than R200 000.</p>				
12(2)(a)	Allow the Accounting Officer to lower, but not to increase, the different threshold values specified in sub regulation(1).	Accounting Officer	Chief Financial Officer	YES	Delegated officials act within delegated thresholds.
14(1)(a)(ii)	Invite prospective providers of goods and services at least once a year through newspaper commonly circulating locally, the website of the municipality	Accounting Officer	Senior : Manager SCM	YES	Done
14(1)(b)	Specify the listing criteria for accredited prospective providers.	Accounting Officer	Chief Financial Officer	YES	Listing criteria is contained within the registration form.
14(1)(c)	Disallow the listing of any prospective provider whose name appears on the National Treasury's database as a person prohibited from doing business with the public sector.	Accounting Officer		YES	SCM consult National Treasury's database of defaulters before awarding of tenders and quotations
14(2)	Update the list of prospective providers at least quarterly to include any additional prospective providers and any new commodities or types of services.	Municipal Council	Chief Financial Officer	YES	Done
15	Requesting reconciliation's on petty cash purchases on a monthly basis.	Chief Financial Officer	Manager: Expenditure section		N/A

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
16(c)	If it is not possible to obtain at least three written quotations, record and report quarterly to the accounting officer, or another official designated by the accounting officer, the reasons for this.	Accounting Officer	Chief Financial Officer	YES	Reports were submitted on the following dates within this quarter. 02 August 2019 03 September 2019 03 October 2019 01 November 2019 03 December 2019 03 January 2020 03 February 2020 03 March 2020 03 April 2020 04 May2020 03 June 2020 03 July 2020
16(e)	Record the name of potential providers requested to provide written quotation with their quoted prices.	Accounting Officer	Chief Financial Officer		Reports were submitted on the following dates within this quarter. 02 August 2019 03 September 2019 03 October 2019 01 November 2019 03 December 2019 03 January 2020 03 February 2020 03 March 2020 03 April 2020 04 May2020 03 June 2020 03 July 2020
17(1)(c)	Approve the recorded reasons for not obtaining at least three written price quotations.	Chief Financial Officer	Senior Manager SCM & CFO: below R200,000 Accountants: Acquisitions, Contracts and SCM: Accountant Demand and Chief Buyer : below R200,000		
17(1)(d)	Record the names of the potential formal written price quotation providers and their written quotations.	Accounting Officer	Senior Manager : Supply Chain Management		
17(2)	Report to the CFO within three days at the end of the month on any approvals given during that month by that the designed official referred to in sub-regulation (1) (c).	Chief Financial Officer	Senior Manager: Supply Chain Management		
18 (a)	All requirements in excess of R30,000 (VAT	Chief Financial Officer	Senior Manager: Supply	YES	Done

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	included) by means of formal written price quotations should be advertised for at least 7 days on the website and municipal official website.		Chain Management		
18 (b)	When using the list of accredited prospective providers, it should promote ongoing competition amongst providers by inviting providers to submit quotations on a rotational basis.	Chief Financial Officer	Senior Manager: Supply Chain Management	YES	Done
18(c)	Must take all reasonable steps to ensure that the procurement of goods and services through written quotations or formal written price quotations is not abused.	Accounting Officer	Chief Financial Officer	YES	Quotations and Formal written quotations are placed on the website and only opened on the closing date and time and mitigate the risks during the calling for quotations.
18(d)	Notify the Accounting Officer or CFO in writing on a monthly basis of all written quotations and formal written price quotations accepted by the official acting in terms of a sub-delegation .	Chief Financial Officer	Senior Manager : Supply Chain Management	YES	Reports were submitted on the following dates within this quarter. 02 August 2019 03 September 2019 03 October 2019 01 November 2019 03 December 2019 03 January 2020 03 February 2020 03 March 2020 03 April 2020 04 May2020 03 June 2020 03 July 2020
22 (b) (i)	The publication notice must contain the closure date for the submission of bids, which may not be less than 3 weeks in case of transactions over R10m (VAT included), or which are of long term nature, or 14 days in any other case, from date on which the	Accounting Officer	Bid Specifications Committee		For 2019/2020 financial year a total of one-hundred-and-thirty-six (136) tender specifications served before the Bid Specifications committee.

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	advertisement is placed in a newspaper.				
22(2)	The Accounting Officer may determine the closure date for the submission of bids which is less than the 30 days or 14 days requirement, but only if such shorter period can be justified on the grounds of urgency or emergency or any exceptional case where it is impractical or impossible to follow the official procurement process	Accounting Officer			None
23(a) (i)(ii)	The handling, opening and recording of bids should be (i) be opened in public (ii) must be opened at the same time and as soon as possible after the period for the submission of bids has expired;	Accounting Officer	Senior Manager: Supply Chain Management	YES	Done
23 (c)	(ii) make the register available for public inspection (iii) publish the entries in the register and the bid results on the website of the municipality	Accounting Officer	Senior Manager: Supply Chain Management	YES	Done
24(1)	Negotiate the final terms of a contract with bidders identified through a competitive bidding process as preferred bidders, provided that such negotiation – (a) does not allow any preferred bidder a second or unfair opportunity; (b) is not to the detriment of any other bidder; and (c) does not lead to a higher price than the bid submitted.	Accounting Officer	Relevant user department Head of Department or Executive Director	YES	Provision for the signing of a Form of Tender/Service Level Agreement with successful vendors is being made in the tender documents and part as Special Conditions to Tender.

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	Minutes of such negotiations must be kept.				
26(1)(b)	Appoint the members of the bid specification, evaluation and adjudication committees, taking into account Section 117 of the MFMA.	Accounting Officer		YES	Done
26(1)©	Appoint a neutral or independent observer to a bid specification, evaluation or adjudication committee for an attendance and oversight process when this is appropriate for ensuring fairness and promoting transparency.	Accounting Officer		N/A	Not Applicable
26(3)	Apply the committee system to formal written price quotations.	Accounting Officer		N/A	Committee system is applied for goods/services above R200 000
27(1)	Compile specifications for the procurement of goods and services by the municipality.	Accounting Officer	Bid Specifications Committee, upon advice of the relevant user department	YES	The Director signs for items to serve on Specification committee.
27(2)(g)	Approve specifications compiled by the bid specification committee prior to publication of the invitation for bids.	Accounting Officer	Bid Specifications Committee, upon advice of the relevant user department	YES	The specifications are accompanied with a questionnaire that the relevant department has to complete. Meetings are held according pre-determined schedule.
28(1)(a)	Evaluate bids in accordance with – (i) the specifications for a specific procurement ; and (ii) the points system as must be set out in the supply chain management policy of the municipality in terms of Regulation 27(2)(f) and a prescribed in terms of the Preferential Procurement Policy Framework Act.	Accounting Officer	Bid Evaluation Committee upon advice of the relevant user department.	YES	Have regular BEC scheduled meetings.

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
28(1)(b)	Evaluate each bidder's ability to execute the contract.	Accounting Officer	Bid Evaluation Committee, upon advice from SCM	YES	Currently part of the Standard Evaluation Report
28(1)(c)	Check in respect of the recommended bidder whether municipal rates and taxes and municipal service charges are not in arrears.	Accounting Officer	Bid Evaluation Committee	YES	Has a screening list that has to be completed.
28(1)(d)	Submit to the adjudication committee a report and recommendations regarding the award of the bid or any other related matter.	Bid Evaluation Committee		YES	Currently part of the Standard Evaluation Report
29(1)(a)	Consider the report and recommendations of the bid evaluation committee where the award value exceeds R200 000 (VAT incl.) and make the award up to value of R10m (as per delegated authority)	Accounting Officer	Bid Adjudication Committee	YES	In 2019/2020 financial year there were forty-one (41) BAC meetings
29(1)(b)(i)	For bids above R10 million, the SCM BAC will make recommendation to the Municipal Manager to make the final award.	Accounting Officer		YES	In 2019/2020 financial year there were twelve (12) final award made above R10 million.
29(1)(b)(ii)	Make another recommendation to the accounting officer on how to proceed with the relevant procurement.	Accounting Officer		YES	None.
29(3)	Appoint the chairperson of the bid adjudication committee.	Accounting Officer		YES	Delegations given is kept for record purposes
29(5)(a)	If a bid adjudication committee decides to award a bid other than the one recommended by the bid evaluation committee, the bid adjudication committee must prior to awarding the bid – (i) check in respect of the preferred bidder whether that bidder's municipal rates and taxes and municipal service charges are not in arrears; and (ii) notify the accounting officer.	Bid Adjudication Committee		YES	None

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
29(5)(b)	<p>(i) After due consideration of the reasons for the deviation, ratify or reject the decision of the bid adjudication committee referred to in Regulation 29(5)(a); and</p> <p>(ii) If the decision of the bid adjudication committee is rejected, refer the decision of the adjudication committee back to that committee for reconsideration.</p>	Accounting Officer		YES	None
29(6)	Refer any recommendation made by the evaluation committee or adjudication committee back to that committee for reconsideration of the recommendation.	Accounting Officer		YES	Fourteen (14) tenders were referred back to the BEC in 2019/2020 financial year
29(7)	Comply with Section 114 of the MFMA within ten working days.	Accounting Officer		YES	Not applicable
31(1)	Request the State Information Technology Agency (SITA) to assist the municipality with the acquisition of IT related goods or services through a competitive bidding process.	Accounting Officer	Bid Adjudication Committee	YES	Not Applicable
31(2)	Enter into a written agreement to regulate the services rendered by, and the payments made to, SITA.	Accounting Officer		YES	Not Applicable
31(3)	<p>Notify SITA together with a motivation of the IT needs of the municipality if –</p> <p>(a) the transaction value of IT related goods or services required by the municipality in any financial year will exceed R50 million (VAT incl); or</p> <p>(b) the transaction value of a contract to be procured by the municipality whether for one</p>	Accounting Officer		YES	Not Applicable

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	or more years exceeds R50 million.				
31(4)	Submit to the Council, the National Treasury, the relevant provincial treasury and the Auditor General the SITA comments and the reasons for rejecting or not following such comments if the municipality disagrees with SITA's comments.	Accounting Officer	Senior Manager: Supply Chain Management	YES	Not Applicable
32(1)	<p>To procure goods or services for the municipality under a contract secured by another organ of state, but only if –</p> <p>(a) the contract has been secured by that organ of state by means of a competitive bidding process applicable to that organ of state;</p> <p>(b) the municipality has no reason to believe that such contract was not validly procured;</p> <p>(c) there are demonstrable discounts or benefits to the municipality; and</p> <p>that other organ of state and the provider have consented to such procurement in writing.</p>	Accounting Officer	Bid Adjudication Committee	YES	None
35(1)	Procure consulting services above the value of R200 000 (VAT incl.) provided that any Treasury guidelines in respect of consulting services or CIDB guidelines in respect of services related to the build environment and construction works are taken into account when such procurements are made.	Accounting Officer	Bid Adjudication Committee	YES	Panel of consultants tender is in place till 30 June 2020.

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
35(4)	Ensure that copyright in any document produced, and the patent rights or ownership in any plant, machinery, thing, system or process designed or devised, by a consultant in the course of the consultancy service is vested in the municipality.	Municipal Council	Relevant user Department	YES	Not Applicable

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
36(1)(a)	<p>Dispense with the official procurement processes established by the policy and to procure any required goods or services through any convenient process, which may include direct negotiations, but only –</p> <ul style="list-style-type: none"> (i) in an emergency; (ii) if such goods or services are produced or available from a single provider only; (iii) for the acquisition of special worker of art or historical objects where specifications are difficult to compile; (iv) acquisition of animals or zoos; or (v) in any other exceptional case where it is impractical or impossible to follow the official procurement processes (vi) any contract relating to the publication of notices and advertisements by or on behalf of the municipality (vii) any purchase on behalf of the municipality at a public auction (viii) any contract with an organ of state, local authority or a public utility corporation or company (ix) any contract in respect of which compliance therein would not be in the public interest or interest of Council (x) ad-hoc repairs to plant and equipment where it is not possible to ascertain the nature or extent of the work required in order to call for bids (xi) workshop strip & quote 	Accounting Officer	BAC considers deviations and recommend to the Accounting Officer.	YES	Delegations are in place for BAC to recommend deviations to the Accounting Officer. Records and recordings are kept of all meetings. Departments draft memorandums and table items at BEC for consideration and recommendation to the BAC. The BAC upon approval will recommend deviation to the Accounting –Officer.
36(1)(b)	Ratify any minor breaches of the procurement processes by an official or committee acting in terms of delegated powers or duties which are purely of a technical nature.	Accounting Officer		YES	Done

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
36(2)	Record the reasons for any deviations in terms of Regulations 36(1)(a) and (b); and Report them to the next meeting of the Council and include as a note to the annual financial statements.	Municipal Council	Accounting Officer	YES	Done
37(2)	Decide to consider an unsolicited bid but only if – (a) the product or service offered is a demonstrably or proven unique innovative concept; (b) the product or service will be exceptionally beneficially to, or have exceptional cost advantages for, the municipality; (c) the person who made the bid is the sole provider of the product or service; and (d) the reasons for not going through the normal bidding processes are found to be sound by the accounting officer.	Accounting Officer		NO	None
37(4)	Submit written comments received pursuant to Regulation 37(3), including any responses from the unsolicited bidder, to the National Treasury and the relevant provincial treasury for comment.	Accounting Officer		NO	None
37(5)	Consider and may award the bid or make recommendations to the accounting officer depending on the delegations to the adjudication committee.	Accounting Officer	Bid Adjudication Committee	YES	None
37(7)	When considering an unsolicited bid, take into account where considering an unsolicited bid – (i) any comments submitted by the public; and	Accounting Officer		NO	None

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	any written comments and recommendations of the National Treasury or the relevant provincial treasury.				
37(8)	Submit to the Auditor General, the relevant provincial treasury and the National Treasury the reasons for rejecting or not following any recommendations of the National Treasury or provincial treasury in regard to the unsolicited bid.	Accounting Officer	Senior Manager: Supply Chain Management	NO	None
38(1)(a)	Take all reasonable steps to prevent abuse of the supply chain management system.	Accounting Officer	Chief Financial Officer	YES	The National Treasury Code of Conduct has been circulated and communicated to municipal staff at various formal and informal meetings.
38(1)(b)	Investigate any allegations against an official or other role player of fraud, corruption, favoritism, unfair or irregular practices or failure to comply with the supply chain management policy, and when justified – (i) take appropriate steps against such official or other role player; or (ii) report any alleged criminal conduct to the South African Police Service.	Accounting Officer	Internal Audit	YES	None
38(1)(c)	Check the National Treasury's database prior to awarding any contract to ensure that no recommended bidder, or any of its directors, is listed as a person prohibited from doing business with the public sector.	Accounting Officer	Senior Manager: Supply Chain Management	YES	The National Treasury website information of the List of Defaulters is currently used to verify.
38(1)(d)	Reject any bid from a bidder – (i) if any municipal rates and taxes or municipal service charges owed by that bidder or any directors to the municipality are in arrears for more than three months;	Accounting Officer	Bid Adjudication Committee Senior Manager: Supply Chain Management	YES	Bid Evaluation checklist is in place

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	(ii) who during the last five years has failed to perform satisfactorily on a previous contract with the municipality or any other organ of state after written notice was given to that bidder that performance was unsatisfactory.				
38(1)(e)	Reject a recommendation for the award of a contract if the recommended bidder, or any of its directors, has committed a corrupt or fraudulent act in competing for the particular contract.	Accounting Officer	Bid Adjudication Committee Senior Manager: Supply Chain Management	YES	Bid Evaluation checklist is in place
38(1)(f)	Cancel a contract awarded to a person if – the person committed any corrupt or fraudulent act during the bidding process or the execution of the contract; or (i) an official or other role player committed any corrupt or fraudulent act during the bidding process or the execution of the contract that benefited that person.	Accounting Officer	Bid Adjudication Committee Senior Manager: Supply Chain Management	YES	Bid Evaluation checklist is in place
38(1)(g)	Reject the bid of any bidder if that bidder or any of its directors – (i) has abused the supply chain management system of the municipality or has committed any improper conduct in relation to such system; (ii) has been convicted for fraud or corruption during the last five years; (iii) has willfully neglected or reneged on or failed to comply with any government, municipal or other public sector contract during the past five years; or	Accounting Officer	Bid Adjudication Committee Senior Manager: Supply Chain Management	YES	Bid Evaluation checklist is in place

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	(iv) has been listed in the Register for Tender Defaulters in terms of Section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004).				
38(2)	Inform the National Treasury and relevant provincial treasury in writing of any actions taken in terms of Regulation 38(1)(b)(ii), (e)	Accounting Officer	Bid Adjudication Committee Senior Manager: Supply Chain Management	YES	Bid Evaluation checklist is in place
40(1)	The Supply chain policy must provide for an effective system of disposal management for the disposal or letting of assets, including unserviceable, redundant or obsolete assets, subject to sections 14&90 of MFMA	Municipal Council	Chief Financial Officer	YES	Delegations are in place
40(2) a	A Supply Chain management policy must specify the ways in which assets may be disposed of, including by – (i) Transferring the asset to another organ of state in terms of a provision of the MFMA enabling the transfer of assets (ii) Transferring the asset to another organ of state at market related value or, when appropriate, free of charge (iii) Selling the asset (iv) Destroying the asset	Municipal Council	Chief Financial Officer	YES	. As per delegations
40(2) (b)	Stipulate that – Immoveable property may be sold only at market	Municipal Council		YES	Not Applicable

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	related prices except when public interest or the plight of the poor demands otherwise				
40(2)(b)(ii)	Movable assets may be sold either by way of written price quotations, a competitive bidding process, auction or at market related prices, whichever is the most advantageous to the municipality	Accounting Officer	Chief Financial Officer		As per delegations
40(2)(b)(iii)	In the case of the free disposal of computer equipment, the Provincial Department of Education must first be approached to indicate within 30 days whether any of the local schools are interested in the equipment.	Accounting Officer	Chief Financial Officer		Not Applicable
40(2)(b)(iv)	In the case of the disposal of firearms, the National Conventional Arms Control Committee has approved any sale or donation of firearms to any person or institution within or outside the Republic	Accounting Officer			Not Applicable
40(2)(c)(ii)	All fees, charges, rates, tariffs, scales of fees or other charges relating to the letting of immovable property are annually reviewed	Municipal Council		YES	Not Applicable
40(2)(d)	Ensure that where assets are traded in for other assets, the highest possible trade-in is negotiated	Municipal Council			None
40(2)(b)(iii)	In the case of the free disposal of computer equipment, the provincial department of education is first approached to indicate within 30 days whether any of the local schools are interested in the equipment.				Not Applicable
41(1)	A Supply chain management policy must provide for an effective system of risk management for the identification, consideration and avoidance of	Accounting Officer	Internal Audit		Busy implementing a system for risk management

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	potential risks in the supply chain management system				
42	Establish and implement an internal monitoring system in order to determine, on a retrospective analysis, whether the authorized supply chain management processes were followed and whether the objectives of this policy were achieved.	Accounting Officer	Chief Financial Officer		Busy implementing a system for performance management in SCM
43(2)	Check with SARS whether a person's tax matters are in order before making an award to such person.	Municipal Council	Senior Manager: Supply Chain Management	YES	The Tax Clearance of vendors registered on the Central Supplier Database are checked regularly and before awards are made.
45	Disclose in the notes to the annual financial statements of the municipality particulars of any award of more than R2,000 to a person who is a spouse, child or parent of a person in the service of the state, or has been in the service of the state in the previous twelve months, including – (a) the name of that person; (b) the capacity in which that person is in the service of the state; and (c) the amount of the award.	Municipal Council	Chief Financial Officer	YES	This information was disclosed within the 18/19 financial statements of the municipality.
46(3)(a)	Keep a register of all declarations in terms of Regulation 46(2)(d) and (e).	Accounting Officer	Senior Manager: Supply Chain Management	YES	SCM keep record of it.
46(3)(b)	Declarations must be made to the mayor of the municipality who must ensure that such declarations are recorded in the register.	Accounting Officer	Chief Financial Officer	YES	Declarations are kept at SCM section and hard copy on file.
46(4)	Adopt the National Treasury's code of conduct and Schedule 2 of the Systems Act for supply chain	Accounting Officer	Senior Manager: Supply Chain Management	YES	Code of conduct are circulated annually to all officials

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	management practitioners and other role players involved in supply chain management.		Council's Speaker		
47(2)	Report any alleged contravention of Regulation 47(1) to the National Treasury for considering whether the offending person, and any representative or intermediate through which such person is alleged to have acted, should be listed in the National Treasury's database of persons prohibited from doing business with the public sector.	Accounting Officer	Chief Financial Officer	YES	Not Applicable
48	Disclose to the National Treasury and the relevant provincial treasury any sponsorship promised, offered or granted to the municipality whether directly or through a representative or intermediate, by any person who is – (a) a provider or prospective provider of goods or services to the municipality; or (b) a recipient or prospective recipient of goods disposed or to be disposed, of by the municipality.	Accounting Officer	Senior Manager: Supply Chain Management	YES	None.
49	Persons aggrieved by decisions or actions taken in the implementation of this supply chain management system, may lodge within 14 days of the decision or action, a written objection or compliant against the decision or action.	Accounting Officer		YES	Have an administrative process in place.
50(1)	Appoint an independent and impartial person to assist in the resolution of disputes between the municipality and other persons and to deal with objections, complaints or queries as described more fully in Regulation 49.	Accounting Officer		YES	Done.
50(1)(a)	Responsible to assist the person appointed in terms of Regulation 50(1) to perform his or her functions effectively.	Accounting Officer		YES	Done

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
50(4)(b)	Appointed must submit monthly reports to the Accounting Officer on all disputes, objections, complaints or queries received, attended to or resolved.	Accounting Officer		YES	The appointed official is responsible for the submission of the monthly report to the Municipal Manager.
51	Service provider that acts on behalf of municipality to provide any service or act as a collector of fees, service charges or taxes and the compensation payable to service provider, contract must stipulate a cap on compensation payable to the service provider; that such compensation must be performance based.	Accounting Officer		YES	Done

7.	CONSIDERATION OF ITEMS BY THE EXECUTIVE MAYOR: [ALD G VAN DEVENTER (MS)]
----	---

7.1	COMMUNITY AND PROTECTION SERVICES: (PC: CLLR FJ BADENHORST)
-----	--

NONE

7.2	CORPORATE SERVICES: (PC: CLLR AR FRAZENBURG)
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7.2.1	RIGHT OF WAY SERVITUDE IN FAVOUR OF ERF 320, PNIEL
-------	---

Collaborator No:

IDP KPA Ref No:

Meeting Date:

Good Governance

22 July 2020

1. SUBJECT: RIGHT OF WAY SERVITUDE IN FAVOUR OF ERF 320, PNIEL

2. PURPOSE

The purpose of this report is to obtain the necessary approval from Council to register a servitude over erf 328 in favour of erf 320, Pniel, to enable the owner of erf 320 to gain access to his property.

3. DELEGATED AUTHORITY

At the time when the Agreement was compiled and agreed upon, the Municipal Manager had the delegated authority to acquire rights in immovable property by way of the registration of a servitude, up to a contract value of R2 million.

This delegation fell away with the approval of a new Systems of Delegations, which do contain any property related delegations. For this reason, Council must now consider the matter.

4. EXECUTIVE SUMMARY

During 2002 Stellenbosch Municipality approved building plans for a single residential unit on erf 320, Pniel. At the time the access to the property was off Main Road.

During 2009/10 the Provincial Department of Transport and Public Works undertook certain construction/upgrade work to the Main Road. During this period the access to erf 320 was closed, due to safety reasons (lack of sight lines). Following the unilateral action by the Provincial Department of Transport and Public Works, the owner tried all efforts to get this resolved, but without any success as the municipality was of the opinion that the Provincial Department of Transport and public roads, who closed the access should be responsible for providing another access or bear the costs for the servitude as the access is across the land of another private individual.

He approached the Public Protector for assistance. During 2017 representatives of Stellenbosch Municipality (including the Municipal Manager) and the Provincial Department of Transport and Public Works were summoned to the Public Protector's office, where it was agreed, *inter alia*, that Stellenbosch Municipality would take responsibility to register a servitude over erf 328 (neighbouring private property) in favour of erf 320, on condition that an agreement be reached at a later stage regarding the cost.

At the time when the Agreement was compiled and agreed upon, the Municipal Manager had the delegated authority to acquire rights in immovable property by way of the registration of a servitude, up to a contract value of R2 million.

This delegation fell away with the approval of a new Systems of Delegations, which do contain any property related delegations. It is not practical to bring every request for a servitude to council and it is proposed that council give the delegation as contained in **ANNEXURE 6**.

All the legal processes (servitude diagram, valuation of servitude, etc.) were followed and are now ready for implementation.

Council must now consider the matter.

5. RECOMMENDATIONS

- (a) that Council approves the registration of a servitude over erf 328, Pniel, in favour of erf 320, at a cost of R67 684.00 (exclusive of VAT);
- (b) that the Municipal Manager be authorised to sign all documents necessary to effect the registration of the servitude, including the signature of the Agreement of grant of right of way, hereto attached as **APPENDIX 5**;
- (c) that the Municipal Manager be authorised to negotiate a financial contribution from the Provincial Department of Transport and Public Works towards the cost of registration of the servitude and/or construction of a servitude access; and
- (d) that the right to acquire immovable property or rights in immovable property by way of lease or registration of a servitude be delegated as per the provisions contained in appendix 6 and that the delegations be amended accordingly.

6. DISCUSSION / CONTENTS

6.1 Background

On 1994-02-18 a General Plan was approved and registered with the Surveyor General, in terms whereof, inter alia, erf 320 was created. From the approved General Plan it is clear that erf 320, Pniel is fronting the Main road, i.e. gaining excess from the Main Road (Helshoogte Road).

On 1995-08-12 the property was transferred to Mr and Mrs WP Williams. During a search of the Title Deed and the erf file no restrictive condition regarding an alternative access could be found.

On 2002-10-16 Stellenbosch Municipality, being the legal successor of the Pniel Transitional Council, approved building plans for a single residential property on erf 320, Pniel. At the time, the approval was not subject to any alternative access. By implication the access from the Main Road, was approved. Following the approval of the building plan Mr Williams proceeded with the construction of the residential unit (ground floor, including garage).

6.2 DISCUSSION

6.2.1 General discussion

During the period 2009/2010 the Provincial Department of Transport and Public Works, as the responsible Roads Authority, undertook certain construction/upgrading work to Main Road. On 2010-01-10 Mr Williams addressed a complaint/enquiry to the Manager: Property Management, complaining about the fact that the Provincial Government has

effectively closed his access from Main Road, although his building plans was approved by the Municipality. Attached to his letter was a copy of an e-mail from Mr Chris Keyser (Stellenbosch Department of Engineering Services), addressed to the Manager: Building Control, informing him that, following the upgrading of the Main road, the access to erf 320 was closed and that the municipality should reconsider (sic) the building plan, and should rather consider a servitude access from Arcade street, over erf 328 (private property).

During 2010 Mr Malan van Niekerk from the Cape Winelands District Municipality enquire about use rights pertaining erf 320. In the email of 2010/12/08 Mr Van Niekerk, made mention about a possible problem regarding direct access from Main Road (MR172), and suggested that Stellenbosch Municipality should investigate possible alternative access over neighbouring private land. Following this enquiry, it is was proposed that the provincial department who closed the access takes responsibility for the costs of an alternative access as the closure was due to their actions.

On 26 January 2016 a complaint was lodged with the Municipality on behalf of Mr Williams. In terms hereof it is alleged, inter alia that the Municipality have “rejected to create an entry way to his house. On 2016-05-05 a letter was addressed to the Public Protector, indicating that they should, in fact, address the enquiry to the Provincial Department of Transport and Public Works.

On 2017-07-13 representatives of Stellenbosch Municipality (including the Municipal Manager) and the Provincial Department of Transport and Public Works met with the Public Protector (representative), where the Municipal Manager indicated that, in an effort to make progress, that Stellenbosch Municipality would take the responsibility to register a servitude over erf 328 (private property) in favour of erf 320 (i.e. alternative access). There was further agreement that the parties, i.e. the Provincial Department of Transport and Public Works and the Municipality would, at a later stage, agree on who would be responsible for what cost.

On 2017-08-25 a letter was addressed to Mr M.R Nober the owner of erf 328, offering an amount of R54 375.00 (exclusive of VAT) for registering a servitude over erf 328, a copy of which is attached as **APPENDIX 2**. On 28 August Mr Abraham Augulhus (Executor of the Nober estate at the time) informed us that they accept the offer, a copy of which is attached as **APPENDIX 3**. The Executor of the estate was later replaced by Mr P Nober.

Following the above a Land Surveyor (David Hellig) was appointed on 2017-07-18 to attend to the drafting of a servitude diagram, which diagram was eventually approved on 2019-04-02, a copy of which is attached as **APPENDIX 4**.

6.2.2 Location and context

Erven 320 and 328 is situated off Main Road and Arcade Street, respectively, as indicated on Fig 1 and 2 below.



Fig 1: Location and context



Fig 2: Erven 320 and 328

The position of the proposed servitude is indicated on Fig 3 below.



Fig 3: Position of servitude access

6.3 Financial Implications

Cassie Gerber Property Valuers was appointed to value the proposed servitude over erf 328. Hereto attached as **APPENDIX 1** a copy of the said report, valuing the servitude at R725.00/m².

At the time of valuation, the size of the servitude was estimated at 75m². Following the approval of the servitude diagram, however, it became evident that the actual size is 93.36m (23.34m x 4m), resulting in a value of R67 684.00 (exclusive of VAT).

The financial implications to Council would be R102 879.10 (Inclusive of VAT).

Some of the costs might be recovered from the Provincial Department of Transport and Public Works.

6.4 Legal Implications

On November 2014 a legal opinion, compiled by Adv. Maxwell Solomon from the Provincial Directorate: Legal Advising Services, was forwarded to our Engineering Department. In terms of this legal opinion, the Department of Transport and Public Works may contribute to the cost of an alternative access but limited to the extent that the driveway to erf 320 is reconstructed.

By implication, Stellenbosch Municipality would therefore have to shoulder the bulk of the costs in respect of the entire process. The Engineering Department indicated in an internal e-mail that they do not agree with this legal opinion.

The recommendations contained in this report comply with Council's policies and all applicable legislation.

At the time when the Agreement in was compiled and agreed upon, in 2017, the Municipal Manager had the delegated authority to acquire rights in immovable property by way of the registration of a servitude, up to a contract value of R2 million. This delegation fell away with the approval of a new Systems of Delegations, which do contain any property related delegations. It is not practical to bring every request for a servitude to council and it is proposed that council give the delegation as contained in **ANNEXURE 1**.

An attorney was appointed to conclude an Agreement (right of way) and to attend to the registration of such right at the Deeds Office (**APPENDIX 5**).

6.5 Staff Implications

This report has no additional staff implications to the Municipality.

6.6 Previous / Relevant Council Resolutions

None

6.7 Risk Implications

The risks are addressed in the item

6.8 Comments from Senior Management:

6.8.1 Comments from Director Corporate Services:

Supports the recommendations

6.8.2 Comments from the Municipal Manager:

Supports the recommendations.

ANNEXURES:

Appendix 1 -- Valuation report

Appendix 2 -- Offer to owner of erf 328

Appendix 3 -- Acceptance of offer

Appendix 4 -- Land Surveyor servitude diagram

Appendix 5 -- Agreement of grant of right of way servitude

Appendix 6 -- Delegation

FOR FURTHER DETAILS CONTACT:

NAME	PIET SMIT
POSITION	MANAGER: PROPERTY MANAGEMENT
DIRECTORATE	CORPORATE SERVICES
CONTACT NUMBERS	021-8088189
E-MAIL ADDRESS	Piet.smit@stellenbosch.gov.za
REPORT DATE	2020-07-09

APPENDIX 1

**CASSIE GERBER
PROPERTY VALUERS CC**

CK 98/22188/23

**C.L. Gerber, Registered Professional Valuer in Terms of Section 19 of Act 47 of 2000, Registration
No: 1717/4**

P.O. Box 2217
DURBANVILLE
7551

Telephone: (021) 9757240
Fax: 086 558 6933
Cell phone: 082 416 2987
E-mail -caslg@mweb.co.za

VALUATION REPORT

**PNIEL: RIGHT OF WAY/ACCESS SERVITUDE OVER ERF 328 IN
FAVOUR OF ERF 320, PNIEL**

OWNER: WILLIAM EDWARD AND MARIA REGINA NOBER



Market value: R725.00/m²
Date: 28 July 2017

VALUATION REPORT

**PNIEL: RIGHT OF WAY/ACCESS SERVITUDE OVER ERF 328 IN
FAVOUR OF ERF 320, PNIEL**

OWNER: WILLIAM EDWARD AND MARIARE GINA NOBER

1. Instructions

- 1.1 The Director of Housing of the Municipality of Stellenbosch instructed me to value the above-mentioned property.
- 1.2 The present market value of the above-mentioned servitude is required.
- 1.3 Market value is defined in this report as a price, which the property might reasonably be expected to sell for in a transaction between a willing, able and informed buyer and a willing, able and informed seller.

2. Date of valuation

28 July 2017

3. Description of properties

Erf 328, Pniel

4. Owner

- William Edward Nober
- Maria Regina Nober

5. Extent

966m²

6. Title deed

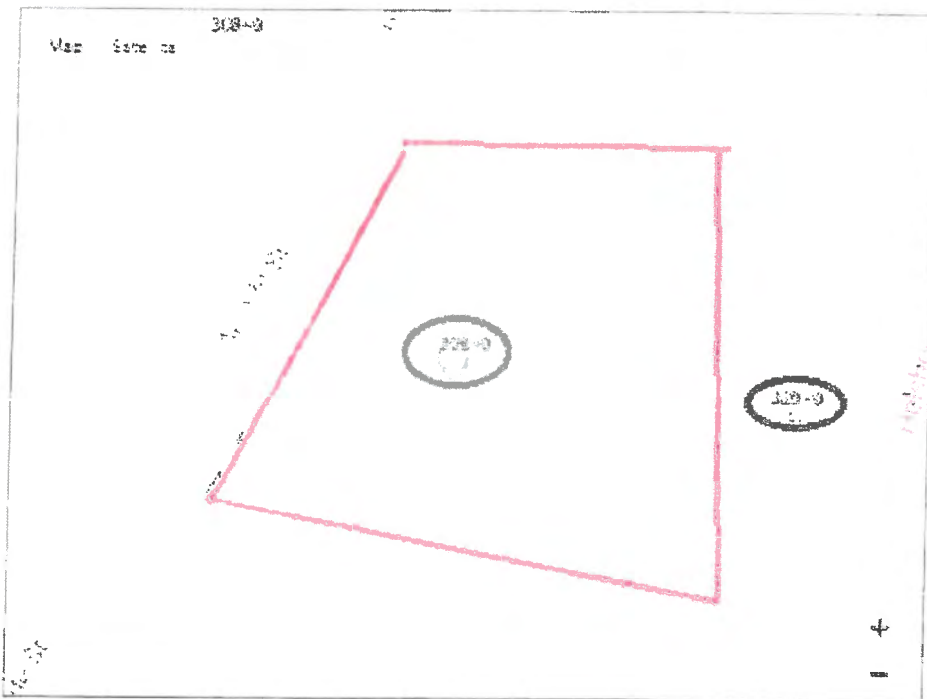
The property is held under title deed T101823/1996

7. Municipal value (2015)

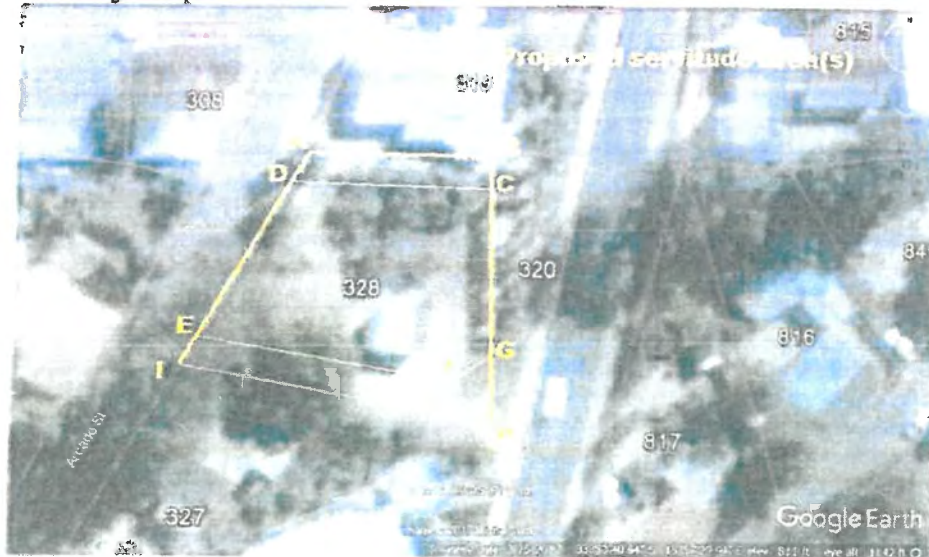
R966.00

8. Situation and physical aspects

- 8.1 The property is located in Arcade Street, Pniel
- 8.2 The land is suitable for building purposes.
- 8.3 Map below refers:



Locality map



Aerial photo

9. Extent of the right of way

The size of the property (Option 1 A-B-C-D on aerial photo page 3) above is $\pm 75\text{m}^2$ in extent (A land surveyor will have to be appointed to survey the servitude)

10. Zoning

The property is zoned for single residential purposes.

11. The highest and best use of the property

The highest and best use of the land is for residential purposes.

12. Options for access servitude

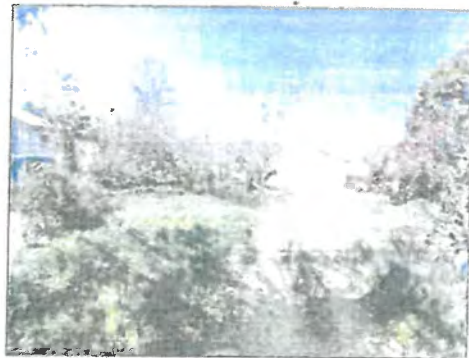
Option 1, A-B-C-D is the most appropriate option, because it is smaller in size and will have less effect on the remaining extent of Erf 328. There are also very large trees on the northern boundary of the subject property, which will have to be removed.

13. Improvements

The property consists of vacant land.



House on Erf 320



Servitude option 1

14. Services

All the necessary municipal services are available.

15. Method of valuation

It would be appropriate to compare the subject property with similar properties and thus arrive at a market value on the basis of comparison.

16. Transactions

A market research was carried out and the following comparable transaction were found and analyzed:

No.	Property	Extent	Date	Purchase price/Price per m ²
1	Erf 655, Pniel	375m ²	27.04.2016	R280 000.00/±R746.00/m ²
2	Erf 442, Pniel	734m ²	29.12.2014	R300 000.00/±R408.00/m ² Adjusted: ±R506.00/m ²
3	Erf 894, Pniel	1054m ²	26.11.2015	R300 000.00/±R285.00/m ² Adjusted: ±R335.00/m ²
4	Erf 746, Pniel	646m ²	24.08.2016	R350 000.00/±R541.00/m ²
5	Erf 635, Pniel	375	20.11.2014	R350 000.00/±R933.00/m ²

17. Conclusions

- 17.1 All the above-mentioned comparable transactions are situated in Pniel close to the subject property.
- 17.2 Transaction 1 is situated higher up against the mountain towards the new extension of Pniel. The site is much smaller than the subject property and the purchase rate per m² will, therefore, be much higher than the bigger sites.
- 17.3 Transaction 2 is situated about 200 meters from the subject property in Acade Street. It is a panhandle type of site, which is about 200m² smaller in extent than the subject property. The sale took place during December 2014 and an adjustment in the price is necessary for time.
- 17.4 The site of transaction 3 is a very awkwardly narrow shape panhandle site. The site is situated off Silwermyrn Street towards the new extension of Pniel.
- 17.5 The site of transaction 4 is a very awkwardly narrow shape panhandle site. The site is situated off Hill Street about 250 meters from the subject property.

17.6 The site of transaction 5 is much smaller in size than the subject property.

17.7 For valuation purposes the servitude is part of a whole, measuring 966m² in tota. The subject property can be subdivided into two separate sites. Based on the above-mentioned comparable transactions and taking the good location of the subject property into consideration, each subdivided site is worth R375 000.00 or R750 000.00 in total, less R50 000.00 for surveying and subdivision cost. $R700\ 000.00 \div 966m^2 = R724.63/m^2$.

17.8 A market value of R725.00 per m² for the servitude is market related. The total market value can only be determined once the surveyor has completed the surveying of the servitude site.

18. Encumbrance value

The encumbrance value of the right-of-way servitude is 100%.

19. Market value calculations

R725.00 per m² (Excluding VAT)

20. Valuation Certificate

I inspected the subject property described herein. I have no present or prospective interest in the property.

The valuation is independent and impartial and complies with all the ethical standards of the South African Institute of Valuers of which I am a member.

All suppositions and data in this report are to the best of my knowledge, true and correct and I have not attempted to conceal any information.

The valuation has been made to the best of my skill and ability.

I, Casper Louis Gerber, consider a price of R725.00/m² for the servitude area to be a fair and market value.



C.L. GERBER

Signed at Durbanville on 28 July 2017

QUALIFICATION TO VALUE

I, Casper Louis Gerber, certify with this my qualifications and experience as follows:

- Professional Valuer registered with the South African Council of Valuers in terms of Act 47 of 2000.
- Member of the South African Institute of Valuers since 1974.
- Served as a member on various valuation boards.
- I have been involved in valuing fixed properties since 1965. At present, I am making an average of 15 valuations per month spread over the whole spectrum of the property market.

APPENDIX 2



2017-08-25

Mr MR Nober
P/A P Nober
Rue Ursula 21
Glenhaven
Bellville
7530

Dear Sir/Madam

POSSIBLE RIGHT OF WAY/ACCESS SERVITUDE OVER ERF 328 IN FAVOUR OF ERF 320, PNIEL

My letter dated 2017-06-08 as well as our meeting on 2017-07-13 refers.

Subsequent to our meeting I have appointed a valuer to determine a fair market value of the proposed servitude. Please find hereto attached a copy of the valuation Report, valuing the servitude at R725.00/m².

The extent of the servitude area is approximately 75m² (to be finally determined by surveyor). Based on this estimated size, the market value of the servitude payable to you would amount to R54 375.00 (Excluding VAT).

Would you please indicate whether you would accept our offer of R54 375.00 (Excluding VAT). Should you indicate in the positive, I will appoint a land surveyor and attorney to attend to the compilation of a diagram and registration thereof in favour of erf 320, Pniel.

I urgently awaits your feedback in this regard.

Yours faithfully

.....
PIET SMIT
MANAGER: PROPERTY MANAGEMENT

cc: Municipal Manager
Deon Louw
Public Protector

APPENDIX 3

Posbus 1795

Bellville. 7530

28 Augustus 2017

The Manager

Property Management

Stellenbosch Municipality.

Dear Mr.Smit,

Re: Servitude over Erf 328 in favour of Erf 320, Pniel


I hereby acknowledge receipt of your letter dated 25/08/2017 for which my thanks.

After a discussion with Mr.P.Nober and his siblings I.c.w. the above matter, I hereby, as the Executor of the Estate of late Mrs Maria Regina Nober, do accept the offer R54 375.00.

I would however request that this amount be deposited directly into the late Mrs. Nober's estate account. I will let you have the Estate Banking details at the time when the amount is due to be paid out.

Attached please find a copy of my letter of Authority issued by the Master of the Supreme Court.

Kind regards,



Abraham Agulhas
(Executor)

Pat Nober
08 3 9521 026

APPENDIX 4

DAVID HELLIG & ABRAHAMSE, LAND SURVEYORS

SERVITUDE DGM.

SIDES Metres	ANGLES OF DIRECTION	CO-ORDINATES Y System WG 19° X		
			±	
AB	23,34	Constant		
		270 27 30		
		A	± 0,00	+3 700 000,00
		B	+3 877,15	+ 51 963,34
			+3 853,81	+ 51 963,53
		491 Buller	+1 906,92	+ 56 680,54
		504 Hutch X	+ 510,20	+ 54 141,00

S.G. No.

521/2019

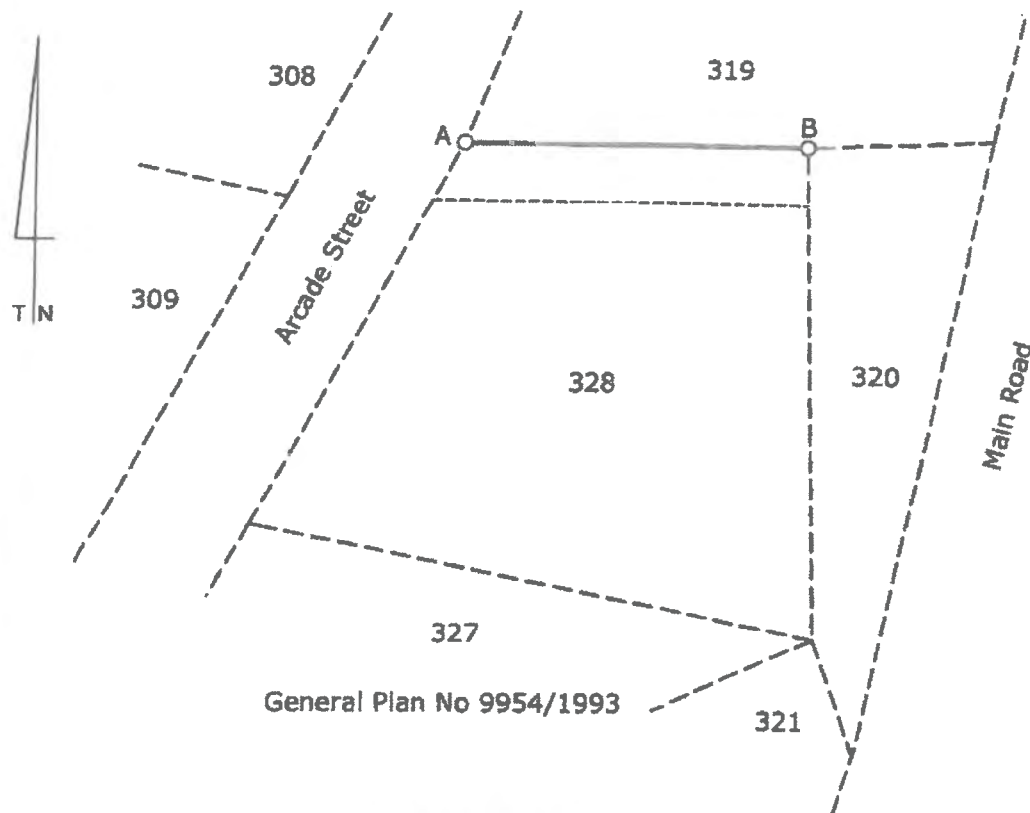
Approved

for Surveyor-General

02. 04. 2019

Beacon Description:

A B 12 mm iron peg

**Scale 1: 500**

The line **AB**
represents **the Northern Boundary of a Servitude Road 4m wide, as shown**
over **Erf 328 Pniel**
Situate in **the Stellenbosch Municipality**
Administrative District of **Paarl**

Province of the Western Cape

Surveyed in **November 2018**
by me

S G DREYER
Professional Land Surveyor
(PLS1028)

This diagram is annexed to
No.
dated
i.f.o.

The original diagram is
No. 520/2019 annexed to
Transfer No. 1996. .101823

File No. Parl. 1198 V.4
S.R. No. 327/2019
Comp. BHSU-4472 (M4442)
General Plan No 9954/1993
LPI C0550011

Registrar of Deeds

Servitude Diagram 521/2019

CERTIFIED COPY FOR REGISTRATION
FOR SURVEYOR-GENERAL
DATE 03-04-2019

EXEMPT FROM PROVISIONS OF ACT
70 OF 1970
SECTION 1(e)

Exempt It.o Section 24
Of Municipal Bylaw of Act 3/2014

Ref: Erf 328, Pniel
Date: 01 March 2019

APPENDIX 5



AGREEMENT OF GRANT OF RIGHT OF WAY SERVITUDE

MADE AND ENTERED INTO BY AND BETWEEN

STELLENBOSCH MUNICIPALITY

herein duly represented by Garaldine Lezette Mettler in her capacity as Municipal Manager, being duly authorised

(hereinafter referred to as "the Municipality")

and

THE ESTATE OF THE LATE MARIA REGINA NOBER

Duly represented by Patrick Nober in his capacity as Executor in the Estate duly authorized thereto by Letters of Authority Number 15663/2011 granted to him by the Master of the Western Cape High Court (Western Cape Division) at Cape Town on 13 July 2018.

(hereinafter referred to as "Nober")

WHEREAS Nober is the registered owner of the following property

Erf 328 Pniel
Situate in the Municipality and Division of Stellenbosch
Western Cape Province

In extent: 966 (Nine Hundred and Sixty Six) Square Metres

Held under Deed of Transfer No T101823/1996

(hereinafter referred to as "the Servient Tenement")

AND WHEREAS the Servient Tenement is situate adjacent to the following property

Erf 320 Pniel
Situate in the Municipality and Division of Stellenbosch
Western Cape Province

In extent: 312 (Three Hundred and Twelve) Square Metres

Held under Deed of Transfer No T91219/1995

(hereinafter referred to as "the Dominant Tenement")

and which is owned by

WILLIAM PETER WILLIAMS

Identity number: 500330 5079 013

And

MARIA JACOBA WILLIAMS

Identity number: 551130 0047 082

Married in community of property to each other

(hereinafter referred to as "Williams")

AND WHEREAS Williams can no longer access their property from the Main Road (MR172) after the Provincial Department of Transport and Public Works upgraded said road and now requires access from Arcade Street over the Servient Tenement to enable them to gain access to their property;

AND WHEREAS the Municipality has approached Nober, as owner of the Servient Tenement, to grant the Municipality a right of way in favour of the Dominant Tenement on the terms and conditions hereinafter set out;

NOW THEREFORE the parties agree as follows

1. Nober hereby gives and grants to the Municipality a praedial servitude of right of way over the Servient Tenement, in favour of the Dominant Tenement, for a road approximately 4 (Four) metres wide represented by the line AB on the Diagram annexed hereto (hereinafter referred to as the "Servitude Area").

2. The right of way servitude shall be binding on Nober, their heirs, assignees and successors in title.
3. The right of the servitude hereby granted to the Municipality shall be incorporated into a notarial deed of servitude and shall be registered against the title deed of the Servient Tenement and in favour of the title deed of the Dominant Tenement at the Municipality's costs. The parties shall perform all the necessary actions and sign all necessary documents to achieve the notarial execution and registration of a deed of servitude in the office of the Registrar of Deeds.
4. Compensation to Nober for the servitude will be the all inclusive amount of R67684.00,00 (Exclusive of VAT) (Sixty Seven Thousand Six Hundred and Eighty Four Rand).
 - 4.1 All monies will be paid into the attorneys' Trust account within 30 days of signing of this agreement by the last signing party, for payment to Nober at date of registration of the servitude.
5. This document contains the entire agreement between the parties in relation to the subject matter hereof and no party shall be bound by any undertakings, representations, warranties, promises or the like not recorded herein. Furthermore, no alteration, cancellation, variation of, or addition hereto shall be of any force or effect unless reduced to writing and signed by all the parties to this Agreement or their duly authorised representatives.

SIGNED at on this the day of

AS WITNESSES:

1.....

STELLENBOSCH MUNICIPALITY:

Duly represented by Garaldine Lezette Mettler in her capacity as Municipal Manager duly authorised

2.....

SIGNED at on this the day of

AS WITNESSES:

1.....

THE ESTATE OF THE LATE MARIA REGINA NOBER
Duly represented by Patrick Nober, duly authorised

2.....

APPENDIX 6



ITEM NUMBER	LEGISLATIVE MANDATE	DESCRIPTION OF POWER OR DUTY	RESPONSIBILITY / DELEGATED FROM	DELEGATED TO	SUB-DELEGATED TO	CONDITIONS/LIMITATIONS/ INSTRUCTION TO ASSIST
MUNICIPAL ASSET TRANSFER REGULATIONS - MUNICIPAL MANAGER						
MM165	Regulation 34(1)(b) of MATR	Granting or right to use, control or manage municipal capital assets, subject to the considerations outlined in regulation 36 of MATR.	Council			
MM166	Regulation 35 (1) of MATR	The accounting officer must conduct a public participation process in connection with any proposed granting of a long-term right to use, control or manage a capital asset with a value in excess of 10 million	Council	Municipal Manager		
MM 166A		Acquisition of immovable property rights by way of a lease agreement or registration of a servitude	Council	Municipal Manager (in consultation with the Executive Mayor) Executive Mayor (in consultation with the Executive Mayoral Committee)		To the contract value of R5 Million To the contract value of between R5 million and below R10 million
ADMINISTRATIVE MATTERS						
MM167	CR 20/11/2002	To decide on the closing of offices on Easter Weekend, 24 and 31 December annually	Council	Accounting Officer (Municipal Manager)		

7.2.2	PROPOSED RENEWAL OF LEASE AGREEMENT TO EIKESTAD MALL (PTY) LTD: BEYERSTEEG
-------	---

Collaborator No:

IDP KPA Ref No:

Meeting Date:

Good Governance

22 July 2020

1. SUBJECT: PROPOSED RENEWAL OF LEASE AGREEMENT TO EIKESTAD MALL (PTY) LTD: BEYERSTEEG

2. PURPOSE

To make a final determination on the renewal of the Lease Agreement with Eikestad Mall (Pty) Ltd in relation to Beyersteeg, Stellenbosch.

3. DELEGATED AUTHORITY

For decision by Municipal Council.

4. EXECUTIVE SUMMARY

Stellenbosch Municipality and IPG concluded a Lease Agreement on 10 February 2000 for the use of a portion of Beyersteeg. The agreement was for a period of 10 years, with an option to renew it for a further period of 10 years.

During 2008 IPG elected to exercise their right of renewal and in 2008 this Lease Agreement was ceded and assigned to Eikestad Mall (Pty) Ltd.

They have requested a renewal for a further period of 10 years. Council considered the application on 2019-11-27 and approved it in principle a renewal of 9 years and 11 months, subject to a public input/comment/objection process. As per the council resolution on 27 November 2019 the lease agreement continued a month to month basis until a final resolution can be made on payment of the previously determined rent.

A public notice was advertised on 6 February 2020 as no public notices of the nature is dealt with from middle December to middle January. At the closing date no comment/inputs/objections were received. The matter was intended to serve in the April round of meetings, but due to the Covid could not serve before Council. Council must now make a final determination on the renewal as well as on the monthly rental payable.

5. RECOMMENDATIONS

- (a) that Council takes note of the fact that no inputs/objections were received, following the public notice period;
- (b) that Council approves the renewal of the Lease Agreement for a period of 9 years and 11 months at a new, market-related rental of R6050.00 per month, with an annual escalation of 8% over the lease period; and
- (c) that the Municipal Manager be authorised to conclude the Lease Agreement on behalf of Stellenbosch Municipality.

6. DISCUSSION / CONTENT**6.1 Background**

On 2019-11-27 Council considered an application for the renewal of the Lease Agreement for a further period of 10 years. Having considered the application, Council resolved as follows:

- "a) that Council considered the application;*
- b) the renewal of the lease agreement be approved in principle, the in-principle decision be advertised for public comment/input/counter proposals and the lessee be allowed to continue with the current lease until a final decision can be made;*
- c) that, following the public participation process, the item be submitted to Council to make a final determination in this regard.*
- d) that a new market related lease amount be determined, based on an independent valuation being obtained".*

A copy of the agenda item that served before Council is attached as **APPENDIX 1**.

6.2 Discussion

Following the above resolution, a public notice was published in the Eikestad News on 06 February 2020. The closing date for comment/inputs/objections was 27 February 2020. At the closing date no comments/input/objections were received. A copy of the notice is attached as **APPENDIX 2**. Pendo Property Valuers was appointed to advise on a new market related rental and annual escalation.

6.3 Financial Implications

Hereto attached as **APPENDIX 3** a valuation report compiled by Pendo Property Valuers indicating a monthly market related rental of R6050.00 (inclusive of VAT) and a recommended escalation of 8% per annum.

6.4 Legal Implications

The recommendations contained in this report comply with Council's policies and all applicable legislation. For more detail, see par. 6.2.2 of agenda item that served before Council on 2019-11-27.

6.5 Staff Implications

This report has no additional staff implications to the Municipality.

6.6 Previous / Relevant Council Resolutions

27 November 2019 as indicated above.

6.7 Risk Implications

The risk implications is addressed in the item.

6.8 Comments from Senior Management

None requested as this is a return item.

ANNEXURES:**Appendix 1: Agenda item that served before Council****Appendix 2: Notice****Appendix 3: Valuation report****FOR FURTHER DETAILS CONTACT:**

NAME	Piet Smit
POSITION	<i>Manager: Property Management</i>
DIRECTORATE	<i>Corporate Services</i>
CONTACT NUMBERS	021-8088189
E-MAIL ADDRESS	Piet.smit@ Stellenbosch.gov.za
REPORT DATE	2020-07-13

APPENDIX 1



Collaborator No:

(To be filled in by administration)

IDP KPA Ref No:

Good Governance

Meeting Date:

(The date of the specific meeting must be filled in here)

1. SUBJECT

**PROPOSED RENEWAL OF LEASE AGREEMENT: EIKESTAD MALL (PTY) LTD:
BEYER STREET**

2. PURPOSE

To consider an application from Eikestad Mall (Pty) Ltd for the renewal of the Lease Agreement in relation of a portion of Beyerstreet, Stellenbosch.

3. DELEGATED AUTHORITY

For decision by Municipal Council.

4. EXECUTIVE SUMMARY

Stellenbosch Municipality and IPG concluded a Lease Agreement on 10 February 2000 for the use of a portion of Beyer street. The agreement was for a period of 10 years, with an option to renew it for a further period of 10 years.

During 2008 IPG elected to exercise their right of renewal and in 2008 this Lease Agreement was ceded and assigned to Eikestad Mall (Pty) Ltd.

This agreement will lapse on 31 December 2019, and they have now request a renewal for a further period of 10 years.

Council must now consider the requested.

5. RECOMMENDATIONS

- a) that Council, in principle, approve the renewal of the Lease Agreement for a further period of 10 years as provided for in Regulation 34 (1) (b) of the Asset Transfer Regulations, subject thereto that a new market related lease amount be determined, based on an independent valuation being obtained;
- b) that Council dispense with the prescribed competitive process, taking into account the specific circumstances, subject thereto that Council's intention so to act be advertised for

- c) that, following the public participation process, the item be submitted to Council to make a final determination in this regard.

6. DISCUSSION / CONTENT

6.1 Background

6.1.1 Lease Agreement

On 2000.02.10 Stellenbosch Municipality and IPG (Pty) Ltd concluded a Lease Agreement in terms whereof a portion of 1425m² of Beyerstreet was leased on an encroachment basis. A copy of the Lease Agreement is attached as **APPENDIX 1**. The Lease commenced on 1 January 2000 for a period of 10 (ten) years, i.e until 31 December 2009.

6.1.2 Option period

The Lease Agreement also provided for a further option (renewal) period of another 10 years. On 13 May 2008 the Lessee informed the Municipality they would like to exercise their right of renewal. This was approved, subject to the following.

- Rental : R271.16/m for first year;
- Escalation : 10%p/a

See copy of letter attached as **APPENDIX 2**.

6.1.3 Session and Assignment of Lease Agreement

During 2007 the Eikestad Mall as was sold to a new developer, Eikestad Mall (Pty) Ltd. During 2018 IPG informed the Municipality that they have reached agreement with Eikestad Mall (Pty) Ltd on the ceding of the Lease Agreement to them. They subsequently requested that the Lease Agreement be ceded to Eikestad Mall (Pty) Ltd, as provided for in clause 18.1 of the Lease Agreement.

Mayco considered the matter on 2009-05-04. Having considered the application, Mayco resolved as follows:

- (a) *that, as a first step, the proposed ceding/assigning of the Lease Agreement between Stellenbosch Municipality and IPG (now trading as Growthpoint), to Eikestad Mall (Pty) Ltd be approved,*
- (i) *a new, market related lease amount be determined, based on an independent valuation, taking into account any capital investments as part of the redevelopment of the property;*
 - (ii) *any redevelopment will only be approved on the basis that Stellenbosch Municipality is not worse off than currently, insofar as it relates to the ownership of the kiosks;*

- (iii) *access to erf 4430 from Andringa Street, over Beyers Street, be insisted upon if such access is linked to specific times and/or actions.*
- (b) *that, should Council approve of the proposed ceding as per recommendation (a), it be subject thereto that Council's intention so to act first be advertised in terms of Section 124 of the Municipal Ordinance, 20/1974;*
- (c) *that, should objections be received as a consequence of the advertisement contemplated in (b)(supra), same first be considered by Council;*
- (d) *that, should no objections be received, the Director: Corporate Services be authorized to attend to the legal steps necessary to effect the proposed ceding;*
- (e) *that, following the successful ceding of the lease agreement to Eikestad Mall, the Director: Corporate Services be mandated to negotiate the possible alienation of the property to Eikestad Mall (Pty) Ltd, taking into account access to Erf 4430;*
- (f) *that, a progress report on the possible alienation of the property be tabled within 3 months.*

A copy of the agenda item that served before Council is attached as **APPENDIX 3**.

Following the above resolution an Agreement of cession and assignment was concluded between the parties on 2010-04-19, a copy of which is attached as **APPENDIX 4**.

In terms hereof a new, market related rental was agreed upon, being R2925.00/month, escalation at 8% per annum.

6.1.4 Application to renew agreement

On 2019-05-07 an application was received from On Trend Consulting, on behalf of Eikestad Mall (Pty) Ltd, requesting that the Lease Agreement be renewed for a further period of 10 years. A copy of the application is attached as **APPENDIX 5**.

6.2. DISCUSSION

6.2.1 Locations and context

Beyerstreet is situated between Birdstreet and Andringa Street, as indicated on Fig 1 and 2 respectively.

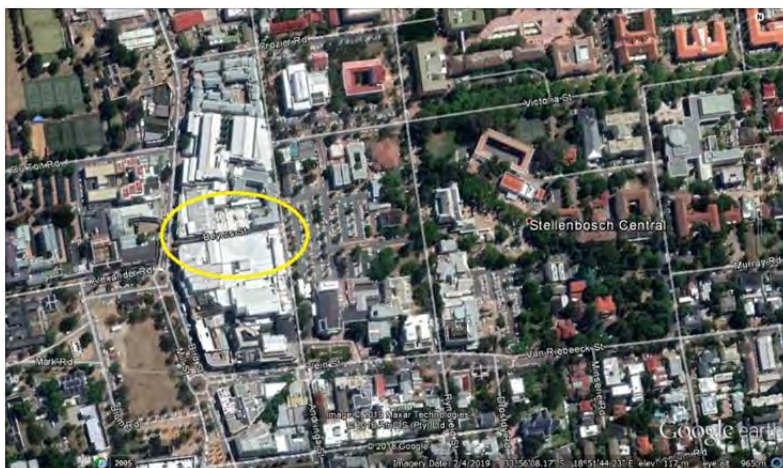


Fig 1: Location and context



Fig 2: Extent of encroachment

6.2.2 Legal requirements

6.2.2.1 Asset Transfer Regulation

In terms of Section 34 (1) of the ATR a Municipality may grant a right to use, control or manage a capital asset only after-

- a) The Accounting officer has concluded a public participation process*;
- and
- b) The municipal council has approved in principle that the right may be granted.

*Sub regulation (1) (a) (public participation process), however, must be complied with only if-

- a) The capital asset in respect of which the right is to be granted has a value in **excess of R10M***; and
- b) A **long-term right** is proposed to be granted (i.e. longer than 10 years).

In terms of Regulation 36, the municipal council must, when considering such approval, take into account:

- a) whether such asset may be required for the municipality's **own use** during the period for which such right is to be granted;
- b) the extent to which any compensation to be received will result in a significant economic or **financial benefit** to the municipality;
- c) the **risks and rewards** associated with such right to use; and
- d) the **interest of the local community**

In terms of Regulation 41, if an approval in principle has been given in terms of regulation 34 (1)(b), the municipality may grant the right only in accordance with the **disposal management system*** of the municipality, irrespective of:-

- a) the value of the asset; or
- b) the period for which the right is granted

*The policy on the Management of Council owned property is deemed to be Stellenbosch Municipality's disposal management System.

6.2.2.2 Policy on the Management of Council owned property

In terms of paragraph 9.2.2 of the Policy, the Municipal Council may dispense with the prescribed, competitive process, and may enter into a private treaty agreement through any convenient process, which may include direct **negotiations**, but only in **specific circumstances**, and only after having **advertised** Council's intention so to act.

One of the circumstances listed in (l) is **lease contracts with existing tenants** of immovable properties, not exceeding ten (10) years. **Such agreements may be renegotiated where Council is of the opinion that public competition would not serve a useful purpose, subject to such renewal being advertised, calling for public comments.**

Further, in terms of paragraph 9.2.2.2, the reasons for any such deviation from the competitive process must be recorded.

In terms of paragraph 22.1.4 the fair market rentals will be determined by the average of the valuations sourced from service providers, unless determined otherwise by the Municipal Manager taking into account the estimated rental(s) *vis-à-vis* the cost of obtaining such valuations.

There are not financial implications should the recommendations as set out in the report be accepted, except the income that will derive from the rentals.

6.4 Legal Implications

The recommendations contained in this report comply with Council's policies and all applicable legislation.

6.5 Staff Implications

This report has no staff implications to the Municipality.

6.6 Previous / Relevant Council Resolutions

See par. 6.1.3 above.

6.7 Risk Implications

This report has no risk implications for the municipality.

6.8 Comments from Senior Management**6.8.2 Director: Infrastructure Services**

No comments received.

6.8.3 Director: Planning and Economic Development

No comments received.

6.8.4 Chief Financial Officer

No comments received.

ANNEXURES:

- Appendix 1: Lease Agreement**
- Appendix 2: Letter for renewal**
- Appendix 3: Item that served before Council**
- Appendix 4: Cession and Assignment agreement**
- Appendix 5: Application for renewal**

FOR FURTHER DETAILS CONTACT:

NAME	Piet Smit
POSITION	<i>Manager: Property Management</i>
DIRECTORATE	<i>Corporate Services</i>
CONTACT	<i>021-8088189</i>

NUMBERS	Page 247
E-MAIL ADDRESS	Piet.smit@ Stellenbosch.gov.za
REPORT DATE	2019-07-02

APPENDIX 2

Publikasie	Publikasie Datum	Aansig	Bladsy
BMSTBEN (EikestadNuus)	06/02/2020	MAIN (Main)	-


STELLENBOSCH

 STELLENBOSCH • FRIEL • FRANKENBURG
 MUNICIPALITEIT • UMKAPALA • MUNICIPALITY

OFFICIAL NOTICE

PROPOSED LEASE AGREEMENT: EIKESTAD MALL (PTY) LTD: BEYERSTREET

Notice is hereby given in terms of par. 9.2.2 of the Property Management Policy of Councils intention to renew the existing lease agreement with Eikestad Mall (Pty) Ltd in relation to Beyerstreet, for a further period of 9 years and 11 months, subject to a new, market related rental be determined.

Further Particulars:

Further particulars, including the agenda item that served before Council, are available at the office of the Manager: Property Management during office hours.

Inputs/Comments:

Inputs/comments may be submitted in hard copies or by e-mail to:
Any interested and effected party who wishes to submit comment/inputs, may do so in writing within 21 days of this notice to the Manager: Property Management during working hours.

Any such inputs/comments/objections can be submitted by hand, posted or by e-mail to:

Physical Address: 3rd Floor
Absa (Oude Bloemhof) Building, Corner of
Plain and Ryneveld Street
Stellenbosch
7600

Postal address: PO Box 17
Stellenbosch
7599

e-mail: piet.smit@stellenbosch.gov.za

In terms of the provisions of Section 21(4) of the Municipal Systems Act, anyone who cannot read or write is welcome to contact the office of the Manager: Property Management for assistance.

G METTLER
MUNICIPAL MANAGER

DATE

17/02/2020

APPENDIX 3



VALUATION REPORT

MARKET RENTAL VALUATION OF:

THE BEYERS STREET ALLEY,

ERF 2022 STELLENBOSCH,

WESTERN CAPE

Client:

STELLENBOSCH MUNICIPALITY

26 May 2020

Compiled by:

Johan Klopper

Professional Valuer

Member of the SA Institute of Valuers

BCom Law (University of Stellenbosch), NDip: Property Valuation (UNISA)

VALUATION REPORT

1. GENERAL INFORMATION

1.1 Instructions

Instructions were received from the Stellenbosch Municipality to determine the fair market rental of the Beyers Street alley, located on Erf 2022 Stellenbosch. The Stellenbosch Municipality is in the process of negotiations to determine a market related rental for purposes of renewal of an existing lease agreement with Eikestad Mall (Pty) Ltd.

Definition of market rental: *"The estimated amount for which the property should be leased on the date of valuation between a willing lessor and a willing lessee in an arm's length transaction after property marketing, wherein the parties acted knowledgeably, prudently and without compulsion."*

1.2 Inspection date

21 May 2020

1.3 Effective date of valuation

21 May 2020

1.4 Limiting conditions

Information was received from third parties regarding the comparable properties. No warranty as to the accuracy of this information can be made.

We have not carried out a structural survey, nor have we tested the service installations, woodwork or other parts of the structure which are covered, unexposed or inaccessible and are therefore unable to report that such parts of the property are free of rot, beetle or other defects. This valuation is therefore based on the assumption that the building is in a reasonable state of repair, unless expressly stated otherwise in this report.

Any possible contamination of the subject property as a result of an environmental incident has also not been taken into account, nor have we examined the cost of any remedial measures involved.

"The Coronavirus (COVID-19) has been declared a pandemic with a state of national disaster in place. Substantial turmoil has occurred in local and international financial markets and due to the developing situation; it is not possible at this time to quantify its long-term or short-term effects on real estate markets or on the subject property. The value opinion contained in this valuation is based on findings of an analysis of market data available to the valuer at the time of the assignment. The impact of the lockdown has not yet reflected in the data. Consequently, less certainty and a higher degree of caution should be attached to this value opinion, and this should not be seen as a reliable forecast into an uncertain future. It is advised that this report be reviewed in shorter intervals than that which has been the norm"

In this report all values referred to exclude VAT, unless expressly stated otherwise.

Maps and sketches that form part of this report are included for illustration purposes only and are not necessarily to scale.

This valuation is for the purpose as stated in this report and should not be used for any other purpose. Neither all nor any part of this report shall be conveyed to the public or anybody other than the addressee or their principles through advertising, public relations, news sales or any other media without the written consent of the author.

2. OWNERSHIP INFORMATION

Description	Erf 2022 Stellenbosch, Western Cape
Title Deed Number	T4049/1912 (Refer to Annexure A)
Registered owner	Anna Catharina Beyers. Ownership vests in the Stellenbosch Municipality.
Size	1291 m ²
S.G. No.	113/1817 (Refer to Annexure B)
LPI No.	C06700220000202200000

3. MUNICIPAL INFORMATION

Local Authority	Stellenbosch Municipality
Zoning	Local Authority (Public Road)
Usage	Pedestrianised public walkway
Municipal Valuation	R 387 000 (GV2017)

4. PHYSICAL FEATURES

4.1 Situation / Locality

The Beyers Street alley represents a pedestrian walkway along the Eikestad Mall, between Bird Street and Andringa Street in the Stellenbosch CBD. Beyers Street serves as a link between the two sections of the Eikestad Mall located on either side of Beyers Street. Some of the shops in the Eikestad Mall are accessed directly from Beyers Street. See location map below:

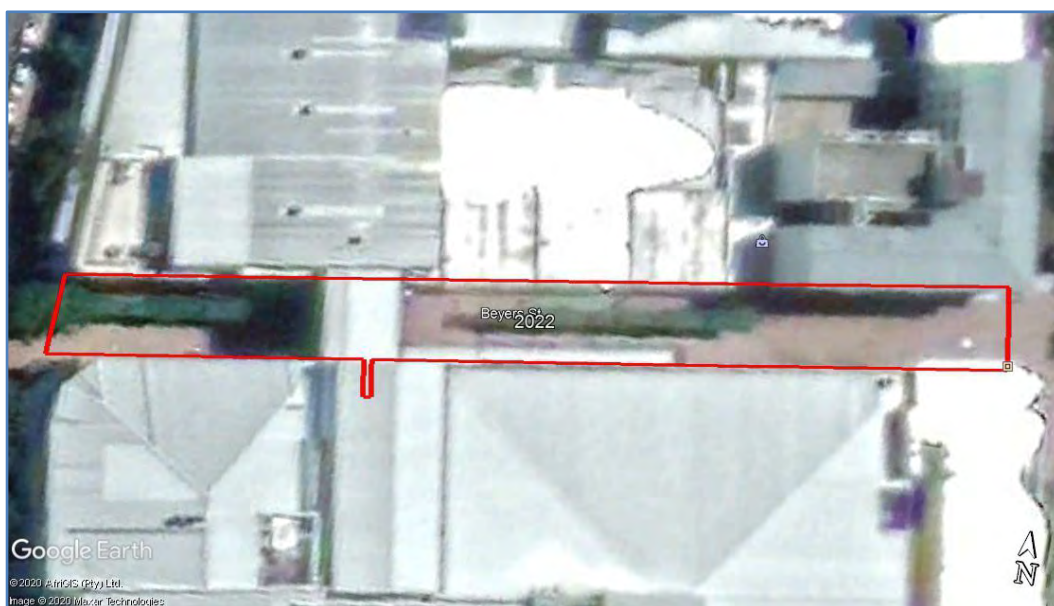


4.2 Description of the site and improvements

The subject property represents a public road that is utilised as a pedestrian walkway. The area is paved, with several concomitant improvements, including bollards, street lamps, bicycle racks and benches. A covered walkway has also been constructed along a portion of the southern boundary of the subject property.

The major improvement is however an aerial walkway over Beyers Street. The walkway was constructed on the first and second floors and connects the two sections of the Eikestad Mall located either side of Beyers Street. Each level is approximately 11 metres wide and 11 metres long (242 m² in total), and incorporates additional retail space of approximately 55 m² on each floor, i.e. 110m² in total. The remaining 132 m² represents public walkways.

See aerial photograph below:



Refer to **Annexure C** for photographs of the subject property.

5. VALUATION METHOD

The direct comparison approach is usually the most suitable valuation method in determining market rentals. This approach is based on the principle of comparability and substitution. The assumption is that if similar assets in a similar market place are leased at a particular value, then the comparable asset will be leased at a similar price. Specific note was taken of the site specific characteristics, location and market conditions when determining the market rental of the subject property.

It was noted that the ground level of Beyers Street serves as a public pedestrian walkway, while vehicular access to 'land-locked' property owners and businesses along Beyers Street is required for deliveries and maintenance work to their buildings.

The only area of economic benefit to the lessee is the retail space incorporated in the aerial walkways. These walkways were however constructed by the current lessee, which suggests that the rental amount should be based on an appropriate yield on the value of the relevant aerial

rights. The utilisation of the aerial rights over Beyers Street is however limited to the currently constructed bridge as the other properties in Beyers Street are owned by third parties and can therefore not be put to beneficial use by the lessee

The rental value of Beyers Street should therefore be limited to the residual value of the constructed retail space in the aerial walkways (110 m²), discounted by an appropriate capitalisation rate (yield).

6. VALUE DETERMINATION

6.1 Market research

The valuer investigated the local property market and also consulted market publications to obtain benchmarked rates where necessary. The following data was obtained and applied as input drivers in the calculations:

- Calculations are limited to the lettable retail area, i.e. 110m², because all remaining areas represent public walkways and areas that cannot be put to beneficial commercial use.
- Analysis of market sales of retail sites in the Stellenbosch CBD pointed to a current average rate of R 22 500 / m², after adjustments for the time value of money.
- Based on data obtained from the latest Aecom Construction Handbook, the valuer determined a current construction rate of the aerial bridge and retail area of R 11 500 / m².
- Provision was made for developer's profit at 25%.
- A retail market yield (capitalisation rate) of 8% was deemed appropriate and utilised in the calculations.

6.2 Determination of value

The monthly market rental can therefore be calculated as follows:

Description	Size (m ²)	Rate	Capitalisation rate	Value / Amount
Value of improvements (retail area)	110	R 22 500 / m ²	n/a	R 2 475 000
Construction cost	110	R 11 500 / m ²	n/a	R 1 265 000
Less: Developers' profit			25,00%	R 302 500
Residual value of aerial rights				R 907 500
Annual rental based on market yield			8,00%	R 72 600
Monthly rental				R 6 050

The above rental relates to a rate of R 55 / m², which is considered in keeping with the market, bearing in mind that the improvements were constructed by the lessee.

7. DECLARATION

I, Johan Klopper a registered Professional Valuer, declare that I have inspected the above property and that I have conducted this valuation assignment to the best of my knowledge and skills. I have no present or contemplated interest in this property, and accordingly certify that this valuation was undertaken on a completely independent basis.

Based on our research and experience, we are of the opinion that the **MONTHLY MARKET RENTAL** of Beyers Street located on Erf 2022 Stellenbosch, as at 26 May 2020, amounts to:

Amount	In words
R 6 050	Six Thousand and Fifty Rand (Excluding VAT)

Signed at STELLENBOSCH on this the 26th day of May 2020.



J. Klopper

Professional Valuer (Reg. No. 6372/0)
Member of the SA Institute of Valuers
BCom (Law); NDip (Property Valuation)

ANNEXURE A: TITLE DEED INFORMATION

WinDeed Database Deeds Office Property

STELLENBOSCH, 2022, 0 (REMAINING EXTENT) (CAPE TOWN)

Printed: 2020/05/26 14:43

windeed

A LexisNexis[®] Product

GENERAL INFORMATION	
Date Requested	2020/05/26 14:42
Deeds Office	CAPE TOWN
Information Source	WINDEED DATABASE
Reference	-



PROPERTY INFORMATION	
Property Type	ERF
Erf Number	2022
Portion Number	0 (REMAINING EXTENT)
Township	STELLENBOSCH
Local Authority	STELLENBOSCH MUN
Registration Division	STELLENBOSCH RD
Province	WESTERN CAPE
Diagram Deed	T115/4/818
Extent	1291.0000SQM
Previous Description	-
LPI Code	C06700220000202200000

OWNER INFORMATION	
Owner 1 of 1	
Type	ESTATE
Name	BEYERS ANNA CATHARINA B-E
ID / Reg. Number	-
Title Deed	T4049/1912
Registration Date	1912/05/30
Purchase Price (R)	-
Purchase Date	-
Share	0.00
Microfilm	0000000000
Multiple Properties	NO
Multiple Owners	NO

ENDORSEMENTS
No documents to display


HISTORIC DOCUMENTS
No documents to display

DISCLAIMER
<p>This report contains information gathered from the WinDeed database and we do not make any representations about the accuracy of the data displayed nor do we accept responsibility for inaccurate data. LexisNexis will not be liable for any damage caused by reliance on this report and for legal purposes encourage validation on ownership details with the Deeds Office. This report is subject to the terms and conditions of the WinDeed End User Licence Agreement (EULA).</p>

ANNEXURE B:

S.G. DIAGRAM

NO. 113/1817.



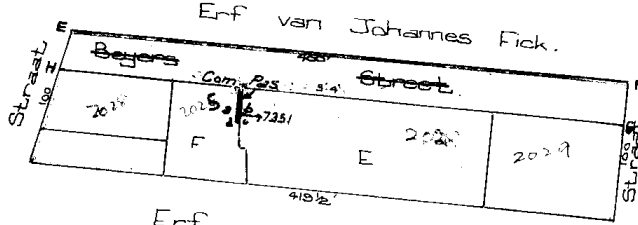
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..... 16..... 4..... 1981

..... 2641/46..... 122

P. Brown

..... 27. 4. 81



A Schaal van 400 Rhineland Voeten.

*NOW ERF NO.2022 STELLENBOSCH.

Bovenstaande Figuur is groote in zynen grond 286 Quadt.
Roeden en 22 dito Voeten,*uitmakende een gedeelte van
het gedeelde Erf van C. Briers, gelegen in het Dorp
Stellenbosch.

Streckende Z. Westwards aan het Erf van de Wedowe Rousseauw.
Noord Oostwards aan het Erf van Johannes Fick.
Oostwards en Westwards aan de Nieuwe Straaten.

Gemeeten en verdeelde door my,
(Get.) Wm. Brown Rowan.
Gezw. Landmeter.

Openbare Plek

Red gemerkte kopers... E. F. G. H.

geestl. Kennisgeving dd. 1891-05-06

Leir S/ 2641/46

P. Brown

ms. LANDMETER

94.05.20

DATUM

Afschrift van kaart waaraan verwijs wordt

in..... T/A..... 115

gedateerd..... 23.4.1818 (Vol. 3)

John

21.7.1959

Sheet 3

BH-8 DA/2.53 (1482)

P. Brown

C.A./P.S.

Nagesien deur.....

VAN GEDOSSEMENTE
SIEN KEERSY VAN KAAFT.

C

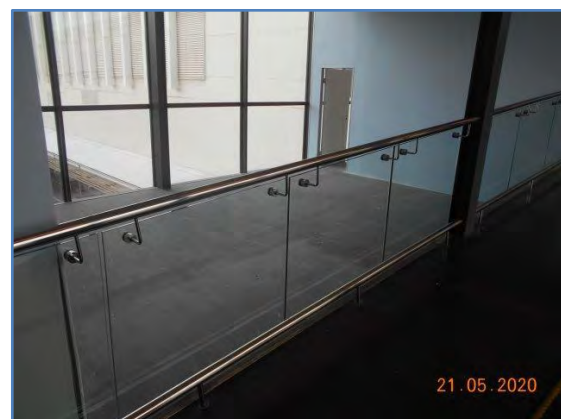
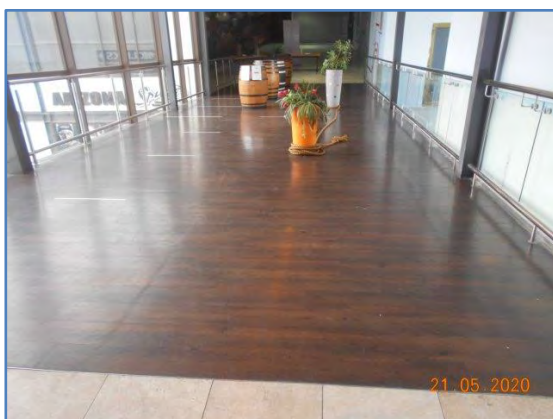
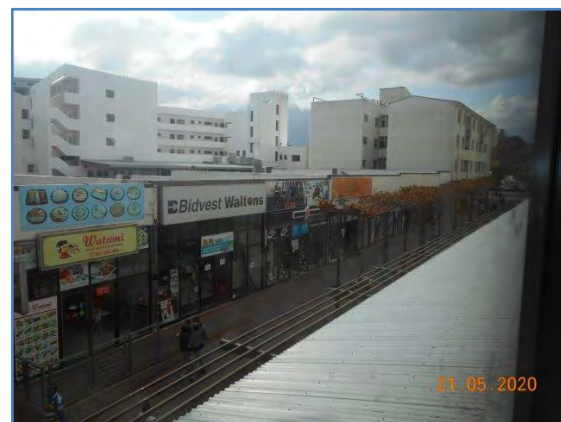
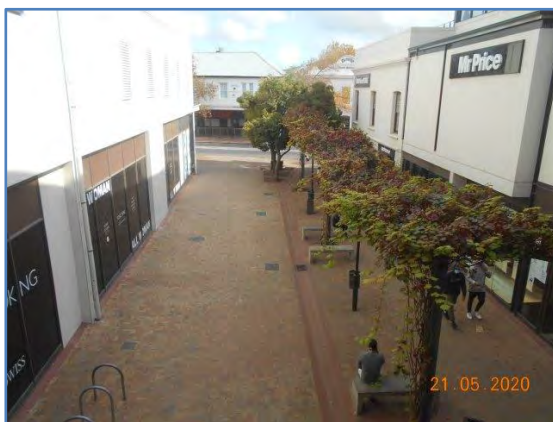
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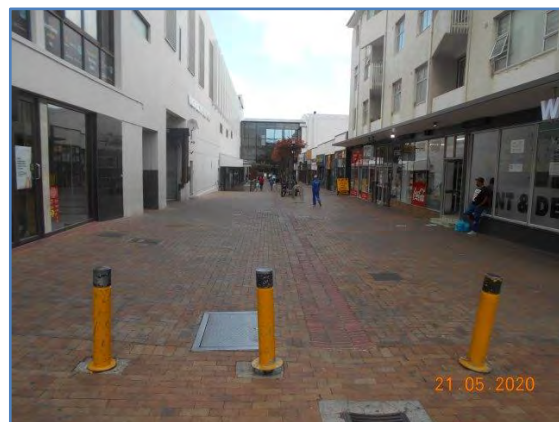
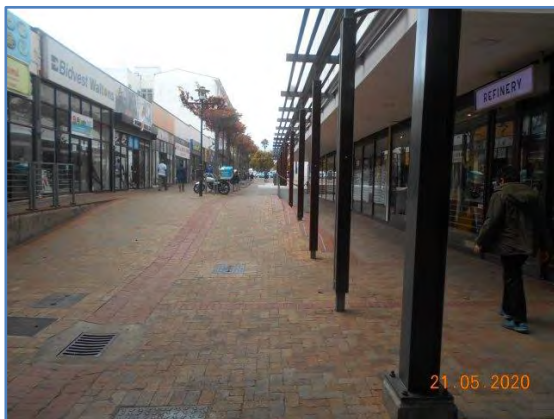
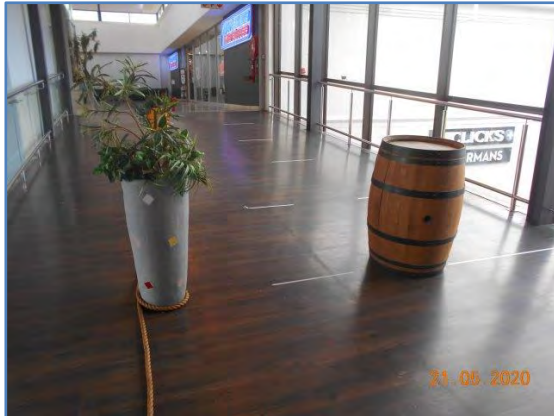
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S.R.			
	45	61	1881-20-680
NOW ERF NO. 2029 Part in green			
NOW ERF NO. 2024	14	101	1881-20-679
Part in red			
NOW ERF NO. 2023	28		1891-8-558
Part in mauve			
NOW ERF NO. 2028	81	115	10.7.1912 5469
Lot E		110	10.7.1912 5465
NOW ERF NO. 2025	25	35m	35320/83 5465
Lot F			
E 2212/81. 6403/81. E.P. 7351.			

ANNEXURE C: PHOTOGRAPHS OF SUBJECT PROPERTY





End of report

7.2.3	ENCROACHMENT APPLICATION HORIZON HOUSE ERF 3722 AND PORTIONS OF ROAD RESERVE: RETURN ITEM
-------	--

Collaborator No:

IDP KPA Ref No:

Meeting Date:

Good Governance

22 July 2020

1. SUBJECT: ENCROACHMENT APPLICATION HORIZON HOUSE ERF 3722 AND PORTIONS OF ROAD RESERVE: RETURN ITEM

2. PURPOSE

To consider the encroachment application of Horizon House for taking the objection received into consideration and make a final determination. To further consider delegations to deal with encroachments.

3. DELEGATED AUTHORITY

Council.

4. EXECUTIVE SUMMARY

Horizon House, situated on the outskirts of Onder Papegaaiberg, is an NGO catering for the needs of people with disabilities. They have received a donation to put up new fencing around the facility and to develop walking trails, to be use by their residents, and also the greater public. They want to extend the area onto a portion of municipal land, situated to the south of their property for this reason, on an encroachment basis.

Council considered the matter on 2020-01-29 and approved it in principle, subject to advertising its intention so to enter into an encroachment agreement.

Following the public notice period, one (1) objection was received from the Working Centre for Adult persons with disabilities, also operating from the Horison House property. Council must consider this objection before making a final determination.

There are various types of encroachments that for which tariffs are provided in the tariff book every year a copy of which was attached to the item that served in January before Council. A copy of the extract of the new tariffs is attached as **APPENDIX 4**.

The current delegations do not make provision for the delegation of these type of applications and it is not practical to bring all these applications to council. It is therefore recommended that council approve a delegation to the Municipal Manager to deal with encroachment applications.

5. RECOMMENDATIONS

- (a) that Council considers the objection before making a final determination;
- (b) that, should Council decide to approve the encroachment application, the Municipal Manager be authorised to conclude the Agreement; and
- (c) that consideration be given to the proposed delegation to the Municipal Manager in **APPENDIX 5**.

6. DISCUSSION / CONTENT**6.2 Background**

An application was received from Horizon House, Stellenbosch, to use a portion of Erf 3722 for recreational purposes and to extent their fencing onto a portion of the street reserve (Patrys road).

Having considered the matter on 2020-01-22. Having considered the matter Council resolved as follows:

- a) *that the portion of erf 3722 Stellenbosch, as well as the portion of street reserve and agricultural land, as indicated on Fig 3,4 and 5, respectively be identified as land not required for the municipality's own use during the period of the proposed encroachment agreement;*
- b) *that approval be granted in principle to enter into an encroachment agreement with Horison House to enable them to use/manage the land for the purpose as per their request subject to advertising the intent to enter into the agreement for public comment/inputs/objections.*
- c) *That the rental be determined as per the tariff rate".*

A copy of the agenda item that served before Council is attached as **APPENDIX 1**.

6.3 Discussion

Following the above Council resolution, a Public Notice was published in the Eikestad News of 13 February, soliciting comments/inputs/objections on or before 5 March 2020. A copy of the notice is attached as **APPENDIX 2**.

One (1) objection was received, i.e. from Work Centre for Adult persons with disability, operating from the Horizon House premises. A copy of the objection is attached as **APPENDIX 3**. Council must consider the objection.

6.4 Financial Implications

Council approves tariffs for encroachments on a yearly basis. The new tariffs is attached as **APPENDIX 4**. All the cost for improvements/maintenance will be for the account of Horizon House.

6.5 Legal requirements

The legal requirements were discussed in the item that served before Council in January and is attached as appendix 1. For detail, see par. 6.4 of that agenda item.

6.6 Staff Implications

No additional staff implications.

6.7 Previous / Relevant Council Resolutions

22 January 2020.

6.8 Risk Implications

The risk implications are addressed in the item.

6.9 Comments from Senior Management

None requested as this is a return item.

ANNEXURES:

Annexure 1: Agenda item that served before

Annexure 2: Notice that was advertised

Appendix 3: Copy of objections

Appendix 4: Tariffs for encroachments 2020/21

Appendix 5: Proposed delegations

FOR FURTHER DETAILS CONTACT:

NAME	PIET SMIT
POSITION	Manager: Property Management
DIRECTORATE	Corporate Services
CONTACT NUMBERS	021-8088750
E-MAIL ADDRESS	<u>Piet.smit@ Stellenbosch.gov.za</u>
REPORT DATE	2020-07- 15

APPENDIX 1

11.2.3	ENCROACHMENT PERMIT APPLICATION HORIZON HOUSE: ERF 3722
--------	--

Collaborator No:

IDP KPA Ref No:

Meeting Date:

Good Governance

22 January 2020

1. SUBJECT: ENCROACHMENT PERMIT APPLICATION HORIZON HOUSE: ERF 3722**2. PURPOSE**

To obtain Council's approval to conclude an Encroachment Agreement with Horizon House to enable them to utilise/manage a portion of erf 3722, Onder Papegaaiberg, Stellenbosch on an encroachment basis and to put up a fence encroaching onto the Patrys Road street reserve and adjacent Lease Farm 183 D.

3. DELEGATED AUTHORITY

The current delegations does not make provision for the approval of encroachment agreements and as this is seen as long term use of Council property in the absence of a delegations must be dealt with by Council.

4. EXECUTIVE SUMMARY

Horizon House, situated on the outskirts of Onder Papegaaiberg, is an NGO catering for the needs of people with disabilities. They have received a donation to put up new fencing around the facility and to develop walking trails, to be use by their residents, and also the greater public. They want to extend the area onto a portion of municipal land, situated to the south of their property for this reason, on an encroachment basis. The current tariff used for determining the rental is attached as **APPENDIX 5**.

34TH COUNCIL MEETING: 2020-01-29: ITEM 11.2.3**RESOLVED** (majority vote)

- (a) that the portion of erf 3722 Stellenbosch, as well as the portion of street reserve and agricultural land, as indicated on Fig 3,4 and 5, respectively be identified as land not required for the municipality's own use during the period of the proposed encroachment agreement;
- (b) that approval be granted in principle to enter into an encroachment agreement with Horison House to enable them to use/manage the land for the purpose as per their request subject to advertising the intent to enter into the agreement for public comment/inputs/objections; and
- (c) that the rental be determined as per the tariff rate.

The following Councillors requested that their votes of dissent be minuted:

Cllrs DA Hendrickse; N Mananga-Gugushe (Ms); C Moses (Ms); RS Nalumango (Ms); N Sinkinya (Ms); P Sitshoti (Ms) and LL Stander.



STELLENBOSCH
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MUNICIPALITY • UMASIPALA • MUNISIPALITEIT

Collaborator No:
IDP KPA Ref No:
Meeting Date:

(To be filled in by administration)

GOOD GOVERNANCE

(The date of the specific meeting must be filled in here)

1. SUBJECT

ENCROACHMENT PERMIT APPLICATION HORIZON HOUSE: ERF 3722

2. PURPOSE

To obtain Council's approval to conclude an Encroachment Agreement with Horizon House to enable them to utilise/manage a portion of erf 3722, Onder Papegaaiberg, Stellenbosch on an encroachment basis and to put up a fence encroaching onto the Patrys Road street reserve and adjacent Lease Farm 183 D.

3. DELEGATED AUTHORITY

Although the Manager: Property Management has the delegated authority to consider these kind of applications (See delegation 531), following discussions with the Director: Corporate Services, it was decided to refer the matter to Council for a decision.

4. EXECUTIVE SUMMARY

Horizon House, situated on the outskirts of Onder Papegaaiberg, is an NGO catering for the needs of people with disabilities. They have received a donation to put up new fencing around the facility and to develop walking trails, to be use by their residents, but also the greater public. They want to extend the area onto a portion of municipal land, situated to the south of their property, on an encroachment basis.

5. RECOMMENDATIONS

- 5.1 that the portion of erf 3722 Stellenbosch, as well as the portion of street reserve and agricultural land, as indicated on Fig 3,4 and 5, respectively be identified as land not required for the municipality's own use during the period of the proposed encroachment agreement;

- 5.2 that approval be granted in principle to enter into an encroachment agreement with Horison House to enable them to use/manage the land for the purpose as per their request at a monthly fee of R60.00;
- 5.3 that Council's intention to conclude such an encroachment agreement be advertise for public input/comments/objections;
- 5.4 that, following the public notice period, the matter be finally considered by Council.

6. DISCUSSION / CONTENT

6.1 Background

6.1.1 Application for encroachment permit

An application was received from Horison House, Stellenbosch, a copy of which is attached as **APPENDIX 1**. A further application was received for the erection of a fence, encroaching onto the street reserve (Patrys Road), a copy of which is attached as **APPENDIX 2**.

6.2 DISCUSSION

6.2.1 Property description

Horison House is situated on erf 6291 (see Fig 1, below), whilst the land that they are applying for is situated to the South of erf 6291, as indicated on Fig 2 and 3 respectively.



Fig 1: Location and context: Horison House



Fig 2: Location and context: Erf 3722

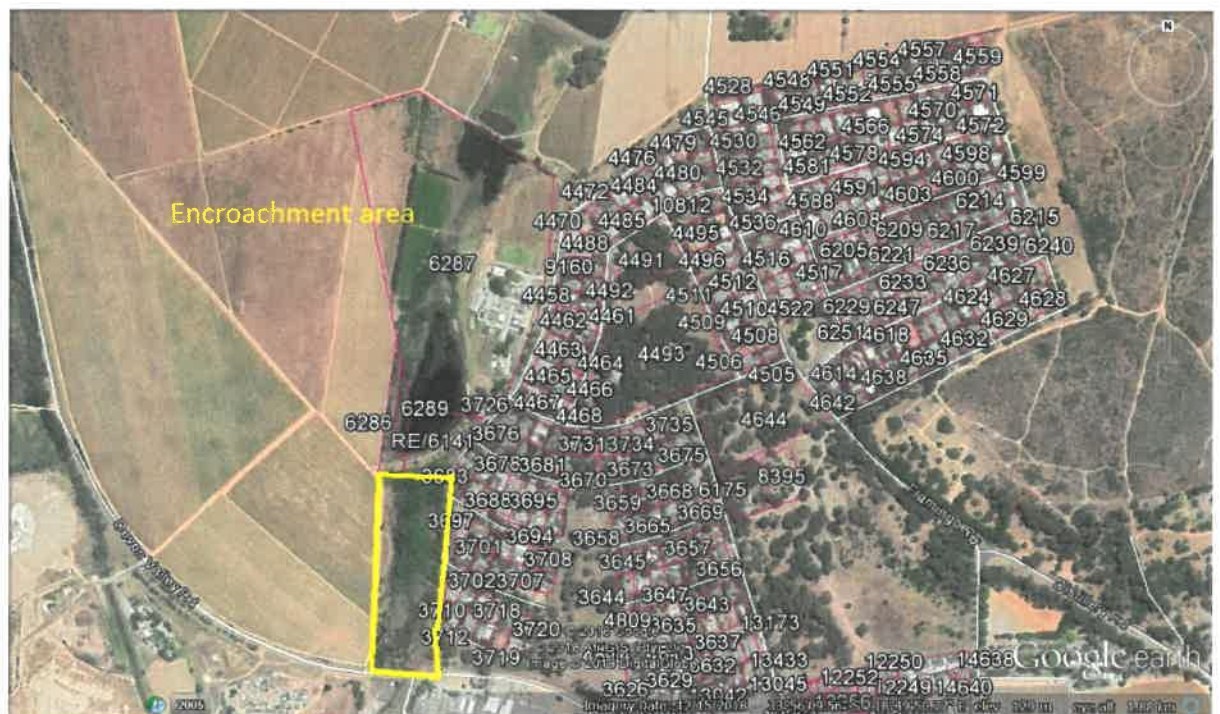


Fig 3: Extent of proposed encroachment

The area where they want to put up the boundary fence in the street reserve is indicated on fig 4 and 5 below.



Fig 4: Location and context: Road reserve



Fig 5: Location and context: Lease Farm 183D

6.2.2 Ownership: Erf 3722

Erf 3722 is registered in the name of Stellenbosch Municipality by virtue of Title Deed T24127/1976. See attached as **APPENDIX 3** Windeed record.

6.2.3 The Proposal

The proposal Horison House was established in 1974. It caters for approximately 100 full time residents with various disabilities as well as 39 day-visitors.

They have received funding to put up new fencing around their property and to develop walkways for their residents, as well as the broader public, but in a secured environment. They want to extend this onto the municipal land, which is currently overgrown with alien scrubs/trees. They also undertake to rehabilitate the entire area, including the removal of alien species. There will be a controlled access to the area, for security reasons.

6.3 Financial Implications

There are no financial implications should the recommendation as set out in the report be accepted. There will, however, be a financial saving, in the sense that they would take care of the alien vegetation.

6.4 Legal requirements

6.4.1 Municipal Ordinance, No 20/1974

In terms of Section 127 (1) of the Municipal Ordinance, No 20 of 1974, when any immovable property owned by a municipality is encroached upon, the council may take steps to regularize* such encroachment.

*The issue of a permit in terms of Section 126 (1) will be deemed to be a regularization of the encroachment referred to in such a permit.

6.4.2 Municipal Asset Transfer Regulations

In terms of Section 36 of the Municipal Asset Transfer Regulation, when considering an application for an approval of a right to use municipal property, the following needs to be taken into account, *inter alia*:-

- a) whether the capital asset may **be required for the municipality's own use** during the period for which the right is to be granted;
- b) the extend to which any compensation to be received for the right, together with the estimated value of improvements or enhancements to the asset, will result in a significant financial benefit to the municipality;

- c) the (possible) risks and rewards associated with the use in relation to the municipality's interests;
- d) Any comments received from the local community, and
- e) Compliance with the legislative regime applicable to the proposed granting of the right.

6.4.3 Property Management Policy

In terms of paragraph 9.2.2 of the Policy, the Municipal Council may dispense with the prescribed, competitive process, and may enter into a private treaty agreement through any convenient process, which may include direct negotiations, but only in specific circumstances, and only after having advertised Council's intention so to act. One of the circumstances listed in (h) is where encroachment applications are received from adjoining owners, subject to approved tariff structure*.

Further, in terms of paragraph 9.2.2.2, the reasons for any such deviation from the competitive process must be recorded.

6.4.4 *Approved tariff structure

In terms of the current, approved tariff structure a fee of R60-00 p/m is payable.

6.5 Staff Implications

None

6.6 Previous / Relevant Council Resolutions

None

6.7 Risk Implications

None

6.8 Comments from Senior Management

6.8.1 Director: Infrastructure Services

Herewith comment for proposed encroachment permit application Horizon House Erf 3722:

1. This Directorate has no objection to the above application.
2. If any portion of land must be subdivided and/or rezoned then a formal rezoning application must be submitted for approval, which will be for the applicants account.

3. Building plans for the proposed fence must be submitted on which further municipal conditions may be applicable, the proposed fence/ or any other facility must be constructed a minimum of 5 meters from the face of the road kerb.
4. There is a municipal services including stormwater pipe line running along Patrys Road and Tarentaal Roads, these services must at all times be accessible by the Municipality for maintenance purposes.
5. Encroachment into the road reserve will cease or be amended when the municipality requires the area for municipal purposes such as road widening, sidewalk construction or widening public transport facilities such as bus/ taxi embayments.
6. Encroachment into the road reserve will cease or be amended when the municipality requires the area for municipal or public services such as sewer pipes, electricity cabling and telecommunication cables etc.
7. Encroachment into Stormwater Retention Facility, (Erf3722) must at all times be accessible by the Municipality for maintenance purposes.
8. Fencing around the Stormwater Retention Facility must be constructed on the cadastral boundary of the retention facility.
9. Stormwater facility on Erf 3722 must, at all times be accessible by die Municipality to carry out maintenance or construction works.
10. No permanent fixtures or infrastructure can be installed within the encroached area.
11. Any damages caused to municipal services / infrastructure within the proposed encroached must be repaired by the applicant.
12. The municipality cannot be held liable for damages to any facility, vegetation / landscaping etc. in the course of the municipality carrying out maintenance or construction works.

6.8.2 Director: Planning and Economic Development

To follow.

6.8.3 Chief Financial Officer

To follow.

6.8.4 Director: Community and Protection Services

This department is in support of the application. See attached as **APPENDIX 4**.

ANNEXURES:

Annexure 1: Application Huis Horison

Annexure 2: Second application

Appendix 3: Windeed search

Appendix 4: Comments from Directorate: Community Services**FOR FURTHER DETAILS CONTACT:**

NAME	PIET SMIT
POSITION	<i>Manager: Property Management</i>
DIRECTORATE	<i>Corporate Services</i>
CONTACT NUMBERS	<i>021-8088750</i>
E-MAIL ADDRESS	<i>Piet.smit@ Stellenbosch.gov.za</i>
REPORT DATE	<i>2019-10-28</i>

DIRECTOR: CORPORATE SERVICES

APPENDIX 2

Publikasie	Publikasie Datum	Afdeling	Bladsy
BMSTBEN (EikestadNuus)	13/02/2020	MAIN (Main)	-



STELLENBOSCH
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MUNISIPALITEIT • UMAMIPALA • MUNICIPALITY

OFFICIAL NOTICE

PROPOSED ENCROACHMENT AGREEMENT: HORISON HOUSE: ERF 3722

Notice is hereby given in terms of par. 9.2.2 of Stellenbosch Municipality's Policy of Council's intention to conclude an encroachment Agreement with Horison House, in terms whereof they would be allowed to use a portion of Council's owned land (portion of erf 3722 as well as some street reserve) for recreational purposes and to fence it in as part of their property.

Further Particulars

Further particulars, including the agenda item that served before Council, are available at the office of the Manager: Property Management during office hours.

Invitation to submit written inputs

Any interested and effected party who wishes to submit comment/inputs, may do so in writing within 21 days of this notice the Manager: Property Management during working hours.

Inputs/Objections/alternatives can be submitted by hand, posted or send by e-mail to:

Physical Address: 3rd Floor
Abas (Oude Bloemhof) Building, Corner of Plain and
Rhynavald Street
Stellenbosch
7600
Postal address: PO Box 17
Stellenbosch
7599
e-mail: piet.smit@stellenbosch.gov.za

In terms of the provisions of Section 21(4) of the Municipal Systems Act, anyone who cannot read or write is welcome to contact the office of the Manager: Property Management for assistance.

G METTLER
MUNICIPAL MANAGER

DATE: 2020-02-13

170213-011/0029

APPENDIX 3

WERKSENTRUM

**Vir Volwasse Persone
met
GESTREMDHEID**

Adres: Patryslaan 1,
Stellenbosch, 7600
Pos adres: Posbus 3359,
Matieland, 7602
Tel: 021 887 8688
Faks: 021- 887 8504
Sell: 074 759 9302
Epos: jjia@sun.ac.za



WORK CENTRE

**For Adult Persons
with
DISABILITY**

Address: 1 Patrys Avenue,
Stellenbosch, 7600
Postal address: P.O.Box 3359,
Matieland, 7602
Tel: 021 887 8688
Fax: 021 887 8504
Cell: 074 759 9302
Email: jjia@sun.ac.za

"WORKING TOWARDS HEALTH AND INDEPENDENCE"
Registered Non-profit Organisation NPO-011-786

For Attention: Mr Piet Smit

The Manager: Property Management
STELLENBOSCH MUNICIPALITY
Stellenbosch
7600

04 March 2020

Sir / Madam

OBJECTION TO PROPOSED ENCROACHMENT AGREEMENT

As an interested and affected party, The Stellenbosch Work Centre for Adult Persons with Disability (hereafter refer to as the "**Work Centre**"), strongly objects to any approval to conclude an Encroachment Agreement between Stellenbosch Municipality and Huis Horison, as minuted on page 23 of the proceedings of the 34TH Meeting of the Council of Stellenbosch Municipality, 2020-01-29.

From par. 3. DELEGATED AUTHORITY, it is clear that any such agreement is intended to be a long term one regarding the use of municipal property, ostensibly for the primary benefit of "persons with disability", and secondarily for the benefit of the public at large.

Council has, however, failed to apply its mind to the reality of the situation.

Firstly, on the same premises as Huis Horison, but fenced in on a narrow and inadequate piece of the property at the south-western end, the Work Centre (par.1) is located. The building was erected by Huis Horison on the agreed terms that the Work Centre would repay the "loan" at the then current rate of interest, which amounted, in the end to more than R520 000.

The irony of the situation is that the building can be reflected on the balance sheet of Huis Horison and utilised as collateral, while the Work Centre merely occupies the assigned space in the classical status of a *bywoner* – having no rights, no security of tenure and no space or rights to expand its activities to ensure the economic survival and future expansion of the entity.

The Work Centre serves exactly the same purpose as Huis Horison but, owing to Apartheid legislation and racial discrimination over many decades, it has been seriously disadvantaged and constrained, unable to fully execute its mandate.

In 2010 the Work Centre entered into discussions with Huis Horison around integration of the two centers, in terms of a directive by the National Department of Social Development, but also on the basis of the moral principle that discriminatory racial division was unacceptable under the Constitution of the Republic of South Africa, 1996.

Those talks were unilaterally suspended by Huis Horison before any concluding agreement could be reached. Such talks, however, continued sporadically and informally until the Work Centre formally reopened talks specifically around operational integration and security of tenure in 2018. To date, again, no formal agreement has been signed regarding, particularly, the core issues as stated in the previous paragraph. The Work Centre feels that the application for encroachment is an act of bad faith by Huis Horison, as we were neither consulted nor informed of the intention to apply.

The Board of Members of the Work Centre is aware that the land currently owned by Huis Horison was acquired through a land grant by Stellenbosch Municipality, for the establishment of a haven for persons with disability, but also that the beneficiaries of such a grant would be restricted to whites only.

In other words, Stellenbosch Municipality gifted a portion of a national asset, land, free of charge, to the exclusion of others with the same need but in much worse economic and social circumstances. Apartheid has recently been denounced as a crime against humanity, but the devastating effects of such criminal acts are allowed to continue poisoning the lives of vulnerable people in our community.

We wish to point out that no such gesture of profound goodwill as benefitted Huis Horison has ever been made to the Work Centre by Stellenbosch Municipality. Currently serving Councilors such as Councilor Serdyn and officials such as Ms. Michelle Aalbers are fully aware of the discrepancy in the treatment of Huis Horison as opposed to that of the Work Centre. Secondly, we wish to point out that the presumed benefit of access to a walking trail by the Stellenbosch public at large, is a smoke-screen.

The reality is that the main, if not the only, beneficiaries of such a facility will be the residents of Onder-Papegaaienberg, given logistical constraints on more distant communities. The question, therefore, is whether Stellenbosch Municipality, in principle, supports the maintenance and extension of Apartheid privilege to residents of Stellenbosch who already constitute an advantaged minority.

Thirdly, we submit that Act No. 16 of 2013, the Spatial Development and Land Use Management Act (SPLUMA), specifically speaks to the need to "...address past spatial and regulatory imbalances." (*Preamble*), and that the Act applies to any and all planning, projects, agreements and regulatory measures pertaining to land use and management in South Africa. It is our view that, given the current situation of the unequal treatment received by a large majority of persons with disability within the Stellenbosch municipal boundaries, Stellenbosch Municipal Council's proposed resolution to support the Encroachment Application would be in violation of the SPLUMA.

Lastly, we wish to express to our serious concern about the manner in which municipal councilors, particularly from wards suffering under serious disadvantage, such as Kayamandi, Cloetesville, Klapmuts, Kylemore and Idas Valley continue to disregard the plight of the poor and most vulnerable by failing to stand up for the rights of those who continue to be marginalized.

On Page 1025 of the Agenda of the Council Meeting held on 2020-01-29 Figure 1 shows not only the location of Huis Horison on Erf 6291, but also the magnitude of the Apartheid crime that was committed by a previous municipality against people who were voiceless at the time. There are vast pieces of under-utilized land within the boundaries of the property owned by Huis Horison.

While the Board of Members of the Work Centre acknowledges the goodwill shown by Huis Horison towards us, it must be understood that we have an obligation to those under our care equal to that of Huis Horison, but because of the statutory discrimination that we were exposed to, our need for land and for security of tenure is far greater, while their need for extensive landholding was met by an act of injustice and discrimination by a previous municipality.

Stellenbosch Municipality has an opportunity to address this imbalance in spatial planning and land allocation.

We sense that our engagement with Huis Horison is reaching / has reached a cul-de-sac. Therefore, we request that Stellenbosch Municipality becomes a negotiating and facilitating partner in the ongoing conversation between ourselves and Huis Horison, so that spatial planning justice can be seen to be done.

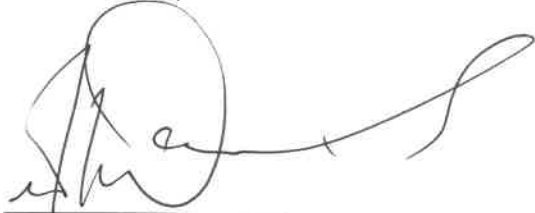
We shall inform Huis Horison of our objection and also of our request for the inclusion of Stellenbosch Municipality in future conversations so that both parties can assist the municipality to provide Dignified Living to a section of our community that needs it most.

Our proposal is that the Encroachment Application be put on hold so that the more urgent issue of remedial spatial justice action can be executed.

We look forward to a meeting in the immediate future at which a road map of possible ways forward can be agreed upon. Please find included a photo copy of a portion of the Council item and the diagram referred to.

Should you require any further information or clarification, please contact **Jolinda Jacobs** on **021-887 8688**.

Yours Faithfully



Wilfred Daniels
Chairperson

Stellenbosch Work Centre for Adult Persons with Disability



Leslie Olivier
Secretary

Stellenbosch Work Centre for Adult Persons with Disability

083 475 6658

AGENDA

34TH MEETING OF THE COUNCIL
OF STELLENBOSCH MUNICIPALITYPage 1027
2020-03-03

Fig 5: Location and context: Lease Farm 183D

6.2.2 Ownership: Erf 3722

Erf 3722 is registered in the name of Stellenbosch Municipality by virtue of Title Deed T24127/1976. See attached as APPENDIX 3 Witdeed record.

6.2.3 The Proposal

The proposal Horizon House was established in 1974. It caters for approximately 100 full time residents with various disabilities as well as 39 day-visitors.

They have received funding to put up new fencing around their property and to develop walkways for their residents, as well as the broader public, but in a secured environment. They want to extend this onto the municipal land, which is currently overgrown with alien scrubs/trees. They also undertake to rehabilitate the entire area, including the removal of alien species. There will be a controlled access to the area, for security reasons.

6.3 Financial Implications

The rental to be determined.

6.4 Legal requirements

6.4.1 Municipal Ordinance, No 20/1974

In terms of Section 127 (1) of the Municipal Ordinance, No 20 of 1974, when any immovable property owned by a municipality is encroached upon, the council may take steps to regularize such encroachment.

*The issue of a permit in terms of Section 126 (1) will be deemed to be a regularization of the encroachment referred to in such a permit.

6.4.2 Municipal Asset Transfer Regulations

In terms of Section 26 of the Municipal Asset Transfer Regulation, when considering an application for an approval of a right to use municipal property, the following needs to be taken into account, inter alia:

AGENDA

34TH MEETING OF THE COUNCIL
OF STELLENBOSCH MUNICIPALITY

6.2 DISCUSSION

6.2.1 Property description

Horizon House is situated on erf 6291 (see Fig 1, below) whilst the land that they are applying for is situated to the South of erf 6291, as indicated on Fig 2 and 3 respectively.



Fig 1: Location and context: Horizon House



AGENDA

34TH MEETING OF THE COUNCIL
OF STELLENBOSCH MUNICIPALITYPage 1026
2020-03-23

Fig 3: Extent of proposed encroachment

The area where they want to put up the boundary fence in the street reserve is indicated on fig 4 and 5 below.



Fig 4: Location and context: Road reserve

APPENDIX 4

Piet Smit

From: Albert van der Merwe
Sent: 20 February 2019 09:52 AM
To: Piet Smit
Cc: Leon Lourens; Schalk Van der Merwe
Subject: FW: Encroachment Permit Application Form

More Piet

Ek ondersteun Leon se onderstaande kommentaar.

Please copy me into your reply / Kopieer myself asseblief in u terugvoer!

Winners of the Arbor City Awards 2014 & 2017 Local Municipality Category



Kind regards,

Albert Van Der Merwe

Waarnemende Direkteur:
 Gemeenskap- en Veiligheidsdienste
 Acting Director: Community and
 Protection Services
**Community and Protection
 Services**



T: +27 21 808 8165 | F: +27 21 887
 7446
 123 Merriman Avenue, Stellenbosch,
 7600
www.stellenbosch.gov.za



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

From: Leon Lourens
Sent: Wednesday, 20 February 2019 09:23
To: Albert van der Merwe
Subject: RE: Encroachment Permit Application Form

Ek support die aansoek.

Ek en Schalk het reeds hieroor met huis Horison gepraat.

Ek ondersteun die aansoek en sal dit aanbeveel.

Hulle sal die druk van ons afhaal om the gedeelte te bestuur, natuurlik met ons help.

Die vleiland is belangrik vir beide van ons. Die inwoners sal baie baat by die geddlte van die park.
 Ons sal steeds help met die verwydering van uitheemse plante.

Dankie

Leon

From: Albert van der Merwe
Sent: 19 February 2019 03:35 PM
To: Leon Lourens
Subject: FW: Encroachment Permit Application Form

Leon

Kan jy weer jou kommentaar stuur asb. baie dankie

From: Piet Smit
Sent: Monday, 11 February 2019 08:16
To: Albert van der Merwe; Leon Lourens; Deon Louw; Bernabe De La Bat
Cc: Annelene Rooifontein
Subject: FW: Encroachment Permit Application Form

Kolegas,

Sien aangehegte aansoek van Huis Horison .Ek ontvang graag jul kommentaar/insette in die verband.

Piet

From: Crystal Pillay / Administratiewe Beamppte [mailto:admin@huishorison.org.za]
Sent: 08 February 2019 03:57 PM
To: Piet Smit
Cc: Elza Bresler / Uitvoerende Direkteur; Francois Burrows / Tegniesedienste
Subject: [EX] Encroachment Permit Application Form

Beste Mnr Smit

Ontvang hiermee ons inligting en aansoek van Huis Horison vir die gebruik / huur van die aangrensende munisipale grond.

Ons sou graag 'n afspraak met u reël om dit te bespreek en indien daar enige navrae of onduidelikhede is, dit uit te klaar.

Ons hoop ons aansoek sal gunstig oorweeg word, ons glo dit sal 'n positiewe bydrae lewer.

Vriendelike groete

EC Bresler
Uitvoerende Direkteur

Vriendelike groete / Kind regards

Crystal Pillay

Uitvoerende Sekretaresse / Executive Secretary

Huis Horison / Horizon House

Sentrum vir die versorging van mense met 'n intellektuele gestremdheid/Centre for the care of people with a primary intellectual disability

NPO : 003-306 ▪ VAT Reg : 4590 129 161

Tel: 021 887 5080 ▪ Faks: 021 887 5337

Patrysstraat 1 / 1 Patrys Street, Onder-Papegaaiberg, Stellenbosch, 7600

Posbus / PO Box 102, Stellenbosch, 7599

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www.huishorison.org.za

APPENDIX 5



ITEM NUMBER	LEGISLATIVE MANDATE	DESCRIPTION OF POWER OR DUTY	RESPONSIBILITY / DELEGATED FROM	DELEGATED TO	SUB-DELEGATED TO	CONDITIONS/LIMITATIONS/ INSTRUCTION TO ASSIST
		is concerned				
LEG 12	General	To authorise forensic investigations in relation to any alleged fraud, corruption or criminal activity, maladministration and or negligence on the part of any employee, Councillor, agent, contractor, supplier or service provider	Council	Executive Mayor in so far as it relates to Councillors Municipal Manager as far as it relates to all other		Chief Audit Executive to assist
LEG 13	General	To pursue, facilitate and/or represent the Municipality in respect of any appropriate, criminal, civil and/or related proceedings	Council	Executive Mayor as far as it relates to Councillors Municipal Manager as far as it relates to all other		May be delegated to any Director where relevant
LEG 14	General	To appear before a notary to execute any document or appoint any other person to appear before the notary on behalf of the municipality, including the power to sign any documents relating thereto	Council	Accounting Officer		May be delegated
LEG 15	Section 126 and 127 of Municipal Ordinance 20/1974	Approval of an encroachment onto municipal owned land or public spaces	Council	Accounting officer (Municipal Manager)		On recommendation from Director Corporate Services In terms of Council Policy/Framework.

7.2.4	ENCROACHMENT PERMIT APPLICATION: LAR-SHEI INVESTMENTS (PTY) LTD: PARKING BAYS ON ERF 235, STELLENBOSCH
-------	---

Collaborator No:

IDP KPA Ref No:

Meeting Date:

Good Governance

22 July 2020

1. SUBJECT: ENCROACHMENT PERMIT APPLICATION: LAR-SHEI INVESTMENTS (PTY) LTD: PARKING BAYS ON ERF 235, STELLENBOSCH

2. PURPOSE

To consider the application of Lar-Shei Investments (Pty) Ltd to enter into an encroachment agreement to enable them to utilise/manage 18 parking bays for exclusive use by their tenants.

3. DELEGATED AUTHORITY

For decision by Municipal Council.

4. EXECUTIVE SUMMARY

Lar-Shei Investments (Pty) Ltd, the owners of the Lar-Shei Building, housing 18 flats and 8 commercial properties, applied for 18 parking bays on the parking area on erf 235 (public parking area) to be used exclusively by their tenants/owners.

A similar arrangement was approved for the Body Corporate of erf 7551, when it was developed during 2017. Lar-Shei and the Akkerhof Body Corporate, situated next to the Lar-Shei Building concluded an Agreement, whereby Akkerhof would give their consent Lar-Shei's application, on condition that they (Akkerhof) would be allowed to use 9 of the 18 parking bays for their tenants, should the application be approved by Council. The encroachment agreement would normally be for an unlimited period and contain a 3 months' notice period. The application will be advertised for public comment should Council in principle approve the application.

The item served before Mayco in November and was referred to address two matters:

1. Amount of parking spaces available at the parking area
2. To determine if this should be seen as inside or outside the CBD.

During an inspection by Infrastructure it was reported that there is around 130 parking bays available if the parking bays allocated to the Body Corporate of erf 7551 is deducted from the parking bays available. The application process for municipal employees indicates that we will need around 60 parking bays to accommodate the overflow from Bloemhof. There are therefore 18 bays available should Council want to approve the application of Lar Shei.

The feedback from the Planning Department is that there is no hard line drawn to indicate the CBD or not. Given all the businesses around it is recommended that Council resolve that the area is for purposes of rates for parking encroachments regarded as falling within the CBD.

The application again served before Mayco on 12 February 2020 and the resolution was that this item be referred back to Administration for further refinement, where after same is to serve again at the Mayoral Committee meeting of March 2020. The item did not serve in the May round of meetings as we were awaiting input from the Director Infrastructure services given the investigation they did on parking. Director Louw has responded to the

property section as follows and has also commented on the item before that as indicated below in 6.8.1

“My parking item was die Seksie 78(4) besluit. Dit het basies aanbeveel dat alle meervloerige parking uitgegee sal word op kontrak en alle enkelvlak parking deur die munisipaliteit self gedoen sal word. Ons is dus tans besig om Artikels 80 & 81 se proses te volg, dws die opstel van ‘n SDA (Service Delivery Agreement). Die raadsbesluit het aangedui dat daar gekyk moet word na skepping van ‘n parkeergarage by Technopark en Eikestadmall. Verder moet daar na verskeie parkeerareas binne loopafstand van die Universiteit en Stellenbosch CBD gekyk word.

As bogenoemde aansoek dus binne die besigheidsafstand van Technopark of Eikestadmall gaan wees dan mag dit die lewensvatbaarheid van die garages raak. Nou dat lockdown gelig is kan ons ‘n vergadering reël om die punt te bespreek en as die gevoel is dat ons dit kan toelaat dan kan ons die groenlig gee. Let daarop dat parking ‘n munisipale funksie is ten opsigte van die Grondwet. As ‘n persoon vir sy eie besigheid parking wil verskaf dan is dit goed, maar as hy parking vir die breë publiek wil verskaf dan is dit nie goed nie.”

Council must now consider this application.

5. RECOMMENDATION

For consideration

6. DISCUSSION / CONTENT

6.1 Background

6.1.1 Application for encroachment permit

An application was received from Lar-Shei Investments (Pty) Ltd, to lease 18 parking bays on erf 235 for exclusive use by their tenants. A copy of the application is attached as **APPENDIX1**.

6.2 DISCUSSION

6.2.1 Property description

Lar-Shei and Akkerhof is situated on erven 213 and 7646 respectively, whilst the parking bays are situated on a portion of Remainder erf 235, as shown on fig 1 and 2, below.



Fig 1: Location and context



Fig 2: Location of various sites in relation to erf 235



Fig 3: Extent of proposed encroachment

6.2.2 Ownership: Erf 3722

Remainder portion 235 is registered in the name of Stellenbosch Municipality by virtue of Title Deed T13664/1947. See attached as **APPENDIX 2** Windeed record.

6.2.3 The Proposal

Lar-Shei and Akkerhof is situated in Bird Street, but is also bordering the public parking area situated on Remainder portion 235. They concluded an Agreement in August 2018 in terms whereof:

- a) Both parties would apply to use parking bays situated on erf 235 on an encroachment basis;
- b) Both parties would use 9 dedicated parking bays;
- c) A service access would still be in place over the parking area for Akkerhof residents;
- d) They would put up palisade fencing and install an electronic access system, at their cost.

6.3 Financial Implications

In terms of the current approved tariff structure a monthly rental of R275.00 (in the CBD and Techno park)) and R130.00 (outside the CBD) per parking bay will be payable. There is no clear indication of where the CBD ends at this stage. Should it be approved it will lead to an annual income of R R59 400 or R28 080.00 (pending on the tariff). Residents are currently using the parking area for free as the current service provider is not managing the area and there is no dedicated parking. If the application is approved a dedicated amount of bays will be allocated to them. The new tariffs is attached as **APPENDIX 3**.

6.4 Legal requirements**6.4.1 Municipal Ordinance, No 20/1974**

In terms of Section 127 (1) of the Municipal Ordinance, No 20 of 1974, when any immovable property owned by a municipality is encroached upon, the council may take steps to regularize* such encroachment.

*The issue of a permit in terms of Section 126 (1) will be deemed to be a regularization of the encroachment referred to in such a permit.

6.4.2 Municipal Asset Transfer Regulations

In terms of Section 36 of the Municipal Asset Transfer Regulation, when considering an application for an approval of a right to use municipal property, the following needs to be taken into account, *inter alia*:-

- a) whether the capital asset may **be required for the municipality's own use** during the period for which the right is to be granted;
- b) the extent to which any compensation to be received for the right, together with the estimated value of improvements or enhancements to the asset, will result in a significant financial benefit to the municipality;
- c) the (possible) risks and rewards associated with the use in relation to the municipality's interests;
- d) Any comments received from the local community, and
- e) Compliance with the legislative regime applicable to the proposed granting of the right.

6.4.3 Property Management Policy

In terms of paragraph 9.2.2 of the Policy, the Municipal Council may dispense with the prescribed, competitive process, and may enter into a private treaty agreement through any convenient process, which may include direct negotiations, but only in specific circumstances, and only after having advertised Council's intention so to act. One of the circumstances listed in (h) is where encroachment applications are received from adjoining owners, subject to approved tariff structure.

Further, in terms of paragraph 9.2.2.2, the reasons for any such deviation from the competitive process must be recorded.

6.5 Staff Implications

Staff parking is currently under discussion and this area might be a solution to the limited parking in the CBD for staff and other residents. There are enough parking spaces available to accommodate the requests that will overflow from Bloemhof.

6.6 Previous / Relevant Council Resolutions

None

6.7 Risk Implications

The risks are addressed in the item.

6.8 Comments from Senior Management**6.8.2 Director: Infrastructure Services**

Encroachment / lease agreement strictly on temporary basis, with no vested rights incurred to the applicant. It must be taken into account that the municipality is in process of reviewing and assess parking requirements in the Stellenbosch CBD, and may in the near future- utilize more extensively, upgrade or develop the Latsky Street parking area for municipal purposes.

ANNEXURES:

Annexure 1: Application Lar-Shei Investments (Pty) Ltd

Annexure 2: Windeed search

Appendix 3: Encroachment tariffs 2020/21

FOR FURTHER DETAILS CONTACT:

NAME	PIET SMIT
POSITION	<i>Manager: Property Management</i>
DIRECTORATE	<i>Corporate Services</i>
CONTACT NUMBERS	<i>021-8088750</i>
E-MAIL ADDRESS	<i><u>Piet.smit@ Stellenbosch.gov.za</u></i>
REPORT DATE	<i>2020- 07-13</i>

APPENDIX 1



STELLENBOSCH
 STELLENBOSCH • PNIEL • FRANSCHHOEK
 MUNICIPALITY • UMASIPALA • MUNISIPALITEIT

ENCROACHMENT PERMIT APPLICATION FORM

A: APPLICANT'S DETAILS

Name : LAR-SHEI INVESTMENTS (PTY) LTD.

Physical address: 63 BIRD STREET
STELLENBOSCH

Postal code: 7600

Mailing address: P O BOX 1550
STELLENBOSCH

Postal code: 7599

E-mail address: andrea@pfstrust.co.za

Telephone: (021) 889 5601

Cell phone: (082) 807 6555

B: PROPERTY DETAILS OF APPLICANT

Erf/farm number : 213

Suburb: STELLENBOSCH

Town: STELLENBOSCH

C: PROPERTY DETAILS OF ENCROACHMENT AREA

Erf/farm number : ERF 235

Suburb:

Town: STELLENBOSCH

Area of encroachment: ±250 m²

* To be supplemented with a sketch-plan with dimension in m²

D: TYPE OF APPLICATION:

Please mark the appropriate block

- For commercial purposes, other than for parking ☐
- For commercial parking purposes, ☐
- For residential parking purposes ☒
- For non-commercial purposes (such as garden purposes, gates, ect) ☐
- For projecting structures onto street reserves ☐
- For projecting structures onto other council-owned land ☐
- Other: please provide description: ☐

Brief description of application: Lar Shei Building consists of 18 x 2 bedroom flats + 8 business premises (±1226m²) with only 12 Lock-up garages and 11 parking bays

Motivation: Sufficient parking was available on the vacant municipal area from Latsky street.
The development on Erf 7551 closed off Latsky Street and reserved parking rights by means of a lease agreement with the Municipality.
This caused that the previously available parking was unavailable

E: LIST OF ATTACHEMENTS AND SUPPORTING DOCUMENTS

Please mark the appropriate box

- | | |
|---|-------------------------------------|
| Special Power of Attorney, where Applicant is not the owner | <input type="checkbox"/> |
| Diagram of proposed area of encroachment | <input checked="" type="checkbox"/> |
| Letters of consent (affected neighbours) | <input type="checkbox"/> |
| Application fee (R600-00, non-refundable) | <input type="checkbox"/> |

I hereby certify that the information supplied in this application form is correct and that I am property authorized to make this application.

Applicant's signature: *P. A. Empedocles*

Date: *7/10/2016*

Full name: *P. A. Empedocles*

FOR OFFICIAL USE

- The application was considered onby.....
- The application was

	APPROVED
--	----------

	NOT APPROVED
--	--------------

Conditions (if any):

.....

.....

Applicant was informed of outcome on

.....
SIGNATURE OF RESPONSIBLE OFFICIAL

.....
DATE

Name:.....

***If approved**

- ☐ Encroachment fee paid
- ☐ Encroachment Agreement signed
- ☐ Agreement/Permit processed on Contract Management System

.....
SIGNATURE OF RESPONSIBLE OFFICIAL

.....
DATE

Name:.....



LAR-SHEI BELEGGINGS (PTY) LTD

Reg no: 1968/000753/07

14A Stone Square
Stellenbosch, 7600

Tel: (021) 889 5601
Fax: (086) 244 6364

Posbus/P O Box 1550
Stellenbosch, 7599

7 October 2016

APPLICATION FOR ENCROACHMENT – ERF 213 onto ERF 235

Lar Shei Building was erected on Erf 213 (\pm 1968).

The building consists of:

- 18 x two bedroom flats (approximately 18 x 78m²)
- 8 x commercial premises (\pm 1224 m²)
- 12 x lock-up garages
- 10 x parking bays

Next to the premises, municipal ground (Erf 235 from Latsky Street), supplied sufficient parking for Lar Shei and surrounding buildings over the years.

The development of erf 7551 during 2007, resulted in the closure of Latsky Street and the permanent closure of the parking facilities to Lar Shei. We have expressed our concern dated 15 March 2006 but did not object to the closure of Latsky Street and the exclusive letting of the property to the body corporate of erf 7551 as we were informed that we as Lar Shei, could apply for similar parking facilities. Even when the parking areas were erected, a conduit pipe was laid to enable enclosed parking for Lar Shei in the future.

In August 2008 we applied for the first time for additional parking facilities. We now wish to finalize this agreement.

We wish to enclose the parking area (14 parking bays) as per attached layout with a remote operated gate. As Akkerhof Body Corporate currently receives delivery via their rear entrance, we will supply a remote to the body corporate to enable them access.

As the original design of Lar Shei Building did not allow for sufficient parking, we have bought the property with the parking limitations. We wish to seek for a solution and resolve this problem at our own cost.

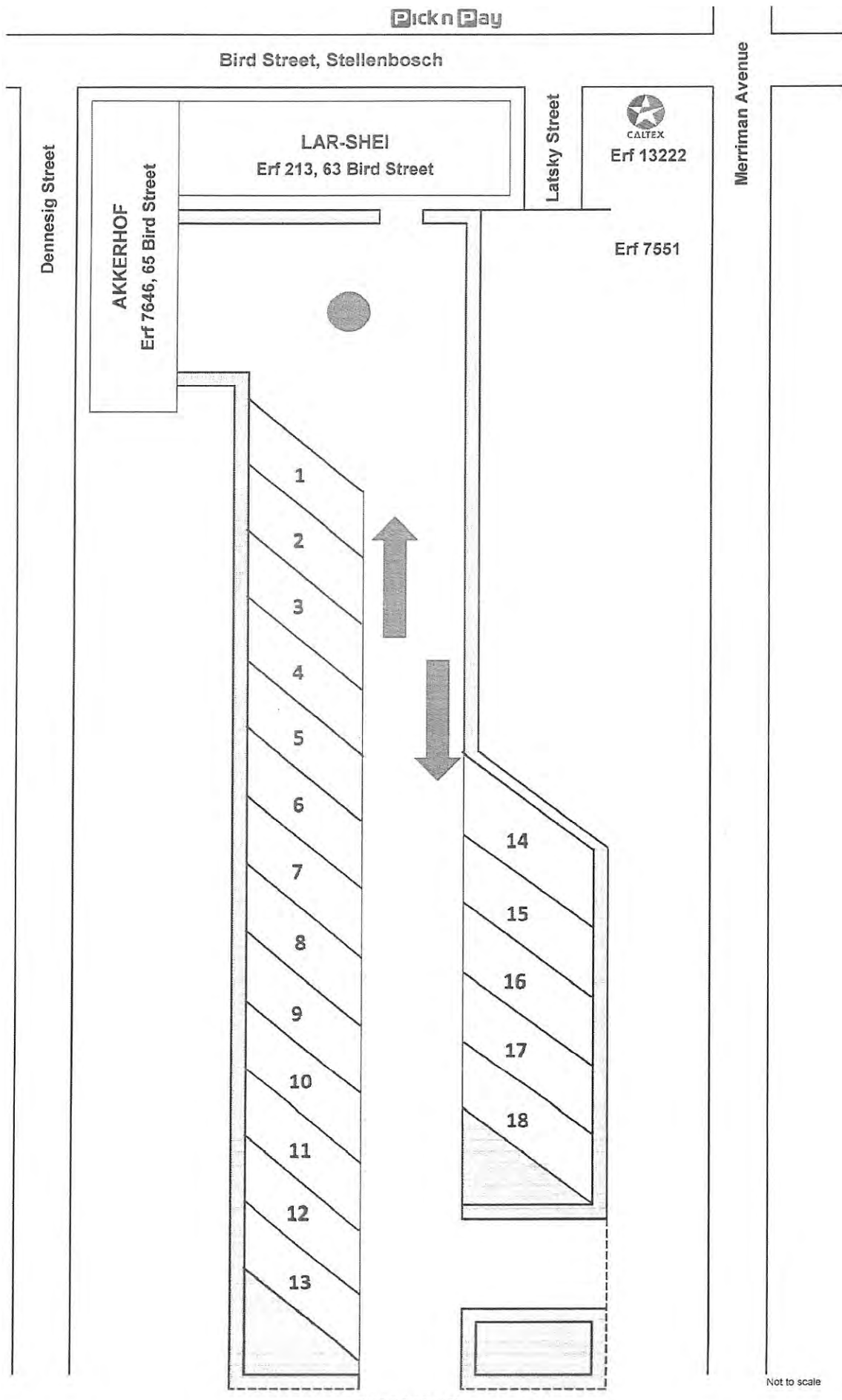
We trust that our application will be considered favorably.

Yours Truly

Andrea Empedocles

Director: Lar Shei Investments (Pty) Ltd

Direkteure: A P Empedocles P A Empedocles



Not to scale

LAR SHEI BELEGGINGS (Edms) Bpk

Reg no: 1968/00753/07

Dorpstraat 107 Dorp Street
Stellenbosch, 7600

Tel: 021-887 1373
Fax: 021-883 9634

Posbus/P O Box 1550
Stellenbosch, 7599

21 Augustus 2008

Stellenbosch Munisipaliteit
Pleinstraat
STELLENBOSCH
7600

Aandag: Mnr P Smit

Geagte heer

AANSOEK OM PARKEERPLEKKE TE ERF 235, STELLENBOSCH

Ons skrywe gedateer 10 Oktober 2007 (afskrif aangeheg), het betrekking.

Lar Shei Beleggings (Edms) Bpk is die eienaar van erwe 213 en 220, aanliggend tot Erf 235.

Hiermee doen ons aansoek vir die huur van 18 parkeerplekke op Erf 235, aanliggend tot ons perseel asook aanliggend tot die uitbreiding aan erf 7551.

Ons doen aansoek om addisionele parkeerruimte aangesien die huidige fasiliteite onvoldoende is en die oop ruimte wat tans gebruik word as parkering, ontwikkel word waardeur dit ontoeganklik sal wees vir die inwoners/huurders van Erf 213/220 (sien skrywe aangeheg).

Ons is in gesprekvoering met die ontwikkelaar van Erf 7551 om die ontwikkeling van die 18 parkeerplekke in samewerking met die parkeerplekke van Erf 7551 te doen om onder andere eenvormigheid te bewerkstellig.

Aangeheg 'n voorgestelde uitleg van die parkering waarvoor Erf 7551 aansoek gedoen het asook die voorgestelde addisionele 18 parkeerplekke vir erf 213/220 waarvoor aansoek gedoen word.

Ons verneem graag so spoedig moontlik van u

Die uwe



P A Empedocles
Direkteur
Sel: (082) 807 6555

LAR-SHEI BELEGGINGS (PTY) LTD

Reg no: 1968/000753/07

14A Stone Square
Stellenbosch, 7600

Tel: (021) 889 5601
Fax: (086) 244 6364

Posbus/P O Box 1550
Stellenbosch, 7599

UITTREKSEL VAN DIREKSIEVERGADERING

GEHOU OP 18 SEPTEMBER 2016

Daar is besluit dat:

1. Lar-Shei Beleggings aansoek doen by Stellenbosch Munisipaliteit vir die huur en gebruik van aanliggende parkering op erf 235, Stellenbosch
2. Peter Andrea Empedocles, Id no 611202 5050 08 6 gemagtig word om die nodige dokumentasie te onderteken ter uitvoering van hierdie besluit.

Geteken te Stellenbosch op 16 September 2016



Andrea Empedocles

Direkteure: A P Empedocles P A Empedocles

BERGZICHT BODY CORPORATE

The Municipal Manager
Stellenbosch Manager
P.O. Box 17
Stellenbosch
7600


For Attention: Mr. P. Smit

Dear Sir,

CONSENT FOR ENCROACHMENT: ERF 235.....

As owner(s) of erf 7551 I/we hereby give consent that the above-mentioned
open erf may be made available to the owner of erf 213..... for purposes
of parking.....

Signed at Stellenbosch on this 16 H day of Sep 2016


.....
Owner/Representative



STELLENBOSCH
STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNICIPALITY • UMASIPALA • MUNISIPALITEIT

ENCROACHMENT PERMIT APPLICATION FORM

A: APPLICANT'S DETAILS

Name : André Buys (Chairperson Akkerhof Body Corporate)

Physical address: 65 Bird Street
Stellenbosch
Postal code: 7600

Mailing address: Merriman Place, 2nd Floor, Office 2
Merriman Avenue
Stellenbosch
Postal code: 7600

E-mail address: roean@marite.co.za

Telephone: (021) 882 9061

Cell phone: N/A

B: PROPERTY DETAILS OF APPLICANT

Erf/farm number : 7646

Suburb: Stellenbosch Central

Town: Stellenbosch

C: PROPERTY DETAILS OF ENCROACHMENT AREA

Erf/farm number : 7551.....

Suburb: Stellenbosch Central.....

Town: Stellenbosch.....

Area of encroachment:m²

* To be supplemented with a sketch-plan with dimension in m²

D: TYPE OF APPLICATION:

Please mark the appropriate block

For commercial purposes, other than for parking ☐

For commercial parking purposes, ☐

For residential parking purposes ☒

For non-commercial purposes (such as garden purposes, gates, ect) ☐

For projecting structures onto street reserves ☐

For projecting structures onto other council-owned land ☐

Other: please provide description: ☐

Brief description of application: Akkerhof and Lar Shei have signed an agreement to share the parking spaces and to enclose the area for use as a parking area for our tenants and owners.

Motivation: Both complexes do not have enough parking spaces and would like to make the additional parking spaces available to tenants and owners

E: LIST OF ATTACHEMENTS AND SUPPORTING DOCUMENTS

Please mark the appropriate box

Special Power of Attorney, where Applicant is not the owner

☒

Diagram of proposed area of encroachment

☒


Letters of consent (affected neighbours)

☒

Application fee - non-refundable

☒

I hereby certify that the information supplied in this application form is correct
and that I am properly authorized to make this application.

Applicant's signature: .. 

Date: 3 August 2018

Full name: .. André Buys (Chairperson Akkerhof Body Corporate)

FOR OFFICIAL USE

- The application was considered onby.....
- The application was

APPROVED

NOT APPROVED

Conditions (if any):

Applicant was informed of outcome on

.....
SIGNATURE OF RESPONSIBLE OFFICIAL

.....
DATE

Name:.....

***If approved**

☐

Encroachment fee paid

☐

Encroachment Agreement signed

☐

Agreement/Permit processed on Contract Management System

.....
SIGNATURE OF RESPONSIBLE OFFICIAL

.....
DATE

Name:.....

AKKERHOF REGSPERSOON / BODY CORPORATE

Merriman Place, Merriman Avenue
Stellenbosch
7600

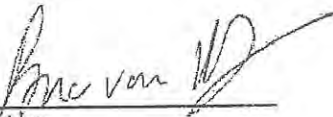
Tel: (021) 882-9061

PO Box 856
Stellenbosch
7599

Letter of Consent

Herewith the Akkerhof Body Corporate would like to give consent to the affected neighbors, Lar Shei, to rent half of the parking bays on the municipal ground at the back of the Akkerhof and Lar Shei buildings, as stipulated in the cooperation agreement between the two parties.

The body corporate Akkerhof also gives consent for the enclosing of the parking space, as stipulated in the cooperation agreement between Akkerhof and Lar Shei.


Trustee


André Buys

Trustee

Date: 15 August 2018

AKKERHOF REGSPERSOON / BODY CORPORATE

Merriman Place, Merriman Avenue
Stellenbosch
7600

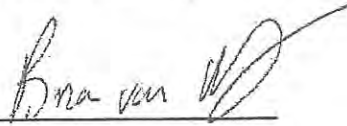
Tel: (021) 882-9061

PO Box 856
Stellenbosch
7599

Special Power of Attorney

At a meeting of the trustees of Akkerhof Body Corporate held at Stellenbosch on 24th day July 2018, it was resolved that Akkerhof Body Corporate give signatories to André Buys (id number 6407015013080), in his capacity as trustee (chairperson), be authorised and empowered, as he is hereby empowered, to sign and execute on behalf of Akkerhof Body Corporate, the applicable application forms, agreement and authorisation of user and all other relevant documentation required by the municipality.

Certified a true copy


Trustee


André Buys

Trustee

Date: 15 August 2018

SAMEWERKINGSOOREENKOMS

tussen

Lar-Shei Beleggings (Edms) Bpk

Reg no: 1968/000753/07

(hierna **Lar-Shei** genoem)

Met Adres: Bo Langstraat 15

Paarl 7646

Epos: andrea@pfstrust.co.za

Kontaknommer: (082) 807 6555

en

Regspersoon van Akkerhof-deeltitelskema

Reg no: SS215/86

(hierna **Akkerhof** genoem)

Met adres: Birdstraat 65

Stellenbosch 7600

Epos: roeane@marite.co.za

Kontaknommer: (021) 882 9061

DS

1. DOEL VAN SAMEWERKINGSOOREENKOMS

Aangesien beide Lar-Shei en Akkerhof 'n behoefte aan bykomende parkering het, is hulle voornemens om elkeen 'n afsonderlike huurooreenkoms met die Stellenbosch-munisipaliteit (hierna **die Munisipaliteit** genoem) vir 'n gedeelte van die hierin vermelde perseel te sluit ten einde die perseel op die hierin vermelde voorwaardes tot hul voordeel as parkeerterrein vir die Lar-Shei- en Akkerhof-gebouekompleks te ontwikkel en te bestuur.

2. PERSEEL

Die perseel (hierna **die parkeerterrein** genoem) wat die Partye beoog om te huur, is geleë op Erf 235, Stellenbosch, is in die naam van die Munisipaliteit geregistreer, en bied tans parkeerplek vir **18 (agtien)** voertuie.

3. GETAL PARKEERPLEKKE PER PARTY

3.1 Die Partye beoog om ingevolge afsonderlike huurooreenkomste met die Munisipaliteit elkeen **9 (nege)** parkeerplekke te huur. Met dien verstande dat die getal parkeerplekke op die parkeerterrein finaal bepaal sal kan word slegs nadat die veiligheidsheining bedoel in Klousule 6 opgerig is.

3.2 Die finale uitleg van die parkeerplekke sal aangetoon word in 'n uitlegplan wat as **Bylae A** hierby aangeheg moet word.

4. GEBRUIK VAN PARKEERPLEKKE


4.1 Elke Party onderneem om sy gehuurde getal parkeerplekke slegs vir die doeleindes van eienaars en huurders van eenhede in sy gebouekompleks aan te wend.

4.2 Indien 'n Party nie al die parkeerplekke wat hy huur, kan of wil benut nie, moet hy sodanige parkeerplek(ke) te huur aan die ander Party aanbied teen dieselfde prys as waarteen hy dit van die Munisipaliteit huur (reg van eerste weiering).

4.3 Indien 'n Party 'n aanbod in Klousule 4.2 bedoel in die geheel of gedeeltelik van die hand wys, kan die Party wat die parkeerplekke te huur aanbied, ondanks Klousule 4.1, behoudens die voorwaardes van sy huurooreenkoms met die Munisipaliteit, daardie parkeerplek(ke) wat die ander Party nie wil huur nie, op 'n maand tot maand kennisgewing van opsegging aan 'n persoon (wat nie 'n eienaar of huurder van 'n eenheid in die Lar-Shei- of Akkerhof-gebouekompleks hoef te wees nie) verhuur teen die tarief wat hy goeddink.

5. DIENSINGANG VIR DOELEINDES VAN AKKERHOF

5.1 Die Partye boekstaaf hiermee dat munisipale en ander dienstevoertuie tans oor die parkeerterrein toegang tot die diensingang van Akkerhof het, en Lar-Shei onderneem

Paraaf: 



om sodanige toegang op generlei wyse te beperk of te belemmer nie.

- 5.2 Akkerhof moet behoorlike beheer oor die betrokke dienstevoertuie uitoefen en sal vir hierdie doel 'n afstandbeheerkontrolle aan die Munisipaliteit uitreik.

6. KAPITAALBESTEDING

- 6.1 Ten einde geslote afstandbeheerde toegang tot die parkeerterrein te bewerkstellig, beoog die Partye om sekere kapitaalbesteding aan te gaan, wat onder meer besteding aan die volgende items insluit:

- 6.1.1 oprig van 'n staalpalisadeveiligheidsheining (min of meer in ooreenstemming met dié op die aanliggende parkeerterrein);
- 6.1.2 installering van 'n elektronies beheerde rolhek, alternatiewelik elektronies beheerde swaaihekke indien die uitleg van die parkeerterrein nie 'n rolhek kan akkommodeer nie;
- 6.1.3 elektriese installasie om die hekke te bedien;
- 6.1.4 heruitmerk en nommering van parkeerplekke.

- 6.2 Lar-Shei en Akkerhof onderneem om een kwotasie elk van diensverskaffers met 'n bewese rekord, tesame met 'n implementeringsplan, wat aan die Munisipaliteit se vereistes voldoen, vir gesamentlike goedkeuring deur die Partye voor te lê teen nie later nie as 30 dae nadat beide ooreenkomste met die Munisipaliteit onderteken is.

- 6.3 Die gepaardgaande kapitaalbesteding sal 50:50 deur die twee Partye gedra word.

7. SEKURITEIT EN TOEGANGSBEHEER

- 7.1 Alhoewel sekuriteit nie gewaarborg kan word nie, onderneem die Partye om toe te sien dat behoorlike sorg aan die dag gelê word met die gebruik van die parkeerterrein ten einde 'n redelike mate van sekuriteit te verkry.

- 7.2 Gesamentlik beheermaatreëls vir die gebruik van die parkeerterrein word as as **Bylae B** hierby aangeheg.

8. BESTUUR VAN PARKEERTERREIN

- 8.1 Die administrasie, beheer en normale instandhouding van die parkeerterrein sal deur Akkerhof hanteer word.

- 8.2 Enige wesenlike koste wat 'n Party in verband met sodanige administrasie, beheer en instandhouding wil aangaan, moet deur beide Partye goedgekeur word alvorens dit aangegaan kan word, en sal verdeel word in die verhouding van die getal parkeerplekke wat elke Party huur*: Met dien verstande dat —

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MB *VS*

- 8.2.1 Akkerhof vir sy rekening elektrisiteit vir die bedryf van die beheerde toegangsbeheertelsel sal verskaf; en
- 8.2.2 elke Party self die koste van die aankoop en instandhouding van afstandbeheerkontroles vir sy gebruik sal dra.
- 8.3 Indien 'n persoon wat die parkeerterrein vir die doeleindes van 'n bepaalde Party binnekom skade aanrig aan enige van die items wat op die parkeerterrein opgerig of geïnstalleer is, is daardie Party vir die herstelkoste van sodanige skade aanspreeklik: Met dien verstande dat indien daar skade aangerig word in omstandighede waar toerekenbaarheid nie redelikerwys bepaal kan word nie, sal die Partye gesamentlik vir die herstelkoste van die skade aanspreeklik wees in die verhouding van die getal parkeerplekke wat elke Party huur*.
- * *Byvoorbeeld: Indien 'n Party 80% van die parkeerplekke huur, sal hy 80% van die koste dra.*

9. BEËINDIGING VAN HUUROOREENKOMS

- 9.1 Indien 'n Party sy huurooreenkoms met die Munisipaliteit wil beëindig, moet hy die ander Party twee (2) kalendermaande kennis van sy voorneme gee, en beëindig hy daarmee ook outomaties hierdie Samewerkingsooreenkoms behoudens die bepalinge van Klousule 10.2.
- 9.2 Indien die Partye wedersyds ooreenkom om hul onderskeie huurooreenkomste met die Munisipaliteit te beëindig, beëindig hulle daarmee ook outomaties hierdie Samewerkingsooreenkoms behoudens die bepalinge van Klousule 10.3.
- 9.3 Indien die Munisipaliteit die huurooreenkoms van 'n bepaalde Party beëindig, word hierdie Samewerkingsooreenkoms daarmee ook behoudens die bepalinge van Klousule 10.2 outomaties beëindig.
- 9.4 Indien die Munisipaliteit die huurooreenkoms van beide Partye beëindig, word hierdie Samewerkingsooreenkoms daarmee ook behoudens die bepalinge van Klousule 10.3 outomaties beëindig.

10. BEËINDIGING VAN SAMEWERKINGSOOREENKOMS


- 10.1 'n Party kan die Samewerkingsooreenkoms met twee (2) kalendermaande skriftelike kennisgewing aan die ander Party beëindig, behoudens enige kontraktuele verpligtinge in terme van sy huurooreenkoms met die Munisipaliteit.
- 10.2 By beëindiging van die Samewerkingsooreenkoms soos in Klousule 9.1, Klousule 9.3 en hierdie Klousule 10.1 bedoel —
- 10.2.1 gaan eiendomsreg van al die items en toerusting wat vir die doeleindes hiervan op die parkeerterrein opgerig of geïnstalleer is oor op die ander Party;

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- 10.2.2 het die betrokke Party nie 'n eis vir die verhaling van enige uitgawes hoegenaamd wat hy vir die doeleindes hiervan aangegaan het teen die ander Party nie;
- 10.2.3 is die betrokke Party verantwoordelik vir die koste van enige herstelwerk wat die Munisipaliteit vereis aan daardie deel van die parkeerterrein wat hy gehuur het.
- 10.3 By beëindiging van die Samewerkingsooreenkoms soos in Klousule 9.2 en Klousule 9.4 bedoel, is die Partye 50:50 verantwoordelik vir die koste van enige herstelwerk aan die parkeerterrein wat die Munisipaliteit vereis.
- 10.4 Indien 'n Party nie binne 'n redelike tyd na die datum van die laaste handtekening op hierdie Samewerkingsooreenkoms 'n huurooreenkoms soos hierin bedoel met die Munisipaliteit sluit nie, sal hierdie Samewerkingsooreenkoms nietig wees.

11. HANTERING VAN DISPUUT

- 11.1 Indien daar 'n dispuut, onenigheid of eis tussen die Partye (hierna **die dispuut** genoem) voortspruitend uit, of hoegenaamd in verband met, hierdie Samewerkingsooreenkoms ontstaan, moet die Partye probeer om daardie dispuut by wyse van onderhandeling op te los, wat behels dat die een Party die ander Party skriftelik uitnooi na 'n vergadering waar hulle moet probeer om die dispuut binne sewe (7) dae na die datum van die uitnodiging te besleg.
- 11.2 Indien die dispuut nie by gemelde vergadering besleg word nie, moet die Partye gesamentlik by die *Arbitration Foundation of Southern Africa* — Reg No 1996 / 007496 / 08 (hierna **AFSA** genoem) aansoek doen om die dispuut op 'n dringende grondslag deur bemiddeling, en volgens die voorskrifte, van die AFSA-sekretariaat op te los.
- 11.3 Ondanks die bepalinge van Klousule 11.1 en Klousule 11.2 kan die Partye te eniger tyd skriftelik ooreenkom om die dispuut te verwys na 'n skeidsregter wat deur AFSA aangewys word.
- 11.4 Die Partye verbind hulle onherroeplik daartoe dat die uitslag van enige dispuutbeslegtingsprosedure in hierdie Klousule 11 bedoel —
- 11.4.1 finaal en bindend vir die Partye sal wees;
- 11.4.2 in werking gestel moet word; en
- 11.4.3 'n bevel van 'n bevoegde hof gemaak kan word.
- 11.5 'n Party mag nie ophou om al sy verpligtinge ingevolge hierdie Samewerkingsooreenkoms na te kom terwyl enige dispuutbeslegtingsprosedure bedoel in hierdie Klousule 11 aan die gang is nie.
- 11.6 Hierdie Klousule 11 bly bindend vir die Partye na die beëindiging van hierdie Samewerkingsooreenkoms vir welke rede ook al.

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12. VOLLE OOREENKOMS

Hierdie Samewerkingsooreenkoms bevat die volle ooreenkoms tussen die Partye en geen uitdruklike of stilswyende waarborg of voorstelling, en geen byvoeging tot, of wysiging of skrapping van, 'n bepaling of voorwaarde hiervan, is geldig tensy dit op skrif gestel en deur beide Partye onderteken is nie.

13. DOMICILIUM

Die Partye kies as hul onderskeie *domicilium citandi et executandi* die adresse soos uiteengesit op bladsy 1 van hierdie Samewerkingsooreenkoms.

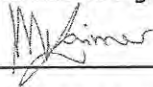
14. JURISDIKSIE

Die Partye stem toe tot die jurisdiksie van die Landdroshof vir die beslegting van enige optrede of geding wat ingevolge hiervan ingestel mag word, soos bedoel in artikel 45 van die *Wet op Landdroshowe*, No 32 van 1944 (soos gewysig).

Geteken namens Akkerhof te Stellenbosch op 3 Augustus 2018.



Trustee: A Buys
(Behoorlik daartoe gemagtig)



Trustee: D Lorimer
(Behoorlik daartoe gemagtig)

As getuie:

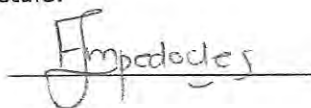


Geteken namens Lar-Shei te PAARL op 23 Augustus 2018.



Direkteur: Peter Andrea Empedocles
(Behoorlik daartoe gemagtig)

As getuie:

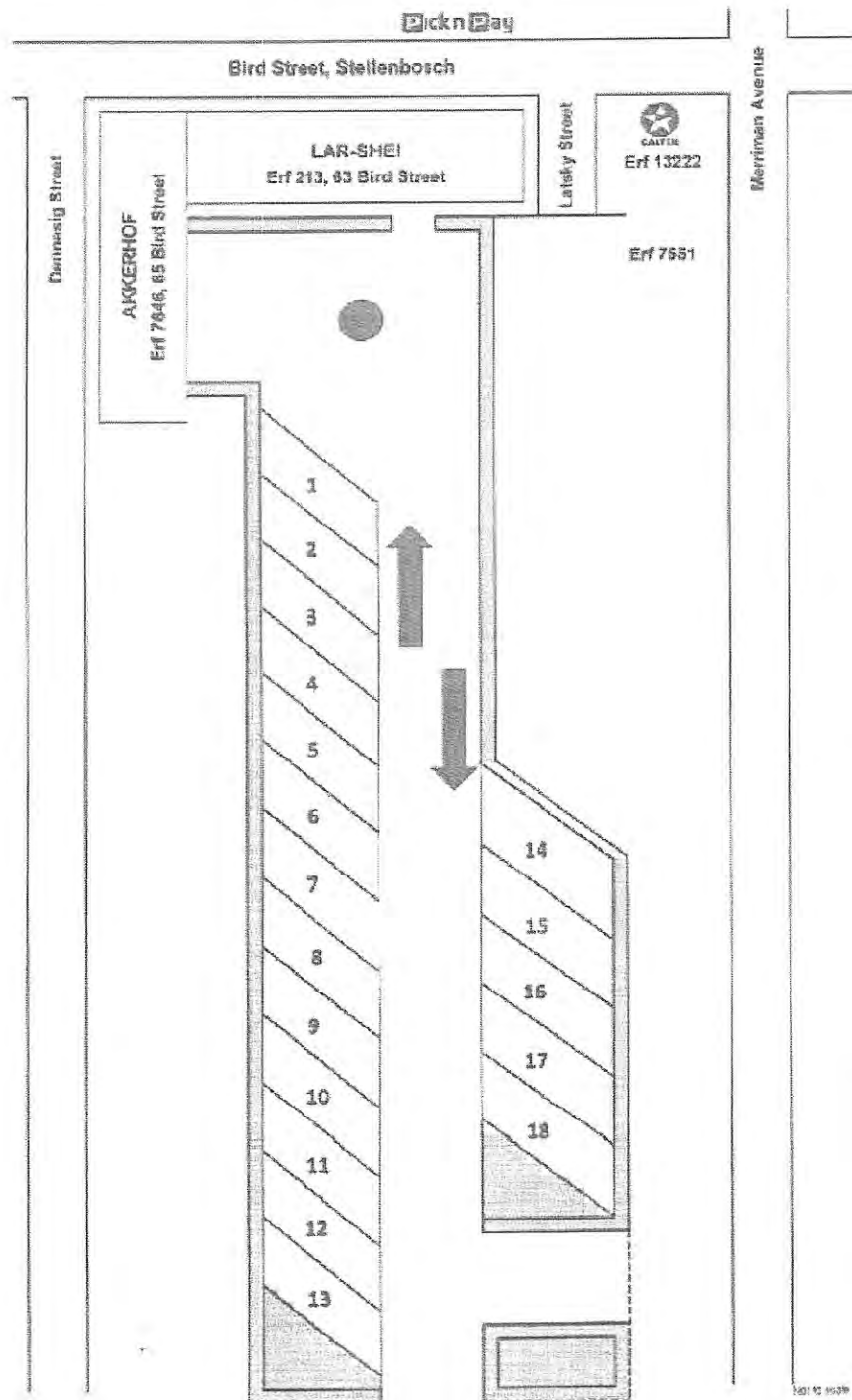


Paraaf:



Bylae A

Uitleg van Parkeerterrein




Paraaf: MB

[Handwritten signature]

Bylae B**BEHEERMAATREËLS****vir die gebruik van die Parkeerterrein**

Akkerhof en Lar-Shei kom gesamentlik ooreen dat:

1. Behoorlike rekord gehou sal word van persone en instansies aan wie toegangsbeheerkontroles uitgereik is;
2. die kontroles van persone en instansies wat nie meer op toegang tot die parkeerterrein geregtig is nie, terug geneem moet word;
3. die parkeerder nie sy kontrole aan 'n "vreemdeling" mag gee / leen nie;
4. gebruikers van die parkeerterrein moet wag totdat die hek behoorlik toe is voordat die terrein verlaat word;
5. voertuie nie parkeer mag word op sodanige wyse wat die vryvloei van verkeer belemmer nie;
6. voertuie nie sodanig parkeer mag word dat dit meer as een parkeerplek in beslag neem nie;
7. voertuie nie olie of ander smeermiddels mag mors op die parkeerterrein nie;
8. voertuie wat uitermatige rook of geraas maak, mag nie op die parkeerterrein gebring word nie;
9. geen herstelwerk of diens van voertuie op die parkeerterrein word toegelaat nie; en
10. gewone gedragsreëls van Lar-Shei / Akkerhof (na gelang van die geval) van toepassing is.

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APPENDIX 2

WinDeed Database Deeds Office Property

windeed
A LexisNexis® Product

STELLENBOSCH, 235, 0 (REMAINING EXTENT) (CAPE TOWN)

GENERAL INFORMATION

Date Requested 2019/05/27 13:24
Deeds Office CAPE TOWN
Information Source WINDEED DATABASE
Reference -

**PROPERTY INFORMATION**

Property Type ERF
Erf Number 235
Portion Number 0 (REMAINING EXTENT)
Township STELLENBOSCH
Local Authority STELLENBOSCH MUN
Registration Division STELLENBOSCH RD
Province WESTERN CAPE
Diagram Deed T13664/947
Extent 22.2888H
Previous Description -
LPI Code C06700220000023500000

OWNER INFORMATION**Owner 1 of 1**

Type LOCAL AUTHORITY
Name MUN STELLENBOSCH
ID / Reg. Number -
Title Deed T13664/1947
Registration Date 1947/07/21
Purchase Price (R) UNKNOWN
Purchase Date -
Share 0.00
Microfilm 2000 0113 5157
Multiple Properties NO
Multiple Owners NO

ENDORSEMENTS (4)

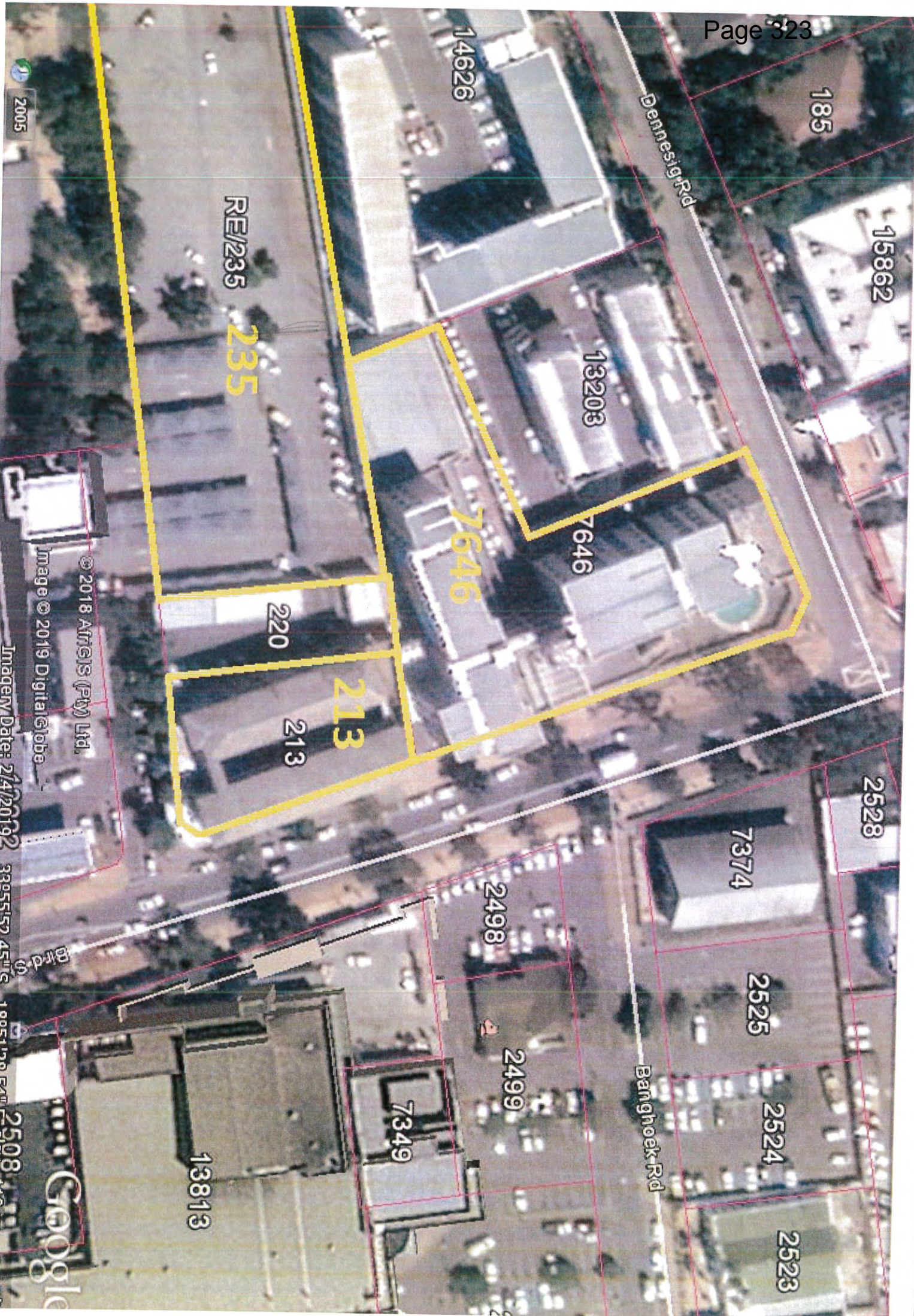
#	Document	Institution	Amount (R)	Microfilm
1	COMP-7-ERVEN	-	UNKNOWN	-
2	VIDE ERF 5356=66SQM	-	UNKNOWN	-
3	NOW SUBDIVISION	TOWN STELLENBOSCH ,ERF 9543 ,PRTN 0	UNKNOWN	-
4	NOW SUBDIVISION	TOWN STELLENBOSCH ,ERF 9544 ,PRTN 0	UNKNOWN	-

HISTORIC DOCUMENTS

No documents to display

DISCLAIMER

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2005

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Imagery Date: 2/4/2019

33°55'52.45" S 18°51'28.54" E elev 110 m eye alt

Google

APPENDIX 3

WERKSENTRUM

**Vir Volwasse Persone
met
GESTREMDHEID**

Adres: Patryslaan 1,
Stellenbosch, 7600

Pos adres: Posbus 3359,
Matieland, 7602

Tel: 021 887 8688

Faks: 021- 887 8504

Sell: 074 759 9302

Epos: jjia@sun.ac.za



WORK CENTRE

**For Adult Persons
with
DISABILITY**

Address: 1 Patrys Avenue,
Stellenbosch, 7600

Postal address: P.O.Box 3359,
Matieland, 7602

Tel: 021 887 8688

Fax: 021 887 8504

Cell: 074 759 9302

Email: jjia@sun.ac.za

**"WORKING TOWARDS HEALTH AND INDEPENDENCE"
Registered Non-profit Organisation NPO-011-786**

For Attention: Mr Piet Smit

The Manager: Property Management
STELLENBOSCH MUNICIPALITY
Stellenbosch
7600

04 March 2020

Sir / Madam

OBJECTION TO PROPOSED ENCROACHMENT AGREEMENT

As an interested and affected party, The Stellenbosch Work Centre for Adult Persons with Disability (hereafter refer to as the "**Work Centre**"), strongly objects to any approval to conclude an Encroachment Agreement between Stellenbosch Municipality and Huis Horison, as minuted on page 23 of the proceedings of the 34TH Meeting of the Council of Stellenbosch Municipality, 2020-01-29.

From par. 3. DELEGATED AUTHORITY, it is clear that any such agreement is intended to be a long term one regarding the use of municipal property, ostensibly for the primary benefit of "persons with disability", and secondarily for the benefit of the public at large.

Council has, however, failed to apply its mind to the reality of the situation.

Firstly, on the same premises as Huis Horison, but fenced in on a narrow and inadequate piece of the property at the south-western end, the Work Centre (par.1) is located. The building was erected by Huis Horison on the agreed terms that the Work Centre would repay the "loan" at the then current rate of interest, which amounted, in the end to more than R520 000.

The irony of the situation is that the building can be reflected on the balance sheet of Huis Horison and utilised as collateral, while the Work Centre merely occupies the assigned space in the classical status of a *bywoner* – having no rights, no security of tenure and no space or rights to expand its activities to ensure the economic survival and future expansion of the entity.

The Work Centre serves exactly the same purpose as Huis Horison but, owing to Apartheid legislation and racial discrimination over many decades, it has been seriously disadvantaged and constrained, unable to fully execute its mandate.

In 2010 the Work Centre entered into discussions with Huis Horison around integration of the two centers, in terms of a directive by the National Department of Social Development, but also on the basis of the moral principle that discriminatory racial division was unacceptable under the Constitution of the Republic of South Africa, 1996.

Those talks were unilaterally suspended by Huis Horison before any concluding agreement could be reached. Such talks, however, continued sporadically and informally until the Work Centre formally reopened talks specifically around operational integration and security of tenure in 2018. To date, again, no formal agreement has been signed regarding, particularly, the core issues as stated in the previous paragraph. The Work Centre feels that the application for encroachment is an act of bad faith by Huis Horison, as we were neither consulted nor informed of the intention to apply.

The Board of Members of the Work Centre is aware that the land currently owned by Huis Horison was acquired through a land grant by Stellenbosch Municipality, for the establishment of a haven for persons with disability, but also that the beneficiaries of such a grant would be restricted to whites only.

In other words, Stellenbosch Municipality gifted a portion of a national asset, land, free of charge, to the exclusion of others with the same need but in much worse economic and social circumstances. Apartheid has recently been denounced as a crime against humanity, but the devastating effects of such criminal acts are allowed to continue poisoning the lives of vulnerable people in our community.

We wish to point out that no such gesture of profound goodwill as benefitted Huis Horison has ever been made to the Work Centre by Stellenbosch Municipality. Currently serving Councilors such as Councilor Serdyn and officials such as Ms. Michelle Aalbers are fully aware of the discrepancy in the treatment of Huis Horison as opposed to that of the Work Centre. Secondly, we wish to point out that the presumed benefit of access to a walking trail by the Stellenbosch public at large, is a smoke-screen.

The reality is that the main, if not the only, beneficiaries of such a facility will be the residents of Onder-Papegaaienberg, given logistical constraints on more distant communities. The question, therefore, is whether Stellenbosch Municipality, in principle, supports the maintenance and extension of Apartheid privilege to residents of Stellenbosch who already constitute an advantaged minority.

Thirdly, we submit that Act No. 16 of 2013, the Spatial Development and Land Use Management Act (SPLUMA), specifically speaks to the need to "...address past spatial and regulatory imbalances." (*Preamble*), and that the Act applies to any and all planning, projects, agreements and regulatory measures pertaining to land use and management in South Africa. It is our view that, given the current situation of the unequal treatment received by a large majority of persons with disability within the Stellenbosch municipal boundaries, Stellenbosch Municipal Council's proposed resolution to support the Encroachment Application would be in violation of the SPLUMA.

Lastly, we wish to express to our serious concern about the manner in which municipal councilors, particularly from wards suffering under serious disadvantage, such as Kayamandi, Cloeteville, Klappmuts, Kylemore and Idas Valley continue to disregard the plight of the poor and most vulnerable by failing to stand up for the rights of those who continue to be marginalized.

On Page 1025 of the Agenda of the Council Meeting held on 2020-01-29 Figure 1 shows not only the location of Huis Horison on Erf 6291, but also the magnitude of the Apartheid crime that was committed by a previous municipality against people who were voiceless at the time. There are vast pieces of under-utilized land within the boundaries of the property owned by Huis Horison.

While the Board of Members of the Work Centre acknowledges the goodwill shown by Huis Horison towards us, it must be understood that we have an obligation to those under our care equal to that of Huis Horison, but because of the statutory discrimination that we were exposed to, our need for land and for security of tenure is far greater, while their need for extensive landholding was met by an act of injustice and discrimination by a previous municipality.

Stellenbosch Municipality has an opportunity to address this imbalance in spatial planning and land allocation.

We sense that our engagement with Huis Horison is reaching / has reached a cul-de-sac. Therefore, we request that Stellenbosch Municipality becomes a negotiating and facilitating partner in the ongoing conversation between ourselves and Huis Horison, so that spatial planning justice can be seen to be done.

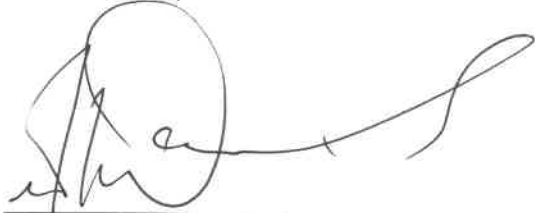
We shall inform Huis Horison of our objection and also of our request for the inclusion of Stellenbosch Municipality in future conversations so that both parties can assist the municipality to provide Dignified Living to a section of our community that needs it most.

Our proposal is that the Encroachment Application be put on hold so that the more urgent issue of remedial spatial justice action can be executed.

We look forward to a meeting in the immediate future at which a road map of possible ways forward can be agreed upon. Please find included a photo copy of a portion of the Council item and the diagram referred to.

Should you require any further information or clarification, please contact **Jolinda Jacobs** on **021-887 8688**.

Yours Faithfully



Wilfred Daniels
Chairperson

Stellenbosch Work Centre for Adult Persons with Disability



Leslie Olivier
Secretary

Stellenbosch Work Centre for Adult Persons with Disability

083 475 6658

AGENDA

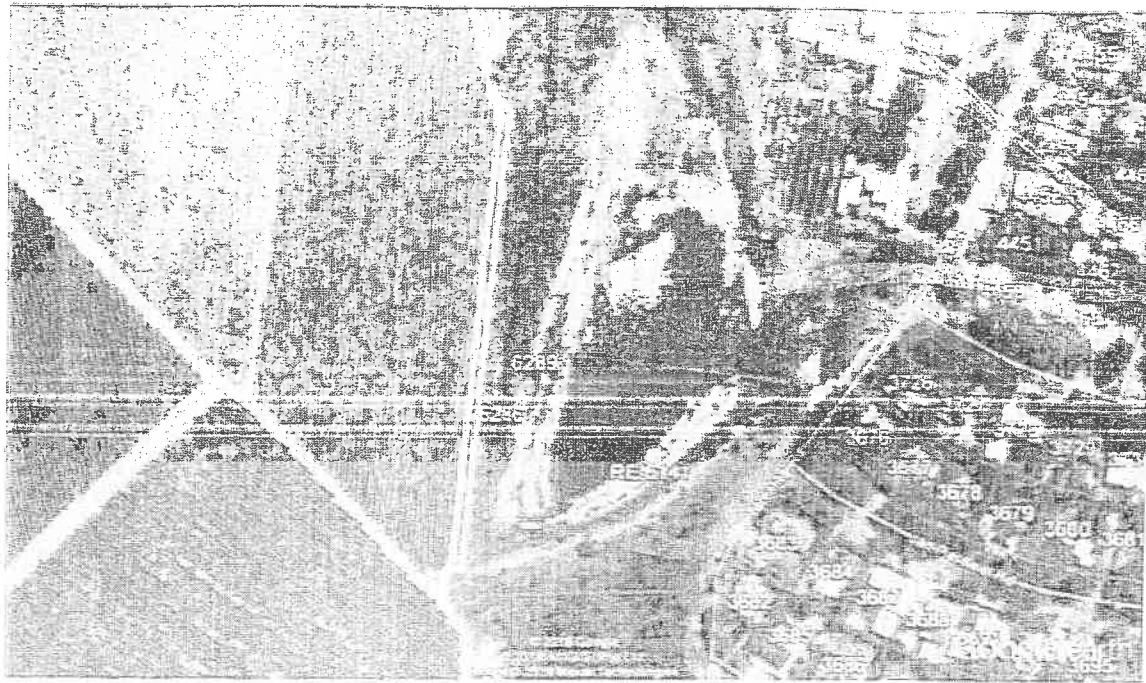
34TH MEETING OF THE COUNCIL
OF STELLENBOSCH MUNICIPALITYPage 1027
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Fig 5: Location and context: Lease Farm 183D

6.2.2 Ownership: Erf 3722

Erf 3722 is registered in the name of Stellenbosch Municipality by virtue of Title Deed T24127/1976. See attached as APPENDIX 3 Windeed record.

6.2.3 The Proposal

The proposal Horizon House was established in 1974. It caters for approximately 100 full time residents with various disabilities as well as 39 day-visitors.

They have received funding to put up new fencing around their property and to develop walkways for their residents, as well as the broader public, but in a secured environment. They want to extend this onto the municipal land, which is currently overgrown with alien scrubs/trees. They also undertake to rehabilitate the entire area, including the removal of alien species. There will be a controlled access to the area, for security reasons.

6.3 Financial Implications

The rental to be determined.

6.4 Legal requirements

6.4.1 Municipal Ordinance, No 20/1974

In terms of Section 127 (1) of the Municipal Ordinance, No 20 of 1974, when any immovable property owned by a municipality is encroached upon, the council may take steps to regularize such encroachment.

*The issue of a permit in terms of Section 126 (1) will be deemed to be a regularization of the encroachment referred to in such a permit.

6.4.2 Municipal Asset Transfer Regulations

In terms of Section 26 of the Municipal Asset Transfer Regulation, when considering an application for an approval of a right to use municipal property, the following needs to be taken into account, inter alia:

AGENDA

34TH MEETING OF THE COUNCIL
OF STELLENBOSCH MUNICIPALITY

6.2 DISCUSSION

6.2.1 Property description

Horizon House is situated on erf 6291 (see Fig 1, below) whilst the land that they are applying for is situated to the South of erf 6291, as indicated on Fig 2 and 3 respectively.



Fig 1: Location and context: Horizon House



AGENDA

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Fig 3: Extent of proposed encroachment

The area where they want to put up the boundary fence in the street reserve is indicated on fig 4 and 5 below.



Fig 4: Location and context: Road reserve

7.3	FINANCIAL SERVICES: (PC: CLLR P CRAWLEY (MS))
-----	---

NONE

7.4	HUMAN SETTLEMENTS: (PC: CLLR W PETERSEN (MS))
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7.4.1	FEEDBACK ON PUBLIC PARTICIPATION PROCESS: ENTERING INTO LAND AVAILABILITY AGREEMENTS WITH SOCIAL HOUSING INSTITUTIONS (SHIs) AND/OR OTHER DEVELOPMENT AGENCIES (ODAs) FOR THE DEVELOPMENT AND MANAGEMENT OF SOCIAL HOUSING ESTATES
-------	--

Collaborator No:

687976

IDP KPA Ref No:

Good Governance and Compliance

Meeting Date:

22 July 2020 (Mayco)

1. SUBJECT: FEEDBACK ON PUBLIC PARTICIPATION PROCESS: ENTERING INTO LAND AVAILABILITY AGREEMENTS WITH SOCIAL HOUSING INSTITUTIONS (SHIs) AND/OR OTHER DEVELOPMENT AGENCIES (ODAs) FOR THE DEVELOPMENT AND MANAGEMENT OF SOCIAL HOUSING ESTATES

2. PURPOSE

To obtain Council's final approval to commence with a Public Competitive Process to give effect to the granting long-term use rights to SHIs and/or ODAs on Council-owned land in order to realise the implementation of the Social Housing Programme.

3. DELEGATED AUTHORITY

Council

4. EXECUTIVE SUMMARY

Stellenbosch Municipality was identified by the Western Cape Provincial Administration as one of "Leader Towns" in the Province that have the requisite constituents to partake in the Social Housing Programme. Consequent to this, the municipality adopted an Affordable Rental Housing Strategy and Plan in 2016. The municipality also underwent a rigorous process of identifying and approving Restructuring Zones for the development of Social Housing. Stellenbosch Restructuring Zone areas were subsequently endorsed by the National Housing Ministry and have been published as such in the Government Gazette dated 27 April 2017 (No. 40815).

Stellenbosch Municipality's Human Settlements Division needs to commence with a process of granting long-term use rights to qualifying accredited entities (SHIs and/or ODAs) on land identified and approved by the Municipality for the purpose of developing Social Housing estates.

Council approved, in principle, that Land Availability Agreements (long-term use rights) be entered into with Social Housing Institutions (SHIs) and/or Other Development Agencies (ODAs), subject to certain conditions, and subject thereto that Council's intention so to act be advertised for public inputs/objections.

A notice to this effect was published. A considerable amount of input/comments have been received from the public and have been attached herewith as (**ANNEXURE A**).

Council must now make a final determination in this regard.

5. RECOMMENDATIONS

- (a) that Council takes note of inputs/comments that were received, following the public notice advertised;
- (b) that a phased approach be adopted to implement social housing in Stellenbosch;
- (c) that the property situated to the north of the town opposite Kayamandi, erven 81/2 and 81/9, Stellenbosch, commences with the procurement process to appoint a suitable SHIs and/or ODAs;
- (d) that phase 2 commences after the successful completion of the development as mentioned in (c) above on Remainder of erf 2149 better known as Lapland;
- (e) that phase 3 commences after the successful completion of the development as mentioned in (d) above on Remainder of Farm 180 better known as Teen-die-Bult; and
- (f) that Council makes a final determination for the administration to commence with a process toward entering into **Land Availability Agreements** with SHIs and/or ODAs successful in a Public Competitive Process.

6. DISCUSSION / CONTENT

6.3 Background

6.1.1 In-principle decision

On 2020-03-31, the Executive Mayor under delegated authority considered recommendations of the Human Settlements Division to undertake a Public Competitive Process to give effect to the granting long-term use rights to SHIs or ODAs on Council-owned land in order to realise the implementation of the Social Housing Programme in Stellenbosch. Having considered the report, the Executive Mayor under delegated authority decided as follows:

- “(a) that the land in question, remainder of Erf 2149, Stellenbosch (Lapland flats), Remainder of Farm 180 (open spaces near Teen-die-Bult flats) and Erf 81/2 and Erf 81/9 Stellenbosch, be identified as land parcels **not needed for the municipality's own use** during the period for which the right is to be granted.*
- (a) that Council, **in principle**, approve the Municipality's entering into **Land Availability Agreements** with SHIs and ODAs successful in the Public Competitive Process (with SHIs and ODAs successful in the Public Competitive Process in terms of Regulation 34(1) (b) of the Asset Transfer Regulation (ATR),*

read with paragraph 9.2.2.1 (l) of the Policy on the Management of Council owned property, subject to the following conditions:

- (i) that **Council's intention** so to act, i.e. the awarding of rights on a private treaty agreement basis, **be advertised** for public comments;*
- (ii) that, simultaneously, the **public participation** process envisaged in Regulation 35 of the ATR **be followed**;*
- (iii) that Lease Agreement be concluded, based on a **40 year term** based on applicable tariffs;*
- (iv) that the Lease Agreement provide for **review/revision**, should the need arise for further development/redevelopment of the area; and*
- (b) that, following the public participation process referred to above, a report be submitted to Council in order for Council to give a mandate to the Administration to proceed with the Public Competitive Process that will result in the awarding of the long-term use rights."*

A copy of the agenda item that served before the Executive Mayor under delegated authority is attached as **ANNEXURE B**.

6.1.2 Public Participation Process

Following the above resolution, an official notice was published in the newspapers (Eikestadnuus, Paarl Post and Cape Argus) on 28 May 2020 and on the municipal website on 28 May 2020, soliciting public inputs/objections. A copy of which is attached as **ANNEXURE C**.

6.2 Discussion

6.2.1 Comments/input closing date

The closing date for submission of inputs/objections was 29 June 2020, which was subsequently extended to 03 July 2020, for those individuals that requested extension.

The Public Participation Process received a considerable amount of input/comments. These can be categorised into:-

Misinterpretation of Social Housing

Social Housing is generally misconstrued as BNG/ RDP Housing. It is important to make the distinction the Social Housing Programme and many other housing subsidy intervention programmes that government employs in addressing the housing challenge.

To provide a bit of context, the term "Social Housing" is in this instance being used as per the definition provided in the Social Housing Act 16 of 2008: "*a rental of co-operative housing option for low to medium income households at a level of scale and built form which requires institutionalised management and which is provided by Social Housing Institutions and/or Other Delivery Agents in approved projects in designated restructuring zones with the benefit of public funding as contemplated in the act*". It must be appreciated that the Social Housing Programme is one of numerous housing intervention programmes subsidised (full or partially) by government and targets specific beneficiary profile (i.e. households earning between R1 500 and R15 000).

As aforementioned social housing developments/estates can only be located in designated Restructuring Zone areas defined as: “a geographic area which has been:

- (a) *Identified by the municipality, with the concurrence of the provincial government, for purposes of social housing; and*
- (b) *Designated by the minister in the Gazette for approved projects”.*

Stellenbosch Municipality has since 28 April 2017 had designated Restructuring Zones (Government Gazette No. 40815). The three sites that have been identified for this phase of the Stellenbosch programme are situated in the approved Restructuring Zone areas.

Concerns about crime, safety, security and anti-social behaviour

The development of social housing estates has been associated with increased crime levels in the areas earmarked.

It is important to note that any development in any area of Stellenbosch invariably increases the population of such an area and there is always a potential for the escalation of social ills. It is the responsibility of municipal administrations and Developers to apply Crime Prevention Through Environmental Design (CPTED) principles in the planning and design of the social housing estates. This is a framework for design that sets out tools to create safe, secure and defensive environments from both a physical and psychological perspective.

Good urban management will also be critical to ensure that neighbourhoods that house Social Housing developments maintain a positive image. The SHIs and/or ODAs management and some of their residents can form part of the establishment or existing area-based operational and management teams that coordinate the management of the public realm within dedicated areas. The area-based management of crime and safety is already embedded in current policy and practice through Community Police Forums (CPFs), which consist of representatives from local communities.

The SHIs and/or ODAs have extreme strict anti-social behaviour clauses in their lease agreements between the particular SHI and/or ODA and the lessee/s. The anti-social behaviour clauses coincides with the overall management of tenants to create a safe and secure environment.

Concerns about impact on property values

Concerns about the Social Housing estates having a negative impact on property values have featured prominently on the input received.

These concerns are understandable as it is natural for anyone to want to protect their investment in their homes. On the other hand those who desire to reside in Social Housing estates also want to live in affordable homes with access to jobs, schools, and other amenities for themselves and their children.

The following are some of the ways that the feared decline can be avoided or minimised:

1. Design of Social Housing Estates — Affordable housing that is attractively designed and blends with the surrounding neighbourhood. Attractive designs may also be helpful in allaying community concerns about the aesthetics of a proposed development.

2. Management — Poorly maintained housing (whether privately owned or subsidized) has been shown to depress nearby property values. Affordable housing that is well-managed and well-maintained is more likely to have a neutral or even positive effect on surrounding properties. One of the Social Housing Programme's strong point is the regulation of the Social Housing sector and rigidly managed compliance by SHIs and NGO. The management of Social Housing Estates has largely been exemplary in South Africa in terms of good management and maintenance of the built environment.
3. Strong Neighbourhoods — As long as it is not overly concentrated, locating affordable housing developments in strong neighbourhoods with high home values and low poverty rates is unlikely to have adverse effects on nearby property values. This support the notion of the emerging trend toward mixed-income housing and communities.

Concerns about densification/ congestion

Concerns have been made in many of the submissions made about the negative impact of densification on the existing services infrastructure and the pressure the Social Housing development would exert on public and recreational facilities in the areas targeted.

There is a trade-off between fulfilling the housing needs of lower to middle income people sustainably by providing more affordable housing in desired locations and creating greater social integration not only among different races but between different societal classes. Densification should create innovative, unique and diverse development that creates a sense of place, is both functional and aesthetically pleasing and will create a dynamic urban area both private and public. There is a further need to accommodate the local culture, upholding standards and principles that meet fundamental universal standards and principles such as basic human rights.

Development should be balanced where social housing residential accommodation and increased density is met with equal capacity of social and environmental amenities, services and facilities and accessible opportunities. The development of Social Housing in Stellenbosch should be anchored around greater public participation in planning, design, implementation and management of the earmarked projects. Focused, intentional interaction will give the affected communities more say in local plans and a sense of control showing that their rights as residents, property owners and citizens are being considered

Concerns about noise pollution

Concerns have been raised with regard to the increased noise levels that will result from accommodating more families in the planned developments.

This also is a valid concern that can be related to any new development in anyone particular area. With Stellenbosch being a student town concern is not unique to Social Housing and the existing measures used to quell noise when it occurs would be equally applicable in the Social Housing estates. Furthermore, one of the biggest responsibilities of a management agent (SHIs and/or ODAs) it to enforce rules that contribute to the surrounding areas continued enjoyment of quality of life.

Concerns about engineering infrastructure capacity

The negative effect of Social Housing on the existing, roads, water, sanitation etc. has be raised in most of the comments/ input received.

It must be taken into cognisance that the process is only at public participation on the issuing of long-term use rights at this point. When the projects commence and Land Use Applications are submitted due consideration will be paid to the capacity of services

infrastructure to service more families and it will be on the basis of requirements in this regard being met that the developments would be given a go-ahead.

Concerns about pressure on public amenities

The addition of more families into the various areas earmarked and the resultant pressure on public amenities and recreational areas has been raised.

The notion of integrated and infill development is intended to afford more families the enjoyment of quality of life, including access to facilities they wouldn't ordinarily have in their current settings. The drive by the municipality will be also be have the SHIs and/or ODAs to develop estates that have their own facilities to reduce pressure on the surroundings. Over and above this the Land Use Application process will test this concern and Social Housing estates, determine its validity and measures that will be taken to circumvent it if it is real.

Outright Objection

Some input expressed objections to the intended development with no reasons having been put forward.

Support for the Initiative

There has been support for the Social Housing initiative in some of the input/comments received. In many instances suggestions have been made on how the process should unfold and on the character of the developments/estates that will result from this process.

Misinterpretation of the public participation process / objection due to perceived lack of transparency / information

Input/comments have decried the lack of sufficient information in this Public Participation Process.

It was evident in a lot of comments received that the notice for input on the intention of the municipality was misinterpreted as solicitation of input by interested and affected parties in a Land Use Application. In many instances the assumption was that the municipality has already approved the actual development to go ahead. It is important that to give the indication that the Stellenbosch community will be given an opportunity to express its input/comments when the actual designs for the Social Housing Estates have been submitted to the Land Use Department as prescribed by law.

The following is a list of inputs / comments received and its categorisation:

	PERSON / ENTITY	NATURE OF INPUT / COMMENT
1.	Home Owners and Residents of Mount Simon	<ul style="list-style-type: none"> Concerns about impact on property values. Concerns about access road to the new development on portion adjacent to Mount Simon.
2.	E. Schoeman – Homeowner in La Colline	The initiative is not supported. <ul style="list-style-type: none"> Misinterpretation of the Public Participation Process. Lack of transparency/information.
3.	J. du Toit – Erf 8379	The initiative is not supported. <ul style="list-style-type: none"> Concerns about densification/infill.
4.	L. Schoeman – Homeowner in La Colline	<ul style="list-style-type: none"> Misinterpretation of the Public Participation Process. A hold on the development due to lack of transparency/information.
5.	Tomás Azevedo & Charl H. Duminy - Erf 10829	<ul style="list-style-type: none"> Concerns about impact on property values. Concerns about engineering infrastructure capacity and pressure on public amenities. Misinterpretation of the Public Participation Process. Concerns about densification/infill.
6.	JB & JL van Wyk - 21 Condestraat	<ul style="list-style-type: none"> Concerns about densification/congestion.
7.	NJ Geldenhuys on behalf of Nicol Geldenhuys and Herman de Koker – 35 and 37 Conde Street	<ul style="list-style-type: none"> Outright Objection – no reasons provided.

	PERSON / ENTITY	NATURE OF INPUT / COMMENT
8.	Dirk Schreuder - Erf 2657	<ul style="list-style-type: none"> Concerns about impact on property values. Concerns about engineering infrastructure capacity and pressure on public amenities. Misinterpretation of the Public Participation Process. Concerns about densification/congestion.
9.	Stiaan Smit – “Stakeholder”	<ul style="list-style-type: none"> Objection due to perceived lack of transparency/information.
10.	Marelize Smith - co owner of erven 2715 and 2716	<ul style="list-style-type: none"> Concerns about engineering infrastructure capacity and pressure on public amenities. Concerns about densification/congestion.
11.	Beatrix Schreuders -	<ul style="list-style-type: none"> Outright Objection – no reasons provided.
12.	Pieter von Wielligh	<ul style="list-style-type: none"> Concerns about engineering infrastructure capacity and pressure on public and recreational amenities. Concerns about densification/congestion.
13.	Clive Norman	The initiative is supported.
14.	Ronald Van der Linde - Owner unit 65, Die Rand, Stellenbosch	<ul style="list-style-type: none"> Concerns about engineering infrastructure capacity and pressure on public and recreational amenities. Concerns about densification/congestion.
15.	Tamsin Hall - Owner of Die Rand Estate	<ul style="list-style-type: none"> Concerns about engineering infrastructure capacity and pressure on public and recreational amenities. Concerns about impact on property values.
16.	Jan Dreyer - Number 28 Die Rand	<ul style="list-style-type: none"> Concerns about noise pollution. Concerns about safety and security. Concerns about engineering infrastructure capacity and pressure on public and recreational amenities.
17.	Trustees of JJ Nel Trust - 35 Conde Street	<ul style="list-style-type: none"> Concerns about maintaining tranquillity in the area. Concerns about impact on property values.
18.	Tobia Swanepoel - Conde Street	<ul style="list-style-type: none"> Outright objection – no reasons provided.
19.	Rudolf Coetzee – No.73 Die Rand	<ul style="list-style-type: none"> Concerns about safety and security. Concerns about engineering infrastructure capacity.
20.	Anneke Fourie - 19 Dr Malan Street, La Colline	<ul style="list-style-type: none"> Concerns about engineering infrastructure capacity and pressure on public and recreational amenities. Concerns about impact on property values.
21.	Edwin Grace - erf 2708 and Prinspark 101, La Colline	<ul style="list-style-type: none"> Concerns about engineering infrastructure capacity and pressure on public and recreational amenities. Concerns about impact on property values.
22.	Caron Grace - erf 2708 and Prinspark 101, La Colline	<ul style="list-style-type: none"> Concerns about engineering infrastructure capacity and pressure on public and recreational amenities. Concerns about impact on property values.
23.	Grant Cox – Property Owner in the Neighbourhood	<ul style="list-style-type: none"> Outright Objection – no reasons provided.
24.	Derick Thiart – 4 Irene Park La Colline	<ul style="list-style-type: none"> Concerns about engineering infrastructure capacity.
25.	Hannelie de Beer - Property Owner in the Neighbourhood	<ul style="list-style-type: none"> Concerns about impact on property values.
26.	Tamsin Hall – Property Owner at Die Rand	<ul style="list-style-type: none"> Concerns about impact on investment in the areas. Concerns about the image of the area. Concerns about engineering infrastructure capacity and pressure on public amenities.
27.	Bertus Swanepoel –	<p>The initiative is fully supported.</p> <ul style="list-style-type: none"> Creation of vibrant integrated communities. Investment of profits made in this venture back into enhancing Social Housing. Catalyst for a new model of providing housing given the fast depleting government resources. Encourages "secure by design" principles to minimise future management and security issues.
28.	Marina Knox – Property Owner in Die Rand	<ul style="list-style-type: none"> Concerns about impact on property values. Concerns about engineering infrastructure capacity.
29.	De Wet Wessel – 3 Irene Park, La Colline	<p>The initiative is supported.</p> <ul style="list-style-type: none"> Exclusive targeting of a Social Housing development not optimal or sustainable. Advocates making portions of targeted land to private developers.

	PERSON / ENTITY	NATURE OF INPUT / COMMENT
30.	Robin Meeske – 95 Die Rand	The initiative is not supported. <ul style="list-style-type: none"> Concerns about environmental sensitivity of area. Concerns about densification/infill. Concerns about safety and security. Concerns about engineering infrastructure capacity. Concerns about impact on property values.
31.	Stacey Borland – 15 Die Rand	The initiative is not supported. <ul style="list-style-type: none"> Concerns about impact on property values.
32.	Stefanie Dippenaar – 6, 13, 18 & 23 Irene Park, and 18 Dr Malan Road La Colline	<ul style="list-style-type: none"> Concerns about engineering infrastructure capacity. Concerns about impact on property values.
33.	Craig Meyer - Property owner in Die Rand	<ul style="list-style-type: none"> Concerns about impact on investment in the area. Concerns about densification/congestion.
34.	GA Musila – Property Owner in La Colline	The initiative is supported, but elsewhere. <ul style="list-style-type: none"> Concerns about densification/congestion. Concerns about engineering infrastructure capacity.
35.	Wilhelm Esterhuizen, John Havemann and Marike Bolz – Owners in the La Colline Neighbourhood	The initiative is supported. <ul style="list-style-type: none"> Concerns about non-adherence with Legislation on Publication of Public Participation notices. Concerns about the entity appointed by SHRA to conduct Feasibility on the RZ. Encourages utilisation of local skills, training and capacitation. Suggestions have been made on density and development parameters and the vetting of tenants.
36.	Amelia Jovanovic – Property Owner in La Colline	The initiative is not supported. <ul style="list-style-type: none"> Concerns about densification/congestion. Concerns about crime. Concerns about noise pollution. Concerns about safety and security. Concerns about engineering infrastructure capacity and pressure on public amenities.
37.	Jacobus Jonker – Erf 2675 & 2707	<ul style="list-style-type: none"> Concerns about engineering infrastructure. Concerns about impact on property values. Concerns on the number of storeys/floors.
38.	J Do Amaral – 3 La Colline Street	The initiative is not supported. <ul style="list-style-type: none"> Concerns about engineering infrastructure. Concerns about safety and security. Concerns about municipal services. Concerns about impact on property values. Concerns about crime.
39.	Tony Edwards – Resident of Die Rand	The initiative is not supported. <ul style="list-style-type: none"> Concerns about densification/congestion. Concerns about crime. Concerns about engineering infrastructure and pressure on public amenities. Concerns about impact on property values.
40.	LJ Voster	The initiative is not supported, no reasons provided.
41.	William Stafford – 22 Tobruck Park Road, La Colline	The initiative is not supported. <ul style="list-style-type: none"> Concerns about engineering infrastructure and pressure on public amenities and natural environment.

	PERSON / ENTITY	NATURE OF INPUT / COMMENT
42.	SE van Wyk – Erf Lacol 2651 0001	The initiative is not supported. <ul style="list-style-type: none"> Concerns about engineering infrastructure and pressure on public amenities and natural environment. Concerns about lack of detail on the notice published.
43.	Ezabie van Wyk - 2 Dan Pienaar Street	The initiative is not supported. <ul style="list-style-type: none"> Misinterpretation of Public Participation Process. Concerns about engineering infrastructure. Concerns about noise pollution. Concerns about buildings height. Concerns about natural species and environment. Concerns about impact on property values.
44	Celia Thiar – 4 Irene Park	<ul style="list-style-type: none"> Concerns about engineering infrastructure and public amenities. Concerns about densification/congestion.
45.	P. du Preez	The initiative is not supported. <ul style="list-style-type: none"> Concern about lack of information provided.
46.	Janet Baxter – Erf 2714, La Colline	The initiative is supported. <ul style="list-style-type: none"> Misinterpretation of Public Participation Process. Concerns about buildings height. Concerns about engineering infrastructure and public amenities. Concerns about impact on property values.
47	Emma de Villiers – Property Owner at Mount Simon	<ul style="list-style-type: none"> Concerns about impact on property values.
48.	Kurt Malgas – Co-owner of Erf 2662	The initiative is not supported. <ul style="list-style-type: none"> Misinterpretation of Public Participation Process. Concerns about engineering infrastructure capacity. Concerns about natural environment. Concerns about impact on property values.
49.	Willem Prinsloo	The initiative is supported. <ul style="list-style-type: none"> Concerns about location of the proposed initiative. Concerns about length of time provided for public input.
50.	Die Trippel B Familie Trust – 2 Olienhout Street	The initiative is not supported. <ul style="list-style-type: none"> Concerns about crime. Concerns about impact on property values.
51.	Helena B Brand – Erf 8361, Stellenbosch	The initiative is not supported. <ul style="list-style-type: none"> Concerns about crime. Concerns about impact on property values.
52.	Carmen Petersen – 135 Die Rand	<ul style="list-style-type: none"> Concerns about capacity of public amenities (schools and recreational facilities). Concerns about buildings height. Concerns about engineering infrastructure capacity. Concerns about building maintenance in Social Housing estates. Concerns about densification/congestion. Concerns about impact on property values.
53.	E A & K Stadler - Erf Lacol 8377 00001,	The initiative is not supported. <ul style="list-style-type: none"> Concerns about engineering infrastructure capacity. Concerns about impact on property values.
54.	Geoff Smith – Erf 2715 & 2716 La Colline	The initiative is not supported. <ul style="list-style-type: none"> Concerns about engineering infrastructure capacity. Concerns about capacity of public amenities (schools).

	PERSON / ENTITY	NATURE OF INPUT / COMMENT
55.	Elize Mostert - erf 2654, Stellenbosch	<ul style="list-style-type: none"> Concerns about engineering infrastructure capacity. Concerns about impact on property values. Concerns about the height of buildings.
56.	Kim and Pieter Avenant – Erf 2669, Stellenbosch	<p>The initiative is not supported.</p> <ul style="list-style-type: none"> Concerns about engineering infrastructure capacity. Concerns about safety. Concerns about impact on property values. Concerns about the height of buildings.
57.	Stellenbosch Backyard Dwellers Forum (SBYDF)	<ul style="list-style-type: none"> Misinterpretation of Social Housing. Concerns about the value SHIs and/or ODAs will have on the initiative. Concerns about the budget allocated for the initiative. Concerns about the number of backyarders households that will benefit from the scheme. Concerns about the scheme turning out to be for student accommodation.
58.	Jannes Strydom - 17 Irene Park, La Colline	<p>The initiative is not supported.</p> <ul style="list-style-type: none"> Concerns about engineering infrastructure capacity. Concerns about capacity of public amenities. Misinterpretation of Public Participation Process.
59.	Stellenbosch Interest Group	<p>The initiative is supported.</p> <ul style="list-style-type: none"> Encourages an integrated scheme (small businesses, crèches, leisure facilities etc.). Encourages limited densification. Concerns about height of buildings. Concerns about engineering infrastructure capacity. Concerns about capacity of public amenities. Encourages a variety of housing types. Encourages the creation of attractive neighborhoods.
60.	Cavan Smith – Resident in La Colline	<p>The initiative is not supported.</p> <ul style="list-style-type: none"> Concerns about densification/congestion. Concerns about engineering infrastructure capacity. Concerns about crime. Concerns about impact on property values.
61.	Robyn Locke	<p>The initiative is not supported.</p> <ul style="list-style-type: none"> Concerns about crime.
62.	Sinja Wessel – 2 Paul Roos Street, La Colline	<p>The initiative is supported.</p> <ul style="list-style-type: none"> Concerns about the development turning into a slum. Encourages infill development. Encourages integration with market driven development. Misinterpretation of Public Participation Process.
63.	Izette Mostert – Bergendal Complex, La Colline	<p>The initiative is not supported.</p> <ul style="list-style-type: none"> Concerns about capacity of public amenities. Concerns about engineering infrastructure capacity.
64.	CAW Schumann – 27 Conde Street	<p>The initiative is not supported.</p> <ul style="list-style-type: none"> Municipality must find an alternative location.
65.	Laerskool A.F. Louw Governing Body	<ul style="list-style-type: none"> Concerns about capacity of public amenities (schools). Concerns about engineering infrastructure capacity. Concerns about safety and security.
66.	Resident at Irene Park, La Colline	<ul style="list-style-type: none"> Misinterpretation of Public Participation Process. Concerns about engineering infrastructure capacity. Concerns about noise pollution. Concerns about impact on property values.
67.	Cllr DA Hendrickse	<ul style="list-style-type: none"> Concerns about non-adherence with legislation on publication of public participation notices.
68.	Dr Marieanna C Le Roux	<ul style="list-style-type: none"> Concerns about the already high density in the area Request all professional studies undertaken thus far.

SWOT analysis of the different development proposals

After carefully considering the various constraints and opportunities that each of these sites comprise of, with regards to development options/opportunities, infrastructure capacity, accessibility, location and integration of neighbourhoods, a SWOT analysis was done in table below:

SWOT ANALYSIS	SITES		
	Lapland (Remainder of Erf 2149)	Teen-die-bult (Farm 180)	Erven 81/2 and 81/9, Stellenbosch
STRENGTHS	<ul style="list-style-type: none"> Ideal location 	<ul style="list-style-type: none"> Proposed design mitigates cost of earthworks 	<ul style="list-style-type: none"> Site has direct access from the R304
	<ul style="list-style-type: none"> Responsive demand 	<ul style="list-style-type: none"> Proposed design capitalises on surrounding cityscape 	<ul style="list-style-type: none"> Site is centrally located between the Kayamandi and Cloetesville communities and within walking distance to Stellenbosch CBD
	<ul style="list-style-type: none"> Densification of existing Lap Land flats 	<ul style="list-style-type: none"> Ideal location 	<ul style="list-style-type: none"> Walking distance to Du Toit Railway station
	<ul style="list-style-type: none"> Optimal land use 	<ul style="list-style-type: none"> Optimal land use 	<ul style="list-style-type: none"> Integration of neighbourhoods
	<ul style="list-style-type: none"> Lowest development cost 	<ul style="list-style-type: none"> Responsive demand 	<ul style="list-style-type: none"> Greenfield project
	<ul style="list-style-type: none"> Highest yield 	<ul style="list-style-type: none"> Development poses minimal disturbance to surrounding area 	
	<ul style="list-style-type: none"> Availability of bulk services (due to existing Lap land flats) 		
WEAKNESS	<ul style="list-style-type: none"> Rental collection from existing residents 	<ul style="list-style-type: none"> Bulk services availability 	<ul style="list-style-type: none"> type of erf shape reduces the developable area significantly
	<ul style="list-style-type: none"> Required tenant rightsizing 	<ul style="list-style-type: none"> More earthworks required than other sites 	<ul style="list-style-type: none"> a significant portion of the property is situated south of the bridge over the railway line and this area is not suitable for development
	<ul style="list-style-type: none"> Disturbance to existing residents 	<ul style="list-style-type: none"> Rezoning and site title survey required 	
OPPORTUNITIES	<ul style="list-style-type: none"> Alleviate housing backlog 	<ul style="list-style-type: none"> Alleviate housing backlog 	<ul style="list-style-type: none"> adequate access to economic opportunities
	<ul style="list-style-type: none"> Social restructuring 	<ul style="list-style-type: none"> Relocate marginalised communities closer to town center 	<ul style="list-style-type: none"> efficient public transport access
	<ul style="list-style-type: none"> 96 bachelor units 128 1 bedroom units 480 2 bedroom units (186du/ha) 	<ul style="list-style-type: none"> 350 1 bedroom units and 280 2 bedroom units (180du/ha) 	<ul style="list-style-type: none"> maximum possibilities for pedestrian movement
THREATS	<ul style="list-style-type: none"> Community resistance to proposal 	<ul style="list-style-type: none"> Community resistance to proposal 	<ul style="list-style-type: none"> Size and shape of the property could restrict the amount of opportunities
			<ul style="list-style-type: none"> The location of the existing stormwater pipeline could have negative effect on the propose concept layout.
			<ul style="list-style-type: none"> Noise from vehicles from the main road
			<ul style="list-style-type: none"> Visual impact at entrance of the town
			<ul style="list-style-type: none"> Limited resistance proposal/s

6.3 Financial implications

There are no financial implications for the municipality.

6.4 Legal Implications

The recommendations contained in this report comply with Council's policies and relevant legislation.

6.5 Staff Implications

None

6.6 Previous / Relevant Council Resolutions

RECOMMENDATIONS FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2020-03-20: ITEM 7.4.2

- (a) that the land in question, remainder of Erf 2149, Stellenbosch (Lapland flats), Remainder of Farm 180 (open spaces near Teen-die-Bult flats) and Erf 81/2 and Erf 81/9 Stellenbosch, be identified as land parcels **not needed for the municipality's own use** during the period for which the right is to be granted;
- (b) that Council, **in principle**, approve the Municipality's entering into **Land Availability Agreements** with SHIs and ODAs successful in the Public Competitive Process (with SHIs and ODAs successful in the Public Competitive Process in terms of Regulation 34(1) (b) of the Asset Transfer Regulation (ATR), read with paragraph 9.2.2.1 (I) of the Policy on the Management of Council owned property, subject to the following conditions:
 - (i) that **Council's intention** so to act, i.e. the awarding of rights on a private treaty agreement basis, **be advertised** for public comments;
 - (ii) that, simultaneously, the **public participation** process envisaged in Regulation 35 of the ATR **be followed**;
 - (iii) that Lease Agreement be concluded, based on a **40 year term** based on applicable tariffs;
 - (iv) that the Lease Agreement provide for **review/revision**, should the need arise for further development/redevelopment of the area; and
- (c) that, following the public participation process referred to above, a report be submitted to Council in order for Council to give a mandate to the Administration to proceed with the Public Competitive Process that will result in the awarding of the long-term use rights.

35TH COUNCIL MEETING: 2020-02-26: ITEM 11.4.1

RESOLVED (majority vote)

- (a) that the progress report be noted;
- (b) that Council approves in principle the development proposal as set out in the draft feasibility study;
- (c) that the Municipal Manager is authorised to undertake a process towards entering into Land Availability Agreements with competent Social Housing Institutions (SHIs) or Other Development Agencies (ODAs);
- (d) that a Smart Partnership and a Land Availability Agreement be entered into with the successful accredited Social Housing Institution (SHI) or Other Development Agency (ODA); and
- (e) that the proposed base criteria which need to be met by a viable Social Housing Institution, be noted.

The following Councillors requested that their votes of dissent be minuted:

FT Bangani-Menziwa (Ms); DA Hendrickse; N Mananga-Gugushe (Ms); C Moses (Ms); N Sinkinya (Ms); P Sitshoti (Ms) and LL Stander.

34TH COUNCIL MEETING: 2020-01-29: ITEM 11.4.2**RESOLVED** (majority vote with abstentions)

- (a) that Council approves in principle the development proposal of the 3 precincts namely Lap Land, La Colline, Teen-die-Bult as set out in the draft feasibility studies;
- (b) that the Municipal Manager is authorised to undertake a process towards entering into Land Availability Agreements with competent Social Housing Institutions (SHIs) or Other Development Agencies (ODAs);
- (c) that a Smart Partnership and a Land Availability Agreement be entered into with the successful accredited Social Housing Institution (SHI) or Other Development Agency (ODA); and
- (d) that the proposed base criteria which need to be met by a viable Social Housing Institution, be noted.

Councillors F Adams and DA Hendrickse requested that their votes of dissent be minuted.

6.7 Risk Implications

None

6.8 Comments from Senior Management

No comments were requested.

ANNEXURES:

Annexure A: Comments/inputs from the public

Annexure B: Agenda item that served before the Executive Mayor under delegated authority

Annexure C: Public notices

FOR FURTHER DETAILS CONTACT:

NAME	Lester van Stavel
POSITION	Manager: Housing Development
DIRECTORATE	PLANNING & ECONOMIC DEVELOPMENT
CONTACT NUMBERS	021-8088402
E-MAIL ADDRESS	Lester.Vanstavel@stellenbosch.gov.za
REPORT DATE	2020-06-29

ANNEXURE A



Michelle Moses

From: Emma Brown <Emma.Brown@westerncape.gov.za>
Sent: Saturday, June 20, 2020 10:20 AM
To: Ihs Admin
Subject: [EX] Development of Social Housing Estates

Mr Mfeya/ Mr Van Stavel

In response to the notice according to Section 21(A) indicating the plans to develop Erf 81/9 and Erf 81/2.

I have read the statement as published by Stellenbosch Municipality (not dated) and would like to formally comment on this document. However, although details are provided with regards to the development plans for the other two sites that are being planned in Stellenbosch as to what exactly the land would be used for, I do not seem to find any specifications for erf 81/2 and Erf 81/9. It is therefore unreasonable to expect public comments.

As home owners and residents of Mt Simon Estate, this will very clearly have a huge impact on us. We would need to understand the impact that these developments might have on our property value (resell or rental), especially seeing that it will directly border to our own home and also impact the entrance of our Estate (having to drive through the new development).

I am not sure when this was published (A friend sent this to me), but there is not much time to provide commenting and with this limited information, this makes it even more difficult.

I would appreciate your feedback and any information that would be relevant to this project.

Kind Regards

Emma de Villiers

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Michelle Moses

From: Tabiso Mfeya
Sent: Monday, June 22, 2020 12:03 PM
To: 'Emma Brown'
Cc: Ihs Admin; Lester Vanstavel
Subject: RE: Development of Social Housing Estates

Good day Madam

The area Erf 81/2 and Erf 81/9 reside in forms part of the Stellenbosch Municipality Restructuring Zones for Social Housing. The development intended by the Municipality on the property is a Social Housing development along the same principles as shown in the Presentation compiled for the other sites. I just want to add that what is depicted in the Presentation are Development Concepts that generally are implemented in Social Housing Developments and not the actual plans for the three areas targeted.

Detailed Site Developments proposed and actual designs for all the different sites will be submitted to the Municipality by Companies who are successful in the Competitive Bid Process. The Land Use Management Department will still provide the Stellenbosch Public with an opportunity to submit comments on the actual planned developments.

If more clarity is required, you may provide me with your telephone/ cell no. I will gladly give you a call.



Regards,

Tabiso Mfeya

C: +27 60 986 2044

Email:

Tabiso.Mfeya@ Stellenbosch.gov.za



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From: Ihs Admin
Sent: Monday, 22 June 2020 08:43
To: Tabiso Mfeya; Lester Vanstavel
Cc: 'Emma Brown'
Subject: RE: Development of Social Housing Estates

Good day,

See below e-mail received from Ms Brown for your attention.



Kind regards,

On behalf of

Lester van Stavel

Manager: Housing Development

Department: Integrated Human
Settlements

Directorate: Planning & Economic
Development

T: +27 21 808 8462 | F: +27 21 887 6167

Oude Bloemhof Building, 3rd Floor,
Plein Street, Stellenbosch, 7600

www.stellenbosch.gov.za



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From: Emma Brown [<mailto:Emma.Brown@westerncape.gov.za>]

Sent: Saturday, June 20, 2020 10:20 AM

To: Ihs Admin

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I would appreciate your feedback and any information that would be relevant to this project.

Kind Regards

Emma de Villiers

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Michelle Moses

From: Emma Brown <Emma.Brown@westerncape.gov.za>
Sent: Monday, June 22, 2020 12:35 PM
To: Tabiso Mfeya
Cc: Ihs Admin; Lester Vanstavel
Subject: [EX] RE: Development of Social Housing Estates

Good day Mr Mfeya

I greatly appreciate your quick response. I would prefer that all communication is in writing as I would need to share feedback with other parties.

I will however come back to you for more information where required.

Kind Regards

Emma de Villiers

From: Tabiso Mfeya [mailto:Tabiso.Mfeya@ Stellenbosch.gov.za]
Sent: Monday, June 22, 2020 12:03 PM
To: Emma Brown
Cc: Ihs Admin; Lester Vanstavel
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Regards,

Tabiso Mfeya

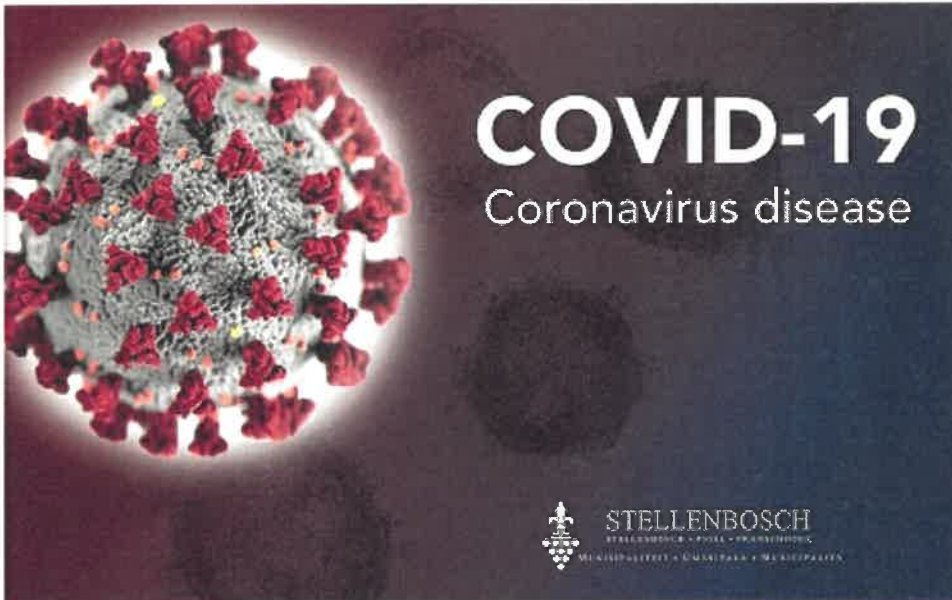
C: +27 60 986 2044

Email:

Tabiso.Mfeya@Stellenbosch.gov.za



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Visit the dedicated COVID-19 page on our municipal website for information on this disease:
<https://www.stellenbosch.gov.za/documents/general/>

For official COVID-19 advice, updates and queries:

- National Hotline 0800 029 999
- Provincial Hotline 021 9284102
- WhatsApp 0600 123 456

Stay alert, stay updated and stay safe.



STELLENBOSCH
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 MUNISIPALITEIT • GEMEENTE • MUNICIPALITY



About Stellenbosch Municipality

Our mission is to deliver cost-effective services that will provide the most enabling environment for civil and corporate citizens. Our head office is at Town House Complex, Plein Street, Stellenbosch, 7600, South Africa. For more information about Stellenbosch Municipality, please call +2721-808-8111, or visit www.stellenbosch.gov.za



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The information contained in this communication from tabiso.mfeya@stellenbosch.gov.za sent at 2020-06-22 12:03:19 is confidential and may be legally privileged. It is intended solely for use by emma.brown@westerncape.gov.za and others authorized to receive it. If you are not emma.brown@westerncape.gov.za you are hereby notified that any disclosure, copying, distribution or taking action in reliance of the contents of this information is strictly prohibited and may be unlawful. Powered by [IOCO](#)

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On behalf of

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Manager: Housing Development

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Settlements

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Development**

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Michelle Moses

From: Emil Schoeman <emilschoeman77@gmail.com>
Sent: Wednesday, June 24, 2020 9:49 AM
To: Ihs Admin
Cc: Schoeman, Leana
Subject: [EX] Proposed lowcost housing in La-Colline

Attention: Mr. Lester van Stavel

Good day.

I am a home owner in La Colline, Stellenbosch. It was with dismay that we heard of the proposed building of low cost housing, in our open spaces. We strongly object to these building plans due to the lack of transparency and information.

We ask that you personally invite all Home-owners and tenants to an in depth meeting before any further planning are entered into.

Regards
E.Schoeman
0829540809

PS. Please acknowledge receipt of this email.



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Michelle Moses

From: Joana du Toit <joana.dutoit@gmail.com>
Sent: Wednesday, June 24, 2020 4:31 PM
To: Ihs Admin
Subject: [EX] La Colline

Beste meneer Van Stavel

Vandeesweek het ek per toeval gehoor van enorme ontwikkelings wat in La Colline (Wyk 10) beplan word. Ek verstaan die oogmerk is om behuising vir 'n paar duisend mense te verskaf.

Dat so-iets in die reeds beknopte omgewing van La Colline beplan word, gaan my verstand te bowe. Ek maak dus ten sterkste beswaar daarteen. Ek maak ook beswaar teen die ondeursigtige hantering van die aangeleentheid gedurende grendeltyd. Ek as huiseienaar het volledige inligting nodig via verslae van verskeie professionele studies om 'n ingeligte besluit te kan neem.

Hiermee dus my voorlopige absolute teenkanting.

Die uwe

Joana du Toit
Erf: 8379
Condéstraat 11

Michelle Moses

From: Schoeman, Leana <LSchoeman@distell.co.za>
Sent: Wednesday, June 24, 2020 10:12 AM
To: Ihs Admin
Subject: [EX] Proposed low-cost housing - La-Colline

ATT : MR LESTER VAN STAVEL

Good day sir

As a home owner in La Colline, I would request a hold on the proposed low-cost housing development until suitable information is communicated.

Please arrange an info session with all relevant parties involved.

Looking forward to your reply / comments.

Thank you, regards



LEANA SCHOEMAN | LEGAL ASSISTANT



lschoeman@distell.co.za



www.distell.co.za



Distell Ltd, Aan-de-Wagen Road, Stellenbosch, South Africa



+27 (0)21 809 8121

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Michelle Moses

From: Tomás Azevedo <tomas.de.azevedo@gmail.com>
Sent: Tuesday, June 23, 2020 6:48 PM
To: Ihs Admin
Cc: Charl Duminy
Subject: [EX] Public Participation Process: Social Housing Estates (Stellenbosch Municipality)
Attachments: AzevedoDuminy_PublicParticipationProcess.pdf

Good day,

Please find attached a submission in terms of the ongoing public participation process regarding the Social Housing Estates in Stellenbosch Municipality.

Best regards,

Tomás Azevedo & Charl H. Duminy

TOMÁS AZEVEDO & CHARL H. DUMINY

Stellenbosch, June 23, 2020
Sent via email

Stellenbosch Municipality
Social Housing: Project Manager
Mr Tabiso Mfeya / Lester van Stavel
ih.admin@ Stellenbosch.gov.za

PUBLIC PARTICIPATION PROCESS IN RELATION TO ENTERING INTO LAND AVAILABILITY AGREEMENTS WITH SOCIAL HOUSING INSTITUTIONS (SHIs) AND/OR OTHER DEVELOPMENT AGENCIES (ODAs) FOR THE DEVELOPMENT AND MANAGEMENT OF SOCIAL HOUSING ESTATES WITHIN STELLENBOSCH MUNICIPALITY

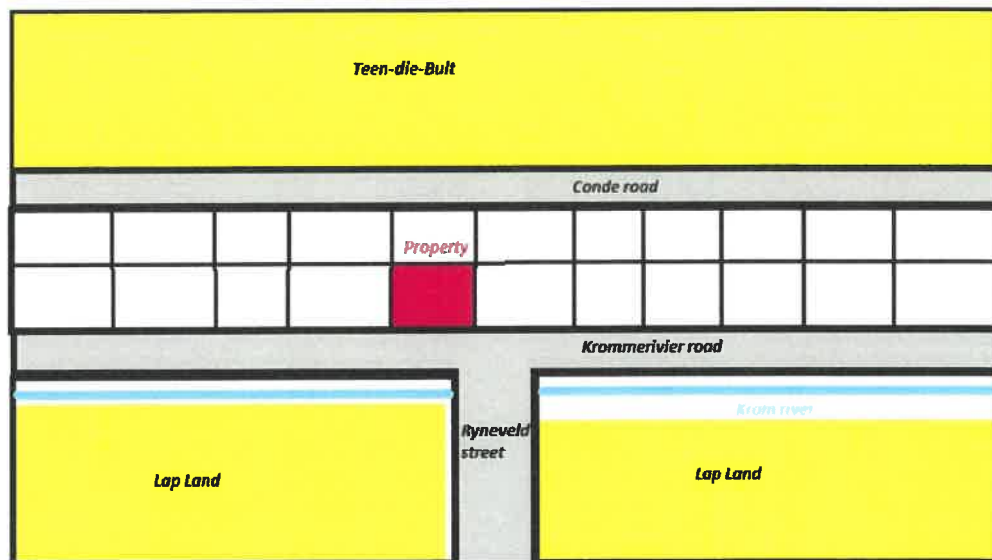
TOMÁS VAN ASCH DE AZEVEDO and CHARL HENRI DUMINY, the owners of a residential property located on Krommerivier road, number 30A, Stellenbosch, Erf 10829 (henceforth "Property"),

Having taken notice of the aforementioned ongoing public participation process in relation to the development of a Social Housing Programme in the city of Stellenbosch, as described in the Information Statement released by the Municipality (henceforth "Programme"),

Hereby submit their comment, in the form prescribed in number 3.4 of the Information Statement, in the following terms:

1. It is noted that two main proposed development areas are the existing buildings and surrounding land at "Lap Land" and the slope/inclined land at "Teen-die-Bult";
2. These two proposed development areas are separated from each other by the small river Krom and its banks, by Krommerivier road, by two rows of a number of mostly single-family homes, including the Property, and by Conde road, as shown in the diagram below (not to scale):

TOMÁS AZEVEDO & CHARL H. DUMINY



3. A first obvious conclusion can be drawn from the representation of this diagram: the proposed redevelopment of "Lap Land" and "Teen-die-Bult" into high-density concepts of up to 8 stories high, will leave the many properties between Conde and Krommerivier as an "island" of single-family houses surrounded by high-rise blocks;
4. In fact, the density of "Lap Land", currently comprised of three high-rise buildings, but surrounded by enough land to accommodate parking and outside areas, including playgrounds, is expected to double, at the expense of such parking and outside areas;
5. This, in itself, might be problematic, as parking and traffic in the neighbourhood is already very intense, given that these streets are used by hundreds of people, daily, as a bypass to Bird street. A doubling of the residents of Lap Land will certainly increase the traffic and parking pressure on these streets;
6. And the steep reduction in the playground is not adequately remedied by the alternative playgrounds (two of which are impractical to reach by foot, because of the very steep incline), considering the increase in the number of children in the area post-development;
7. And it might cause the children of "Lap Land", deprived of their playgrounds, to find alternative play areas on the streets, thereby further increasing the risk of road accidents and being victims of crime;

TOMÁS AZEVEDO & CHARL H. DUMINY

8. Adding to the already high traffic pressure on Krommerivier and Ryneveld, an increase in the population density of "Teen-die-Bult" will also, necessarily, result in an increased pressure on these streets, since Ryneveld will inevitably be the primary path to the downtown;
9. The added volume of traffic on an already overloaded Krommerivier and Ryneveld, risk replicating the congestion at Jan Celliers and even Bird street, including the hazardous entering and exiting of driveways (already a problem);
10. Regardless of whether a "foot path" linking "Teen-die-Bult" with Ryneveld street is planned (more on that later), it seems inevitable that Ryneveld street will become even further congested;
11. Given the type of buildings proposed – three additional 8-story buildings at "Lap Land" and a sizeable, also 8-story building at "Teen-die-Bult" – it also raises the issue of whether the volume and dimensions are according to the zoning requirements of those areas, which cannot be brushed aside even if the promoter is the Municipality, in pursuit of a general concept of public interest;
12. Adapting or changing those zoning requirements is an entirely different process which cannot be ignored; the issue of whether or not the Social Housing Estate Programme is exempt from these rules is a matter for grave concern;
13. It would appear contradictory to impose on private citizens zoning requirements which the Municipality does not itself abide by in its projects, therefore yielding the anomaly of having single-family homes surrounded or "sandwiched in" by very large apartment buildings on both sides;
14. If the zoning of both "Lap Land" and "Teen-die-Bult" allows for the development of high-rise blocks, so must the "sandwiched" area in-between, in order to provide for a logical and cohesive urban development zone, and in order to give current private owners the clarity they need regarding the future of those homes;
15. **The Programme causes, therefore, a general concern over zoning requirements, traffic, congestion, parking and playgrounds in the affected areas;**
16. Furthermore, as it will make all the properties between Krommerivier and Conde essentially an "island" of market-priced properties in a "sea" of Social Housing Estates, the Programme will most certainly affect the values of those properties;

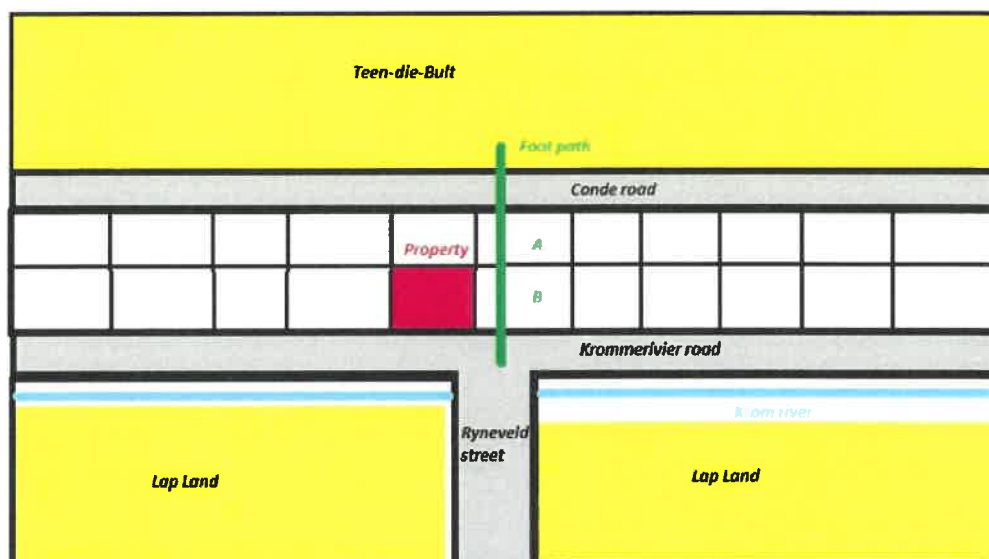
TOMÁS AZEVEDO & CHARL H. DUMINY

17. Without challenging the need for social housing in Stellenbosch, it seems odd that a few families which have invested their savings and, in many cases, are paying off mortgages (as is the case of the Owners), should have their investments affected by the Municipality where they chose to live and/or invest in;
18. The Owners strongly reject the notion that their investments can become “collateral damage” by the consequences that the Programme might have on the values of the few remaining privately-held Erfs “sandwiched in” between the two proposed intervention zones;
- 19. In so far as the legitimate interests of these directly affected owners are ignored, it causes a specific and serious concern over the impact on those directly affected;**
20. It should also be mentioned that, a steep decline in the value of those properties, such as the one this Programme is susceptible to create, might cause some of those mortgages to be worth more than the value of the collateral: meaning that the Municipality might, of its own initiative and decision, cause economic and financial hardship, including the loss of a family home, to some of its residents;
21. Should the Municipality’s Programme cause some families to default on their mortgages (because of a loss of tenant or lowering of the rental yield as a result of becoming an “island” in the middle of Social Housing Estates), this action might cause significant financial hardship and even foreclosure;
22. That sort of negative, but very real, potential consequences, are alarming residents of Krommerivier and Conde and, should the Programme have received more widespread publicity, this issue would have certainly been raised by many other interested parties;
23. Whereas the Programme briefly explains its financial implications on the Municipality (numbers 3.2.2 to 3.2.4 of the Information Statement) it ignores the financial implications to other relevant stakeholders, such as neighbours and other owners in the proposed interventions areas;
24. Therefore; whilst the financial results of the Programme seem to be overwhelmingly positive, that is because they totally ignore the costs and losses that other people will incur: for the Municipality, it might seem like an entirely

TOMÁS AZEVEDO & CHARL H. DUMINY

virtuous project with “no losers”, but the reality – as is often the case – is more complicated;

25. The costs and losses incurred by owners in the vicinity of the Programme, namely in the “island” created between Krommerivier and Conde, should be accounted for in the overall evaluation of its feasibility;
26. Therefore, the Owners submit that an independent economic impact assessment study be made, which should serve as a basis for compensation for losses incurred, including in terms of property values and rental incomes;
27. Furthermore, there is the issue of the “non-motorized traffic route”, or Foot path, that is proposed to connect “Teen-die-Bult” to the intersection of Krommerivier and Ryneveld streets, as shown in the diagram below:



28. The creation of this Foot path will necessarily require the expropriation of owners, presumably those marked “A” and “B” on the diagram, in order to align the path with Ryneveld street, but perhaps others, maybe even including the Property, since it is in close proximity to the opposite corner of Krommerivier and Ryneveld;
29. However, the costs of such expropriations do not seem to be provided for in the Programme, which rests on the incorrect assumption that all the land required for its implementation is already in the public domain (whether owned by the Municipality itself or the National Department of Public Works);

TOMÁS AZEVEDO & CHARL H. DUMINY

30. Seeing as it will be impossible to build the proposed Foot path without expropriation on Krommerivier and Conde, the Owners are concerned that it is currently unclear what the overall dimensions of this necessary expropriation might be, meaning, *who exactly will be affected by the need for expropriation*;
31. And, of course, the issue of the costs of the expropriation does not seem to be included in the financial analysis presented as an appendix to the Information Statement, rendering it incomplete in an essential aspect;
32. **The Programme causes a specific concern regarding the expropriation of privately-owned land for the creation of the foot path which requires rapid clarification.**

Based on the aforementioned aspects, the Owners make the following statements, submissions and conclusions:

- A. The Programme causes a general concern over zoning, traffic, congestion, parking and playgrounds in the intervened areas;**
- B. The Programme causes a specific and serious concern over the impact on those directly affected, particularly the “sandwiched in” owners which would result in an undesirable urban anomaly;**
- C. The Owners submit that an independent economic impact assessment study be made, to serve as a basis for compensation for losses incurred, including in terms of property values and rental incomes;**
- D. The Programme causes a specific concern regarding the expropriation of privately-owned land for the creation of the foot path, which requires rapid clarification as to who exactly will be affected by the need for expropriation.**

The Owners,

Tomás Azevedo & Charl H. Duminy



Michelle Moses

From: Johene Van Wyk <johene.loleta@gmail.com>
Sent: Wednesday, June 24, 2020 5:19 PM
To: Ihs Admin
Subject: [EX] Behuising in La Colline area

Hi hiermee wil ek JB EN JL van Wyk woonagtig in Condestraat 21 net meer inligting wil he rakende die behuising wat hier opgerig wil word. Ons as inwoners het dit sopas gehoor en die tyd is veels te min om wyse besluite te neem. Die area is klaar so bevolk en ons as belasting betalers het alreeds oneindige probleme.

Dringende aandag sal eers moet gegee word voor sulke besluite geneem kan word.

Dankie byvoorbaart.

JB&JL van Wyk

Michelle Moses

From: Nicol Geldenhuys <nicogel@adept.co.za>
Sent: Thursday, June 25, 2020 3:24 AM
To: Ihs Admin
Subject: [EX] RE: Beswaar teen ontwikkeling

Importance: High

Wie dit mag aangaan

Hiermee maak ons die volgende inwoners van Condestraat teen sterkste beswaar teen die beoogde ontwikkeling van "Teen die Bult" en Lapland Flats".

Nicol Geldenhuys – Condestraat 35
Herman de Koker – Condestraat 37 (geen epos fasiliteit)

Die uwe

Geteken NJ Geldenhuys
Geteken TH de Koker

Michelle Moses

From: Dirk Schreuder <schreuder.dirk@gmail.com>
Sent: Thursday, June 25, 2020 9:19 AM
To: Ihs Admin
Subject: [EX] Fwd: Objection to Social Housing Program proposed Development - Teen-die-Bult flats (Farm 180& Erf 2728)

For Attention – Mr Tabiso Mfeya and Mr Lester van Stavel

This letter is in response to the project: INFORMATION STATEMENT IN RELATION TO ENTERING INTO LAND AVAILABILITY AGREEMENTS WITH SOCIAL HOUSING INSTITUTIONS (SHIs) OR OTHER DEVELOPMENT AGENCIES (ODA's) FOR THE DEVELOPMENT AND MANAGEMENT OF SOCIAL HOUSING ESTATES WITHIN STELLENBOSCH MUNICIPALITY. Contract: SHRA/RFP/SDT/201920

I am the owner of **ERF 2657 (nr 2 Dan Pienaar Street)** which will be directly adjacent to the proposed 8 story flat. I have some concerns regarding the development of the Social Housing in Stellenbosch, specifically the area marked as the "Teen-die Bult (open space)" [Farm 180 & Erf 2728] in La Colline.

- **Insufficient Information** contained in the information pack - such that it leaves many questions on the details of the proposed development. Specifically upgrades to roads, sewage, water supply etc to accommodate this massive impact on La Colline, which is already stretched beyond capacity at times. Also no information on timelines for this process, when public participation will be formalised etc
- **Traffic** in the area, especially on La Colline road, is already a problem and adding an entire block of flats will make it much worse. Those living in La Colline, Die Rand and Irene Park have to use the La Colline road to reach their property, there is no alternative. Therefore, everyone living on La Colline Street, Dr Malan Street, Dan Pienaar and Paul Roos Street will be affected by the extra number of drivers that will need to use the road to get to the new block of flats. The units you are planning to erect have a total of 630 bedrooms (of which 280 are 2 bedroom units), which will result in the addition of at least 300 cars. This will place unbearable pressure on traffic in the area which is already severely congested
- **The effect such development will have on my property value.** La Colline falls into the medium income groups. Over the years we, the collective of owners, have made an effort to update and beautify our homes and thus the value of their property and make it safe for the children in the area. However, if our area becomes known as an area with low cost housing for families this would no doubt impact negatively on our property.

In conclusion, the development of social housing on Farm 180 & Erf 2728 is affecting me and my property negatively. I will request hereby ask that you reconsider the entire project, most notably to reduce the number of people to be introduced into the area as I cannot see any way by which this could be sustainable and tenable for those living in the area.

Sincerely

Dirk Schreuder

25/06/2020

Michelle Moses

From: Dirk Schreuder <schreuder.dirk@gmail.com>
Sent: Thursday, June 25, 2020 9:39 AM
To: Ihs Admin
Subject: [EX] Objection to Social Housing Program proposed Development - Teen-die-Bult flats (Farm 180& Erf 2728)

Please ignore of the below has been sent already

For Attention – Mr Tabiso Mfeya and Mr Lester van Stavel

This letter is in response to the project: INFORMATION STATEMENT IN RELATION TO ENTERING INTO LAND AVAILABILITY AGREEMENTS WITH SOCIAL HOUSING INSTITUTIONS (SHIs) OR OTHER DEVELOPMENT AGENCIES (ODA's) FOR THE DEVELOPMENT AND MANAGEMENT OF SOCIAL HOUSING ESTATES WITHIN STELLENBOSCH MUNICIPALITY. Contract: SHRA/RFP/SDT/201920

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In conclusion, the development of social housing on Farm 180 & Erf 2728 is affecting me and my property negatively. I will request hereby ask that you reconsider the entire project, most notably to reduce the number of people to be introduced into the area as I cannot see any way by which this could be sustainable and tenable for those living in the area.

Sincerely

Dirk Schreuder

25/06/2020

Michelle Moses

From: Stiaan Smit <stiaansmit@gmail.com>
Sent: Thursday, June 25, 2020 12:24 PM
To: Ihs Admin
Subject: [EX] Objection to Notice

Date: 25 June 2020.

Good day

In response to the notice:

"Entering into land availability agreements with social housing institutions (SHIs) and/or other development agencies (ODAs) for the development and management of social housing estates: Stellenbosch Municipality"

My response:

- Important information is not present in this document, which makes commenting and participation impossible
- The short notice is not sufficient for stakeholders to comment or participate in a constructive manner.
- The timing during this Covid-19 pandemic and the national lockdown restrains commenting, participation and professional consultation by and with stakeholders

I therefore object to the aforementioned notice.

As a stakeholder, there will be commenting and participation from my side down the line, however, as pointed out above, the date of 29 June is not realistic and the information provided is not sufficient for commenting or participation by stakeholders.

I further request that the municipality make an effort to consult with stakeholders and improve the way in which they collaborate and communicate matters like these.

Please feel free to contact me if there are any ambiguities in my objection as laid out above.

Regards
Stiaan

Michelle Moses

From: marelize@wynlandproperties.co.za
Sent: Thursday, June 25, 2020 12:32 PM
To: Ihs Admin
Cc: lacollineneighbourhood@gmsil.com
Subject: [EX] Objection proposed development "Teen die Bult" remainder of farm 180, erf 81/2 and erf 81/9

Apologies my original email did not include my name and contact detail

sent from my phone

Marelize Smith

0826833228

Wynland Properties

----- Forwarded message -----

From: marelize <marelize@wynlandproperties.co.za>

Date: 25 Jun 2020 12:26

Subject: Objection proposed development "Teen die Bult" remainder of farm 180, erf 81/2 and erf 81/9

To:

ihs.admin@stellenbosch.gov.za,lacollineneighbourhood@gmail.com,marelize@wynlandproperties.co.za

Cc:

To whom it may concern

As co owner of erf 2715 and 2716 Stellenbosch I am objecting in the strongest possible terms to the proposed development in our area. La Colline is a unique neighbourhood and possibly the only true integrated (racially and economically) neighbourhood in Stellenbosch.

We luckily came across this proposed development on the municipal website even though we were promised to be kept in the loop officially during a neighbourhood committee meeting with the municipality in 2017. We would certainly like communications regarding this in future.

Traffic - La Colline road is already glogged up during extended peak hours. We are locked in and access to the main arterials Helshoogte Road, Bird Street and the R 44 is blocked during these hours.

Many Welgevonden residents also use La Colline road due to the existing traffic issues on the R 44 and Bird Street.

The road is narrow an inspection will show that the painted cycling path take up car space .One or the other can use it. It is a very steep hill and elderly or unwell residents will struggle to walk up it.

The assumption has to be that a percentage of the new blocks of flats occupants will own cars, and/or will need taxis to get to and from work.

There is one small primary school here and even if enlarged won't be able to accept many more pupils.

We have already given the town Die Rand, Prinspark, Berg en Dal and Quiver Tree density developments, to name a few in the area. There are many more.

My suggestion would be to focus your attention on the Adam Tas corridor (as suggested during a town hall meeting) , the site where the prison is currently, or Simonsberg Road where the Voortrekker Saal as well as existing municipal houses are situated.

Tobruk Park should be renovated and converted in line with the current amount of units there, and in line with the type and purpose of housing currently in the area.

I would appreciate acknowledgement of this email.

Kind regards





Michelle Moses

From: Beatrix Schreuders <beatrixschreuders@gmail.com>
Sent: Thursday, June 25, 2020 12:58 PM
To: Ihs Admin
Subject: [EX] Proposed development .

I, Beatrix Schreuders, Id 4402060050089, opposed to the proposed , new developed, close to La Colline in Stellenbosch .

Sent from my iPhone

Michelle Moses

From: Von Wielligh, SPJ, Prof [pvw@sun.ac.za] <PVW@sun.ac.za>
Sent: Thursday, June 25, 2020 1:02 PM
To: Ihs Admin
Subject: [EX] Objection to "Teen die Bult" development in La Colline

To whom it may concern

I would like to formally object to the proposed "Teen die Bult" development in La Colline.

The bases for the objection are as follows:

1. That La Colline is already a high-density residential area. In such areas, the availability of large recreational spaces is important for residents' wellbeing. The proposed development takes away one important such space. The recreational spaces that will be in place should the development go ahead are insufficient and not large enough.
2. Water pipes in La Colline already break frequently with the current population, leaving residents without water for hours. Adding an additional high-density residential development will put further pressure on the water supply system, which will exacerbate the existing problem.

Sincerely.

Pieter von Wielligh



The integrity and confidentiality of this email are governed by these terms. [Disclaimer](#)
Die integriteit en vertroulikheid van hierdie e-pos word deur die volgende bepalinge bereël. [Vrywaringsklousule](#)

Michelle Moses

From: Clive Norman <clivef.norman@gmail.com>
Sent: Thursday, June 25, 2020 1:09 PM
To: Ihs Admin
Subject: [EX] proposed development at the Bult, La Colline

Hi Thabiso and Lester,
I am happy with the development as long as you have done your homework.
Rather exciting.
Good luck
Lekker Bly
Clive Norman,

Michelle Moses

From: Ronald van der Linde <rvdlinde@elstorm.co.za>
Sent: Thursday, June 25, 2020 1:33 PM
To: Ihs Admin
Cc: Nina Hanekom | MPA Cape Winelands
Subject: [EX] Proposed development Teen die Bult La Colline

Afternoon,

We are advised that a proposed development at the Bult, La Colline is to be tabled for approval, in light of the proposed development we object to this proposed development as it will severely impact the traffic in our area, in an over populated suburb with high density the traffic at current levels is already above any sensible norm.

Regards
Ronald Van der Linde
Owner unit 65, Die Rand, Stellenbosch

Michelle Moses

From: Tamsin Hall <tamsin@thefirststep.co.za>
Sent: Thursday, June 25, 2020 2:19 PM
To: Nina Hanekom | MPA Cape Winelands; Ihs Admin
Subject: [EX] Re: FW: URGENT - Proposed development Teen die Bult La Colline

Please note I am an owner at Die Rand estate and would like my objection to development at the Bult, La Colline. I am not in favor of this construction going ahead as it will impact our property values, traffic and more.

Please advise if my objection has been submitted in the correct manner and to the correct department.

Tamsin Hall
148 Die Rand
La Colline
Stellenbosch

On Thu, Jun 25, 2020 at 11:40 AM Nina Hanekom | MPA Cape Winelands <nina@marite.co.za> wrote:

VERY URGENT NOTICE!

All Owners – Please take urgent note.

Please see attached documentation for your urgent attention.

It is regarding a proposed development at the Bult, La Colline and would have a significant impact on the area and traffic in the area. **Last date for comments is 29 June 2020**, that is tomorrow, please send your urgent comments / objection by tomorrow to ihs.admin@stellenbosch.gov.za as per underneath email.

It is impacting your home or investment in Die Rand, please react with your comments asap.

Vriendelike groete/ Kind Regards,

Nina Hanekom - Cape Winelands
Portefeulje Bestuurder / Portfolio Manager



Tel.: +27 (0)21 882 9061

Fax: +27 (0)21 882 9062

Email: nina@marite.co.za

Web: www.marite.co.za

1. **Plumber - Plumb Certain**
2. **Gates and fencing - Infinity**
3. **Electricity – Neusch**

Stefan 071 677 1951
Jeremy 078 949 3568
Nic 084 952 0630

From: marelize <marelize@wynlandproperties.co.za>

Sent: 25 June 2020 11:26 AM

To: Nina Hanekom | MPA Cape Winelands <nina@marite.co.za>; marelize@wynlandproperties.co.za; beatrice@jpstrust.co.za; mildred@jpstrust.co.za

Subject: URGENT - Proposed development Teen die Bult La Colline

Hallo julle soos bespreek lig asseblief Die Rand,Prinspark en Berg en Dal se eienaars dringend in.

Closing date for comments is 29 Junie en meer inligting beskikbaar by www.stellenbosch.gov.za

'n Groot faktor in my mening is die verkeer - ons is reeds teen spitsuur ingehok hierbo.

Epos adres vir objeksie ihs.admin@stellenbosch.gov.za

Kind regards

Marelize Smith

Estate Agent

Tel: 021 883 8192 / 082 683 3228

Email: marelize@wynlandproperties.co.za

75 Dorp Street, Stellenbosch

www.wynlandproperties.co.za



021 883 8192

info@wynlandproperties.co.za

75 Dorp Street, Stellenbosch

www.wynlandproperties.co.za

--

Regards

Tamsin Hall



Tamsin Hall ~ Cell: +27 (0)724126080 ~ find us @ thefirststep.co.za ~ Cape Town ~ South Africa
Skype:sixstream [FaceBook Page](#)

Michelle Moses

From: Jan Dreyer <janadriaandreyer@gmail.com>
Sent: Thursday, June 25, 2020 3:37 PM
To: Ihs Admin
Subject: [EX] Objection: Lapland and Teen die Bult

Dear Stellenbosch Municipality,

As owner of Number 28 Die Rand, I strongly object against your proposed development on the following basis:

- a) Noise pollution - Die Rand prides itself in its quietness, and the building and eventual occupation of this development will severely disrupt the quietness of the complex.
- b) Safety and security - the proposed walking path would be adjacent to Die Rand and would therefore pose a serious threat to the safety of the Die Rand inhabitants.
- c) Traffic - the roads in La Colline do not have the capacity to handle more pedestrians or cars on the road, and will lead to serious accidents.

Should you have further questions, you are welcome to contact me on 073 221 2469.

Many thanks,

Jan Dreyer



Michelle Moses

From: Koos Nel <koosjnel@gmail.com>
Sent: Thursday, June 25, 2020 3:56 PM
To: Ihs Admin
Subject: [EX] Condestraat 35 JJ Nel
Attachments: Condestraat 35
Nel.pdf

JJ

Aan

JJ Nel

Munisipaliteit
StellenboschGrandiceps straat 8
Paradyskloof

i/s Teen die bult ontwikkeling en ander areas.

Stellenbosch

Geagte mnr van Stavel,

Die trustees van die JJ Nel Trust [IT2113/2009] maak ten sterkste beswaar teen die munisipaliteit se voorneme om plaas 180 te ontwikkel vir lae koste behuising. Die JJ Nel Trust is die eienaar van Condestraat 35 [Erf4407]. Die ontwikkeling gaan beslis die huise in Condestraat se waarde verminder en ook die rustige omgewing versteur. Min detail of inligting oor die ontwikkeling is aan ons bekend daarom sal ons as die JJ Nel Trust verder beswaar aan teken na die Munisipaliteit meer inligting en detail bekend maak. Kan u asb ontvangs van hierdie e-pos erken aan my.

By voorbaat dankie

Met agting

Die uwe

JJ Nel Sel 0631133561

Michelle Moses

From: Tobia Swanepoel <tobia2610@gmail.com>
Sent: Thursday, June 25, 2020 4:53 PM
To: Ihs Admin
Subject: [EX] re Your Information Statement: Proposed entering into land availability agreements with Social Housing Institutions and/or Development Agencies

ATTENTION: Lester van Stavel

I, Tobia Swanepoel, owner of the property at 19 Conde Street Stellenbosch, Erf LACOL 8383 00001, hereby **OBJECT** to the proposal of the Municipality of Stellenbosch to enter into land availability agreements (Long-Term leases) with SH's/ODA's for the development and management of affordable rental accomodation at the following sites:

- i) Lapland Flats, RE/2149
- II) Teen-die Bult (open space)

Kind regards
Tobia Swanepoel
Cell: 0732128906
email: tobia2610@gmail.com

Michelle Moses

From: Rudi Coetzee <rcoetzee.cape@gmail.com>
Sent: Thursday, June 25, 2020 6:00 PM
To: Ihs Admin
Subject: [EX] ENTERING INTO LAND AVAILABILITY AGREEMENTS WITH SOCIAL HOUSING INSTITUTIONS (SHIs) AND/OR OTHER DEVELOPMENT AGENCIES (ODAs) FOR THE DEVELOPMENT AND MANAGEMENT OF SOCIAL HOUSING ESTATES: STELLENBOSCH MUNICIPALITY

OBJECTION TO THE ABOVE PROPOSED DEVELOPMENTS AND PROPOSED SITES.

Good Day

As a property owner in the area, 73 Die Rand, I strongly object to any further development in the areas as indicated on your proposed sites for the following;

- traffic congestion near the Stellenbosch University. The road traffic is already in a terrible state for 8 to 9 months of the year.
- Safety: We travel to the Engineering Faculty, sometimes late at night and I believe that especially the proposed Lapland site will influence security, which is already a problem, in the area of the Kromriver.

I suggest that you rather look at expanding the Cloetesville area.

Thank you
Rudolf Coetzee
No. 73 Die Rand

--

Cell: +27(0)836433991
Email: rcoetzee.cape@gmail.com

Michelle Moses

From: anneke fourie <annekefourie4@gmail.com>
Sent: Thursday, June 25, 2020 6:11 PM
To: Ihs Admin; lacollineneighbourhood@gmail.com
Subject: [EX] Fwd: Stellenbosch Social Housing concern
Attachments: Stellenbosch Social Housing (1).docx

Good Evening,

Please find attached my email.

Kind regards
Anneke Fourie
19 Dr Malan street, La colline

To whom it may concern

This letter is in response to the project: INFORMATION STATEMENT IN RELATION TO ENTERING INTO LAND AVAILABILITY AGREEMENTS WITH SOCIAL HOUSING INSTITUTIONS (SHIs) OR OTHER DEVELOPMENT AGENCIES (ODA's) FOR THE DEVELOPMENT AND MANAGEMENT OF SOCIAL HOUSING ESTATES WITHIN STELLENBOSCH MUNICIPALITY. Contract: SHRA/RFP/SDT/201920

I, Anneke Fourie the owner of 19 Dr Malan street, La Colline have some concerns regarding the development of the Social Housing in Stellenbosch, specifically the area marked as the "Teen-die Bult (open space)" [Farm 180 & Erf 2728] in La Colline.

My first concern is that we are locked in already up on the hill traffic wise. Access to the main roads (Helshoogte , R44 and Bird street) are already blocked certain times of the day .The traffic in the area, especially on La Colline road, is already a problem and adding an entire block of flats will make it much worse. Those living in La Colline, Die Rand and Irene Park have to use the La Colline road to reach their property, there is no alternative. Therefore, everyone living on La Colline Street, Dr Malan Street, Dan Pienaar and Paul Roos Street will be affected by the extra number of drivers that will need to use the road to get to the new block of flats. Currently there are about 8 houses with a maximum of 2 cars (assuming each house had two cars per house). The units you are planning to erect has a total of 630 bedrooms (of which 280 are 2 bedroom units), assuming only half of these units have their own vehicles it still amounts to 315 cars, which is 283 more cars that will need to use the La Colline road.



Another concern that I have is the effect such a unit will have on my property value. La Colline falls into the medium income groups already. Over the years the residence have made effort to update their homes and thus the value of their property and make it safe for the children in the area. Many of us are also in need of the rent money from rented out backyard flats or rooms in our houses. However, if our area becomes known as an area with low cost housing for families what would that mean for our property? This may make some people reluctant to rent my property and when I do find renters, I would not be able to ask the same amount of rent that I currently do.

In conclusion, the building of social housing unit on Farm 180 & Erf 2728 is affecting me and my property negatively. I ask that you would reconsider the number of stories or number of housing units the flats will have.

Kind regards,

Anneke Fourie

Michelle Moses

From: Edwin Grace <edwingrace1@yahoo.com>
Sent: Thursday, June 25, 2020 9:13 PM
To: Ihs Admin
Cc: lacollineneighbourhood@gmail.com
Subject: [EX] Objection!!!

To whom it may concern

As co owner of erf 2708 and Prinspark 101 Stellenbosch (La Colline) I am objecting in the **strongest possible terms** to the proposed development in our area.

We were promised in 2017 on a neighbourhood committee meeting that they will inform us and keep us up to date, but no one did inform us in anyway, and by luck we saw the proposed development on the website. How will they communicate with us in the future?

One of the main concerns is the traffic. All the roads into La Colline is already clogged up with cars. We only have 2 access roads and there is already multiple developments in our neighbourhood like Prinspark, Berg en Dal, Quiver Tree, Vergenoegdt Die Rand. People of Cloetesville and Welgevonden also use these roads as alternatives when the traffic is at peak time, to try and avoid the traffic in town, making it impossible for us to get into the main roads. There is also a school, AF Louw, which also contribute to the traffic.

The road is narrow an inspection will show that the painted cycling path take up car space .One or the other can use it. It is a very steep hill and elderly or unwell residents will struggle to walk up it.

The assumption has to be that a percentage of the new blocks of flats occupants will own cars, and/or will need taxis to get to and from work.

We have already given the town Die Rand, Prinspark, Berg en Dal and Quiver Tree density developments, to name a few in the area. There are many more.

My suggestion would be to focus your attention on the Adam Tas corridor (as suggested during a town hall meeting) , the site where the prison is currently, or Simonsberg Road where the Voortrekker Saal as well as existing municipal houses are situated.

Tobruk Park should be renovated and converted in line with the current amount of units there, and in line with the type and purpose of housing currently in the area.

The value of my property will go down, as nobody will want to invest in an overcrowded area. We have worked hard to buy our properties and it will be like directly taking money from me. Stellenbosch is a very big town, and surely there is space in Mostertsdrift, Dalsig and Simonswyk, just to name a few, which doesn't have close to the density or integration that we have in La Colline. That was also said on the meeting, that it will be spread over Stellenbosch, now everything is just in our area. What changed in the meanwhile, or don't they want to touch the glamorous part of Stellenbosch? That is truly a sign of victimising on us!!

I would appreciate acknowledgement of this email.

Kind regards

Edwin Garce

Michelle Moses

From: caron grace <carongrace1@gmail.com>
Sent: Thursday, June 25, 2020 9:18 PM
To: Ihs Admin
Cc: lacollineneighbourhood@gmail.com
Subject: [EX] Objection!!!

To whom it may concern

As co owner of erf 2708 and Prinspark 101 Stellenbosch (La Colline) I am objecting in the **strongest possible terms** to the proposed development in our area.

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One of the main concerns is the traffic. All the roads into La Colline is already clogged up with cars. We only have 2 access roads and there is already multiple developments in our neighbourhood like Prinspark, Berg en Dal, Quiver Tree, Vergenoegdt Die Rand. People of Cloeterville and Welgevonden also use these roads as alternatives when the traffic is at peak time, to try and avoid the traffic in town, making it impossible for us to get into the main roads. There is also a school, AF Louw, which also contribute to the traffic.

The road is narrow an inspection will show that the painted cycling path take up car space .One or the other can use it. It is a very steep hill and elderly or unwell residents will struggle to walk up it.

The assumption has to be that a percentage of the new blocks of flats occupants will own cars, and/or will need taxis to get to and from work.

We have already given the town Die Rand, Prinspark, Berg en Dal and Quiver Tree density developments, to name a few in the area. There are many more.

My suggestion would be to focus your attention on the Adam Tas corridor (as suggested during a town hall meeting) , the site where the prison is currently, or Simonsberg Road where the Voortrekker Saal as well as existing municipal houses are situated.

Tobruk Park should be renovated and converted in line with the current amount of units there, and in line with the type and purpose of housing currently in the area.

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I would appreciate acknowledgement of this email.

Kind regards

Caron Grace

Michelle Moses

From: Grant Cox <coxgrant20@gmail.com>
Sent: Thursday, June 25, 2020 9:18 PM
To: Ihs Admin
Subject: [EX] Objection

Good evening

I as property owner in the neighborhood would like to inform you that I would like to express my objection to the re-zoning of land "Lapland flats and teen die bult" In Stellenbosch for the social housing plan.

Please take my objection into consideration.

Best regards
G Cox

Sent from my iPhone

Michelle Moses

From: Derick <derick.thiart@gmail.com>
Sent: Thursday, June 25, 2020 11:00 PM
To: Ihs Admin
Subject: [EX] Social housing in La Colline

Hi there , I am Derick Thiart and I live in 4 Irene park La Colline , I saw the add for socail housing in La Colline and it seems very vague and not properly explained , can you please give us more time to discuss how where and when this is going to happen and how the infrastructure is going to hold up all these houses in such small space .

Michelle Moses

From: hannelie <hannelieaus@gmail.com>
Sent: Friday, June 26, 2020 5:39 AM
To: Ihs Admin
Subject: [EX] PROPOSED DEVELOPMENT TEEN DIE BULT LA COLLINE

To whom it may concern

It wouldn't be a good idea for this development to go [ahead](#). It will decrease the value of the property in La Colline. I own a flat in the area and it will decrease the value of my flat even more in the struggling economy.

I am oppose to this development.

Hannelie de Beer

Sent from my iPhone

Michelle Moses

From: Tamsin Hall <tamsin@thefirststep.co.za>
Sent: Friday, June 26, 2020 7:00 AM
To: Ihs Admin; Nina Hanekom | MPA Cape Winelands
Subject: [EX] Objection to the development of Lapland flats and Teen-die built

Dear Tabiso Mfeya

Please note an additional reason to my original objection would be in the interests of preserving the beautiful greenbelt and trees, this area allows for children to come and play out doors, it means the suburban area is not so congested as well as the impact this has on an otherwise improving property area where people are willing to invest more into Stellenbosch. Please consider also that Stellenbosch is a university focussed town and this low cost housing will lower the overall image of this area which has many students renting and owning property.

We are property owners at Die Rand

thanks

Tamsin Hall

--

Regards

Tamsin Hall



Tamsin Hall ~ Cell: +27 (0)724126080 ~ find us @ [thefirststep.co.za](https://www.thefirststep.co.za) ~ Cape Town ~ South Africa
Skype:sixstream [FaceBook Page](#)

Michelle Moses

From: Bertus Swanepoel <thebertus@gmail.com>
Sent: Friday, June 26, 2020 8:37 AM
To: Ihs Admin
Subject: [EX] ENTERING INTO LAND AVAILABILITY AGREEMENTS WITH SOCIAL HOUSING INSTITUTIONS (SHIS) OR OTHER DEVELOPMENT AGENCIES (ODA's)

Dear Lester and Thabiso,

Well done on getting this process underway! This is an ideal opportunity for Stellenbosch to be an exemplar of a Social Housing model that works. I therefore fully support the initiative, but on condition that the parameters approved for the transfer enables this to be a successful model.

It is important in a social, financial, but more importantly from a housing management perspective that "Ghettos" aren't created by trying to maximise the number of Social Housing units on these land parcels.

These areas should create vibrant communities where private ownership is encouraged, pepper potted between social housing in a manner that is tenure blind. This is the most important part of upliftment, to provide role models, influence and enhanced networks within their immediate communities.

This should be done on condition that profits made should be recycled back into social housing and as such should be on condition of a viability assessment that either shows the scheme to be viable or enables an increase in the number of Social housing units. "Profit" should not be a swear word, but actively encourage and ring fenced, to further the provision of housing.

In the South African context, with rapidly deteriorated public finances and unemployment the current model of Social Housing is broken and will not be sustainable. It is important that if this land is made available it should be the catalyst for a new model that works and is scalable to provide more and more housing independently.

Furthermore, design principles such as "secure by design" should be imposed to minimise future management and security issues.

Kind Regards

Bertus Swanepoel



Michelle Moses

From: Marina Knox <MarinaK@Citadel.co.za>
Sent: Friday, June 26, 2020 8:44 AM
To: Ihs Admin
Subject: [EX] objection development: Teen die Bult, la Colline

Good day

As a home owner in Die Rand, this development is concerning for the following reasons:

- Negative impact on value of my property
- Negative impact on the already conected road infrastructure
- Perceived potential impact on aspects such as basic infrastructure – electricity and water supply given the nature of the development

Please do take home owners in existing infrastructure into account and the negative impact this development will have on us in an already struggling and starined economic times.

Thanking you in advance

Marina Knox
7001270006084
© 082 3729085

Michelle Moses

From: De Wetg Wessel <dwessel8@gmail.com>
Sent: Friday, June 26, 2020 9:13 AM
To: Ihs Admin
Cc: sinjawessel@gmail.com; Kobus Blomerus
Subject: [EX] Comments and concerns regarding "Information Statement on Social Housing Institution and Other Development Agencies"

Attention: Mr Lester van Stavel

Comments and concerns regarding *"Information Statement on Social Housing Institution and Other Development Agencies"*

Mr Stravel, please note and record my interest in the proposed land allocation agreements relating to social housing in Stellenbosch. I own, with Kobus Blomerus, the property situated at 3 Irene Park, La Colline, therefore the proposed development will have a direct impact on our property.

I am excited about the prospect of infill development and cognisant of the housing shortage in Stellenbosch, but am very concerned about creating a potential slum if social housing is not integrated with market driven development. For this reason I am concerned that the exclusive offer to Social Housing Organisation might be problematic and a less than optimal and sustainable option.

Alternative approach recommended

The size and location of these properties lends itself to have the ability to have an integrated approach where half could be open to any developer and half specifically earmarked for Social Housing. This will have the benefit that the municipality will get immediate financial benefit via land sales which could be applied to create long-term and sustainable public transport and security for the area and ensure that the contemplated developments achieve the requirements of the approved development framework set by Government.

Time Limitation of this comment

I only received the notice via Kobus Blomerus on the 25th of June and due to work pressure I am unable to provide a detailed analysis or recommendation

My background and experience

For the past 8 years I have been working for Old Mutual Alternative investments managing the assets of the Housing Impact Fund of South Africa, a fund owning residential greenfield developments and rental stock with a mandate to develop housing opportunities which are affordable to the market just above the government supported individuals. The funds' investment are significant and leading the market in terms of investment and impact.

I am busy with my Masters degree in development finance and my dissertation focuses on the impact of Public Private Partnerships to create sustainable economic growth.

Request

Please see this as a request for further detail and if the 29th of June is the last date for public participation an objection. If such objection needs to be submitted in a specific format, please provide such.

Basis of the objection

- The proposal does not address the risk of large un-integrated social housing areas to become slums
- No proof is given that such exclusive social housing developments in South Africa are sustainable in achieving the set goals

Your feedback on the matter would be appreciated

Kind regards

Michelle Moses

From: Meeske, Robin <RobinM@elsenburg.com>
Sent: Friday, June 26, 2020 10:02 AM
To: Ihs Admin
Subject: [EX] Objection Teen die Bult development
Attachments: RMeeskeObjectionTeendieBultdevelopment26July2020.docx

Dear sir/madam

I object to the development plans for Teen die Bult.

Please find my letter attached.

Regards

Robin Meeske
Cell +27 82 9084110
E-mail: robinm@elsenburg.com

"All views or opinions expressed in this electronic message and its attachments are the view of the sender and do not necessarily reflect the views and opinions of the Western Cape Government (the WCG). No employee of the WCG is entitled to conclude a binding contract on behalf of the WCG unless he/she is an accounting officer of the WCG, or his or her authorised representative. The information contained in this message and its attachments may be confidential or privileged and is for the use of the named recipient only, except where the sender specifically states otherwise. If you are not the intended recipient you may not copy or deliver this message to anyone."

R. Meeske

Owner: die Rand no 95

Robinm@elsenburg.com

Cell no: 0829084110

Stellenbosch Municipality

26 June 2020

Objection to high density housing development at Teen die Bult

Dear Sir/Madam

I have the following concerns regarding the planned Social housing Project planned for "Teen die Bult":

1. The area is environmentally sensitive as it is close to a river and has a steep gradient. It may therefore not be suitable to build high-rise buildings. An environmental impact study needs to be done to address this.
2. High density housing will create major challenges with traffic flow, a detailed traffic flow plan needs to be in place.
3. A drastic increase in population density will result in higher risk of crime and will negatively affect the safety of students living at Die Rand and Prinspark.
4. High density housing will have a negative impact on the value of surrounding properties.

Due to the above, I object to the development planned for Teen die Bult as presented by the Stellenbosch Municipality.

Best regards

Robin Meeske

Michelle Moses

From: Borland, Stacey <Stacey.Borland@hants.gov.uk>
Sent: Friday, June 26, 2020 10:19 AM
To: Ihs Admin
Subject: [EX] Proposed development Teen die Bult La Colline

To whom it may concern:

I have a property number 15 Die Rand and I would like to object to the above development.
I feel that this would severely depreciate the value of my property.

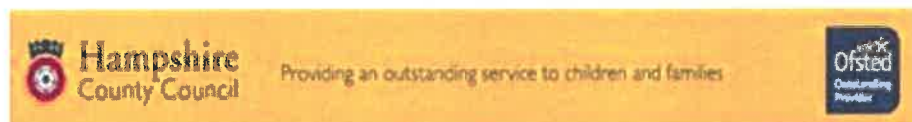
Kind regards

Stacey Borland

Contact Supervisor
South West Contact Team
Hampshire House
84-98 Southampton Rd
Eastleigh
SO50 5PA

Stacey.Borland@hants.gov.uk

☎: 01962 891 611 (Duty)
☎: 01256 382433 (Direct)
☎: Mobile (07895 332 743)



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Michelle Moses

From: Stefanie Dippenaar <stefanie.dippenaar@gmail.com>
Sent: Friday, June 26, 2020 10:56 AM
To: Ihs Admin; lacollineneighbourhood@gmail.com
Subject: [EX] Stellenbosch Social Housing objection: Contract: SHRA/RFP/SDT/201920
Attachments: Stellenbosch Social Housing 6 Irene Park docx.docx

Good day

Please find attached my objection and concern for the social housing project.

Please acknowledge receipt of this email

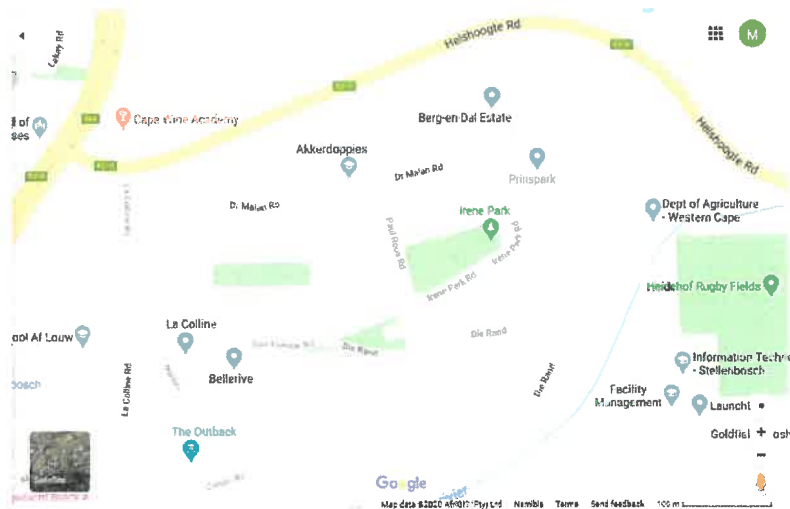
Kind regards

To whom it may concern

This letter is in response to the project: INFORMATION STATEMENT IN RELATION TO ENTERING INTO LAND AVAILABILITY AGREEMENTS WITH SOCIAL HOUSING INSTITUTIONS (SHIs) OR OTHER DEVELOPMENT AGENCIES (ODA's) FOR THE DEVELOPMENT AND MANAGEMENT OF SOCIAL HOUSING ESTATES WITHIN STELLENBOSCH MUNICIPALITY. Contract: SHRA/RFP/SDT/201920

I, the owner of ERF2706 (6 Irene Park, Colline) have some concerns regarding the development of the Social Housing in Stellenbosch, specifically the area marked as the "Teen-die Bult (open space)" [Farm 180 & Erf 2728] in La Colline. Our community was not informed about this. No notice was received. As a result, limited time was given to obtain legal advice or to study this proposal in detail. This information statement was noticed by someone by chance looking for something else and due to Covid 19 we were not able to get professional advice on how to proceed.

My first concern is that the traffic in the area, especially on La Colline road, is already a problem and adding an entire block of flats will make it much worse. Those living in La Colline, Die Rand and Irene Park have to use the La Colline road to reach their property, there is no alternative. Therefore, everyone living on La Colline Street, Dr Malan Street, Dan Pienaar and Paul Roos Street will be affected by the extra number of drivers that will need to use the road to get to the new block of flats. Currently there are about 8 houses with a maximum of 32 cars (assuming each house had two cars per house).



The below statement is not true as there have been numerous disruptions in water supply in the last year. I see this has misleading. Can you please provide us with the statistics of water disruptions and the cause for the last year?

INFRASTRUCTURE SERVICES

As seen from the diagrams the sites are well catered for in terms of bulk services. Discussions with some residents of the precincts revealed that the services appear to adequately cater for their infrastructure needs with no flooding, power outages or water and sewerage problems reported.

Another concern that I have is the effect such a unit will have on my property value. La Colline falls into the medium income groups. The need for social housing and affordable housing in Stellenbosch is understandable but La Colline is already a lower income and/or lower rental area. Over the years the residence has made effort to update their homes and thus the value of their property and make it safe for the children in the area. Many of us are also in need of the rent money from rented out backyard flats or rooms in our houses. This may make some people reluctant to rent my property. You will reduce the number of affordable rental stock currently available in Stellenbosch.

In conclusion, the building of social housing unit on Farm 180 & Erf 2728 is affecting me and my property negatively. This building will also have a negative visual effect on the area. Single or double story units with 2/3 bedrooms and its own garden space could surely better benefit a family, rather than the 8 story flats with long hallways, currently proposed. It is currently not clear if any regulations will be in place to enforce the number of occupants per unit. How will you accommodate a family of 5 or more in a 2-bedroom apartment? I ask that you reconsider the number of stories or number of housing units the flats will have and consider other areas like die Voortrekker Saal, vacant land in Banhoek and other open spaces in Die Boord to be used for the project as well. This will demonstrate true integration into the Stellenbosch community.

Can you please provide clarity on the above-mentioned issues and a meeting between the community and councillor to ask questions?

Hope you hear back from you soon.

Sincerely

Michael Dippenaar

Michelle Moses

From: Stefanie Dippenaar <stefanie.dippenaar@gmail.com>
Sent: Friday, June 26, 2020 10:58 AM
To: Ihs Admin
Cc: lacollineneighbourhood@gmail.com
Subject: [EX] Stellenbosch Social Housing objection: Contract: SHRA/RFP/SDT/201920
Attachments: Stellenbosch Social Housing 13 Irene Park docx.docx

Good day

Please find attached my objection and concern for the social housing project.

Please acknowledge receipt of this email

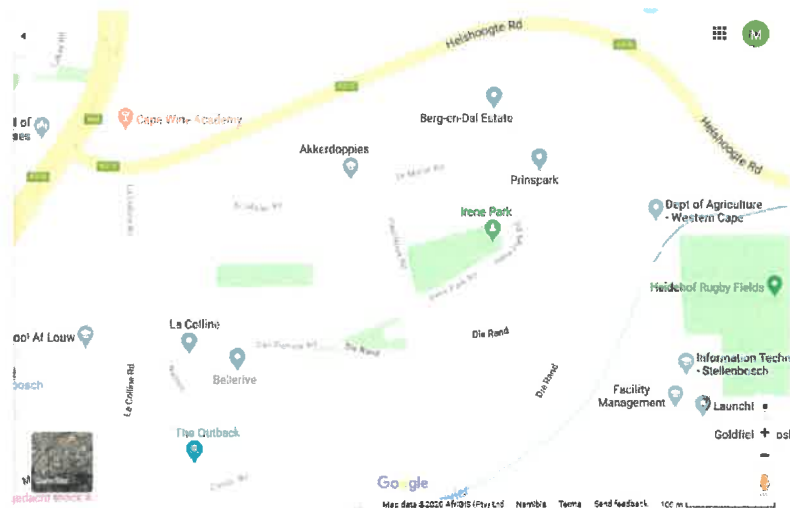
Kind regards

To whom it may concern

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I, the owner of ERF2713 (13 Irene Park, Colline) have some concerns regarding the development of the Social Housing in Stellenbosch, specifically the area marked as the "Teen-die Bult (open space)" [Farm 180 & Erf 2728] in La Colline. Our community was not informed about this. No notice was received. As a result, limited time was given to obtain legal advice or to study this proposal in detail. This information statement was noticed by someone by chance looking for something else and due to Covid 19 we were not able to get professional advice on how to proceed.

My first concern is that the traffic in the area, especially on La Colline road, is already a problem and adding an entire block of flats will make it much worse. Those living in La Colline, Die Rand and Irene Park have to use the La Colline road to reach their property, there is no alternative. Therefore, everyone living on La Colline Street, Dr Malan Street, Dan Pienaar and Paul Roos Street will be affected by the extra number of drivers that will need to use the road to get to the new block of flats. Currently there are about 8 houses with a maximum of 32 cars (assuming each house had two cars per house).



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INFRASTRUCTURE SERVICES

As seen from the diagrams the sites are well catered for in terms of bulk services. Discussions with some residents of the precincts revealed that the services appear to adequately cater for their infrastructure needs with no flooding, power outages or water and sewerage problems reported.

Another concern that I have is the effect such a unit will have on my property value. La Colline falls into the medium income groups. The need for social housing and affordable housing in Stellenbosch is understandable but La Colline is already a lower income and/or lower rental area. Over the years the residence has made effort to update their homes and thus the value of their property and make it safe for the children in the area. Many of us are also in need of the rent money from rented out backyard flats or rooms in our houses. This may make some people reluctant to rent my property. You will reduce the number of affordable rental stock currently available in Stellenbosch.

In conclusion, the building of social housing unit on Farm 180 & Erf 2728 is affecting me and my property negatively. This building will also have a negative visual effect on the area. Single or double story units with 2/3 bedrooms and its own garden space could surely better benefit a family, rather than the 8 story flats with long hallways, currently proposed. It is currently not clear if any regulations will be in place to enforce the number of occupants per unit. How will you accommodate a family of 5 or more in a 2-bedroom apartment? I ask that you reconsider the number of stories or number of housing units the flats will have and consider other areas like die Voortrekker Saal, vacant land in Banhoek and other open spaces in Die Boord to be used for the project as well. This will demonstrate true integration into the Stellenbosch community.

Can you please provide clarity on the above-mentioned issues and a meeting between the community and councillor to ask questions?

Hope you hear back from you soon.

Sincerely

Michael Dippenaar

Michelle Moses

From: Stefanie Dippenaar <stefanie.dippenaar@gmail.com>
Sent: Friday, June 26, 2020 11:01 AM
To: Ihs Admin
Cc: lacollineneighbourhood@gmail.com
Subject: [EX] Stellenbosch Social Housing objection: Contract: SHRA/RFP/SDT/201920
Attachments: Stellenbosch Social Housing 18 Irene Park docx.docx

Good day

Please find attached my objection and concern for the social housing project.

Please acknowledge receipt of this email

Kind regards

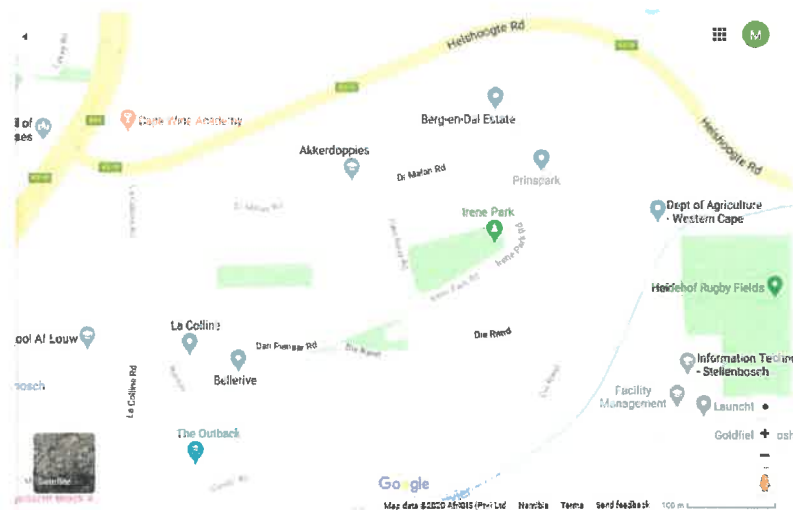
Stefanie Dippenaar

To whom it may concern

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I, the owner of ERF2718 (18 Irene Park, Colline) have some concerns regarding the development of the Social Housing in Stellenbosch, specifically the area marked as the "Teen-die Bult (open space)" [Farm 180 & Erf 2728] in La Colline. Our community was not informed about this. No notice was received. As a result, limited time was given to obtain legal advice or to study this proposal in detail. This information statement was noticed by someone by chance looking for something else and due to Covid 19 we were not able to get professional advice on how to proceed.

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INFRASTRUCTURE SERVICES

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Can you please provide clarity on the above-mentioned issues and a meeting between the community and councillor to ask questions?

Hope you hear back from you soon.

Sincerely

Michael Dippenaar

Michelle Moses

From: Stefanie Dippenaar <stefanie.dippenaar@gmail.com>
Sent: Friday, June 26, 2020 11:04 AM
To: Ihs Admin
Cc: lacollineneighbourhood@gmail.com
Subject: [EX] Stellenbosch Social Housing objection: Contract: SHRA/RFP/SDT/201920
Attachments: Stellenbosch Social Housing 23 Irene Park docx.docx

Good day

Please find attached my objection and concern for the social housing project.

Please acknowledge receipt of this email

Kind regards

Stefanie Dippenaar

To whom it may concern

This letter is in response to the project: INFORMATION STATEMENT IN RELATION TO ENTERING INTO LAND AVAILABILITY AGREEMENTS WITH SOCIAL HOUSING INSTITUTIONS (SHIs) OR OTHER DEVELOPMENT AGENCIES (ODA's) FOR THE DEVELOPMENT AND MANAGEMENT OF SOCIAL HOUSING ESTATES WITHIN STELLENBOSCH MUNICIPALITY. Contract: SHRA/RFP/SDT/201920

I, the owner of ERF2723 (23 Irene Park, Colline) have some concerns regarding the development of the Social Housing in Stellenbosch, specifically the area marked as the "Teen-die Bult (open space)" [Farm 180 & Erf 2728] in La Colline. Our community was not informed about this. No notice was received. As a result, limited time was given to obtain legal advice or to study this proposal in detail. This information statement was noticed by someone by chance looking for something else and due to Covid 19 we were not able to get professional advice on how to proceed.

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INFRASTRUCTURE SERVICES

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In conclusion, the building of social housing unit on Farm 180 & Erf 2728 is affecting me and my property negatively. This building will also have a negative visual effect on the area. Single or double story units with 2/3 bedrooms and its own garden space could surely better benefit a family, rather than the 8 story flats with long hallways, currently proposed. It is currently not clear if any regulations will be in place to enforce the number of occupants per unit. How will you accommodate a family of 5 or more in a 2-bedroom apartment? I ask that you reconsider the number of stories or number of housing units the flats will have and consider other areas like die Voortrekker Saal, vacant land in Banhoek and other open spaces in Die Boord to be used for the project as well. This will demonstrate true integration into the Stellenbosch community.

Can you please provide clarity on the above-mentioned issues and a meeting between the community and councillor to ask questions?

Hope you hear back from you soon.

Sincerely

Mc and Stefanie Dippenaar

Michelle Moses

From: Stefanie Dippenaar <stefanie.dippenaar@gmail.com>
Sent: Friday, June 26, 2020 11:05 AM
To: Ihs Admin
Cc: lacollineneighbourhood@gmail.com
Subject: [EX] Stellenbosch Social Housing objection: Contract: SHRA/RFP/SDT/201920
Attachments: Stellenbosch Social Housing 18 Dr Malan docx.docx

Good day

Please find attached my objection and concern for the social housing project.

Please acknowledge receipt of this email

Kind regards

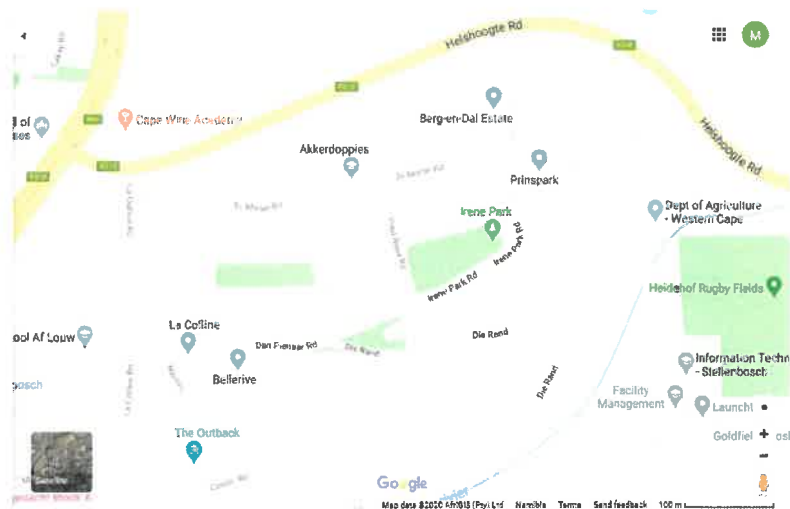
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I, the owner of ERF2689 (18 Dr Malan Road, Colline) have some concerns regarding the development of the Social Housing in Stellenbosch, specifically the area marked as the "Teen-die Bult (open space)" [Farm 180 & Erf 2728] in La Colline. Our community was not informed about this. No notice was received. As a result, limited time was given to obtain legal advice or to study this proposal in detail. This information statement was noticed by someone by chance looking for something else and due to Covid 19 we were not able to get professional advice on how to proceed.

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Can you please provide clarity on the above-mentioned issues and a meeting between the community and councillor to ask questions?

Hope you hear back from you soon.

Sincerely

Michael Dippenaar

Michelle Moses

From: Craig Omni <craig@omniclean.co.za>
Sent: Friday, June 26, 2020 10:53 AM
To: Ihs Admin
Subject: [EX] Re: Objection to Proposed development at the Bult, La Colline

Dear Tabiso Mfeya

Please note my objection to the proposed development, it would be in the interests of preserving the beautiful greenbelt and trees, this area allows for children to come and play outdoors, it means the suburban area is not so congested as well as the impact this has on an otherwise improving property area where people are willing to invest more in Stellenbosch. Please consider also that Stellenbosch is a university focussed town with many students renting and owning property.

I am a property owner at Die Rand

Regards
Craig Meyer

Michelle Moses

From: Grace A <gahingula@gmail.com>
Sent: Friday, June 26, 2020 11:44 AM
To: Ihs Admin
Subject: [EX] Comment on Proposed Development - Teen-die Bult, La Colline, Stellenbosch

Greetings

I would like to submit my comments on the proposed development on Teen-die Bult, La Colline, Stellenbosch, as a home-owner and member of the La Colline community. The La Colline area is already densely populated and the little park between La Colline and Dan Pienaar Rds, is the only nearby public recreational space for children and families living in the surrounding complexes and flats. It would be an unfortunate loss, if the municipality further densified the area with the proposed developments.

Additionally, the traffic situation on La Colline Road leading on to Bird Street is a major challenge already, again, owing to the high density complexes around the area; in addition to traffic from further afield funneled through the area. While the need for social housing is urgent, and the Municipality's efforts in this regard commendable, this proposed location on Teen-die Bult will result in a deterioration of the quality of life for owners and tenants alike, in the La Colline area; and effectively work against Stellenbosch Municipality's vision by addressing one challenge and creating a new set of challenges in the process, that will undermine the Municipality's efforts, long term.

The Municipality should reconsider the proposed location; and consider locations that would not worsen already existing challenges.

Kind regards,
GA Musila,
Homeowner and community member,
La Colline, Stellenbosch.

Michelle Moses

From: John Havemann - BMH Law <john.havemann@bmhlaw.co.za>
Sent: Monday, June 29, 2020 10:04 AM
To: Ihs Admin
Subject: [EX] Proposed Social Housing Development.

Dear Sirs

For Attention: Mr Mfeya and Mr Van Stavel

In Re: Proposed entering into Land availability agreements with SHI's or ODA's for the development and management of Social Housing within Stellenbosch Municipality

The abovementioned matter has reference.

We act on behalf of various stakeholders of the areas and surrounds which form part of the aforementioned proposal.

Our instructions are as follows:

1. Our clients intend to conduct a detailed due diligence investigation in respect of the intended Social Housing Endeavour.
2. Our clients have not had ample time to comply with the deadline for response, being 29 June 2020 and hereby request an extension as it seems to be common cause amongst all stake holders that proper notice have not been received.
3. Should you not be amendable to accommodate our clients, we reserve our objection for the record and further expressly reserve the right to formally object to all following process.
4. We further request that any further developments, proposals or general communications be sent to writer hereof.

Kindly acknowledge receipt of this transmission.

Regards

Request extension

John Havemann
Director



Bellingan Muller Hanekom Inc.

Attorneys • Conveyancers • Notaries • Appraisers

Unit 5 & 9, Cascade Terraces
Carl Cronje Drive
Tyger Waterfront, Bellville
Tel: 021 919 7599 / 021 914 0981
Fax: 021 919 7629

Docex 13 Bellville
Deeds Office Box 273
PO Box 1820 Bellville 7535
info@bmhlaw.co.za
www.bellinganmullerhanekom.co.za

Let asseblief daarop dat ons kantoor nooit ons trust bankrekeningbesonderhede per e-pos of enige ander elektroniese medium sal verander of aanpas nie.

Kontak asseblief ons kantoor vir formele bevestiging sou u enige korrespondensie van so 'n aard ontvang.

**Please note that our office will never change or adapt our trust banking details via email or other electronic forum.
Please contact our office for formal verification should you receive any correspondence of such nature.**

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Michelle Moses

From: Ihs Admin
Sent: Monday, June 29, 2020 3:18 PM
To: 'Wilhelm Esterhuizen'
Cc: marike@archtownplanners.co.za; lizanne.fourie@pamgolding.co.za; Tabiso Mfeya; Ihs Admin
Subject: RE: [EX] COMMENT ON INFORMATION STATEMENT IN RELATION TO ENTERING INTO LAND AVAILABILITY AGREEMENT WITH SOCIAL HOUSING INSTITUTIONS (SHIs) OR OTHER DEVELOPMENT AGENCIES (ODA's) FOR THE DEVELOPMENT AND MANAGENT OF SOCIAL HOUSING ESTATES WITHIN STELLENBOSCH

Good day,

With reference to your e-mail dated 26 June 2020 with regards to above-mentioned subject.

The request for further extension is hereby granted until 3 July 2020.



Kind regards,

On behalf of

Lester van Stavel

Manager: Housing Development

Department: Integrated Human
Settlements

**Directorate: Planning & Economic
Development**

T: +27 21 808 8462 | F: +27 21 887 6167

Oude Bloemhof Building, 3rd Floor,
Plein Street, Stellenbosch, 7600

www.stellenbosch.gov.za



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

From: Ihs Admin
Sent: Monday, June 29, 2020 10:37 AM
To: 'Wilhelm Esterhuizen'
Cc: marike@archtownplanners.co.za; lizanne.fourie@pamgolding.co.za; Tabiso Mfeya; Ihs Admin
Subject: RE: [EX] COMMENT ON INFORMATION STATEMENT IN RELATION TO ENTERING INTO LAND AVAILABILITY AGREEMENT WITH SOCIAL HOUSING INSTITUTIONS (SHIs) OR OTHER DEVELOPMENT AGENCIES (ODA's) FOR THE DEVELOPMENT AND MANAGENT OF SOCIAL HOUSING ESTATES WITHIN STELLENBOSCH

Good day,

Sorry for delay in response.

Kindly note that your e-mail is noted and forwarded to the Social Housing: Project Manager, Mr Tabiso Mfeya.



Kind regards,

On behalf of Tabiso Mfeya
Social Housing: Project Manager

C: +27 60 986 2044
Oude Bloemhof Building, Plein Street,
3rd Floor, Stellenbosch, 7600
www.stellenbosch.gov.za



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

From: Wilhelm Esterhuizen [<mailto:wilhelm@archtownplanners.co.za>]
Sent: Friday, June 26, 2020 12:02 PM
To: Ihs Admin
Cc: marike@archtownplanners.co.za; lizanne.fourie@pamgolding.co.za
Subject: [EX] COMMENT ON INFORMATION STATEMENT IN RELATION TO ENTERING INTO LAND AVAILABILITY AGREEMENT WITH SOCIAL HOUSING INSTITUTIONS (SHIs) OR OTHER DEVELOPMENT AGENCIES (ODA's) FOR THE DEVELOPMENT AND MANAGENT OF SOCIAL HOUSING ESTATES WITHIN STELLENBOSCH MUN
Importance: High

Dear Lester

The titled action has reference.

Interested and/or effected parties have approached us to review and comment on this advertised proposal. We believe it is a very important matter and agree that there is a need for developments as such. We, however, would enjoy an opportunity to provide informed comments to the Municipality regarding this proposal.

We therefore respectfully request an extension on the closing date for comments from 29 June 2020 to **06 July 2020**.

Please acknowledge receipt and thank you for your consideration.

Kind Regards / Vriendelike Groete

Wilhelm Esterhuizen
B. Artium et. Scientiae (Urban and Regional Planning)



Address I: 2nd Floor, Bakkershuis
152 Dorp Street, Stellenbosch, 7600
M I: +27 (0) 83 262 4843
F I: +086 216 9073
E I: wilhelm@archtownplanners.co.za
W I: www.archtownplanners.co.za



Virus-free. www.avast.com

Michelle Moses

From: Wilhelm Esterhuizen <wilhelm@archtownplanners.co.za>
Sent: Friday, June 26, 2020 12:02 PM
To: Ihs Admin
Cc: marike@archtownplanners.co.za; lizanne.fourie@pamgolding.co.za
Subject: [EX] COMMENT ON INFORMATION STATEMENT IN RELATION TO ENTERING INTO LAND AVAILABILITY AGREEMENT WITH SOCIAL HOUSING INSTITUTIONS (SHIs) OR OTHER DEVELOPMENT AGENCIES (ODA's) FOR THE DEVELOPMENT AND MANAGENT OF SOCIAL HOUSING ESTATES WITHIN STELLENBOSCH MUN

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Please acknowledge receipt and thank you for your consideration.

Kind Regards / Vriendelike Groete

Wilhelm Esterhuizen

B. Artium et. Scientiae (Urban and Regional Planning)

 **ARCH**
TOWN PLANNERS

Address I: 2nd Floor, Bakkershuis
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E I: wilhelm@archtownplanners.co.za
W I: www.archtownplanners.co.za



Virus-free. www.avast.com

Michelle Moses

From: ame jovanovic <ame.jovanovic@gmail.com>
Sent: Sunday, June 28, 2020 11:55 AM
To: Ihs Admin
Cc: Naa Jovanovic
Subject: [EX] Proposed Social Housing development in La Colline - Teen-die-Bult

Dear Mr Tabiso Mfeya and Mr Lester van Stavel,

As a property owner and resident in La Colline, as well as a member of the Stellenbosch Ratepayers Association and a Trustee of an HOA, I am completely opposed to the proposed Social Housing development and strongly object to it.

1. The architecture, layout and density of the proposed Social Housing development is inappropriate. There is absolutely NO need to convert an area

(Teen-die-Bult) with the minimal amount of structures and inhabitants currently and turn it into a non sustainable hideous

mega city of 630 units, cramming as many possible residents into a small space. The proposed Social Housing development for Teen-die-Bult will just

turn into the current shocking state of the so called Lap Land area (Aurora, Lavanda & Phyllana) (also referred to as Tik Towers by locals due to the high crime rate and drug infestation associated with these types of developments).

2. The proposed development is not in keeping with the stylistic/aesthetic/visual context or scale of the local area or other bordering residential properties in the area.

3. The proposal is an inappropriate development within a green space.

4. The proposed development will have a negative impact on the amenity of another property, through noise, overlooking, overshadowing, loss of privacy or late night

activities. Safety and security is a huge concern when incorporating low income groups to a well established residential area. Since January 2020

there has been an abnormal spate of criminal incidents in the La Colline area which was brought to the attention of the local ward councillor Rozette du Toit. An owner of several properties in this area has privately erected state of the art surveillance cameras due to the high crime rate.

5. Local infrastructure is not adequate to service the proposed Social Housing development. In May 2020 La Colline suffered no less than 6 main burst water

pipes incidents (which is a regular occurrence) causing a major inconvenience to residents as well as irreparable damage to main water inlet valves of homes due to water pressure adjustments when water is reconnected. Roads and side-walks in this area also need to be dug up continuously due to these burst pipes.

6. The development may cause more traffic congestion than already experienced during peak hours, as well as safe access to and from privately owned

residences in the immediate area. Commuters trying to avoid Bird street peak traffic convert via Faure, Binneplein and La Colline streets in order to link up to the R44

or Helshoogte Road which causes a tremendous traffic jam entering and exiting the La Colline area.

7. The proposed development will also cause strain to the available education system as there is only one primary school within the immediate area.

I understand that there is a need for Social Housing developments but forcing such a development in a well

Michelle Moses

From: Amelia <jovanovicnaa@telkomsa.net>
Sent: Friday, June 26, 2020 12:56 PM
To: Ihs Admin
Subject: [EX] Proposed Social Housing development in La Colline - Teen-die-Bult
Importance: High

Dear Mr Tabiso Mfeya and Mr Lester van Stavel,

As a property owner and resident in La Colline, as well as a member of the Stellenbosch Ratepayers Association and a Trustee of an HOA, I am completely opposed to the proposed Social Housing development and strongly object to it.

1. The architecture, layout and density of the proposed Social Housing development is inappropriate. There is absolutely NO need to convert an area (Teen-die-Bult) with the minimal amount of structures and inhabitants currently and turn it into a non sustainable hideous mega city of 630 units, cramming as many possible residents into a small space. The proposed Social Housing development for Teen-die-Bult will just turn into the current shocking state of the so called Lap Land area (Aurora, Lavanda & Phyllana) (also referred to as Tik Towers by locals due to the high crime rate and drug infestation associated with these type of developments).
2. The proposed development is not in keeping with the stylistic/aesthetic/visual context or scale of the local area or other bordering residential properties in the area.
3. The proposal is an inappropriate development within a green space.
4. The proposed development will have a negative impact on the amenity of another property, through noise, overlooking, overshadowing, loss of privacy or late night activities. Safety and security is a huge concern when incorporating low income groups to a well established residential area. Since January 2020 there has been an abnormal spate of criminal incidents in the La Colline area which was brought to the attention of the local ward councillor Rozette du Toit. An owner of several properties in this area has privately erected state of the art surveillance cameras due to the high crime rate.
5. Local infrastructure is not adequate to service the proposed Social Housing development. In May 2020 La Colline has suffered no less than 6 main burst water pipes incidents (which is a regular occurrence) causing a major inconvenience to residents as well as irreparable damage to main water inlet valves of homes due to water pressure adjustments when water is reconnected. Roads and side-walks in this area also needs to be dug up continuously due to these burst pipes.
6. The development may cause more traffic congestion than already experienced during peak hours, as well as safe access to and from privately owned residences in the immediate area. Commuters trying to avoid Bird street peak traffic convert via Faure, Binneplein and La Colline streets in order to link up to the R44 or Hellshoogte Road which causes a tremendous traffic jam entering and exiting the La Colline area.
7. The proposed development will also cause strain to the available education system as there is only one primary school within the immediate area.

I understand that there is a need for Social Housing developments but forcing such a development in a well established residential area is completely selfish and ludicrous and will impact surrounding property values negatively.

Stellenbosch does not have a shortage of available land. Therefore it would only be appropriate to source other available land in an appropriate area, in order to erect this mega Social Housing development.

I trust my objection to the proposed Social Housing development will be taken into serious consideration.

Kind regards,
Amelia Jovanovic

Michelle Moses

From: Proclean Panelbeaters <procleanpanelbeaters@gmail.com>
Sent: Friday, June 26, 2020 1:51 PM
To: Ihs Admin
Subject: [EX]
Attachments: SCAN_20200626_134545889.pdf


Mr Tabiso Mfeya

Please find attached objections to development on Erf 180, 81/2, 81/9 and 2149



Jacobus Jonker
0845602070

Stellenbosch

 *Tel: 021 886 5560*

 *Fax: 086 553 2350*

 *E-mail: procleanpanelbeaters@gmail.com*



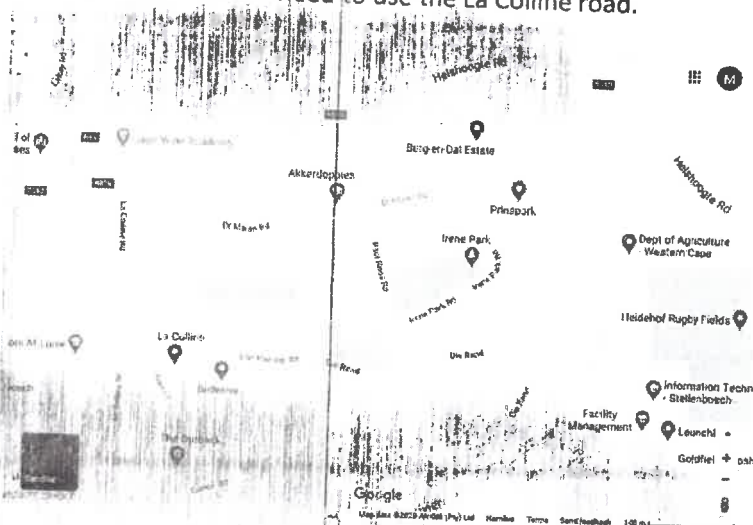
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To whom it may concern

This letter is in response to the project: INFORMATION STATEMENT IN RELATION TO ENTERING INTO LAND AVAILABILITY AGREEMENTS WITH SOCIAL HOUSING INSTITUTIONS (SHIs) OR OTHER DEVELOPMENT AGENCIES (ODA's) FOR THE DEVELOPMENT AND MANAGEMENT OF SOCIAL HOUSING ESTATES WITHIN STELLENBOSCH MUNICIPALITY. Contract: SHRA/RFP/SDT/201920

I, the owner of ERF 2675 have some concerns regarding the development of the Social Housing in Stellenbosch, specifically the area marked as the "Teen-die Bult (open space)" [Farm 180 & Erf 2728] in La Colline.

My first concern is that the traffic in the area, especially on La Colline road, is already a problem and adding an entire block of flats will make it much worse. Those living in La Colline, Die Rand and Irene Park have to use the La Colline road to reach their property, there is no alternative. Therefore, everyone living on La Colline Street, Dr Malan Street, Dan Pienaar and Paul Roos Street will be affected by the extra number of drivers that will need to use the road to get to the new block of flats. Currently there are about 8 houses with a maximum of 32 cars (assuming each house had two cars per house). The units you are planning to erect has a total of 630 bedrooms (of which 280 are 2 bedroom units), assuming only half of these units have their own vehicles it still amounts to 315 cars, which is 283 more cars that will need to use the La Colline road.



Another concern that I have is the effect such a unit will have on my property value. La Colline falls into the medium income groups. Over the years the residence have made effort to update their homes and thus the value of their property and make it safe for the children in the area. Many of us are also in need of the rent money from rented out backyard flats or rooms in our houses. However, if our area becomes known as an area with low cost housing for families what would that mean for our property? This may make some people reluctant to rent my property and when I do find renters, I would not be able to ask the same amount of rent that I currently do.

In conclusion, the building of social housing unit on Farm 180 & Erf 2728 is affecting me and my property negatively. I ask that you would reconsider the number of stories or number of housing units the flats will have.

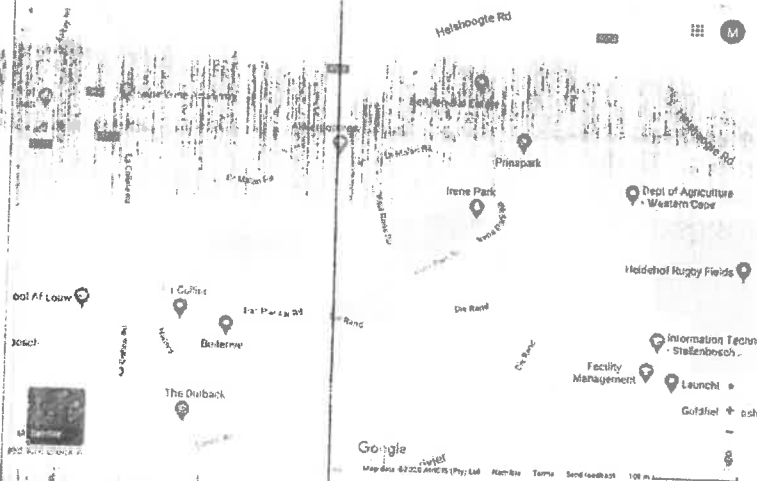
Sincerely

To whom it may concern

This letter is in response to the project: INFORMATION STATEMENT IN RELATION TO ENTERING INTO LAND AVAILABILITY AGREEMENTS WITH SOCIAL HOUSING INSTITUTIONS (SHIs) OR OTHER DEVELOPMENT AGENCIES (ODA's) FOR THE DEVELOPMENT AND MANAGEMENT OF SOCIAL HOUSING ESTATES WITHIN STELLENBOSCH MUNICIPALITY. Contract: SHRA/RFP/SDT/201920

I, the owner of ERF 2707 have some concerns regarding the development of the Social Housing in Stellenbosch, specifically the area marked as the "Teen-die Bult (open space)" [Farm 180 & Erf 2728] in La Colline.

My first concern is that the traffic in the area, especially on La Colline road, is already a problem and adding an entire block of flats will make it much worse. Those living in La Colline, Die Rand and Irene Park have to use the La Colline road to reach their property, there is no alternative. Therefore, everyone living on La Colline Street, Dr Malan Street, Dan Pienaar and Paul Roos Street will be affected by the extra number of drivers that will need to use the road to get to the new block of flats. Currently there are about 8 houses with a maximum of 32 cars (assuming each house had two cars per house). The units you are planning to erect has a total of 630 bedrooms (of which 280 are 2 bedroom units), assuming only half of these units have their own vehicles it still amounts to 315 cars, which is 283 more cars that will need to use the La Colline road.



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In conclusion, the building of social housing unit on Farm 180 & Erf 2728 is affecting me and my property negatively. I ask that you would reconsider the number of stories or number of housing units the flats will have

Sincerely

Michelle Moses

From: AM VAN ZYL <amvanzyl@isales.co.za>
Sent: Thursday, June 25, 2020 12:06 PM
To: Ihs Admin
Cc: lacollineneighbourhood@gmail.com; Jo
Subject: [EX] PROPOSED SOCIAL HOUSING ESTATES

Importance: High

Joseline do Amaral
La Colline 3
STELLENBOSCH
7600
0825566687



Michelle Moses

From: Lester Vanstavel
Sent: Friday, June 26, 2020 2:53 PM
To: Ihs Admin; Michelle Moses
Subject: Document from Lester
Attachments: LACOLLINE3.pdf

LACOLLINE3.pdf

I have received this on whatsapp on 25 June 2020

Regards

Lester

Sent from my Huawei phone

La Colline street 3 / Erf 2653

STELLENBOSCH

7600

25 June 2020

STELLENBOSCH MUNICIPALITY

RESIDENTIAL DEVELOPEMENTAL DIVISION

To whom it may concern

PLANNED DEVELOPMENT OF HIGH DENSITY LOW COST HOUSING IN LA COLLINE AND SURROUNDS, STELLENBOSCH

Please allow me to raise my concerns as a resident of La Colline, and clearly state that I am AGAINST any planned development.

1. TRAFFIC FLOW

For the last couple of years, a visible increase in traffic flow occurred in the area. I would like to know which impact studies have been done on traffic monitoring, as well as what efforts and plans are in place as to ease the more than doubling amount of vehicles in the area. Stellenbosch was not built for massive amounts of housing and has NO safe reliable public transport. How does the municipality foresee this traffic flow problem and how do they plan to rectify and address it before building commences.

Please bear in mind that construction vehicles will be using the routes as well, and causing extreme damage to the current road surfaces – what would be the arrangement with the Municipality be to keep the roads maintained and safe for taxpaying residents?

What would be the impact on the operating school in our area? How safe would the children be, being it waiting at school for lifts, or walking the streets to their homes – would construction vehicles be monitored and allowed free flow and endanger children's lives?

2. WATER

We have just survived a terrible drought in the Western Cape, but no additional water has been stored or any new dams built to provide us with this much needed commodity. How does the Municipality plan to provide these hordes of new homes with water and what do they plan to do if another drought strikes?

3. ELECTRICITY

The National Electricity Provider, ESKOM, started warning of some more power cuts and load shedding – is Stellenbosch Municipality generating own energy now to supply the influx of people into our town?



4. SEWARAGE

What would the impact be on the just completed upgrade of the sewerage system in Devonvalley side of town. Can the raise in waste be handled, or is it just another stink site waiting to happen once again to the residents on that side, if the processing of human waste does not happen effectively.

5. REFUSE REMOVAL

Stellenbosch Refuse site on the Devonvalley Road has reached full capacity. By building more dwellings and accommodating more people, more refuse needs to be removed at a higher cost, impacting the whole of Stellenbosch, with extreme rates and taxes. Was this of any concern when the Municipality did the impact studies?

6. DOWNGADING OF LIVING AREA

It seems to be the trend to downgrade our area from middle income to low income without caring about taxpaying landowners. Many of us are without any work, and renting out a room or flat on our property, the only income we have. Since Municipality decided to put up LOW COST HOUSING in the area, our property values will surely decrease, and our occupation percentage of available spaces to rent, will follow the downward spiral.

Looking at Municipal living spaces in our area, it is of utmost concern that the Municipality are not able to do proper maintenance of said spaces. How on earth do they plan do do proper maintenance and proper monitoring of said low cost housing spaces. Was this ever discussed and plans made?

7. WORK FOR NEW RESIDENTS

We are in the middle of a worldwide crisis. How does Stellenbosch Municipality plan to make Stellenbosch business friendly and attract more development on that side? As it is, lots of people spend their days on our pavements in and around La Colline, looking for work. Will we now be decorated with 4000 plus extra people on the streets during the day looking for work?



8 POLICING

It is a known fact that the police relies on security companies to do their work for them. Since our area is doubling in resident amounts, will we have our own police station erected to give the taxpayers the protection as stated in our Constitution? Did the Municipality address this before agreeing?

Once again I am NOT in support of planned developments and condemn any plans that was not properly researched.

Yours sincerely

A handwritten signature in dark ink, appearing to be 'J. Do Amaral', written in a cursive style.

J DO AMARAL

Michelle Moses

From: Tony Edwards <tony@iamwell.co.za>
Sent: Friday, June 26, 2020 4:07 PM
To: Ihs Admin
Cc: lacollineneighbourhood@gmail.com
Subject: [EX] Objection of development on "Teen-die-Bult"

Dear Mr Tabisa Mfeya,

I am writing in this email in objection to the planned multi story block of flats in the open space of "Teen-die-Bult" (Farm 180 & Erf 2728).

This development is not a good social/economic decision for the following reasons:

1. The cramming of thousands of people into such a small area in the middle of a well-established residential area will have severe negative consequences for the existing community and for the new residents that will be relocated into this new high-rise apartment structure. It is well known fact that multi-level apartment buildings have high density populations which causes negative/poor living conditions resulting in depression, substance abuse, domestic violence and unwanted pregnancies. This will also have a negative spin-off effect into the already peaceful existing community.
2. The high increase in population into such a small area, will heavily affect the flow of traffic in the area causing heavy congestion. AF Lous Primary School is just up the road and this will effect the safety of the learners.
3. The neighbouring school, AF Louw will be impacted by the very likely gang activity which often forms in high density populations in high-rise apartment blocks. There are hundreds of school children that may come into contact with this element as time goes by.
4. The planned development will negatively effect the value of the existing neighbourhood properties financially and aesthetically.
5. The loss of the green space as a result of the high-rise apartment building means the loss of the recreational space for children who already make use of the area to play freely in which will have a negative effect on their growth and development.
6. This development will negatively effect the immediate area but also the surrounding areas in light of the above points.

Kind regards,

Tony Edwards

Stellenbosch resident of Die Rand.

Michelle Moses

From: Alicia [Vorster & Vennote] <alicia@vorsterlaw.co.za>
Sent: Friday, June 26, 2020 3:47 PM
To: Ihs Admin
Cc: iacolinneneighbourhood@gmail.com
Subject: [EX] Stellenbosch Social Housing Programme - Objection
Attachments: _STELLENBOSCH DEVELOPMENT.pdf

Importance: High

26 June 2020

The attached notification refers.

We object to the proposed development.

L J VORSTER
8 Condé Street
Stellenbosch

T: 066 173 4063 / 021 987 2990 | F: 021 987 2993 | E: alicia@vorsterlaw.co.za



Michelle Moses

From: Sandberg Fynbos Reserve <proteapermaculture@gmail.com>
Sent: Saturday, June 27, 2020 9:18 PM
To: Ihs Admin; LaColline Neighbourhood Forum
Subject: [EX] Objection to SHRA/RFP/SDT/201920

Re: INFORMATION STATEMENT IN RELATION TO ENTERING INTO LAND AVAILABILITY AGREEMENTS WITH SOCIAL HOUSING INSTITUTIONS (SHIs) OR OTHER DEVELOPMENT AGENCIES (ODA's) FOR THE DEVELOPMENT AND MANAGEMENT OF SOCIAL HOUSING ESTATES WITHIN STELLENBOSCH MUNICIPALITY. Contract: SHRA/RFP/SDT/201920

I, William Stafford am the resident and owner of #22 Tobruk Park Rd., La Colline and have objections and concerns over the proposed development of "Teen-die Bult (open space)" [Farm 180 & Erf 2728] Tobruk park and Irene Park in La Colline. While I appreciate the need for development, especially densification and Social Housing in Stellenbosch, I object to the currently tabled development due to the loss of public open space, traffic congestion from the proposed construction of huge flats 6 stories high. In particular, my two objections are:

1. The proposed development would result in the loss of Conde park from the proposed Teen-die Bult development as well as others that are earmarked for development (Irene and Tobruk park). The land-use change is unacceptable as this will result in the permanent loss of public recreation and valuable and scarce green space in this area which will be densified! In addition, this notice cannot serve as a notice for proposed land-use change and the Municipality will need to go through an appropriate due process if it wishes to propose a change in land use from open-space that is valued by the community for recreation and open space (Conde Park, La Colline Park and Irene Park).

2. The road infrastructure (parking and roads per se) cannot accommodate more traffic. La Collien road is already congested as its an entry to town from the North (R44), a link to Bird Street and town-center and also busy with the AF Louw school nearby as well as is light industry nearby (du Toit).

I do hope that my objections have your due consideration

Thanks and kind Regards

William Stafford

--

Ever wonder about biodiversity?...

Come and wander in the natural beauty of fynbos.



Sender notified by
[Mailtrack](#) ----



Michelle Moses

From: Ilse van Wyk <ilse.vanwyk7@gmail.com>
Sent: Sunday, June 28, 2020 10:09 PM
To: Ihs Admin; lacollineneighbourhood@gmail.com
Subject: [EX] Objection to Notice on Land Availability Agreements

Dear Tabiso Mfenya, Lester van Stavel and to whom it may concern

This letter is in response to the project: Information Statement in relation to entering into land availability agreements with Social Housing Institutions (SHIs) or other Development Agencies (ODA's) for the Development and Management of Social Housing Estates within Stellenbosch Municipality. Contract: SHRA/RFP/SDT/201920.

I, the tenant of Erf LACOL 2651 0001 have a lot of concerns regarding the development of the Social Housing in Stellenbosch, specifically the area marked as the "Teen-die-Bult (open space) Farm 180& Erf 2728 in La Colline.

My first concern is that I need to read on the Municipality's website that the place which I have called home for over 3 decades will be demolished (Four city blocks of 2 erven each, clustered around Tobruk Park). What are your plans with the current tenants? There has been no discussion with these individuals on their future. We are very concerned, especially in these circumstances with national lockdown being on Level 3 and we cannot even reach out to our neighbours. There are people living here with no internet access. We received no letters in our mailboxes and we feel it is the municipality's responsibility to reach out to those directly affected by these plans.

Secondly, a lot of tenants and house owners in the area are pensioners, low income households and some have lost their jobs due to Covid. These plans have a further emotional effect on us. We feel that this process should be postponed to at least level 1 lockdown regulations where the neighbourhood can be informed properly about the proposals and what implications it will have. We cannot even visit our neighbours to offer support in these uncertain times.

I would also like to add that the content of the document is vague and one-sided. There has been no discussions with the community who will have to face the consequences of this development. I understand the concept of social housing but not at the expense of someone else.

We are an established neighborhood and I feel that the current tenant and home-owner's situation need to be taken into consideration. We would therefore like to ask the municipality to take into consideration that we cannot afford any other form of housing. Should the council not protect us?

Further, as people who have lived in the area for a long time, we have an intimate understanding of how the sun moves, how the land can handle large storms, water and drain issues, vegetation, safety and traffic. We can help make a more informed assessment of the area.

I want to highlight the Constitution of the Republic of South Africa and remind you of the Bill of Rights where it is stated that we have the right to Equality and Human dignity. Secondly, Section 25 & 26 refers to the Right to Property and Housing which is also recognised by the African Commission on Human and People's rights. We are human beings, just like you. Please look at things from our perspective as well.

I am asking once again, we need clear indications as to how this application and plans will impact us.

Thus, I would like to object to these plans based on reasons given above.

Kindly confirm that you have received and read this communication.

Kind regards
SE van Wyk



Virus-free. www.avg.com

Michelle Moses

From: Elzabi van Wyk <elzabivw@gmail.com>
Sent: Monday, June 29, 2020 8:14 AM
To: Ihs Admin
Cc: lacollineneighbourhood@gmail.com
Subject: [EX] Objection to development of Social Housing Estates - La Colline

Dear Mr van Stavel and Mr Mfeya

We were quite shocked to hear of a proposed development in our area, of which a member in our area happened to come across. No notice relating this was received by the property owners via any form of communication such as a letter (as would be expected!).

I am referring to the document : INFORMATION STATEMENT IN RELATION TO ENTERING INTO LAND AVAILABILITY AGREEMENTS WITH SOCIAL HOUSING INSTITUTIONS (SHIs) OR OTHER DEVELOPMENT AGENCIES (ODA's) FOR THE DEVELOPMENT AND MANAGEMENT OF SOCIAL HOUSING ESTATES WITHIN STELLENBOSCH MUNICIPALITY. Contract: SHRA/RFP/SDT/201920

Residing at ERF 2657 in Dan Pienaar Road, we will be directly and negatively affected by this development, specifically the area marked as the "Teen-die Bult (open space)" [Farm 180 & Erf 2728] in La Colline.

If social housing of this nature would be erected across the road, not only will the traffic be negatively affected, but the noise levels of the people and their cars (which we often are affected by already!) will become unbearable. Some "Op die bult" residents already have a disregard for their neighbours and have no issues with loud music and revving cars late at night.

The notion of an 8-storey building will mean destroying the bit of view that we enjoy of the town, and the bird life - especially hawks and owls - that we often observe in the trees across the road. Instead we will be faced with a hideous, noisy building.

Most worrisome is that the property that we have spent YEARS on improving and neatening - with hard-earned money, while keeping the character of the place, will lose its value completely. Many home owners in the area have been upgrading the properties over time and it is a diverse, and also a neat and orderly neighborhood.

Lastly - the artist's impression of the buildings in the proposal, is an architectural disaster, and totally out of character with the neighboring buildings, and not inkeeping with retaining the character of this town.

These are only a few of the concerns at the moment...I can think of many more, not only for myself but for all the residents of this area.

We are vehemently opposed to a development of this nature, and trust that the municipality will use their good sense not to proceed with this, as it will destroy our neighbourhood.

Kind Regards,

Elzabi van Wyk
2 Dan Pienaar Street

Michelle Moses

From: Celia Thiart <thiartcelia@gmail.com>
Sent: Monday, June 29, 2020 8:55 AM
To: Ihs Admin
Subject: [EX] Social housing

Wie dit mag aangaan

Die nuwe Social Housing projek is nie mooi deurdink nie. Die infrastruktuur is nie reg vir al die ekstra wonings nie

Elke week bars daar water pype. Die water pype is vrot, Almal sal moet vervang word.

Die paaie kan ook nie die verkeer hanteer nie - Dis n nagmerrie om soggens en saans in en uit La Colline te kom. Daar is nie eers genoeg parkeer plek voor die huise nie

Gaan die elektrisiteit toevoer na die huise genoeg wees. Dit gaan ook n probleem wees.

La Colline is n ou gedeelte van Stellenbosch. Toe die huise gebou is het hulle voorsiening gemaak vir daardie tyd se behoeftes. Dit is glad nie geskik vir al die nuwe verwikkeling nie..

Daar gaan nie speel plek en ontspannings plek wees vir die kinders en senoir burgers nie.

Ons het daardie jare die huis gekop om dit n rustige buurt was, maar nou wil julle dit oorvol en beknop maak.

Inwoner van Irene Park 4
 Stellenbosch

Celia Thiart



Virus-free. www.avast.com

Michelle Moses

From: Du Preez, P, Prof [cntr@sun.ac.za] <CNTR@sun.ac.za>
Sent: Wednesday, June 24, 2020 3:54 PM
To: Ihs Admin
Subject: [EX] Development of Teen-die-bult Erf numbers 3481, 3482, 3483, 3485, 3486, 2728 and farm 180

Dear Stellenbosch Municipality *per address* Mr Tabiso Mfeya and Lester van Stavel (Social housing: Project manager)

Re: Development of Teen-die-bult Erf numbers 3481, 3482, 3483, 3485, 3486, 2728 and farm 180

I have taken note of the proposed development of the abovementioned sites. I hereby submit my official objection to this development, as per notification of the Municipal Manager. Further details regarding this development is required regarding the effects and possible impacts of this development on current residents of the neighbourhood.

Kind regards,

Professor Petrus du Preez

La Colline resident

Prof P. du Preez

Drama Departement | Drama Department

cntr@sun.ac.za | t: +27 21 808 3208 | Drama Building,

Andringa Street



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Michelle Moses

From: Janet Baxter <janetbaxter1@gmail.com>
Sent: Monday, June 29, 2020 10:54 AM
To: Ihs Admin; lacollineneighbourhood@gmail.com
Subject: [EX] Fwd: Concern regarding Social Housing Estates: Lapland, Teen-die-Bult and Erfs 81/2 and 81/9

Dear Mr van Stavel

Thank you for the Information Statement regarding SHI's in Lapland, Teen-die-Bult, and Erfs 81/2 and 81/9. I would have preferred to have received the information directly from the Municipality via **registered post**, instead of having stumbled across it through a concerned resident in La Colline.

I am all for Social Housing - but I am concerned that "Notice is hereby given, in terms of Section 21(A) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) that Stellenbosch Municipality **intends to commence** with the process of granting long-term use rights to SHIs and/or ODAs on Council-owned land in order to realize the implementation of the Social Housing Programme" and "Stellenbosch Municipality **will** enter into a Smart Partnership and Land Availability Agreements with successful accredited SHIs and/or ODAs, through a Public Competitive Process in terms of Regulation 34(1) (b) of the Asset Transfer Regulation (ATR).

This seems to me like a done deal - and if the Municipality is so determined to do so...why was I not notified via **registered post**?

The target area is the backyard dwellers of Ida's Valley, Cloeteville, Kayamandi, and Jamestown. The Municipality had the perfect opportunity to cater to the needs of the backyard dwellers and those falling within the R1 500 - R15 000 band by offering homes in the recent Ida's Valley extensions - which were then sold to private homeowners at an increased price. Why did that happen?

Furthermore - for years I objected to the **development of La Roche** - which would have once again been perfect to create an ideal location for homes in a beautiful setting - but the municipality rather went ahead to create another gated village for the highest income group. I am aware it was not Municipality land - but I was amused how quickly rezoning occurred for the development.

The proposed flats will be above the 6 levels that are for Stellenbosch - and this will change the unique style of Stellenbosch. I disapprove of this.

The **density** of the mixed-use flats is proposed at **85% coverage** of the land - that is not ideal for the residents or for the environment. The proposed set designs of placing recreational space on the roof is great as an idea but not feasible. Have you done an assessment on the number of children who would potentially be housed with their families? An 8 story flat has been proven time and time again to not be an ideal **option for children**. Where will the creche move to that you are planning to demolish? You do realize that that is one of the most amazing pre-schools in Stellenbosch? And if you intend to build a new creche in the building - have you discussed this with the Department of Social Development? Don't let it be a token gesture. That little pre-school is already at capacity.

Vehicular access to me is a great concern - and parking ratio at 0.25% (Lapland and Teen-die Bult). I would also demand a traffic impact assessment - not just "**may be required**".

If the proposal is 630 units at Teen-die-Bult, then the extra traffic will be a concern. Where will the overflow of cars be parked? Don't assume families won't have access to vehicles, especially when they become more financially stable.

A few residents were questioned regarding **water, sewage etc** - I think you need to question everyone about their concerns. I saw you will be looking at borehole water - and if the droughts come back? where will you get the water - The Ida's Valley Dam which serves the town is already at its limit in the past.

I am very curious - with whom does the resident sign the **rental agreement**? And what are the conditions of the agreement - I hope they will still be protected under the law. And how does one determine the rent?

Backyard dwellers are under extreme pressure. The owners of the properties who rent out to backyard dwellers - will the structures be demolished once the move happens? Don't forget - the rent also helps to keep the formal dwellers' heads above water in times of need.

It was mentioned that these areas are ideal at the moment. What happened to the proposed **corridor between Khayamandi and Distel**? **In many places that is unoccupied land.**

Finally - has anyone done a real market value assessment of the homes that are privately owned that are going to be adjacent to the development is La Colline? Will my home in Irene Park drop in value - and if that is the case - what are my rights?

Please keep me informed of upcoming meetings, and please acknowledge the receipt of this letter.

Thank you,
Kind regards
Janet Baxter
0785474076
Erf: LA Colline 2714

Chantal Moses

From: Tabiso Mfeya
Sent: Wednesday, 08 July 2020 13:04
To: Chantal Moses
Subject: FW: Development of Social Housing Estates
Attachments: RE: [EX] Land Availability Agreements with SHI's and/or ODA's; RE: Public Participation for Social Housing Development; RE: [EX] FW: Brief van Objeksie - Mev.HB Brand Voorplein 10 Stellenbosch

Hi Chantal. Please find email and attached emails for 4 of 5.



Regards,

Tabiso Mfeya

C: +27 60 986 2044

Email:

Tabiso.Mfeya@stellenbosch.gov.za



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From: Emma Brown [mailto:Emma.Brown@westerncape.gov.za]
Sent: Monday, 22 June 2020 12:35
To: Tabiso Mfeya
Cc: Ihs Admin; Lester Vanstavel
Subject: [EX] RE: Development of Social Housing Estates

Good day Mr Mfeya

I greatly appreciate your quick response. I would prefer that all communication is in writing as I would need to share feedback with other parties.

I will however come back to you for more information where required.

Kind Regards

Emma de Villiers

From: Tabiso Mfeya [<mailto:Tabiso.Mfeya@ Stellenbosch.gov.za>]
Sent: Monday, June 22, 2020 12:03 PM
To: Emma Brown
Cc: Ihs Admin; Lester Vanstavel
Subject: RE: Development of Social Housing Estates

Good day Madam

The area Erf 81/2 and Erf 81/9 reside in forms part of the Stellenbosch Municipality Restructuring Zones for Social Housing. The development intended by the Municipality on the property is a Social Housing development along the same principles as shown in the Presentation compiled for the other sites. I just want to add that what is depicted in the Presentation are Development Concepts that generally are implemented in Social Housing Developments and not the actual plans for the three areas targeted.

Detailed Site Developments proposed and actual designs for all the different sites will be submitted to the Municipality by Companies who are successful in the Competitive Bid Process. The Land Use Management Department will still provide the Stellenbosch Public with an opportunity to submit comments on the actual planned developments.

If more clarity is required, you may provide me with your telephone/ cell no. I will gladly give you a call.



Regards,

Tabiso Mfeya

C: +27 60 986 2044

Email:

Tabiso.Mfeya@ Stellenbosch.gov.za



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Kind regards,

On behalf of

Lester van Stavel

Manager: Housing Development

Department: Integrated Human
Settlements

**Directorate: Planning & Economic
Development**

T: +27 21 808 8462 | F: +27 21 887 6167

Oude Bloemhof Building, 3rd Floor,
Plein Street, Stellenbosch, 7600

www.stellenbosch.gov.za



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From: Emma Brown [<mailto:Emma.Brown@westerncape.gov.za>]

Sent: Saturday, June 20, 2020 10:20 AM

To: lhs Admin

Subject: [EX] Development of Social Housing Estates

Mr Mfeya/ Mr Van Stavel

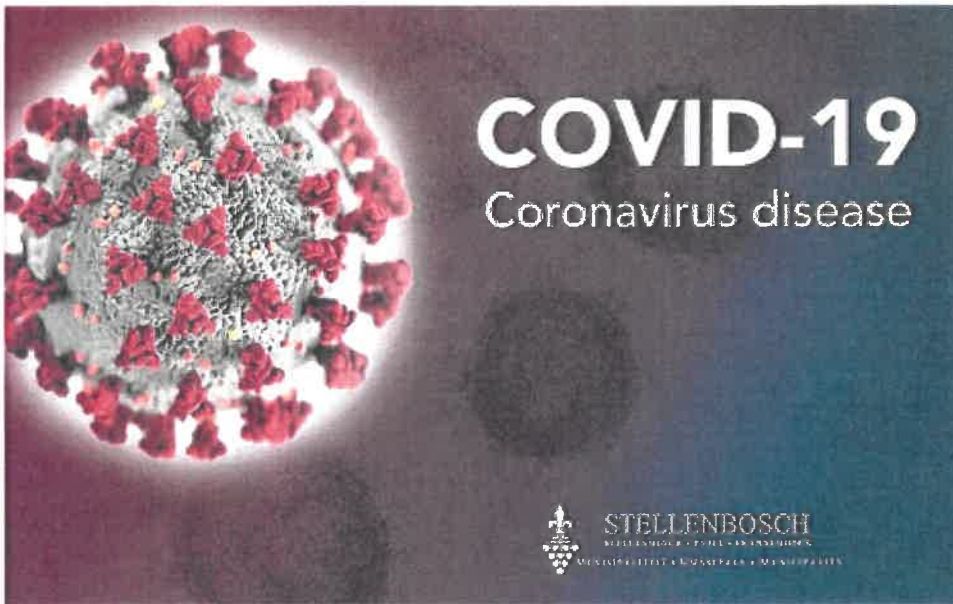
In response to the notice according to Section 21(A) indicating the plans to develop Erf 81/9 and Erf 81/2.

I have read the statement as published by Stellenbosch Municipality (not dated) and would like to formally comment on this document. However, although details are provided with regards to the development plans for the other two sites that are being planned in Stellenbosch as to what exactly the land would be used for, I do not seem to find any specifications for erf 81/2 and Efr 81/9. It is therefore unreasonable to expect public comments.

As home owners and residents of Mt Simon Estate, this will very clearly have a huge impact on us. We would need to understand the impact that these developments might have on our property value (resell or rental), especially seeing that it will directly border to our own home and also impact the entrance of our Estate (having to drive through the new development).

I am not sure when this was published (A friend sent this to me), but there is not much time to provide commenting and with this limited information, this makes it even more difficult.

I would appreciate your feedback and any information that would be relevant to this project.



Visit the dedicated COVID-19 page on our municipal website for information on this disease:
<https://www.stellenbosch.gov.za/documents/general>

For official COVID-19 advice, updates and queries:

- National Hotline 0800 029 999
- Provincial Hotline 021 9284102
- WhatsApp 0600 123 456

Stay alert, stay updated and stay safe.



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About Stellenbosch Municipality

Our mission is to deliver cost-effective services that will provide the most enabling environment for civil and corporate citizens.
 Our head office is at Town House Complex, Plein Street, Stellenbosch, 7600, South Africa.
 For more information about Stellenbosch Municipality, please call +2721-808-8111, or visit www.stellenbosch.gov.za

Disclaimer:

The information contained in this communication from tabiso.mfeya@stellenbosch.gov.za sent at 2020-06-22 12:03:19 is confidential and may be legally privileged. It is intended solely for use by emma.brown@westerncape.gov.za and others authorized to receive it. If you are not emma.brown@westerncape.gov.za you are hereby notified that any disclosure, copying, distribution or taking action in reliance of the contents of this information is strictly prohibited and may be unlawful. Powered by [IOCO](#)

From: lhs Admin

Sent: Monday, 22 June 2020 08:43

To: Tabiso Mfeya; Lester Vanstavel

Cc: 'Emma Brown'

Subject: RE: Development of Social Housing Estates

Good day,

See below e-mail received from Ms Brown for your attention.

Kind Regards

Emma de Villiers

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If you are not the intended recipient you may not copy or deliver this message to anyone."

Michelle Moses

From: Kurt Malgas <kurt.malgas@gmail.com>
Sent: Monday, June 29, 2020 1:15 PM
To: Ihs Admin
Cc: LaColline Neighbourhood Forum
Subject: [EX] Objection - proposed development "Teen die Bult" remainder of farm 180, erf 81/2 and erf 81/9
Attachments: Objection to Stellenbosch Social Housing 21 Tobruk Park docx.docx

Good day

Please find attached my vehement objection and concern for the social housing project.

Kindly acknowledge receipt of this email

Regards

Kurt Malgas
+27829907688

This letter is in response to the project: **INFORMATION STATEMENT IN RELATION TO ENTERING INTO LAND AVAILABILITY AGREEMENTS WITH SOCIAL HOUSING INSTITUTIONS (SHIs) OR OTHER DEVELOPMENT AGENCIES (ODA's) FOR THE DEVELOPMENT AND MANAGEMENT OF SOCIAL HOUSING ESTATES WITHIN STELLENBOSCH MUNICIPALITY. Contract: SHRA/RFP/SDT/201920**

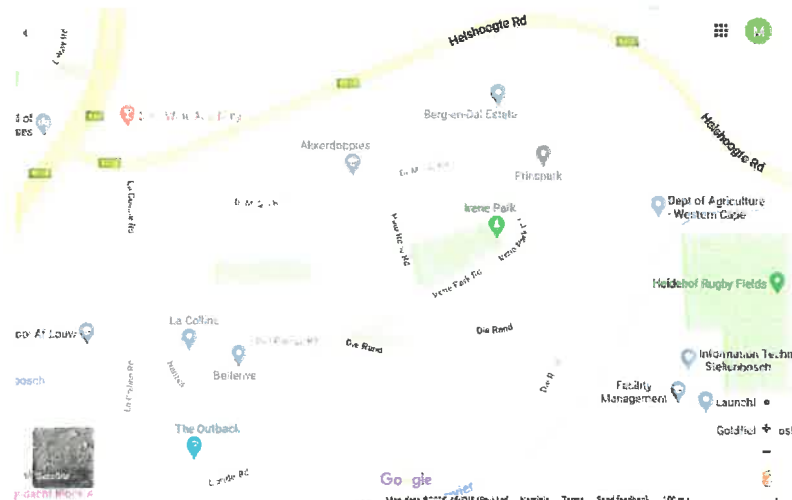
I, **Kurt Mark Malgas**, co-owner of **ERF2662** (21 Tobruk Parl, La Colline, Stellenbosch) object (and in the strongest possible sense) to the proposed development of the Social Housing in Stellenbosch, specifically the area marked as the “Teen-die Bult (open space)” [Farm 180 & Erf 2728] in La Colline.

I am in favour of social housing integration but the manner in which this is done is not acceptable

My complete objection to this proposed development centers around

- 1. Timeous notification and the manner in which it was communicated –**

Was it not for the vigilance of one of our community members, who spotted this on the municipal website, we would never have been informed about this. No official notice was received, and as a result, limited time was given thoroughly study this proposal, and to get legal advice w.r.t. how to proceed. This does not bode well for future communication



2. The impending **traffic congestion** is another major concern, considering that the road leading up to the school is already grid-locked, and this even on a good day. The new proposed flats will make proceedings even worse. These roads were poorly designed to start, offering existing residents only one way into and out of the area. The addition of the proposed apartments would make it virtually impossible to commute. The area is becoming unsafe, and so walking is by no means a safe option anymore.
3. The **removal of the greenspace** is an absolute no-no, with a better, long term sustainable plan for the space a more constructive option i.e. Community Veggie garden
4. **Infrastructural incapacity**. Currently this aspect is nothing short of poor, with burst storm-water pipes a weekly occurrence and a recent meeting held in 2019 with Mr Jan Louw and his colleagues the engineering department have done little to convince the residents that things will transition to a better state. The proposed development will place an added burden on the already under performing system, with imminent failure the only plausible outcome. This is in

stark contrast to your statement within the document where it is cited that the infrastructural services are adequate – this I am afraid is furthest from the truth, and blatant lie.

5. As a private **home owner** who has had to spend quite a substantial amount to not just purchase in the area - based on the premise that it is (or was) a quiet residential area, in close proximity to schools, university and places of work, and ideal for young professional family, but also to maintain it. The development will no doubt **de-value** not just this property but totally obliterate the property market in the area, putting paid to our long term investment in the area.

In conclusion, the building of social housing unit on Farm 180 & Erf 2728 will have a multifaceted, negative affect on not just my property and but others in the area.

Alternative solutions do exist in the form of the

- Voortrekker Saal in Simonswyk, from what I can see has not even been considered.
- The masses of open spaces in Onder Papagaaienberg is another alternative
- Are similar project aimed at the more affluent Mostertdrift, Dalsig & Die Boord – I think not, yet you're wanting to cram even more folks into an already cosmopolitan knit community

I would personally like to request a better structured, and/or facilitated session with the respective community leader and your department to get clarity on this situation.

I await your prompt response

Sincerely

Kurt Mark Malgas

Michelle Moses

From: Willem Prinsloo <17willem@gmail.com>
Sent: Monday, June 29, 2020 1:27 PM
To: Ihs Admin
Subject: [EX] Social Housing Development Stellenbosch.

To whom it may concern.

I fully agree support and understand the need for social housing and the development thereof in Stellenbosch.

However I do feel that the time period given to us as homeowners in La Collien is very short to give our input and comments.

Furthermore why must all the development happen in the La Collien area and not spread over the municipal area of Stellenbosch, like Simonsrus area around the Voortrekker area it is close to taxi rank.

I request that there will be more time for public input into this matter as we as property owners are concerned about our property values and think more thought should be put into this development.

--

Kind Regards,

Willem Prinsloo
Cell: 082 940 2367

Michelle Moses

From: Wilbert Basson <multibon@adept.co.za>
Sent: Monday, June 29, 2020 1:59 PM
To: Ihs Admin
Subject: [EX] FW: Olienhoutstraat 2 Stellenbosch Mnr. RWA (Wilbert) Basson Die Trippel B Familie Trust - Brief
Attachments: Olienhout2SBoschOjeksieBriefDieTripBFamTr.pdf

From: Wilbert Basson <multibon@adept.co.za>
Sent: Monday, 29 June 2020 13:17
To: 'Ihs.admin@stellenbosch.gov.za' <Ihs.admin@stellenbosch.gov.za>
Subject: Olienhoutstraat 2 Stellenbosch Mnr. RWA (Wilbert) Basson Die Trippel B Familie Trust - Brief

Vir Aandag : Mnr. Van Stavel

Vind asseblief brief aangeheg vir u aandag, na aanleiding van ons telefoongesprek vroeër vandag.

Die uwe

Mnr. RWA (Wilbert) Basson

Mnr. RWA Basson

Die Trippel B Familie Trust

Olienhoutstraat 2

Stellenbosch

7600

29/06/2020

Die Munisipaliteit Stellenbosch

Aandag: Mnr. Van Stavel

Geagte Meneer,

I/S: TEEN DIE BULT ONTWIKKELING EN ANDER AREAS

Die Trustees van Die Trippel B Familie Trust maak ten sterkste beswaar teen die Munisipaliteit se voorneme om plaas 180 te ontwikkel vir lae koste behuising, met spesifieke verwysing na "Lapland, erwe 2149, 2609, 6590 en 6659."

Die Trippel B Familie Trust besit die eiendom te Olienhoutstraat 2 Stellenbosch erf MIDN 8678 00001. Die eiendom is vir belegging doeleindes bekom en moes al die inwoners en eienaars, ook van Olienhoutstraat 5, en eienaars van motors, reeds hul hande diep in hulle sakke steek om ons eie 24 uur sekuriteit te kon bekom sowat 5 jaar gelede, met die hoof rede dat die misdaad in die area die hoogte in geskiet het.

Die voorstel van die Munisipaliteit is dus definitief nie tot voordeel in die bekamping van misdaad nie, en sal hierdie voorgestelde ontwikkeling tot hoër misdaad ly, en sal dit ook die pryse van huise in die omgewing afwaarts laat tuimel.

Min inligting of detail oor die ontwikkeling is aan ons bekend, en daarom sal ons as die Trippel B Familie Trust verder beswaar aanteken, nadat die Munisipaliteit meer inligting en detail bekend maak.

Geliewe asseblief ontvangs van hierdie e-pos aan my te erken, deur u e-pos aan multibon@adept.co.za.

Die uwe



Mnr. RWA Basson

Trustee Die Trippel B Familie Trust

Mev. E Basson

Trustee Die Trippel B Familie Trust

Michelle Moses

From: Ihs Admin
Sent: Monday, June 29, 2020 3:27 PM
To: 'Willem Prinsloo'
Cc: Tabiso Mfeya; Ihs Admin
Subject: RE: [EX] Social Housing Development Stellenbosch.

Good day,

With reference to your e-mail dated 29 June 2020 with regards to above-mentioned subject.

The request for further extension is hereby granted until 3 July 2020.



Kind regards,

On behalf of

Lester van Stavel

Manager: Housing Development

Department: Integrated Human
Settlements

**Directorate: Planning & Economic
Development**

T: +27 21 808 8462 | F: +27 21 887 6167

Oude Bloemhof Building, 3rd Floor,
Plein Street, Stellenbosch, 7600

www.stellenbosch.gov.za



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From: Ihs Admin
Sent: Monday, June 29, 2020 1:36 PM
To: 'Willem Prinsloo'
Cc: Tabiso Mfeya; Ihs Admin
Subject: RE: [EX] Social Housing Development Stellenbosch.

Good day,

Your e-mail has been noted and forwarded to the Social Housing: Project Manager, Mr Tabiso Mfeya.



Kind regards,

On behalf of Tabiso Mfeya
Social Housing: Project Manager

C: +27 60 986 2044

Oude Bloemhof Building, Plein Street,
3rd Floor, Stellenbosch, 7600

www.stellenbosch.gov.za



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From: Willem Prinsloo [<mailto:17willem@gmail.com>]
Sent: Monday, June 29, 2020 1:27 PM
To: Ihs Admin
Subject: [EX] Social Housing Development Stellenbosch.

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I fully agree support and understand the need for social housing and the development thereof in Stellenbosch.

However I do feel that the time period given to us as homeowners in La Collien is very short to give our input and comments.

Furthermore why must all the development happen in the La Collien area and not spread over the municipal area of Stellenbosch, like Simonsrus area around the Voortrekker area it is close to taxi rank.

I request that there will be more time for public input into this matter as we as property owners are concerned about our property values and think more thought should be put into this development.

--

Kind Regards,

Willem Prinsloo
Cell: 082 940 2367

Mev. HB Brand

Voorplein 10

Stellenbosch

7600

29/06/2020

Die Munisipaliteit Stellenbosch

Aandag: Mnr. Van Stavel

Geagte Meneer,

I/S: TEEN DIE BULT ONTWIKKELING EN ANDER AREAS

Ek, Helena Barnardina Brand IDNr. 290602 0009 086, verklaar dat ek 'n 91 jarige weduwee is wat te Voorplein 10, erf 8361 Stellenbosch, bykans my hele lewe woonagtig is en dat ek die eienaar van die eiendom is.

Die voorgestelde ontwikkeling t.o.v lae koste behuising sal 'n toeloop van misdaad in die area, wat alreeds geteiken word, tot gevolg hê. My lewe sal, soos ek voel, omrede ek bejaard is, ernstig bedreig word, en dit sal ook my enigste vaste bate se waarde laat daal, wat vir my onaanvaarbaar is.

Om hierdie rede teken ek ten sterkste beswaar teen die voorgestelde ontwikkeling aan, met spesifieke verwysing na "Teen die Bult" erwe 3481-3486 en erf 2728. Indien meer detail en inligting deur die Munisipaliteit bekend gemaak word oor die tipe wooneenhede wat beoog word om gebou te word, sal ek dan ook verder beswaar aanteken.

Geliewe asseblief ontvangs van hierdie e-pos aan my seun, Mnr. RWA Basson op e-pos multibon@adept.co.za te erken, aangesien ek nie oor 'n e-pos adres beskik nie.

Die uwe



Mev. HB Brand

NMS

Michelle Moses

From: Wilbert Basson <multibon@adept.co.za>
Sent: Monday, June 29, 2020 1:59 PM
To: Ihs Admin
Subject: [EX] FW: Brief van Objeksie - Mev.HB Brand Voorplein 10 Stellenbosch
Attachments: MevHBBrandVoorplein10SBoschBrief.pdf

From: Wilbert Basson <multibon@adept.co.za>
Sent: Monday, 29 June 2020 13:25
To: 'Ihs.admin@stellenbosch.gov.za' <Ihs.admin@stellenbosch.gov.za>
Subject: Brief van Objeksie - Mev.HB Brand Voorplein 10 Stellenbosch

Vir Aandag: Mnr. Van Stavel

Vind asseblief aangehegte brief vir u verdere aandag.

Die Uwe

Mnr RWA (Wilbert) Basson
Nms Mev HB Brand (Moeder)

Mev. HB Brand

Voorplein 10

Stellenbosch

7600

29/06/2020

Die Munisipaliteit Stellenbosch

Aandag: Mnr. Van Stavel

Geagte Meneer,

I/S: TEEN DIE BULT ONTWIKKELING EN ANDER AREAS

Ek, Helena Barnardina Brand IDNr. 290602 0009 086, verklaar dat ek 'n 91 jarige weduwee is wat te Voorplein 10, erf 8361 Stellenbosch, bykans my hele lewe woonagtig is en dat ek die eienaar van die eiendom is.

Die voorgestelde ontwikkeling t.o.v lae koste behuising sal 'n toeloop van misdaad in die area, wat alreeds geteiken word, tot gevolg hê. My lewe sal, soos ek voel, omrede ek bejaard is, ernstig bedreig word, en dit sal ook my enigste vaste bate se waarde laat daal, wat vir my onaanvaarbaar is.

Om hierdie rede teken ek ten sterkste beswaar teen die voorgestelde ontwikkeling aan, met spesifieke verwysing na "Teen die Bult" erwe 3481-3486 en erf 2728. Indien meer detail en inligting deur die Munisipaliteit bekend gemaak word oor die tipe wooneenhede wat beoog word om gebou te word, sal ek dan ook verder beswaar aanteken.

Geliewe asseblief ontvangs van hierdie e-pos aan my seun, Mnr. RWA Basson op e-pos multibon@adept.co.za te erken, aangesien ek nie oor 'n e-pos adres beskik nie.

Die uwe



Mev. HB Brand

NMS

Michelle Moses

From: Carmen Petersen <karmenpetersen1@gmail.com>
Sent: Monday, June 29, 2020 3:42 PM
To: Ihs Admin
Subject: [EX]

To whom it may concern

Regarding SHI's in Lapland, Teen-die-Bult, and Erfs 81/2 and 81/9

Backyard dwellers are located in Ida's Valley, Cloetevilles, Kayamandi, and Jamestown and kids are at school in these areas. The nearest school will be A F Louw and the Cloeteville schools. More kids will be walking to Idas Valley and Cloeteville as it will be the closest "non white" type schools available and where these kids are at this stage.

- Will AF Louw and the closest other schools be able to absorb these kids?
- Has someone checked what the impact on the schools will be where these kids will be relocated from e.g. Ida's Valley primary and Bruckner Primary?
- Was an impact study done for the traffic on the roads surrounding the area?
- Will there be buses available for the transport of kids to and from schools outside the immediate area?
- Does the town not have a restriction on the number of storeys per building?
- At the moment the current Municipal flats don't always have working lifts which means that people need to walk up stairs with groceries
- How will these flats be maintained if the current ones' lifts are not working properly?

The whole area is already so people dense with all the flats adjacent to the school. It does not feel like a well thought out plan keeping in mind that there are so many privately owned single family type dwellings in the immediate vicinity.

I have a property in Die Rand and am very concerned about the dropping of property value especially if the new flats are not managed properly. People seem to live in these flats for a lifetime and "ownership" thereof is being passed to the next generation without proper management of who lives in the physical flats.

In Die Rand we had issues with sewerage because of Prinspark flowing into the same main connection which the Municipality did not want to take responsibility for and left it to the body corporates to sort out financially. There were also problems with sewerage in the Soetewiede area when loads of flats were erected in a short time where the system was designed for single family housing.

Open play areas for kids are not planned for as again, the idea will be for families to move into these flats. There is only one pre-school nearby which would not be able to handle an influx of lots of little ones.

- Was there an investigation done into creches and pre-schools availability?
- Where will the parks and open green areas be for the area?

Backyard dwellers in essence are low cost living and having loads of flats will move some of them with the means to relocate but it opens up the space for the next person to put up a shack. There is no control over the shacks being erected now, you will have no control over it being erected later.

- Have a survey been done with the backyard dwellers to establish how many will be able to afford this housing ?

- If they can't afford it, doesn't it only open up the space for more people from outside of Stellenbosch to locate here and poor Stellenbosch families staying exactly where they are now?

Kind regards,
Carmen Petersen
Owner of Die Rand 135

Michelle Moses

From: Elmo Karin Stadler <laguskar@gmail.com>
Sent: Monday, June 29, 2020 3:55 PM
To: Ihs Admin
Cc: lacollineneighbourhood@gmail.com
Subject: [EX] RE: ENTERING INTO LAND AVAILABILITY AGREEMENTS WITH SOCIAL HOUSING INSTITUTIONS (SHIs) AND/OR OTHER DEVELOPMENT AGENCIES (ODAs) FOR THE DEVELOPMENT AND MANAGEMENT OF SOCIAL HOUSING ESTATES: STELLENBOSCH MUNICIPALITY

Aan Wie Dit Mag Aangaan

ERKEN ASSEBLIEF ONTVANGS VAN HIERDIE EPOS

Rakende Bogenoemde net die volgende

Ek, die eienaar van Erf LACOL 8377 00001, het besware /bekommernisse oor die voorgenome beoogde behuising soos aangedui as "Teen-die Bult (oop Area)" {Farm 180 & Erf 2728} in La Colline

Die volgende strate loop reeds erg deur onder geweldige druk verkeer gedurende spitsstye:

- La Collineweg
- Faurestraat
- Kromrivierweg

Deur die oprigting van hierdie ontwikkeling sal die verkeer verder onder druk geplaas word aangesien hierdie 3 strate ALLE toegang tot huidige inwoners van Die Onderste Rand, Condestraat, Dan Pienaar, Die Boonste Rand, Irene Park, Tobruk Park, Prinspark en Berg en Dal se eiendomme verleen. Die verkeer is geweldig onder druk gedurende spitsstyd aangesien dit ook deur motorfietsryers, fietsryers, skaatsplankryers gebruik word, asook motoriste wat van of na die R44 of Helshoogte weg van of na die middedorp beweeg.

Verder is ek ook besorgd oor die effek wat die oprigting van so 'n skema op die waarde van my eiendom het. Ons het hierdie eiendom in 1992 gekoop teen 'n redelike markverwante prys en verbeteringe aangebring. Die inwoners van die buurt het oor die afgelope 28+ jaar meestal probeer om verbeteringe aan te bring wat weer die markwaarde van almal van ons se eiendomme verhoog het. Die skema sal 'n negatiewe uitwerking op huidige eienaars se eiendomme meebring.

Die Uwe
E A & K STADLER

Michelle Moses

From: Smith, Geoff <Geoffrey.Smith@wsp.com>
Sent: Monday, June 29, 2020 5:06 PM
To: Ihs Admin
Cc: marelize@wynlandproperties.co.za; lacollineneighbourhood@gmail.com
Subject: [EX] Objection proposed development "Teen die Bult" remainder of farm 180, erf 81/2 and erf 81/9

To whom it may concern

As co- owner of erf 2715 and 2716 Stellenbosch I am objecting to the proposed development in our area. La Colline is a unique neighbourhood and possibly the only true integrated (in both a racial and economical sense) neighbourhood in Stellenbosch.

I was fortunate to come across this proposed development on the municipal website even though we were promised to be kept in the loop officially during a neighbourhood committee meeting with the municipality in 2017. I would certainly like communications regarding this in future.

Traffic - La Colline road (and also Faure St.) is already clogged up during extended peak hours. We are "locked in" and access to the main arterials Helshoogte Road, Bird Street and the R 44 is blocked during these hours.

Many Welgevonden residents also use La Colline road due to the existing traffic issues on the R 44 and Bird Street.

The road is narrow an inspection will show that the painted cycling path take up car space .One or the other can use it. It is a very steep hill and elderly or unwell residents will struggle to walk up it.

The assumption has to be that a percentage of the new blocks of flats occupants will own cars, and/or will need taxis to get to and from work.

There is one small primary school here and even if enlarged won't be able to accept many more pupils.

We have already given the town Die Rand, Prinspark, Berg en Dal and Quiver Tree density developments, to name a few in the area. There are many more.

A suggestion would be to focus attention on the Adam Tas corridor (as suggested during a town hall meeting) , the site where the prison is currently, or Simonsberg Road where the Voortrekker Saal as well as existing municipal houses are situated.

Tobruk Park should be renovated and converted in line with the current amount of units there, and in line with the type and purpose of housing currently in the area.

I would appreciate acknowledgement of this email.

Kind regards

Geoff Smith Pr Eng
Technical Director: Coastal
WSP, Transport and Infrastructure, Africa



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Michelle Moses

From: Elize Mostert <elize.gugat@gmail.com>
Sent: Monday, June 29, 2020 6:36 PM
To: Ihs Admin
Subject: [EX] I am sharing 'Stellenbosch Social Housing' with you
Attachments: Stellenbosch Social Housing.docx

To whom it may concern

This letter is in response to the project: INFORMATION STATEMENT IN RELATION TO ENTERING INTO LAND AVAILABILITY AGREEMENTS WITH SOCIAL HOUSING INSTITUTIONS (SHIs) OR OTHER DEVELOPMENT AGENCIES (ODA's) FOR THE DEVELOPMENT AND MANAGEMENT OF SOCIAL HOUSING ESTATES WITHIN STELLENBOSCH MUNICIPALITY. Contract: SHRA/RFP/SDT/201920

I, the owner of ERF ____ erf 2654

____ have some concerns of the Social Housing in the area marked as the space)" [Farm 180 & Erf

My first concern is that the on La Colline road, is already entire block of flats will

[Grab your reader's attention with a great quote from the document or use this space to emphasize a key point. To place this text box anywhere on the page, just drag it.]

regarding the development Stellenbosch, specifically "Teen-die Bult (open 2728) in La Colline.

traffic in the area, especially a problem and adding an make it much worse. Those

living in La Colline, Die Rand and Irene Park have to use the La Colline road to reach their property, there is no alternative. Therefore, everyone living on La Colline Street, Dr Malan Street, Dan Pienaar and Paul Roos Street will be affected by the extra number of drivers that will need to use the road to get to the new block of flats. Currently there are about 8 houses with a maximum of 32 cars (assuming each house had two cars per house). The units you are planning to erect has a total of 630 bedrooms (of which 280 are 2 bedroom units), assuming only half of these units have their own vehicles it still



amounts to 315 cars, which is 283 more cars that will need to use the La Colline road.

Another concern that I have is the effect such a unit will have on my property value. La Colline falls into the medium income groups. Over the years the residence have made effort to update their homes and thus the value of their property and make it safe for the children in the area. Many of us are also in need of the rent money from rented out backyard flats or rooms in our houses. However, if our area becomes known as an area with low cost housing for families what would that mean for our property? This may make some people reluctant to rent my property and when I do find renters, I would not be able to ask the same amount of rent that I currently do.

54

In conclusion, the building of social housing unit on Farm 180 & Erf 2728 is affecting me and my property negatively. I ask that you would reconsider the number of stories or number of housing units the flats will have.

Sincerely

Michelle Moses

From: Pieter Avenant <avenant.pieter@gmail.com>
Sent: Monday, June 29, 2020 7:14 PM
To: Ihs Admin
Cc: lacollineneighbourhood@gmail.com; Kim McGregor
Subject: [EX] Avenant Erf2669_Complaint against Social Housing near La Colline (SHRA/RFP/SDT/201920)

Dear Lester and Tabiso,

This letter is in response to the project: INFORMATION STATEMENT IN RELATION TO ENTERING INTO LAND AVAILABILITY AGREEMENTS WITH SOCIAL HOUSING INSTITUTIONS (SHIs) OR OTHER DEVELOPMENT AGENCIES (ODA's) FOR THE DEVELOPMENT AND MANAGEMENT OF SOCIAL HOUSING ESTATES WITHIN STELLENBOSCH MUNICIPALITY. Contract: SHRA/RFP/SDT/201920

Kim and myself (Pieter), the owners of ERF 2669 have serious concerns regarding the development of the Social Housing in Stellenbosch, specifically the area marked as the "Teen-die Bult (open space)" [Farm 180 & Erf 2728] in La Colline.

Our first concern is that the traffic in the area, especially on La Colline road, is already a problem and adding an entire block of flats will make it much worse. Those living in La Colline, Die Rand and Irene Park have to use the La Colline road to reach their property, there is no alternative. Therefore, everyone living on La Colline Street, Dr Malan Street, Dan Pienaar and Paul Roos Street will be affected by the extra number of drivers that will need to use the road to get to the new block of flats. Currently there are about 8 houses with a maximum of 32 cars (assuming each house had two cars per house). The units you are planning to erect has a total of 630 bedrooms (of which 280 are 2 bedroom units), assuming only half of these units have their own vehicles it still amounts to 315 cars, which is 283 more cars that will need to use the La Colline road.

Furthermore, this adds major risk for our children in the area with the already busy streets! This is not acceptable.

Another concern that we have is the effect such a unit will have on my property value. La Colline falls into the medium income groups. Over the years we, the residents have made an effort to update our homes and thus the value of our property and make it safe for the children in the area. Many of us are also in need of the rent money from rented out backyard flats or rooms in our houses. However, if our area becomes known as an area with low cost housing for families what would that mean for our property? This may make some people reluctant to rent our property and when we do find renters, we would not be able to ask the same amount of rent that we currently do.

In conclusion, the building of social housing unit on Farm 180 & Erf 2728 is affecting me and my property negatively and therefore I am not in favour of this since there are monetary losses linked to this which Stellenbosch Municipality will be accountable for. We ask that you reconsider the number of stories or number of housing units the flats will have, or best of all not develop social housing here.

Sincerely,
Pieter and Kim Avenant
Erf 2669 - Dr Malan Street 15

Pieter Avenant

Mobile: +27 82 450 3421

Mail: avenant.pieter@gmail.com

Skype: pieter.s.j.avenant



Est-ce nécessaire d'imprimer ce message? /



Please consider the environment before printing this e-mail

We as the SBYDF, specifically Cloetesville, have numerous occasions and engagements written to the SM to address the issue of land availability for the low income residents and the backyard dwellers. We went so far as to protest to the Municipal Offices to express our displeasure of how we are overlooked when it comes to our housing needs.

On 11 July 2019, mr Nyaniso Jindela, ex-Deputy Mayor (ex-DM) of the SM and Municipal Officials had a public meeting with [us.In](#) that public meeting, the backyard dwellers community express their land and housing needs. A date were set for a walk-about with the ex-DM, Municipal Officials such as mr Lester van Stavel, mr Johru Robyn, ward 16 councillor ms Elsabe Vermeulen and her ward committee members and the PR councillor, mr Jeremy Fasser.

On the Draft dated 9 Jan 2019 titled:

← **Emergency Housing for Cloetesville: Underutilised Land**, eight(8) pieces of Land (Site selection 2019-14(2)docx.) were identified namely :

- (a) Site 1 - Erf 7001
- (b) Site 4 - Erf 7181 & 6668
- (c) Site 5 - Erf 7271
- (d) Site 6 - Erf 6886,6300 & 6847
- (e) Site 8 - Erf 6886,6300 & 6847

The Draft mentioned Site 1 clearly, Site 2 & 3 (non mentioned) and sites 6 & 8 are duplicates (same sites).

After the walk-about, the ex-DM invited us as the Forum to meet at the Municipal Offices to discuss the solution to our housing needs of the backyarders specifically, which raised the question again:

*** Can you please clarify about the eight (8) pockets of land that were identified as above mentioned and why are there no building plans for these sites?

In August 2019, we as the SBYDF, send an email to the Mayor, Adv Gesie van Deventer, to refer to the two (2) documents, **Spatial Development Framework (SDF)** of February 2019 as well as the **Legislative and Policy Context** (Final Draft dated June 2019) which she failed to reply.

← At most of the IDP meetings, the housing needs were always number 1 (first priority) in all 22 Wards across [Stellenbosch.In](#) some ward IDP meetings, the Adam Tas Corridor (ATC), were never mentioned or discussed. We as the SBYDF, did a site visit at the ATC sites. We found the construction are in progress which raised the question:

*** Are we as the backyard dwellers community included to be beneficiaries in the Housing Plans of the ATC build referring to the Document titled as : **Fourth Generation Integrated Development (Prescribed by Section 34 of Local Government: Municipal System Act 32 of 2000).**

On page 110 heading: Human Settlements and Backyard dwellers

The SM admits that housing backlog remains a challenge, therefor we ask the following question;

← *** Why is it of all the housing schemes, including newly build student accommodation, our needs were not considered?

*** How many of the planned units are set aside/fixed for backyard dwellers.

← This project is takes place next to the Engineering building of the University of Stellenbosch and makes one wonder if this is not a student complex and that the backyard dwellers are only used as a shine so that the project can be approved by the public.

What guarantee do we have as a Forum because as above mentioned and that we have many times engagements with the SM and where this project were never mentioned or discuss in IDP meetings.

We as the SBYDF , request that that the **Public Participation Process (PPP)** should be paused untill all the terms & conditions should be properly discuss with all stakeholders of Stellenbosch.

We truly believe that this is a sign of poor governance of the SM.

Kind regards

Lawrence Seals : Chairperson

Cherilyn Barnes : Secretary

Niklaas Willemse : Treasury

Stellenbosch Backyard Dwellers Forum (SBYDF)

Michelle Moses

From: niklaas willemse <nwillemse01@gmail.com>
Sent: Monday, June 29, 2020 7:47 PM
To: Ihs Admin
Subject: [EX] Fwd: Entering into Land availability agreements

----- Forwarded message -----

From: niklaas willemse <nwillemse01@gmail.com>
Date: Mon, Jun 29, 2020 at 3:35 PM
Subject: Entering into Land availability agreements
To: <ihs.admin@stellenbosch.gov.za>
Cc: Gesie Van Deventer <mayor@stellenbosch.gov.za>, <deputy.pa@stellenbosch.gov.za>, franklin adams <oakcity2010@yahoo.com>, <tcarter@sahrc.org.za>, <cnissen@sahrc.org.za>, <Piet.Smit@stellenbosch.gov.za>, Piet September <pseptlaw@gmail.com>, Derrick Hendrickse <derrickpal@telkomsa.net>, Paul Roviss Khambule <paulroviss@gmail.com>, Lamees De Klerk <lameesdeklerk12@gmail.com>, <gaynore.cele@gmail.com>, <wilfred.pietersen@stellenbosch.gov.za>, <cvrh@netactive.co.za>, <alan.winde@westerncape.gov.za>, Dr. Jerome Slammat <jaslamat@sun.ac.za>, Otto Van Noie <ovannoie@gmail.com>, B. Cederstroom <nebceder@gmail.com>, <spies.c@gmail.com>, Josef Adams <adams@isipani.co.za>, <danie.keet@gmail.com>, <gerado@oakleafshuttles.co.za>, <dcarlo@telkomsa.net>, Wynand Coetzer <wynand@coetzers.com>, Tansay SA Exporters (Tania Williams) <tansaysa@gmail.com>, Lesten B. Olivier <leston23@yahoo.com>, Paul Rhode <paulmrhode@gmail.com>, Desmond Robyn <desmondrobyn6@gmail.com>, <maarmantoelton@gmail.com>, Leslie Van Rooi <lbvr@sun.ac.za>, <mam@westerncape.gov.za>, <patrick@parring.co.za>, Nico Koopman <nkoopman@sun.ac.za>, <dominic.adriaanse@inl.co.za>, <joangroen@gmail.com>, Sbiproperties <sbiproperties@mweb.co.za>, <julius.sello@gmail.com>, Elsabe Vermeulen <elsabe.vermeulen@stellenbosch.gov.za>, <elsabefarao@gmail.com>, <lhorsband@gmail.com>, <julian.jansen@rapport.co.za>, Juven Nigel Rittels <jnrittels@gmail.com>, <joosteharold@gmail.com>, <PresidentRSA@presidency.gov.za>, <ronalda.nalumango@stellenbosch.gov.za>, <kevinthyssen577@gmail.com>, Paul Hendler - Stellenbosch Transparency <paul.hendler@stellenboschtransparency.co.za>, <henryarendse47@gmail.com>, <cherylinb81@gmail.com>, <christine.moses@stellenbosch.gov.za>, <njansen.stb@gmail.com>, <johru.robyn@stellenbosch.gov.za>, <lester.vanstavel@stellenbosch.gov.za>, <geraldine.mettler@stellenbosch.gov.za>, <mfma@treasury.gov.za>, Martin Hoybye <martin.hoybye@gmail.com>, Mwangi Githahu <mwangi.githahu@inl.co.za>

Good day all

- ← We as the **Stellenbosch Backyard Dwellers Forum (SBYDF)**, hereby referring to the article of the " Eikestadnuus of 28 May 2020 " in regards to the intension to commence with the process of long term use rights to the **Social Housing Institutions (SHI's)** and/or **Other Development Agencies (ODA's)** on council owned land in order to realize the implementation of the Social Housing Programme. The Information statement document, regarding the Development and Management of Social Housing Estates within the **Stellenbosch Municipality (SM)**. Our questions as the Forum are as follows:
- *** Who are the Social Housing Institutions (SHI's) ?
 - *** Who are the Other Development Agencies (ODA's) and how will the ODA's benefit from this project and how much will Agencies contribute towards the project ?
 - *** What amount of funds/money will be allocated from Western Cape Government towards the project ?

Michelle Moses

From: Lester Vanstavel
Sent: Monday, June 29, 2020 3:48 PM
To: Geraldine Mettler
Cc: Michelle Moses
Subject: RE: [EX] Entering into Land availability agreements

Dear MM,

Your email is noted. We will acknowledge receipt of the email.

Regards
 Lester

From: Geraldine Mettler [mailto:Geraldine.Mettler@stellenbosch.gov.za]
Sent: Monday, 29 June 2020 15:43
To: Lester Vanstavel
Cc: Michelle Moses
Subject: FW: [EX] Entering into Land availability agreements

Dear Lester

Please see below for your attention.



Kind regards,
Nomie Tshetu
 Chief Administrative Officer
 Office of the Municipal Manager

T: +27 21 808 8049 | C: +27 76 626 9438
 Plein Street, Stellenbosch 7600
www.stellenbosch.gov.za



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From: niklaas willemse <nwillemse01@gmail.com>
Sent: Monday, 29 June 2020 15:36
To: ihs.admin@stellenbosch.gov.za
Cc: Mayor (Gesie Van Deventer) <Mayor@stellenbosch.gov.za>; Deputy Pa (Farida Le Roux) <Deputy.Pa@stellenbosch.gov.za>; oakcity2010 <oakcity2010@yahoo.com>; tcarter@sahrc.org.za; cnissen@sahrc.org.za; Piet Smit <Piet.Smit@stellenbosch.gov.za>; Piet September <pseptlaw@gmail.com>; derrickpal <derrickpal@telkomsa.net>; Paul Roviss Khambule <paulroviss@gmail.com>; Lamees De Klerk <lameesdeklerk12@gmail.com>; gaynore.cele <gaynore.cele@gmail.com>; Wilfred Pietersen <Wilfred.Pietersen@stellenbosch.gov.za>; cvrh@netactive.co.za; alan.winde@westerncape.gov.za; Dr. Jerome Slammat <jaslammat@sun.ac.za>; Otto Van Noie <ovannoie@gmail.com>; B. Cederstroem <nebceder@gmail.com>; spies.c@gmail.com; Josef Adams <adams@isipani.co.za>; danie.keet@gmail.com; gerado@oakleafshuttles.co.za; dcarlo@telkomsa.net; Wynand Coetzer <wynand@coetzers.com>; Tansay SA Exporters (Tania Williams)

<tansaysa@gmail.com>; Lesten B. Olivier <leston23@yahoo.com>; Paul Rhode <paulmrhode@gmail.com>; Desmond Robyn <desmondrobyn6@gmail.com>; maarmanjoelton@gmail.com; lbvr <lbvr@sun.ac.za>; mam@westerncape.gov.za; patrick@parring.co.za; Nico Koopman <nkoopman@sun.ac.za>; dominic.adriaanse@inl.co.za; joangroen@gmail.com; Sbiproperties <sbiproperties@mweb.co.za>; julius.sello@gmail.com; Elsabe Vermeulen <Elsabe.Vermeulen@stellenbosch.gov.za>; elsabefarao@gmail.com; lhorsband <lhorsband@gmail.com>; julian.jansen@rapport.co.za; Juven Nigel Rittels <jnrittels@gmail.com>; joosteharold@gmail.com; PresidentRSA@presidency.gov.za; Ronald Nalumango <Ronald.Nalumango@stellenbosch.gov.za>; kevinthysen577@gmail.com; Paul Hendler - Stellenbosch Transparency <paul.hendler@stellenboschtransparency.co.za>; henryarendse47@gmail.com; cherylinb81@gmail.com; Christine Moses <Christine.Moses@stellenbosch.gov.za>; njansen.stb@gmail.com; Johru Robyn <Johru.Robyn@stellenbosch.gov.za>; Lester Vanstavel <Lester.Vanstavel@stellenbosch.gov.za>; Geraldine Mettler <Geraldine.Mettler@stellenbosch.gov.za>; mfma@treasury.gov.za; Martin Hoybye <martin.hoybye@gmail.com>; Mwangi Githahu <mwangi.githahu@inl.co.za>
Subject: [EX] Entering into Land availability agreements

Good day all

We as the **Stellenbosch Backyard Dwellers Forum (SBYDF)**, hereby referring to the article of the " Eikestadnuus of 28 May 2020 " in regards to the intension to commence with the process of long term use rights to the **Social Housing Institutions (SHI's)** and/or **Other Development Agencies (ODA's)** on council owned land in order to realize the implementation of the Social Housing Programme.

The Information statement document, regarding the Development and Management of Social Housing Estates within the **Stellenbosch Municipality (SM)**.

Our questions as the Forum are as follows:

*** Who are the Social Housing Institutions (SHI's) ?

*** Who are the Other Development Agencies (ODA's) and how will the ODA's benefit from this project and how much will Agencies contribute towards the project ?

*** What amount of funds/money will be allocated from Western Cape Government towards the project ?

We as the SBYDF, specifically Cloetesville, have numerous occasions and engagements written to the SM to address the issue of land availability for the low income residents and the backyard dwellers. We went so far as to protest to the Municipal Offices to express our displeasure of how we are overlooked when it comes to our housing needs.

On 11 July 2019, mr Nyaniso Jindela, ex-Deputy Mayor (ex-DM) of the SM and Municipal Officials had a public meeting with [us.in](#) that public meeting, the backyard dwellers community express their land and housing needs. A date were set for a walk-about with the ex-DM, Municipal Officials such as mr Lester van Stavel, mr Johru Robyn, ward 16 councillor ms Elsabe Vermeulen and her ward committee members and the PR councillor, mr Jeremy Fasser.

On the Draft dated 9 Jan 2019 titled:

Emergency Housing for Cloetesville: Underutilised Land, eight(8) pieces of Land (Site selection 2019-14(2)docx.) were identified namely :

(a) Site 1 - Erf 7001

(b) Site 4 - Erf 7181 & 6668

(c) Site 5 - Erf 7271

(d) Site 6 - Erf 6886, 6300 & 6847

(e) Site 8 - Erf 6886, 6300 & 6847

The Draft mentioned Site 1 clearly, Site 2 & 3 (non mentioned) and sites 6 & 8 are duplicates (same sites).

After the walk-about, the ex-DM invited us as the Forum to meet at the Municipal Offices to discuss the solution to our housing needs of the backyarders specifically, which raised the question again:

*** Can you please clarify about the eight (8) pockets of land that were identified as above mentioned and why are there no building plans for these sites?

In August 2019, we as the SBYDF, send an email to the Mayor, Adv Gesie van Deventer, to refer to the two (2) documents, **Spatial Development Framework (SDF)** of February 2019 as well as the **Legislative and Policy Context** (Final Draft dated June 2019) which she failed to reply.

At most of the IDP meetings, the housing needs were always number 1 (first priority) in all 22 Wards across [Stellenbosch.in](#) some ward IDP meetings, the Adam Tas Corridor (ATC), were never mentioned or discussed.

We as the SBYDF, did a site visit at the ATC sites. We found the construction are in progress which raised the question:

*** Are we as the backyard dwellers community included to be beneficiaries in the Housing Plans of the ATC build referring to the Document titled as : **Fourth Generation Integrated Development (Prescribed by Section 34 of Local Government: Municipal System Act 32 of 2000)**.

On page 110 heading: Human Settlements and Backyard dwellers

The SM admits that housing backlog remains a challenge,therefor we ask the following question;

*** Why is it of all the housing schemes,including newly build student accommodation,our needs were not considered?

*** How many of the planned units are set aside/fixed for backyard dwellers.

This project is takes place next to the Engineering building of the University of Stellenbosch and makes one wonder if this is not a student complex and that the backyard dwellers are only used as a shine so that the project can be approved by the public.

What guarantee do we have as a Forum because as above mentioned and that we have many times engagements with the SM and where this project were never mentioned or discuss in IDP meetings.

We as the SBYDF , request that that the **Public Participation Process (PPP)** should be paused untill all the terms & conditions should be properly discuss with all stakeholders of Stellenbosch.

We truly believe that this is a sign of poor governance of the SM.

Kind regards

Lawrence Seals : Chairperson

Cherilyn Barnes : Secretary

Niklaas Willemse : Treasury

Stellenbosch Backyard Dwellers Forum (SBYDF)

Michelle Moses

From: Stellenbosse Belastingbetalers Vereniging <info@stellenboschratedpayers.org>
Sent: Monday, June 29, 2020 8:10 PM
To: mm
Cc: Esther Groenewald; Ihs Admin; 'SBV BK'
Subject: [EX] PROPOSED SOCIAL HOUSING ON (1) RE OF ERF 2419 (LAPLAND FLATS); (2) REM OF FARM 180 (LA COLLINE PARK) AND (3) PORTION 2 OF FARM 81 (KAYAMINDI -CLOETESVILLE CORRIDOR)
Attachments: RE OF FARM 180, SOCIAL HOUSNG PROPOSAL.JPG; RE OF ERF 2149, SOCIAL HOUSING PROPOSAL (LAPLAND FLATS).JPG; PORTION 2 OF FARM 81 (15.74 HA) SOCIAL HOUSING.JPG; BRIEF AAN MM - 29 JUNIE 2020 (SOCIAL HOUSING).pdf

Dear Ms Mettler,

Please find attached hereto the comments of the SRA regarding the above matter.

Would you kindly acknowledge receipt of this communication.

Vriendelike groete / Kind regards

(Mnr/Mr) Rehanne Lambrechts

Sekretaris / Secretary

Tesourier / Treasurer

Stellenbosch Belastingbetalersvereniging

Stellenbosch Ratepayers Association





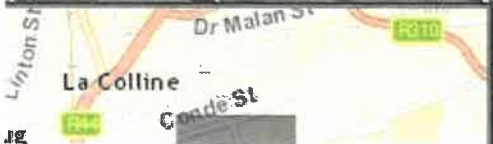
Location Information

Lat: -33.928058 | Lon: 18.861398

SG Erf Info

Select | Focus | Add Graphic Feature

Erf Nr:	RE/2149
Area (SQM):	43212.9
SG Code:	C06700220000214900000
SG Region:	STELLENBOSCH
Legal Status:	Registered
Working Status:	Current
SG Diagrams:	Click to download





Stellenbosse Belastingbetalersvereniging *Stellenbosch Ratepayers' Association*

✉ 399 Stellenbosch 7599 • info@stellenboschratedpayers.org

29 June 2020

Dear Ms Mettler

PROPOSED SOCIAL HOUSING ON (1) RE OF ERF 2419 (LAPLAND FLATS), (2) REM OF FARM 180 (LA COLLINE PARK) AND (3) PORTION 2 OF FARM 81 (KAYAMANDI – CLOETESVILLE CORRIDOR)

The Stellenbosch Ratepayers Association (SRA) only partially supports an investigation into proposed additional social housing on what is left of the regional open space on RE of Farm 180 (La Colline). The bulk of the existing open space on this property is necessary to meet the recreational needs of the surrounding community where a high level of densification has taken place during the past decade. Careful urban design will accordingly be necessary to ensure that sufficient useable open space is retained to meet the needs of the community in the neighbourhood.

The open space on the Remaining Extent of Erf 2149 (The Lapland Blocks of Flats) should also not be sacrificed unduly as it serves an already high-density development. On this site, careful urban design will also be required to ensure that the recreation needs of the residents are adequately met. Issues such as defensible open space will also have to be considered in possibly adding a limited number of dwelling units to this residential complex.

Portion 2 of Farm 81, some 15 ha in extent, situated between Kayamandi and Cloetesville, being a greenfield site is, however, possibly less problematic. Careful consideration will nevertheless need to be given to urban design issues, including mixed-use development to ensure that the needs of the broader community are met in a sustainable manner.

Taking the above-mentioned comments into account, the SRA would welcome a discussion with the recently appointed senior officials of the Directorate of Planning and the responsible Mayco Councillor to discuss future sustainable development in Stellenbosch and its surrounding environment.

It is trusted that you will give serious consideration to the points of view outlined above.

Yours sincerely

Mr AP Pelser

Chairman: Stellenbosch Ratepayers Association

Sent electronically, not signed. A signed hard copy is available at the SRA secretary's office or submitted on request. Secretary E-mail: info@stellenboschratedpayers.org

Copies circulated for attention to:

Project Manager, Social Housing: ihs.admin@stellenbosch.gov.za

Councillor E Groenewald: Esther.Groenewald@stellenbosch.gov.za

Michelle Moses

From: Jannes Strydom <janniebun@gmail.com>
Sent: Monday, June 29, 2020 8:58 PM
To: Ihs Admin; Tabiso Mfeya
Subject: [EX] Objection to Social Housing Development in and around La Colline

To whom it may concern:

In response to the following:

INFORMATION STATEMENT IN RELATION TO ENTERING INTO LAND AVAILABILITY AGREEMENTS WITH SOCIAL HOUSING INSTITUTIONS (SHIs) OR OTHER DEVELOPMENT AGENCIES (ODA's) FOR THE DEVELOPMENT AND MANAGEMENT OF SOCIAL HOUSING ESTATES WITHIN STELLENBOSCH MUNICIPALITY. Contract: SHRA/RFP/SDT/201920

I am a property owner and resident of La Colline (erf 2717 / Irenepark 17) and I have concerns, specifically the area marked as the "Teen-die Bult (open space)" [Farm 180 & Erf 2728] in La Colline.

We bought a property in the neighbourhood 5 years ago to raise our family in what we felt was a unique neighbourhood in Stellenbosch due to its diversity in terms of people who live there and it's down to earth feel.

The above proposal makes myself and a large number of La Colline residents very concerned and I strongly object to this going ahead.

There are several reasons including:

1. Increase in traffic
2. over utilisation and changing of available spaces eg. public parks
3. existing infrastructure issues which will be exacerbated by overloading

We only became aware of this matter when someone in our neighbourhood found it on the municipal website last week. There was no registered post to inform us of this and I feel that we were given very little time to react with what I feel is too little information

Like I said, I am part of a very concerned group of citizens who will take whatever action we can to stop this form continuing and destroying our neighbourhood.

Please confirm that you have received my letter and concerns raised.

Regards,

Jannes Strydom

Phone: 072 360 3030

Address: 17 Irenepark Road, La Colline, Stellenbosch 7600

Michelle Moses

From: SIG Info <info@stellenboschinterestgroup.org>
Sent: Monday, June 29, 2020 10:26 PM
To: Ihs Admin
Cc: bothapatricia
Subject: [EX] Social Housing Estates - Comment
Attachments: Housing Project - SIG Comment 29 June 2020.pdf

Dear Mr. Mfeya

Please find attached Stellenbosch interest Group comment on the municipality's intention to commence with the process of providing social housing estates.

Please be so kind to confirm receipt of the attached letter.

Kind regards

Berta Hayes

(Secretary, Stellenbosch interest Group)



Virus-free. www.avq.com



Belangegroep Stellenbosch Interest Group

29-06-2020

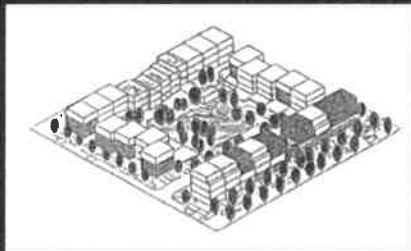
Mr Tabiso Mfeya
Social Housing Project Manager
Stellenbosch
ih.admin@ Stellenbosch.gov.za

ENTERING INTO LAND AVAILABILITY AGREEMENTS WITH SOCIAL HOUSING INSTITUTIONS (SHIs) AND/OR OTHER DEVELOPMENT AGENCIES (ODAs) FOR THE DEVELOPMENT AND MANAGEMENT OF SOCIAL HOUSING ESTATES: STELLENBOSCH MUNICIPALITY

The Stellenbosch Interest Group (SIG) wishes to comment as follows on the Municipality's intention to commence with the process of developing social housing estates.

1. The property referred to as Erven 81/2 and 81/0 may more correctly be referred to as Farm 81/2. In any event, this property is ideally located for the provision of high-density infill development. The proposal to use this property for social housing is supported provided that a range of community needs such as small businesses, creches and leisure facilities are catered for. It is of vital importance that the development becomes a sought after neighbourhood
2. In the case of Lapland, moderate development in the form of limited densification is supported, however not in the form of additional five or six storey apartment blocks such as those that already exist. Varying heights not exceeding four storeys could be considered. Possibly a perimeter block design could be considered, partially enclosing an attractive and meaningful open space as depicted below.

Perimeter block



Michelle Moses

From: Cavan Smith <cavan0504@gmail.com>
Sent: Tuesday, June 30, 2020 2:39 AM
To: Ihs Admin
Subject: [EX] Objection against development in La Coline

To whom it may concern,

I would like to object against the potential development of social housing in La Colline in Stellenbosch. Putting such a densely populated area under more pressure with a new development is an extremely bad idea considering the social distancing regulations that we are all trying to follow. By putting a new development here. It will prove to only increase the number of congested people in the area, not to mention the effect it will have on the traffic in the area (which is already horrific), the safety of the surrounding houses and complexes and the property value in the area. I highly recommend that this proposed project be rejected.

Regards
Cavan Smith
Resident in La Colline area.

Michelle Moses

From: Robyn Locke <robynlocke123@gmail.com>
Sent: Tuesday, June 30, 2020 8:16 AM
To: Ihs Admin
Subject: [EX] OBJECTION to: Social housing in Stellenbosch

To whom it may concern,

I highly object to the social housing that Stellenbosch wants to create. This will most certainly increase crime in the area. How about rather tearing down the shacks in Kayamandi and creating these houses there.

Thank you
Robyn Locke

Michelle Moses

From: Sinja Wessel <sinjawessel@gmail.com>
Sent: Tuesday, June 30, 2020 8:22 AM
To: Ihs Admin
Subject: [EX] Comments and CONCERNS regarding "Information Statement on Social Housing Institution"

Attention MR LESTER van STAVEL

Mr Travel, please note and record my interest in the proposed land allocation agreements relating to social housing in Stellenbosch.

I own , with Janeen van der Merwe, the property at 2 PAUL ROOS STREET, LA COLLINE, therefore the proposed development will have a direct impact on our property.

I am excited about the prospect of infill development and cognisant of the housing shortage in Stellenbosch, BUT VERY CONCERNED about about CREATING a potential SLUM if social housing is not integrated with market driven development.

We are CONCERNED that the exclusive offer to Social Housing Organisation might be PROBLEMATIC and a LESS than Optimal and Sustainable option.

ALTERNATIVE APPROACH RECOMMENDED

The size and location of these properties lends itself to have the ability to have an integrated approach where half could be open to ANY Developer and HALF SPESIFICALLY Earmarked for Social Housing.....

TIME LIMITATION OF THIS COMMENT

I only received the Notice via DE WET WESSEL [Owner of 3 Irene Park, La Colline] on 29 June . We Received NO NOTIFICATION from The Municipality of Stellenbosch [which concern us]

REQUEST

Please see this as a REQUEST for further DETAIL, and if the 29th of JUNE is the Last DATE for Public Participation, an OBJECTION.

If such OBJECTION needs to be submitted in a Specific Format, Please PROVIDE such.

BASIS OF THE OBJECTION

- The proposal does NOT address the Risk of large non-integrated social housing areas to Become SLUMS
- NO PROOF is given that Such Exclusive social housing developments in South Africa are SUSTAINABLE in achieving the set goals.

FEEDBACK on THIS MATTER would be APPRECIATED

Kind regards
 SINJA WESSEL

C. 27 [0] 828217773
 E. sinjawessel@gmail.com

Michelle Moses

From: Izette Mostert <izette@purplepear.tv>
Sent: Tuesday, June 30, 2020 3:19 PM
To: Ihs Admin; Tabiso Mfeya
Subject: [EX] Objection to over development of La Colline; "Teen Die Bult" area

Importance: High

To whom it may concern

I would like to formally object to the proposed "Teen die Bult" development in La Colline:

1. The La Colline area is already a high-density residential area.
The **availability of large recreational spaces is vitally important for residents' wellbeing**. And under current Covid regulations and in particular should a pandemic like this occur in the future, it is essential to have sufficient open space and green areas available for residents.
This proposed development will have a negative impact on the greenbelt and will not allow sufficient recreational space.

2. The La Colline area already suffers from **burst water pipes on a regular basis**, not only leaving residents without water for hours but also increasing wastage of scarce resources.
Should the development go ahead it will put more pressure on the water supply system, which will exacerbate the current problem.

Kind regards
Izette Mostert
Bergendal Complex
La Colline

Izette Mostert | +27 82 820 0351

www.purplepear.tv | info@purplepear.tv

PO Box 3116 | MATIELAND | 7602



Chantal Moses

From: Ihs Admin
Sent: Friday, 03 July 2020 12:32
To: 'caws@adept.co.za'
Cc: 'Emil Schoeman'; Tabiso Mfeya; Ihs Admin
Subject: RE: [EX] Land Availability Agreements with SHI's and/or ODA's

Good day,

Your e-mail has been noted and forwarded to the Mr Tabiso Mfeya, Social Housing: Project Manager.

Kindly note that the closing date for comments was 29 June 2020.



Kind regards,

On behalf of Tabiso Mfeya

Social Housing: Project Manager

C: +27 60 986 2044

Oude Bloemhof Building, Plein Street,

3rd Floor, Stellenbosch, 7600

www.stellenbosch.gov.za



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http://www.stellenbosch.gov.za/main_pages/disclaimerpage.htm

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From: Christian Schumann [mailto:caws@adept.co.za]
Sent: Thursday, July 02, 2020 2:45 PM
To: Ihs Admin
Cc: 'Emil Schoeman'
Subject: [EX] Land Availability Agreements with SHI's and/or ODA's

Dear Mr Van Stavel

As the owner of Erf No 4403 (27 Conde Street) I do not support an investigation into proposed additional social housing:

- on what is left of the regional open space on RE of Farm 180 (La Colline) and
- on the open space on the Remaining Extent of Erf 2149 (the Lapland blocks of flats)

I do support the reasoning and initiatives proposed by the Stellenbosch Heritage Foundation to find alternative , more suitable location(s) for additional social housing.

With kind regards

CAW Schumann PrEng


For Attention:

Mr T Mfeya

Mr L van Stavel

lhs.admin@stellenbosch.gov.za

2 July 2020

Public Participation Process
Social Housing Programme Stellenbosch

The request for public participation and comment on the proposed Social Housing Programme for Stellenbosch refers. I write on behalf of the School Governing Body of Laerskool A.F.Louw Primary School.

The above matter was brought to my attention this week and after communicating with the Governing Body of the school, we felt it necessary to make input.

All of the proposed housing developments fall within Ward 10, the ward in which the school is positioned. We wish to raise four issues in regards to the proposed developments.

1. The introduction of Annexure 1 states, "The precincts are ideally situated close to commerce areas, **educational facilities**, social facilities." There is ONE primary school under the control of the Western Cape Education Department in Ward 10, Laerskool A.F.Louw Primary School, a number of ECD centres managed by the Department of Social Development and NO high schools in Ward 10. Schooling in the greater Stellenbosch area is already a matter of grave concern as there are insufficient classrooms to accommodate the current demand for schooling and the proposed housing development will exacerbate an already critical problem. To the best of my knowledge, the Western Cape Education Department has severe budget constraints and is unable to assist in the form of additional schools or classrooms. Many learners who currently reside in the greater Stellenbosch area are already travelling to areas outside of Stellenbosch for schooling, and this is especially the case for high school education. Any housing development project that is aimed at

educational facilities and then when the development is completed, parents discover that this is not the case.

2. The infrastructure in Ward 10 is already ageing and we encounter regular water disruptions due to old water pipes breaking. The water pressure in the school buildings is already compromised and additional housing units will add pressure to the current infrastructure.
3. Increased traffic will also impact negatively on the school and surrounding areas. I note that the proposal is for a 'non-motorised transport' development. However, this is not always possible as work places are not always within close proximity or easy accessible. Traffic along La Colline Road during peak traffic hours is already heavily congested as many people use it as a 'short-cut' to avoid the R44/Bird Street intersection. What should be a one lane road, at peak traffic hours, becomes at least a three-lane road near the intersection with Helshoogte Road. The three-way intersection with La Colline Road and Dan Pienaar Street is already ignored as an intersection. The added traffic congestion will aggravate the safety of the learners coming to and from school.
4. Security along La Colline Road and Krommerivier Street is also a matter of grave concern. Parents are concerned about the safety of the children who walk to school from the flats along Ryneveld Street. Street lighting is poor and there are overgrown bushes and trees that add to the concerns.

As a Governing Body we understand the need for additional housing in Stellenbosch but we are also cognisant of the greater picture which needs to include discussions with the Department of Education. Housing cannot be developed without considering the wider family.

We trust that our concerns will be taken into consideration.

Yours sincerely,

Mrs S.A.Tarr

Principal


(On behalf of the Laerskool A.F.Louw Governing Body)

Chantal Moses

From: CHANTAL MOSES <chantzmoses@gmail.com>
Sent: Wednesday, 08 July 2020 15:31
To: Chantal Moses
Subject: [EX]

[7/8, 13:05] Tabiso: Jy kan dalk net sê jy het te hore gekom van die ontwikkeling. Eerstens, as 'n inwoner en huiseienaar van LA colline is jy geskok, want dit is nie gekommunikeer of ons het niks in die posbus eers daaroor gekry nie. tweedens, die verkeer en geraas gaan ondraaglik wees, die karakter van die buurt gaan geskend word, en laastens gaan die huis, wat jy jou lewe en spaargeld gebruik het om op te bou, se waarde gaan nou tot niet wees. Daarom staan jy hierdie ontwikkeling ten sterkste teë.

[7/8, 13:05] Tabiso: Hi sorry ek bly al 51 jaar op la colleen irene park

[7/8, 13:07] Tabiso: "Resident at Irene Park, La Colline" 

Michelle Moses

From: Michelle Moses
Sent: Monday, June 29, 2020 3:18 PM
To: Ihs Admin; 'Derick'
Cc: Tabiso Mfeya
Subject: RE: [EX] Social housing in La Colline

Good day Mr Thiart,

With reference to your e-mail dated 25 June 2020 with regards to above-mentioned subject.

The request for further extension is hereby granted until 3 July 2020.

Kind regards,
On behalf of
Lester van Stavel
Manager: Housing Development
Department: Integrated Human Settlements
Directorate: Planning & Economic Development

T: +27 21 808 8462 | F: +27 21 887 6167
Oude Bloemhof Building, 3rd Floor,
Plein Street, Stellenbosch, 7600
www.stellenbosch.gov.za

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-----Original Message-----

From: Ihs Admin
Sent: Monday, June 29, 2020 10:19 AM
To: 'Derick'
Cc: Tabiso Mfeya; Ihs Admin
Subject: RE: [EX] Social housing in La Colline

Good day,

Sorry for delay in response.

Kindly note that your e-mail is noted and forwarded to the Social Housing: Project Manager, Mr Tabiso Mfeya.

Kind regards,

On behalf of Tabiso Mfeya
Social Housing: Project Manager
C: +27 60 986 2044
Oude Bloemhof Building, Plein Street,
3rd Floor, Stellenbosch, 7600
www.stellenbosch.gov.za

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-----Original Message-----

From: Derick [mailto:derick.thiart@gmail.com]
Sent: Thursday, June 25, 2020 11:00 PM
To: Ihs Admin
Subject: [EX] Social housing in La Colline

Hi there , I am Derick Thiart and I live in 4 Irene park La Colline , I saw the add for socail housing in La Colline and it seems very vague and not properly explained , can you please give us more time to discuss how where and when this is going to happen and how the infrastructure is going to hold up all these houses in such small space .



3 July 2020

Stellenbosch Municipality

Municipal Offices

Plein Street

Stellenbosch

7600

Attention MR L van Stavel

RE: INPUTS ON NOTICE 9508 DEVELOPEMENT AND MANAGEMENT OF SOCIAL HOUSING ESTATES:

With reference to the above notice that appeared in the Eikestad newspaper dated 28 May 2020 and the extension granted o me for submitting inputs please note the following as my inputs.

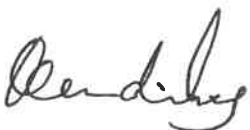
1. The municipality administrating is not complying with applicable legislation when placing such notices and the also do not enable meaningful public participation and in this regard to proof this fact I bring the following to your attention.
 - Even though the notice was placed by the MM in the Eikestadnews paper dated 28 May 2020 the Information Statement was only accessible on the Municipal website on 8 June 2020 . 11 days after it was advertised.
 - The notice did not provide that the public could peruse Hard copies this Information Statement at the municipal offices . In fact the public could only obtain this information statement from the Municipal website.
 - It must be noted the this information statement does not appear on the front home page of the municipal website under notices and as such the public does not see it as a new notice.
 - Even the Notice at was placed in the Eikestad news paper on 28 My 2020 was only placed on the mun website on 17 June 2020, and again this was not place where the public can see it on the front home page of the mun website.
 - The municipality also failed to make available to the public the Council agenda item the dated 31 March 2020 ,on which Mayor resolve on during lockdown period. In this regard I had to collect a copy of this from the Speakers office on the afternoon of Friday 3 July 2020.
 - Thus not all information the public need to give inputs on have been put in the public domain and thus this whole process of public participation must be redone.

2. The Council has passed illegal resolutions which the administration was complicit in misleading the Council and even now the Mayor is part of this illegal process in passing illegal resolutions. In this regard note the following facts.
 - At the 29 January 2020 and 26 February 2020 the DA majority in Council passed illegal council resolutions (See attached Agenda item the mayor resolved on In March 2020 which indicates the January and February 2020 Council resolutions)
 - The council has given illegal authority the municipal manager and to date the municipal manager has not made public as to how she has acted on this illegal resolutions. What makes these resolutions illegal is that the council has given the MM the authority without a public participation process to be followed.
 - Currently the mayor has the full powers of Council and as such the Mayor and the Municipal manager are acting illegally as they prepare council agenda items on which the mayor resolves on which have nothing to do with Covid19 disaster. They thus make decisions the suite their own agenda , Just as those illegal resolutions passed at the January and February 2020 Council meetings as set out above.
 - Likewise in the past on this item both the MM and the Mayor don't make use of the Housing committee establish by council to advise the mayor on Council on such important matters. No the MM and her administration are of the view they done need to use the committee system for such items , all they need o to is to get the mayor to get the Da caucus to approve it. And now they employ the same stance when it comes to public participation.

3. The Information Statement place on the Mun we site. In this regard the information statement does not include all the information for the public to meaningful partake in this process. In this regard note the following.
 - The Information statement does not include the full details of the Council agenda item the mayor resolved on in March 2020 . This the public don't have all the information in front of them.
 - Likewise the public and myself as a councillor did not have access to the Council meeting where the Mayor resolve on this matter in March 2020. This resolution the mayor passed behind closed doors.

Taking all the above into account I call on Council to stop this illegal manipulation of this process and act in an open and transparent way. Bring this matter back to the Housing committee where it can be properly interrogated and debated. Likewise at a council meeting. A proper and meaningful public participation process must also be done , and if it must wait for the easing of lockdown restrictions then so be it.

Yours faithfully



Clr DA Hendrickse

CC Speaker

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Michelle Moses

From: Le Roux, Marieanna, C [mclr@sun.ac.za] <mclr@sun.ac.za>
Sent: Wednesday, June 24, 2020 4:41 PM
To: Ihs Admin
Subject: [EX] La Colline ontwikkeling

Importance: High

Beste mnr Van Stavel

Dit het onder my aandag gekom dat daar 'n groot ontwikkeling vir La Colline en omgewing beplan word. La Colline en omgewing is reeds 'n beknopte omgewing wat reeds 'n groot aantal woonstelle insluit.

Om 'n ingeligte besluit te kan neem benodig ek volledige inligtingsverslae van professionele studies wat oor die ontwikkeling gedoen is.

Ek maak **ten sterkste beswaar** teen die ontwikkeling en die hantering van die aangeleentheid.

Die uwe

Dr Marieanna le Roux
Erf: 8379
Condéstraat 11

Dr Marieanna C le Roux

Pets as Therapy volunteer

www.pat.org.za



The integrity and confidentiality of this email are governed by these terms. [Disclaimer](#)

Die integriteit en vertroulikheid van hierdie e-pos word deur die volgende bepalinge bereël. [Vrywaringsklousule](#)

ANNEXURE B

5.4.2

ENTERING INTO LAND AVAILABILITY AGREEMENTS WITH SOCIAL HOUSING INSTITUTIONS (SHIs) OR OTHER DEVELOPMENT AGENCIES (ODAs) FOR THE DEVELOPMENT AND MANAGEMENT OF SOCIAL HOUSING ESTATES

Collaborator No: 682329
IDP KPA Ref No: DIGNIFY LIVING
Date: 31 March 2020

1. SUBJECT: ENTERING INTO LAND AVAILABILITY AGREEMENTS WITH SOCIAL HOUSING INSTITUTIONS (SHIs) OR OTHER DEVELOPMENT AGENCIES (ODAs) FOR THE DEVELOPMENT AND MANAGEMENT OF SOCIAL HOUSING ESTATES

2. PURPOSE

To get the mandate of Council to commence with the process of granting long-term use rights to SHIs or ODAs on Council-owned land in order to realise the implementation of the Social Housing Programme.

3. DELEGATED AUTHORITY

EXECUTIVE MAYOR

At an Urgent Council Meeting held on 2020-03-25, Council resolved [as per Item 9.1, resolution (e)] *"that permission be granted to confer all Council powers and functions upon the Executive Mayor with the exception of the non-delegated powers as per section 160 (2) of the Constitution until the disaster is lifted by the President"*.

4. EXECUTIVE SUMMARY

Stellenbosch Municipality, was identified by the Western Cape Provincial Administration as one of "Leader Towns" in the Province that have the requisite constituents to partake in the Social Housing Programme. Consequent to this, the municipality adopted an Affordable Rental Housing Strategy and Plan in 2016 (**ANNEXURE A**). The municipality also underwent a rigorous process of identifying and approving Restructuring Zones for the development of Social Housing. Stellenbosch Restructuring Zone areas were subsequently endorsed by the National Housing Ministry and have been published as such in the Government Gazette dated 27 April 2017 (No. 40815) – **ANNEXURE B**.

The Human Settlements Division needs to commence with a process of granting long-term use rights to qualifying accredited entities (SHIs or ODAs) on land identified and approved by the Municipality for the purpose of developing Social Housing estates.

5. RECOMMENDATIONS

- (a) that the land in question, remainder of Erf 2149, Stellenbosch (Lapland flats), Remainder of Farm 180 (open spaces near Teen-die-Bult flats) and Erf 81/2 and Erf 81/9 Stellenbosch, be identified as land parcels **not needed for the municipality's own use** during the period for which the right is to be granted;
- (b) that Council, **in principle**, approves the Municipality's entering into **Land Availability Agreements** with SHIs and ODAs successful in the Public Competitive Process (with SHIs and ODAs successful in the Public Competitive Process in terms of Regulation 34(1) (b) of the Asset Transfer Regulation (ATR), read with paragraph 9.2.2.1 (l) of the Policy on the Management of Council owned property, subject to the following conditions:

- (i) that **Council's intention** so to act, i.e. the awarding of rights on a private treaty agreement basis, **be advertised** for public comments;
 - (ii) that, simultaneously, the **public participation** process envisaged in Regulation 35 of the ATR **be followed**;
 - (iii) that Lease Agreement be concluded, based on a **40 year term** based on applicable tariffs;
 - (iv) that the Lease Agreement provide for **review/revision**, should the need arise for further development/redevelopment of the area; and
- (c) that, following the public participation process referred to above, a report be submitted to Council in order for Council to give a mandate to the Administration to proceed with the Public Competitive Process that will result in the awarding of the long-term use rights.

6. DISCUSSION / CONTENT

6.1 Background

6.1.1 The Social Housing Programme in Stellenbosch

The aim of the Social Housing Programme is to create affordable rental housing stock in South Africa's urban areas that frees its occupants from on-going government dependency, and will contribute to the restructuring of urban areas by addressing structural, economic, social and spatial dysfunctionalities and secondly to provide a subsidised rental option to poor households.

The creation of a portfolio of affordable rental units benefit more than a single beneficiary household in the lifetime of a single subsidy contributed, and is unique amongst all state housing subsidy programmes. In addition, the role Social Housing and SHIs play in contributing to a better quality of life to many beneficiaries' lives creates inter-generational benefits that break the cycle of deprivation amongst occupants. This in turn creates a 'virtuous housing cycle' where tenants pay rent, housing stock and environments are maintained and SHIs contribute to ongoing revenue streams to municipalities through rates and service charges.

The Social Housing Regulatory Authority (SHRA) was established by government as the sector regulator and is responsible for investing in the sector on behalf of government and SHIs which are the implementing agents are responsible for developing and managing social housing stock. The Eligible Income Bands for the Social Housing Programme range between R1 500 and R15 000 household income per month.

Subsequent to Stellenbosch Municipality having demarcated areas for Social Housing, the Municipality and the Provincial Department of Human Settlements (PDoHS) approached the SHRA for the funding of a feasibility study that was commissioned to determine the potential and viability of sites in the approved restructuring zone. In June 2019 a service provider was appointed by SHRA to carry out a feasibility study which has duly been completed and submitted to Stellenbosch Municipality. Out of the numerous initiatives the report proposes, there are two (2) sites that provide immediate opportunity for social housing development namely:

1. Lapland Flats; and
2. Teen-die Bult (open space near Teen-die-Bult flats).

Furthermore, a separate study has been commissioned for Erf 81/2 and Erf 81/9, Stellenbosch, a piece of land that lies between Cloetesville and Kayamandi (commonly referred to as Mount Simon). All the three (3) sites are the subject of this Item, with the intention being to enter into Land Availability Agreements (LAA) with the successful Social

Housing Institutions (SHIs) or Other Development Agencies (ODA's).

It is imperative to note that only entities accredited by the Social Housing Regulatory Authority can develop and manage Social Housing Estates and the Social Housing Grant is allocated to them for this purpose. In order to realise the development of quality affordable rental accommodation through the Social Housing Programme, the municipality has to enter into long-term Land Availability Agreements with qualifying SHIs or ODAs.

6.2 Discussion

6.2.1 Locality and context

The locality of the three (3) sites is depicted below:

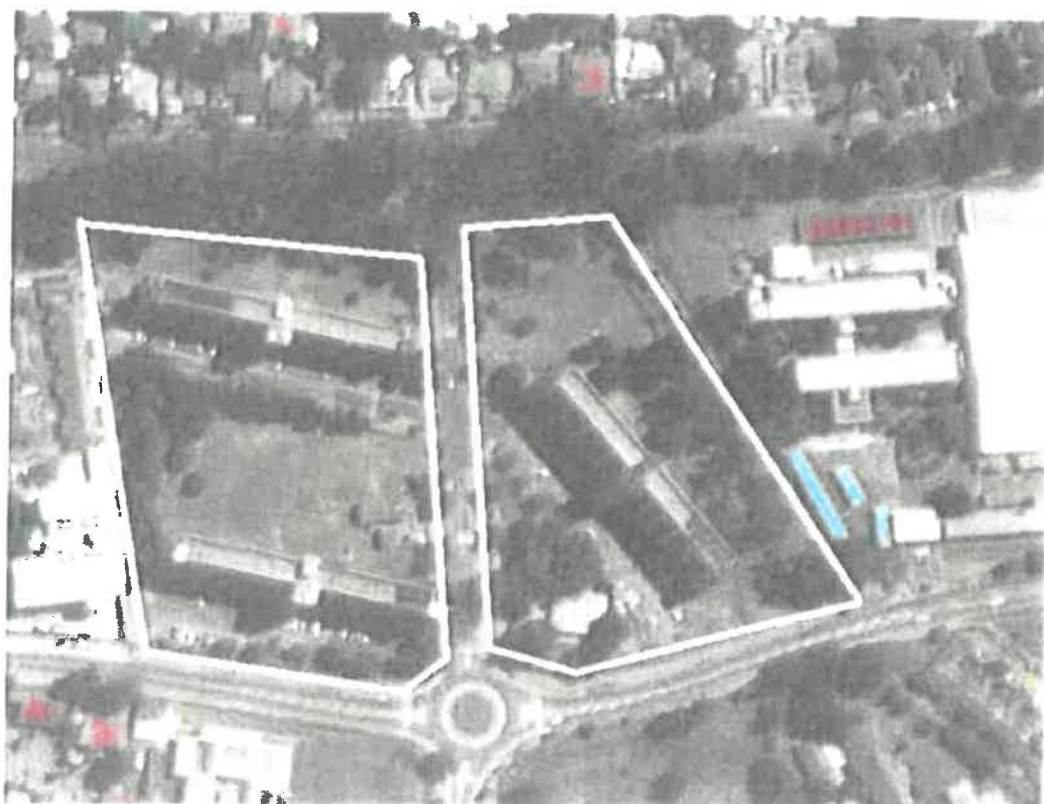


Fig 1: Lapland Flats, RE/2149



Fig 2: Teen-die Bult (open space)

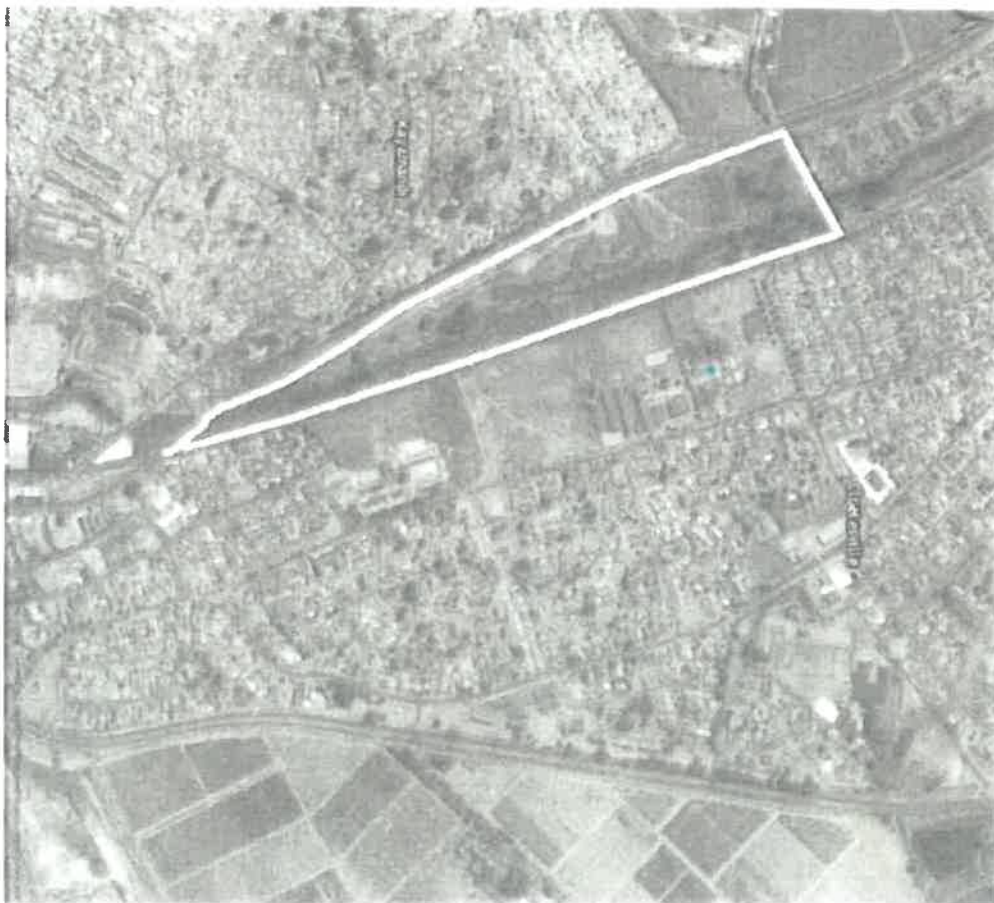


Fig 3: Erf 81/2 and Erf 81/9, Stellenbosch

6.2.2 Services

All the three (3) sites are in built up formalised areas and have access to bulk services infrastructure (e.g. water, sanitation, roads, stormwater and electricity).

6.2.3 Ownership

The ownership of Lapland Flats area (RE/2149), Teen-die Bult and La Colline Erf 3481/2/3/4/5/6/2728 Farm 180, and Erf 81/2 & Erf 81/9 Stellenbosch vests with Stellenbosch Municipality.

6.2.4 Legal requirements**6.2.4.1 Asset Transfer Regulations****6.2.4.1.1 Granting of rights to use, control or manage a capital asset**

In terms of Regulation 34, a municipality may grant a right to use, control or manage a capital asset only after:

- 1) a) The accounting officer has, in terms of Regulation 35, concluded a **public participation process** regarding the proposed granting of the right; and
- b) The municipal Council has approved **in principle** that the right may be granted.
- 2) Sub-regulation (1)(a) must be complied with only if:
 - (a) the capital asset in respect of which the proposed right is to be granted has a value in **excess of R10m**; and
 - (b) a long-term right is proposed.

***Please note** that for the purpose of this report, it is evident that the properties fall within this category, i.e. value in excess of R10M.

3) a) Only a Municipal Council may authorise the public participation process referred to in sub-regulation (a)b) a request to the Municipal Council for the authorisation of a public participation process **must be accompanied by an Information Statement***, stating:

- (i) the reason for the proposal to grant a long term right to use, control or manage the relevant capital asset;
- (ii) any expected **benefit** to the municipality that may result from the granting of the right;
- (iii) any expected **proceeds** to be received by the municipality from the granting of the right; and
- (iv) any expected **gain or loss** that will be realised or incurred by the municipality arising from the granting of the right.

*Hereto attached as **ANNEXURE C**, an Information Statement, as required by sub-regulation 3.

6.2.4.1.2 Public participation process for granting of long-term rights

In terms of Regulation 35, if a Municipal Council has in terms of Regulation 34(3)(a) authorised the Accounting Officer to conduct a public participation process ... the Accounting Officer must, at least 30 days before the meeting of the Municipal Council at which the decision referred to in Sub-regulation (1)(b) is to be considered (i.e. in principle decision)

- a) In accordance with Section 21A of the Municipal Systems Act:

- i) Make public the proposal to grant the relevant right together with the Information Statement referred to in Reg 34(3)(b); and
- ii) invite the local community and interested persons to submit to the municipality comments or representations in respect of the proposed granting of the right; and
- b) solicit the views and recommendations of National Treasury or the relevant Provincial Treasury on the matter.

6.2.4.1.3 Consideration of proposals

In terms of Regulation 36, the Municipal Council must, when considering the approval of any such right, take into account:

- a) whether such asset may be required for the municipality's own use during the period for which such right is to be granted;
- b) the extent to which any **compensation** to be received will result in a significant economic or financial benefit to the municipality;
- c) the **risks and rewards** associated with such right to use; and
- d) the **interest of the local community**.

6.2.4.1.4 Conditional approval of rights

In terms of Regulation 40, an approval in principle in terms of Regulation 34(1) (b) that a right to use, control or manage a capital asset may be granted, **may be given subject to any conditions**, including conditions specifying:-

- a) The **type of right** that may be granted, the **period** for which it is to be granted and the **way** in which it is to be granted;
- b) The **minimum compensation** to be paid for the right, and
- c) A **framework** within which **direct negotiations** *for the granting of the right must be conducted*if applicable.

6.2.4.1.5 Granting of rights to be in accordance with disposal management system

In terms of Regulation 41, if an approval in principle has been given in terms of regulation 34 (1)(b), the municipality may grant the right only in accordance with the **disposal management system*** of the municipality, irrespective of:-

- a) the value of the asset; or
- b) the period for which the right is granted; or
- c) whether the right is to be granted to a private sector party or organ of state.

* The Policy on the Management of Council-owned property is regarded as the Municipality's Disposal management System (see paragraph 6.2.4.2, below).

6.2.4.2.1 Policy on the Management of Council owned property

6.2.4.2.1 Competitive process

In terms of paragraph 7.2.1, unless otherwise provided for in the policy, the disposal of viable immovable property **shall be effected by means of a process of public competition**.

In terms of paragraph 9.1.1 of the Policy, the type of a formal tender may vary, depending on the nature of the transaction:

- i) **Outright tender** may be appropriate where the immovable property ownership is not complex, and the Municipality is seeking obligations to be placed on the successful tenderer which are clear and capable of specification in advance.
- ii) **Qualified tenders/call for proposals** will be appropriate where the immovable property ownership position is complex or the development proposals for the immovable property are insufficiently identified or otherwise incapable of detailed specification at the pre-tender stage.
- iii) **Call for proposals on a build-operate transfer (B.O.T)** basis will be used if a developer is required to undertake the construction, including the financing, of a facility on Municipal-owned land, and the operation and maintenance thereof. The developer operates the facility over a fixed term during which it is allowed to charge facility users appropriate fees, rentals and charges not exceeding those proposed in its bid or as negotiated and incorporated in the contract, to enable the developer to recover its investment and operating and maintenance expenses in the project. The developer transfers the facility to the municipality at the end of the fixed term.

Such a process may, depending on the nature of the transaction, include a **two-stage** or two- envelope bidding process (proposal call) in terms of which **only those bidders that meet the pre-qualification criteria specified in the first stage are entitled to participate in the second stage.**

A Public Competitive Process (Call for Proposals) is the most appropriate mechanism that should be followed in granting long term use rights to qualifying entities. The awarding of proposal calls shall be adjudicated on a maximum one hundred (100) points system, based on the following:

- (a) Understanding of the Social Housing Programme and applicable policies, funding source ... etc.
- (b) Understanding of the SHRA project application and approval processes.
- (c) Ability and expertise to package and implement a project, covering all the phases/stages of a built environment project of this nature.
- (d) Ability to manage the estates created including the rental stock, facilities and amenities proposed.
- (e) Rental amount offered to the municipality for each of the land portions targeted by each bidder on monthly and annual basis for the duration of the lease period (including escalations if any). Justify the offer based on anticipated income to be generated from the estate.
- (f) Submitted design concepts of the proposed development.
- (g) ability to run the scheme on a sustainable basis

6.2.4.2.2 Deviation from competitive process

In terms of paragraph 9.2.2 of the Policy, **the Municipal Council may dispense with the prescribed, competitive process, and may enter into a private treaty agreement through any convenient process, which may include direct negotiations, but only in specific circumstances, and only after having advertised Council's intention so to act.** Should any objections be received as a consequence of such a notice, such objections first be considered before a final decision is taken to dispense with the competitive process established in this policy. However, should any objections, be received from potential, competitive bidders, then a public competitive process must be followed.

The advertisement referred to above should also be served on adjoining land owners, where the Municipal Manager is of the opinion that such transaction may have a detrimental effect on such adjoining land owner(s):

- a) Due to **specific circumstances** peculiar to the properties under consideration, each of the land extents can only be utilised by one entity wishing to enter into the Property Transaction;
 - b) In **exceptional cases** where the Municipal Council is of the opinion **the public competition would not serve a useful purpose** or that it is in the interest of the community and the Municipality. In such cases reasons for preferring such out of hand sale or lease to those by public competition must be recorded".
- From the above it is clear the Council may, under the circumstances described above, decide to dispose with a Public Competitive Process.

6.2.5 Feasibility Studies

The SHRA and the Directorate: Planning & Economic Development recently commissioned feasibility studies in the areas concerned, copies are **ANNEXURE 4**. These indicate the Social Housing potential all of the sites possess.

6.3 Financial Implications

The municipality will derive the financial benefit of revenue generation through rates, taxes and rental for the land.

6.4 Legal Implications

The recommendations in this report comply with the Council's policies and applicable legislation.

6.5 Staff Implications

This report has no staff implications to the Municipality;

6.6 Previous / Relevant Council Resolutions

35TH COUNCIL MEETING: 2020-02-26: ITEM 11.4.1

RESOLVED (majority vote)

- (a) that the progress report be noted;
- (b) that Council approves in principle the development proposal as set out in the draft feasibility study;
- (c) that the Municipal Manager is authorised to undertake a process towards entering into Land Availability Agreements with competent Social Housing Institutions (SHI's) or Other Development Agencies (ODA's);
- (d) that a Smart Partnership and a Land Availability Agreement be entered into with the successful accredited Social Housing Institution (SHI) or Other Development Agency (ODA); and
- (e) that the proposed base criteria which need to be met by a viable Social Housing Institution, be noted.

The following Councillors requested that their votes of dissent be minuted:

FT Bangani-Menzlwa (Ms); DA Hendrickse; N Mananga-Gugushe (Ms); C Moses (Ms); N Sinkinya (Ms); P Sitshoti (Ms) and LL Stander.

34TH COUNCIL MEETING: 2020-01-29: ITEM 11.4.2**RESOLVED** (majority vote with abstentions)

- (a) that Council approves in principle the development proposal of the 3 precincts namely Lap Land, La Colline, Teen-die-Bult as set out in the draft feasibility studies;
- (b) that the Municipal Manager is authorised to undertake a process towards entering into Land Availability Agreements with competent Social Housing Institutions (SHI's) or Other Development Agencies (ODA's);
- (c) that a Smart Partnership and a Land Availability Agreement be entered into with the successful accredited Social Housing Institution (SHI) or Other Development Agency (ODA); and
- (d) that the proposed base criteria which need to be met by a viable Social Housing Institution, be noted.

Councillors F Adams and DA Hendrickse requested that their votes of dissent be minuted.

6.7 Risk Implications

The responsibility to have the requisite capacity and expertise required for the development, management and maintenance of the Social Housing Estates will be borne by the successful SHIs/ and/or ODAs. This also relates to all risks associated with built environment projects of this magnitude. The successful implementation of a long-term contractual agreement between SHIs and/or ODAs, SHRA and Stellenbosch Municipality.

RECOMMENDATIONS FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2020-03-20: ITEM 7.4.2

- (a) that the land in question, remainder of Erf 2149, Stellenbosch (Lapland flats), Remainder of Farm 180 (open spaces near Teen-die-Bult flats) and Erf 81/2 and Erf 81/9 Stellenbosch, be identified as land parcels **not needed for the municipality's own use** during the period for which the right is to be granted;
- (b) that Council, **in principle**, approves the Municipality's entering into **Land Availability Agreements** with SHIs and ODAs successful in the Public Competitive Process (with SHIs and ODAs successful in the Public Competitive Process in terms of Regulation 34(1) (b) of the Asset Transfer Regulation (ATR), read with paragraph 9.2.2.1 (I) of the Policy on the Management of Council owned property, subject to the following conditions:
 - (i) that **Council's intention** so to act, i.e. the awarding of rights on a private treaty agreement basis, **be advertised** for public comments;
 - (ii) that, simultaneously, the **public participation** process envisaged in Regulation 35 of the ATR **be followed**;
 - (iii) that Lease Agreement be concluded, based on a **40-year term** based on applicable tariffs;
 - (iv) that the Lease Agreement provide for **review/revision**, should the need arise for further development/redevelopment of the area; and
- (c) that, following the public participation process referred to above, a report be submitted to Council in order for Council to give a mandate to the Administration to proceed with the Public Competitive Process that will result in the awarding of the long-term use rights.

COUNCIL ITEM 5.4.2, 2020-03-31:

After careful scrutiny of item 5.4.2: ENTERING INTO LAND AVAILABILITY AGREEMENTS WITH SOCIAL HOUSING INSTITUTIONS (SHIs) OR OTHER DEVELOPMENT AGENCIES (ODAs) FOR THE DEVELOPMENT AND MANAGEMENT OF SOCIAL HOUSING ESTATES, and as per the delegation approved by Council on 25 March 2020 (item 9.1) to confer Council powers and functions upon the Executive Mayor, as such I **HEREBY APPROVE THE SAID ITEM AS FOLLOWS:**

- (a) that the land in question, remainder of Erf 2149, Stellenbosch (Lapland flats), Remainder of Farm 180 (open spaces near Teen-die-Bult flats) and Erf 81/2 and Erf 81/9 Stellenbosch, be identified as land parcels **not needed for the municipality's own use** during the period for which the right is to be granted;
- (b) that Council, **in principle**, approves the Municipality's entering into **Land Availability Agreements** with SHIs and ODAs successful in the Public Competitive Process (with SHIs and ODAs successful in the Public Competitive Process in terms of Regulation 34(1) (b) of the Asset Transfer Regulation (ATR), read with paragraph 9.2.2.1 (I) of the Policy on the Management of Council owned property, subject to the following conditions:
 - (i) that **Council's intention** so to act, i.e. the awarding of rights on a private treaty agreement basis, **be advertised** for public comments;
 - (ii) that, simultaneously, the **public participation** process envisaged in Regulation 35 of the ATR **be followed**;
 - (iii) that Lease Agreement be concluded, based on a **40-year term** based on applicable tariffs;
 - (iv) that the Lease Agreement provide for **review/revision**, should the need arise for further development/redevelopment of the area; and
- (c) that, following the public participation process referred to above, a report be submitted to Council in order for Council to give a mandate to the Administration to proceed with the Public Competitive Process that will result in the awarding of the long-term use rights.

Signed:  (Ald. G van Deventer: Executive Mayor)

Dated: 31/3/20

FOR FURTHER DETAILS CONTACT:

NAME	Craig Alexander
POSITION	Acting Director: Planning & Economic Development
DIRECTORATE	Planning and Economic Development
CONTACT NUMBERS	
E-MAIL ADDRESS	craig.alexander@ Stellenbosch.gov.za
REPORT DATE	

ANNEXURE C

Maties-aansoeke sluit gou

Voornemende studente aan die Universiteit Stellenbosch het tot 30 Junie om hul aansoeke vir 2021 in te dien.

Die US word gereeld op verskeie internasionale ranglyste as een van die drie top-universiteite in Suid-Afrika gelys. Die universiteit het ook een van die hoogste eerstejaarduur-vloeiakoerse in Suid-Afrika – meer as 85% van US-studente vorder jaarliks na hul tweede studiejaar.

In die lig van die Covid-19-pandemie, wat verskeie matrikulante met onsekerhede oor die pad vorentoe gelaat het, stel die universiteit se sentrum vir studentewerwing en loopbaanadvies aansoekers gerus.

Die sentrum is gereed om matrikulante by te staan om ingetlike besluite rakende hulle voorgaande studie in 2021 te neem.

Vir meer inligting oor die US se akademiese aanbod, of om die aansoekproses te begin, word voornemende Maties genooi om www.maties.com te besoek.

Matrikulante kan ook e-pos aan csr@sun.ac.za stuur vir 'n virtuele of telefoniese raadgevingssessie.

'n Vriendelike versoek word aan diegene wat reeds 'n aanlyn aansoek ingedien het, gerig om asseblief seker te maak dat die aansoek volledig is aangesien studente dikwels nie al die vereiste dokumente oplaai nie.

Dokumente sluit in: 'n bewys van betaling ('n R100 nieterugbetaalbare aansoekfooi), 'n ondertekende kontrak, sowel as die finale graad 11-uitslae vir diegene wat tans in hul finale skooljaar is, of die Nasionale Senior Sertifikaat (NSS)-uitslae vir diegene wat reeds hul finale skooljaar voltooi het.

Die keuringsproses neem slegs voltooide aansoeke in ag. Volledige



Voornemende studente van die Universiteit Stellenbosch kan nou voor 30 Junie finaal aansoek doen om by die Instansie te studeer. Foto: Stefan Els

besonderhede is by www.maties.com beskikbaar.

Aangesien daar in vandag se werksplek soveel veranderings plaasvind, bied die universiteit jaarliks nuwe programme aan wat gegradueerdes vir die nuwe wêreld van werk sal toerus.

Vanjaar het die fakulteit natuurwetenskappe drie nuwe interdisiplinêre programme bekend gestel, wat gebou is op die wisselwerking tussen die mediese wetenskappe, wiskunde, asook chemie en berekeningswetenskap.

Hierdie drie programme is biomediese wiskundige wetenskappe, toegepaste medisinale chemie en bioinformatika en berekeningsbiologie.

Die fakulteit ingenieurswese bied data-ingenieurswese as 'n nuwe stroom in die departement elektriese en elektroniese ingenieurswese aan, terwyl die universiteit ook van 2021 af 'n vierjaargraad in datawetenskap sal aanbied, wat kunsmatige intelligensie, masjienleer en groot data (big data) insluit.

► Bystand met die aansoekproses is beskikbaar by 021 808 9111, e-pos info@sun.ac.za of via webklets by www.maties.com (klik op Let's Talk onder regs).

US hervat en beur voort om jaar te red

Die afgelope agt weke het die universiteitsgemeenskap eerstehands ervaar hoe daaglikse aktiwiteite na die virtuele wêreld verplaas word – 'n werklikheid wat in alle waarskynlikheid kenmerkend van die hoëronderrandskap van die toekoms gaan word.

Só meen prof. Wim de Villiers, rektor en visekanselier van die Universiteit Stellenbosch.

"As instelling moes ons alles uithaal om te verseker dat ons studente nie deur hul omstandighede gepootjie word nie. Ons studente het nou grootliks suksesvol na aanlyn leer oorgeskakel."

Ná president Cyril Ramaphosa se aankondiging dat die risiko-assessering van 1 Junie af na vlak 3 aangepas word, sal die US sy scenario-beplanning vir die volgende fase in werking stel.

As deel van die beheerde hervatting van kampusaktiwiteite mag instellings op vlak 3 tot 33% van die studenteliggam toelaat om na kampusse terug te keer.

Dit is egter aan streng nakoming van nasionale regulasies onderhewig.

Dit sal op baie spesifieke groepe studente van toepassing wees – hoofsaaklik finalejaarstudente of nagraadse studente wat kliniese opleiding, praktiese sessies in laboratoria's en gespesialiseerde toerusting benodig om hul akademiese jaar suksesvol te voltooi.

"Soos alle universiteite sal ons aan streng gesondheids- en higiëne-vereistes moet voldoen, soos die voorsiening van handreëniger en gesigsmaskers, koorsmeting, sifting en toetsing van personeel, studente en besoekers, voorbereiding van afsondering- en kwarantynieruimtes indien infeksies voorkom en persoonlike beskermende toerusting vir mediese personeel by die kampusgesondheidsdiens," het De Villiers bygevoeg.

Geen studente mag na die kampus of koshuise terugkeer alvorens hulle deur die universiteit ingelig is om dit te doen nie. Studente sal deur hul onderskeie fakulteite in kennis gestel word.

Die universiteit sal onder vlak 3 reispermities aan terugkerende studente moet uitreik.

"Die eerste en tweede eksamenleenthede wat vir Junie en

Julie geskeduleer is, sal alles as aanlyn assesserings afgelê word soos in ons vorige kommunikasie aangedui is."

Vir studente wat moontlik boeke en akademiese materiaal in hul koshuise wil gaan haal, sal eenmalige toegang toegelaat word, maar slegs indien dit vooraf met die koshuishoof gelys is.

Die universiteit het ook betalingsverligtingsmaatreëls toegepas om studente in hierdie tyd tegemoet te kom.

Vir diegene wat nie die Mei- en September-betaaldatums kan haal nie, kan 'n reëling vir maandelikse paaiemente vir die res van 2020 getref word.

Hierdie alternatiewe afbetalingsreëling sal slegs op 2020 van toepassing wees en alle finalejaarstudente se geld moet voor die 2020-graduateplegtighede betaal wees en vir ander studente voor registrasie vir 2021.

"Gewoonlik word rente teen primakoers op agterstallige rekeninge gehef, maar geen rente sal betaalbaar wees vir die vier maande tydperk van 1 April tot 31 Julie 2020 nie."

Geen heffings word tans vir parkering, verenigings, sportklubs en koshuise- en PSO-aktiwiteite gehef nie, aangesien dit volgens werklike gebruik bepaal en gehef sal word wanneer meer sekerheid hieroor beskikbaar is.

Gegewe die situasie wat die Covid-19-pandemie geskep het en die ontruiming van studente van die kampus af, asook die finansiële druk op studente en hul borge, het die US 'n toepaslike kleiner paaiement vir koshuisegeld wat einde Mei 2020 betaalbaar is, bepaal.

Die verminderte tweede paaiement, tesame met die finale paaiement wat in September betaalbaar is, sal verseker dat US-studente slegs vir die weke wat hulle werklik vanjaar in die koshuis was, betaal.

"Aangesien ons maar alte bewys is van die uitdagings van aanlyn leer, die sosiaal-ekonomiese situasie en die moontlike uitwerking daarvan op ons studente se welstand, stel ons ons kundigheid en hulpbronne beskikbaar om ons wye verskeidenheid ondersteuningsdienste aan ons studente uit te brei om hulle die beste geleentheid moontlik te bied om die akademiese jaar suksesvol te voltooi."

NOTICE

ENTERING INTO LAND AVAILABILITY AGREEMENTS WITH SOCIAL HOUSING INSTITUTIONS (SHIs) AND/OR OTHER DEVELOPMENT AGENCIES (ODAs) FOR THE DEVELOPMENT AND MANAGEMENT OF SOCIAL HOUSING ESTATES: STELLENBOSCH MUNICIPALITY

Notice is hereby given, in terms of Section 21(A) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) that Stellenbosch Municipality intends to commence with the process of granting long-term use rights to SHIs and/or ODAs on Council-owned land in order to realise the implementation of the Social Housing Programme. -.

Stellenbosch Municipality will enter into a Smart Partnership and Land Availability Agreements with successful accredited SHIs and/or ODAs, through a Public Competitive Process in terms of Regulation 34(1) (b) of the Asset Transfer Regulation (ATR).

The lands in question is as mentioned below:

- Remainder of Erf 2149, Stellenbosch (Lapland flats);
- Remainder of Farm 180 (open spaces near Teen-die-Bult flats); and
- Erf 81/2 and Erf 81/9, Stellenbosch.

The description and locality maps are available for perusal on the municipal website: www.stellenbosch.gov.za, www.stellenbosch.gov.za/news/notices/planning-notices/9508-development-and-management-of-social-housing-estates/file and on Stellenbosch Citizen App. The Stellenbosch Citizen App is available to download from the Apple App Store, Google Play Store, Windows Store and also works on feature phones using Java software such as Nokia, Motorola and Sony Ericsson.

Comments and / or objections may be directed to Mr Tabiso Mfeya (Social Housing: Project Manager) and/or Lester van Stavel via e-mail: lhs.admin@stellenbosch.gov.za and / or Cell: 060 986 2044 and / or 082 442 7709, persons unable to write, may submit such comment through whatsapp voice note to the aforementioned contact number.

The closing date for comments is 29 June 2020.

G Mettler
Municipal Manager

Vinpro-kursusse gaan voort

Vinpro bied steeds sy gewilde opleidingskursusse vir wingerdspanne aan, maar net in 'n nuwe formaat om die verspreiding van Covid-19 te verhoed.

Wyndruifprodusente kan nou versoek dat praktiese demonstrasies, vir nie meer as 15 mense nie, in die vorm van 'n halfdagkursus op die plaas aangebied word. Hierdie nuwe formaat vervang die gebruiklike voorafbepaalde veldkursusse wat teorie en prakties vir groter groepe behels het.

"Dit is vir ons belangrik dat wingerdwerkers deurlopend bemaagtig word deur opleidingsgeleenthede soos die wingerd-kursusse terwyl ons hul veiligheid hoog ag," sê Hanno van Schalkwyk, Vinpro-wingerdkundige en koördineerder van die kursusse. "Deur die formaat aan te pas, wil ons die vervoer en samekoms van wingerdspanne in een lokaal verhoed en die verspreiding van Covid-19 beperk."

In die plek van die 10 opleidings-modules kan produsente nou uit twee praktiese sessies kies wat op hul plaas aangebied kan word.

Elke persoon wat die opleiding bywoon, sal 'n gratis masker ontvang terwyl die basiese gesondheidsmaatreëls sal geld, onder meer temperatuurmeting, die was van hande, asook die handhawing van veilige afstand gedurende die sessies. Vinpro het verlede jaar, te danke aan finansiële ondersteuning deur die Vinpro-stigting, meer as 1 000 mense touwys gemaak oor die beste wyndruifverbouingstegnieke.

Vanjaar is Columbit as nog 'n



Vinpro het verlede jaar, te danke aan finansiële ondersteuning deur die Vinpro-stigting, meer as 1 000 mense touwys gemaak oor die beste wyndruifverbouingstegnieke.

waardevolle vennoot by die opleiding betrokke.

Die koste beloop R210 per persoon. Bespreek nou 'n praktiese opleidingsessie deur die Vinpro-opleidingskantoor te kontak by 021 276 0429 of stuur e-pos na training@vinpro.co.za.

Opleiding:

Winteropleiding: Basiese snoei beginsels (kort-, halflangdraer en Guyot-stelsels), instandhouding van snoeiskere, voorkoming van stamsiektes en die korrekte plantegniek van jong stokkies. Someropleiding: Basiese werking van die wingerdstok, die doel van lowerbestuur, verskillende lowerbestuurtegnieke, jongstokontwikkeling en algemene siektes en plae.

Maties-aansoeke sluit dán

Voornemende studente aan die Universiteit Stellenbosch het tot 30 Junie om hul aansoeke vir 2021 in te dien.

Die US word gereeld op verskeie internasionale ranglyste as een van die drie topuniversiteite in Suid-Afrika gelys. Die universiteit het ook een van die hoogste eerstejaar-deurvloeiingskoerse in Suid-Afrika – meer as 85% van US-studente vorder jaarliks na hul tweede studiejaar.

In die lig van die Covid-19-pandemie, wat verskeie matrikulante met onsekerhede oor die pad vorentoe gelaat het, stel die universiteit se sentrum vir studentewerwing en loopbaanadvies aansoekers gerus.

Die sentrum is gereed om matrikulante by te staan om ingeligte besluite rakende hulle voorgaande studies in 2021 te neem.

Vir meer inligting oor die US se akademiese aanbod, of om die aansoekproses te begin, word voornemende Maties genooi om www.maties.com te besoek.

Matrikulante kan ook e-pos aan csr@sun.ac.za stuur vir 'n virtuele of telefoniese raadgewingsessie.

'n Vriendelike versoek word aan diene wat reeds 'n aanlyn aansoek ingedien het, gerig om asseblief seker te maak dat die aansoek volledig is aangesien studente dikwels nie al die vereiste dokumente oplaai nie.

Dokumente sluit in: 'n bewys van betaling (R100 nietेरugbetaalbare aansoekfooi), 'n getekende kontrak, sowel as die finale graad 11-uitslae vir diene wat tans in hul finale skooljaar is, of die Nasionale Senior Sertifikaat (NSS)-uitslae vir diene wat reeds hul finale skooljaar voltooi het.

Die keuringsproses neem slegs



Voornemende studente aan die Universiteit Stellenbosch kan nou finaal vir 30 Junie aansoek doen om by die Instansie te studeer.

voltooi aansoeke in ag. Volledige besonderhede is by www.maties.com beskikbaar.

Omdat daar in vandag se werksplek soveel veranderinge plaasvind, bied die universiteit jaarliks nuwe programme aan wat gegradeer is vir die nuwe wêreld van werk sal toerus.

Vanjaar het die fakulteit natuurwetenskappe drie nuwe interdisiplinêre programme bekend gestel, wat gebou is op die wisselwerking tussen die mediese wetenskappe, wiskunde, asook chemie en berekeningswetenskap.

Hierdie drie programme is biomediese wiskundige wetenskappe, toegepaste medisinale chemie en bioinformatika en berekeningsbiologie.

Die fakulteit ingenieurswese bied data-ingenieurswese as 'n nuwe stroom in die departement elektriese en elektroniese ingenieurswese aan, terwyl die universiteit ook van 2021 af 'n vierjaarsgraad in datawetenskap sal aanbied, wat kunsmatige intelligensie, masjienleer en groot data (big data) insluit.

Bystand met die aansoekproses is beskikbaar by 021 808 9111, e-pos info@sun.ac.za of via webblads by www.maties.com (klik op Let's Talk onder regs).

Donkies gee pas aan

Breyten Cupido

WORCESTER - Die HTS Drostyd in dié dorp het ouers meer gerus gemaak om hul kinders skool toe te stuur deur die skool se omvattende plan om die verspreiding van Covid-19 te bekamp, bekend te stel.

Die skool het 'n Covid-komitee saamgestel wat hom daartoe verbind het om navorsing te doen en die nodige kennis te gebruik om 'n doeltreffende plan daar te stel.

Die voorsitter van die Covid-komitee, Annamari Underhay, het met *Standard* oor dié plan gesels.

"Ons was bewus dat die skole een of ander tyd gaan oopmaak en ons het dus die komitee saamgestel om te begin beplan. Nog voor die departement sy regulasies aan ons gestuur het, was ons plan reeds beraam en dit het voldoen aan al die voorskrifte wat die departement ook aan ons deurgestuut het. Kennis is mag en ons het seker gemaak dat ons plan op navorsing gegrond is," sê Underhay.

Die Donkies het Saterdag (23 Mei) op sy Facebook-blad, *Beleef HTS Drostyd*, ouers ingelig oor die plan wat die personeel en leerders se gesondheid eerste stel.

In die video stipuleer die bestuur van die skool die volgende:

■ Elke leerder gaan die eerste dag van skool twee materiaalmaskers en 'n klein bottel ontsmettingsmiddel vir hul persoonlike gebruik ontvang.

■ Elke personeelid ontvang ook 'n klein bottel ontsmettingsmiddel en bring 'n bykomende spuitbottel saam skool toe.

■ Die bottel met die ontsmettingsmiddel kan gratis deur die loop van die dag hervul word.

■ Tafels is reeds in die klaskamers verskuif sodat die matriëls oor veilige afstand gevolg word en dit is 1,5 m uitnekaar.

■ Die temperatuur van elke leerder word daagliks gemeet as hulle by die skool aankom en dit word dan in 'n register opgeteken.

■ Almal wat die skool betree, sal deur die saniteringshok moet loop en almal se temperatuur sal gemeet word.



Twee leerders van HTS Drostyd wys hoe die matriëls by die ingang by die skool gaan werk. Bo gebruik Hermanus Steyn ontsmettingsmiddel wat by die skool se ingang beskikbaar gaan wees en Dara Preuss stap deur die saniteringshok.

Underhay noem verder selfs die leerders wat in die koshuise woon, sal streng by matriëls moet hou. Alle artikels wat binnekom, soos kos en ander goedere, sal ook eers ontsmet moet word. Leerders moet deur die saniteringshokke stap as hulle die koshuise binnekom en as hulle na die eetsaal gaan.

"Dit is ons hoofprioriteit om die ouers, personeel en kinders gerus te stel met die matriëls wat daargestel is, maar tog moet ons onthou dat die risiko, dat enigeen die virus kan opdoen, daar is en ons moet maar net daardie risiko verlaag."

HTS Drostyd het ook na die plaaslike laerskole, Laerskool Worcester-Oos en Worcester Primêr, uitgereik om saniteringshokke vir hulle te gee.

"Ons gr.12-leerders gaan voor hulle skool te kom 'n vraelys ontvang wat hulle moet invul om seker te maak hulle het geen simptome as hulle terug kom skool toe nie. As daar dalk 'n leerder is wat nie gemaklik is om terug te keer skool toe nie sal ons steeds daardie leerders help en aanlyn klasse aanbied."

"Die personele en party ouers het reeds aanlyn genoem dat hulle baie gemaklik is met dié plan. Ons is bly dit word goed ontvang en beplan om dit doeltreffend te implementeer."

Die departement van basiese onderwys het aangekondig dat alle gr.7- en gr.12-leerders Maandag (1 Junie) moet terugkeer skool toe.

Vasgevang om vryheid weer te kan ontdek



My grendeltyd

Kenneth Janson

In hierdie inperking is baie mense besig om nuwe vaardighede aan te leer. Hulle is besig om 'n langverdiende ruskans te kry. Daar word na ons land se hele infrastruktuur gekyk en daar word planne gemaak om foute reg te stel. Minister Angie Motshekga het self gesê hierdie is 'n geleentheid om na ons onderwysstelsel te kyk en dit te verbeter. En ek, Kenneth Janson van Hoër Jongenskool Paarl, ek... doen skoolwerk.

Natuurlik nie net skoolwerk nie – my rugbybal is vernietig, so ek word gedwing om met 'n wouls in die agtertuin rond te hardloop en my broer se duikslae te ontdek. Ek het begin om 'n nuwe taal aan te leer, maar sewe dae se Duits was sewe dae te veel en ek het besluit om na Spaans oor te skakel. My kamer klink soos iets uit 'n Spaanse sepie, maar my familie vra nie vrae nie. Hulle aanvaar my.

Op 'n ernstiger noot: Al is ek nie tans besig om 'n massiewe impak op die wêreld te maak soos sekere wêreldleiers nie, is die pandemie besig om 'n massiewe impak op my wêreld te hê. Nuwe werk wat ek nie verstaan nie is moeilik om aan te leer sonder 'n memorandum

kan my foute in rekeningkunde nie reggestel word nie (wat ironies is aangesien die aktiwiteite meestal oor regstelling van ander mense se foute gaan). Ek het begin om fiekreke te kyk om sekere vakke interessanter te maak – hierdie is vir my 'n nuttige vaardigheid om die vak te verstaan en te wil doen. Gelukkig was my pa 'n onderwyser en kan hy vir my met besigheidstudies en ekonomie bystaan. Verder mis ek die interaksie met onderwysers en klasmaats en dit is moeilik om 'n vaste slaap- en werkrooster uitteef te sit.

Daar is egter voordele: Ek kan nou op my eie tyd werk en myself beloon vir 'n goeie studiesessie deur in die tuin te gaan rondstap of iets te eet. Hierdie is beslis nie iets wat ek by die skool kon doen nie. As ek wiskunde wil doen, doen ek wiskunde. Ek kan ook op 'n gemaklike plek gaan sit met 'n peusselhappie langs my en aan take werk. In die inperking het ek ook vele geleenthede gekry – hierdie artikel skryf is 'n voorbeeld. Ek is op die Paarl se junior stadsraad en ek het al gehelp om uitdagings vir mense op te stel, vir kinders stories op te neem, die nuus op die radio te lees en ek bied selfs programme op Paarl FM aan.

Wanneer ons weer vrylik kan rondbeweeg, glo ek mense sal daardie vryheid waardeur. Ek weet ek sal beslis elke minuut op my fiets, in 'n motor op pad skool toe, op die rugbyveld, saam met my familie in 'n restaurant en selfs die klaskamer meer geniet as wat ek ooit gedink het moontlik is. Miskien was hierdie iets wat ons drasties nodig gehad het. Ek praat nou nie oor die virus nie, maar 'n tydjie by die huis. 'n Blaaskans. Sodat ons kan besef hoeveel dinge ons as 'n gegewe aanvaar het. Partykeer moet jy vasgevang word om vryheid te ontdek.

NOTICE

ENTERING INTO LAND AVAILABILITY AGREEMENTS WITH SOCIAL HOUSING INSTITUTIONS (SHIs) AND/OR OTHER DEVELOPMENT AGENCIES (ODAs) FOR THE DEVELOPMENT AND MANAGEMENT OF SOCIAL HOUSING ESTATES: STELLENBOSCH MUNICIPALITY

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The closing date for comments is 29 June 2020.

G Mettler
Municipal Manager

Sundowns' 'Mr Delivery Man'

MIHLALI BALEKA
@MihlaliBaleka

Conquering Africa may be top of Mosimane's achievement

management and supporters. Last week Suidwinds finally put the speculation surrounding Mosimane's future to bed, Mosepe announcing that they'd extended the contract of their long-serving coach by four years. History has it that it's rare for a black local coach to spend more than half a decade at the helm of a top five club – well, unless your name is Pitso Mosimane.

Should the local season resume, Downs will be targeting their 10th league title, and fifth with Mosimane at the helm.

Baxter open to SA return

"No, he hasn't been linked with Chiefs. What I said is that Baxter loves the country and if there is a project that is available and the timing is right for him and the project is right, he will

Kapeluschnik said Baxter is currently in Sweden and there was nothing solid at this stage that could link him with a return to South Africa.

Suitors are reportedly lining up for the signature of Baxter in the Premiership but Kapuleschnink refused to reveal any detail.

There will always be clubs that will enquire about his services because he has really, really done well here. I often get calls about that."

Go-ahead for contact training

Failure to resume the season could cost the league around £750-million (about R14.4bn) in

No matches have been played in the Premier League since March when the pandemic shut down world sport. However, yesterday's vote is a big step towards the league completing the 92 remaining fixtures.

The league had signalled June 12 as a potential start date but it now looks likely to be later in the month. Matches would be held without fans in attendance.


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012 Deaths	013 Deaths	719 Tenders	719 Tenders
<p align="center"> ROBERTS Dennis Reginald </p> <p> <i>It is with great sadness that we, Lynette and Sandra have to say farewell to our beloved father, who passed away on the 15th March 2000.</i> </p> <p> <i>He was a true gentleman right until the end, and his family called him "Daddy" until the end of his life.</i> </p> <p> <i>He will be sorely missed by his grandchildren Danielle, Tarryn, Kyle, Michaela, Byron, Callan and Julie and his great granddaughters Olivia, ...</i> </p>		 <p> NOTICE OFFERING INTO ASSET MANAGEMENT AGREEMENTS WITH SOCIAL HOUSING INSTITUTIONS (SHSI) AND/OR OTHER SOCIAL HOUSING INSTITUTIONS (OSHI) FOR THE DEVELOPMENT AND MANAGEMENT OF SOCIAL HOUSING ... </p>	

Deaths

2019

**STUBBS
Richard**

Passed away peacefully in Durban
on 24 May 2020.

Sadly missed by his wife Wendy,
children and grandchildren.

Deaths

2019

Notice is hereby given, in terms of Section 21(A) of the Local Government Municipal Systems and Services Act, No. 102 of 2018, that the 2019/2020 Stellenbosch Municipality intends to commence with the process of granting of permanent user rights to all existing smaller Ouders on Council-owned land in order to realise the implementation of the Social Housing Programme.

Stellenbosch Municipality will enter into a Smart Partner (SIP) and Land Availability Agreements with successful and interested Site and/or Ouders, that are not Competing for the Process in terms of Regulation 34(1) (b) of the Asset Transfer and Disposal Regulations.

The tenders is required to be submitted on hand.

Resubmit on 22nd of 2020. Stellenbosch (Lapaal) Municipality of Floor 102 (Gardens) 7600 Stellenbosch.

KRUSKAL LENNIE
My lifelong friend who was born 3 months after me passed away in London. I share miss him and what joyous family a long life of pleasant memories.
— Ben Robinson

**MCARTHUR
STUART**
Passed away after a
short illness in Durban
Saturday, March 3.
Will be closely missed.
Your Mom Linda,
sister Jennifer,
brother Glen, son Justin
and several friends.

<p>WALKER Neville</p> <p>Long standing member of the Long Beach Golf Club, easily passed away at his home.</p> <p>Will be solely insured by the Board, Management, and the Club. The funeral will be held Monday School night at 7:00 PM.</p>	<p>3 white and tan cross breasted pupps, about 4 months old, found in Hindle Park on 7.5.20</p> <p>Black and tan cross breasted, medium size un-mutttered male, found in Parow Industrie on 20.5.20</p>	<p>Motors</p> <p>Cars under R2500</p> <p>GOLF CHICO 1995, lt w/papara, R24 990, Phone 072 510 0878</p>	<p>Cars under R2500</p> <p>Suzuki 400 Motorbike Dewarredo, 1600 cc running good, R24 990 Call 072 510 0878 Suzuki 400 Motorbike Dewarredo, 1600 cc running good, R24 990 Call 072 510 0878</p> <p>Legals</p>
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7.5	INFRASTRUCTURE SERVICES: (PC: CLLR Q SMIT)
7.5.1	BSM 13/19: APPOINT REGISTERED ELECTRICAL CONSULTANT WITH EXPERIENCE IN THE IMPLEMENTATION OF ELECTRICAL TARIFFS(INCLUDED RENEWABLE & WHEELING TARIFFS) AND NERSA DISTRIBUTION FORMS, TO INVESTIGATE AND IMPLEMENT ELECTRICAL TARIFFS IN THE FINANCIAL YEARS 2018/19,2019/20 AND 2020/21

Collaborator No: 688179
 IDP KPA Ref No: Good Governance and Compliance
 Meeting Date: 22 July 2020

1. **SUBJECT: BSM 13/19: APPOINT REGISTERED ELECTRICAL CONSULTANT WITH EXPERIENCE IN THE IMPLEMENTATION OF ELECTRICAL TARIFFS (INCLUDED RENEWABLE & WHEELING TARIFFS) AND NERSA DISTRIBUTION FORMS, TO INVESTIGATE AND IMPLEMENT ELECTRICAL TARIFFS IN THE FINANCIAL YEARS 2018/19,2019/20 AND 2020/21**

2. **PURPOSE**

To obtain the necessary approval to extend the scope of work of BSM 13/19 to allow for additional work required to conduct a new cost of supply study in accordance with NRS058 and National Energy Regulator of South Africa (NERSA) methodology.

3. **DELEGATED AUTHORITY**

Council.

4. **EXECUTIVE SUMMARY**

Tender number B/SM 13/19 was awarded to BBEnergy (Pty) in July 2018 for a period of three (3) years ending June 2021 to do a comprehensive analysis of existing electrical tariffs offered by Stellenbosch Municipality to their customers, including negotiated pricing agreements and gathering of statistical data for distribution forms. Part of the tariff analysis requires BBEnergy to assist Stellenbosch Municipality in motivating, during tariff application period, tariff increases based on NERSA's consultation paper (Municipal Tariff Guidelines) or Municipality's cost of supply study if available.

An additional work is required for BBEnergy to conduct a new cost of supply study that will give a true reflection for Stellenbosch Municipality of rendering a service of delivering electricity to its customers. The cost for additional service is above the variance order threshold of 15% for other services as indicated in section 54(2) in Supply Chain Management policy. Hence the department followed the route of section 116(3) of MFMA.

5. **RECOMMENDATIONS**

- (a) that Council notes, in terms of MFMA Section 116(3), the reasons for the increase of tender scope and pricing;
- (b) that Council notes the public participation process that was followed and that no comments were received; and
- (c) that the additional amount of R 342 582 (VAT inclusive) which is 20% of the total tender amount in favour of BBEnergy Pty, be approved.

6. DISCUSSION / CONTENTS**6.1 Background**

BBEnergy was appointed in July 2018 through bid number B/SM 13/19 for a period of three (3) years ending June 2021 to do a comprehensive analysis of existing electrical tariffs offered by Stellenbosch Municipality to their customers, including negotiated pricing agreements and gathering of statistical data for distribution forms. Part of the tariff analysis requires BBEnergy to assist Stellenbosch Municipality in motivating, during tariff application period, tariff increases based on NERSA's consultation paper (Municipal Tariff Guidelines) or Municipality's cost of supply study if available.

BBEnergy energy was previously appointed via a formal quotation process to conduct the first cost of supply study for Stellenbosch Municipality and such a study was submitted to NERSA for approval, but because of the change in the municipal licensed electrical structure another study is to be conducted.

6.2 Discussion

The scope of work in which BBEnergy is appointed on under contract number B/SM 13/19 does not include doing the cost of supply study. However the municipality had a significant change in the licensed electrical structure due to the network bought from Drakenstein Municipality in February 2019 and because of the change in the structure the municipality is bound by the Electricity Pricing Policy , 1998(CG No. 31741 of 19 December 1998) to conduct a new Cost of supply study. Secondly, it is of the municipality's interest to conduct such a study to determine a true reflection of the cost to the municipality to render a service of delivering electricity to its customers. Once a true reflection to render such a service has been determined then the municipality will be in a position to motivate electricity tariffs increases based on the cost of supply study and not depend on NERSA's Municipal tariff guidelines and benchmarks.

Therefore the purpose of this memorandum is to get approval to include the additional work of conducting a cost of supply study, to the existing tender number B/SM 13/19 scope. BBEnergy submitted a formal quotation to do the cost of supply study amounting to R 342 585 (VAT Inclusive) which is 20% of R 1 712 925 (Total tender amount over three years).

The intention to follow a Section 116(3) process was advertised in the local media (Eikestad Nuus) on 11 June 2020 with closing date on 25 June 2020. No comments were received from the public. Council to take note that the advertisement was published during the extended Level 3 lockdown period.

6.3. Financial Implications

Additional funding will be available from UKey number 20180711007183 on the 2020/21 budget, equating to an additional amount of R 342 585 (VAT inclusive) which is 20% of the total tender amount.

Below find detail of proposed variation order:

Tender BSM 13/19 – total tender Amount (VAT incl.)	R 1 712 925
Amount for Variation Order (VAT inclusive)	R 342 585
New amount	R 2 055 510

6.4 Legal Implications

The recommendations in this report comply with Council's policies and all applicable legislation.

6.5 Staff Implications

This report has no staff implications to the Municipality.

6.6 Previous / Relevant Council Resolutions:

Not applicable

6.7 Risk Implications

If the Cost of Supply Study is not done the municipality might be in a risk of having electricity tariffs that are not a true reflection of the service to deliver electricity to its customers. Hence, not recovering enough money to cover such expenses incurred to render the service. This is a risk of financial loss.

6.8 Comments from Senior Management:**6.8.1 Chief Financial Officer:**

Supported

6.8.2 Municipal Manager:

Agree with the recommendations

ANNEXURES

Annexure A: Appointment Letter

Annexure B: Advertisements for S116 as advertised

Annexure C: Current Service Provider quote for additional work

Annexure D: Proof - No Objections received

FOR FURTHER DETAILS CONTACT:

NAME	Deon Louw
POSITION	<i>Director</i>
DIRECTORATE	<i>Infrastructure Services</i>
CONTACT NUMBERS	021 808 8213
E-MAIL ADDRESS	Deon.louw@ Stellenbosch.gov.za
REPORT DATE	29 June 2020

ANNEXURE A



STELLENBOSCH

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SUPPLY CHAIN MANAGEMENT UNIT

Enquiries: Ms G Mettler E-mail scm.appeals@stellenbosch.gov.za Ref: 6/1/1 Tel: (021) 808 8025 Fax: (021) 886 6749

As per fax: 011 706 6931
As per email: cnell@bbe.co.za

Attention: Mr Christiaan Nell

BBE ENERGY (PTY) LTD
PO BOX 786012
SANDTON
2146

Dear Sir/Madam

BID: B/SM 13/19: APPOINT REGISTERED ELECTRICAL CONSULTANT WITH EXPERIENCE IN THE IMPLEMENTATION OF ELECTRICAL TARIFFS (INCLUDED RENEWABLE & WHEELING TARIFFS) AND NERSA DISTRIBUTION(D) FORMS, TO INVESTIGATE AND IMPLEMENT ELECTRICAL TARIFFS IN THE FINANCIAL YEARS 2018/19, 2019/20 AND 2020/21.

Stellenbosch Municipality has accepted your offer dated **19 OCTOBER 2018**, for the rendering of the above-mentioned services, subjected only to the terms and conditions embodied in the Tender specifications and the general conditions of contract.

Please note this award is subject to a 14 day objection period as per SCM regulation 49 as well as to a 21 day for any potential objections or complaints lodged against the decision made.

Please note the above provisions will run concurrently from the date of notification of the decision.

If there is any uncertainty regarding the scope of work, it should be addressed as soon as possible. Please liaise with **Victor Dyusha** at the following number **021 808 8334**

Yours faithfully

pp Financial Services
Municipal Manager

Date

ANNEXURE B



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NOTICE

NOTICE IN TERMS OF SECTION 116(3) OF THE LOCAL GOVERNMENT: MUNICIPAL FINANCE MANAGEMENT ACT, 2003 (ACT 56 OF 2003) FOR THE AMENDMENT TO THE TENDER AWARDED TO BBEnergy (Pty) Ltd (B/SM 13/19) FOR THE IMPLEMENTATION OF ELECTRICAL TARIFFS (INCLUDED RENEWABLE & WHEELING TARIFFS) AND NERSA DISTRIBUTION FORMS, TO INVESTIGATE AND IMPLEMENT ELECTRICAL TARIFFS IN THE FINANCIAL YEARS 2018/19, 2019/20, 2020/21.

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 Stellenbosch Municipality to amend the existing contract:

Number: B/SM 13/19

Description: AMENDMENT TO THE TENDER AWARDED FOR THE IMPLEMENTATION OF ELECTRICAL TARIFFS (INCLUDED RENEWABLE & WHEELING TARIFFS) AND NERSA DISTRIBUTION FORMS, TO INVESTIGATE AND IMPLEMENT ELECTRICAL TARIFFS IN THE FINANCIAL YEARS 2018/19, 2019/20, 2020/21.

Service Provider: BBEnergy (Pty) Ltd

Reasons for the proposed amendment: To amend the current contract period to provide for additional work to conduct the new cost of supply study which will give a true reflection to Stellenbosch Municipality for the rendering of a service delivering of electricity to its customers. The Part of the tariff analysis requires the service provider to assist Stellenbosch Municipality to motivate during the tariff application period, tariff increases based on NERSA's consultation papers or Municipal cost of supply study if available.

The original approved scope and value of tender will be amended.

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 interested/affected parties are invited to submit comments or representations to the Municipality in respect of the above, such comments or representations must be received within 14 days of advertisement via electronic mail to the e-mail address provided below, or be delivered to the undersigned to the mailing address provided hereunder. Persons who are physically disabled or who cannot read or write but wish to participate in the process, may come during office hours to the Municipal Offices, Supply Chain Department, 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 e-mail address: s116.contracts@stellenbosch.gov.za, with the subject line entitled "B/SM 13/19: COMMENTS ON NOTICE OF AMENDMENT TO THE TENDER AWARDED FOR THE IMPLEMENTATION OF ELECTRICAL TARIFFS (INCLUDED RENEWABLE & WHEELING TARIFFS) AND NERSA DISTRIBUTION FORMS, TO INVESTIGATE AND IMPLEMENT ELECTRICAL TARIFFS IN THE FINANCIAL YEARS 2018/19, 2019/20, 2020/21

The closing time for the submission of representations and/or comments must be received by **25 June 2020 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 : **Victor Dyusha**
Telephone Number : **E-mail enquiries only**
E-mail address : **victor.dyusha@stellenbosch.gov.za**
Physical address : **Stellenbosch Municipality
Department: Infrastructure Services (Electrical Services)
Ecclesia building
1st Floor
Plein Street
Stellenbosch
7600**

**Geraldine Mettler
Municipal Manager**

06/06/2020 11:11:11

ANNEXURE C

27 March 2020
Mr. Victor Duysha
STELLENBOSCH MUNICIPALITY

Plein Street
Stellenbosch

Dear Sir

We thank you for affording BBEnergy for the opportunity to provide you with a quotation for an electrical Cost of Supply study based on the municipal financial year 2018/19 data. Our price excludes VAT, is valid for 60 days and we estimate that the work can be completed in four to six weeks. It may however be advantageous to Stellenbosch Municipality to expedite the work if the COS results are to be used to motivate tariffs to NERSA other than the 6.24% increase as per their latest guideline.

The price is submitted with the understanding that it will form part of a variation order on the existing agreement for tariff development and D-form statistics for the period 2019 to 2021.

QUANTITY	DESCRIPTION	PRICE/UNIT (EXCL VAT)	DELIVERY PERIOD
1	Cost of supply (COS) study for Stellenbosch Municipality, in accordance with NRS058 and National Energy Regulator of South Africa (NERSA) methodologies.	R297,900	4-6 weeks

I trust that our quotation will be favourably considered and remain available for further correspondence in this regard.

Kind Regards



Jaco Perold Pr. Eng; CEM®; CMVP®; CRM®

Senior Engineer

Confidential

Stellenbosch Municipality – Quotation for a Cost of Supply Study

27 March 2020

Prepared for: Victor Dyusha

Stellenbosch Municipality

Document Version: 1

Compiled by: Jaco Perold

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Project Background

Policy Position 23 of the Electricity Pricing Policy (GG No. 31741 of 19 December 2019) states that:

Electricity distributors shall undertake Cost of Supply studies at least every five years, but at least when significant licensee structure changes occur, such as in the customer base, relationships between cost components and sales volumes. This must be done according to the approved National Energy Regulator of South Africa (NERSA or 'the Energy Regulator') standard to reflect changing costs and customer behaviour.

Since its last Cost of Supply (COS) study was completed in March 2018 the following changes have occurred:

- Co-generation/small scale embedded generation tariffs were introduced (i.e. DOM6, COM6, AGR3, IND1.2, TOU1.2 and TOU2.2)
- Wheeling tariffs were introduced
- Customers in the Pniel area were transferred from Drakenstein municipality to Stellenbosch municipality
- Three new Drakenstein electricity supply points were added (i.e. Rhodes Food Group, Pniel and De Hollandse Molen)

All of the above constitute structural changes which merit conducting a new COS study.

Stellenbosch Municipality has requested a quotation from BBEnergy to complete a COS study to the satisfaction of the Municipality and approval by NERSA. The intention is for this deliverable to be added to the existing contract which is for tariff development and D-form statistics for the period 2019-2021. The additional scope will be added via a Variation Order.

This document details:

- I. cost and indicative schedule,
- II. data requirements,
- III. our proposed project team,
- IV. methodology and
- V. similar work and references

Cost and Delivery Period

The cost for the COS study is shown in Table 1.

Table 1: Cost and indicative delivery period

QUANTITY	DESCRIPTION	PRICE (EXCL VAT)	DELIVERY PERIOD
1	Cost of supply (COS) study for Stellenbosch Municipality, in accordance with NRS058 and National Energy Regulator of South Africa (NERSA) methodologies.	R297,900	4-6 weeks ¹

¹ Our understanding is that the COS work will follow the 2020/21 tariff submission to NERSA. There is however merit in doing the COS to motivate different increases. If this is desirable, contact us to discuss expediting the work.

Assumptions and Exclusions

- Travel to Stellenbosch Municipal offices is limited to two trips for two people (subject to COVID-19 travel restraints).
- Additional meetings can be conducted via web conferencing (e.g. Zoom, Skype etc).
- One meeting allowed for with NERSA at its Pretoria office to present the outcomes of the COS study. Stellenbosch Municipality to ensure that this meeting takes place within a reasonable time after BBEnergy's final report is submitted.
- Travel costs for Stellenbosch Municipality staff attending the NERSA meeting is for the municipality's cost.
- Invoice for work performed will coincide with submission of final report and is not dependent on the NERSA meeting having taken place.
- Indicative delivery period is based on outstanding data being received timeously from Stellenbosch Municipality. Refer to Table 2 for data requirement.
- Stellenbosch Municipality to authorise the release of the AMR meter database from Motla to BBEnergy (May & June 2019 data).
- Stellenbosch Municipality to provide the AMR database from Livewire to BBEnergy (July 2018 to April 2019) via courier or online storage (e.g. Dropbox, Google Drive or similar service).
- Updated Asset register (with purchased and replacement costs) as well as departmental costs (e.g. salaries and maintenance) to be provided.
- Stellenbosch to assist with cost breakdowns where required in order to answer NERSA's questions on the previous COS study (refer to NERSA's email of 28 November 2019).
- The scope of work excludes a detailed technical losses study.

Data Requirement

The typical information requirement for the completion of the cost of supply and related outputs is given in Table 2 below. As BBEnergy is the incumbent service provider for the tariff development and D-form statistics, many of items in the list are already in our possession. If this is the case, a green tick mark (✓) is displayed in the right-hand column of Table 2. Conversely, outstanding data is marked with a red X (X). The contents of Table 2 should be interpreted as being for the period 1 July 2018 to 30 June 2019 which is the most recent completed municipal financial year.

Table 2: Typical data requirement

Data requirement	Interval	Source	Description	In BBEnergy possession?
Eskom intake profile data	30min	Eskom Customer Service	30minute export - integrated energy/kVAh measurements per Eskom Pod	X
Eskom diversity information		Eskom Bills	Information on diversity between supply points	√
Eskom bills per intake point	Monthly	Eskom Bills	Eskom bills for 12 months for each of the Eskom intake points	√
Drakenstein intake profile data	30min	Drakenstein Municipality		1 March to 1 October 2019. Balance outstanding
Drakenstein diversity information		Drakenstein bills	Information on diversity between supply points	X
Drakenstein bills per intake point	Monthly	Drakenstein bills	Bills for 12 months for each of intake point	√
Large Power User /AMR / Interval Metering	30 min	AMR System	30 minute export integrated energy/kVAh measurements for each AMR customer	Motla data procurement provided for. Stellenbosch to supply Livewire data
Link between AMR profile and tariff		AMR System	Table that will make it possible to link each AMR customer to a specific tariff	Motla data procurement provided for. Stellenbosch to supply Livewire data
Customer generation profile data	30 min	AMR System	If applicable, 30 min energy/kVAh export values per generation point e.g. PV	Motla data procurement provided for. Stellenbosch to supply Livewire data
Conventional meter sales data	per transaction	Billing System	Database export of all conventional meter sales data per month	√
Prepaid meter sales data	per transaction	Prepaid Meter System	Database export of every Prepaid transaction for the year	√
Detailed - Asset register	Current	Asset Register	Detailed asset register containing listing of assets, associated voltages as well as current and replacement values	X
Operational Budget		Operational Budget	Detailed operational budget including Electricity department salaries, maintenance, consultants etc.	X

Proposed Project Team

The following table is a summation of the staffing profile we will forward for this engagement:

Table 3: Proposed project team

Resource	Experience	Client / Comment
Dr. Johan Delpont	15 years' experience in tariff development for various Municipalities	Details provided in next section
	Developed and presented short courses <ul style="list-style-type: none"> Electricity Pricing Theory Electricity Cost Management 	University of Stellenbosch University of Pretoria
	International Experience <ul style="list-style-type: none"> IEE conferences on Metering and Tariffs for Electricity industry in Glasgow and Brighton Presented a paper on Probabilistic Methods Applied to Power systems at PMAPS97 in Vancouver 	
	Publications <ul style="list-style-type: none"> New Large Industrial Tariff Impact Evaluation Models. Paper presented at the Metering Apparatus and Tariffs for Electricity Supply Conference, Glasgow, and November 1992. Paper included in the conference proceedings, page 18 - 22. Water Usage Models for Competitive Load Management. Probabilistic Methods Applied in Power Systems, PMAPS'97, and Vancouver, BC, Canada. 21-25 September 1997. 	
Jaco Perold	Senior engineer with 18 years' experience in process engineering and energy management. Registered with ESCA as a professional engineer and holds the following certifications with the Association of Energy Engineers (USA): Certified Energy Manager®, Certified Measurement and Verification Professional® and Certified Carbon Reduction Manager®.	B. Eng. (Chemical) M. Eng. (Chemical) Both qualifications obtained from University of Pretoria

Resource	Experience	Client / Comment
		<p>Electricity tariff modelling for Stellenbosch and Madibeng municipalities.</p> <p>Electricity bill verification consulting work for various customers. Tariffs included Eskom Megaflex, Miniflex, Ruraflex and Nightsave as well as municipal tariffs from Ekurhuleni, City Power and Tshwane.</p> <p>Various energy management projects, feasibility studies and consulting work for the steel industry, gold and platinum mining as well as cement manufacturing.</p>
Tobie Nortje	Tobie is a registered electrical engineer with more than 16 years' experience in the power delivery business and related industries.	<ul style="list-style-type: none"> Established the Measurement and Verification function at Eskom, Andrew Etzinger, 011 800 5316 Implemented various residential, commercial and industrial Demand Side Management and Energy Efficiency programmes, Eskom, Andrew Etzinger, 011 800 5316 Solar Water Heating Technical Modelling for the Eskom Mass Rollout Thermodynamic, load profile and system impact modelling of Solar Water Heaters, Heat Pumps and conventional geysers, Ronel Clarke, 0825752639 Research and Modelling of Residential End Use consumption/disaggregation patterns, Senzo Myeni, 011-8712058 Researcher on team developing the Eskom Homeflex and Eskom Critical Peak Day pricing tariffs Lead a team of researchers providing market research into the uptake and design of the Eskom Homeflex tariff. Load profile impact studies for Wind, Photo Voltaic and Solar Water Heating applications Lead a research team that investigated the use of Distributed Generation in Residential Estates. Included technical and load profile models

Resource	Experience	Client / Comment
		<ul style="list-style-type: none"> • Provided technical models to Eskom in the development of the Standard Offer programme • Provided technical models to Eskom in the development of the Standard Product programme • Provided technical models to Eskom in the development of the Performance Compacting programme • Conducted research into the development of a "Green Bond" strategy for South-Africa • Developed main technical model for the Eskom online energy game. This model included the "life-like" representation of a city with various customer classes and the option to build various supply side options, renewables as well as introduce DSM. The game could only be completed once an optimal balance was achieved between supply, demand, and budget and citizen morale, Eskom, Latetia Venter, 0824687667 • Review of MYPD and IRP input data, Responsible for the automation of data extraction from various data sources within the IDM environment. The datasets were then transformed and modelled into specific inputs to the MYPD and IRP planning processes • Advanced Meter Research (Smart Meter), Tobie was part of a team that investigated the current state of the art related to smart and advanced electricity utility metering systems

Methodology

A Cost of Supply study will be delivered using the NRS 058 and NERSA Cost of Supply guidelines as well as the Tariff Grid code as guiding documents.

Model design

Information for the 2018/2019 financial year will be used. The combined approach, using the NRS058 methodology, ensures that the actual cost of supply is technically correct and the NERSA methodology, ensures that the necessary NERSA rules are applied when determining the relevant tariff structures and rates to create the required income. Additional to this, the actual cost of supply results is evaluated against the current basket of tariffs to see where there are imbalances.

As far as possible, the aim of the cost of supply model is to keep it as simple as possible, without losing credibility and accuracy to ensure the objectives are met as documented in the NRS document.

The total cost of supply is given by the equation:

$$\text{Cost of Supply} = \text{Power Cost} + \text{Parts Cost} + \text{People Cost} + \text{Pain Cost} + \text{Profit} = \left[\frac{c}{kWh} \right]$$

where:

Table 4: P5' Methodology, Power, Parts, People, Pain and Profit

Where	Equals	Description (c/kWh)
Total CoS	Total Cost of Supply	Total cost of supplying electricity
P ₁	Power	All costs related to pay the supplier(s) costs for energy. Technical losses included
P ₂	Parts	All costs related to the assets of the Electricity Department. Work with replacement value
P ₃	People	All costs related to the people of the Electricity Department
P ₄	Pain	Total cost of Non-technical losses
P ₅	Profit	If expanded, the surplus can be included in the cost of supply study.

The analysis of the purchase data follows. Calculate the cost of purchasing electricity from Eskom, Drakenstein and embedded generators to be resold to customers. This excludes purchasing for own

or departmental use like pump stations or sewerage works. The points of delivery will be identified in co-operation with the electrical department.

Figure 1 below indicates the complexity of putting all the various data sets, data analysis, data transformations as well as Cost of Supply modelling together to arrive at the total municipal Cost of Supply per tariff group.

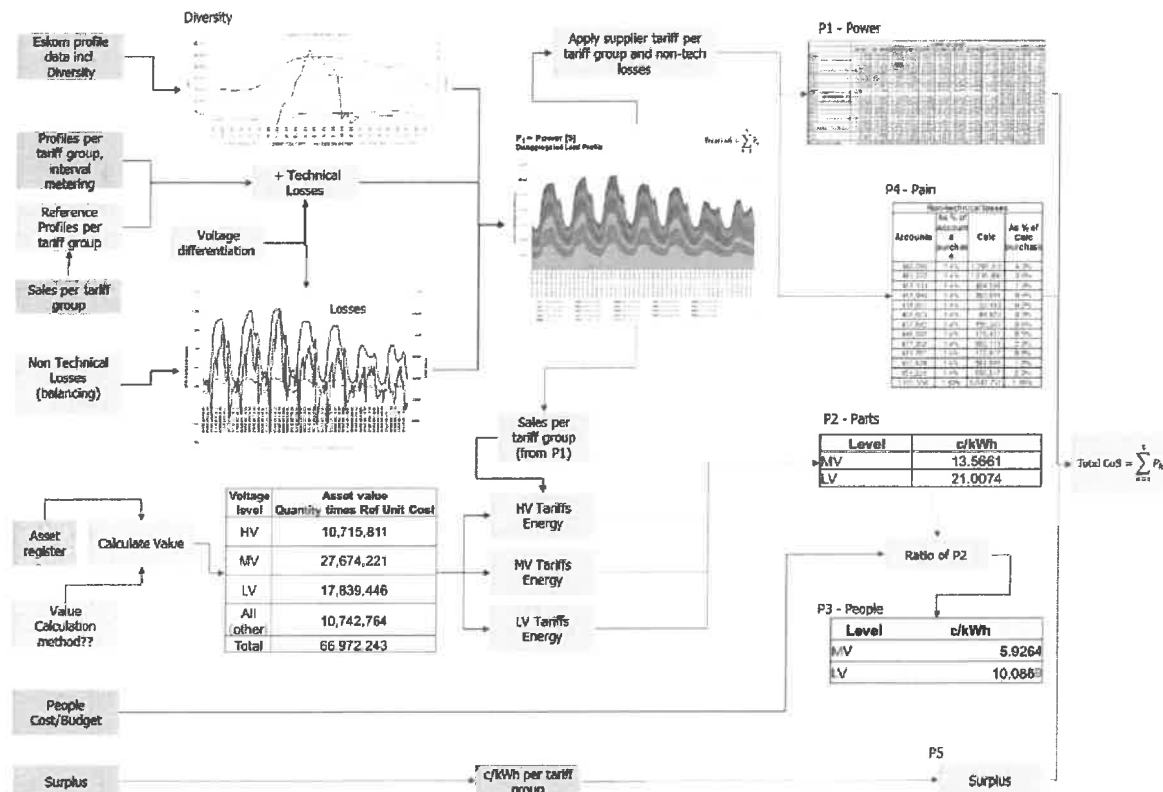


Figure 1: Cost of Supply methodology and model design (Data sources, models and outputs)

Technical Losses

It is important to remember that when the cost of each tariff group is calculated that the profile plus technical losses be used. This means that each tariff group will have a slightly higher cost of energy purchase based on the inclusion of losses (which is related to the tariff voltage).

Non-Technical Losses

When the total load profiles for each customer class is subtracted from the total Eskom intake data, an approximate profile for non-technical losses is obtained as a balancing factor in the total profile disaggregation. The losses calculation is summarised in the next section.

Demand side (customers) sales data

The analysis of customer sales data is broken down into 5 steps and discussed in more detail in the following subsections. The study will use the customer data from the Municipality and the AMR system for the 2018/2019 financial year.

Step 1 – Calculate the contribution of each tariff group to the total electricity cost

The total cost to Eskom for energy, demand and other costs must be apportioned per tariff group. If a tariff group peaks during the Municipality's peak, that tariff group will get more of the demand cost than the tariff group that does not peak at the same time.

It is preferred to use half-hourly load profiles to construct the total consumption. The half hourly consumption data for each AMR customer will be used to construct tariff group load profiles. We have made provision to procure a backup of the Stellenbosch ARM meter data from Motla for the period 2018/19. The database will be interrogated using the open source scripting language Python and MySQL to transform individual customer data to a tariff group load profiles for each of the tariffs associated with AMR meters. For non-AMR clients such as the Domestic, Commercial and Agricultural tariffs, statistics from other "similar" municipalities will be used to construct load profiles.

Step 2 – Calculate the contribution of each tariff group to the cost of the Electricity Department

This step deals with the question of how the cost of the Electricity Department should be divided between the different tariff groups.

Step 3 – Calculate the contribution of each tariff group to the electrical assets cost

This step deals with the question of how the cost of the Electricity Department Assets should be divided between the different tariff groups.

Step 3 – Calculate the contribution of each tariff group to the total surplus from electricity sales

This step deals with the question of how the cost of the planned surplus to be made by the Electricity Department should be divided between the different tariff groups.

Step 4 – Calculate the contribution of each tariff group to the technical and non-technical losses

The losses are quantified as the difference between the amount of energy that is purchased from the suppliers (Eskom, Drakenstein and embedded generation) and the amount of energy that is accounted to the customers of the Municipality. In other words, it is the difference between the energy purchased and the energy sold and should be considered as losses. This is not to determine what causes the losses, but to quantify the cost of losses per tariff group. Normally this is done per voltage level.

Subtask: Revenue Requirement

To calculate the required (qualifying) revenue, the NERSA approach will be followed.

Subtask: Cost Functionalisation

To determine the cost functions and cost classifications, the NERSA approach will be followed.

Subtask: Cost Classification

The different costs of the total Electricity Department will be allocated to each customer group (or tariff group) according to what they cause. This will then be translated into tariff structures for each group, according to the NERSA approach.

Subtask: Cost Allocation method

The energy cost, (energy and demand and fixed cost), from the supply of electricity to the municipality and the other customer related cost apportionment is performed according to the NRS058 methodology. After the costs were allocated to the different tariff components as described above, the rates of each of the tariff components will be calculated.

Rate Setting

The NERSA approach will be followed, unless changes are required because of data or requests by the municipality.

Review of existing customer classes

The NERSA approach will be followed, unless changes are required because of data or requests by the municipality.

Current customer mix

The customer mix as are known to BBEnergy as we are the incumbent service provider for the tariff development and D-form statistics.

Current tariff types

The current tariffs as are known to BBEnergy as we are the incumbent service provider for the tariff development and D-form statistics.

Typical Cost of Supply Model Outputs

One of the key outputs of the Cost of Supply study is a disaggregated load profile for the Utility. An example is given in Figure 2 below. This is a critical piece of information that will be valuable on its own as a study.

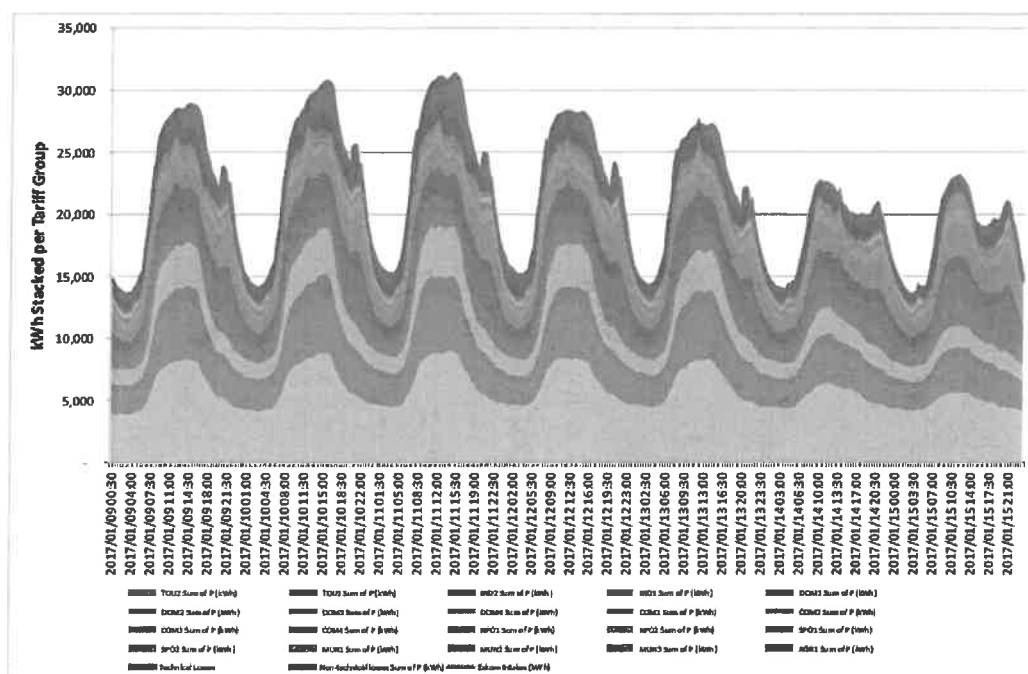


Figure 2: Total disaggregated load profile for each tariff group, including technical and non-technical losses = total purchases

Table 5 below shows a typical output of this methodology indicating each of the 5P cost components.

Table 5: Cost components per tariff

Name	Power c/kWh (P1)	Parts c/kWh (P2)	People c/kWh (P3)	PAIN (Non- technical losses) c/kWh (P4)	Profit (Surplus) c/kWh (P5)	Total c/kWh $Total CoS = \sum_{k=1}^5 P_k$
Agriculture	86.7582	19.1277	10.4589	3.1249	19.55	139.0197
DOMESTIC A - with subsidy	87.8769	19.1277	10.4589	3.1249	19.55	140.1384
DOMESTIC A	90.0456	19.1277	10.4589	3.1249	19.55	142.3071
DOMESTIC B	90.1094	19.1277	10.4589	3.1249	19.55	142.3709
COMERCIAL A	89.5869	19.1277	10.4589	3.1249	19.55	141.8484
COMERCIAL B	89.9846	19.1277	10.4589	3.1249	19.55	142.2461
INDUSTRIAL A	89.9687	19.1277	10.4589	3.1249	19.55	142.2302

A key output of our Cost of Supply methodology is the calculation of Customer Profitability levels. The cost of supply study focusses on getting the true purchase cost per customer class (tariff, voltage level) as well as the income per customer class (based on the current and future tariffs.). The other Cost of Supply Components can be added to the power purchase cost to get the 'true' cost of supply.

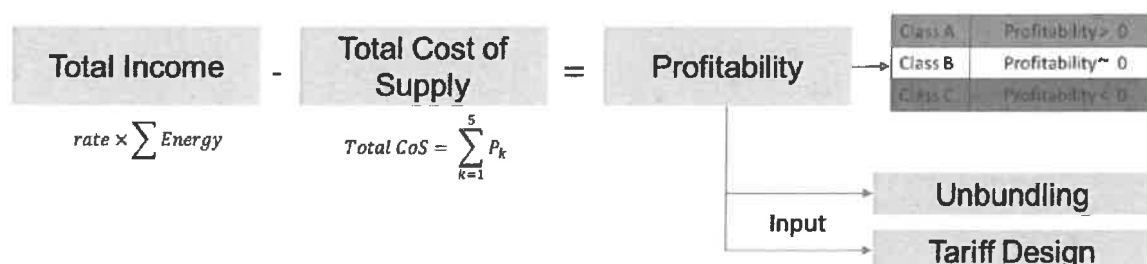


Figure 3: Profitability calculation equals Income minus cost; key input to tariff unbundling and design

Figure 3 figure above summarises the process of determining customer profitability. The customer profitability is the given by the equation:

$$\begin{aligned}
 CustomerProfitability &= TotalIncome - Total\ CoS \\
 &= \left\{ rate \times \sum Energy \right\} - \left\{ \sum_{k=1}^5 P_k \right\}
 \end{aligned}$$

Where:

$\left\{ \sum_{k=1}^5 P_k \right\} = Total\ Cost\ of\ Supply$ (Detailed Cost Allocation happens here)

$rate \times \sum Energy = Sum\ of\ energy\ sold\ times\ the\ applicable\ tariff$

if >0 = Income is larger than cost (surplus/profit)

if <0 = Cost to supply is larger than income (loss)

Table 6: Output of Cost of Supply study showing customer profitability

Tariff Group	Total Cost of Supply, including surplus c/kWh	Income c/kWh	kWh as % of total energy	Over/Under recovery (ZAR)
Agriculture	139.0197	178.8089	0.43%	643,831
DOMESTIC A - with subsidy	140.1384	114.3275	6.33%	-5,964,759
DOMESTIC A	142.3071	129.5819	10.13%	-4,706,848
DOMESTIC B	142.3709	161.0116	7.27%	4,950,838
COMERCIAL A	142.2461	185.3900	0.03%	42,644
COMERCIAL B	142.2302	277.9661	0.00%	11,580
INDUSTRIAL A	144.2352	218.6705	9.52%	25,875,706

The profitability can also be shown in relation to each tariff group's contribution to the Cost of Supply as indicated in Figure 4 below. Customers to the left are less 'profitable' compared to customers on the right. The breakeven point is also shown.

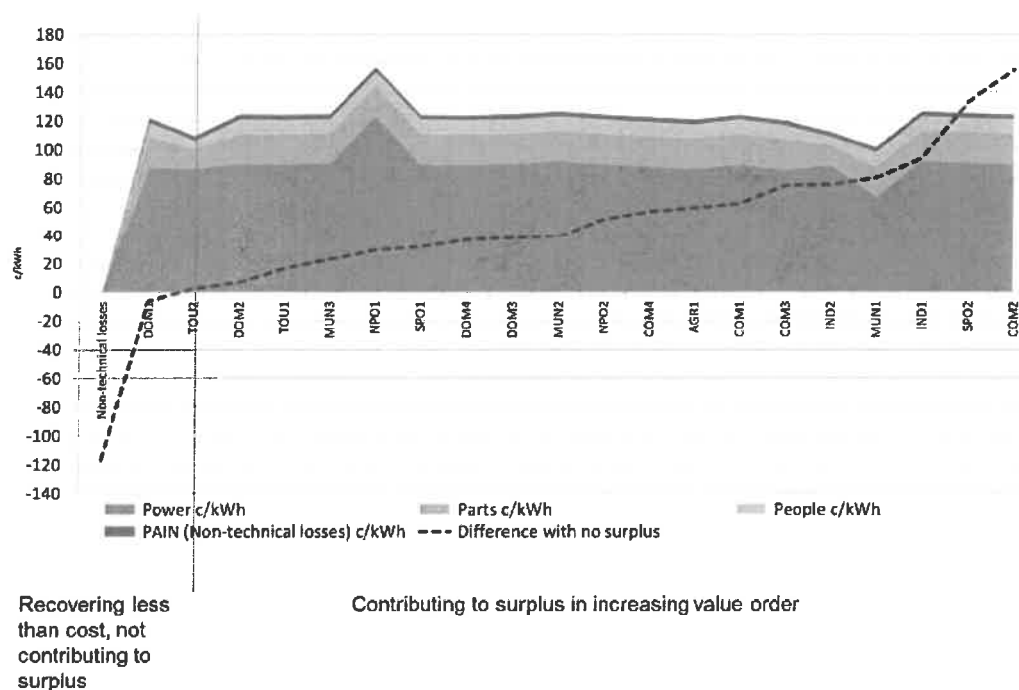


Figure 4: Graphical view of customer profitability

NRS058 vs. NERSA methodologies

A brief review of the differences between the NERSA and NRS approaches is important. The main difference between the two methodologies can be summarised as follow:

- NRS058 is a detailed, bottom up, methodology to calculate the detailed cost to supply a kWh to any tariff group. It does not consider the income from any tariff group.
- The NERSA methodology, on the other hand, starts with the amount of money required by a municipality and then ends up with where and how to get it (top down). This is more of a tariff design methodology that includes the NRS058 methodology.

The combined approach ensures that the actual cost of supply is technically correct and that the necessary NERSA rules are applied when determining the relevant tariff structures and rates to create the required income.

Typical outputs for NERSA methodology

If the NERSA approach is followed, the study must start at the income side (how much revenue is required) and work backwards towards the cost (or how to get the income) to end up with the difference between the current tariff and the ideal tariff. The result will demonstrate either an over or under recovery per tariff group (cross-subsidisation).

The NERSA consultation paper proposes the following methodology (Figure 5):

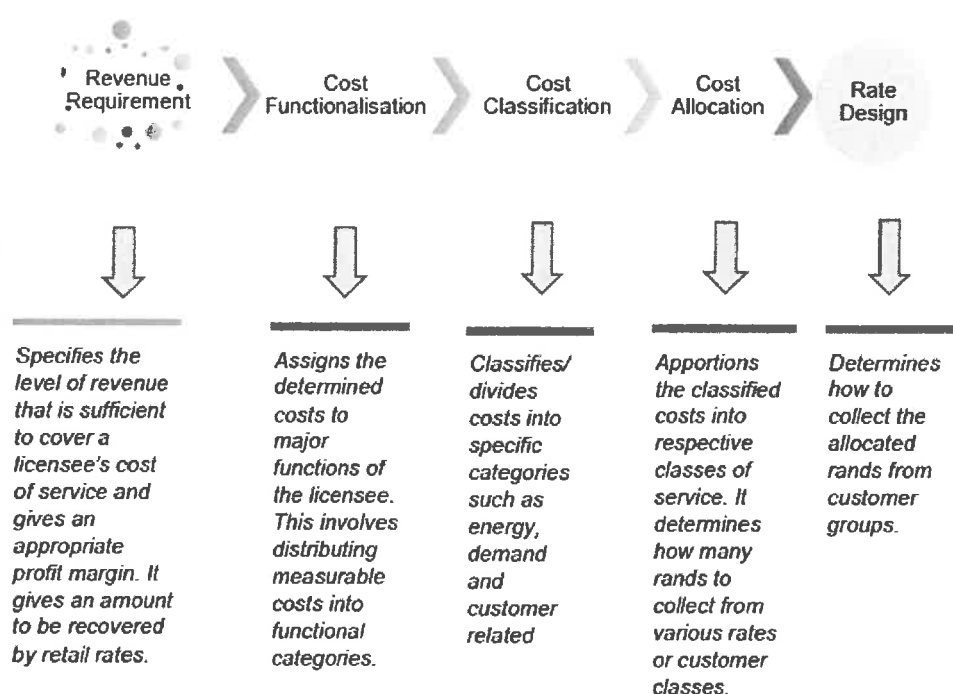


Figure 5: Illustration of the steps of the NERSA methodology

Examples of results obtained from a previous assignment of each of the above steps is given in the tables below. This exercise excludes that final (yellow circle) step, namely *Rate Setting*. This is dealt with in the next section.

Revenue Requirement

Example results of the revenue requirement study as prescribed in the consultation paper is given below.



Total Sales Forecast			MWh
Sales forecast (Expected sales to customers)		MWh	351 106 585
Electricity purchased for own use		MWh	7 733 523
Street lighting		MWh	3 335 519
Total (excluding allowable loss factor)		MWh	362 175 627
Allowable loss factor (Represents a percentage energy loss of 10 %)		1.1	1.10
Required purchases		MWh	398 393 190

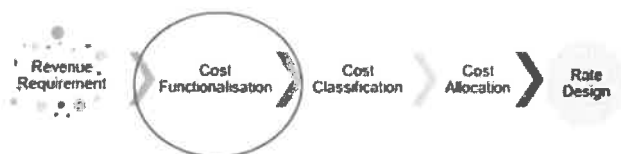
Sources of Electricity Purchases	Volume (MWh)	Weight (%)	Average Price (c/kWh)	Total Cost [R]
Purchases from Eskom	385 825 416	99.99%	84.91	327 606 504
Purchases from IPPs	24 408	0.01%	60.1	14 670
Own Generation	-	0.00%	0	-
Purchases - Other options	-	0.00%	0	-
Total	385 849 824			327 621 174

Add other costs		Allowable	[R]
Operating expenditure			R 14 618 442
Shared Costs			R 81 668 332
Depreciation/amortisation of refurbishment and capital costs			R 60 979 931
Interest on loans			R 1 234 509
Total costs before Repairs and Maintenance costs			R 486 122 389
Repairs and Maintenance costs at 6 % of total costs before R & M		6%	R 29 167 343
Total costs before surplus			R 515 289 732
Add surplus allowable		15%	R 77 293 460
Total Allowable Revenue			R 592 583 192

Divide by sales volume		MWh	398 393 190
Average selling price		c/kWh	148.74
Previous year price		c/kWh	130.48
Average percentage price increase		%	13.994%

Cost Functionalisation

Example results of the Cost Functionalisation study as prescribed in the consultation paper is given below.



Activity /Cost				Cost [R]
Generation(Gx)				-
Transmission(Tx)				-
Distribution(Dx)				388 601 105
Customer-Related Cost				126 688 627
Total				515 289 732

Cost	GX [R]	TX [R]	DX [R]	Customer Related [R]
Underground Conductors	Not Applicable		60 979 931	
Transmission lines				
Fuel Costs			327 621 174	
Admin Salaries				125 454 118
Collection Agency Fee				
Consultants				
Interest on loans				1 234 509
Total	-	-	388 601 105	126 688 627
				515 289 732

Cost Classification

Example results of the Cost Classification study as prescribed in the consultation paper is given below.

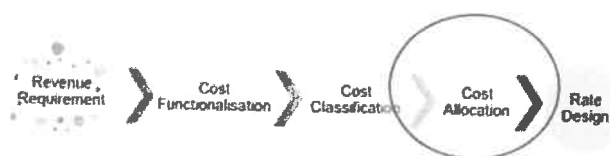


Activity /Cost		Cost [R]	Fixed Cost [R]	Variable Cost [R]
Generation(Gx)		R -		
Transmission(Tx)		R -		
Distribution(Dx)		R 388 601 105	92 332 122	296 268 983
Customer-Related Cost		R 126 688 627		
Total		R 515 289 732	92 332 122	296 268 983

Activity /Cost	Cost [R]	Demand Related [R]	Energy Related [R]	Customer Related [R]
Generation(Gx)	-	-	-	-
Transmission(Tx)	-	-	-	-
Distribution(Dx)	388 601 105	92 332 122	296 268 983	
Customer-Related Cos	126 688 627	-	-	126 688 627
Total	515 289 732	92 332 122	296 268 983	126 688 627

Cost Allocation

Example results of the cost allocation study as prescribed in the consultation paper is given below. This table includes the cost per tariff group for technical losses



Name	Total cost Electricity sold	Parts Rands	People Rands	PAIN (Non-technical losses) Rands	Total cost in Rand without Surplus
Tariff 1	1 403 839	309 506	654 095	50 564	2 418 004
Tariff 2	20 307 875	4 420 308	9 341 651	722 147	34 791 981
Tariff 3	33 306 427	7 075 030	14 952 006	1 155 851	56 489 314
Tariff 4	23 932 420	5 080 182	10 736 196	829 951	40 578 749
Tariff 5	33 555 969	7 164 535	15 141 162	1 170 473	57 032 139
Tariff 6	88 943	18 906	39 955	3 089	150 893
Tariff 7	7 675	1 632	3 449	267	13 023
Tariff 8	10 265 070	2 285 368	4 829 780	373 362	17 753 580
Tariff 9	9 318 729	2 020 603	4 270 238	330 107	15 939 677
Tariff 10	402	62	132	10	606
Tariff 11	10 636	2 261	4 778	369	18 044
Tariff 12	154 791	32 903	69 537	5 375	262 606
Tariff 13	180 209	37 837	79 962	6 181	304 189
Tariff 14	2 243 914	638 008	1 348 334	104 232	4 334 488
Tariff 15	678 225	140 896	297 763	23 018	1 139 902
Tariff 16	6 325 546	1 338 349	2 828 398	218 647	10 710 940
Tariff 17	31 972 525	6 649 301	14 052 293	1 086 299	53 760 418
Tariff 18	14 163 863	1 954 908	3 758 787	494 555	20 372 113
Tariff 19	40 537 846	8 640 239	18 259 837	1 411 559	68 849 481
Tariff 20	92 729 140	13 169 238	25 321 061	3 331 570	134 551 009
Non-technical losses	6 575 262	-	-	-	6 575 262

Similar work and References

The table below indicates the work we have completed in the Tariff and Cost of Supply environment. Reference letters can be made available on request.

Types of Relevant Work Previously Performed	Clients Details	Date
COS and Municipal Tariff Development - 3 years appointment – 2020/2021 to 2022/2023	Madibeng Municipality Lesego Boutlwanje Electricity, Technician Planning Infrastructure and Technical Services lesegeboutlwanje@madibeng.gov.za (012) 318 9362	2019 to current

Types of Relevant Work Previously Performed	Clients Details	Date
Municipal Tariff Development – 3 years appointment – 2019/2020 to 2021/2022 Wheeling and Green Tariff design	Stellenbosch Municipality Nombulelo Zwane Senior Manager: Electro-Technical Services Nombulelo.Zwane@ Stellenbosch.gov.za (021) 808-8335	2019 to current
Cost of Supply Studies	Stellenbosch Municipality Nombulelo Zwane Senior Manager: Electro-Technical Services Nombulelo.Zwane@ Stellenbosch.gov.za (021) 808-8335	2017
Cost of Supply Studies	City of Ekurhuleni Dr. Fred Fryer Chief Engineer: Metering and Tariffs Energy Department: Revenue Division Stephen.Delport@ekurhuleni.gov.za 011 999 5263	2015 and 2016
Cost of Supply Studies	City of Mbombela Phumula Mathebula Senior Manager Revenue Management PhumulaM@mbombela.gov.za 013 759 2017	2015
Cost of Supply Studies	Nkomazi Local Municipality Themba Mashabane Manager: Management Accounting Themba.mashabane@nkomazi.gov.za 013 790 0386 076 020 4526	2016

Types of Relevant Work Previously Performed	Clients Details	Date
Cost of Supply Studies	Matzikama Municipality Willem Wium Manager: Income 027 201 3324	2017

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End of Document

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7.6	PARKS, OPEN SPACES AND ENVIRONMENT: (PC: XL MDEMKA (MS))
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NONE

7.7	PLANNING AND ECONOMIC DEVELOPMENT: (PC:CLLR E GROENEWALD (MS))
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7.7.1	PROGRESS UPDATE: COMPILATION OF DRAFT ADAM TAS CORRIDOR LOCAL SPATIAL DEVELOPMENT FRAMEWORK
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Collaborator No:

IDP KPA Ref No:

Meeting Date:

Good Governance and Compliance

22 July 2020

1. SUBJECT: PROGRESS UPDATE: COMPILATION OF DRAFT ADAM TAS CORRIDOR LOCAL SPATIAL DEVELOPMENT FRAMEWORK

2. PURPOSE

The purpose of this report is to provide the Council with an update on the progress of the Adam Tas Corridor Catalytic Initiative contained in the Stellenbosch Municipality's Integrated Development Plan 2017 – 2022, and also as stipulated in the Stellenbosch Municipality's Spatial Development Framework, 2019, which in terms of Section 26(e) of the Municipal Systems Act, Act 32 of 2000 is stipulated as a core component of the Municipal IDP.

3. DELEGATED AUTHORITY

Council for noting purposes.

4. EXECUTIVE SUMMARY

The commencement of the Compilation of the draft Adam Tas Corridor Local Spatial Development by the Municipal Manager on 20 March 2020, as delegated by Council at the 27th Council Meeting dated 29 May 2019.

5. RECOMMENDATIONS

- (a) that Council takes cognizance that the process for the Compilation of the draft Adam Tas Corridor Local Spatial Development Framework has commenced;
- (b) that the Adam Tas Corridor geographic area to which the Local Spatial Development will apply, as specified in of this report, has been approved by the Municipal Manager;
- (c) that the Senior Manager: Development Planning has been assigned and appointed as the Project Leader for the formulation of the draft Adam Tas Corridor Local Spatial Development Framework;
- (d) that the process to procure a multi-disciplinary team to undertake the required professional services for the compilation of the draft Adam Tas Corridor Local Spatial Development Framework is currently underway; and
- (e) that a Project Team consisting of the following members have been identified to contract and project manage the Adam Tas Corridor Catalytic Initiative:
 - Craig Alexander Pr Pln, Project Leader (Senior Manager: Development Planning)
 - Stiaan Carstens Pr Pln, Senior Manager: Development Management
 - Mr Lester van Stavel, Manager: Housing Development
 - Ms Jerri-Lee Mowers, Senior Manager: Development Services

The following Western Cape Government: Department of Environmental Affairs & Development Planning ("DEA&DP") representatives, listed below, will coordinate the input from WCG and serve as technical advisors to the Project Team:

- Ms Catherine Stone Pr Pln, Director: Spatial Planning;
- Mr Kobus Munro Pr Pln, Director: Regulatory Planning;
- Mr Jeremy Benjamin Pr Pln, Coordinator: Regional Socio-Economic Programme: Stellenbosch ("RSEP")

6. DISCUSSION / CONTENTS**6.1 Background**

The ATC (Adam Tas Corridor) is the start of Stellenbosch's emerging urban transformation district and the vision is to create an integrated urban development corridor that is liveable, safe, resource-efficient, socially integrated, economically inclusive and globally competitive, in which all citizens can actively participate.

On 29 May 2019, at the 27th Council Meeting, attached **APPENDIX 1**, Council resolved the following:

- (a) *That Council authorises the Municipal Manager to enter into a multi-stakeholder engagement involving the key national departments, relevant local government institutions, the university, private stakeholders, and various landowners;*
- (b) *That Council authorises the Municipal Manager to explore a public private partnership for the Adam Tas Re-generation Initiative;*

(c) *That Council authorises the Municipal Manager to undertake further work to explore the feasibility, dependencies, and associated risks, etc. in determining the appropriate path for unlocking the Adam Tas Corridor; and*

(d) *That the Municipal Manager provides feedback to Council."*

On 20 March 2020, the Municipal Manager agreed with the recommendations as put forward by the then, Acting Director: Planning & Economic Development to commence with the compilation of the draft ATC LSDF, these recommendations were as follows:

"Delegated: for decision by the Municipal Manager"

It is recommended that:

- 10.1 *the commencement of the drafting of a Local Spatial Development Framework for the Adam Tas Corridor ("ATC") area be approved;*
- 10.2 *the Adam Tas Corridor ("ATC") geographic area to which the Local Spatial Development Framework will apply, as specified in 4.2 of this report, be approved;*
- 10.3 *the Senior Managers: Development Planning and Development Management be appointed as Co-Project Leaders for the formulation of the ATC LSDF;*
- 10.4 *the Municipal Manager & the Chief Financial Officer take note of the proposed budget for the project, as specified in Section 7 of this report, and duly support the proposal put forward;*
- 10.5 *the Co-Project Leaders be authorised to commence with the procurement processes to appointment a suitably qualified and skilled multi-disciplinary team to undertake the required professional services for the compilation of the LSDF;*
- 10.6 *the Co-Project Leaders within two (2) weeks of this approval submit project plans for the procurement process and the proposed project cycle with critical paths, and projected cash flow to the Municipal Manager & Chief Financial Officer for consideration and approval; and*
- 10.7 *the Senior Manager: Development Planning be authorised to publish the commencement of the ATC Local Spatial Development Framework within the local newspapers, as prescribed in terms of the Stellenbosch Municipality Land Use Planning Bylaw, 2015."*

A visioning exercise was undertaken along with the Stellenbosch Municipality's Municipal Spatial Development Framework ("MSDF"), which was aimed at providing high-level insight into the possibility of including the ATC as a catalytic project within the Municipal IDP and MSDF.

The emerging vision for ATC proposed the following:

- *Restructuring and transforming Stellenbosch Town, using existing underutilised assets in a manner to benefit all and address critical needs;*
- *Establishing a process and plan which gives certainty and sufficient flexibility to accommodate the unknown while enabling a "Starting through staring, learning by doing and using small steps to inform the next" methodology."*
- *Broadening opportunity for a range of stakeholders, while accommodating varying readiness and material means; and*
- *To place Stellenbosch in the heart of the most important urban development project in the country today.*

Although, the MSDF has defined ATC as a catalytic initiative, and a lot of previous visioning work which has been completed by both the public and private sector, a need was identified by Council to provide planning guidance in terms of the detailed desired nature and form of development within the ATC area. It is thus envisaged to achieve the key outcomes from the preparation of the LSDF, the following must be included within the LSDF:

- Achieving a unified spatial concept and framework for the area, which has been engaged upon with key stakeholder groupings;
- Providing an enabling framework to guide decision-making on land use applications in line with the intended imperatives such as Transit-Orientated Development, Live-Work-Play, Spatial Transformation (including inclusionary housing and implementation projects and proposals of Stellenbosch Municipality's Restructuring Zones, etc);
- Identifying key lead actions and / or projects necessary to enable development in line with the agreed vision and concept for the ATC area;
- Identification of infrastructure requirements and funding mechanisms to enable development of areas that have been prioritised.

6.2 Discussion

This item serves to inform Council that the Directorate: Planning and Economic Development is in the process of the procurement of suitably skilled and experienced multi-disciplinary team to undertake the required professional services, and that it is envisaged that the timeframe for completion of the project is 12-months from the date of appointment.

6.3 Financial Implications

Currently the project will be funded by own funds; RSEP funds (email confirmation of transfer of funds to Stellenbosch Municipality has been issued by DEA&DP); funding from Human Settlement Grant for Northern Extension and Droe Dyke.

The planning grant for Droe Dyke is included as a deliverable of the project and is aimed at obtaining the required land use rights through the overlay zone process, which include the compilation of strategic EIA's and HIA's, which would thus exempt the municipality to undertake these processes, as it is already considered within the SDF and the overlay zone.

6.4 Legal Implications

The ATC LSDF and deliverables contained in the Scope of Works will be drafted in accordance with the Spatial Planning & Land Use Management Act, Act 16 of 2013 ("SPLUMA"); the Western Cape Land Use Planning Act, Act 3 of 2014 ("LUPA"), the Stellenbosch Municipality Land Use Planning Bylaw, 2015; the National Environmental Management Act, Act 107 of 1998 and the National Heritage Resources Act, Act 25 of 1999, and such regulations.

6.5 Staff Implications

The project will have no impact on staff resources, grading, remuneration, allowances, designation, job description, location and / or the organisational structure is required, since the project management will be outsourced and forms part of the proposed duties of the successful bidder, and the contract management will be the responsibility of the Project Leaders, Senior Manager: Development Planning, assisted by the Project Team.

6.6 Previous / Relevant Council Resolutions:

On 29 May 2019, at the 27th Council Meeting, Council resolved the following:

- (a) That Council authorises the Municipal Manager to enter into a multi-stakeholder engagement involving the key national departments, relevant local government institutions, the university, private stakeholders, and various landowners;*
- (b) That Council authorises the Municipal Manager to explore a public private partnership for the Adam Tas Re-generation Initiative;*
- (c) That Council authorises the Municipal Manager to undertake further work to explore the feasibility, dependencies, and associated risks, etc. in determining the appropriate path for unlocking the Adam Tas Corridor; and*
- (d) That the Municipal Manager provides feedback to Council.”*

6.7 Risk Implications

At this stage, no risks have been identified by the Project Leader to complete the project within the required timeframes and proposed budget.

APPENDICES

Appendix 1: 27th Council Meeting Minutes dated 29 May 2019

Appendix 2: Adam Tas Development Concept, May 2019

FOR FURTHER DETAILS CONTACT:

NAME	Craig Alexander
POSITION	Senior Manager: Development Planning
DIRECTORATE	Planning and Economic Development
CONTACT NUMBERS	021 808 8196
E-MAIL ADDRESS	Craig.alexander@ Stellenbosch.gov.za
REPORT DATE	13 July 2020

APPENDIX 1

8.2.4	TABLING OF REPORT SEEKING AUTHORISATION FOR THE MUNICIPAL MANAGER TO ENTER INTO MULTI-STAKEHOLDER ENGAGEMENT TO EXPLORE POTENTIAL TO UNLOCK THE RE-GENERATION AND TRANSFORMATION POTENTIAL OF THE ADAM TAS CORRIDOR
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Collaborator No:

File No:

IDP KPA Ref No:

Valley of Possibility

Meeting Date:

29 May 2019

1. SUBJECT: TABLING OF REPORT SEEKING AUTHORISATION FOR THE MUNICIPAL MANAGER TO ENTER INTO MULTI-STAKEHOLDER ENGAGEMENT TO EXPLORE POTENTIAL TO UNLOCK THE RE-GENERATION AND TRANSFORMATION POTENTIAL OF THE ADAM TAS CORRIDOR

2. PURPOSE

The purpose of the report is to:-

- (a) To inform Council of the proposed development concept between multi-stakeholder, national government, provincial government, and private stakeholders.
- (b) Seek the support from Council to authorize the Municipal Manager to enter into a multi-stakeholder engagement involving, the key national departments, relevant local government institutions, the university, private stakeholders, and various landowners;
- (c) Seek the support from Council to authorize the Municipal Manager to explore a public private partnership for the Adam Tas Re-generation Initiative; and
- (d) Seek the support from Council to authorize the Municipal Manager to undertake further work to explore the feasibility, dependencies, and risks associated, etc. in determining the appropriate path for unlocking the Adam Tas Corridor.

3. DELEGATED AUTHORITY

Council.

4. EXECUTIVE SUMMARY

Challenges highlighted during the State of the National Address included, unemployment, education, building of safer communities, sustainable infrastructure development, land reforms, drought disaster management plans, implementation of related initiatives, provision of housing (dignified living), provision of services to the poor households. These were echoed by the Western Cape Premier who further reiterated the importance of finding ways to minimise unemployment by creating an environment that encourages job creation, through investment and growth. The proposed Adam Tas Corridor provide an unique opportunity for such an initiative to address these challenges through a private- public partnership. Furthermore, this proposed corridor is aligned to our draft Spatial Development Framework (SDF) currently under consideration. It provide a unique opportunity for the municipality to explore the potential for the re-generation and transformation of the Adam Tas Corridor. This initiative is aligned to the national and provincial vision of private- public

partnerships to address community needs.. It is important to note that the recommendations below is are in line with the Draft Spatial Development Framework.

27TH COUNCIL MEETING: 2019-05-29: ITEM 8.2.4**RESOLVED** (majority vote)

- (a) that Council authorizes the Municipal Manager to enter into a multi-stakeholder engagement involving the key national departments, relevant local government institutions, the university, private stakeholders, and various landowners;
- (b) that Council authorizes the Municipal Manager to explore a public private partnership for the Adam Tas Re-generation Initiative;
- (c) that Council authorizes the Municipal Manager to undertake further work to explore the feasibility, dependencies, and associated risks, etc. in determining the appropriate path for unlocking the Adam Tas Corridor; and
- (d) that the Municipal Manager provides feedback to Council.

Councillors F Adams; DA Hendrickse and LK Horsband (Ms) requested that their votes of dissent be minuted.

FOR FURTHER DETAILS CONTACT:

NAME	Geraldine Mettler
POSITION	Municipal Manager
DIRECTORATE	Office of the Municipal Manager
CONTACT NUMBERS	021 – 808 8025
E-MAIL ADDRESS	mm@ Stellenbosch.gov.za
REPORT DATE	22 May 2019

APPENDIX 2

STELLENBOSCH
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 Department: Planning and Economic Development
 Departement: Beplanning en Ekonomiese Ontwikkeling

R2 058 798,50 over an 18-month period. It is proposed that the project plan and cash flow will provide the detail in respect of projected cashflows for the 2020/2021 and 2021/2022 financial years.

8. LEGAL IMPLICATIONS

The LSDF will be developed in line with the relevant provisions of the Stellenbosch Municipality's Land Use Planning Bylaw, 2015, including the process for its drafting as per Sections 9 and 10. This would include public participation as required in terms of the said bylaw, in accordance with the Municipal Systems Act, Act 32 of 2000 and Section 3 of the Promotion of Administrative Justice Act, Act 3 of 2000.

9. STAFF & BUDGET IMPLICATIONS

The report has budget implications to the estimated extent of R2 058 798,50, with a R2,5 million which will be provided by WCG: DEA&DP and R1 million will be provided transferred to Stellenbosch Municipality on 01 April 2020. The report will however have no impact on staff resources, grading, remuneration, allowances, designation, job description, location and / or the organisational structure, as the project management will be outsourced and forms part of the proposed duties of the successful bidder, and the contract management will be shared between the Co-Project Leaders, Senior Managers: Development Planning & Development Management.

10. RECOMMENDATIONS

"Delegated: for decision by the Municipal Manager"

It is recommended that:

- 10.1 the commencement of the drafting of a Local Spatial Development Framework for the Adam Tas Corridor ("ATC") area be approved;
- 10.2 the Adam Tas Corridor ("ATC") geographic area to which the Local Spatial Development Framework will apply, as specified in 4.2 of this report, be approved;
- 10.3 the Senior Managers: Development Planning and Development Management be appointed as Co-Project Leaders for the formulation of the ATC LSDF;
- 10.4 the Municipal Manager & the Chief Financial Officer take note of the proposed budget for the project, as specified in Section 7 of this report, and duly support the proposal put forward;

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 Department: Planning and Economic Development
 Departement: Beplanning en Ekonomiese Ontwikkeling

- 10.5 the Co-Project Leaders be authorised to commence with the procurement processes to appointment a suitably qualified and skilled multi-disciplinary team to undertake the required professional services for the compilation of the LSDF;
- 10.6 the Co-Project Leaders within two (2) weeks of this approval submit project plans for the procurement process and the proposed project cycle with critical paths, and projected cash flow to the Municipal Manager & Chief Financial Officer for consideration and approval; and
- 10.7 the Senior Manager: Development Planning be authorised to publish the commencement of the ATC Local Spatial Development Framework within the local newspapers, as prescribed in terms of the Stellenbosch Municipality Land Use Planning Bylaw, 2015.

REPORT & RECOMMENDED BY:



Craig Alexander Pr Pln
Acting Director: Planning & Economic Development

Date:

20/03/2020

RECOMMENDATIONS APPROVED / NOT APPROVED BY:

as amended per

comment 



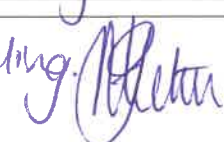
Ms Geraldine Mettler
Municipal Manager

Date:

20.03.2020

Comments:

Cost need to be reduce with at least million, project is a priority ito. SDF and the development priority for Stellenbosch especially ito. mix development and social housing. This should be partly funded by province

RCEP Funding. 

Confidential

Page: 12

7.7.2	REPORT ON THE STATUS OF THE BACKLOG IN THE PROCESSING OF LAND USE APPLICATIONS
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Collaborator No:

IDP KPA Ref No:

Meeting Date:

Good Governance and Compliance

22 July 2020

1. SUBJECT: REPORT ON THE STATUS OF THE BACKLOG IN THE PROCESSING OF LAND USE APPLICATIONS

2. PURPOSE

The purpose of this report is to present an overview of the situation on the backlog in the processing of the land use applications.

3. DELEGATED AUTHORITY

Council

4. EXECUTIVE SUMMARY

Due to a number of service delivery challenges, a backlog in the timeous processing of land use applications occurred over time. A number of interventions were made to address these service delivery challenges, and as a result, the backlog has been reduced since 1 February 2020 from 146 to 30 applications. Of the 116 planning evaluation reports, 61 decisions have already been taken and communicated with the applicants.

5. RECOMMENDATION

that the current status in addressing the backlog in the processing of land use applications, **BE NOTED.**

6. DISCUSSION / CONTENTS

6.1 Due to a number of interventions, the following progress have been made since 1 February 2020 and through the lockdown period to address the backlog in the processing of land use applications:

- a) A total number of 146 applications were identified as backlog applications.
- b) A total number of 116 planning reports have been prepared to evaluate the land use applications.
- c) Of the planning reports completed, a total number of 61 decisions have been taken and communicated to applicants.
- d) A total number of 30 backlog applications are outstanding and still needs to be evaluated.

It needs to be noted that the applications who were designated as backlog applications, are those applications which were finalised in terms of the required administrative processing as on 1 February 2020, and ready for evaluation and decision-making.

6.2 Financial Implications

None

6.3 Legal Implications

None

6.4 Staff Implications

None

6.5 Previous / Relevant Council Resolutions:

2020-05-18: Progress report on backlog applications under Mayoral delegation.

On 25 March 2020, Council resolved to confer all Council power and functions upon the Executive Mayor with the exception of non-delegated powers outlined in Section 160(2) of the Constitution

6.6 Risk Implications

Protracted delays in applications lead to delays in income generating developments and have an adverse impact on the image of the municipality.

FOR FURTHER DETAILS CONTACT:

NAME	Stiaan Carstens
POSITION	Senior Manager: Development Management
DIRECTORATE	Planning and Economic Development
CONTACT NUMBERS	021 808 8674
E-MAIL ADDRESS	Stiaan.carstens@ Stellenbosch.gov.za
REPORT DATE	14 July 2020

7.8	RURAL MANAGEMENT AND TOURISM: (PC: CLLR S PETERS)
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NONE

7.9	YOUTH, SPORT AND CULTURE: (PC: CLLR M PIETERSEN)
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7.9.1	RELOCATION OF THE HOMELESS TO ALTERNATIVE VENUE
-------	--

Collaborator No:

IDP KPA Ref No:

Meeting Date:

Safe Valley

22 July 2020

1. SUBJECT: RELOCATION OF THE HOMELESS TO ALTERNATIVE VENUE

2. PURPOSE

To request Council to consider the relocation of the homeless, presently housed in the temporary shelter at Van der Stel Sport Ground, to an alternative municipal venue.

3. DELEGATED AUTHORITY

Council

4. EXECUTIVE SUMMARY

In terms of the national lockdown regulations municipalities were compelled to establish temporary homeless shelters to accommodate those individuals living on the streets of the municipality. Stellenbosch Municipality has since April (after a brief period in Klapmuts) housed the homeless at Van der Stel Sport Ground. The use of the sport complex was possible because sport facilities (were closed) and sport activities banned in terms of the lockdown regulations.

However, since the relaxing of the lockdown regulations from Level 5 to level 3, certain sport activities were allowed to take place. Sport clubs using the Van der Stel Sport Complex have appealed to the municipality to open the facility for use by their members as per the protocols approved by national government.

The Community Services therefore request Council's approval to relocate the homeless to the Groendal Community Hall (Franschhoek) as a temporary measure until such time as the lockdown regulations have been suspended.

5. RECOMMENDATIONS

- (a) that Council approves the relocation of the temporary municipal homeless shelter from Van der Stel Sport Ground to Groendal Community Hall in Franschhoek; and
- (b) that Council approves that the physical relocation takes place on Monday 3 August 2020.

6. DISCUSSION / CONTENT

In terms of the national lockdown regulations municipalities were compelled to establish temporary homeless shelters to accommodate those individuals living on the streets of the municipality. Stellenbosch Municipality have since April (after a brief period in Klappmuts) housed the homeless at Van der Stel Sport Ground. The use of the sport complex was possible because sport facilities (were closed) and sport activities banned in terms of the lockdown regulations.

The homeless from WC024 were initially housed in tents at the Klappmuts Sport Ground. However, due to the approaching Winter with its cold and wet conditions it was agreed to relocate the homeless to the Van der Stel Sport Ground in Stellenbosch. The facility had much better amenities and the individuals would be accommodated in the gym area of the sport complex. However, since the relaxing of the lockdown regulations from Level 5 to level 3, certain sport activities are allowed to take place. Sport clubs using the Van der Stel Sport Complex have appealed to the municipality to open the facility for use by their members as per the protocols approved by national government (*See attached Update Report from Community Development as ANNEXURE I*).

The department considered various municipal facilities for the relocation of the homeless of which the Cloetesville Community Hall (Eikestad Hall) and the Stellenbosch Town Hall, seemed best suited. However, the Eikestad Hall currently has a contractor on site busy with the upgrading of the facility while upgrading of the Town Hall is also expected to commence within the next few weeks. The only other viable community-based hall that has the necessary infrastructure, is the Groendal Community Hall in Franschhoek.

The Community Services therefore request Council's approval to relocate the temporary homeless shelter to the Groendal Community Hall (Franschhoek) as a temporary measure until such time as the lockdown regulations have been suspended.

6.3 Financial Implications

There will be additional funds required to cover the transport costs of Community Development and Disaster Management Staff who manages the shelter on behalf of the municipality.

6.4 Legal Implications

The municipality is obliged to provide the temporary homeless shelter as per the national lockdown regulations enacted through the National Disaster Management Act.

6.5 Staff Implications

There are no staff implications

6.6 Previous / Relevant Council Resolutions

There are no previous Council resolutions regarding the temporary homeless shelter.

6.7 Risk Implications

Risk are managed through the implementation of the required Covid19 safety protocols (Sanitising of hands, social distancing and access control). Dedicated security staff will be on duty to do access control and to maintain order.

6.8 COMMENTS FROM SENIOR MANAGEMENT**6.8.1 Director: Infrastructure Services**

Support the recommendations

6.8.2 Director: Corporate Services

Support the recommendations

6.8.3 Director: Community and Protection Services

Support the recommendations

6.8.4 Director: Planning and Economic Development

Support the recommendations

6.8.5 Chief Financial Officer

Support the recommendations

6.8.6 Municipal Manager

Support the recommendations

ANNEXURES:

Annexure I: Update Report from Community Development Section

FOR FURTHER DETAILS, CONTACT:

NAME	Michelle Aalbers
POSITION	Manager: Community Development
DIRECTORATE	Community and Protection Services
CONTACT NUMBERS	021 808 8161
E-MAIL ADDRESS	Michelle.aalbers@stellenbosch.gov.za
REPORT DATE	15 July 2020

ANNEXURE 1

UPDATE REPORT: 15 JULY 2020

COMMUNITY DEVELOPMENT

Stellenbosch Temporary Municipal Homeless Shelter: Covid19 Lockdown Regulations

Purpose

The purpose of the report is to provide an overview of the daily use and operations at the shelter.

Background

Stellenbosch Municipality established a safe space for homeless persons in line with the Disaster Management regulations as instructed by National Government. The municipality used the opportunity to increase their communication with the Stellenbosch Night Shelter and to coordinate the documentation of occupancy of the temporary space and the formal shelter to build a record of homeless persons within Stellenbosch.

Discussion

At 14 July 2020, the safe space had been operational for 110 days. The Stellenbosch Night Shelter also operated as a closed facility for this period to ensure the safety of the persons at the shelter and that of their staff. Occupancy however fluctuated over the period of operation.

Occupancy

Between the two facilities 281 persons were registered to have slept at least one night in either of the facilities. The raw data indicates that some persons were occupants at both facilities and some made use of the municipal facility for more than one period. Homeless persons were reunited with their families, but some of them either returned to the streets or returned to the municipal shelter.

Many of the persons are not from Stellenbosch and appeared in the middle of lock down on our streets. Some of the persons at the municipal facility were also rumored to have gone to visit Plettenberg Bay. Most of the people at the shelter have family of some kind, but relationships has broken down to such an extend that reunification is not always a sustainable solution. The following health problems are prevalent among the persons at the municipal shelter:

1. TB
2. HIV
3. Mental Health problems
4. Substance Abuse
5. Covid-19

Average number of persons per night at the temporary municipal homeless shelter: 62

Average number of persons per night at the Stellenbosch Night Shelter: 52

Three meals are provided at both shelters.

Cost implications to date

Security at the temporary municipal homeless shelter: R 670 560.00

Food provision at the temporary municipal homeless shelter: R 500 000

Blankets, mattresses and vanity packs: R 105 000.00

Grant in Aid Donation to Stellenbosch Night Shelter: R269 764.82

There are also cost implications relating to staff overtime, electricity and fumigation of the facility for which the department do not have access to.

Access to services

Health: The Department of Health was on site daily at the beginning of lock down, it then became less and they availed their services once a week after training municipal staff to do Covid19 screening. At the moment, municipal officials transport all persons at the shelter to the hospital or clinic if and when required. The Community Development Department takes and records the temperatures of beneficiaries twice daily. There has been one death among the beneficiaries over the reporting period and 3 persons who tested positive for Covid19 and were isolated at an isolation site of the Department of Health.

Social Welfare: The Department of Social Development has been on site for 13 days throughout the lockdown period doing social and psycho-social assessments.

7.10	MUNICIPAL MANAGER
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7.10.1	SIGNED PERFORMANCE AGREEMENT 2019/20 OF THE DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT
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Collaborator No: 687938
 IDP KPA Ref No: Good Governance and Compliance
 Meeting Date: 22 July 2020

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

2. PURPOSE

To submit to Council, for notification, the following:

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

3. DELEGATED AUTHORITY

Council

4. EXECUTIVE SUMMARY

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

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

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

5. RECOMMENDATION

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

6. DISCUSSION

6.1 Background

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

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

6.2 **Financial Implications**

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

6.3 **Legal Implications**

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

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

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

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

6.4 **Staff Implications**

This report has no staff implications to the Municipality.

6.5 **Risk Implication**

None

7. **Comments from Senior Management**

7.1 **Director: Community and Protection Services**

Not applicable

7.1.1 Chief Financial Officer

Not applicable

7.1.2 Director: Infrastructure Services

Not applicable

7.1.3 Director: Corporate Services

Not applicable

7.1.4 Director: Planning and Economic Development

Supported

7.1.5 Comments from the Municipal Manager

Supported

ANNEXURES

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

FOR FURTHER DETAILS CONTACT:

NAME	Shireen De Visser
POSITION	Senior Manager: Governance
DIRECTORATE	Municipal Manager
CONTACT NUMBERS	021 808 8035
E-MAIL ADDRESS	shireen.devisser@ Stellenbosch.gov.za
REPORT DATE	04 July 2020

ANNEXURE A



STELLENBOSCH

STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Performance Agreement

2019 – 2020 (Financial year)

**Director: Planning and Economic
Development**

AB
GP
LW
Z



PERFORMANCE AGREEMENT

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

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

AND

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

FOR THE FINANCIAL YEAR:

01 JUNE 2020 – 30 JUNE 2020

AB

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

GM

.....
Municipal Manager
Ms Geraldine Mettler

AB

RW



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Director: Planning and Economic Development
Mr Anthony Barnes

Municipal Manager
Ms Geraldine Mettler





1. INTRODUCTION

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

2. PURPOSE OF THIS AGREEMENT

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


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


.....
Municipal Manager
Ms Geraldine Mettler



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

3. COMMENCEMENT AND DURATION

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

4. PERFORMANCE OBJECTIVES

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

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Mr Anthony Barnes

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

5. PERFORMANCE MANAGEMENT SYSTEM

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

Table 1: Strategic Focus Areas

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

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

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

Table 2: Leading and Core Competencies

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

6. PERFORMANCE ASSESSMENT

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

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

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

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

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

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Director: Planning and Economic Development
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as the actions agreed to and implementation must take place within set time frames;

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

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Ms Geraldine Mettler

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

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

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


Table 3: Performance rating scale

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

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

Table 4: Rating scale for Competencies

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


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

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

6.10.1 Municipal Manager;

6.10.2 Municipal Manager from another municipality;

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

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

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

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

7. SCHEDULE FOR PERFORMANCE REVIEWS

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

Table 5: Schedule for performance reviews

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

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

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

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

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Director: Planning and Economic Development
Mr Anthony Barnes

GM
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Ms Geraldine Mettler

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

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall-

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

10. CONSULTATION

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


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Ms Geraldine Mettler



**11. REWARD**

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

Table 6: Performance bonus calculations


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

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

12. MANAGEMENT OF EVALUATION OUTCOMES

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


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

13. DISPUTE RESOLUTION

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

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**14. GENERAL**

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

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

DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT

AS WITNESSES:

1.

2.

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

MUNICIPAL MANAGER

AS WITNESSES:

1.

2.

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Municipal Manager
Ms Geraldine Mettler



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Annexure A Performance Plan

DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT

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Director: Planning and Economic Development
Mr Anthony Barnes

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The Performance Plan sets out:

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

KEY PERFORMANCE INDICATORS

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

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

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

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

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

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

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Part 2: Competency Requirements (20%)

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

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Annexure B Competency Framework

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Mr Anthony Barnes

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

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

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

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

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

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

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

AP

Director: Planning and Economic Development
Mr Anthony Barnes

Municipal Manager:
Ms Geraldine Mettler

RW



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

AB

Director: Planning and Economic Development
Mr Anthony Barnes

GM

Municipal Manager:
Ms Geraldine Mettler

RW



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

AB

Director: Planning and Economic Development
Mr Anthony Barnes

Municipal Manager:
Ms Geraldine Mettler



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

AB

Director: Planning and Economic Development
Mr Anthony Barnes

GM

Municipal Manager:
Ms Geraldine Mettler

GW

RW



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

APB

Director: Planning and Economic Development
Mr Anthony Barnes

GM
Municipal Manager:
Ms Geraldine Mettler

4W



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

AB

Director: Planning and Economic Development
Mr Anthony Barnes

GM
Municipal Manager:
Ms Geraldine Mettler

RW



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

AB

Director: Planning and Economic Development
Mr Anthony Barnes

JB

Municipal Manager:
Ms Geraldine Mettler

AD

RW



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

AB

Director: Planning and Economic Development
Mr Anthony Barnes

Gm

Municipal Manager:
Ms Geraldine Mettler

0

RW



STELLENBOSCH
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MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Annexure C: Personal Development Plan

DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT

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

.....
Municipal Manager:
Ms Geraldine Mettler



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

Signed and accepted by the Employee

Date: 1 June 2020

Signed by the Municipal Manager on behalf of the Municipality

Date: 1 June 2020.

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

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

2. PURPOSE

To submit to Council, for notification, the following:

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

3. DELEGATED AUTHORITY

Council

4. EXECUTIVE SUMMARY

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

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

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

5. RECOMMENDATION

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

6. DISCUSSION

6.1 Background

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

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

6.2 Financial Implications

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

6.3 Legal Implications

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

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

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

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

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

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

6.4 Staff Implications

This report has no staff implications to the Municipality.

6.5 Risk Implication

None

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

Supported

6.6.2 Chief Financial Officer

Supported

6.6.3 Director: Infrastructure Services

Supported

6.6.4 Director: Corporate Services

Supported

6.6.5 Director: Planning and Economic Development

Supported

6.6.6 Comments from the Municipal Manager

Supported

ANNEXURES

Performance Agreements for:

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

FOR FURTHER DETAILS CONTACT:

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

ANNEXURE 1



STELLENBOSCH

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MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Performance Agreement

2020 - 2021

Municipal Manager



PERFORMANCE AGREEMENT

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

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

AND

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

FOR THE FINANCIAL YEAR:

01 JULY 2020 - 30 JUNE 2021

Municipal Manager
Ms Geraldine Mettler

Executive Mayor:
Cllr Adv Gesie Van Deventer



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



1. INTRODUCTION

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

2. PURPOSE OF THIS AGREEMENT

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


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

3. COMMENCEMENT AND DURATION

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

4. PERFORMANCE OBJECTIVES

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



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

Table 1: Strategic Focus Areas

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



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


Table 2: Leading and Core Competencies

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

6. PERFORMANCE ASSESSMENT

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


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



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

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

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

Table 3: Performance rating scale

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

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

Table 4: Rating scale for Competencies

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



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

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

6.10.1 Executive Mayor;

6.10.2 Mayor from another municipality;

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

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

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

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

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

7. SCHEDULE FOR PERFORMANCE REVIEWS

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

Table 5: Schedule for performance reviews

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

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

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


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

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

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall-

9.1.1 Create an enabling environment to facilitate effective performance by the employee;

9.1.2 Provide access to skills development and capacity building opportunities;

9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-

10.1.1 A direct effect on the performance of any of the Employee's functions;

10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and

10.1.3 A substantial financial effect on the Employer.



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

11. REWARD

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

Table 6: Performance bonus calculations

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

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

12. MANAGEMENT OF EVALUATION OUTCOMES

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



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

13. DISPUTE RESOLUTION

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

14. GENERAL

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



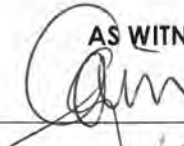
Thus, done and signed at Stellenbosch on the 7th day of July 2020.


MUNICIPAL MANAGER

AS WITNESSES:
1. 
2. 

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


EXECUTIVE MAYOR

AS WITNESSES:
1. 
2. 



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Annexure A Performance Plan

MUNICIPAL MANAGER

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Municipal Manager
Ms Geraldine Mettler

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



The Performance Plan sets out:

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

KEY PERFORMANCE INDICATORS

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

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

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

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


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


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



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


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

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

Municipal Manager
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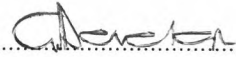
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Annexure B

Competency Framework

MUNICIPAL MANAGER



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


 Municipal Manager
 Ms Geraldine Mettler


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


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

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


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


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

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


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


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

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


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



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


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


 Municipal Manager
Ms Geraldine Mettler


 Executive Mayor:
Cllr Adv Gesie Van Deventer



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Annexure C: Personal Development Plan

MUNICIPAL MANAGER


Municipal Manager
Ms Geraldine Mettler

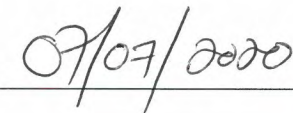
Executive Mayor:
Cllr Adv Gesie Van Deventer




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

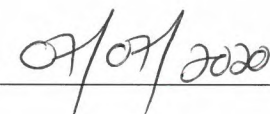
Signed and accepted by the Employee



Date: 

Signed by the Executive Mayor on behalf of the Municipality



Date: 

ANNEXURE 2



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Performance Agreement

2020 - 2021

Chief Financial Officer



PERFORMANCE AGREEMENT

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

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

AND

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

FOR THE FINANCIAL YEAR:

01 JULY 2020 - 30 JUNE 2021


.....
Chief Financial Officer
Mr Kevin Carolus





.....
Municipal Manager:
Ms Geraldine Mettler



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Chief Financial Officer
Mr Kevin Carolus


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Municipal Manager:
Ms Geraldine Mettler

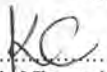


1. INTRODUCTION


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

2. PURPOSE OF THIS AGREEMENT

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


.....
Chief Financial Officer
Mr Kevin Carolus




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Municipal Manager:
Ms Geraldine Mettler



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

3. COMMENCEMENT AND DURATION

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

4. PERFORMANCE OBJECTIVES

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


.....
Chief Financial Officer
Mr Kevin Carolus




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Municipal Manager:
Ms Geraldine Mettler



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


5. PERFORMANCE MANAGEMENT SYSTEM

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

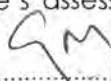
Table 1: Strategic Focus Areas

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

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


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Chief Financial Officer
Mr Kevin Carolus


6


.....
Municipal Manager:
Ms Geraldine Mettler



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

Table 2: Leading and Core Competencies

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

6. PERFORMANCE ASSESSMENT


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

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

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

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

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


Chief Financial Officer
Mr Kevin Carolus





Municipal Manager:
Ms Geraldine Mettler



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


Chief Financial Officer
Mr Kevin Carolus




Municipal Manager:
Ms Geraldine Mettler



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

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

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


Table 3: Performance rating scale

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

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

Table 4: Rating scale for Competencies

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


Chief Financial Officer
Mr Kevin Carolus


Municipal Manager:
Ms Geraldine Mettler



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

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

6.10.1 Municipal Manager;

6.10.2 Municipal Manager from another municipality;

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

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

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

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

7. SCHEDULE FOR PERFORMANCE REVIEWS

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

Table 5: Schedule for performance reviews

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

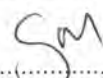
7.2 The Employer shall keep a record of the mid-year and year-end assessment meetings;

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

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


Chief Financial Officer
Mr Kevin Carolus




Municipal Manager:
Ms Geraldine Mettler



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

8. DEVELOPMENTAL REQUIREMENTS

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


9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall-

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

10. CONSULTATION

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


.....
Chief Financial Officer
Mr Kevin Carolus




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Municipal Manager:
Ms Geraldine Mettler



11. REWARD

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

Table 6: Performance bonus calculations

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

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

12. MANAGEMENT OF EVALUATION OUTCOMES

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


Chief Financial Officer
Mr Kevin Carolus




Municipal Manager;
Ms Geraldine Mettler



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

13. DISPUTE RESOLUTION

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

14. GENERAL

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


Chief Financial Officer
Mr Kevin Carolus




Municipal Manager:
Ms Geraldine Mettler



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


CHIEF FINANCIAL OFFICER

AS WITNESSES:

1.

2.

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


MUNICIPAL MANAGER

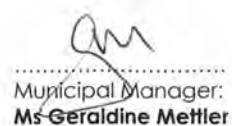
AS WITNESSES:

1.

2.


Chief Financial Officer
Mr Kevin Carolus




Municipal Manager:
Ms Geraldine Mettler



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



Chief Financial Officer
Mr Kevin Carolus



Municipal Manager:
Ms Geraldine Mettler



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Annexure A Performance Plan

CHIEF FINANCIAL OFFICER


.....
Chief Financial Officer
Mr Kevin Carolus




.....
Municipal Manager:
Ms Geraldine Mettler



The Performance Plan sets out:

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

KEY PERFORMANCE INDICATORS

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

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

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


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


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


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


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										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Spend the Directorate: Financial Services approved Capital Budget	Percentage of approved Capital Budget of the Directorate: Financial Services actually spent by 30 June	Input	89.25%	90% per annum	90%	Report from the financial system	SM	10%	30%	60%	90%	20
TBC	Good governance and Compliance	Submission of final bid specifications for all capital projects to the Bid Specification Committee (BSC) (2021/22)	Percentage of final bid specifications for all capital projects submitted to the BSC by 30 June (50% by 31 March 2021 and 100% by 30 June 2021. For the 2021/22 financial year)	Output	New indicator	100% per annum	100%	Reconciliation report from SCM	SM	N/A	N/A	50%	100%	10
TBC	Good governance and Compliance	Submission of detailed procurement needs for all operational projects to the Supply Chain Management (SCM) Department	Number of quarterly detailed procurement needs submitted to SCM 10 days before start of the quarter	Output	New indicator	4 per annum	4	Proof of submission to SCM	SM	1 (1)	1 (2)	1 (3)	1 (4)	2
TBC	Good governance and Compliance	Performance agreements signed with all identified personnel	Number of performance agreements signed by 31 August	Output	100%	3 per annum	3	Signed performance agreements submitted to the PMS Unit	SM	3	N/A	N/A	N/A	1
TBC	Good governance and Compliance	Conduct formal performance evaluations with all identified personnel	Number of formal performance evaluations conducted with all identified personnel by 28 February	Output	100%	6 per annum	6	Ignite performance evaluations reports	SM	N/A	N/A	6	N/A	1


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


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



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Part 2: Competency Requirements (20%)

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


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Annexure B

Competency Framework

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


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


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

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



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



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



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


Chief Financial Officer
Mr Kevin Carolus




Municipal Manager:
Ms Geraldine Mettler



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


.....
Chief Financial Officer
Mr Kevin Carolus




.....
Municipal Manager:
Ms Geraldine Mettler



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


Chief Financial Officer
Mr Kevin Carolus




Municipal Manager:
Ms Geraldine Mettler



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



 Chief Financial Officer
 Mr Kevin Carolus





 Municipal Manager:
 Ms Geraldine Mettler



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


Chief Financial Officer
Mr Kevin Carolus




Municipal Manager:
Ms Geraldine Mettler



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



 Chief Financial Officer
 Mr Kevin Carolus



 Municipal Manager:
 Ms Geraldine Mettler



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

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Chief Financial Officer
Mr Kevin Carolus

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Municipal Manager:
Ms Geraldine Mettler



STELLENBOSCH

STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Annexure C:

Personal Development Plan

CHIEF FINANCIAL OFFICER


.....
Chief Financial Officer
Mr Kevin Carolus




.....
Municipal Manager:
Ms Geraldine Mettler



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

Signed and accepted by the Employee

Date: 07/07/2020

Signed by the Municipal Manager on behalf of the Municipality

Date: 07/07/2020.

ANNEXURE 3



STELLENBOSCH

STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Performance Agreement

2020 - 2021

Director: Corporate Services

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PERFORMANCE AGREEMENT

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

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

AND

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

FOR THE FINANCIAL YEAR:

01 JULY 2020 - 30 JUNE 2021

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

.....
Municipal Manager:
Ms Geraldine Mettler



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Director: Corporate Services
Ms Annalene De Beer

Municipal Manager:
Ms Geraldine Mettler




1. INTRODUCTION

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

2. PURPOSE OF THIS AGREEMENT

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


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


.....
Municipal Manager:
Ms Geraldine Mettler



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

3. COMMENCEMENT AND DURATION

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

4. PERFORMANCE OBJECTIVES

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


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Ms Annalene De Beer


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Municipal Manager:
Ms Geraldine Mettler



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

5. PERFORMANCE MANAGEMENT SYSTEM


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

Table 1: Strategic Focus Areas

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

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


.....
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Ms Annalene De Beer


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Ms Geraldine Mettler



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

Table 2: Leading and Core Competencies

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

6. PERFORMANCE ASSESSMENT

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


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

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

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

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


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Ms Annalene De Beer


.....
Municipal Manager:
Ms Geraldine Mettler



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



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

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

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

Table 3: Performance rating scale

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

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

Table 4: Rating scale for Competencies

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



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

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

6.10.1 Municipal Manager;

6.10.2 Municipal Manager from another municipality;

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

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

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

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

7. SCHEDULE FOR PERFORMANCE REVIEWS

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

Table 5: Schedule for performance reviews


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

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

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

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


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Ms Geraldine Mettler



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

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER


- 9.1 The Employer shall-

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

10. CONSULTATION

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


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11. REWARD

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

Table 6: Performance bonus calculations

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

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

12. MANAGEMENT OF EVALUATION OUTCOMES

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


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

13. DISPUTE RESOLUTION

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

14. GENERAL

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


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


DIRECTOR: CORPORATE SERVICES

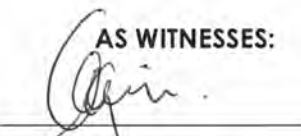
AS WITNESSES:

1. 
2. 

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


MUNICIPAL MANAGER

AS WITNESSES:

1. 
2. 



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

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

.....
Municipal Manager:
Ms Geraldine Mettler



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Annexure A Performance Plan

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The Performance Plan sets out:

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

KEY PERFORMANCE INDICATORS

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

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

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

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

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


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


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

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

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Part 2: Competency Requirements (20%)

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

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Annexure B

Competency Framework

DIRECTOR: CORPORATE SERVICES

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Municipal Manager:
Ms Geraldine Mettler



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

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

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

Director: Corporate Services
Ms Annalene De Beer

Municipal Manager:
Ms Geraldine Mettler



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


Director: Corporate Services
Ms Annalene De Beer


Municipal Manager:
Ms Geraldine Mettler



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



 Director: Corporate Services
Ms Annalene De Beer



 Municipal Manager:
Ms Geraldine Mettler



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

Director: Corporate Services
Ms Annalene De Beer

Municipal Manager:
Ms Geraldine Mettler



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


 Director: Corporate Services
Ms Annalene De Beer


 Municipal Manager:
Ms Geraldine Mettler



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

Director: Corporate Services
Ms Annalene De Beer

Municipal Manager:
Ms Geraldine Mettler



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

Director: Corporate Services
Ms Annalene De Beer

Municipal Manager:
Ms Geraldine Mettler



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

Director: Corporate Services
Ms Annalene De Beer

Municipal Manager:
Ms Geraldine Mettler



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

Director: Corporate Services
Ms Annalene De Beer

Municipal Manager:
Ms Geraldine Mettler



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

Director: Corporate Services
Ms Annalene De Beer

Municipal Manager:
Ms Geraldine Mettler



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

Director: Corporate Services
Ms Annalene De Beer

Municipal Manager:
Ms Geraldine Mettler



STELLENBOSCH
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Annexure C: Personal Development Plan

DIRECTOR: CORPORATE SERVICES


Director: Corporate Services
Ms Annalene De Beer

Municipal Manager:
Ms Geraldine Mettler



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

Signed and accepted by the Employee



Date: 07/07/2020.

Signed by the Municipal Manager on behalf of the Municipality



Date: 07/07/2020.

ANNEXURE 4



STELLENBOSCH
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Performance Agreement

2020 - 2021

**Director: Planning and Economic
Development**



PERFORMANCE AGREEMENT

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

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

AND

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

FOR THE FINANCIAL YEAR:

01 JULY 2020 - 30 JUNE 2021

AB

Director: Planning and Economic Development
Mr Anthony Barnes

GM

Municipal Manager
Ms Geraldine Mettler



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Director: Planning and Economic Development
Mr Anthony Barnes

Municipal Manager
Ms Geraldine Mettler



1. INTRODUCTION

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

2. PURPOSE OF THIS AGREEMENT

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

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

3. COMMENCEMENT AND DURATION

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

4. PERFORMANCE OBJECTIVES

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

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Municipal Manager
Ms Geraldine Mettler



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


5. PERFORMANCE MANAGEMENT SYSTEM


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

Table 1: Strategic Focus Areas

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

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


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

Table 2: Leading and Core Competencies

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

6. PERFORMANCE ASSESSMENT

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

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

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

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

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

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Gm

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



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

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

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

Table 3: Performance rating scale

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

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

Table 4: Rating scale for Competencies

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

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

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

6.10.1 Municipal Manager;

6.10.2 Municipal Manager from another municipality;

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

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

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

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

7. SCHEDULE FOR PERFORMANCE REVIEWS

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


Table 5: Schedule for performance reviews

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

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

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

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


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

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall-

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

10. CONSULTATION

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


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11. REWARD

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

Table 6: Performance bonus calculations

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

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

12. MANAGEMENT OF EVALUATION OUTCOMES

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

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

13. DISPUTE RESOLUTION

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

14. GENERAL

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

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Municipal Manager
Ms Geraldine Mettler



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

DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT

AS WITNESSES:

1.

2.

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

MUNICIPAL MANAGER

AS WITNESSES:

1.

2.

Director: Planning and Economic Development
Mr Anthony Barnes

Municipal Manager
Ms Geraldine Mettler



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

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

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

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

.....
Municipal Manager
Ms Geraldine Mettler



STELLENBOSCH
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MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Annexure A Performance Plan

DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT

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Director: Planning and Economic Development
Mr Anthony Barnes

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Municipal Manager
Ms Geraldine Mettler



The Performance Plan sets out:

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

KEY PERFORMANCE INDICATORS

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

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

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

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

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

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

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

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Part 2: Competency Requirements (20%)

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

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Annexure B

Competency Framework

DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT

Director: Planning and Economic Development
Mr Anthony Barnes

Municipal Manager:
Ms Geraldine Mettler



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

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

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

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

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

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

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

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

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

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

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

AB

Director: Planning and Economic Development
Mr Anthony Barnes

GM

Municipal Manager:
Ms Geraldine Mettler



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

Director: Planning and Economic Development
Mr Anthony Barnes

Municipal Manager:
Ms Geraldine Mettler



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

AB

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Mr Anthony Barnes

Gm

Municipal Manager:
Ms Geraldine Mettler



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Annexure C:

Personal Development Plan

DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT

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

.....
Municipal Manager:
Ms Geraldine Mettler



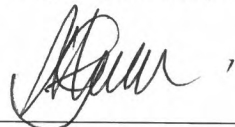
Skills Performance Gap	Outcomes Expected	Suggested training and /or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/development area	Support Person
1.						
2.						
3.						

Signed and accepted by the Employee



Date: 7-7-2020

Signed by the Municipal Manager on behalf of the Municipality



Date: 07/07/2020.

ANNEXURE 5



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Performance Agreement

2020 - 2021

Director:
Infrastructure Services



PERFORMANCE AGREEMENT

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

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

AND

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

FOR THE FINANCIAL YEAR:

01 JULY 2020 - 30 JUNE 2021

Director: Infrastructure Services
Mr Deon Louw

Municipal Manager:
Ms Geraldine Mettler



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Director: Infrastructure Services
Mr Deon Louw

Municipal Manager:
Ms Geraldine Mettler



1. INTRODUCTION

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

2. PURPOSE OF THIS AGREEMENT

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


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


.....
Municipal Manager:
Ms Geraldine Mettler



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

3. COMMENCEMENT AND DURATION

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

4. PERFORMANCE OBJECTIVES

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

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Mr Deon Louw

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Ms Geraldine Mettler



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

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

5. PERFORMANCE MANAGEMENT SYSTEM

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

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

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

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

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

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

Table 1: Strategic Focus Areas

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

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



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

Table 2: Leading and Core Competencies

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

6. PERFORMANCE ASSESSMENT

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

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

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

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

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

Director: Infrastructure Services
Mr Deon Louw

Municipal Manager:
Ms Geraldine Mettler



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

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

.....
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Mr Deon Louw

.....
Municipal Manager:
Ms Geraldine Mettler



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

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

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

Table 3: Performance rating scale

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

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

Table 4: Rating scale for Competencies

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

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

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

6.10.1 Municipal Manager;

6.10.2 Municipal Manager from another municipality;

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

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

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

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

7. SCHEDULE FOR PERFORMANCE REVIEWS

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

Table 5: Schedule for performance reviews

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

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

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

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

Director: Infrastructure Services
Mr Deon Louw

Municipal Manager:
Ms Geraldine Mettler



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

8. DEVELOPMENTAL REQUIREMENTS


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

9. OBLIGATIONS OF THE EMPLOYER

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

10. CONSULTATION

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


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


.....
Municipal Manager:
Ms Geraldine Mettler



11. REWARD

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

Table 6: Performance bonus calculations

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

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

12. MANAGEMENT OF EVALUATION OUTCOMES

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

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Mr Deon Louw

Municipal Manager:
Ms Geraldine Mettler



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

13. DISPUTE RESOLUTION

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

14. GENERAL

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

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

.....
Municipal Manager:
Ms Geraldine Mettler



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

DIRECTOR: INFRASTRUCTURE SERVICES

AS WITNESSES:

1.

2.

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

MUNICIPAL MANAGER

AS WITNESSES:

1.

2.

Director: Infrastructure Services
Mr Deon Louw
Municipal Manager;
Ms Geraldine Mettler



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

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

.....
Municipal Manager:
Ms Geraldine Mettler



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Annexure A Performance Plan

DIRECTOR: INFRASTRUCTURE SERVICES

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

.....
Municipal Manager:
Ms Geraldine Mettler

**The Performance Plan sets out:**

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

KEY PERFORMANCE INDICATORS

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

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

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

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


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

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										Q1	Q2	Q3	Q4	
KPI042	Dignified Living	Limit unaccounted water to less than 25%	Average percentage water losses measured by 30 June	Outcome	28%	<25% per annum	<25%	Quarterly water balance sheet and Monthly Consumption Report	SM	N/A	N/A	N/A	<25%	2
KPI071	Good governance and Compliance	Revised Electrical Master Plan submitted to Council	Number of Revised Electrical Master Plans submitted to Council by 30 June	Output	1	1 per annum	1	Proof of submission of the Revised Electrical Master Plan to Council	SM	N/A	N/A	N/A	1	1
TBC	Good governance and Compliance	Spend the Directorate: Infrastructure Services approved Capital Budget	Percentage of approved Capital Budget of the Directorate: Infrastructure Services actually spent by 30 June	Input	88.42%	90% per annum	90%	Report from the financial system	SM	10%	30%	60%	90%	20
TBC	Good governance and Compliance	Submission of final bid specifications for all capital projects to the Bid Specification Committee (BSC) (2021/22)	Percentage of final bid specifications for all capital projects submitted to the BSC by 30 June (50% by 31 March 2021 and 100% by 30 June 2021. For the 2021/22 financial year)	Output	New indicator	100% per annum	100%	Reconciliation report from SCM	SM	N/A	N/A	50%	100%	10
TBC	Good governance and Compliance	Submission of detailed procurement needs for all operational projects to the Supply Chain Management (SCM) Department	Number of quarterly detailed procurement needs submitted to SCM 10 days before start of the quarter	Output	New indicator	4 per annum	4	Proof of submission to SCM	SM	1 (1)	1 (2)	1 (3)	1 (4)	1

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										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Performance agreements signed with all identified personnel	Number of performance agreements signed by 31 August	Output	100%	5 per annum	5	Signed performance agreements submitted to the PMS Unit	SM	5	N/A	N/A	N/A	1
TBC	Good governance and Compliance	Conduct formal performance evaluations with all identified personnel	Number of formal performance evaluations conducted with all identified personnel by 28 February	Output	100%	10 per annum	10	Ignite performance evaluations reports	SM	N/A	N/A	10	N/A	1
TBC	Good governance and Compliance	Develop Annual Departmental Risk Register	Number of Annual Risk Registers developed by 31 July	Output	1	1 per annum	1	Annual Departmental Risk Register submitted to the Risk Management Unit	SM	1	N/A	N/A	N/A	1
TBC	Good governance and Compliance	Evaluation of the Departmental Risk Register	Number of Departmental Risk Registers evaluated by 31 May	Output	4	2 per annum	2	Proof of risk evaluations submitted to the Risk Management Unit	SM	N/A	1 (1)	N/A	1 (2)	1
TBC	Good governance and Compliance	Implementation of Council resolutions	Percentage of resolutions implemented measured quarterly	Output	70%	70% per annum	70%	Council Resolution Register	SM	70%	70%	70%	70%	2
TBC	Good governance and Compliance	Attendance of quarterly Occupation Health and Safety (OHS) meetings	Number of quarterly OHS meetings attended by the Director or secondee	Output	4	4 per annum	4	OHS attendance registers	SM	1 (1)	1 (2)	1 (3)	1 (4)	1

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										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Raise / Collect Operating Budget revenue of the Department: Infrastructure Services as per approved budget	Percentage of the Department: Infrastructure Services revenue raised / collected by 30 June	Outcome	New KPI	96% per annum	96%	Report from the Financial System	SM	25%	50%	75%	96%	2
TBC	Green and Sustainable Valley	Implementation of the Non-Motorised Transport Plan (NMT)	Percentage of actions implemented for the 2020/21 financial year as per the NMT by 30 June	Outcome	New KPI	90% per annum	90%	Report to the Municipal Manager	SM	5%	30%	60%	90%	2
TBC	Green and Sustainable Valley	Submission of a Green Energy Strategy to the Municipal Manager	Number of Green Energy Strategies submitted to the Municipal Manager by 31 March	Output	New KPI	1 per annum	1	Proof of submission to the Municipal Manager	SM	N/A	N/A	1	N/A	1
TBC	Green and Sustainable Valley	Implementation of the Integrated Waste Management Plan	Percentage of actions implemented for the 2020/21 financial year as per the Integrated Waste Management Plan by 30 June	Outcome	New KPI	90% per annum	90%	Report to the Municipal Manager	SM	5%	30%	60%	90%	1
TBC	Good governance and Compliance	Resolve formal complaints received	Percentage of formal complaints received within 10 working days after receipt	Outcome	New KPI	90% per annum	90%	Complaints register	SM	90%	90%	90%	90%	2
TBC	Green and Sustainable Valley	Submission of a Parking Facilities Plan for the Stellenbosch Town to the Municipal Manager	Number of Parking Facilities Plans for the Stellenbosch Town submitted to the Municipal Manager by 30 June	Output	New KPI	1 per annum	1	Proof of submission to the Municipal Manager	SM	N/A	N/A	N/A	1	1


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										Q1	Q2	Q3	Q4	
TBC	Green and Sustainable Valley	Submission of a Park and Ride Master Plan to MayCo	Number of Park and Ride Master Plans submitted to MayCo by 31 March	Output	New KPI	1 per annum	1	Proof of submission to MayCo	SM	N/A	N/A	1	N/A	1
TBC	Green and Sustainable Valley	Submission of a Waste to Energy Strategy to the Municipal Manager	Number of Waste to Energy Strategies submitted to the Municipal Manager by 31 December	Output	New KPI	1 per annum	1	Proof of submission to the Municipal Manager	SM	N/A	1	N/A	N/A	1
TBC	Green and Sustainable Valley	Submission of a Waste Diversion Strategy to the MayCo	Number of Waste Diversion Strategies submitted to the MayCo by 31 March	Output	New KPI	1 per annum	1	Proof of submission to the MayCo	SM	N/A	N/A	1	N/A	1
TBC	Green and Sustainable Valley	Submission of a Comprehensive Integrated Transport Plan (CITP) to the MayCo	Number of CITPs submitted to the MayCo by 31 March	Output	New KPI	1 per annum	1	Proof of submission to the MayCo	SM	N/A	N/A	1	N/A	1
TBC	Green and Sustainable Valley	Submission of a Revised Non-motorised Plan (NMT) to the MayCo	Number of Revised NMTs submitted to the MayCo by 31 December	Output	New KPI	1 per annum	1	Proof of submission to the MayCo	SM	N/A	1	N/A	N/A	1
													Total	80


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Part 2: Competency Requirements (20%)

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


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Annexure B

Competency Framework

DIRECTOR: INFRASTRUCTURE SERVICES

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


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

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

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

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

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

Director: Infrastructure Services
Mr Deon Louw

Municipal Manager:
Ms Geraldine Mettler



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

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

.....
Municipal Manager:
Ms Geraldine Mettler



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

Director: Infrastructure Services
Mr Deon Louw

Municipal Manager:
Ms Geraldine Mettler



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

Director: Infrastructure Services
Mr Deon Louw

Municipal Manager:
Ms Geraldine Mettler



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

Director: Infrastructure Services
Mr Deon Louw

Municipal Manager:
Ms Geraldine Mettler



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

Director: Infrastructure Services
Mr Deon Louw

Municipal Manager:
Ms Geraldine Mettler



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

Director: Infrastructure Services
Mr Deon Louw

Municipal Manager:
Ms Geraldine Mettler



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

Director: Infrastructure Services
Mr Deon Louw

Municipal Manager:
Ms Geraldine Mettler



STELLENBOSCH
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Annexure C:

Personal Development Plan

DIRECTOR: INFRASTRUCTURE SERVICES

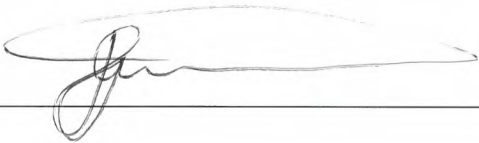
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Director: Infrastructure Services
Mr Deon Louw

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Municipal Manager:
Ms Geraldine Mettler



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

Signed and accepted by the Employee



Date: 07/07/2020

Signed by the Municipal Manager on behalf of the Municipality



Date: 07/07/2020

APPENDIX 6



STELLENBOSCH

STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Performance Agreement

2020 - 2021

Director:

Community and Protection Services



PERFORMANCE AGREEMENT

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

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

AND

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

FOR THE FINANCIAL YEAR:

01 JULY 2020 - 30 JUNE 2021


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


.....
Municipal Manager:
Ms Geraldine Mettler

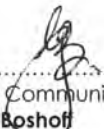


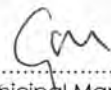
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Director, Community and Protection Services
Mr Gary Boshoff


Municipal Manager:
Ms Geraldine Mettler



1. INTRODUCTION

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

2. PURPOSE OF THIS AGREEMENT

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

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

.....
Municipal Manager:
Ms Geraldine Mettler



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

3. COMMENCEMENT AND DURATION

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

4. PERFORMANCE OBJECTIVES

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

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

.....
Municipal Manager:
Ms Geradine Mettler



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

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

5. PERFORMANCE MANAGEMENT SYSTEM

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

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

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

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


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


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

Table 1: Strategic Focus Areas

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

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


Director, Community and Protection Services
Mr Gary Boshoff


Municipal Manager:
Ms Geraldine Mettler



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

Table 2: Leading and Core Competencies

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

6. PERFORMANCE ASSESSMENT

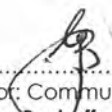
6.1 The Performance Plan (Annexure A) to this Agreement sets out –

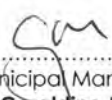
6.1.1 The standards and procedures for evaluating the Employee's performance; and

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

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

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


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

6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.12 below;

6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;

6.6 Assessment of the achievement of results as outlined in the performance plan:

6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;

6.6.2 A rating on the five-point scale shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;

6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;

6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and

6.6.5 An overall score will be calculated based on the total of the scores calculated above.

6.7 Assessment of the Competencies:


6.7.1 Each Competency shall be assessed in terms of the description provided in (Annexure B);

6.7.2 A rating shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and

6.7.3 An overall score will be calculated based on the total of the scores calculated above.

6.8 Overall rating

6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and


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

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

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


Table 3: Performance rating scale

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

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

Table 4: Rating scale for Competencies

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


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

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

6.10.1 Municipal Manager;

6.10.2 Municipal Manager from another municipality;

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

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

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

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

7. SCHEDULE FOR PERFORMANCE REVIEWS

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


Table 5: Schedule for performance reviews

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

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

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

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


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

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall-

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

10. CONSULTATION

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

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Ms Geraldine Mettler



11. REWARD

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


Table 6: Performance bonus calculations

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

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

12. MANAGEMENT OF EVALUATION OUTCOMES

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


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

13. DISPUTE RESOLUTION

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

14. GENERAL

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


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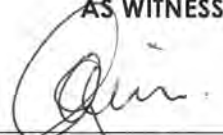


Thus, done and signed at Stellenbosch on the 7th day of July 2020.


DIRECTOR: COMMUNITY AND PROTECTION SERVICES

AS WITNESSES:

1.



2.

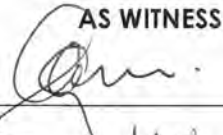


Thus, done and signed at Stellenbosch on the 7th day of July 2020.


MUNICIPAL MANAGER

AS WITNESSES:

1.




2.




Director: Community and Protection Services
Mr Gary Boshoff


Municipal Manager:
Ms Geraldine Mettler




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



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



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



Director: Community and Protection Services
Mr Gary Boshoff



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Annexure A Performance Plan

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Mr Gary Boshoff


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Municipal Manager:
Ms Geraldine Mettler

**The Performance Plan sets out:**

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

KEY PERFORMANCE INDICATORS

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

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


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


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


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


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



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



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



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

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



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Annexure B

Competency Framework

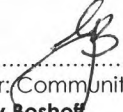
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Municipal Manager:
Ms Geraldine Mettler



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


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


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Director Community and Protection Services
Mr Gary Boshoff


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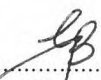
CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	People Management			
COMPETENCY DEFINITION :	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT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


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


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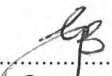
CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Change Leadership		
COMPETENCY DEFINITION :	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.		
ACHIEVEMENT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

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


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

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


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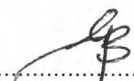
CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Planning and Organising		
COMPETENCY DEFINITION :	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT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


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


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


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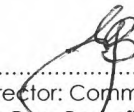
CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Communication		
COMPETENCY DEFINITION :	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.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


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


 Director: Community and Protection Services
Mr Gary Boshoff



 Municipal Manager:
Ms Geraldine Mettler



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Annexure C: Personal Development Plan

DIRECTOR: COMMUNITY AND PROTECTION SERVICES


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


.....
Municipal Manager:
Ms Geraldine Mettler



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

Signed and accepted by the Employee

Date: 7/7/2020

Signed by the Municipal Manager on behalf of the Municipality

Date: 07/07/2020

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

IDP KPA Ref No:

Meeting Date:

Good Governance and Compliance

22 July 2020

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

2. PURPOSE OF REPORT

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

3. DELEGATED AUTHORITY

Municipal Council

4. EXECUTIVE SUMMARY

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

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

5. RECOMMENDATIONS:

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

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

6. DISCUSSION / CONTENTS

6.1 Background

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

6.2 Discussion

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

6.3. Financial Implications

As per approved budget

6.4 Legal Implications

Council's System of Delegation and all applicable legislation

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

ANNEXURE 1

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

DELEGATION EXERCISED FOR PERIOD APRIL 2020

DIRECTORATE: FINANCIAL SERVICES

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

DELEGATION EXERCISED FOR PERIOD MAY 2020

DIRECTORATE: FINANCIAL SERVICES

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

DELEGATION EXERCISED FOR PERIOD JUNE 2020

DIRECTORATE: FINANCIAL SERVICES

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

DELEGATIONS EXERCISED FOR PERIOD: APRIL 2020

DIRECTORATE: COPRORATE SERVICES

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

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

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

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

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

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

DIRECTORATE: CORPORATE SERVICES

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

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

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

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

DIRECTORATE: CORPORATE SERVICES

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

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

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

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

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

DELEGATIONS EXERCISED FOR PERIOD: APRIL 2020

DIRECTORATE: INFRASTRUCTURE SERVICES

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

DELEGATIONS EXERCISED FOR PERIOD MAY 2020

DIRECTORATE: INFRASTRUCTURE SERVICES

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

		0 - Grey water Applications			
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DELEGATIONS EXERCISED FOR PERIOD JUNE 2020

DIRECTORATE: INFRASTRUCTURE SERVICES

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

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

DIRECTORATE: ACTING DIRECTOR PLANNING AND ECONOMIC DEVELOPMENT

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

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

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

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

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

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

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

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

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

IDP KPA Ref No:

Meeting Date:

Good Governance

22 July 2020

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

2. PURPOSE

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

3. DELEGATED AUTHORITY

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

4. EXECUTIVE SUMMARY

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

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

- Eikestadnuus 19 March 2020

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

- Facilities for the accommodation and burial of animals

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

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

COMMUNITY AND PROTECTION SERVICES:

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

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

Community and Protection Services:

SPCA: R1 200 000.00

5. RECOMMENDATIONS

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

6. DISCUSSION

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

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

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

Compliance checks

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

Compliance checks

SPCA Franschhoek		Amount requested: R220 000.00
The following MUST accompany this application:		
1. A copy of the latest, audited financial statements.	✓	31 March 2019
2. A copy of the Organisation's Constitution or Memorandum of Incorporation as well as the resolutions/minutes adopting the Constitution or Memorandum of Incorporation.	✓	
3. A copy of a project/programme description and/or a business plan for the ensuing financial year. Including the following: • Full details of the proposal or project including its objectives, the number of people who will benefit and how the project will contribute or enhance the strategic objectives of Stellenbosch Municipality. • Commencement and completion dates of the project. • Information on the total cost of the project budget, including a breakdown of costs and an outline of any contribution by fundraising and/or own contribution. • A list of all other sources of funding together with the assessments. • A summary of past achievements. • References independent of the applicant and its executive.	✓	
4. An original copy of a correctly completed creditors control form of Stellenbosch Municipality.	✓	
5. If the Organisation received funding from Stellenbosch Municipality in the preceding financial year, you need to account for the expenditure of the funding received with your new application.	n/a	
6. If the Organisation received funding from other bodies, please identify and list the amounts received;	n/a	
7. If the Organisation is a non-profit company as defined in the section 1 of the Companies Act, 2008, a certificate/letter issued by the Companies and Intellectual Property Commission (CIPC) confirming registration must be attached;	✓	
8. If the Organisation has been registered as a "non-profit" organisation in terms of the Non-Profit Organisation Act, 1997, a certificate/letter issued by the Department of Social Development confirming registration as a non-profit organisation must be attached;	n/a	
9. If the Organisation has been registered as a "Public Benefit Organisation" in terms of the Income Tax Act, 1962, a certificate/letter issued by SARS confirming the Organisation's tax exemption status must be attached;	n/a	
10. Valid Tax Clearance Certificate issued by SARS.	✓	

7. IMPACT OF COVID-19 ON FUNDING PROGRAMS

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

8. EVALUATION OF FUNDING REQUESTS

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

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

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

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

Animal Welfare Society of Stellenbosch: R1 012 516.00

SPCA Franschhoek: R 187 484.00

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

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

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

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

FOR FURTHER DETAILS CONTACT:

NAME	Neville Langenhoven
POSITION	CHIEF LAW ENFORCEMENT
DIRECTORATE	COMMUNITY AND PROTECTION SERVICES
CONTACT NUMBERS	021 808 8497
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REPORT DATE	01 July 2020

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

IDP KPA Ref No:

Good Governance

Meeting Date:

22 July 2020

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

- 2. PURPOSE**

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

- 3. DELEGATED AUTHORITY**

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

- 4. EXECUTIVE SUMMARY**

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

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

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

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

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

Currently, Council has budgeted for R5 000 000.00 for the 2020/2021 financial year. The requested amount by all the bodies is thus R3 877 970.00 over and above the budgeted amount.

The Directorate: Planning & Economic Development is in the process of finalising the draft Stellenbosch Municipality Tourism Plan, 2020. A core component of this plan is to provide guidelines and prescripts to Local Tourism Organisations ("LTO") and Council for considering and evaluating the proposals for future funding applications for this function.

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

5. RECOMMENDATIONS

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

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

- (a) that the amount of R1 475 000.00 be allocated to Franschhoek Wine Valley;
- (b) that the amount of R3 090 000.00 be allocated to Visit Stellenbosch;
- (c) that the funding in the amount of R430 000.00 identified to be transferred for the management and oversight of the Dwarsrivier Tourism Office be ring-fenced and held in abeyance, until such time that the Senior Manager: Development Planning & the Manager: Local Economic Development & Tourism are able to confirm the status of the LTO which will be responsible for the Tourism Office in Pniel;

- (d) that Lokxion Foundation's application, attached as **APPENDIX 4**, not be considered and supported as a range of required documentation and information was not submitted by the required extended timeframe, as required by the advertisement attached as **APPENDIX 1**;and
- (e) that Dwarsriver Wine Valley Tourism's application, attached as **APPENDIX 5**, not be considered and supported as a range of required documentation and information was not submitted by the required extended timeframe, as required by the advertisement attached as **APPENDIX 1**

6. DISCUSSION /CONTENTS

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

6.1 Franschhoek Wine Valley including Dwarsrivier Tourism Office (APPENDIX3)

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

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

Compliance checks

Franschhoek Wine Valley including Dwarsrivier Tourism Office		Amount requested: R2 432 971.00
The following MUST accompany this application:		
11. A copy of the latest, audited financial statements.	✓	30 June 2019
12. A copy of the Organisation's Constitution or Memorandum of Incorporation as well as the resolutions/minutes adopting the Constitution or Memorandum of Incorporation.	✓	
13. A copy of a project/programme description and/or a business plan for the ensuing financial year. Including the following: • Full details of the proposal or project including its objectives, the number of people who will benefit and how the project will contribute or enhance the strategic objectives of Stellenbosch Municipality. • Commencement and completion dates of the project. • Information on the total cost of the project budget, including a breakdown of costs and an outline of any contribution by fundraising and/or own contribution.	✓	

<ul style="list-style-type: none"> • A list of all other sources of funding together with the assessments. • A summary of past achievements. • References independent of the applicant and its executive. 		
14. An original copy of a correctly completed creditors control form of Stellenbosch Municipality.	✓	
15. If the Organisation received funding from Stellenbosch Municipality in the preceding financial year, you need to account for the expenditure of the funding received with your new application.	✓	Previous financials
16. If the Organisation received funding from other bodies, please identify and list the amounts received.	✓	
17. If the Organisation is a non-profit company as defined in the section 1 of the Companies Act, 2008, a certificate/letter issued by the Companies and Intellectual Property Commission (CIPC) confirming registration must be attached.	✓	
18. If the Organisation has been registered as a "non-profit" organisation in terms of the Non-Profit Organisation Act, 1997, a certificate/letter issued by the Department of Social Development confirming registration as a non-profit organisation must be attached.	n/a	
19. If the Organisation has been registered as a "Public Benefit Organisation" in terms of the Income Tax Act, 1962, a certificate/letter issued by SARS confirming the Organisation's tax exemption status must be attached.	n/a	
20. Valid Tax Clearance Certificate issued by SARS.	✓	

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

Name	Description	Objective	Deliverables	Outcomes	Budget	Motivation
Branding	Increase Franschhoek Brand Awareness	Re-establish destination brand awareness with: <ul style="list-style-type: none"> • Stakeholders • Core trade • Core domestic consumers • Core foreign consumers 	Marketing collateral Website updates & maintenance measure social media, better visuals, mobi-site, creating content and updating maps	Project Plan of activities and timeframes on how to create marketing and branding awareness Number of production and distribution of marketing collateral to key international and domestic	R259 000.00	<p><u>It is recommended that this programme be funded.</u> Part of the core function of a LTO.</p> <p><i>The Department is proposing that R200 000.00 be approved for this programme.</i></p>

				market.		
				Number of events calendars produced and distributed to tourism, events and hospitality to promote the Greater Stellenbosch as a key events destination exposing the brand to various markets.		
		Franschhoek PR and Media. (Indication of where distributed.)	Number of social media targets	Maintenance of website, reporting on number of hits per month, the most visited section.		
			Number of events awareness	Identify events and awareness Franschhoek Cap Classique & Champagne Festival Franschhoek Summer Wines Winter Sculpture Fair		
			Production and dissemination of brochures	Develop and updating of brochures and maps		
		To profile the Greater Stellenbosch as a tourism destination internationally and domestically through exhibitions and tradeshow	Schedule of Tradeshow and exhibitions attended and type of exposure created and number of engagements	Schedule of tradeshow and events envisaged to attend with budget implications Getaway Show Somerset West		

				<p>WTM Africa Cape Town</p> <p>Indaba Durban</p> <p>Provide feedback report on tradeshow and events attended, indicating the number of engagements and envisaged outcomes and possible media exposure in international editorial pieces such as programmes, radio slots, website magazine etc.</p>		
An inclusive tourism industry by facilitating tourism development and growth		Develop/maintain 8 community tourism products / projects	Re-establish tourism route in the area – Rond-en-Bont Heritage & Culture Celebration Farmworker of the Year Awards	Research on development support provided to tourism entrepreneurs and the development of a plan of action on how marketing support can and will be provided	R25 000.00	<p><u>It is recommended that this programme be funded,</u> as it promotes the diversification and transforming of Tourism sector.</p>
		Create a marketing platform for emerging entrepreneurs, facilitating enterprise growth and development.	A focused programme of action to create a marketing platform for emerging enterprises to access markets i.e. access to tradeshow and event, facilitation and	Co-ordination and facilitating emerging tourism entrepreneur participation with tourism business forum partners and the establishment of a focussed programme		

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			assistance with deals etc. Rond-en-Bont Tourism Route	of action to create a marketing platform.		
Visitors Information Centre and Membership	World Class Visitor information Centre	Increase tourist enquiries 15%	Increased visitor bookings and walk in, by 10%	Identification of possible partners. FWV Audit Computer maintenance Office rental Electricity, Water and Refuse Salaries	R1 368 832.00	Visitors Information Centre forms the core of an LTO's tourism function. Tourism is a municipal mandate as per schedule B of the Constitution of the Republic and <u>it is recommended that this programme be funded.</u> <i>The Department is proposing that R1 250 000.00 be approved for this programme.</i>
	Membership	Networking functions	Identification of 4 joint marketing initiatives and an implementation plan. Members Forum Meetings	Increase networking functions and must include all members and non-members		
	Compliance Policy for Bodies Performing a Municipal Function	Compliance to terms and conditions as per Policy for the funding of External Bodies performing a municipal function	The head of the organisation/body must acknowledge in writing to the Municipal Manager that the money allocated was received in its bank account and that the money will be utilised in accordance with the completed and signed MOA, the	Activities that will ensure compliance with the Policy for Bodies Performing a Municipal Function.	R69 180.00	<u>The funding of this programme is not recommended,</u> as these are duties which must be contained as part of the Visitors Information Centre funding.

			submitted application and this Policy.			
			The organisation /body shall submit monthly reports on actual expenditure against such transfer, the ward within which activities are conducted as well as the number of people benefiting from the activity to the Municipal Manager.			

Franschhoek Wine Valley (“FWV”) included all the required documentation and information to be considered for funding and the total funding requirement for Franschhoek Wine Valley is R1 722 412.00.

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

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

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

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

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

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

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

6.2 Lokxion Foundation (Appendix 4)

Project: Celebrating Kayamandi 3-day festival

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

Compliance checks

Lokxion Foundation		Amount requested: R445 000
F The following MUST accompany this application:		
11. A copy of the latest, audited financial statements.	X	Not supplied
12. A copy of the Organisation's Constitution or Memorandum of Incorporation as well as the resolutions/minutes adopting the Constitution or Memorandum of Incorporation.	✓	
13. A copy of a project/programme description and/or a business plan for the ensuing financial year. Including the following: • Full details of the proposal or project including its objectives, the number of people who will benefit and how the project will contribute or enhance the strategic objectives of Stellenbosch Municipality. • Commencement and completion dates of the project. • Information on the total cost of the project budget, including a breakdown of costs and an outline of any contribution by fundraising and/or own contribution. • A list of all other sources of funding together with the assessments. • A summary of past achievements. • References independent of the applicant and its executive.	✓ ✓ X X X ✓ X ✓	
14. An original copy of a correctly completed creditors control form of Stellenbosch Municipality.	X	
15. If the Organisation received funding from Stellenbosch Municipality in the preceding financial year, you need to account for the expenditure of the funding received with your	n/a	

new application.		
16. If the Organisation received funding from other bodies, please identify and list the amounts received;	n/a	
17. If the Organisation is a non-profit company as defined in the section 1 of the Companies Act, 2008, a certificate/letter issued by the Companies and Intellectual Property Commission (CIPC) confirming registration must be attached;	✓	
18. If the Organisation has been registered as a "non-profit" organisation in terms of the Non-Profit Organisation Act, 1997, a certificate/letter issued by the Department of Social Development confirming registration as a non-profit organisation must be attached;	n/a	
19. If the Organisation has been registered as a "Public Benefit Organisation" in terms of the Income Tax Act, 1962, a certificate/letter issued by SARS confirming the Organisation's tax exemption status must be attached;	n/a	
20. Valid Tax Clearance Certificate issued by SARS.	✓	

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

6.3 Dwarsrivier Wine Valley Tourism NPC (APPENDIX 5)

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

Compliance checks

Dwarsrivier Wine Valley Tourism NPC		Budget unknown
The following MUST accompany this application:		
1. A copy of the latest, audited financial statements.	X	no
2. A copy of the Organisation's Constitution or Memorandum of Incorporation as well as the resolutions/minutes adopting the Constitution or Memorandum of Incorporation.	✓	
3. A copy of a project/programme description and/or a business plan for the ensuing financial year. Including the following: <ul style="list-style-type: none"> • Full details of the proposal or project including its objectives, the number of people who will benefit and how the project will contribute or enhance the strategic objectives of Stellenbosch Municipality. • Commencement and completion dates of the project. • Information on the total cost of the project budget, including a breakdown of costs and an outline of any contribution by fundraising and/or own contribution. • A list of all other sources of funding together with the assessments. • A summary of past achievements. 	X	Seven-point Strategy included in letter to MM. No budget breakdown or income & expenditure statement No indication of total funding applied for.

• References independent of the applicant and its executive.		
4. An original copy of a correctly completed creditors control form of Stellenbosch Municipality.	✓	
5. If the Organisation received funding from Stellenbosch Municipality in the preceding financial year, you need to account for the expenditure of the funding received with your new application.	X	Not receiving funding-new organisation
6. If the Organisation received funding from other bodies, please identify and list the amounts received;		Not provided
7. If the Organisation is a non-profit company as defined in the section 1 of the Companies Act, 2008, a certificate/letter issued by the Companies and Intellectual Property Commission (CIPC) confirming registration must be attached;	✓	
8. If the Organisation has been registered as a "non-profit" organisation in terms of the Non-Profit Organisation Act, 1997, a certificate/letter issued by the Department of Social Development confirming registration as a non-profit organisation must be attached;	n/a	
9. If the Organisation has been registered as a "Public Benefit Organisation" in terms of the Income Tax Act, 1962, a certificate/letter issued by SARS confirming the Organisation's tax exemption status must be attached;	n/a	
10. Valid Tax Clearance Certificate issued by SARS.		Notice of registration

6.4 Visit Stellenbosch (APPENDIX 6)

Programmes & Projects Visit Stellenbosch

<i>Programs</i>	
Stakeholder Support Programmes	300 000.00
Tourism Skills & Social Development	975 000.00
Tourism Intelligence (Impact, Data & Insights)	200 000.00
Tourism Business Improvement District	200 000.00
Stellenbosch Wines (Wine Route)	750 000.00
Tasting Stellenbosch (Restaurants)	370 000.00
Stay in Stellenbosch (Accommodation)	370 000.00
Stellenbosch Market Place (Handmade)	550 000.00
Experience Stellenbosch (Sport, outdoor, adventure)	200 000.00
Visitor Information Centre	250 000.00
Meet in Stellenbosch (Business Tourism)	350 000.00
Sub Total for Programs	4 515 000.00
<i>Operating Expenses</i>	
Management, Program Delivery & Admin	2 000 000.00
Operating Expenses	1 100 000.00
Marketing & Communications	600 000.00
Visitor Services	700 000.00
Miscellaneous	80 000.00
Sub Total for Operating expenses	4 480 000.00
TOTAL FUNDING REQUEST	6 000 000.00

Compliance checks

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

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

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

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

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2020-07-22

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

AGENDA

MAYORAL COMMITTEE MEETING

2020-07-22

			Restaurants with emergency food aid to children in impoverished communities	restaurant offers into Visit Stellenbosch's online platforms to increase bookability.		
	Stay in Stellenbosch:	Kickstart recover and improve Tourism in in the months to come, extending into the winter months	<p>Host a series of adventure / outdoors / treasure hunt weekends.</p> <p>Build more packages in partnership with Inbound Tourism Operators, adhering to regulations but adding irresistible value</p> <p>"Sunday Stays" in Stellenbosch package</p> <p>Aggressive campaign hosting tour operators, media and influencers educational,</p>	<p>Align stakeholders to offer all inclusive, cross sectoral packages</p> <p>Extract maximum benefit from tourists by offering value add packages.</p> <p>Increased visibility, PR and Marketing reach</p> <p>Optimise Tourism</p> <p>Increased volumes over-night stays in Stellenbosch during off-peak periods.</p> <p>Bolt accommodation to Visit Stellenbosch's online platforms through Nightsbridge and other booking platforms to increase bookability.</p>	R350 000.00	<p>"Sunday Stays" in Stellenbosch package</p> <p>Aggressive campaign hosting tour operators, media and influencers educational.</p> <p><i>The Department thus proposed that a budget of R80 000.00 be approved.</i></p>

AGENDA

MAYORAL COMMITTEE MEETING

2020-07-22

	Meet in Stellenbosch:	Capitalise on 2nd tier status to Cape Town for MICE and increase to top 5 in Africa in ICCA ranking	<p>Host annual Business Tourism Workshop</p> <p>Host shoulder events to main tourism events in Cape Town & Durban (e.g. WTM and Indaba)</p> <p>Develop a dedicated website with MICE info and packages – linked to business desk in VIC</p> <p>Establish business desk in VIC</p>	<p>Reintroduce Stellenbosch as a Business Tourism Hub</p> <p>Launch an online tool for conference organisers. A one-stop shop for delegates to book accommodations, meals, car rental and meals.</p> <p>Assisting organisers with compilation of Bidbooks.</p> <p>Increased visibility and marketing for Stellenbosch as a business tourism destination.</p> <p>Close the value chain and create opportunities for employment</p>	R350 000.00	<p>Hosting virtual annual Business Tourism Workshop</p> <p>Develop a dedicated website with MICE info and packages – linked to business desk in VIC</p> <p>Establish business desk in VIC</p> <p><i>The Department thus proposed that a budget of R80 000.00 be approved.</i></p>
	Tourism Intelligence:	To better understand and measure the tourism impact on Stellenbosch, and to use tourism intelligence to inform future decision-making and strategies	<p>Articulated measures-of-success and key data metrics for the successful planning and execution of programme activities</p> <p>Appoint strategic research partner</p> <p>Bi-annual visitor surveys and quarterly industry occupancy surveys</p>	<p>Baselines from where to grow all growth can be measured</p> <p>Communicate data and insights effectively</p>	R200 000.00	<p><u>It is proposed that this component be funded,</u> as the intelligence generated would enable Council to make more informed decisions and is thus a value add. These data sets must however be produced in formats which Council can integrate with its current systems, e.g. GIS based.</p> <p><i>The Department thus proposed that a budget of R100 000.00 be approved.</i></p>

AGENDA

MAYORAL COMMITTEE MEETING

2020-07-22

	Experience Stellenbosch	Make Stellenbosch the destination of choice for sport, adventure and outdoor enthusiasts	<p>Position Jonkershoek as a 2nd tier destination to Table Mountain National Park. Build it into the chrome of the overall marketing message of Visit Stellenbosch</p> <p>An easy-to-use cycling and hiking map for the area</p> <p>Host "Wild Weekends" in off-peak periods</p> <p>Re-ignite "Last Thursdays / First Fridays"</p> <p>A support function for art major exhibitions, galleries and museums</p>	<p>Closer links with the University, SAS and others to promote sport opportunities and events.</p> <p>Consolidated marketing efforts, more PR and ongoing positioning for Stellenbosch as outdoor lover's paradise.</p> <p>Increased sports tourism.</p> <p>Winter programmes extend sports tourism season.</p> <p>Skills development Increased marketing exposure.</p> <p>A united cycling initiative and organisations under an umbrella body to promote cycling activities and events in and around town.</p> <p>Bolt activity offers into Visit Stellenbosch's online platforms for increased book ability.</p>	R150 000.00	<u>The funding of this programme is not recommended at this stage.</u> due to the COVID-19 restrictions i.r.o. gatherings.
Visitor Centre	Offer and operate a Visitor Information Centre providing frictionless visitor Experience	To delivery excellent Visitor Services (Staff included: Destination Manager, Wine and & Tourism Desks, MICE desk, Events Advisory services, information consultants)	<p>Up to date local products/supplier information database</p> <p>Tourism Awareness Training</p> <p>Customer Services Training</p>	<p>World class information centre</p> <p>Increased service levels</p> <p>Increased desirability of Stellenbosch destination</p> <p>One-stop shop</p>	R2 340 000.00	<p>This programme is the main objective of the LTO and is <u>thus recommended to be funded.</u></p> <p><i>The Department thus proposed that a budget of R2 000 000.00 be approved.</i></p>

AGENDA

MAYORAL COMMITTEE MEETING

2020-07-22

			<p>Mystery Shopper Programme implementation</p> <p>Continuous development of packages according to themes.</p> <p>Educational</p>	<p>for all -inclusive information related to wine, and tourism, events assistance and book ability</p> <p>Track and report on service</p>		
		Tourism Business Improvement District	<p>Safety Programme for Stellenbosch CBD</p> <p>Collaborate and work with partner to Design tourism safety protocols</p>	<p>Reduce crime in Stellenbosch CBD</p> <p>Easy reference tools for safety tips and procedures.</p> <p>Increased communication of safety initiatives for Stellenbosch.</p>		
		Creating enabling business services to members in supporting them to be competitive, sustainable and transformed	<p>Creating compelling content, telling the story of Stellenbosch from different angles</p> <p>Events advisory service</p> <p>Media and Trade educational</p>	<p>Competitive edge, channelling and targeting specific demographics</p> <p>Attract more events in to a friendly and comfortable environment</p> <p>By-word-of-mouth and peer-to-peer marketing</p>		
		<p>Awareness and conversion</p> <p>Day-to-day running costs for administration, office logistics, "bricks and mortar"</p>	<p>Office consumables, hard costs for telecommunication, legal and financial fees, insurance, IT, Security,</p>	<p>Contribute to a world-class service and maintaining good governance, office environment and VIC centre</p>		

AGENDA

MAYORAL COMMITTEE MEETING

2020-07-22

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

				opportunities		
Visit Stellenbosch (Integrated marketing approach for Tourism in Stellenbosch)	Support, Restart and Re-Imagine Tourism for Stellenbosch and its Tourism Sector	Produce an economic recovery and support plan for the tourism sector	Deliver a toolkit Best practices guide, online assistance and tools Health and Safety Training Mentorship and guidance Support Stellenbosch Local Campaign Love where you live – treasure hunt style online application	Develop an integrated and streamlined support system Easily accessible resources making it easy for members and tourism businesses to adapt and implement protocols Provide verified Information regarding resources, and announcements Itineraries, inspiring day-trips to Stellenbosch. Create interest around specific themed walking routes and activities, encourage more people to explore Stellenbosch, increasing spend and interest in the relevant sectors		

Visit Stellenbosch included all the required documentation and information to be considered for funding. The organisation also noted that it aims to generate additional funding of R3 000 000.00 from other funding resources. It is also noted that although the municipal funding request is R6 000 000.00, the total funding requirement for Visit Stellenbosch is R8 995 000.00.

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

6.5 Impact of Covid-19 on funding programs

It should also be noted that promulgation of the national disaster (COVID-19 pandemic) in terms of the National Disaster Act, Act 57 of 2002 by the President of the Republic of South Africa from 28 March 2020 and the impact of the lockdown regulations with the

systemic unlocking of economic activity, may have a significant impact on the ability of the external bodies to perform the required function.

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

6.6 Evaluation of funding requests

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

6.7 Financial Implications

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

6.8 Legal Implications

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

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

6.9 Staff Implications

None

6.10 Risk Implications

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

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

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

APPENDICES FRANSCHHOEK WINE VALLEY (INCLUDING DWARSRIVIER ATTACHED)

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

FOR FURTHER DETAILS, CONTACT:

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

APPENDIX 1



Isaziso sika Masipala: 21/2020

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

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

Ngamaqumrhu akwiningqi kaMasipala waseStellenbosch enza uMsebenzi kaMasipala njengale mizekelo:

• UKhenketho lwaseKuhlaleni;

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

likopi ze polisi ne fomu yezicelo ziyafumaneka ngamaxesha omsebenzi:

Kwi ofisi yoPhuhliso Lwezozqoqosho lwaseKuhlaleni
58 Andringa Street
Stellenbosch
7600

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

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

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

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

Munisipale Kennisgewing 21/2020

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

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

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

• Plaaslike Toerisme;

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

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

Plaaslike Ekonomiese Ontwikkelings Departement
Andringa Straat 58
Stellenbosch
7600

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

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

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

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

Municipal Notice: 21/2020

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

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

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

• Local Tourism;

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

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

The Local Economic Development Department
58 Andringa Street
Stellenbosch
7600

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

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

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

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

APPENDIX 2

Sharon Pedro

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

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

Dear Tourism Colleagues

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

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

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

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

Yours sincerely



Kind regards,

Widmark Moses

Manager: LED & Tourism
Planning & Economic Development

T: +27 21 808 8179 | C: +27 82 879 8490
58 Andringa Street, Stellenbosch, 7600
www.stellenbosch.gov.za



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

APPENDIX 3

APPENDIX A

**STELLENBOSCH**

STELLENBOSCH . PN IEL . FRANSCHHOEK

Municipality • Umasipala • Munisipaliteit

APPLICATION: FUNDING OF EXTERNAL BODIES PERFORMING A MUNICIPAL FUNCTION

NOTE: ONLY APPLICATIONS ON THIS PRESCRIBED FORM WILL BE CONSIDERED

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

(i) Street

(ii)

Postal

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

Contact details:

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

Name and Surname: **MALCOLM RUTHERFORD**

Position: **FINANCIAL DIRECTOR**

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

Name and Surname: **LINDA COLTART**

Position: **BOARD MEMBER**

Contact Address and tel. no: ... **16 Hauman Street 084 608 8815**

Name and Surname: **GORDON FRAZER**

Position: **BOARD MEMBER**

Contact Address and tel. no: ... **AUBERGE CLERMONT – 021 876 3700**

Name and Surname: ... **RAYMOND NDLOVU**

Position: **BOARD MEMBER**

Contact Address and tel. no: **BLACK ELEPHANT VINTNERS - 021 876 2903**

Name and Surname: ... **REG LASCARIS**

Position: **BOARD MEMBER**

Contact Address and tel. no: **ROSE COTTAGE - 0836263618**

Name and Surname: **NIKKI FRIEDMAN**

Position: **BOARD MEMBER**

Contact Address and tel. no: **MORESON – 021 876 8867**

Name and Surname: **CARLA MALHERBE**

Position: **BOARD MEMBER**

Contact Address and tel. no: **RUPERT & ROTHSCHILD – 021 874 1648**

Name and Surname: **CHRIS MULLINEUX**

Position: **BOARD MEMBER**

Contact Address and tel. no: **MULLINEUX & LEEU FAMILY WINES – 021 492 2455**

Name and Surname: ... **AMY KLEINHANS-CURD**

Position: **BOARD MEMBER**

Contact Address and tel. no: amy@plp.co.za - **0829941111**

Name and Surname: ... **ANN FERREIRA**

Position: **BOARD MEMBER**

Contact Address and tel. no: annferreira01@gmail.com - **08529091116**...

	<p>Name and Surname: ...BRETT GARNER.....</p> <p>Position: BOARD MEMBER</p> <p>Contact Address and tel. no: ...brett@garner.in - 0832600453...</p> <p>Name and Surname: ...GERARD HOLDEN.....</p> <p>Position: VIGNERONS CHAIRMAN</p> <p>Contact Address and tel. no: ...HOLDEN MANZ – 021 876 2738...</p> <p>Name and Surname:</p> <p>Position:</p> <p>Contact Address and tel. no:</p>
D	<p>Indicate in which ward the organisation is active:</p> <p>Ward: 1 (one)</p> <p>Is the organisation a non-profit company? <u>YES</u> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, provide company registration number: <u>2003/026592/08</u>-</p> <p>Is the organisation a non-profit organisation as contemplated in section 13 of the Non-Profit Organisation Act, 1997? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, provide registration number: _____ -</p> <p>Is the organisation a public benefit organisation as contemplated in terms of the Income Tax Act, 1962? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>If yes, provide registration number: _____ -</p> <p>Is funding required for a specific project? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>If yes, attach details separately.</p> <p>Budget amount of projects:</p> <p>Duration of project:</p> <p>Is funding required for general support? <u>YES</u> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, attach a copy of the organisation's overall budget and business plan.</p>

E	<p>Category:</p> <p>Please categorise your application (mark with x):</p> <p>Tourism Destination Marketing & Visitors Information <u>X</u></p> <p>Tourism Development <u>X</u></p> <p>Animal Welfare</p> <p>Note: For more detail, see attached Funding of External Bodies Performing a Municipal Function Policy.(general guidelines and categories)</p> <p>Please indicate the specific type of project/programme, as per the Funding of External Bodies Performing a Municipal Function Policy</p> <p><u>IN ORDER TO CREATE A SUSTAINABLE, CREDIBLE AND CARING TOWN BY</u> <u>EMPOWERING AND BUILDING COMMUNITIES. PROMOTING GROWTH AND</u> <u>SHARING THROUGH PARTNERSHIPS, LOCAL ECONOMIC DEVELOPMENT</u> <u>AND TOURISM</u></p>
F	<p>The following <u>MUST</u> accompany this application:</p> <ol style="list-style-type: none"> 1. A copy of the latest, audited financial statements. 2. A copy of the Organisation's Constitution or Memorandum of Incorporation as well as the resolutions/minutes adopting the Constitution or Memorandum of Incorporation. 3. A copy of a project/programme description and/or a business plan for the ensuing financial year. Including the following: <ul style="list-style-type: none"> • Full details of the proposal or project including its objectives, the number of people who will benefit and how the project will contribute or enhance the strategic objectives of Stellenbosch Municipality. • Commencement and completion dates of the project. • Information on the total cost of the project budget, including a breakdown of costs and an outline of any contribution by fundraising and/or own contribution. • A list of all other sources of funding together with the assessments. • A summary of past achievements. • References independent of the applicant and its executive. 4. An original copy of a correctly completed creditors control form of Stellenbosch Municipality. 5. If the Organisation received funding from Stellenbosch Municipality in the preceding financial year, you need to account for the expenditure of the funding received with your new application. 6. If the Organisation received funding from other bodies, please identify and list the amounts received;

	<ol style="list-style-type: none"> 7. If the Organisation is a non-profit company as defined in the section 1 of the Companies Act, 2008, a certificate/letter issued by the Companies and Intellectual Property Commission (CIPC) confirming registration must be attached; 8. If the Organisation has been registered as a "non-profit" organisation in terms of the Non-Profit Organisation Act, 1997, a certificate/letter issued by the Department of Social Development confirming registration as a non-profit organisation must be attached; 9. If the Organisation has been registered as a "Public Benefit Organisation" in terms of the Income Tax Act, 1962, a certificate/letter issued by SARS confirming the Organisation's tax exemption status must be attached; and 10. Valid Tax Clearance Certificate issued by SARS.
G	<p>The following shall apply:</p> <ol style="list-style-type: none"> 1. The allocation of funds will only be considered if the application document has been fully completed and signed and is accompanied by the required and supporting documentation referred to therein. Applicants must in their submission clearly indicate / specify and motivate what the funding will be utilised for. 2. The funding must be exclusively utilised for the purpose defined and the successful applicant must submit the necessary undertaking to this effect. 3. Applicants must in their submission satisfy the Council of their ability to execute the project successfully. 4. Organisations who have already received financial or other assistance from the Council during the previous financial year <u>must</u> specify same in their application. 5. No funding will be considered for political groupings, church/sectarian bodies or ratepayers organisations. 6. No funding will be considered where only an individual will benefit or where a member of Council or an official of Stellenbosch Municipality will receive any financial or other gain. 7. Projects outside the boundaries of the Council will not be considered. 8. Subsequent requests from applicants to cover overspending on projects will not be considered. 9. Council will not pay any funds to anyone who has already procured against the perception that they will receive any municipal funds. 10. Successful applicants must at all times comply with the provisions of Section 67(1) of the Municipal Finance Management Act No. 56 of 2003 which <i>inter alia</i> stipulates that the organisation or body has to:- <ul style="list-style-type: none"> • Enter into and comply with a Memorandum of Agreement with the Municipality as well as with all reporting, financial management and auditing requirements as may be contained in such agreement. This memorandum of agreement will bind the successful applicant to deliver on what the application speaks to, but also to commit to become involved with municipal programmes of the community where it functions. The Memorandum of Agreement will be made available to successful applicants for completion. • Report monthly on the actual expenditure of the amount allocated.

11. The Council reserves the right not to give funding to any or all organisations applying.
12. Having been awarded funding previously does not give an applicant the right to receive a grant/funding again.
13. Funding will not be considered where a project or organisation is already receiving funds from Council in terms of Council's functions. Applicants are required to disclose other sources of funding, failing which such applicant will be disqualified.
14. Funding will not be considered where in Council's opinion, an organisation received sufficient funds from other sources to sustain its activities or the project applied for. For this purpose, organisations must submit financial statements and budget for the ensuing financial year.
15. Organisations having received funding from Stellenbosch Municipality during the previous financial year, are required to attached to any new application, a copy of the financial statements relating to the year in which the funding was received from Council, as required in terms of section 67(1) of the Municipal Finance Management Act, 2003 (MFMA).

(The Funding of External Bodies Performing a Municipal Function Policy must be consulted for the sake of completeness)

H Undertaking:

I/We hereby verify that the information provided in this application is true and correct and that the conditions applicable to the allocation of funds as set out above have been read, understood and will be complied with.

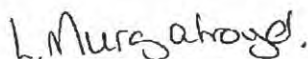
I/We also declare that the organisation implements effective, efficient and transparent financial management and internal control mechanisms to guard against fraud, theft and financial mismanagement and has in the past complied with requirements for similar transfer(s) of funds.

This completed and signed at Stellenbosch on this...24...day of APRIL 2020.



Reinher Behrens

Chairperson / Authorised Representative



Secretary / Duly Authorised Signatory

I Please take note:

(i) That completed_ application forms together with all the required documentation must be delivered to:

**Director: Planning and Economic Development
P O Box 17
Stellenbosch
7599**

Or delivered to:

**58 Andringa Street
Stellenbosch
7600**

(ii) That the closing date for the submission of applications is:.....at
.....

(iii) That **neither late nor incomplete applications** shall be considered.



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 PO Box 178, Franschhoek, 7690

FRANSCHHOEK WINE VALLEY

MARKETING PLAN 2020 - 2021

INTRODUCTION

The Covid-19 pandemic has had a massive impact on countries on a global scale. In South Africa all sectors have been negatively impacted by the virus, but the tourism industry, specifically, took a hard knock as borders closed down completely and a national lockdown was implemented for a large part of March and the whole of April. During this time, the Franschhoek Wine Valley Tourism Information Office (FWV) played a large role in assisting local communities with providing assistance and communicating information. A large part of this was to support the various charities in the valley, especially those that provided food parcels and aid relief to vulnerable households in Franschhoek. More details are available in our strategy under 'response' below.

It is evident that the impact of Covid-19 will be felt for most of 2020 and will most certainly also impact next year. Our members have been severely affected this year, with most experiencing a massive loss of income which have also impacted on their staff, and as a result of this we foresee that we will be struggling to collect our normal membership fees, which forms a large part of our overall budget. Festivals is another industry that has been severely impacted by Covid-19. Most festivals planned for 2020 in Franschhoek will not happen or will happen on a much smaller scale as before. As a revenue-generating activity for FWV, a loss of income in this regard will also impact on our budget. Our organisation has been creatively trying to mitigate the impact of Covid-19 with staff reduction and salaries being cut temporarily and including other cost saving measures. As such 2020 will definitely be a difficult year for our organisation, especially from a financial point of view. We therefore want to appeal to Stellenbosch Municipality to assist us so that we can continue to serve our communities and continue to promote Franschhoek as a preferred tourist destination.

Below we have highlighted our strategy for 2020. This will provide some insights into the different ways in which we will be assisting Franschhoek and our members this year to ensure a return of tourism. Franschhoek as a town is heavily dependent on tourism and many of our people are

directly employed in the industry. We therefore acknowledge that as an organisation, we will have to be creative and flexible and work tirelessly to assist our communities during this next phase - from response, to recovery and on towards resilience.

STRATEGY

Below is an overview of our 2020/2021 strategy:

RESPONSE (lockdown period) 3 to 6 weeks

During lockdown (27 March to 30 April) in South Africa, FWV focused on the following key activities:

- Support community initiatives and charities during lockdown.
- Shared all the good news stories on all platforms.
- Supported members by promoting their online initiatives during this time.
- Shared information sources with members regarding COVID-19 and created a dedicated page on the FWV website.
- Focused on promoting Franschhoek's attributes to keep the destination top of mind during lockdown.
- Liaised with industry role players and shared this information with members.

The following marketing campaigns were focused on during the lockdown period:

#DREAMNOWEXPLORELATER | We encouraged visitors to dream now and travel to Franschhoek later. Through this campaign FWV shared inspiring images and content focusing on Franschhoek's key attributes (scenic beauty, food, wine, people, sense of place).

#FRANSCHHOEKFROMMYWINDOW | We asked our members, residents and anyone in Franschhoek to show us what Franschhoek looks like from their windows. We encouraged them to post their images on Instagram, Twitter and Facebook. It resulted in an inspiring and positive campaign that showcased the beauty of Franschhoek.

RECOVERY (Lockdown lifted with restricted travel)

At some stage travel will open up again but will probably be restricted. Depending on these restrictions, FWV will be communicating with the following key groups:

- Immediate Franschhoek community and surrounds (first step when it is safe to start moving around again)
- Western Cape audience (next step when there is more confidence to venture out for day trips and weekend getaways)
- Johannesburg and rest of South Africa (final step to encourage South Africans to support local and holiday in Franschhoek this year)

Key messages will be to:

- Assure visitors that Franschhoek is safe to travel to. It will be important to highlight what Franschhoek members are doing to protect visitors e.g. hygiene measures in place.
- Promote Franschhoek as a high-quality small destination with much to do. The focus will be on the attributes of Franschhoek. No crowds. Healthy eating, peaceful stays and great outdoor activities.
- Stock up on your much-loved wine from beautiful Franschhoek wine estates.
- Walk the main road and shop at boutique stores with high quality items away from the crowds or malls.
- Healthy wholesome meals prepared for you. Focus on high quality service and high-quality food. Now it will be a luxury to have someone make a meal for you as everyone has become used to not being able to dine out.
- Promote the Franschhoek Rond en Bont community route as a great way to experience the local community and culture in Franschhoek.
- Focus on supporting members with online shops as some people will still be afraid to venture out but will want to shop from the comfort of their homes.

The focus of the above will be to stimulate immediate travel to Franschhoek and the aim will be to get bookings as soon as possible.

While this takes place, we will however still be communicating with the International market, even though travel will be restricted. What we do during this phase will have an immediate effect on International bookings in 2021 as they tend to make bookings further in advance.

RESILIENCE STRATEGY (open to International guests)

Once International travel opens up there will be an opportunity to get back visitors that have been to Franschhoek before for a repeat visit. They know Franschhoek is high quality and they can trust the destination.

Key messages will be to assure visitors that Franschhoek is safe to travel to. We will focus on promoting Franschhoek as a high quality and small intimate destination that is far from the crowds and where one can enjoy healthy good quality food and wine and many outdoor activities.

KEY INITIATIVES FOR 2020/2021

1. ENSURE GOOD QUALITY CONTENT

To keep Franschhoek top of mind in the coming year, we will be focusing on developing relevant content that is themed according to interests and that appeal to our different target markets. This also include ensuring that we have high quality images and videos to support text.

2. UPGRADE FWV WEBSITE

The FWV website needs a revamp to make it more relevant and user-friendly for target audiences. Instead of having it as primarily directory-based website, we want to make it more engaging by offering helpful advice, sample itineraries, and more relevant information. Part of this will be to change our main navigation.

3. ENSURE DIGITAL TOOLS ARE MAXIMISED

With more people making use of information online, we want to make sure that we maximise our social media platforms. Our Instagram, Facebook and Twitter accounts already have a strong following, but we want to ensure that we create more engaging content and focus more on the needs of our visitors.

4. VISIT KEY TRADE SHOWS AND EXPOS

To ensure that Franschhoek remains top of mind for industry partners, we would like to identify a few key expos to attend in the following year. We also want to make sure that we target the Gauteng market more specifically by attending trade shows in that region. We also want to explore the opportunity of taking some of our festivals to the Gauteng market, especially during a time when people may still be reluctant to travel.

5. MAXIMISE BENEFITS FROM DELICE NETWORK

As the only partner in Africa, it is important that Franschhoek keeps its membership with the Delice Network of Good Food Cities in the World. They have recently expanded to include more members from all parts of the world. The partnership with these regions remains a key priority in terms of

sharing skills and knowledge and drawing upon the benefits of closer relationships with similar cities.

6. HOSTING OF TRAVEL AGENTS

Once travel is safe, we would like to invite a few key trade partners to Franschhoek to come and experience the area.

7. FOCUS ON KEY MEDIA VISITS AND INFLUENCERS

In 2020/2021 we will focus on identifying a few key social media influencers that we can partner with. The idea is to find influencers that has a specific niche and that can assist us to promote Franschhoek to external key audiences which we might not have been able to reach on our own.

8. ASSIST OUR COMMUNITY MEMBERS

Promoting the Franschhoek Rond en Bont community tour in Franschhoek will remain a key priority. Endeavour to include additional local involvement to enhance the over experience. Continue with local hospitality training for FWV restaurant, accommodation and wine tasting facilities.

9. PROMOTE AND FURTHER DEVELOP OUR OUTDOOR TOURISM OFFERINGS

We need to further develop our outdoor offerings in Franschhoek. The key priority will be to further develop the Berg River area and ensure signage are adequate, routes are maintained and expanded on where possible and that it is being properly marketed. We will also assist the Mont Rochelle Nature Reserve where needed. Many of our members also have outdoor offerings and we will promote these experiences to our audiences.

BUDGET

The Municipal Grant budget breakdown is as follows:

- Administration - 31%
- Local Economic Development – 8%
- Marketing – 19%
- Staff - 43%

See Annexure B

AWARDS

Wine Competitions

Our Vignerons excelled at the following competitions:

- **Haut Espoir** and **La Bri** who were amongst the winners announced at the 2019 10 Year Old Wine Awards. In the Shiraz category, Haut Espoir scored 93 points for its 2009 Shiraz, whilst in the Red Blends category La Bri also scored 93 points for its 2009 Affinity.
- At the 2019 Old Mutual Trophy Wine Show **Leopard's Leap Family Vineyards** and **Wildeberg** were two of the competition's big winners. Leopard's Leap scooped the Riedel Trophy for Best Bordeaux-Style Red Blend for its Culinaria Collection Grand Vin 2017, while Wildeberg was awarded Trophy for Best Semillon for their Wildeberg White 2018.
- The 2019 Sommeliers Selection Wine Competition, which was conceptualized in 2015, and has revolutionized local wine competitions, saw seven Franschhoek Vignerons shining in their relevant categories. The producers who secured spots on the prestigious 'ultimate' wine list were **Anthonij Rupert Wyne, Boschendal, La Motte, Babylonstoren, Plaisir de Merle** and **Old Road Wine Co.** Furthermore, Plaisir de Merle was named as one of the Stand Out Wines for the Grand Plaisir 2014 in its relevant category, which reaffirms Franschhoek as a leading wine region.
- The 9th annual Chardonnay Report earned four Franschhoek Vignerons a spot on their prestigious Top 10 list. Each of the producers scored 90+ for their respective wines. The deserving farms were **Haute Cabrière, Babylonstoren, Boschendal** and **Haute Espoir**.
- The 2020 Platter's by Diners Club South African Wine Guide launched in early November 2019 resulted in Franschhoek Vignerons taking top honours in most of the categories as well as earning the coveted 5-star rating for no less than 14 wines. Topping the list was **Mullineux Wines** who were named Top Performing Winery of the Year, winning this title for the fourth time. In addition their Granite Syrah 2017 and Straw Wine 2018 not only received a 5-star rating, but were also each awarded Wines of the Year. **Anthonij Rupert Wyne's** Cabernet Franc 2013 and Cape of Good Hope Laing Groendruif Semillon 2016 were also awarded Wines of the Year in their respective categories. Also, sharing the Wine of the Year spotlight were the Leeu Passant Stellenbosch Chardonnay 2017 and **Rickety Bridge's** The Pilgrimage Semillon 2017.

- At the 2019 Decanter World Wine Awards South Africa earned six Platinum medals, which included the 2012 Vintage **Le Lude** Cuvée – the first South African MCC to receive this prestigious accolade.

Culinary/Restaurants

- With fine dining playing a pivotal role in what makes Franschhoek a truly memorable experience, our chefs and restaurants were once again honoured at South Africa's top culinary awards ceremony. This included 2019 Eat Out Mercedes-Benz Restaurant Awards where three of the region's restaurants were included in the line-up of the country's Top 20. The restaurants, in order of rank were: **La Petite Colombe** (#6), **Chefs Warehouse at Maison** (#14) and **Le Coin Français** (#16).
- Regarded as one of the most prestigious culinary competitions in the industry the 2020 American Express Awards included six Franschhoek establishments in their Top 24 Restaurants in South Africa. Participating restaurants were judged on food, service, wine, value and the X factor. The deserving restaurants were: **Babel at Babylonstoren**, **Foliage**, **Le Coin Français**, **La Petite Colombe**, **Protégé** and **The Werf Restaurant at Boschendal**.
- Callan Austin, Chef De Cuisine at **Le Coin Français** was selected as a semi-finalist for the 2020 S. Pellegrino Top 10 Young Chef competition. Seven of the 10 semi-finalists for the Africa and Middle East region were from South Africa, which included Callan.

Accommodation

- At the annual Hosco-Audi Luxury Tourism Awards hosted by the Hospitality Counsel **Le Petit Manoir Franschhoek** secured 4th position overall on this prestigious list, which celebrates the finest contributions to the South African hospitality sector. In addition to this deserving accolade this 5-star luxurious boutique hotel was named as one of the as one of the Top 10 best Boutique Guesthouses in South Africa at the same awards event.
- In a detailed research survey conducted by New World Wealth their Top 10 residential estates in South Africa for 2019 saw the luxurious **Val de Vie Estate** securing the top position on this prestigious list. Furthermore, Val de Vie was voted as the top residential estate in the Western Cape.

Other

- Travel-planning site müvTravel released their list of the **Top 30 Millennial Travel Destinations for 2019** in May last year, and Franschhoek was the only listed South African

destination. Listed at number 27, Franschhoek shared the spotlight with the likes of Seville (Spain), Utah (USA) and Chiang Mai (Thailand).

- TripAdvisor, regarded as the world's largest travel site, released their list of the **Top 25 Emerging Worldwide Destinations** earlier this year, with Franschhoek securing 15th position. This list forms part of TripAdvisor's Travellers' Choice Awards for 2020. Internationally renowned as a leading wine and culinary region, the Franschhoek Wine Valley is the only South African destination mentioned.

FRANSCHHOEK WINE VALLEY

ANNEXURE A: TOURISM PERFORMANCE INDICATORS FOR 2020/21 FINANCIAL YEAR

Note: By mutual agreement of the parties this annexure will be interpreted as only requiring a single project plan for each Key Strategic Objective and not for each Key Activity

KEY STRATEGIC OBJECTIVE 1: BRANDING total budget R 259,400.00

STRATEGIC GOALS	PERFORMANCE TARGETS	DELIVERABLES	KEY ACTIVITIES	TIMEFRAME
Increase Franschhoek Brand Awareness	Re-establish destination brand awareness with: <ul style="list-style-type: none"> Stakeholders Core trade Core domestic consumers Core foreign consumers 	Marketing collateral Website updates & maintenance measure social media, better visuals, mobi-site, creating content and updating maps	Project Plan of activities and timeframes on how to create marketing and branding awareness	All Project Plans due end August 2020 Execution of projects to commence and end in line with each initiative
			Number of production and distribution of marketing collateral to key international and domestic market.	Project Plan of interaction and liaison with international and domestic market due September / October 2020
			Number of events calendars produced and distributed to tourism, events and hospitality to promote the Greater Stellenbosch as a key events destination exposing the brand to various markets.	Project plan of timeframe for producing events calendars and distribution list due November 2020.
			Number of social media targets	Project Plan due September / October 2020
	Franschhoek PR and Media. (Indication of where distributed.)	Number of events awareness	Identify events and awareness Franschhoek Cap Classique & Champagne Festival Franschhoek Summer Wines Winter Sculpture Fair	Action plan due September / October 2020
		Production and dissemination of brochures	Develop and updating of brochures and maps	Action plan on development of brochures due September/October 2020
	To profile the Greater Stellenbosch as a tourism destination internationally and domestically through exhibitions and tradeshow	Schedule of Tradeshow and exhibitions attended and type of exposure created and number of engagements	Schedule of tradeshow and events envisaged to attend with budget implications Getaway Show Somerset West WTM Africa Cape Town Indaba Durban Provide feedback report on tradeshow and events attended, indicating the number of engagements and envisaged outcomes and	Action plan on envisaged tradeshow and events to attend due November 2020 Action plan of including SMME's and emerging entrepreneurs to the events and tradeshow

			possible media exposure in international editorial pieces such as programmes, radio slots, website magazine etc.	
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KEY STRATEGIC OBJECTIVE 2: SUSTAINABLE DEVELOPMENT TOTAL BUDGET R 25,000.00

STRATEGIC GOALS	PERFORMANCE TARGETS	DELIVERABLES	KEY ACTIVITIES	TIMEFRAME
An inclusive tourism industry by facilitating tourism development and growth	Develop/ maintain 8 community tourism products / projects	Reestablish tourism route in the area – Rond en Bont Heritage & Culture Celebration Farmworker of the Year Awards	Research on development support provided to tourism entrepreneurs and the development of a plan of action on how marketing support can and will be provided	Action plan on marketing support initiatives and implementation plan due November 2020.
	Create a marketing platform for emerging entrepreneurs, facilitating enterprise growth and development.	A focused programme of action to create a marketing platform for emerging enterprises to access markets i.e. access to tradeshow and event, facilitation and assistance with deals etc. Rond en Bont Tourism Route	Co-ordination and facilitating emerging tourism entrepreneur participation with tourism business forum partners and the establishment of a focussed programme of action to create a marketing platform.	Action plan on marketing platform development and an implementation plan due January 2021.

KEY STRATEGIC OBJECTIVE 3: VISITOR INFORMATION CENTRE AND MEMBER LIAISON R 1,368,832.00

STRATEGIC GOALS	PERFORMANCE TARGETS	DELIVERABLES	KEY ACTIVITIES	TIMEFRAME
World Class Visitor information Centre	Increase tourist enquiries 15%	Increased visitor bookings and walk in, by 10%	Identification of possible partners. FWV Audit Computer maintenance Office rental Electricity, Water and Refuse Salaries	Partnership establishment for joint marketing initiatives-September / October 2020
Membership	Networking functions	Identification of 4 joint marketing initiatives and an implementation plan. Members Forum Meetings	Increase networking functions and must include all members and non-members	Action plan of possible activities to ensure spread of visitors-September / October 2019

KEY STRATEGIC OBJECTIVE 4: LEGISLATIVE COMPLIANCE R 69,180.00

STRATEGIC GOALS	PERFORMANCE TARGETS	DELIVERABLES	KEY ACTIVITIES	TIMEFRAME
Compliance Policy for Bodies Performing a Municipal Function	Compliance to terms and conditions as per Policy for the funding of External Bodies performing a municipal function	<p>The head of the organisation/body must acknowledge in writing to the Municipal Manager that the money allocated was received in its bank account and that the money will be utilised in accordance with the completed and signed MOA, the submitted application and this Policy.</p> <p>The organisation/body shall submit monthly reports on actual expenditure against such transfer, the ward within which activities are conducted as well as the number of people benefiting from the activity to the Municipal Manager.</p>	Activities that will ensure compliance with the Policy for Bodies Performing a Municipal Function.	July 2020 – June 2021
				Compilation of annual report at end of financial year of milestones accomplished in terms of strategic objectives set.

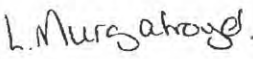
PS: reports on all deliverables must be submitted no later than one week after the end of every month as well as the visitor statistics for the said month, must be included in the monthly report.

Financials must be submitted with all reports.

I, Reinher Behrens, hereby agree to the set deliverables given to Franschhoek Wine Valley for the application for Bodies Performing a Municipal Function 2020/21 financial year.

Signed..... 

Name in full...REINHER BEHRENS.....

Witness signature 


Witness name in full.....LESLEY MURGATROYD.....

Date24 April 2020.....



CREDITOR CONTROL FORM / KREDITEUR KONTROLE VORM

COMPANY DETAILS	CREDITOR CONTACT DETAIL / KREDITEUR KONTAK BESONDERHEDE (Supplier / Verskaffer, Organization / Organisasie)			
	REGISTERED NAME / GEREISTREERDE NAAM	FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATION		
	PHYSICAL STREET ADDRESS / FISIESE STRAAT ADRES:	POSTAL ADDRESS / POS ADRES: (If different to physical address)		
	STREET NAME: 62 HUGUENOT ROAD SUBURB: TOWN: FRANSCHHOEK POSTAL CODE: 7690	PO BOX 178 TOWN FRANSCHHOEK POSTAL CODE: 7690		
	TEL:	FAX / FAKS:		
PERSON	CREDITOR CONTACT PERSON DETAIL / KREDITEUR KONTAK PERSOON BESONDERHEDE			
	NAME AND SURNAME / NAAM EN VAN	LESLEY MURGATROYD		
	TEL: 021 876 2861	FAX / FAKS:	CELL / SEL: 082 406 9254	
	EMAIL / EPOS: accounts@franschhoek.org.za			
BANK DETAILS	CREDITOR BANKING DETAIL / KREDITEUR BANK BESONDERHEDE:			
	NAME OF BANK / NAAM VAN BANK	NEDBANK		
	BANK ACCOUNT NAME / BANK REKENING NAAM	FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATION		
	BANK ACCOUNT NUMBER / BANK REKENING NOMMER	147 000 0024		
	BRANCH NUMBER / TAKKODE:	167 005		
	ACCOUNT TYPE / TIPE REKENING	CHEQUE / TJEK		<input checked="" type="checkbox"/>
		SAVING / SPAAR		<input type="checkbox"/>
		TRANSM	<input type="checkbox"/>	
VAT REGISTERED / BTW GEREISTREER	YES / JA	<input checked="" type="checkbox"/>	VAT / 4930209475	
	NO / NEE	<input type="checkbox"/>	BTW NO:	

SIGNATURE / HANDTEKENING:  L. Murgatroyd.

OFFICE USE / KANTOOR GEBRUIK		
CREDITOR NO / KREDITEUR NO: <input type="text"/>		
Create a new creditor / Skep van nuwe Krediteur <input type="checkbox"/>		
Changing of creditors details / Verandering op Krediteur inligting <input type="checkbox"/>		
Deleting of creditor / Uitwis van Krediteur <input type="checkbox"/>		
REQUESTED BY: AANGEVRA DEUR:	DATE: DATUM:	DEPARTMENT: DEPARTEMENT
MOTIVATION: MOTIVERING:		
ENTERED BY: INGEVOER DEUR:	DATE: DATUM:	



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PO Box 178, Franschhoek, 7690

FRANSCHHOEK WINE VALLEY MUNICIPAL GRANT IN AIDE 2020/2024

Annexure B

	Municipal Grant 2020 / 2021 R 1 952 312	Municipal Grant 2021 / 2022 R 2 147 543	Municipal Grant 2022 / 2023 R 2 362 298	Municipal Grant 2023 / 2024 R 2 598 527
REVENUE : GRANTS	1 952 312	2 147 543	2 362 298	2 598 527
Grants	1 952 312	2 147 543	2 362 298	2 598 527
TOTAL INCOME	1 952 312	2 147 543	2 362 298	2 598 527
EXPENDITURE				
	31%			
ADMINISTRATION	604 757	665 233	731 756	804 932
Audit & sundry office expenses	97 180	106 898	117 588	129 347
Computer Maintenance & Expenses	61 186	67 305	74 035	81 439
Electricity, Water & Refuse	31 300	34 430	37 873	41 660
Telephone and Fax	68 000	74 800	82 280	90 508
Rent, security & maintenance	150 652	165 717	182 289	200 518
Rental - Office Equipment	196 439	216 083	237 691	261 460
	8%			
LED	150 000	165 000	181 500	199 650
Development Tourism Route	50 000	55 000	60 500	66 550
Emerging Businesses Mentorship	15 000	16 500	18 150	19 965
School Projects	15 000	16 500	18 150	19 965
Hospitality Tourism Training & Dev	70 000	77 000	84 700	93 170
	19%			
MARKETING	364 300	400 730	440 803	484 883
Brochures & Maps	40 000	44 000	48 400	53 240
Outdoor Routes Project	49 000	53 900	59 290	65 219
Website & Digital Management	84 000	92 400	101 640	111 804
Trade Shows	153 800	169 180	186 098	204 708
Routes Marketing & Tourism Partnerships	37 500	41 250	45 375	49 913
	43%			
STAFF COSTS	833 255	916 581	1 008 239	1 109 062
Salaries	641 930	706 123	776 735	854 409
SDL & UIF & PAYE	182 843	201 127	221 240	243 364
Staff training and other	3 000	3 300	3 630	3 993
Staff Expenses	0	0	0	0
Workmens Compensation	5 482	6 030	6 633	7 297
TOTAL EXPENDITURE	1 952 312	2 147 543	2 362 298	2 598 527
Net Profit / (Loss)	0	0	0	0



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Franschhoek Wine Valley
62 Huguenot Road
Franschhoek
Tel (021) 876 2861

Director: Planning and Economic Development Services,
58 Andringa Street,
Stellenbosch
7600

Grants-in-Aid Application

I hereby confirm that Franschhoek Wine Valley Tourism Association will receive R20,000 LTA funding from the Cape Winelands District Municipality during the 2020-21 financial year, for the purpose of community development projects.

Yours sincerely

Reinher Behrens
CEO Franschhoek Wine Valley



FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATION NPC
(Registration number 2003/06592/08)
ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2019

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)

Annual Financial Statements for the year ended 30 June 2019

Contents

The reports and statements set out below comprise the annual financial statements presented to the members:

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Statement of Profit or Loss and Other Comprehensive Income	8
Statement of Changes in Equity	9
Statement of Cash Flows	10
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The following supplementary information does not form part of the annual financial statements and is unaudited:

Detailed Income Statement	20 - 21
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Level of assurance

These annual financial statements have been audited in compliance with the applicable requirements of the Companies Act of South Africa No. 71 of 2008, as amended.

Preparer

These annual financial statements are prepared by LDP Compliance Proprietary Limited with assistance from M Rutherford.

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)

Annual Financial Statements for the year ended 30 June 2019

Directors' Responsibilities and Approval

The directors are required by the Companies Act of South Africa No. 71 of 2008, as amended, to maintain adequate accounting records and are responsible for the content and integrity of the financial statements and related financial information included in this report. It is their responsibility to ensure that the financial statements fairly present the state of affairs of the company as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with the International Financial Reporting Standard for Small and Medium-sized Entities. The external auditor is engaged to express an independent opinion on the financial statements.

The financial statements are prepared in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The directors acknowledge that they are ultimately responsible for the system of internal financial control established by the company and place considerable importance on maintaining a strong control environment. To enable the directors to meet these responsibilities, the board sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the company and all employees are required to maintain the highest ethical standards in ensuring the company's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the company is on identifying, assessing, managing and monitoring all known forms of risk across the company. While operating risk cannot be fully eliminated, the company endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The directors have reviewed the company's cash flow forecast for the year to 30 June 2020 and, in the light of this review and the current financial position, they are satisfied that the company has or has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditor is responsible for independently auditing and reporting on the company's financial statements. The financial statements have been examined by the company's external auditor and their report is presented on pages 3 and 4.

The financial statements set out on pages 5 to 21, which have been prepared on the going concern basis, were approved by the board on 13/11/2019 and were signed on its behalf by:

Director

Director



AUDIT | ADVISORY | TAX

Independent Auditor's Report

To the members of Franschhoek Wine Valley Tourist Association NPC

Opinion

We have audited the financial statements of Franschhoek Wine Valley Tourist Association NPC set out on pages 7 to 19, which comprise the statement of financial position as at 30 June 2019, and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements present fairly, in all material respects, the financial position of Franschhoek Wine Valley Tourist Association NPC as at 30 June 2019, and its financial performance and cash flows for the year then ended in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act of South Africa No. 71 of 2008, as amended.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the financial statements section of our report. We are independent of the company in accordance with the sections 290 and 291 the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors, parts 1 and 3 of the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (together the IRBA Codes) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities, as applicable, in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code are consistent with the corresponding sections of the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) respectively. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The directors are responsible for the other information. The other information comprises the Directors' Report as required by the Companies Act of South Africa No. 71 of 2008, as amended, and the supplementary information provided on pages 19 to 21. Other information does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the directors for the Annual Financial Statements

The directors are responsible for the preparation and fair presentation of the financial statements in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act of South Africa No. 71 of 2008, as amended, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the Annual Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

LDP Inc.

LDP Inc.
Registered Auditor
Per: W van Zyl
Director

Stellenbosch
Date: 13/11/2019

10 Helderberg Street
Stellenbosch
7600

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)

Annual Financial Statements for the year ended 30 June 2019

Directors' Report

The directors have pleasure in submitting their report on the financial statements of Franschhoek Wine Valley Tourist Association NPC for the year ended 30 June 2019.

1. Nature of business

The company is engaged in the promotion of tourism in Franschhoek and the surrounding areas and operates in South Africa.

The operating results and the state of affairs of the company are fully set out in the attached annual financial statements and do not in our opinion require any further comment.

There have been no material changes to the nature of the company's business from the prior year.

2. Directors

The directors in office at the date of this report are as follows:

Name	Appointments	Resignations
HF Koegelenberg (Chairman)		
NWG Davies		14 November 2017
D Windvogel		14 November 2017
N Friedman		
RSM Ndlovu		
RGR Lascaris		
B Garner	14 November 2017	
A Ferreira	14 November 2017	
AH Kleinhans - Curd		
C Mullineux		
MC Kent		
GR Frazer		
MT Rutherford		
CJ Malherbe		
L Coltart		

Note: The changes in directors on 14 November 2017 were as per the minutes of the annual general meeting. These directors are however not yet registered with the Companies and Intellectual Property Commission of South Africa.

3. Events after the reporting period

The directors are not aware of any material event which occurred after the reporting date and up to the date of this report.

4. Going concern

The directors believe that the company has adequate financial resources to continue in operation for the foreseeable future and accordingly the financial statements have been prepared on a going concern basis. The directors have satisfied themselves that the company is in a sound financial position and that it has access to sufficient borrowing facilities to meet its foreseeable cash requirements. The directors are not aware of any new material changes that may adversely impact the company. The directors are also not aware of any material non-compliance with statutory or regulatory requirements or of any pending changes to legislation which may affect the company.

5. Secretary

The company had no secretary during the year.

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)

Annual Financial Statements for the year ended 30 June 2019

Directors' Report

6. Auditor

LDP Inc. continued in office in accordance with section 90(6) of the Companies Act of South Africa No. 71 of 2008, as amended.

7. Accounting policies

International Financial Reporting Standards for Small and Medium-sized Entities was used in the current year.

8. Non-current assets

There were no changes in the nature of the non-current assets of the company during the year as well as the policy relating to its use. Additions and disposals during the current period is set out in note 2 to these financial statements.

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)

Annual Financial Statements for the year ended 30 June 2019

Statement of Financial Position as at 30 June 2019

Figures in Rand	Notes	2019	2018
Assets			
Non-Current Assets			
Property, plant and equipment	2	22 385	18 898
Intangible assets	3	44 750	57 564
		67 135	76 462
Current Assets			
Inventories	4	7 622	13 994
Trade and other receivables	5	1 018 283	212 381
Cash and cash equivalents	6	1 181 578	2 359 495
		2 207 483	2 585 870
Total Assets		2 274 618	2 662 332
Equity and Liabilities			
Equity			
Retained income		1 525 366	1 727 766
Liabilities			
Current Liabilities			
Trade and other payables	7	593 027	758 546
Provisions	8	156 225	176 020
		749 252	934 566
Total Equity and Liabilities		2 274 618	2 662 332

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)

Annual Financial Statements for the year ended 30 June 2019

Statement of Profit or Loss and Other Comprehensive Income

Figures in Rand	Notes	2019	2018
Revenue	9	8 541 793	8 188 243
Cost of sales	10	(6 242 292)	(5 718 601)
Gross profit		2 299 501	2 469 642
Other income		1 104 008	1 170 319
Operating expenses		(3 707 786)	(3 909 477)
Operating loss	11	(304 277)	(269 516)
Investment revenue	12	101 877	154 378
Loss for the year		(202 400)	(115 138)
Other comprehensive income		-	-
Total comprehensive loss for the year		(202 400)	(115 138)

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)

Annual Financial Statements for the year ended 30 June 2019

Statement of Changes in Equity

Figures in Rand	Retained income	Total equity
Balance at 01 July 2017	1 842 904	1 842 904
Loss for the year	(115 138)	(115 138)
Other comprehensive income	-	-
Total comprehensive loss for the year	(115 138)	(115 138)
Balance at 01 July 2018	1 727 766	1 727 766
Loss for the year	(202 400)	(202 400)
Other comprehensive income	-	-
Total comprehensive loss for the year	(202 400)	(202 400)
Balance at 30 June 2019	1 525 366	1 525 366

Note

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)

Annual Financial Statements for the year ended 30 June 2019

Statement of Cash Flows

Figures in Rand	Notes	2019	2018
Cash flows from operating activities			
Cash receipts from customers		7 735 891	8 030 770
Cash paid to suppliers and employees		(9 000 949)	(8 539 286)
Cash used in operations	15	(1 265 058)	(508 516)
Interest income		101 877	154 378
Net cash used in operating activities		(1 163 181)	(354 138)
Cash flows from investing activities			
Purchase of property, plant and equipment	2	(14 736)	(11 631)
Total cash movement for the year		(1 177 917)	(365 769)
Cash at the beginning of the year		2 359 495	2 725 264
Total cash at end of the year	6	1 181 578	2 359 495

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)

Annual Financial Statements for the year ended 30 June 2019

Accounting Policies

1. Presentation of annual financial statements

The financial statements have been prepared on a going concern basis in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities, and the Companies Act of South Africa No. 71 of 2008, as amended. The financial statements have been prepared on the historical cost basis, and incorporate the principal accounting policies set out below. They are presented in South African Rands.

These accounting policies are consistent with the previous period.

1.1 Significant judgements and sources of estimation uncertainty

In preparing the financial statements, management is required to make judgements, estimates and assumptions that affect the amounts represented in the financial statements and related disclosures. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results in the future could differ from these estimates which may be material to the financial statements.

Key sources of estimation uncertainty

The following are the key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Financial assets measured at cost and amortised cost

The company assesses its financial assets measured at cost and amortised cost for impairment at each reporting date. In determining whether an impairment loss should be recorded in the statement of comprehensive income, the company makes judgements as to whether there is observable data indicating a measurable decrease in the estimated future cash flows from a financial asset.

The impairment for financial assets measured at cost and amortised cost is calculated on a portfolio basis, based on historical loss ratios, adjusted for national and industry-specific economic conditions and other indicators present at the reporting period that correlate with defaults on the portfolio. These annual loss ratios are applied to loan balances in the portfolio and scaled to the estimated loss emergence period.

Provisions

Provisions are inherently based on assumptions and estimates using the best information available. Additional disclosure of these estimates of provisions are included in note 8 - Provisions.

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)

Annual Financial Statements for the year ended 30 June 2019

Accounting Policies

1.2 Property, plant and equipment

Property, plant and equipment are tangible items that:

- are held for use in the production or supply of goods or services, for rental to others or for administrative purposes; and
- are expected to be used during more than one period.

Property, plant and equipment is carried at cost less accumulated depreciation and accumulated impairment losses.

Cost includes all costs incurred to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

Depreciation is provided using the straight-line method to write down the cost, less estimated residual value over the useful life of the property, plant and equipment, which is as follows:

Item	Average useful life
Other fixed assets	3 years
Office equipment	6 years
Furniture and fixtures	3 years
IT equipment	3 years

The residual value, depreciation method and useful life of each asset are reviewed at each annual reporting period if there are indicators present that there has been a significant change from the previous estimate.

Each part of an item of property, plant and equipment with cost that is significant in relation to the total cost of the item and have significantly different patterns of consumption of economical benefits is depreciated separately over its useful life.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss in the period.

1.3 Intangible assets

Intangible assets are initially recognised at cost and subsequently at cost less accumulated amortisation and accumulated impairment losses.

Research and development costs are recognised as an expense in the period incurred.

Amortisation is provided to write down the intangible assets, on a year basis, as follows:

Item	Useful life
Trademarks	10 years

1.4 Financial instruments

Classification

The company classifies financial assets and financial liabilities into the following categories:

- Financial assets measured at amortised cost;
- Financial liabilities measured at amortised cost.

A financial instrument is classified on the date of recognition. Classification depends on the nature of the instrument and purpose for which the instrument was obtained or incurred.

Recognition

The company shall recognise a financial asset or a financial liability when the company becomes a party to the contractual provisions of the instrument.

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)

Annual Financial Statements for the year ended 30 June 2019

Accounting Policies

1.4 Financial instruments (continued)

Initial and subsequent measurement per category

- Financial assets measured at amortised cost

Debt instruments issued by the company as well as cash and cash equivalents are classified as financial assets measured at amortised cost. These include loans to directors, cash and cash equivalents, trade debtors, certain other receivables and other loans receivable. These instruments are measured initially at the transaction price, including transaction costs, and subsequently at amortised cost, using the effective interest method.

- Financial liabilities measured at amortised cost.

Debt instruments held by the company are classified as financial liabilities measured at amortised cost. These include loans from shareholders, loans payable, bank overdraft, trade creditors and certain other payables. These instruments are measured initially at the transaction price, including transaction costs, and subsequently at amortised cost, using the effective interest method.

Impairment of financial instruments measured at cost less impairment or amortised cost

At the end of each reporting period, the company shall assess whether there is objective evidence of impairment of any financial assets that are measured at cost less impairment or amortised cost. If there is objective evidence of impairment, the company shall recognise an impairment loss in profit or loss immediately.

If, in a subsequent period, the amount of accumulated impairment losses previously recognised decrease, and the decrease can be related objectively to an event occurring after the impairment was recognised, the company shall reverse the previously recognised impairment losses.

Amortised cost and effective interest rate method

The amortised cost of a financial asset or financial liability is calculated as follows:

- the amount at which the financial asset or financial liability is measured at initial recognition;
- minus any repayments of the principal;
- plus or minus the cumulative amortisation using the effective interest method of any difference between the amount at initial recognition and maturity amount; and
- minus, in the case of a financial asset, any reduction for impairment or uncollectibility.

A financial instrument that has no stated repayment terms and/or interest rate is measured at its undiscounted amount.

The effective interest rate method is a method calculating the amortised cost of a financial instrument and of allocating interest income and interest expense over the relevant period.

Interest expense is recognised on the basis of the effective interest rate method and is included in finance cost. Interest income is recognised on the basis of the effective interest rate method and is included in investment income.

Derecognition

- Derecognition of financial assets

The company derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the company neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the company recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the company retains substantially all the risks and rewards of ownership of a transferred financial asset, the company continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

- Derecognition of financial liabilities

The company derecognises financial liabilities when, and only when, the company's obligations are discharged, cancelled or they expire.

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)

Annual Financial Statements for the year ended 30 June 2019

Accounting Policies

1.5 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership to the lessee. All other leases are operating leases.

Operating leases – lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term unless:

- another systematic basis is representative of the time pattern of the benefit from the leased asset, even if the payments are not on that basis, or
- the payments are structured to increase in line with expected general inflation (based on published indexes or statistics) to compensate for the lessor's expected inflationary cost increases.

Any contingent rents are expensed in the period they are incurred.

1.6 Inventories

Inventories are measured at the lower of cost and estimated selling price less costs to complete and sell, on the first-in, first-out (FIFO) basis.

1.7 Impairment of assets

The company assesses at each reporting date whether there is any indication that property, plant and equipment or intangible assets or goodwill may be impaired.

If there is any such indication, the recoverable amount of any affected asset (or group of related assets) is estimated and compared with its carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in profit or loss.

If an impairment loss subsequently reverses, the carrying amount of the asset (or group of related assets) is increased to the revised estimate of its recoverable amount, but not in excess of the amount that would have been determined had no impairment loss been recognised for the asset (or group of assets) in prior years. A reversal of impairment is recognised immediately in profit or loss.

1.8 Employee benefits

Short-term employee benefits

The cost of short-term employee benefits, (those payable within 12 months after the service is rendered, such as leave pay and sick leave, bonuses, and non-monetary benefits such as medical care), are recognised in the period in which the service is rendered and are not discounted.

1.9 Provisions

Provisions are recognised when:

- the company has an obligation at the reporting date as a result of a past event;
- it is probable that the company will be required to transfer economic benefits in settlement; and
- the amount of the obligation can be estimated reliably.

1.10 Government grants

Grants that do not impose specified future performance conditions are recognised in income when the grant proceeds are receivable.

Grants that impose specified future performance conditions are recognised in income only when the performance conditions are met.

Grants received before the revenue recognition criteria are satisfied are recognised as a liability.

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)

Annual Financial Statements for the year ended 30 June 2019

Accounting Policies

1.11 Revenue

Revenue from the sale of goods is recognised when all the following conditions have been satisfied:

- the company has transferred to the buyer the significant risks and rewards of ownership of the goods;
- the company retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be measured reliably;
- it is probable that the economic benefits associated with the transaction will flow to the company; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

When the outcome of a transaction involving the rendering of services can be estimated reliably, revenue associated with the transaction is recognised by reference to the stage of completion of the transaction at the end of the reporting period.

The outcome of a transaction can be estimated reliably when all the following conditions are satisfied:

- the amount of revenue can be measured reliably;
- it is probable that the economic benefits associated with the transaction will flow to the company;
- the stage of completion of the transaction at the end of the reporting period can be measured reliably; and
- the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

Revenue is recognised to the extent that the company has transferred the significant risks and rewards of ownership of goods to the buyer, or has rendered services under an agreement provided the amount of revenue can be measured reliably and it is probable that economic benefits associated with the transaction will flow to the company. Revenue is measured at the fair value of the consideration received or receivable, excluding sales taxes and discounts.

Revenue is measured at the fair value of the consideration received or receivable and represents the amounts receivable for goods and services in the normal course of business, net of trade discounts and volume rebates, and value - added taxation.

Interest is recognised, in profit or loss, using the effective interest rate method.

1.12 Borrowing costs

Borrowing costs are recognised as an expense in the period in which they are incurred.

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)

Annual Financial Statements for the year ended 30 June 2019

Notes to the Financial Statements

Figures in Rand

2019

2018

2. Property, plant and equipment

	2019			2018		
	Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
Other fixed assets	114 758	(114 758)	-	114 758	(114 758)	-
Furniture and fixtures	6 436	(1 430)	5 006	-	-	-
Office equipment	25 450	(24 543)	907	25 450	(23 553)	1 897
IT equipment	202 143	(185 671)	16 472	193 843	(176 842)	17 001
Total	348 787	(326 402)	22 385	334 051	(315 153)	18 898

Reconciliation of property, plant and equipment - 2019

	Opening balance	Additions	Depreciation	Closing balance
Furniture and fixtures	-	6 436	(1 430)	5 006
Office equipment	1 897	-	(990)	907
IT equipment	17 001	8 300	(8 829)	16 472
	18 898	14 736	(11 249)	22 385

Reconciliation of property, plant and equipment - 2018

	Opening balance	Additions	Depreciation	Closing balance
Office equipment	2 886	-	(989)	1 897
IT equipment	19 528	11 631	(14 158)	17 001
	22 414	11 631	(15 147)	18 898

3. Intangible assets

	2019			2018		
	Cost	Accumulated amortisation	Carrying value	Cost	Accumulated amortisation	Carrying value
Trademarks	128 142	(83 392)	44 750	128 142	(70 578)	57 564

Reconciliation of intangible assets - 2019

	Opening balance	Amortisation	Total
Trademarks	57 564	(12 814)	44 750

Reconciliation of intangible assets - 2018

	Opening balance	Amortisation	Total
Trademarks	70 378	(12 814)	57 564

4. Inventories

Merchandise	7 622	13 994
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Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)

Annual Financial Statements for the year ended 30 June 2019

Notes to the Financial Statements

Figures in Rand	2019	2018		
5. Trade and other receivables				
Trade receivables	442 857	174 679		
Bastille festival	450 209	22 122		
Prepayments	17 059	750		
Deposits	8 400	8 400		
Value-added taxation	54 327	2 829		
Dwarsrivier Assistance Project	41 330			
Other receivable	4 101	3 601		
	1 018 283	212 381		
6. Cash and cash equivalents				
Cash and cash equivalents consist of:				
Cash on hand	41 268	8 100		
Bank balances	1 140 310	2 351 395		
	1 181 578	2 359 495		
7. Trade and other payables				
Trade payables	339 181	343 059		
Dwarsrivier Assistance Project	-	54 576		
Winter Wines Festival	-	38 210		
Herb Garden and Community Restaurant	-	46 261		
Wine Members Technical Benchmarking	-	1 139		
Mystery Weekend	248 750	234 027		
Christmas Lights project	5 096	41 274		
	593 027	758 546		
8. Provisions				
Reconciliation of provisions - 2019				
	Opening balance	Additions	Reversed during the year	Total
Provision for leave pay	176 020	156 225	(176 020)	156 225
Reconciliation of provisions - 2018				
	Opening balance	Additions	Reversed during the year	Total
Provision for leave pay	148 974	176 020	(148 974)	176 020
9. Revenue				
Sale of goods	25 716	49 465		
Membership fees and other income	1 316 702	1 197 471		
Dwarsrivier tourism	249 988	278 625		
Government grant income	1 652 965	1 764 914		
Development income	199 110	165 595		
Promotions and events	5 097 312	4 732 173		
	8 541 793	8 188 243		

Franschhoek Wine Valley Tourist Association NPC

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Annual Financial Statements for the year ended 30 June 2019

Notes to the Financial Statements

Figures in Rand	2019	2018
10. Cost of sales		
Rendering of services		
Overheads	16 731	12 430
Maps Tourism Routes	172 853	186 606
Marketing	52 994	30 569
E-Commerce	13 605	4 775
Development	426 874	246 577
Promotions and events	4 779 640	4 355 753
Sundry purchases	4 665	40 605
Dwarsrivier tourism	774 930	841 286
	6 242 292	5 718 601
11. Operating loss		
Operating loss for the year is stated after accounting for the following:		
Operating lease charges		
Equipment		
• Contractual amounts	118 863	96 696
Amortisation on intangible assets	12 814	12 814
Depreciation on property, plant and equipment	11 249	15 147
Employee costs	2 059 141	2 117 928
12. Investment revenue		
Interest revenue		
Bank	101 877	154 378
13. Taxation		
The association is exempt from income tax in terms of section 10(1)(d)(iv)(bb) of the Income Tax Act, 1962 as amended.		
14. Auditor's remuneration		
Fees	59 100	55 104
15. Cash used in operations		
Loss before taxation	(202 400)	(115 138)
Adjustments for:		
Depreciation and amortisation	24 063	27 961
Interest received	(101 877)	(154 378)
Movements in provisions	(19 795)	27 046
Changes in working capital:		
Inventories	6 372	(2 075)
Trade and other receivables	(805 902)	22 867
Trade and other payables	(165 519)	(314 799)
	(1 265 058)	(508 516)
16. Directors' remuneration		
No emoluments were paid to the directors or any individuals holding a prescribed office during the year (2018 : Rnil).		

Franschhoek Wine Valley Tourist Association NPC

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Annual Financial Statements for the year ended 30 June 2019

Notes to the Financial Statements

Figures in Rand	2019	2018
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17. Comparative figures

Certain comparative figures have been reclassified for presentation purposes.

18. Going concern

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

19. Direct marketing costs

Advertising	19 477	28 385
Members' benefits	26 193	37 638
Promotion	20 974	200
Public relations	263 490	246 450
	330 134	312 673

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)

Annual Financial Statements for the year ended 30 June 2019

Detailed Income Statement

Figures in Rand	Notes	2019	2018
Revenue			
Revenue from sales		25 716	49 465
Membership fees		1 316 702	1 197 471
Dwarsrivier project		249 988	278 625
Government grant income		1 652 965	1 764 914
Development income		199 110	165 595
Promotions and events		5 097 312	4 732 173
	9	8 541 793	8 188 243
Cost of sales	10	(6 242 292)	(5 718 601)
Gross profit		2 299 501	2 469 642
Other income			
Commissions received		27 546	16 981
Consulting fees		180 000	180 000
Interest received	12	101 877	154 378
Tourism levies		863 732	951 354
Other income		32 730	21 984
		1 205 885	1 324 697

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)

Annual Financial Statements for the year ended 30 June 2019

Detailed Income Statement

Figures in Rand	Notes	2019	2018
Operating expenses			
Accounting fees		6 139	3 505
Auditor's remuneration	14	59 100	55 104
Bad debts		-	44 840
Bank charges		36 210	32 866
Cleaning		42 354	35 459
Computer expenses		64 111	44 179
Consulting and professional fees		40 224	37 800
Consumables		8 037	9 078
Depreciation, amortisation and impairments		24 063	27 961
Development and corporate social responsibility		40 695	7 476
Direct marketing cost	19	330 134	312 673
Donations		900	1 200
Employee costs		2 059 141	2 117 928
Entertainment		9 869	15 357
Festival expenditures		275 251	264 601
Insurance		41 371	38 595
Lease rentals on operating lease		118 863	96 696
Legal expenses		28 210	44 862
Municipal expenses		30 704	28 350
Office expenses		2 750	3 949
Other expenses		112 427	101 951
Outdoor trails		25 567	119 238
Postage		1 053	2 574
Printing and stationery		17 039	21 517
Product development		48 963	28 162
Repairs and maintenance		11 694	11 576
Security		4 676	4 282
Subscriptions		81 174	92 982
Telephone and fax		65 428	67 999
Training		-	14 646
Training		5 296	14 132
Travel - local		46 584	81 136
Travel - overseas		38 045	58 437
Website maintenance		31 694	68 366
		3 707 786	3 909 477
Loss for the year		(202 400)	(115 138)

MEMORANDUM OF INCORPORATION
FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATION NPC
 COMPANY REGISTRATION NUMBER: 2003/026592/08

In this Memorandum of Incorporation –

- a) A reference to a section by number refers to the corresponding section of the Companies Act, 2008 (Act 71 of 2008) as amended (“the Act”);
- b) words that are defined in the Companies Act, 2008, bear the same meaning in this Memorandum of Incorporation (MOI) as in that Act.
- c) The following additional words are defined outside of the Companies Act, 2008:
 - i. **Franschhoek Valley:** means the area delineated on a map signed by the Chairperson deposited at the registered office of the company and such adjacent or other areas as the board may from time to time determine;
 - ii. **Member:** means a person whose name is listed as such in the register;
 - iii. **Membership year:** means the period from 1st July in each year to 30th June in the next year or such other period of 12 (twelve) months as the board may from time to time determine.
- d) Words importing the singular shall include the plural and vice versa, and words importing the masculine gender shall include the feminine, and words importing persons shall include corporate bodies and created entities.
- e) Headings to a clause or series of clauses shall not be considered in interpreting such clauses.
- f) Where any term is defined within the context of any particular section in this MOI, the term so defined, unless it is clear from the section in question that the term so defined has limited application to the relevant section, shall bear the meaning ascribed to it for all purposes in terms of these sections, notwithstanding that that term has not been defined in this definition clause.
- g) Subject to the above definitions, words and expressions defined in the Act shall have the same meaning when used in this MOI as in the Act.
- h) If the provisions of this MOI are in any way inconsistent with, or in conflict with, the provisions of the Statutes, the provisions of the Statutes shall prevail and this MOI shall be interpreted in all respects as being subject to the Statutes.

1.1 Incorporation

- 1.1.1 The Company is incorporated in accordance with and governed by:
 - 1.1.1.1 the unalterable provisions of the Act; and
 - 1.1.1.2 the alterable provisions of the Act; subject to the limitations, extensions, variations or substitutions set out in this MOI; and
 - 1.1.1.3 the other provisions of this MOI.

1.2 Main business and object of the Company

- 1.2.1 The main business and object of the company is to promote tourism in Franschhoek and the surrounding areas; provided that all the activities of the Company be limited to activities that comply with Section 30 of the Income Tax Act, 1962 (Act 58 of 1962). In particular, without limitation the main business and object will include:
 - 1.2.1.1 the formulation of a tourism policy and strategy, in accordance with the general tourism policy of the Province of Western Cape, for Franschhoek;
 - 1.2.1.2 to provide an information and assistance service to encourage tourists to visit Franschhoek in a way which is mutually beneficial to the tourist and local community;
 - 1.2.1.3 to develop and promote tourism skills and awareness across all members and within the local community of Franschhoek to achieve the maximum sustainable

benefits from tourism through the widest possible participation in the local tourism industry;

- 1.2.1.4 to promote the development of appropriate tourism infrastructure and products including attractions, accommodation and transport and shopping facilities;
- 1.2.1.5 to protect and advance within the tourism industry emerging businesses and persons or categories of persons disadvantaged by unfair discrimination, inter alia, by employing ethical and socially responsible practises;
- 1.2.1.6 to identify and promote the natural and cultural assets of the Franschhoek area;
- 1.2.1.7 to produce and distribute appropriate literature and marketing material;
- 1.2.1.8 to protect the Franschhoek environment through encouraging the use of sustainable practises across all sectors.
- 1.2.2 Any specific ancillary object which is not in accordance with the main object of the company is excluded from the unlimited ancillary objects of the company.
- 1.2.3 The Company may by special resolution of the members alter or amend the provisions of its MOI with respect to the objects and powers of the company.

1.3 Memorandum of Incorporation

- 1.3.1 This MOI may only be altered or amended by way of a special resolution of the members except if such amendment is in compliance with a Court Order.
- 1.3.2 Agreement by 75% (seventy-five percent) of the members is required in order to pass the special resolution.
- 1.3.3 Any amendment of the MOI or written instrument of the company will be submitted to the Commissioner of the South African Revenue Services within 30 (thirty) days of its amendment.

1.4 Incorporators of the company

- 1.4.1 The incorporators of the company are its –
 - 1.4.1.1 first members; and
 - 1.4.1.2 its first members of which there must be at least three persons who accept fiduciary responsibility, will not be connected persons in relation to each other, with no single person directly or indirectly controlling the decision making powers relating to the Company; and
 - 1.4.2.3 the Company must form a committee, board of management or similar governing body of at least three persons to accept the fiduciary responsibilities of the Company.

1.5 Guarantee

- 1.5.1 The liability of members is limited to the amount referred to in paragraph 1.5.2.
- 1.5.2 Each member undertakes to contribute to the assets of the Company in the event of its being wound up while he is a member or within one year afterwards, for payment of the debts and liabilities of the Company contracted before he ceased to be a member and of the costs, charges and expenses for the winding up and for adjustment of the rights of the contributors amongst themselves, an amount of R7.00 (Seven Rand).

2. Funding of the Company

Substantially the whole of the company's initial funding will be provided by way of donations. Thereafter, the company's funding will to be derived from its annual or other long-term members.

3. Powers of the Company

The following specific powers are excluded from the plenary powers of the company:

- 3.1 To undertake and execute any trust;
- 3.2 To act as principals, agents, contractors or trustees; and
- 3.3 To distribute in specie or in kind any of its assets among its members.

The specific powers or part of any specific powers of the company are to be executed only in accordance with the main object of the company.

4. Application of Assets and Income

- 4.1 The company will apply, utilise and direct all of its assets and income, however derived, to advance its stated objects, as set out in this MOI.
- 4.2 Subject to 4.1, may –
 - 4.2.1 acquire and hold securities issued by a profit company;
 - 4.2.2 directly or indirectly, alone or with any other person, carry on any business, trade or undertaking consistent with or ancillary to its stated objects; and
 - 4.2.3 may not have a share or other interest in any business, profession or occupation which is carried on by its members.
- 4.3 The company may not, directly or indirectly, pay any portion of its income or transfer any of its assets, regardless how the income or asset was derived, to any person who is or was an incorporator of the company, or who is a member or director, or person appointing a director, of the company, except –
 - 4.3.1 as reasonable –
 - 4.3.1.1 remuneration for goods delivered or services rendered to, or at the direction of, the company; or
 - 4.3.1.2 payment of, or reimbursement for, expenses incurred to advance a stated object of the company;
 - 4.3.2 as payment of an amount due and payable by the company in terms of a *bona fide* agreement between the company and that person or another;
 - 4.3.3 as a payment in respect of any rights of that person, to the extent that such rights are administered by the company in order to advance a stated object of the company;
 - 4.3.4 in respect of any legal obligation binding on the company; and
 - 4.3.5 may not pay any employee, office bearer, member or other person any remuneration, as defined in the Fourth Schedule of the Income Tax Act, which is excessive, having regard to what is generally considered reasonable in the sector and in relation to the services rendered.
- 4.4 The company may not provide a loan to, secure a debt or obligation of, or otherwise provided direct or indirect financial assistance to, a director of the company or of a related or inter-related company, or to a person related to any such director.
- 4.5 Sub-item 4.4 does not prohibit a transaction if it –
 - 4.5.1 is in the ordinary course of the company's business and for fair value;
 - 4.5.2 constitutes an accountable advance to meet –
 - 4.5.2.1 legal expenses in relation to a matter concerning the company; or
 - 4.5.2.2 anticipated expenses incurred by the person on behalf of the company;
 - 4.5.3 is to defray the person's expenses for removal at the company's request; or
 - 4.5.4 is in terms of an employee benefit scheme generally available to all employees or a specific class of employees.
- 4.6 The company may make donations: Provided that no donations may be made to members or directors of the company: Provided further that any donations made must be made in accordance with the main object of the company.

- 4.7 The company may pay gratuities and pensions and establish pension and medical aid schemes and other incentive schemes in respect of its officers and employees.

5. Fundamental Transactions

- 5.1 The company may not –
- 5.1.1 amalgamate or merge with, or convert to, a profit company; or
 - 5.1.2 dispose of any part of its assets, undertaking or business to a profit company, other than for fair value, except to the extent that such a disposition of an asset occurs in the ordinary course of the activities of the company.
- 5.2 Any proposal to –
- 5.2.1. dispose of all or the greater part of its assets or undertaking; or
 - 5.2.2 amalgamate or merge with another non-profit company, must be submitted to the voting members of the Company for approval in a manner comparable to that required of profit companies in accordance with sections 112 and 113, respectively.
- 5.3 Sections 115 and 116, read with the changes required by context, apply with respect to the approval of a proposal contemplated in sub-item ii).

6. Members

The company must have a minimum of three members.

- 6.1 Membership will not be restricted or regulated in any manner that amounts to unfair discrimination in terms of section 9 of the Constitution provided that should a minimum of 25 members object to the membership of any proposed member, then that proposed member may not be a member.
- 6.2 Membership may be held by juristic persons, including profit companies.
- 6.3 There shall be one class of members – voting members.
- 6.4 Members shall have an interest in promoting the town of Franschhoek as a leading tourist destination.
- 6.5 The members of the company shall be initially the subscribers to the MOI who shall be deemed to be members, and such other persons, bodies or associations admitted to membership in accordance with this MOI.
- 6.5.1. Subject to the provision of 6.5.2 those eligible to be members of the company shall consist of:
 - 6.5.1.1 Tourist establishments within the Franschhoek Valley;
 - 6.5.1.2 A vineyard that is a member of the Vignerons de Franschhoek -
 - 6.5.1.2.1 the applicant produces wine –
 - 6.5.1.2.2 the applicant uses some grapes from the FW geographic area –
 - 6.5.1.2.3 the applicant owns or rents property located within the defined FW geographic area –
 - 6.5.1.2.4 the applicant must associate itself with Franschhoek
 - 6.5.1.3 Members of the general public resident in the Franschhoek Valley;
 - 6.5.1.4 Business organisations within the Franschhoek Valley;
 - 6.5.1.5 Business organisations whose registered physical office address is not the Franschhoek Valley, but whose business operations are conducted partly within the Valley and who maintain a sales presence at the FWV offices;
 - 6.5.1.6 Any other tourist establishment, vineyard, members of the general public or business organisation that was a member on the 1st of July 2006.
 - 6.5.2 A vineyard shall not be eligible for membership unless at the time of its application for membership or renewal of membership the wine that it produces has been certified by the Wine and Spirit Board ("the Board") established in terms of the Liquor Products Act 1989 as

- compliant with all the requirements of the Wine of Origin Scheme as administered by the Board.
- 6.5.3 The names of those admitted to membership and their status shall be entered in the register.
 - 6.5.4 Subject to payment of the annual fees due on renewal of membership within 28 days of service of notice requiring payment thereof the membership of each member who is eligible for membership shall be renewed for each membership year.
 - 6.5.5 The membership of a member who fails to pay the annual membership fee in accordance with 6.5.4 shall be automatically suspended until payment thereof has been made in full.
 - 6.5.6 The annual membership fees shall be in the amount determined by the board from time to time and may include different fees for different categories of members.
 - 6.5.7 Notice of any increase in fees shall be given to members no later than 28 days before the commencement of each membership year.
 - 6.6 The admittance of members in addition to the members stipulated in section 6.5.1 shall be at the discretion of the board by invitation only. Such members shall be known as associate members and their names shall be entered into the register accordingly. Associate members shall be entitled to attend, and speak at, the annual general meeting and all other general meetings of the company but they shall not be entitled to vote under any circumstances.
 - 6.7 Applicants for membership (including those applying to be admitted as an associate member) shall pay the proportion of the annual membership fee applicable to their category of membership at the time of applying for membership calculated from the date of their application to the end of the then current membership year, which shall be repaid if the application is unsuccessful. Application for membership is by written application to the Board of the Company. Provided the proposed member is not excluded under 6.1, approval by the majority of the existing directors is required in order for a new member to be elected.
 - 6.8 There is no limitation on the number of members of the company.
 - 6.9 The board shall be entitled to terminate the membership of a member who failed to pay his membership fees within the 14 (fourteen) day period stipulated in 6.14.2 below ("the defaulting member"). The board or any one of them authorised by the board shall be deemed to be authorised in rem suam by the defaulting member to sign and execute any document necessary to terminate the membership of a member.
 - 6.10 The rights, benefits, privileges and obligations of membership are not transferable.
 - 6.11 Members shall treat as confidential all information concerning the company acquired on that basis.
 - 6.12 The board of directors may from time to time in their discretion recommend to a general meeting of the members of the company such persons as they may deem fit as honorary members of the company and the members in the general meeting shall be entitled to appoint such persons as honorary members of the company. Such honorary members of the company shall not be liable to pay annual subscriptions nor contribute towards the debts of the company. Such honorary members shall be entitled to attend, and speak at, general meetings, but they shall not be entitled to vote.
 - 6.13 **Rights and obligations, if any, of membership in any class**
The rights and obligations of membership in any class is restricted to voting.
 - 6.14 **Termination of membership**
A member shall cease to be a member of the company:
 - 6.14.1 upon receipt by the chairman of the company of written notice from the member of his resignation from the company;
 - 6.14.2 if the member fails to pay his annual membership fee and persists in such failure for 14 (fourteen) days after having been notified to rectify such failure followed by a resolution by the board to terminate his membership;
 - 6.14.3 if the board decides to terminate the membership of that member and gives written notice to that member of such termination: -

- 6.14.3.1 on grounds considered reasonable in their discretion; or
- 6.14.3.2 if that member fails to comply with a recommendation for payment of compensation made by a Complaints Officer pursuant to a current Complaints Procedure (which has been approved by members in general meeting) within 14 (fourteen) days' notice being given to that member by the board requiring that member to do so; or
- 6.14.3.3 a number of complaints of a similar nature are made against that member; or
- 6.14.3.4 if that member does anything which in the opinion of the board brings or is likely to bring the company or the tourist industry in the Franschhoek Valley or any part thereof into disrepute.
- 6.14.4 If that member:
 - 6.14.4.1 Is declared insolvent or of unsound mind by a competent court;
 - 6.14.4.2 Is convicted of an offence and sentenced to a term of imprisonment without the option of a fine but no one may be regarded as having been sentenced until any appeal that has been made against the conviction or sentence has been determined; or
 - 6.14.4.3 dies
- 6.14.5 A member who ceased to be a member of the company may on application be re-admitted as a member of the company, subject to such terms and conditions the board may in their discretion determine.

6.15 **Members' right to information**

Every member who has an interest in the Company has the right to access information as set out in section 26 of the Act.

6.16 **Member meetings**

- 6.16.1 The Board is entitled to call a Members' meeting at any time.
- 6.16.2 The company shall hold an annual general meeting not later than 6 (six) months after the end of each financial year, in addition to any other general meetings held during that year and shall designate the meeting as such in the notice convening the meeting.
- 6.16.3 Not more than 15 (fifteen) months shall elapse between the date of one annual general meeting and the next. The annual general meeting shall be held at the time, date and place determined by the board of directors.
- 6.16.4 All general meetings other than the annual general meeting shall be referred to simply as general meetings.
- 6.16.5 The board may, whenever it thinks fit, convene other general meetings. They shall also convene a general meeting on a requisition thereto by members in terms of section 61 of the Act, failing which such a meeting may be convened by the requisitionists themselves in accordance with the provisions of the aforesaid section 61.
- 6.16.6 All meetings (whether called for the passing of special or ordinary resolutions) shall be called on not less than 15 (fifteen) business days' notice.
- 6.16.7 If at any time there are not within the Republic sufficient directors capable of forming a quorum, any director or any 2 (two) members of the company may convene a general meeting in the same manner as nearly as possible as that in which meetings may be convened by the board of directors.
- 6.16.8 The quorum for a Members' meeting to begin or for a matter to be considered, shall be at least ten members present in person or by proxy or represented. Should a quorum not be present, the Chairman of the meeting shall be obliged to call another meeting with 5 days' notice. Should there not be a quorum at this reconvened meeting, provided that at least 3 members are present, in person, by proxy or represented, the meeting shall be deemed to be duly constituted.
- 6.16.9 Each voting member of the company will have at least one vote.

6.16.10 The vote of each member of the company is of equal value to the vote of each other voting member on any matter to be determined by vote of the members, except to the extent that the MOI provides otherwise.

6.16.11 The Company is not required to hold any members' meetings other those specifically required by the Companies Act, 2008.

6.16.12 The authority of the Company's Board of Directors to determine the location of any members' meeting, and the authority of the Company to hold such meeting in the Republic or in any foreign country, as set out in section 61(9) is not limited or restricted by this MOI.

6.17 **Members' meetings by electronic communication**

The authority of the Company to conduct a meeting entirely by electronic communication or to provide for participation in a meeting by electronic communication, as set out in section 63 is not limited or restricted by this MOI.

6.18 **Members' resolutions**

6.18.1 For an ordinary resolution to be adopted at a Members' meeting, it must be supported by the holders of at least 50% of the voting rights exercised on the resolution, as provided in section 65(7).

6.18.2 For a special resolution to be adopted at a Members' meeting, it must be supported by the holders of at least 75% of the voting rights exercised on the resolution, as provided in section 65(9).

6.18.3 A special resolution adopted at a Members' meeting is not required for a matter to be determined by the Company, except those matters set out in section 65(11), or elsewhere in the Act.

- Section 65(11) A special resolution is required to –

- a) Amend the company's Memorandum of Incorporation to the extent required by section 16(1)(c);
- b) Approve the voluntary winding-up of the company, as contemplated in section 80(1); or
- c) Approve any proposed fundamental transaction, to the extent required by Part A of Chapter 5.

6.19 **Members' Register**

6.19.1 The company will maintain a membership register as contemplated in section 24(4) of the Act.

6.19.2 The board shall cause to be kept in one or more books a register of the members for each membership year and there shall be entered therein:

- 6.19.2.1 the names and addresses of the members;
 - 6.19.2.2 the date at which the name of any person was entered in the register as a member;
 - 6.19.2.3 whether the member is an associate or full member;
 - 6.19.2.4 the membership fee due from such member and the date on which such fee was paid;
 - 6.19.2.5 the date at which any person ceased to be a member;
- and such register shall be kept at the registered office of the company and shall be open to the inspection of the members during business hours, subject to any reasonable restrictions from time to time imposed by the company in general meeting.

6.20 **Notices**

6.20.1 A notice by the company to a member or a director and any document accompanying such notice may be:-

- 6.20.1.1 given personally; or

- 6.20.1.2 sent by post by stamped letter addressed to the member or director at his registered address, or (if he does not have a registered address in the Republic) to the address in South Africa, if any, supplied by him to the company as the address at which notice may be given to him; or
- 6.20.1.3 sent by facsimile transmission to the facsimile number supplied by him to the company as the number at which notice may be given to him; or
- 6.20.1.4 sent by email to such email address as he may have supplied to the company.
- 6.20.2 Notice of every general meeting shall be given in manner hereinbefore provided to:
 - 6.20.2.1 every member of the company registered as such at the date of giving of such notice; and
 - 6.20.2.2 every director of the company; and
 - 6.20.2.3 the auditor of the company for the time being.
- 6.20.3 No other person shall be entitled to receive notices of general meetings.
- 6.20.4 Any notice shall be deemed to have been duly served, unless the contrary is proved, if:
 - 6.20.4.1 delivered by hand during business hours on a business day on the day of delivery;
 - 6.20.4.2 sent by post two business days after the business day on which the letter containing the notice is posted and to prove that the notice had been given by post it will be sufficient to show that the letter containing the notice had been properly addressed and posted in the post office;
 - 6.20.4.3 sent by facsimile transmission on the first business day following the date of transmission and to prove that the notice had been given by facsimile transmission it will be sufficient to submit the proof of transmission; and
 - 6.20.4.4 sent by email on the first business day after the date of transmission and to prove that the notice had been given by email it will be sufficient to show that the email had been sent to the last email address the member may have supplied to the company.
- 6.20.5 The signature to any notice given by the company may be written or printed, or partly written and partly printed.
- 6.20.6 Notwithstanding anything to the contrary contained in the MOI but subject to the provisions of the Act, the company is hereby authorised to deliver, issue, distribute, register, lodge, publish and make available all returns, certificates, registers, notices and other information relevant to shareholders, such as circulars, annual reports, financial statements, accounts, interim and other reports, details of listing, notices of meetings and proxy forms, and to effect voting by proxy, by means of computer linkage, through electronic media, including faxes, electronic mail, bulletin board, internet web sites and computer networks.
- 6.20.7 When a given number of days' notice or notice extending over any other period is required to be given, such number of days shall be clear days, that is to say the day on which the notice is given and the date in respect of which the notice is given, shall not be counted in calculating the period.

7. Directors

7.1 Basis on which directors of the Company are chosen by Members

- 7.1.1 Directors will be elected at the Annual General Meeting of the company;
- 7.1.2 Directors are to serve three (3) year terms with at least one director in three completing the term or standing for re-election each year.

7.2 Election of directors by voting Members

If any directors are elected by the voting members, at least one-third of those directors must be elected each year.

7.3 Financial assistance to Directors

- 7.3.1 The Company may not provide a loan to, secure a debt or obligation of, or otherwise provide direct or indirect financial assistance to, a director of the company or of a related or inter-related company, or to a person related to such director.
- 7.3.2 Sub-item 7.3.1 does not prohibit a transaction if it –
 - 7.3.2.1 is in the ordinary course of the company's business and for fair value;
 - 7.3.2.2 constitutes an accountable advance to meet –
 - 7.3.2.2.1 legal expenses in relation to a matter concerning the company; or
 - 7.3.2.2.2 anticipated expenses to be incurred by the person on behalf of the company;
 - 7.3.2.3 is to defray the person's expenses for removal at the company's request; or
 - 7.3.2.4 is in terms of an employee benefit scheme generally available to all employees or a specific class of employee.

7.4 Composition of the Board of Directors

- 7.4.1 Subject to the provisions of article 7.9 the number of directors shall not be more than 12 (twelve) or less than 10 (ten) or such other minimum or maximum number as a general meeting of the company may approve plus a councillor or other authorised representative of the Municipality of Stellenbosch nominated by its Mayor or any person who is duly appointed as managing director or chief executive officer as an employee of the company in terms of paragraph 7.5.1.
- 7.4.2 In addition to the appointed directors there are no *ex officio* directors of the Company as contemplated in section 66(4).
- 7.4.3 In addition to satisfying the qualification and eligibility requirements set out in section 69, to become or remain a director or a prescribed officer of the Company, a person need not satisfy any further eligibility requirements or qualifications. A person need not be a member of the company to qualify for appointment as director of the company.
- 7.4.4 A director shall be appointed by a majority of members present, in person, by proxy or represented at the meeting.
- 7.4.5 At the end of the annual general meeting in every subsequent year after the third annual general meeting or any adjournment thereof one third of the directors for the time being, or if their number is not 3 (three) or a multiple of 3 (three), the number of directors nearest to one third, shall retire from office.
- 7.4.6 In the absence of agreement between them the directors to retire in every year shall be those who have been longest in office since their last election, but as between persons who became directors on the same day, those to retire shall, unless they otherwise agree among themselves, be determined by lot.
- 7.4.7 A retiring director shall be eligible for re-election.
- 7.4.8 At the annual general meeting at which a director retires in the manner aforesaid or at any other general meeting, the company may fill the vacancy by appointing a director to office in accordance with the provisions of this article 7.4.
- 7.4.9 If at any meeting at which an election of directors ought to take place the offices of the retiring directors are not filled, unless it is expressly resolved not to fill such vacancies, the meeting shall stand adjourned and the provisions of articles 8.3.4 and 8.3.5 shall apply *mutatis mutandis* to such adjournment, and if at such adjourned meeting the vacancies are not filled, the retiring directors or such of them as have not had their offices filled shall be deemed to have been re-elected at such adjourned meeting unless a resolution for the re-election of any such director shall have been put to the meeting and defeated.
- 7.4.10 Provided that the minimum number of directors is maintained, the company may from time to time in general meeting increase or reduce the number of directors, and may also determine in what rotation such increased or reduced number of directors is to retire from office.

- 7.4.11 Unless the members otherwise determine in general meeting, any casual vacancy occurring on the board (including in terms of article 7.4.14) shall be filled by the board if it wishes to do so, but the director so appointed shall be subject to the same terms, qualifications and conditions which exist with reference to the director vacating his office, including, without limitation, retirement at the same time as if he had become a director on the day on which the director in whose stead he is appointed, was last elected a director.
- 7.4.12 The directors have the power at any time to appoint a person as an additional director but so that the total number of directors shall not at any time exceed the number fixed according to the MOI.
- 7.4.13 A director appointed in terms of 7.4.12 or 7.4.13 shall retire from office at the next following annual general meeting and shall then be eligible for re-election but shall not be taken into account in determining which directors are to retire by rotation at such meeting.
- 7.4.14 The company may by ordinary resolution of which special notice has been given in accordance with section 71 of the Act remove any director before the expiration of his period of office, notwithstanding anything to the contrary contained in the MOI or in any agreement between the company and such director.
- 7.4.15 Each director shall have the power to nominate a person possessing the necessary qualifications of a director, to act as alternate director in his place during his absence or inability to act, provided that the appointment of an alternate director shall be approved in writing by the board and on such appointment being made, the alternate director shall, in all respects, be subject to the terms, qualifications and conditions existing with reference to the other directors of the company.
- 7.4.16 An alternate director, whilst acting in the stead of the directors who appointed him, shall exercise and discharge all the powers, duties and functions of the directors he represents. The appointment of an alternate director shall be revoked, and the alternate director shall cease to hold office, whenever the director who appointed him ceases to be a director or gives notice to the secretary of the company that the alternate director representing him has ceased to do so, and in the event of the disqualification or resignation of any alternate director during the absence or inability to act of the director whom he represents, the vacancy so arising shall be filled by the chairman of the board who shall nominate a person to fill such vacancy, subject to the approval of the board of directors.
- 7.4.17 The board shall elect, immediately after the annual general meeting at which this MOI was adopted and after each subsequent annual general meeting, a chairman and vice-chairman (who shall each be a director) to hold office until the conclusion of the next annual general meeting following such election. Such chairman and vice-chairman shall be eligible for re-election.
- 7.4.18 If the chairman or vice-chairman resigns as such or ceases to be a director for any reason the board shall elect another director to be chairman or vice-chairman (as the case may be) who shall hold office for the unexpired residue of the term of office of the chairman or vice-chairman who has resigned or ceased to be a director.
- 7.4.19 The office of director shall be vacated if the director:
- 7.4.19.1 Ceases to be a director or becomes prohibited from being a director by virtue of any provision of the Act; or
 - 7.4.19.2 Becomes insolvent or makes an arrangement or composition with his creditors generally;
 - 7.4.19.3 Becomes in the discretion of the other directors so mentally or otherwise defective that he can no longer properly execute his office;
 - 7.4.19.4 Resigns his notice by giving notice in writing to the company;
 - 7.4.19.5 Is restrained from being a director by reason of any order made under section 162 of the Act;
 - 7.4.19.6 Absents himself from 4 (four) consecutive meetings of the board without special leave of absence and it is resolved that his office be vacated;

- 7.4.19.7 Is removed from office by resolution duly passed pursuant to any other provision of the Act or MOI;
- 7.4.19.8 Was a member on the date on which he was appointed and ceases to be a member of the company, and such director shall be deemed to have vacated his office of director *ipso facto* from the date he ceases to be a member;
- 7.4.19.9 Having served a minimum period of 6 months as a duly elected director in terms of paragraph 7.4.5 above, is removed from office by a majority of at least 50% of the Directors; or
- 7.4.19.10 Is removed from office pursuant to any other provision of the Act or the MOI.

7.5 Executive Directors

- 7.5.1 The board shall from time to time appoint an executive director or a chief executive officer, form among their numbers or from among the employees of the company who shall be a director for so long as he or she is employed as such, for the period and at the remuneration they deem fit, and may revoke such appointment subject to the terms of an agreement that had been reached in a specific case of the terms and conditions of any existing employment agreement in respect of an employee of the company. A director appointed accordingly shall not, whilst he holds such office, be subject to retirement via rotation, and shall not be taken into account in the determination of the retirement rotation of directors, subject, however to the provisions of this article 7.5 below.
- 7.5.2 The appointment of an executive director as such shall expire, without any prejudice to any claim of whichever nature such director may have against the company, if he ceases being a director for any reason whatsoever.
- 7.5.3 Any executive director appointed in terms of 7.5.1 shall in his capacity as such be subject to the same provisions relating to discharge as the other directors of the company, and should he cease being a director, his appointment to such post or executive office shall be terminated *ipso facto*, without prejudicing any claim for damages he may have as a result of such termination or detracting from the terms and conditions of any employment agreement of such a director.
- 7.5.4 The remuneration of a director appointed to any post or executive office in terms of paragraph 7.5.1:
 - 7.5.4.1 shall be determined by an impartial quorum of the board of directors;
 - 7.5.4.2 shall be paid to him over and above or instead of any normal remuneration he receives as a director of the company, whatever the board may determine; and
 - 7.5.4.3 may comprise a salary or a commission or partially in one manner and partially in the other, whatever the board may determine.

7.6 Authority of the Board of Directors

- 7.6.1 The affairs of the company shall be conducted and managed by the board who may pay all expenses incurred in promoting and registering the company and may exercise all such powers of the company as are not, by the Act or by this MOI, required to be exercised by the company in general meeting, subject nevertheless to this MOI, to the provisions of the Act and to such regulations not inconsistent with the MOI or provisions, as may be prescribed by the company in general meeting; but no regulation made by the company in general meeting shall invalidate any prior act of the directors which would have been valid if such regulation had not been made.
- 7.6.2 The authority of the Company's Board of Directors to manage and direct the business and affairs of the Company, as set out in section 66(1) is not limited or restricted by this MOI.
- 7.6.3 The Board has the authority to exercise all of the powers and perform any of the functions of the Company: Provided that such actions will be executed only in accordance with the main object of the Company.

- 7.6.4 The directors of the company must comply with section 112 of the Act in order to dispose of the undertaking of the company or the whole or greater part of the assets of the company. The special resolution so required may be approved by the company in general meeting.
- 7.6.5 Any business which is either expressly or impliedly authorised to be undertaken by the company may be undertaken by the directors at such time or times as they think fit or may be suspended for so long as the directors deem it expedient not to commence or proceed with that business and whether or not that business may have actually been commenced: Provided that such actions will be executed only in accordance with the main object of the Company.
- 7.6.6 A meeting of the directors for the time being at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretion by or under the MOI of the company for the time being vested in or exercisable by the directors generally: Provided that such actions will be executed only in accordance with the main object of the Company.
- 7.6.7 The drawing up and implementation of the budget each year shall be the responsibility of the board of directors.

7.7 Directors' Meetings

7.7.1 Directors acting other than at meeting

- 7.7.1.1 A decision that could be voted on at a meeting of the Board of the Company may instead be adopted by written consent of a majority of directors, given in person, or by electronic communication, provided that each director has received notice of the matter to be decided.
- 7.7.1.2 A decision made in this manner is of the same effect as if it had been approved by voting at a meeting.
- 7.7.1.3 Subject to the provisions of the Act, a resolution in writing, signed by all the directors, shall be as valid and effectual as if it had been passed at a meeting of the directors duly convened and held.

7.7.2 Proceedings of the board of directors

- 7.7.2.1 A director may at any time convene a meeting of the directors.
- 7.7.2.2 The board may meet for the despatch of business, adjourn and otherwise regulate their meetings, as they think fit, provided that:
 - 7.7.2.2.1 Reasonable notice shall be given of meetings of the directors and an agenda shall be circulated at least 7 (seven) days in advance of the meetings unless for reasons of urgency that is not possible; and
 - 7.7.2.2.2 The directors shall meet regularly at such intervals as the board may from time to time determine, for the despatch of business, subject thereto that any two directors or the chairman (as the case may be) shall be entitled to instruct the secretary to convene a meeting of the board of directors.
- 7.7.2.3 Questions arising at any meeting of the board shall be decided by a majority of votes if consensus could not be reached which the board shall at all times strive to reach. The chairman shall allow reasonable time in his discretion to debate the issues in respect of which consensus cannot be reached. In case of an equality of votes, the chairman shall have a second or casting vote.
- 7.7.2.4 Unless absent from the Republic every director shall be entitled to receive notice of all meetings of the board of directors.
- 7.7.2.5 The quorum for the transacting of business at a meeting of the directors shall be majority of the directors in office. If a quorum is not present at a meeting, that meeting shall be adjourned to the same time and place in the following week or if that is a public holiday, to the following day and the chairman shall ensure that a faxed or email notice of such adjournment is given to all directors. The directors

- present at the adjourned meeting shall constitute a quorum even if they do not meet the afore-mentioned quorum requirements.
- 7.7.2.6 The continuing directors may act notwithstanding any vacancy in their number but if and so long as their number is reduced below the number fixed by or pursuant to the articles as the necessary quorum of the board of directors, the continuing directors may act for the purpose of increasing the number of directors to that number, or of summoning a general meeting of the company, but for no other purpose.
- 7.7.2.7 The directors may elect a chairman of their meetings and determine the period for which he is to hold office. The chairman shall act as chairman for any meeting of the board held during his term of office. If there is no such chairman or if at any meeting he is not present within 15 (fifteen) minutes after the time appointed for holding the meeting or has notified his inability to be present or is unwilling to act as chairman, the vice chairman shall act as chairman and if he cannot or will not act the members present shall choose one of their number to be chairman of the meeting.
- 7.7.3 The Board of Directors is authorised to allow for the conduct of a meeting entirely by electronic communication as set out in section 73(3) of the Act.
- 7.7.4 The authority of the Company's Board of Directors to determine the manner and form of providing notice of its meetings, as set out in section 73(3) is not limited or restricted by this MOI.
- 7.7.5 The authority of the Company's Board of Directors to proceed with a meeting despite a failure or defect in giving notice of the meeting, as set out in section 73(5) is limited or restricted in that in the event of an equality of votes, the chairman shall not have a casting vote.
- 7.7.6 Questions arising at any meeting shall be decided by a majority of votes.
- 7.7.7 All acts done by any meeting of the directors or a committee of directors or by any person acting as a director shall, notwithstanding that it be afterwards discovered that there was some defect in the appointment of any such directors or person acting as aforesaid or that they or any of them were disqualified, be as valid as if every such person had been duly appointed and were qualified to be a director.
- 7.7.8 It shall, however, be competent for every director, even if he is not a member of the company, to attend general meetings of the company and to take part in the deliberations thereat and to express his views on any matter before the meetings, but he shall not be entitled, unless he is a member or otherwise entitled to vote, to exercise any voting rights at any such general meeting, save as proxy for or representative of a member.

7.8 Written resolutions

Subject to the MOI:

- 7.8.2 a resolution in writing signed by all the members of the board (or their alternates where applicable) for the time being or all the members of a directors' committee shall be as valid and effectual as if it had been passed at a meeting of the board or the committee duly called and constituted. The resolution may consist of several documents, each signed by one or more directors in terms of this article or may consist of one or more facsimiles or emails reflecting signatures of the directors, and shall be deemed to have been taken on the date upon which it has been signed by the director who signed last (unless a statement to the contrary is made in that resolution);
- 7.8.3 in the case of matters requiring urgent resolution or, if for any reason it is impracticable to meet as contemplated in the MOI or pass a resolution as contemplated in 7.8.1 above, proceedings may be conducted by utilising conference telephone facilities, provided that the required quorum is met. A resolution agreed to during the course of such proceedings

shall be as valid and effectual as if it had been passed at a meeting of the directors duly called and constituted. The secretary of the company shall as soon as is reasonably possible after such meeting by telephone has been held, be notified thereof by the relevant parties to the meeting, and the secretary shall prepare a written minute thereof.

7.9 Committees of the Board

- 7.9.1 The board may delegate any of its powers to committees consisting of such member or members of their body as they think fit (which shall not necessarily be directors of the company). Any committee so formed shall, in the exercise of the powers so delegated, conform to any regulations that may be imposed on them by the directors.
- 7.9.2 A committee may elect a chairman of its meetings. If no such chairman is elected, or if at any meeting the chairman is not present within five minutes after the time appointed for holding the meeting, the members present may elect one of their number to be chairman of the meeting.
- 7.9.3 A committee may meet and adjourn as they think proper. Questions arising at any meeting shall be determined by a majority of votes of the members of the committee present and in case of an equality of votes, the matter shall forthwith be referred to the board for decision.
- 7.9.4 In particular, a Marketing Committee and a Development Committee may respectively be formed by the company. Such committee(s) shall furthermore perform the functions and have the powers and authorities as the board may determine from time to time in their discretion. The number of committee members and the period of office shall be determined at the discretion of the board of directors.

7.10 Delegation of powers to Executive Committee

- 7.10.1 The board may from time to time entrust to or confer upon one or more directors, an executive director or other official of the company for the time being such of the powers and authorities vested in them as they may think fit, and they may confer such powers and authorities for such time and to be exercised for such objects and purposes and upon such terms and conditions and with such restriction as they may think expedient; and they may confer such powers and authorities either collaterally with or to the exclusion of, and in substitution for, all or any of the powers and authorities of the board and may from time to time revoke or vary all or any of such powers and authorities. In particular, all contracts, deeds, cheques and other documents which are required to be signed on behalf of the company, shall be signed in such manner as the board shall from time to time determine.
- 7.10.2 The management and handling of the day to day affairs of the company may be entrusted by the board to an executive committee consisting of at least the chairman, 2 (two) other directors, the executive director or manager or chief executive officer, if there is one, occupying the office from time to time. The chairman of the board shall also act as chairman of the executive committee.

7.11 Borrowing powers

- 7.11.1 The Directors may from time to time exercise all the powers of the company to borrow money: Provided that such actions will be executed only in accordance with the main object of the company.
- 7.11.2 The Directors may secure the payment of moneys borrowed in any manner including the mortgaging and pledging of property and, without detracting from the generality thereof, in particular by the issue of any kind of debenture or debenture stock, with or without security: Provided that such actions will be executed only in accordance with the main object of the Company.

7.12 Indemnification of Directors

- 7.12.1 The authority of the Company to advance expenses to a director, or indemnify a director, in respect of the defence of legal proceedings, as set out in section 78(4) is not limited, restricted or extended by this MOI.
- 7.12.2 The authority of the Company to indemnify a director in respect of liability as set out in section 78(5) is not limited or restricted by this MOI.
- 7.12.3 The authority of the Company to purchase insurance to protect the Company, or a director, as set out in section 78(7) is not limited, restricted or extended by this MOI.
- 7.12.4 Every director, manager, secretary and other officer or servant of the company shall be indemnified by the company against, and it shall be the duty of the directors out of the funds of the company to pay to him, all costs, losses and expenses including travelling expenses which he may have incurred or become liable for by reason of any contract entered into or act or deed done by him in that capacity or in any way in the bona fide discharge of his duties.
- 7.12.5 No director, manager, secretary or other officer or servant of the company shall be liable for any act, omission or failure of any other director or officer or servant, or for joining in any such act or omission or failure, or for loss or expenses suffered by the company through the inadequate or incomplete title to any property acquired by order of the directors or on behalf of the company, or for insufficient or defective security in or upon which any of the monies of the company have been invested, or for any loss or damage arising from the insolvency, liquidation or delict of any person with whom any monies, securities or effects have been deposited, or for any loss or damage occasioned by any error of judgement or oversight on his part or for any loss, damage or misfortune whatever which took place in the execution of his duties of office, unless he would otherwise be liable in law on the grounds of negligence, default, breach of duty or breach of trust in relation to the company.

7.13 Expenses of directors

Subject to paragraph 4.3 of the MOI of the company and excluding the remuneration payable in terms of 7.5.4 above, the directors may from time to time be paid all reasonable expenses which may be incurred by them in or about the execution of the powers conferred upon them.

7.14 Validity of acts

- 7.14.1 All acts done at or authorised by any meeting of the board or of a committee of the board or by any person acting as a director shall, notwithstanding that it be afterwards discovered that there was some defect in the appointment or continuance in office of any such director or person acting as aforesaid, or that they or any of them were disqualified or had vacated office, be as valid as if every such person had been duly appointed or had duly continued in office, or was qualified and had continued to be a director or had been entitled to vote as a director.
- 7.14.2 No director or intending director shall be disqualified by his office from contracting with the company in any manner whatsoever provided that the director discloses to the remaining directors at the relevant meeting the nature of his/her interest, whether direct or indirect, even if one or more of the directors may know of it already. Such director shall not be entitled to vote at any meeting of the board or otherwise in relation to such contract, but he/she shall be reckoned for the purpose of constituting a quorum of directors.

8. Meetings of the Company

The company is governed by the applicable sections in the Act, in addition to the provisions set out below:

8.1 General meetings

- 8.1.1 The Company shall hold its first annual general meeting within eighteen months after the date of its incorporation and shall thereafter in each year hold an annual general meeting; provided that not more than fifteen months shall elapse between the date of one annual general meeting and that of the next.
- 8.1.2 Other general meetings of the Company may be held from time to time.
- 8.1.3 Annual general meetings and other general meetings shall be held at such time and place as the Directors shall appoint.

8.2 Notice of meetings

Section 62 of the Act applies, in addition to the following –

- 8.2.1 An annual general meeting and a meeting called for the passing of a special resolution shall be called by not less than 15 (fifteen) business days' notice in writing and any other general meeting shall also be called by not less than 15 (fifteen) business days' notice in writing.
- 8.2.2 The notice shall be in writing, exclusive of the day on which it is served or deemed to be served and of the date for which it is given, and shall specify the place, the day and the hour of the meeting and shall be delivered to each member either by electronic communication or by prepaid post addressed to such member at his registered address.
- 8.2.3 Every notice calling an annual general meeting shall specify the meeting as such.
- 8.2.4 The notice convening the meeting shall state:
 - 8.2.4.1 Which directors will be retiring and whether they are offering themselves for re-election as directors;
 - 8.2.4.2 That nominations to fill any vacancies as directors there may then be or will be following the retirement of directors must be made in writing endorsed with the acceptance of the nomination by the nominee and delivered to the registered office of the company or such other address as may be specified in the notice convening the annual general meeting or sent by facsimile transmission to the number specified in that notice no later than 10 clear days before the date of that annual general meeting;
 - 8.2.4.3 Not less than 5 (five) business days before the date of that annual general meeting the company shall give members notice of any nominations made in terms of section 8.2.4.2 (but any failure to do shall not invalidate any such nominations) and shall include in such notice any statement by the nominee not exceeding two hundred words that was submitted with his or her nomination provided that such statement is not in the opinion of the board defamatory or otherwise objectionable.
 - 8.2.4.4 A meeting of the company, notwithstanding that it is called by shorter notice than that specified in this section, shall be deemed to have been duly called if it is so agreed to by a majority in number of the members having the right to attend and vote at the meeting and together representing not less than 95% (ninety-five percent) of the total voting rights of all members having at the said date the right to vote at general meetings of the company.
 - 8.2.4.5 The inadvertent omission to give notice of a meeting to, or the non-receipt of a notice of a meeting by any person entitled to receive such notice, shall not invalidate the proceedings at that meeting.

8.3 Conduct of meetings (Section 63)

- 8.3.1 A members' meeting may only be held in person, by proxy or representative.
- 8.3.2 The annual general meeting shall deal with and dispose of all matters prescribed by the Act, including the consideration of the annual financial statements, the election of directors (where applicable) and other officers in the place of those retiring and the appointment and fixing of remuneration of the auditor and deal with any other business laid before it. All other

business or business laid before any other general meeting shall be considered special business.

- 8.3.3 No business shall be transacted at any general meeting unless a quorum of members is present at the time when the meeting proceeds to business. Save as herein otherwise provided, the quorum for such meetings shall be 25 % (twenty five percent) in number of members entitled to vote, present in person or by proxy or, if a member is a body corporate, represented at the meeting.
- 8.3.4 If within half an hour after the time appointed for the meeting a quorum is not present, the meeting, if convened upon the requisition of members, shall be dissolved. In any other case it shall stand adjourned to the same day in the next week, at the same time and place or, if that day be a public holiday, to the next weekday not being a public holiday, and if at such adjourned meeting a quorum is not present within 15 (fifteen) minutes after the time appointed for the meeting, the members present in person or by proxy shall form a quorum subject to the provisions of section 64 of the Act as regards the requirements for the adoption of a special resolution.
- 8.3.5 Where a meeting has been adjourned as aforesaid or pursuant to 8.3.8 below the company shall, upon a date not later than 3 (three) days after the adjournment, give to members, a notice served in manner hereinafter appearing stating:
 - 8.3.5.1 the date, time and place to which the meeting had been adjourned;
 - 8.3.5.2 the matter before the meeting when it was adjourned; and
 - 8.3.5.3 the ground for the adjournment.
- 8.3.6 The chairman of the board shall preside as chairman at every general meeting of the company.
- 8.3.7 If there is no such chairman or if at any meeting he is not present within 15 (fifteen) minutes after the time appointed for holding the meeting, the vice chairman of the board shall act as chairman or, failing him, the members present shall elect one of their number to be chairman of the meeting.
- 8.3.8 The chairman of the meeting may, with the consent of any meeting at which a quorum is present, and shall, if so directed by the meeting, adjourn the meeting from time to time and from place to place, but no business shall be transacted at any adjourned meeting other than the business left unfinished at the meeting from which the adjournment took place. When a meeting is adjourned, the provisions of articles 8.3.4 and 8.3.5 above shall mutatis mutandis apply to such adjournment.
- 8.3.9 At any general meeting a resolution put to the vote of the meeting shall be decided on a show of hands, unless a poll is demanded beforehand or on the declaration of the result of the show of hands:
 - 8.3.8.1 by the chairman of the meeting; or
 - 8.3.8.2 by at least 5 (five) members present in person or by proxy having the right to vote at the meeting; or
 - 8.3.8.3 by any member or members present in person or by proxy having the right to vote at the meeting and representing not less than one-tenth of the total voting rights of all members having the right to vote at the meeting.
- 8.3.9 Unless a poll is demanded, a declaration by the chairman of the meeting that a resolution has, on a show of hands, been carried or carried unanimously or by a particular majority, or lost, and an entry made to that effect in the book of the proceedings of the company, shall be conclusive evidence of the fact, without proof of the number or proportion of the votes recorded in favour of or against such resolution.
- 8.3.10 If a poll is duly demanded it shall be taken in such manner as the chairman or the meeting directs, and the result of the poll shall be deemed to be the resolution of the meeting at which the poll was demanded. In determining the result of the poll the number of votes to which each member is entitled in terms of the articles shall be taken into account. Scrutineers shall be appointed by the chairman of the meeting to determine the result of the poll, and their decision, which shall be announced by the chairman of the meeting, shall,

when announced, be deemed to be the resolution of the meeting at which the poll is demanded.

- 8.3.11 A poll, which is demanded on the election of a chairman of the meeting or on a question of adjournment, shall be taken forthwith. A poll demanded on any other question shall be taken at such time as the chairman of the meeting directs. The demand for a poll shall not prevent the continuation of a meeting for the transaction of any business other than the question upon which the poll has been demanded.
- 8.3.12 In the case of an equality of votes, whether on a show of hands or on a poll, the chairman of the meeting shall be entitled to a second or casting vote.
- 8.3.13 Subject to 6.6 above in relation to voting by associate members, on a show of hands every member who is not in arrears in payment of his membership fees shall have 1 (one) vote.
- 8.3.14 Subject to 8.3.17 below on a poll the total number of votes in the company shall be equal to the total amount of membership fees due and paid at the relevant date expressed in Rands, adjusted upwards or downwards to the nearest round number, and each member shall have the number of votes equal to his membership fees due and paid at that date, expressed in Rands and *mutatis mutandis* adjusted as aforesaid.
- 8.3.15 The membership fees due and paid by associate members shall not be taken into account in determining the total number of votes.
- 8.3.16 Any member entitled to attend and vote at a meeting of the company shall be entitled to appoint another person who is also a member of the company as his proxy, to attend and vote in his stead on a poll but not on a show of hands, and a proxy appointed to attend and vote instead of a member shall also have the same right as the member to speak at the meetings.
- 8.3.17 On a poll votes may be given either personally or by proxy.
- 8.3.18 The instrument appointing a proxy shall be in writing under the hand of the appointer or of his agent duly authorised in writing or, if the appointer is a body corporate, under the hand of an officer or agent authorised by such body corporate. Every notice convening a meeting of the company shall state that a member entitled to attend and vote is entitled to appoint one or more proxies to attend and speak and, on a poll, vote in his stead, provided that a proxy must also be a member.
- 8.3.19 The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a notarially certified copy of such power or authority shall be deposited at the registered office of the company, not less than 48 (forty-eight) hours before the time for holding the meeting or adjourned meeting at which the person named in the instrument of proxy is to exercise his vote and failing compliance herewith such instrument shall not be treated as valid. No instrument appointing a proxy shall be valid after the expiration of 6 (six) months from the date when it was signed, unless so specifically stated in the proxy itself.
- 8.3.20 The instrument appointing a proxy may be in any form which the directors may approve and which complies with the provisions of section 189(5) of the Act, and shall be deemed to confer the power to demand or to join in a demand that a poll be taken.
- 8.3.21 A vote given in accordance with the terms of an instrument of proxy shall be valid notwithstanding the previous death or insanity of the principal or revocation of the proxy or of the authority under which the proxy was executed, provided that no intimation in writing of such death, insanity or revocation as aforesaid shall have been received by the company at its registered office before the commencement of the meeting or adjourned meeting at which the instrument of proxy is used.
- 8.3.22 No objection may be raised against the authority of a member to vote except during the meeting or adjourned meeting at which the vote objected against is cast or proffered and every vote, which has not been refused during such meeting, shall for all purposes be valid. Any such objection, which had been made timeously, shall be referred to the chairman of the meeting and his decision shall be final and binding.
- 8.3.23 Any corporate body which is a member of the company may by resolution of its directors, or other governing body, authorise such person as it thinks fit to act as its representative at any

meeting of the company and the persons so authorised shall be entitled to exercise the same powers on behalf of the corporate body which he represents as that corporate body could exercise if it were an individual member of the company.

- 8.3.24 All resolutions at any general meeting of the company where a quorum is present shall, subject to the provisions of the Act in relation to special resolutions and unless stipulated to the contrary in the memorandum and articles of association of the company in respect of a particular matter, be taken by a majority vote.

8.4 Meeting quorum and adjournment (Section 64)

- 8.4.1 The annual general meeting shall deal with and dispose of all matters prescribed by the Act, including the consideration of the annual financial statements, the election of directors and the appointment of an auditor, and may deal with any other business laid before it. All business laid before any other general meeting shall be considered special business.
- 8.4.2 No business shall be transacted at any general meeting unless a quorum of members is present at the time when the meeting proceeds to business. Save as herein otherwise provided, 25% (twenty-five percent) in number of members entitled to vote, present in person or by proxy or, if a member is a body corporate, represented at the meeting.
- 8.4.3 If within half an hour after the time appointed for the meeting a quorum is not present, the meeting, if convened upon the requisition of the members, shall be dissolved; in any other case it shall stand adjourned to a day not earlier than seven days and not later than twenty-one days after the date of the meeting and if at such adjourned meeting a quorum is not present within half an hour after the time appointed for the meeting the members present in person or by proxy, or represented shall be a quorum.
- 8.4.4 The chairman, if any, of the Board of Directors shall preside as chairman at every general meeting of the company.
- 8.4.5 If there is no such chairman, or if at any meeting he is not present within fifteen minutes after the time appointed for holding the meeting or is unwilling to act as chairman, the members present shall elect one of their number to be chairman.
- 8.4.6 The chairman may with the consent of any meeting at which a quorum is present (and shall if so directed by the meeting), adjourn the meeting from time to time and from place to place, but no business shall be transacted at any adjourned meeting other than the business left unfinished at the meeting at which the adjournment took place.

8.5 Member resolutions (Section 65)

- 8.5.1 For an ordinary resolution to be approved by members, it must be supported by more than 50% of the voting rights of those present, in person, by proxy or represented.
- 8.5.2 For a special resolution to be approved by members, it must be supported by at least 75% of the voting rights of those present, in person, by proxy or represented.
- 8.5.3 A special resolution adopted at a Members' meeting is not required for a matter to be determined by the Company, except those matters set out in section 65(11), or elsewhere in the Act.
- Section 65(11) A special resolution is required to –
 - d) Amend the company's Memorandum of Incorporation to the extent required by section 16(1)(c);
 - e) Approve the voluntary winding-up of the company, as contemplated in section 80(1); or
 - f) Approve any proposed fundamental transaction, to the extent required by Part A of Chapter 5.

9. Company records

The company will comply with the requirements as contained in section 24 – “Form and Standards for company records”; section 25 – “Location of company records” and section 26 – “Access to company records” of the Act.

9.1 **Inspection of Minutes**

The minutes kept of every general meeting and annual general meeting of the company may be inspected and copied as provided for in sections 24, 25 and 26 of the Act.

9.2 **Minutes and Minute book**

- 9.2.1 The board shall cause minutes to be kept in books provided for the purpose:
 - 9.2.1.1 of all appointments of officers made by the board of directors;
 - 9.2.1.2 of the names of the members of the board present at each meeting of the board and of any committee of the board of directors; and
 - 9.2.1.3 of all resolutions and proceedings at all meetings of the company and of the board and of the committees of the board of directors, and any such minutes of any meeting of the company, of the board or of any committee, if purporting to be signed by the chairman of such meeting or by the chairman of the next succeeding meeting, shall be receivable as prima facie evidence of the matters of such minutes.
- 9.2.2 Every member of the board present at any meeting of the board shall sign his name in a book to be kept for that purpose.

10. **Accounting records**

- 10.1 The board shall cause such accounting records to be kept as are prescribed by section 28 of the Act – Accounting records.
- 10.2 The company will comply with the requirements, as set out in section 29 of the Act, in respect of financial statements.
- 10.3 The board shall, in terms of section 30 of the Act, cause to be prepared and laid before the company in general meeting such annual financial statements, group annual financial statements and group reports (if any) as are required by the Act.
- 10.4 Section 30 of the Act further requires that the company prepare Annual Financial Statements within six months after the end of the company's financial year.
- 10.5 The accounting records shall be kept at the registered office of the company or at such other place or places as the directors think fit, and shall always be open to inspection by the directors.
- 10.6 The board shall from time to time determine whether and to what extent and at what times and places and under what conditions or regulations the accounting records of the company or any of them shall be open to inspection by members not being directors, and no member (not being a director) shall have any right of inspecting any accounting records or document of the company except as conferred by the Act or authorised by the directors or by the company in general meeting.
- 10.7 A copy of the annual financial statements and group annual financial statements (if any), which is to be laid before the company in general meeting, shall not less than 15 (fifteen) business days before the date of the meeting, be sent to all such persons as are entitled to receive notices of general meetings of the company, provided that this article shall not require a copy of any of the aforementioned documents to be sent to any person of whose address the company is not aware.
- 10.8 The company will comply with such reporting requirements as may be determined by the Commissioner of the South African Revenue Services from time to time.

11. **Additional accountability requirements**

- 11.1 In terms of section 30(2)(b)(ii)(bb) the company elects to have the annual financial statements of the company independently reviewed in a manner that satisfies the regulations made in terms of section 30(7), subject to subsection 30(2A) of the Act.
- 11.2 In terms of section 34(2) of the Act, the Company does not elect to comply voluntarily with the extended accountability requirements set out in Chapter 3 of the Companies Act, 2008, except to the extent contemplated in section 84(1)(c), or as required by the company's MOI.

Application of Chapter 3 – Enhanced Accountability and Transparency

84(1) This Chapter applies to –

- (c) a private company, a personal liability company or a non-profit company
- (i) if the company is required by this Act or the regulations to have its annual financial statements audited every year: Provided that the provisions of Parts B and D of this Chapter will not apply to any such company; or
- (ii) otherwise, only to the extent that the company's Memorandum of Incorporation so requires, as contemplated in section 34(2).

12. **Pre-acquisition profits**

In the discretion of the board and to the extent that it is lawful, if any asset, business or property is acquired by the company as from a date in the past (whether such date falls before or after the incorporation of the company) on condition that the income and gains and/or expenses thereof shall accrue to the company as from that date, such income/gain or expenses shall be credited or debited, as the case may be, in whole or in part to the income account, and any amount so credited or debited shall for all purposes be dealt with as an income/gain or expense.

13. **Avoidance arrangements**

The company is not knowingly and will not knowingly become a party to, and does not knowingly and will not knowingly permit itself to be used as part of, an impermissible avoidance arrangement contemplated in Part IIA of Chapter III, or a transaction, operation or scheme contemplated in section 103(5) of the Income Tax Act.

14. **Winding-up or Dissolution of the Company**

Despite any provision in any law or agreement to the contrary, upon the winding-up or dissolution of the company –

- 14.1 no past or present member or director of the company, or person appointing a director of the company, is entitled to any part of the net value of the company after its obligations and liabilities have been satisfied; and
- 14.2 the entire net value of the company must be distributed to one or more non-profit companies, registered external non-profit companies carrying on activities within the Republic, voluntary associations or non-profit trusts -
 - 14.2.1 having objects similar to the company's main object; or
 - 14.2.2 another entity approved by the Commissioner of the South African Revenue Services as set out in Section 30B of the Income Tax Act; or
 - 14.2.3 a public benefit organisation approved in terms of section 30 of the Income Tax Act; or
 - 14.2.4 an institution, board or body which is exempt from tax under section 10(1)(cA)(i) of the Income Tax Act; or
 - 14.2.5 the government of the Republic in the national, provincial or local sphere; and
 - 14.2.6 as determined –
 - 14.2.6.1 in terms of the company's MOI;

14.2.6.2 by its members, if any, or its directors, at or immediately before the time of its dissolution; or

14.2.6.3 by the court, if the MOI, or the members or directors fail to make such a determination.

15. **Application of optional provisions of the Companies Act, 2008**

The Company does not elect, in terms of section 118(1)(c)(ii) to submit voluntarily to the provisions of Parts B and C of Chapter 5 of the Companies Act, 2008, and the Takeover Regulations provided for in that Act.

H Koegelenberg
Director and Chairman of the Board
Date: _____



TAX COMPLIANCE STATUS Verification

FRANSCHHOEK WINE VALLEY TOURIST
ASSOCIATION NPC
PO BOX 920
STELLENBOSCH
7599

Enquiries should be addressed to SARS:

Contact Detail

SARS
Alberton
1528

Contact Centre Tel: 0800 00 SARS (7277)
SARS online: www.sars.gov.za

Details

Taxpayer Reference Number: 9121691159

Always quote this reference
number when contacting SARS

Issue Date: 2020/04/22

Dear Franschhoek Wine Valley Tourist Association Npc

TAX COMPLIANCE STATUS VERIFICATION

With reference to your tax compliance status (TCS) verification request, the South African Revenue Service (SARS) confirms the following:

TCS Verification	
Taxpayer Name	Franschhoek Wine Valley Tourist Association Npc
Trading Name	FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATION NPC
Tax Reference Number(s)	9121691159
PIN	B718FB25HT
Date of Verification	2020/04/22
Tax Compliance Status Type	Good Standing
Tax Compliance Status	Compliant
Tax Compliance Status Description	The taxpayer is registered for tax and is currently compliant in respect of filing and payment responsibilities

Should you have any queries please call the SARS Contact Centre on 0800 00 SARS (7277). Remember to have your taxpayer reference number at hand when you call to enable us to assist you promptly.

Sincerely

ISSUED ON BEHALF OF THE SOUTH AFRICAN REVENUE SERVICE

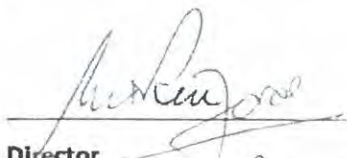
**Resolution of the Board of Directors of
Franschhoek Wine Valley Tourist Association NPC
("the Company")
Passed on the 8th of July 2016
Registration number: 2003/026592/08**

IT WAS RESOLVED THAT, in order to meet the requirements set down by the South African Revenue Services ("SARS") in terms of Section 30B of the Income Tax Act and to maintain its tax exempt status, the Company must amend its founding document. To this end, a revised Memorandum of Incorporation ("MOI") was drafted in terms of the Companies Act of 2008 (Act 71 of 2008) incorporating the SARS requirements. The draft MOI was approved by the sub-committee appointed to look into the matter.

IT WAS FURTHER RESOLVED THAT the draft MOI as presented to the board be and is hereby approved to be presented to the members of the company for their approval and adoption.

IT WAS FURTHER RESOLVED THAT the Chairman of the board of directors be and is hereby authorised to sign all documents necessary to implement the process, including but not limited to the documents which are required to be submitted to the Companies and Intellectual Properties Commission ("CIPC") to amend the company's status with CIPC.

Director
Name:



Director
Name: M.T. RUTHERFORD

Director
Name:

Director
Name:

Director
Name:

Director
Name:

Director
Name:

Director
Name:

Director
Name:

Director
Name:

Certificate issued by the Commissioner of Companies & Intellectual Property Commission on Tuesday, September 18, 2018 at 11:07



Disclosure Certificate: Companies and Close Corporations

Companies and Intellectual
Property Commission

Registration Number: 2003 / 026592 / 08

Enterprise Name: FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATION

a member of the dti group

ENTERPRISE INFORMATION

Registration Number 2003 / 026592 / 08
Enterprise Name FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATION NPC
Registration Date 23/10/2003
Business Start Date 23/10/2003
Enterprise Type Non Profit Company
Enterprise Status In Business
Compliance Status Compliant
Financial Year End June
TAX Number 9121691159
Addresses POSTAL ADDRESS

PO BOX 920
SELLENBOSCH

7599

ADDRESS OF REGISTERED OFFICE

DE WATERKANT BUILDING
10 HELDERBERG STREET
STELLENBOSCH

7600

ACTIVE MEMBERS / DIRECTORS

Surname and First Names	Type	ID Number / Date of Birth	Contrib. (R)	Interest (%)	Appoint. Date	Address
KENT, MARC CARTER	Director	7011095082087	0.00	0.00	23/10/2003	Postal: P O BOX 433, FRANSCHHOEK, FRANSCHHOEK, WESTERN Residential: BOEKENHOUTSKLOOF, FRANSCHHOEK,
DAVIES, NICHOLAS WETHERLY GEORGE	Director	5208245150085	0.00	0.00	15/10/2005	Postal: PO BOX 211, FRANSCHHOEK, FRANSCHHOEK, WESTERN Residential: 1 FRANSCHHOEK PASS, FRANSCHHOEK, FRANSCHHOEK, WESTERN
COLTART, LINDA	Director	6512070159080	0.00	0.00	20/11/2014	Postal: LE QUARTIER FRANCAIS, PO BOX 237, FRANSCHHOEK, WESTERN CAPE, 7690 Residential: 16 HAUMAN ROAD, FRANSCHHOEK, FRANSCHHOEK, WESTERN
KOEGELEBERG, HEIN FREDERIK	Director	6010155047080	0.00	0.00	01/02/2010	Postal: PO BOX 685, FRANSCHHOEK, FRANSCHHOEK, WESTERN Residential: 491 PEARL VALLEY GOLF ESTATE, PAARL, PAARL, WESTERN CAPE, 7646

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Physical Address
the dti Campus - Block F
77 Meintjies Street
Sunnyside 0001

Postal Address: Companies
P O Box 429
Pretoria
0001

Docex: 256
Web: www.cipc.co.za
Contact Centre: 086 100 2472 (CIPC)
Contact Centre (International): +27 12 384 9573



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LASCARIS, REGINALD GEORGE RALPH	Director	1947-08-03	0.00	0.00	01/11/2013	Postal: VERDUN ROAD, FRANSCHHOEK, FRANSCHHOEK, WESTERN Residential: VERDUN ROAD, FRANSCHHOEK, FRANSCHHOEK, WESTERN
NDLOVU, RAYMOND SIBUSISO MBEKI	Director	1966-07-19	0.00	0.00	01/04/2014	Postal: P O BOX 686, FRANSCHHOEK, FRANSCHHOEK, WESTERN Residential: 40A UITKYK STREET, FRANSCHHOEK, FRANSCHHOEK, WESTERN
RUTHERFORD, MALCOLM THOMAS	Director	6106215227082	0.00	0.00	24/11/2008	Postal: PO BOX 426, FRANSCHHOEK, FRANSCHHOEK, WESTERN Residential: MIDDAGKRANS FARM, FRANSCHHOEK, FRANSCHHOEK, WESTERN
WINDVOGEL, DANVER	Director	7811145177088	0.00	0.00	20/11/2014	Postal: 62 HUGENOT ROAD, FRANSCHHOEK, FRANSCHHOEK, WESTERN Residential: 69 KEEROM STREET, GROENDAL, FRANSCHHOEK, WESTERN CAPE, 7690
SMIT NIKKI	Director	8211120255083	0.00	0.00	15/11/2012	Postal: PO BOX 114, FRANSCHHOEK, FRANSCHHOEK, WESTERN Residential: MORESON FARM, HAPPY VALLEY ROAD, FRANSCHHOEK, WESTERN
MALHERBE, CARLA JANE	Director	1980-07-04	0.00	0.00	12/11/2015	Postal: BOSCHENDAL ESTATE, FRANSCHHOEK ESTATE, STELLENBOSCH, WESTERN Residential: 3 TWELFTH SLOT, BRANDWACHT AAN RIVIER, STELLENBOSCH, WESTERN
FRAZER, GORDON ROBERT	Director	1965-11-16	0.00	0.00	12/11/2015	Postal: P O BOX 504, FRANSCHHOEK, FRANSCHHOEK, WESTERN Residential: CLERMONT, ROBERTSVLEI ROAD, FRANSCHHOEK, WESTERN
KLEINHANS-CURD, AMELIA HOPE	Director	6807120057080	0.00	0.00	10/11/2016	Postal: P O BOX 558, FRANSCHHOEK, FRANSCHHOEK, WESTERN Residential: 2742 DASSENBERG ROAD, FRANSCHHOEK, FRANSCHHOEK, WESTERN
MULLINEUX, JOHN CHRISTOPHER	Director	7609085037084	0.00	0.00	10/11/2016	Postal: P O BOX 369, RIEBEEK KASTEEL, RIEBEEK KASTEEL, WESTERN CAPE, 7307 Residential: ROUND STONE ESTATE, RIEBEEKSRIVIER ROAD, MALMESBURY, WESTERN CAPE,

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AUDITOR DETAILS

Auditor Name	Type	Status	Appointment Date	Resignation Date	Email Address
BROWN AND COMPANY	Auditor	Name Change			
Profession Number:					
LOUBSER DU PLESSIS INC	Auditor	Current	2008-09-30	ACTIVE	SEK@LDP.CO.ZA
Profession Number: 944270					
BROWN & CO	Auditor	Resign	2006-08-21		
Profession Number: 959758					
MOORES ROWLAND	Auditor	Resign	2006-11-29		
Profession Number: 900222E					

CHANGE SUMMARY

24/10/2003	Registration of CC/CO on 23/10/2003.
15/01/2004	Member Change on 03/12/2003. Change Record Surname = GORDON First Names = PENELOPE ELIZABETH Status = Resigned
15/01/2004	Member Change on 03/12/2003. Change Record Surname = HEYMAN First Names = BRIAN DERRICK Status = Resigned
15/01/2004	Member Change on 03/12/2003. Add Record Surname = SINFIELD First Names = JONATHAN WILLIAM LEWIS Status = Active
15/01/2004	Member Change on 03/12/2003. Add Record Surname = SKYMAN First Names = JEAN-PIERRE Status = Active
28/07/2006	Member Change on 28/07/2006. Surname=HUXTER Full ForeNames=SUSAN Id No=5701190006086 Status :ACTIVENature of Change=NO CHANGE
28/07/2006	Member Change on 28/07/2006. Surname=KENT Full ForeNames=MARC CARTER Id No=7011095082087 Status :ACTIVENature of Change=NO CHANGE
28/07/2006	Member Change on 28/07/2006. Surname=MCNAUGHT Full ForeNames=NIGEL AUSTEN CRAIG Id No=5502025009085 Status :ACTIVENature of Change=NO CHANGE

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APPENDIX A

**STELLENBOSCH**

STELLENBOSCH • PN IEL • FRANSCHHOEK

Municipality • Umasipala • Munisipaliteit

APPLICATION: FUNDING OF EXTERNAL BODIES PERFORMING A MUNICIPAL FUNCTION

NOTE: ONLY APPLICATIONS ON THIS PRESCRIBED FORM WILL BE CONSIDERED

PLEASE COMPLETE THE FOLLOWING:**A Registered name of organisation:**DWARSRIVIER VALLEY TOURISM**B Date and year in which the organisation was founded or incorporated (include brief description of business or activities of organisation):**DEVELOPMENT BEGAN JULY 2007.DEVELOPING AND PMARKETING A RESPONSIBLE TOURIST DESTINATION IN THE DWARSRIVIER VALLEY FOCUSING ON LOCAL ECONOMIC DEVELOPMENT AND COMMUNITY UPLIFTMENT AS PRIORITY.....DEVELOP AND PROMOTE CHOIR FESTIVAL – DWARSRIVIER UNITY PROJECT**C Address:**

(i) Street

(ii)

Postal

MUNICIPAL BUILDING, MAIN ROAD ... PO BOX 178.....PNIEL.....FRANSCHHOEK..7690.....

Contact details:

Name and Surname: ...DOREEN CAROLISSENTitle/Position held:OFFICE MANAGERTel: ...021 885 2467... E-mail: ...manager@dwarsriviertoerism.org.za**D List ALL the directors / board / committee members / shareholders / trustees of the organization (use additional pages if necessary):**Name and Surname: ...REINHER BEHRENSPosition:CEOContact Address and tel. no: FRANSCHHOEK WINE VALLEY 021 876 2861NO BOARD MEMBERS

Name and Surname:
 Position:
 Contact Address and tel. no:
 Name and Surname:
 Position:
 Contact Address and tel. no:
 Name and Surname:
 Position:
 Contact Address and tel. no:
 Name and Surname:
 Position:
 Contact Address and tel. no:

D Indicate in which ward the organisation is active:

Ward: **THREE & FOUR**

Is the organisation a non-profit company? YES ☒ Yes ☐ No

If yes, provide company registration number: 2003/026592/08-

Is the organisation a non-profit organisation as contemplated in section 13 of the Non-Profit Organisation Act, 1997? ☐ Yes ☐ No

If yes, provide registration number: _____ -

Is the organisation a public benefit organisation as contemplated in terms of the Income Tax Act, 1962? ☐ Yes ☒ No

If yes, provide registration number: _____ -

Is funding required for a specific project? ☐ Yes ☒ No

If yes, attach details separately.

Budget amount of projects:


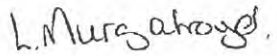
Duration of project:

Is funding required for general support? YES ☒ Yes ☐ No

If yes, attach a copy of the organisation's overall budget and business plan.

E	<p>Category:</p> <p>Please categorise your application (mark with x):</p> <p>Tourism Destination Marketing & Visitors Information <u>X</u></p> <p>Tourism Development <u>X</u></p> <p>Animal Welfare</p> <p>Note: For more detail, see attached Funding of External Bodies Performing a Municipal Function Policy.(general guidelines and categories)</p> <p>Please indicate the specific type of project/programme, as per the Funding of External Bodies Performing a Municipal Function Policy</p> <p><u>IN ORDER TO CREATE A SUSTAINABLE, CREDIBLE AND CARING TOWN BY</u> <u>EMPOWERING AND BUILDING COMMUNITIES. PROMOTING GROWTH AND</u> <u>SHARING THROUGH PARTNERSHIPS. LOCAL ECONOMIC DEVELOPMENT</u> <u>AND TOURISM</u></p>
F	<p>The following <u>MUST</u> accompany this application:</p> <ol style="list-style-type: none"> 1. A copy of the latest, audited financial statements. 2. A copy of the Organisation's Constitution or Memorandum of Incorporation as well as the resolutions/minutes adopting the Constitution or Memorandum of Incorporation. 3. A copy of a project/programme description and/or a business plan for the ensuing financial year. Including the following: <ul style="list-style-type: none"> • Full details of the proposal or project including its objectives, the number of people who will benefit and how the project will contribute or enhance the strategic objectives of Stellenbosch Municipality. • Commencement and completion dates of the project. • Information on the total cost of the project budget, including a breakdown of costs and an outline of any contribution by fundraising and/or own contribution. • A list of all other sources of funding together with the assessments. • A summary of past achievements. • References independent of the applicant and its executive. 4. An original copy of a correctly completed creditors control form of Stellenbosch Municipality. 5. If the Organisation received funding from Stellenbosch Municipality in the preceding financial year, you need to account for the expenditure of the funding received with your new application. 6. If the Organisation received funding from other bodies, please identify and list the amounts received;

	<ol style="list-style-type: none"> 7. If the Organisation is a non-profit company as defined in the section 1 of the Companies Act, 2008, a certificate/letter issued by the Companies and Intellectual Property Commission (CIPC) confirming registration must be attached; 8. If the Organisation has been registered as a "non-profit" organisation in terms of the Non-Profit Organisation Act, 1997, a certificate/letter issued by the Department of Social Development confirming registration as a non-profit organisation must be attached; 9. If the Organisation has been registered as a "Public Benefit Organisation" in terms of the Income Tax Act, 1962, a certificate/letter issued by SARS confirming the Organisation's tax exemption status must be attached; and 10. Valid Tax Clearance Certificate issued by SARS.
G	<p>The following shall apply:</p> <ol style="list-style-type: none"> 1. The allocation of funds will only be considered if the application document has been fully completed and signed and is accompanied by the required and supporting documentation referred to therein. Applicants must in their submission clearly indicate / specify and motivate what the funding will be utilised for. 2. The funding must be exclusively utilised for the purpose defined and the successful applicant must submit the necessary undertaking to this effect. 3. Applicants must in their submission satisfy the Council of their ability to execute the project successfully. 4. Organisations who have already received financial or other assistance from the Council during the previous financial year <u>must</u> specify same in their application. 5. No funding will be considered for political groupings, church/sectarian bodies or ratepayers organisations. 6. No funding will be considered where only an individual will benefit or where a member of Council or an official of Stellenbosch Municipality will receive any financial or other gain. 7. Projects outside the boundaries of the Council will not be considered. 8. Subsequent requests from applicants to cover overspending on projects will not be considered. 9. Council will not pay any funds to anyone who has already procured against the perception that they will receive any municipal funds. 10. Successful applicants must at all times comply with the provisions of Section 67(1) of the Municipal Finance Management Act No. 56 of 2003 which <i>inter alia</i> stipulates that the organisation or body has to:- <ul style="list-style-type: none"> • Enter into and comply with a Memorandum of Agreement with the Municipality as well as with all reporting, financial management and auditing requirements as may be contained in such agreement. This memorandum of agreement will bind the successful applicant to deliver on what the application speaks to, but also to commit to become involved with municipal programmes of the community where it functions. The Memorandum of Agreement will be made available to successful applicants for completion. • Report monthly on the actual expenditure of the amount allocated.

	<p>11. The Council reserves the right not to give funding to any or all organisations applying.</p> <p>12. Having been awarded funding previously does not give an applicant the right to receive a grant/funding again.</p> <p>13. Funding will not be considered where a project or organisation is already receiving funds from Council in terms of Council's functions. Applicants are required to disclose other sources of funding, failing which such applicant will be disqualified.</p> <p>14. Funding will not be considered where in Council's opinion, an organisation received sufficient funds from other sources to sustain its activities or the project applied for. For this purpose, organisations must submit financial statements and budget for the ensuing financial year.</p> <p>15. Organisations having received funding from Stellenbosch Municipality during the previous financial year, are required to attached to any new application, a copy of the financial statements relating to the year in which the funding was received from Council, as required in terms of section 67(1) of the Municipal Finance Management Act, 2003 (MFMA).</p> <p>(The Funding of External Bodies Performing a Municipal Function Policy must be consulted for the sake of completeness)</p>
H	<p>Undertaking:</p> <p>I/We hereby verify that the information provided in this application is true and correct and that the conditions applicable to the allocation of funds as set out above have been read, understood and will be complied with.</p> <p>I/We also declare that the organisation implements effective, efficient and transparent financial management and internal control mechanisms to guard against fraud, theft and financial mismanagement and has in the past complied with requirements for similar transfer(s) of funds.</p> <p>This completed and signed at Stellenbosch on this...24...day of APRIL..... 2020.</p> <p></p> <hr/> <p>Reinher Behrens Chairperson / Authorised Representative</p> <p></p> <hr/> <p>Secretary / Duly Authorised Signatory</p>

I Please take note:

(i) That completed_ application forms together with all the required documentation must be delivered to:

**Director: Planning and Economic Development
P O Box 17
Stellenbosch
7599**

Or delivered to:

**58 Andringa Street
Stellenbosch
7600**

(ii) That the closing date for the submission of applications is:.....at
.....

(iii) That **neither late nor incomplete applications** shall be considered.



Dwarsrivier Tourism
Main Road
Pniel
Tel (021) 885 2467
Manager@dwarsriviertourism.org.za

Director: Planning and Economic Development Services,
58 Andringa Street,
Stellenbosch
7600

Grants-in-Aid Application

I hereby confirm that Dwarsrivier Tourism will receive R20,000 LTA funding from the Cape Winelands District Municipality during the 2020-21 financial year, for the purpose of community development projects.

Yours sincerely

Reinher Behrens
CEO Franschhoek Wine Valley

**Tax Clearance Certificate Number:**

0700/2/2018/A002193251

Tax Clearance Certificate - Good Standing**Enquiries**

0800 00 SARS (7277)

Approved Date

2018-08-14

Expiry Date

2019-08-14

Company registration number 2017/202644/07

Income Tax 9702967168
SMART-FIX (PTY) LTD

Trading Name SMART-FIX

It is hereby confirmed that, on the basis of the information at the disposal of the South African Revenue Service (SARS), the above-mentioned taxpayer has complied with the requirements as set out in the Tax Administration Act.

This certificate is valid until the expiry date reflected above, subject to the taxpayer's continued tax compliance. To verify the validity of this certificate, contact SARS through any of the following channels:

- via eFiling
- by calling the SARS Contact Centre
- at your nearest SARS branch

This certificate is issued in respect of the taxpayer's tax compliance status only, and does not address any other aspect of the taxpayer's affairs.

This certificate is issued free of charge by SARS

DWARSRIVIER TOURISM**ANNEXURE A: TOURISM PERFORMANCE INDICATORS FOR 2020/21 FINANCIAL YEAR**

Note: By mutual agreement of the parties this annexure will be interpreted as only requiring a single project plan for each Key Strategic Objective and not for each Key Activity

KEY STRATEGIC OBJECTIVE 1: BRANDING total budget R 178 000.00

STRATEGIC GOALS	PERFORMANCE TARGETS	DELIVERABLES	KEY ACTIVITIES	TIMEFRAME
Increase Dwarsrivier Valley as a Tourism Destination Awareness	Create destination awareness with: <ul style="list-style-type: none"> Stakeholders Core trade Core domestic consumers Core foreign consumers 	Marketing collateral of tourism routes Website update to integrate social media, measure social media, better visuals, mobi-site, online brochure using latest technology	Project Plan of activities and timeframes on how DWR will create marketing and destination awareness	All Project Plans due September / October 2020 Execution of projects to commence and end in line with each initiative.
		Production and dissemination of brochures	Develop and updating of brochures and including the municipal logo	Action plan on development of brochures due November 2020
	To profile the Dwarsrivier Valley as a tourism destination internationally and domestically through exhibitions and tradeshow	Schedule of Tradeshow and exhibitions attended and type of exposure created and number of engagements	Schedule of tradeshow and events envisaged to attend with budget implications Getaway Show Western Cape WTM Africa Cape Town Provide feedback report on tradeshow and events attended, indicating the number of engagements and envisaged outcomes and possible media exposure in editorial pieces such as programmes, radio slots, website magazine etc.	Action plan on envisaged tradeshow and events to attend due September / October 2020 Action plan to include SMME's and emerging entrepreneurs attending the events and tradeshow
				Monthly progress report on the milestones achieved in terms of key strategic objective 1

KEY STRATEGIC OBJECTIVE 3: VISITOR INFORMATION CENTRE AND MEMBER LIAISON R469,559.00

STRATEGIC GOALS	PERFORMANCE TARGETS	DELIVERABLES	KEY ACTIVITIES	TIMEFRAME
Visitor information Centre	Increase tourist enquiries and bookings	Increased visitor bookings and walk in enquiries	Identification of possible partners. Computer maintenance Office administration Website hosting and telephone expenses Salaries	Partnership establishment for joint marketing initiatives- September / October 2020
Membership	Networking functions	Identification of joint marketing initiatives and an implementation plan. Members Networking Sessions	Increase networking functions and must include all members and also non members	Action plan of possible activities to ensure spread of visitors September / October 2020

KEY STRATEGIC OBJECTIVE 4: LEGISLATIVE COMPLIANCE

STRATEGIC GOALS	PERFORMANCE TARGETS	DELIVERABLES	KEY ACTIVITIES	TIMEFRAME
Compliance Policy for Bodies Performing a Municipal Function	Compliance to terms and conditions as per Policy for the funding of External Bodies performing a municipal function	The head of the organisation/body must acknowledge in writing to the Municipal Manager that the money allocated was received in its bank account and that the money will be utilised in accordance with the completed and signed MOA, the submitted application and this Policy.	Activities that will ensure compliance with the Policy for Bodies Performing a Municipal Function.	July 2020 – June 2021

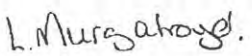
PS: reports on all deliverables must be submitted no later than one week after the end of every month as well as the visitor statistics for the said month, must be included in the monthly report.

Financials must be submitted with all reports.

I, Reinher Behrens, hereby agree to the set deliverables given to Dwarsrivier Tourism for the application for Bodies Performing a Municipal Function 2020/21 financial year.

Signed..... 

Name in full...REINHER BEHRENS.....

Witness signature 

Witness name in full.....LESLEY MURGATROYD.....

Date

DWARSRIVIER VALLEY TOURISM MUNICIPAL GRANT IN AIDE 2020 / 2024

	Municipal Grant 2020/2021	Municipal Grant 2021/2022	Municipal Grant 2022/2023
REVENUE	710 558	781 614	859 774
Municipal Grant 2019/2020	710 558	781 614	859 774
TOTAL INCOME	710 558	781 614	859 774
EXPENDITURE			
ADMINISTRATION	135 804	149 384	164 323
Bank Charges	605	666	732
Computer Expenses	16 500	18 150	19 965
Consumables	3 630	3 993	4 392
Insurances	4 574	5 031	5 534
Cleaning materials	908	998	1 098
Office Cleaning & Administration	9 438	10 382	11 420
Office Equipment	32 354	35 589	39 148
Repairs and Maintenance	1 815	1 997	2 196
Security & Fire Protection	5 881	6 469	7 116
Stationary	6 630	7 293	8 022
Sundry Expenses	6 050	6 655	7 321
Telephone and Fax	27 000	29 700	32 670
Travelling expenses	15 000	16 500	18 150
Website hosting	5 420	5 962	6 558
LED	63 000	69 300	76 230
Schools Art Competitions (Chrysathemum Sho	5 000	5 500	6 050
Youth development awareness programme	5 000	5 500	6 050
Schools Project - educational programme	8 000	8 800	9 680
Business Networking Session (SMME Develop	15 000	16 500	18 150
Media Educationals	30 000	33 000	36 300
MARKETING	178 000	195 800	215 380
Advertising	5 000	5 500	6 050
Promotions & Public Relations	45 000	49 500	54 450
Website & Digital Management	48 000	52 800	58 080
Shows & Exhibitions	65 000	71 500	78 650
Map Brochure	15 000	16 500	18 150
STAFF COSTS	333 755	367 130	403 843
Salaries	284 473	312 921	344 213
SDL, UIF & PAYE	36 281	39 909	43 900
Staff expenses	5 000	5 500	6 050
Staff training	8 000	8 800	9 680
TOTAL EXPENDITURE	710 558	781 614	859 776
NET PROFIT / (LOSS)	(0)	(0)	(1)



TAX COMPLIANCE STATUS Verification

FRANSCHHOEK WINE VALLEY TOURIST
ASSOCIATION NPC
PO BOX 920
STELLENBOSCH
7599

Enquiries should be addressed to SARS:

Contact Detail

SARS
Alberton
1528

Contact Centre Tel: 0800 00 SARS (7277)
SARS online: www.sars.gov.za

Details

Taxpayer Reference Number: 9121691159

Always quote this reference
number when contacting SARS

Issue Date: 2020/04/22

Dear Franschhoek Wine Valley Tourist Association Npc

TAX COMPLIANCE STATUS VERIFICATION

With reference to your tax compliance status (TCS) verification request, the South African Revenue Service (SARS) confirms the following:

TCS Verification

Taxpayer Name	Franschhoek Wine Valley Tourist Association Npc
Trading Name	FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATION NPC
Tax Reference Number(s)	9121691159
PIN	B718FB25HT
Date of Verification	2020/04/22
Tax Compliance Status Type	Good Standing
Tax Compliance Status	Compliant
Tax Compliance Status Description	The taxpayer is registered for tax and is currently compliant in respect of filing and payment responsibilities

Should you have any queries please call the SARS Contact Centre on 0800 00 SARS (7277). Remember to have your taxpayer reference number at hand when you call to enable us to assist you promptly.

Sincerely

ISSUED ON BEHALF OF THE SOUTH AFRICAN REVENUE SERVICE

**CREDITOR CONTROL FORM / KREDITEUR KONTROLE VORM**


COMPANY DETAILS	CREDITOR CONTACT DETAIL / KREDITEUR KONTAK BESONDERHEDE (Supplier / Verskaffer, Organization / Organisasie)		
	REGISTERED NAME / GEREISTREERDE NAAM		DWARSRIVER VALLEY TOURISM
	PHYSICAL STREET ADDRESS / FISIIESE STRAAT ADRES:		POSTAL ADDRESS / POS ADRES: (If different to physical address)
	STREET NAME: MUNICIPAL BUILDING, MAIN ROAD SUBURB: TOWN: PNIEL POSTAL CODE: 7690		PO BOX 178 TOWN FRANSCHHOEK POSTAL CODE: 7690
	TEL:		FAX / FAKS:
	PERSON	CREDITOR CONTACT PERSON DETAIL / KREDITEUR KONTAK PERSOON BESONDERHEDE	
NAME AND SURNAME / NAAM EN VAN		LESLEY MURGATROYD	
TEL: 021 876 2861		FAX / FAKS: CELL / SEL: 082 406 9254	
EMAIL / EPOS: accounts@franschhoek.org.za			
BANK DETAILS	CREDITOR BANKING DETAIL / KREDITEUR BANK BESONDERHEDE:		
	NAME OF BANK / NAAM VAN BANK		NEDBANK
	BANK ACCOUNT NAME / BANK REKENING NAAM		FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATION t/a DWARSRIVIER VALLEY TOURISM
	BANK ACCOUNT NUMBER / BANK REKENING NOMMER		167 001 3235
	BRANCH NUMBER / TAKKODE:		167 005
	ACCOUNT TYPE / TIPE REKENING		CHEQUE / TJEK <input checked="" type="checkbox"/> SAVING / SPAAR <input type="checkbox"/> TRANSM <input type="checkbox"/>
	VAT REGISTERED / BTW GEREISTREER		YES / JA <input checked="" type="checkbox"/> NO / NEE <input type="checkbox"/> VAT / 4930209475 BTW NO:

SIGNATURE / HANDTEKENING: _____

L. Murgatroyd.

OFFICE USE / KANTOOR GEBRUIK		
CREDITOR NO / KREDITEUR NO: _____		
Create a new creditor / Skep van nuwe Krediteur <input type="checkbox"/>		
Changing of creditors details / Verandering op Krediteur inligting <input type="checkbox"/>		
Deleting of creditor / Uitwis van Krediteur <input type="checkbox"/>		
REQUESTED BY: AANGEVRA DEUR:	DATE: DATUM:	DEPARTMENT: DEPARTEMENT
MOTIVATION: MOTIVERING:		
ENTERED BY: INGEVOER DEUR:	DATE: DATUM:	

APPENDIX 4

APPENDIX A	
 <p style="text-align: center;">STELLENBOSCH STELLENBOSCH • PNIEL • FRANSCHHOEK Municipality • Umasipala • Munisipaliteit</p> <p style="text-align: center;">APPLICATION : FUNDING OF EXTERNAL BODIES PERFORMING A MUNICIPAL FUNCTION</p> <p style="text-align: center;">NOTE: ONLY APPLICATIONS ON THIS PRESCRIBED FORM WILL BE CONSIDERED</p>	
PLEASE COMPLETE THE FOLLOWING:	
A	Registered name of organisation: LOKXION Foundation
B	Date and year in which the organisation was founded or incorporated (include brief description of business or activities of organisation): LOKXION Foundation was established in 2012, but formal registered in 23 August 2016. working with youth in sport and performing Arts.
C	Address: (i) Street (ii) Postal 1849 Snake Valley Kapaewandi 7600 Contact details: Name and Surname: Paul Rouiss Khambole Title/Position held: Chairperson Tel: 0726108441 E-mail: Paulrouiss@gmail.com
D	List ALL the directors / board / committee members / shareholders / trustees of the organization (use additional pages if necessary): Name and Surname: PAUL ROUISS KHAMBOLE Position: Chairperson Contact Address and tel. no: Paulrouiss@gmail.com 0726108441 Name and Surname: Samkela Mhlaka 2a

Contact Address and tel. no:	073 542 6338
Name and Surname:	Nomuyiseko Mbya
Position:	Director
Contact Address and tel. no:	073 743 2016
Name and Surname:	Siphemanda Sidiyana
Position:	Director
Contact Address and tel. no:	078 3900 399
Name and Surname:	Silulani mbokwana
Position:	Director
Contact Address and tel. no:	082 087 2432
Name and Surname:	
Position:	
Contact Address and tel. no:	

D Indicate in which ward the organisation is active:

Ward: 12

Is the organisation a non-profit company? Yes No

If yes, provide company registration number: 2016/366

Is the organisation a non-profit organisation as contemplated in section 13 of the Non-Profit Organisation Act, 1997? Yes No

If yes, provide registration number: 2016/366170/08

Is the organisation a public benefit organisation as contemplated in terms of the Income Tax Act, 1962? Yes No

If yes, provide registration number: _____

Is funding required for a specific project? Yes No

If yes, attach details separately

Budget amount of projects: R 445 500.00

Duration of project: 4 Months

Is funding required for general support? Yes No

If yes, attach a copy of the organisation's overall budget and business plan.

E	<p>Category:</p> <p>Please categorise your application (mark with x):</p> <p>Tourism Destination Marketing & Visitors Information</p> <p>Tourism Development</p> <p>Animal Welfare</p> <p>Note: For more detail, see attached Funding of External Bodies Performing a Municipal Function Policy.(general guidelines and categories)</p> <p>Please indicate the specific type of project/programme, as per the Funding of External Bodies Performing a Municipal Function Policy</p> <p><i>Tourism Development: This project aims to develop annual celebration of Kayamandi Community with Poetry, Food and wine, fun run & walk, and Story telling. => aimed to bring the community together and share the beauty of Kayamandi with the outside people</i></p>
F	<p>The following <u>MUST</u> accompany this application:</p> <p><input checked="" type="checkbox"/> 1. A copy of the latest, audited financial statements.</p> <p><input checked="" type="checkbox"/> 2. A copy of the Organisation's Constitution or Memorandum of Incorporation as well as the resolutions/minutes adopting the Constitution or Memorandum of Incorporation.</p> <p>3. A copy of a project/programme description and/or a business plan for the ensuing financial year. Including the following:</p> <ul style="list-style-type: none"> <input type="checkbox"/> • Full details of the proposal or project including its objectives, the number of people who will benefit and how the project will contribute or enhance the strategic objectives of Stellenbosch Municipality. <input type="checkbox"/> • Commencement and completion dates of the project. <input type="checkbox"/> • Information on the total cost of the project budget, including a breakdown of costs and an outline of any contribution by fundraising and/or own contribution. <input type="checkbox"/> • A list of all other sources of funding together with the assessments. <input checked="" type="checkbox"/> • A summary of past achievements. <input checked="" type="checkbox"/> • References independent of the applicant and its executive. <p><input checked="" type="checkbox"/> 4. An original copy of a correctly completed creditors control form of Stellenbosch Municipality.</p> <p>5. If the Organisation received funding from Stellenbosch Municipality in the preceding financial year, you need to account for the expenditure of the funding received with your new application.</p> <p>6. If the Organisation received funding from other bodies, please identify and list the amounts received;</p>

	<ol style="list-style-type: none"> 7. If the Organisation is a non-profit company as defined in the section 1 of the Companies Act, 2008, a certificate/letter issued by the Companies and Intellectual Property Commission (CIPC) confirming registration must be attached; 8. If the Organisation has been registered as a "non-profit" organisation in terms of the Non-Profit Organisation Act, 1997, a certificate/letter issued by the Department of Social Development confirming registration as a non-profit organisation must be attached; 9. If the Organisation has been registered as a "Public Benefit Organisation" in terms of the Income Tax Act, 1962, a certificate/letter issued by SARS confirming the Organisation's tax exemption status must be attached; and 10. Valid Tax Clearance Certificate issued by SARS.
<p>G</p>	<p>The following shall apply:</p> <ol style="list-style-type: none"> 1. The allocation of funds will only be considered if the application document has been fully completed and signed and is accompanied by the required and supporting documentation referred to therein. Applicants must in their submission clearly indicate / specify and motivate what the funding will be utilised for. 2. The funding must be exclusively utilised for the purpose defined and the successful applicant must submit the necessary undertaking to this effect. 3. Applicants must in their submission satisfy the Council of their ability to execute the project successfully. 4. Organisations who have already received financial or other assistance from the Council during the previous financial year <u>must</u> specify same in their application. 5. No funding will be considered for political groupings, church/sectarian bodies or ratepayers organisations. 6. No funding will be considered where only an individual will benefit or where a member of Council or an official of Stellenbosch Municipality will receive any financial or other gain. 7. Projects outside the boundaries of the Council will not be considered. 8. Subsequent requests from applicants to cover overspending on projects will not be considered. 9. Council will not pay any funds to anyone who has already procured against the perception that they will receive any municipal funds. 10. Successful applicants must at all times comply with the provisions of Section 67(1) of the Municipal Finance Management Act No. 56 of 2003 which <i>inter alia</i> stipulates that the organisation or body has to:- <ul style="list-style-type: none"> • Enter into and comply with a Memorandum of Agreement with the Municipality as well as with all reporting, financial management and auditing requirements as may be contained in such agreement. This memorandum of agreement will bind the successful applicant to deliver on what the application speaks to, but also to commit to become involved with municipal programmes of the community where it functions. The Memorandum of Agreement will be made available to successful applicants for completion. • Report monthly on the actual expenditure of the amount allocated.

11. The Council reserves the right not to give funding to any or all organisations applying.
12. Having been awarded funding previously does not give an applicant the right to receive a grant/funding again.
13. Funding will not be considered where a project or organisation is already receiving funds from Council in terms of Council's functions. Applicants are required to disclose other sources of funding, failing which such applicant will be disqualified.
14. Funding will not be considered where in Council's opinion, an organisation received sufficient funds from other sources to sustain its activities or the project applied for. For this purpose, organisations must submit financial statements and budget for the ensuing financial year.
15. Organisations having received funding from Stellenbosch Municipality during the previous financial year, are required to attached to any new application, a copy of the financial statements relating to the year in which the funding was received from Council, as required in terms of section 67(1) of the Municipal Finance Management Act, 2003 (MFMA).

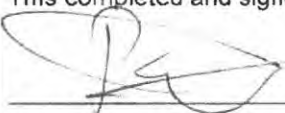
(The Funding of External Bodies Performing a Municipal Function Policy must be consulted for the sake of completeness)

H Undertaking:

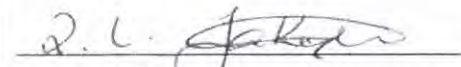
I/We hereby verify that the information provided in this application is true and correct and that the conditions applicable to the allocation of funds as set out above have been read, understood and will be complied with.

I/We also declare that the organisation implements effective, efficient and transparent financial management and internal control mechanisms to guard against fraud, theft and financial mismanagement and has in the past complied with requirements for similar transfer(s) of funds.

This completed and signed at Stellenbosch on this 24 day of April 2020



Chairperson / Authorised Representative



Secretary / Duly Authorised Signatory

I Please take note:

(i) That completed application forms together with all the required documentation must be delivered to:

**Director: Planning and Economic Development
P O Box 17
Stellenbosch
7599**

Or delivered to:

**58 Andringa Street
Stellenbosch
7600**

(ii) That the closing date for the submission of applications is: at

.....

(iii) That **neither late nor incomplete applications** shall be considered.

**Certificate issued by the Companies and Intellectual Property Commission
on Tuesday, August 23, 2016 02:18
Registration Certificate**



Registration number	2016 / 366170 / 08
Enterprise name	LOKXION FOUNDATION NPC
Enterprise shortened name	NOT APPLICABLE
Enterprise translated name	NOT APPLICABLE
Registration date	23/08/2016
Business start date	23/08/2016
Enterprise type	NON PROFIT COMPANY
Enterprise status	IN BUSINESS
Financial year end	FEBRUARY
Type of MOI	NON-STANDARD (COR15.1E)
Main business/main object	NO RESTRICTION ON BUSINESS ACTIVITIES
Postal address	1849 SNAKE VALLEY KAYAMANDI STELLENBOSCH 7600
Address of registered office	1849 SNAKE VALLEY KAYAMANDI STELLENBOSCH 7600

The Companies and Intellectual Property Commission of South Africa
P.O. Box 428, Pretoria, 0001, Republic of South Africa
Docex 258, Pretoria
Contact centre 086 100 2472
www.cipc.co.za



**Certificate issued by the Companies and Intellectual Property Commission
on Tuesday, August 23, 2016
Registration Certificate**

Companies and Intellectual
Property Commission
Pretoria, South Africa

Registration number 2016/366170/08
Enterprise name LOKXION FOUNDATION NPC

Auditors

Directors

Surname and first names	Status	ID number or date of birth	Director type	Appointment date	Addresses
MHLAKAZA, SAMKELA	ACTIVE	9306165562085	DIRECTOR	23/08/2016	Postal 1849 SNAKE VALLEY, KAYAMANDI, STELLENBOSCH, 7600 Residential ZONE J183 NDUMELA STREET, KAYAMANDI, STELLENBOSCH, 7600
MTIYA, NOMVUYISEKO ARETHA	ACTIVE	8709241207081	DIRECTOR	23/08/2016	Postal P O BOX 1166, STELLENBOSCH, 7599 Residential 809 4TH AVENUE, KAYAMANDI, STELLENBOSCH, 7600
SIDIYAMA, SIPHAMANDLA	ACTIVE	9209176432084	DIRECTOR	23/08/2016	Postal 1849 SNAKE VALLEY, KAYAMANDI, STELLENBOSCH, 7600 Residential C139 2ND AVENUE, KAYAMANDI, STELLENBOSCH, 7600
MBOKWANA, SILULAMI	ACTIVE	7911095633088	DIRECTOR	23/08/2016	Postal 1849 SNAKE VALLEY, KAYAMANDI, STELLENBOSCH, 7600 Residential 1849 SNAKE VALLEY, KAYAMANDI, STELLENBOSCH, 7600
KHAMBULE, PAUL ROVISS	ACTIVE	7810066006086	DIRECTOR	23/08/2016	Postal 1849 SNAKE VALLEY, KAYAMANDI, STELLENBOSCH, 7600 Residential 1849 SNAKE VALLEY, KAYAMANDI, STELLENBOSCH, 7600

The Companies and Intellectual Property Commission of South Africa
P.O. Box 429, Pretoria, 0001, Republic of South Africa
Docex 256, Pretoria
Contact centre 086 100 2472
www.cipc.co.za





To whom it may concern

Date

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Dear Sir/Madam

CONFIRMATION OF BANK ACCOUNT

This letter serves to confirm that LOKXION FOUNDATION residing at
1849 SNAKE VALLEY KAYAMANDI, STELLENBOSCH conducts an account in our books.

Details are:

Bank NEDBANK Branch STELLENBOSCH
Account number

2	0	0	6	3	9	4	7	9	7
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 Branch sort code

1	9	8	7	6	5
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Account Type SAVINGS

Yours faithfully

S. MULLER
CONSULTANT

The information in this letter is strictly confidential.



This letter is issued without prejudice to Nedbank and we reserve all our rights in this regard. Nedbank will not be liable for any loss or damage that any person may suffer as a result of any reliance being placed on the information contained in this letter.



NEDBANK

ENQUIRIES • STELLENBOSCH

((Physical address)) ((Postal address))
Tel ((Tel no)) Fax ((Fax no)) www.nedbank.co.za

Nedbank Limited Reg No 1951/000009/06, VAT Reg No 4320116074, Nedbank 135 Rivonia Campus, 135 Rivonia Road Campus, Sandown, Sandton, 2196, South Africa.
Directors: Dr RJ Khoza (Chairman) MWT Brown (Chief Executive) TA Boardman TCP Chikane GW Dempster (Chief Operating Officer) MA Enus-Brey ID Gladman
PM Makwana NP Mxasane RK Morishi (Chief Financial Officer) JK Netshizenze JVF Roberts* GT Serobe M Wyman* (*British)
Company Secretary: TSB Jell 30.06.2013

We subscribe to the Code of Banking Practice of The Banking Association South Africa and, for unresolved disputes, support resolution through the Ombudsman for Banking Services.
We are an authorised financial services provider. We are a registered credit provider in terms of the National Credit Act (NCR Reg No NCRCP16).

A Member of the OLD MUTUAL Group

BankingConfirmationLetter NEDE.dot 23Jul13 | SD2



LOKXION FOUNDATION
Reg 158-230 NPO
Physical Address
1849 Snake Valley
Kayamandi
STELLENBOSCH
Western Cape
7800

Contact Persons:
Managing Director : Paul Khambule
Cell: 0726108441
Email: paulroviss@gmail.com
Operations Director: Sikulani Moolwana
Cell: 0820872432 / 0618797687
slumbolwana@gmail.com

LOKXION FOUNDATION

PROPOSAL

CELEBRATING KHAYAMNANDI;
27 – 29 Nov 2020

BACKGROUND AND CONTEXT

Celebrating Khayamandi is a milestone event seeking to facilitate social cohesion, build pride, promote unity and place Khayamandi as an integral part of greater Stellenbosch and a common neighbourhood for all of Stellenbosch. This event will draw together, community, business, youth, community organisations, media and visitors from all over Greater Stellenbosch and the world to celebrate the Khayamandi heritage, diversity, richness and dynamism.

Khayamandi is a small predominantly black human settlement that has gone through various stages of development. In the late 1930s they started to build this community on the outskirts of Stellenbosch and officially declared it a township in November 1941. It is the second oldest township in the Western Cape.

Aim of the Event and Objectives:

Through a three day festival we aim to celebrate our home and its place in the wider community. We wish to build and strengthen the bonds within the community as well as extend community bonds with other neighbourhoods in the Greater Stellenbosch area and beyond.

- **Township Tourism Benefits**—With this initiative we wish to stimulate the growth of tourism in Khayamandi and positively affect the local businesses. Overnight visitors will provide another source of off-site revenue to Khayamandi, especially the homestays.
- **Social Cohesion** - Tourism has the opportunity to bring communities together and instill a sense of community pride and knowledge of their history, Khayamandi has a rich history which is not known to many, including the residents. We believe this festival will foster community pride, teach people new things, and strengthen relationships across the Greater Stellenbosch area.
- **Strong Relationships**—We believe the festival will help to build stronger relationships within a community, as most of the relationship-building occurs in the festival planning phase. This is where the bonds among public and private organizations, government, and neighborhood groups are forged and where connections among appointed steering committee members, staff, volunteers and interested residents are made.
- **Value of training** - The Festival and Event Management program covers strategic planning, site management, budgeting and financial planning, marketing and sponsorship, human resource management and volunteer recruitment, and event evaluation. The skills that members of the community, particularly the youth, will be able to acquire in putting together the festival will be invaluable for building up their CVs

and accessing work opportunities elsewhere. Additionally both small businesses and organisations will have the opportunity to upgrade their skills in many areas that will impact their endeavours going forward.

PROJECTS

The following projects will form the core of the Celebrating Khayamnandi 2020;

- **Khayamnandi Wine and Food Celebration**

With the assistance of the Stellenbosch Wine Route, we will bring 25 of the best wine estates.

The emerging wine consumer also presents many challenges to the industry. To address these challenges, the wine industry requires a strategy surrounding growing domestic wine consumption. A collective effort within the wine community is required to set common goals, establish an industry structure to drive interventions and measure progress. A township distribution infrastructure should also be established to ensure the regular delivery of wine of a consistent quality to the township marketing.

The event aims to educate the market and create a platform for the brands to sell to, educate and engage with potential consumers. This will enable brands a chance to reach this particular market at a fraction of the cost.

Khayamnandi is a community in the centre of the winelands; families working the wine industry in many parts of the value chain, it is only fair to bring the final product to them to experience with their family and friends. There is also a growing interest amongst the youth in the potential for a career in the wine industry which extends way beyond the seasonal agricultural work that they have seen their parents and grand-parents do. This interest should be fostered and grown further.

- **Re-Planting Khayamnandi - Tree planting**

This initiative was initiated by two elders of Khayamnandi Mr. Mayekiso and Mr. Setona. The aim of this initiative is to rebuild the foundations of Khayamnandi both physically and metaphorically; community of the people by the people. With re-planting of trees in Khayamnandi there will be a joining of hands in the community, young, old and in between. This will begin with a dialogue on what it means to be resident of Khayamnandi. While taking care of the planted tree, we should invest the same energy in taking care of each other as humans. The pair believes, we as humans can learn a lot from nature!

Khayamnandi used to have beautiful pine trees, which were cut down between 2012 – 2015 due to safety concerns, since the trees were falling during heavy winds.

- **Poetry in Khayamnandi:**

We've been bringing people together in communities in Stellenbosch to interrogate the word 'Citizen'. We've asked people young and old what it means to them, what it inspires and how they think the idea of being an equal citizen relates to local communities, to the country and the wider world. The poets will explore and express their point of view about being a citizen and lead a conversation(s) about the Land, Racism, Education, Gender, Language, Democracy and Youth.

We are looking to invite the poetry community to come down to Khayamnandi and celebrate with us, in a way in which they know how. There many powerful and respected poetry communities: Poetry in McGregor, UWC Creative Writers, Lingua Franca Spoken Word, Open Book, InZync Poetry, just to name a few.

We aim to open up 6 churches along the Masithandane street to host these curated poetry events:

- Apostolic Faith Mission (AFM),
- Methodist United,
- St. Paul's,
- Presbyterian Church,
- St. Johns Anglican Church and
- Dutch United Reformed Church
- **Amazink;** will be our central spot. We will host Open Mic sessions and use the space as information area.

- **Khayamnandi Fun Run/Walk**

To encourage a healthy lifestyle, we will encourage the residents and entire Greater Stellenbosch to join Khayamnandi as the run and walk the streets. The fun race caters for both runners and walkers with a 5 km course around Khayamnandi and is a relaxed affair that includes families, and friends. Entrants are encouraged to dress in the theme of the day, but it is not compulsory.

- **Market at Amazink**

Amazink is the central space in Khayamnandi, it is ideal as a centre for the Festival. Vendors will be invited to sell their items. The market will feature local food, local farmers, local clothing brands, jewellery, local crafters and artists.

MAJOR PARTNERS

Lokxion Foundation is a non-politically affiliated organisation. Lokxion Foundation has agreed to work with every member of the community on organising the celebration of Khayamnandi, and is open to work with individuals and organisations sharing the same vision. Working steering committees will be formed based on projects.

Steering Core Steering Committee

Proposed Core Steering Committee;

1. Paul Khambule - Lokxion Foundation
2. Odwa Nomavuka - Market
3. Samkela Mhlakaza – Food and Wine
4. Zimasa Faku – Khayamnandi Fun Run/Walk
5. Tshepo Setona – Replanting Khayamnandi
6. Mawande Ndywamba – Poetry in Khayamnandi

Operational Team

All management team will share a fundamental stewardship role which includes the inescapable basic responsibility to promote the health and well-being of the Lokxion lifestyle.

- **Managing Director (MD):** Paul Roviss Khambule is responsible to implement the strategic goals and objectives of the Lokxion Foundation and along with the team and partners Also to give direction and leadership towards the achievement of the Lokxion Foundation's philosophy, mission, strategy, and its annual goals and objectives.
- **Operations Team:** The Operations team will oversees the Lokxion Foundation's operations (all events and suppliers) and ensures they are aligned with the Lokxion Foundation's mission, strategy and its annual goals and objectives. The Operations team will be lead by Silulami Mbokwana. They will make sure the design, marketing, delivery and quality of events are positively representing the Lokxion Foundation.
- **Financial Team:** The Financial team is responsible for the overall finances of the Lokxion Foundation. This includes recommending events budget for approval by different departments and prudently managing Lokxion Foundation's resources within those budget guidelines and according to current South African laws and regulations. The Financial team will be lead by Ayanda Ndiki. The team is responsible for all tax and auditing activities and for the management of the Lokxion Foundation's cash flow. Fund raising is also the responsibility of this Manager.
- **Marketing and PR Team:** The Marketing and PR team will insure that the Lokxion Foundation and its mission, and events are consistently well marketed. This team also has the responsibility to ensure the Lokxion Foundation is consistently presented in with a strong, positive image to relevant stakeholders. This manager is responsible for communication to the external environment. The team will be lead by Samkela Mhlakaza.

The below table outlines the involvement of the community to the project. The project success lies to the buy in by the residents and taking ownership.

Organisation(s)	Founding Member(s)	Additional Members	Total
Lokxion Foundation	5	10 (EPWP)	15
Poetry in Khayamnandi	3	67	70
Steering Committee	3	12	15
Poets		45	45
Venue Coordinators		10	10
Food and Wine		33	33
Wine and Food expertise		7	7
Security & Car Marshals		10	10
Artists and Performers		6	6
Cleaners		10	10
Market at Amazink		20	20
Steering Committee		5	5
Vendors		15	15
Khayamnandi Fun Run/Walk		56	56
Steering Committee		6	6
Marshalls		50	50
Total			164

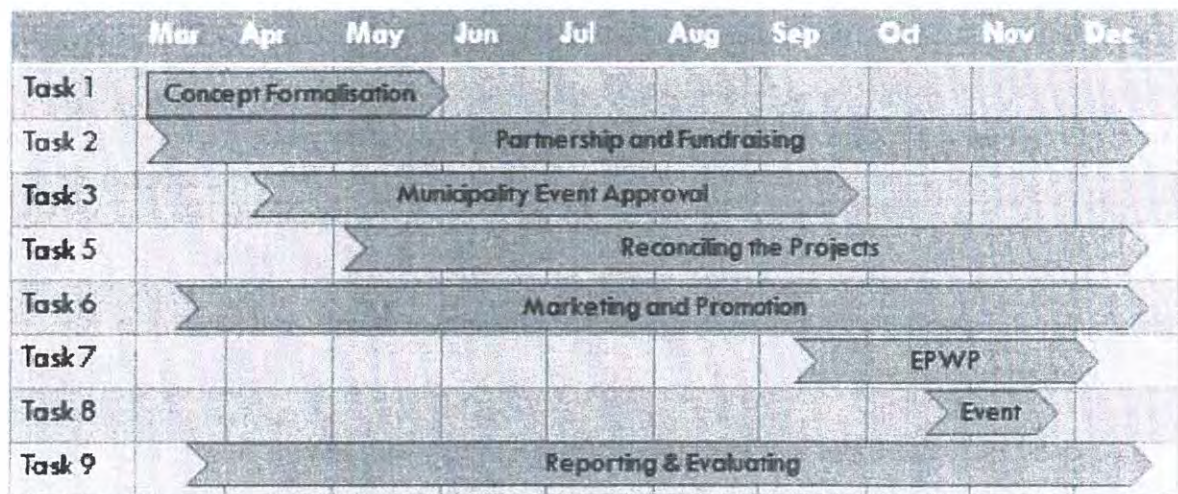
APPROACHED PARTNERS

We will be initiating discussion around the festival with the organisations, institutions and businesses below, as they are very much aligned to our objectives;

1. Visit Stellenbosch
2. Stellenbosch Wine Route
3. University of Stellenbosch (Department of History, Social Impact, Woordfees, SRC & Transformation Office)
4. Stellenbosch Municipality
5. The Cape Winelands District Municipality
6. Spier Wine Farm
7. e'Bosch (Stellenbosch Heritage Project)
8. Stellenbosch Heritage Foundation
9. Stellenbosch Academy of Photography and Design
10. Khayamandi NGOs and Schools

TIMELINE

Below milestones will be observed to ensure greater success for the events. All people involved will be workshop'ed on the importance of keeping to the schedule.



BUDGET

The table below shows estimated budget for the Celebrating Khayamnandi 2020;

	Amount
Festival Logistics	R 55 000.00
Security and Safety	R 36 500.00
Projects	R279 750.00
1) Khayamnandi Wine and Food	R100 000.00
2) Khayamnandi Fun Run/Walk	R60 000.00
3) Khayamnandi Re-Planting	R35 000.00
4) Market	R12 750.00
5) Poetry in Khayamnandi	R72 000.00
Project Management	R 74 250.00
	R 445 500.00

CONTACT AND BANKING DETAILS**Banking Details:**

Lokxion Foundation

Bank: Nedbank

Account Number: 2006394797

Account type: Savings

Branch Code: 175005

Contact Person

Paul Roviss Khambule

Cell: 0726108441

E-mail: paulroviss@gmail.com

¹ Growing the consumption of wine amongst emerging market consumers in South Africa, by Mary-Lyn Foxcroft

VISIT STELLENBOSCH

Suite 224, Postnet X5061, Stellenbosch, 7599
47 Church Street, Stellenbosch, 7600
+27 (0)21 886 4310
info@visitstellenbosch.org
www.visitstellenbosch.org

6 March 2020

Dear Linda Mase and Wesgro team

RE: Celebrating Khayamnandi 2020 - Endorsement letter for event proposal

On behalf of, **Visit Stellenbosch and Stellenbosch Wine Routes**, please accept this letter of support to, **Lokxion Foundation**, in their event proposal for **Celebrating Khayamnandi 2020**.

The new integrated DMO for Stellenbosch, Visit Stellenbosch, aims to connect all aspects of tourism and create a compelling and unique place experiences for locals and visitors throughout the year in the town of Stellenbosch and in the Stellenbosch Wine Region.

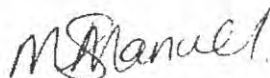
Visit Stellenbosch is in the process of uniting all tourism stakeholders in Stellenbosch under a joint destination brand and a unified destination vision with a long-term tourism plan. Centralising the operational functions and resources of Stellenbosch stakeholders in wine, tourism, food and business, among other sectors. Visit Stellenbosch's long-term tourism plan is aimed at improving service excellence, driving tourism innovation and enhancing the place experience for locals and visitors alike.

Celebrating Khayamnandi is a milestone event seeking to facilitate social cohesion, build pride, promote unity and place Khayamandi as an integral part of greater Stellenbosch and a common neighbourhood for all of Stellenbosch. This event will draw together, community, business, youth, community organisations, media and visitors from all over Greater Stellenbosch and the world to celebrate the Khayamandi heritage, diversity, richness and dynamism.

The following projects will form part of the 3-day celebration:

- Khayamnandi Wine and Food
- Khayamnandi Fun Run/Walk
- Khayamnandi Re-Planting – Tree Planting
- Market
- Poetry in Khayamnandi

Sincerely,



Madalene Manuel
Brand and Communications Administrator
Visit Stellenbosch and Stellenbosch Wine Routes

THE COMPANIES ACT, NO. 71 OF 2008

(as amended)

MEMORANDUM OF INCORPORATION

of

LOKXION FOUNDATION (NPC)
A NON-PROFIT COMPANY

(Registration number _____)




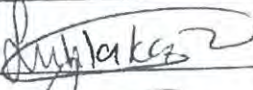
(Registration date _____)

The Company is a Non-Profit Company with Members with the following main object:

***TO INFORM, DEVELOP AND EMPOWER YOUTH AND THE ELDERLY IN IMPOVERISHED TOWNSHIPS
THROUGH SOCIAL ENTERPRISE, ARTS, SPORT AND HERITAGE***

Adoption of Memorandum of Incorporation

This Memorandum of Incorporation was adopted by the incorporators of the Company, in accordance with section 13 (1) of the Act, as evidenced by the following signatures made by each of them, or on their behalf:

Name of Incorporator	Identity Number	Signature	Date
Paul Roviss Khambule	781006 6006 086		08/06/2016
Silulami Mbokwana	791109 5633 088		09/06/2016
Nomvuyiseko Aretha Mtiya	870924 1207 081		07/06/2016
Samkela Mhlakaza	930616 5562 085		09/06/2016
Siphamandla Sidiyama	920917 6432 084		08/06/2016

1 INTERPRETATION

1.1 In this Memorandum of Incorporation unless inconsistent with or otherwise indicated by the context:

- 1.1.1 "Act" means the Companies Act, No. 71 of 2008, as amended, consolidated or re-enacted from time to time, and includes all schedules to such Act and the Regulations, or any act which replaces it;
- 1.1.2 "Board" means the board of Directors from time to time of the Company;
- 1.1.3 "Company" means Lokxion Foundation (NPC) a company to be formed and duly incorporated in terms of Schedule 1 of the Act as a Non-Profit Company;
- 1.1.4 "Code of Conduct" means the Code of Conduct set out in Schedule 3 hereto;
- 1.1.5 "Director" means a member of the Board as contemplated in section 66 of the Act, or an alternate director, and includes any person occupying the position of a director or alternate director, by whatever name designated;
- 1.1.6 "Electronic Communication" has the meaning set out in section 1 of the Electronic Communications and Transactions Act, No. 25 of 2002;

- 1.1.7 "Income Tax Act" means the Income Tax Act, No. 58 of 1962, as amended from time to time and includes all Schedules to the Income tax Act and the regulations;
- 1.1.8 "Member" means a person who has attained Membership in the Company in accordance with Schedule 1 of this Memorandum of Incorporation and who is entered as such in the Register, subject to the provisions of section 57 of the Act;
- 1.1.9 "Memorandum of Incorporation" means this Memorandum of Incorporation as amended from time to time, including all Schedules and Annexures thereto;
- 1.1.10 "Public Benefit Activity" means any activity listed in Part I of the Ninth Schedule to the Income Tax Act, or any other activity as determined by the Minister from time to time, gazetted by the government of the Republic to be of a benevolent nature, having regard to the needs, interests and well-being of the general public;
- 1.1.11 "Regulations" means the regulations published in terms of the Act from time to time;
- 1.1.12 "Republic" means the Republic of South Africa;
- 1.1.13 "Rules" means any rules made in respect of the Company from time to time as contemplated in section 15(3) to (5) of the Act and clause 18 hereof;
- 1.1.14 "Register" means the Membership register kept by the Company as required by item 1 (9) of Schedule 1 to the Act, in accordance with section 24(4) and section 50(1) of the Act, as set out in Schedule 1 hereof;
- 1.1.15 "Schedule" means the schedules attached to this Memorandum of Incorporation and which form part of this Memorandum of Incorporation;
- 1.1.16 words and expressions defined in the Act and which are not defined herein shall have the meanings given to them in the Act;
- 1.1.17 a reference to a section by number refers to the corresponding section of the Act, notwithstanding the renumbering of such section after the date on which the Memorandum of Incorporation is adopted;
- 1.1.18 in any instance where there is a conflict between a provision (be it expressed, implied or tacit) of this Memorandum of Incorporation and:
- 1.1.22.1 an alterable or elective provision of the Act, the provision of this Memorandum of Incorporation shall prevail to the extent of the conflict; and
- 1.1.22.2 an unalterable or non-elective provision of the Act, the unalterable or non-elective provision of the Act shall prevail to the extent of the conflict, unless the Memorandum of Incorporation imposes on the Company a higher standard, greater restriction, longer period of time or similarly more onerous requirement, in which event the relevant provision of this Memorandum of Incorporation shall prevail to the extent of the conflict;

- 1.1.19 clause headings are for convenience only and are not to be used in its interpretation;
- 1.1.20 an expression which denotes any: gender includes the other genders; a natural person includes a juristic person and *vice versa*, and the singular includes the plural and *vice versa*;
- 1.1.21 if the due date for performance of any obligation in terms of this Memorandum of Incorporation is a day which is not a business day then (unless otherwise stipulated), the due date for performance of the relevant obligation shall be the immediately succeeding business day;
- 1.1.22 any reference to a notice shall be construed as a reference to a written notice, and shall include a notice which is transmitted electronically in a manner and form permitted in terms of the Act and/or the Regulations.
- 1.2 Any reference in this Memorandum of Incorporation to:
 - 1.2.1 "days" shall be construed as calendar days unless qualified by the word "business", in which instance a "business day" will be any day other than a Saturday, Sunday or public holiday as gazetted by the government of the Republic from time to time;
 - 1.2.2 "law" means any law of general application and includes the common law and any statute, constitution, decree, treaty, regulation, directive, ordinance, by-law, order or any other enactment of legislative measure of government (including local and provincial government) statutory or regulatory body which has the force of law and a reference to any statutory enactment shall be construed as a reference to that enactment as amended or substituted from time to time;
 - 1.2.3 "writing" means legible writing and in English and includes printing, typewriting, lithography or any other mechanical process, as well as, any electronic communication in a manner and a form permitted in terms of the Act and/or the Regulations.
- 1.3 The words "include" and "including" mean "include without limitation" and "including without limitation". The use of the words "include" and "including" followed by a specific example or examples shall not be construed as limiting the meaning of the general wording preceding it.
- 1.4 Unless otherwise provided in this Memorandum of Incorporation or the Act, defined terms appearing herein in title case shall be given their meaning as defined, while the same terms appearing in lower case shall (except where defined in the Act) be interpreted in accordance with their plain English meaning.
- 1.5 Where a particular number of business days is provided for between the happening of one event and another, the number of days must be calculated by excluding the day on which the first event occurs and including the day on which or by which the second event is to occur.

2 ADOPTION OF MEMORANDUM OF INCORPORATION

- 2.1 This Memorandum of Incorporation is adopted by the Company as its founding document.
- 2.2 The Company is incorporated in accordance with and governed by:
 - 2.2.1 the unalterable provisions of the Act that are applicable to Non-Profit Companies;
 - 2.2.2 the alterable provisions of the Act that are applicable to Non-Profit Companies, subject to the limitations, extensions, variations or substitutions set out in this Memorandum of Incorporation; and
 - 2.2.3 the provisions of this Memorandum of Incorporation.

3 INCORPORATION OF THE COMPANY AND FINANCIAL YEAR

- 3.1 The Company is a Non-Profit Company as defined in the Act, and accordingly:
 - 3.1.1 it has been incorporated for a public benefit, or other object as required by item 1 (1)(a)(i) of Schedule 1 to the Act; and
 - 3.1.2 its income and property are not distributable to its incorporators, Members, Directors, officers or a person appointing a Director of the Company, except to the extent permitted by item 1(3) of Schedule 1 to the Act.
- 3.2 The financial year-end of the Company shall be the last day of June each year.

4 OBJECTS OF THE COMPANY

- 4.1 The Company's main object is to inform, develop and empower youth and the elderly in impoverished townships through social enterprise, arts, sport and heritage.
- 4.2 The Company's ancillary objects are set out below and the main object of the Company is to be accomplished by the following actions:
 - 4.2.1 to empower youth and the elderly and assist them in seeking initiatives that change their lives and that of the greater communities;
 - 4.2.2 the promotion of community-based projects relating to self-help, empowerment, capacity building, skills development and anti-poverty;
 - 4.2.3 to facilitate a system-wide change for youth social entrepreneurship by building the capacity in entrepreneurship education, as well as incubating and accelerating high-impact youth social entrepreneurs;
 - 4.2.4 to develop leadership amongst youth and to encourage participation in sports and educational activities that seek to empower them;

- 4.2.5 to create an interactive space for township youth, where they can be kept away from substance/drug abuse and other life threatening activities;
- 4.2.6 to engage in informing, campaigning, advocacy, mobilizing public opinion and influencing policy in favour of social security, realization of rights and improvement of the standard of living of youth and the elderly in townships.

5 POWERS OF THE COMPANY

- 5.1 The legal powers and capacity of the Company as contemplated in the Act are subject to certain restrictions, limitations and qualifications as allowed for in section 19(1)(b)(ii) of the Act as more fully set out in clause 5.2 below.
- 5.2 The legal powers and capacity of the Company are restricted, limited and qualified to the extent required to be classified as an Non-Profit Company in terms of the Act and to be classified as a Public Benefit Organisation in terms of Schedule 9 of the Income Tax Act, with the result that:
 - 5.2.1 all activities of the Company are to be carried on in a non-profit manner and with an altruistic or philanthropic intent;
 - 5.2.2 no activity of the Company may be intended to directly or indirectly promote the economic self-interest of any fiduciary or employee of the Company, other than by way of reasonable remuneration to that fiduciary or employee;
 - 5.2.3 the activities of the Company are to be carried on for the benefit of, or are to be widely accessible to the general public at large, including a sector thereof, and are not to the benefit of a small and exclusive group;
 - 5.2.4 the income and assets of the Company, obtained from whichever source, shall be applied solely in furtherance of its objects as stated in clause 4 above, and no part thereof shall be directly or indirectly, whether by means of dividend, bonus or otherwise, be paid or transferred to any person or a company otherwise than in the course of undertaking any Public Benefit Activity or in the circumstances set out in section 1(3)(a) to (d) of Schedule 1 to the Act;
 - 5.2.5 donations shall only be made by the Company in accordance with its stated objects and in the course of undertaking a Public Benefit Activity and the Company does not have the power to make donations to its Members or Directors;
 - 5.2.6 the Company is prohibited from accepting any donation which is revocable at the instance of the donor for reasons other than material failure to conform to the designated purposes and conditions of such donation, unless the donor is also a Public Benefit Organisation or an institution, board or body which is exempt from tax under the provisions of section 10(1)(cA)(i) of the Income Tax Act, which has as its sole or principal object the carrying on of any Public Benefit Activity;

- 5.2.7 the Company shall not use its resources, directly or indirectly, to support or advance, or oppose any political party;
- 5.2.8 the Company shall submit a copy of any amendment(s) to this Memorandum of Incorporation to the Commissioner for the South African Revenue Services as required under the Income Tax Act from time to time;
- 5.2.9 the Company shall not, in accordance with Item 2(1) of Schedule 1 of the Act, amalgamate or merge with, or convert to a profit company, or dispose any part of its assets, undertaking or business to a profit company, other than for fair value, except to the extent that such disposition of an asset occurs in the ordinary course of the activities of the Company;
- 5.2.10 the Company shall only take part in the management, supervision and control of the business or operations of any other company or business with the same or similar objects and enter into partnerships with the same or similar objects, on condition that such company, business and/or partnership has been approved as a Public Benefit Organisation or is an institution, board or body which is exempt from tax under the provisions of section 10(1)(cA)(i) of the Income Tax Act, which has as its sole or principal object the carrying on of any Public Benefit Activity, contemplated in section 10(1)(a) or (b) of the Income Tax Act;
- 5.2.11 the Company may form a company or trust with the same or similar stated objects as the Company and have an interest in any such company or trust for the purpose of acquiring the undertaking, or all or any of the assets or liabilities of such company, or for any other purpose which may seem directly or indirectly, calculated to benefit the Company, and to transfer to any such company or trust, the undertaking or all or any of the assets and liabilities of the Company; and
- 5.2.12 the Company may not provide a loan to, secure a debt or obligations of, or otherwise provide direct or indirect financial assistance to, a Director or Member of the Company or of a related or inter-related company, or to any person related to such Director or Member.
- 5.3 In addition to the restrictions provided for in clause 5.2 above, the Company shall not have the power to enter into agreements with third parties the duration of which will be longer than 12 (twelve) months, except as provided for by way of a special resolution.
- 5.4 However, nothing contained in clause 5.2 shall prevent the Company from:
 - 5.4.1 paying any portion of its income, or transfer any of its assets, directly or indirectly, regardless of how the income or asset was derived, to any person who is or was an incorporator of the Company, or who is a Member or Director, or any person appointing a Director of the Company in the following circumstances:
 - 5.4.1.1 as reasonable remuneration for goods delivered or services rendered to, or at the direction of, the Company, which is not excessive having regard to what is

generally considered reasonable in the sector and in relation to the service rendered and does not economically benefit any person in a manner which is inconsistent with the objects of the Company;

- 5.4.1.2 as reasonable payment of, or reimbursement for, expenses incurred to advance a stated object of the Company;
- 5.4.1.3 as an amount due and payable by the Company in terms of a *bona fide* agreement between the Company and that person or another;
- 5.4.1.4 as payment in respect of any rights of that person, to the extent that such rights are administered by the Company in order to advance a stated object of the Company;
- 5.4.1.5 in respect of any legal obligation that is binding on the Company.
- 5.4.2 acquiring and holding securities issued by a profit company; and
- 5.4.3 directly or indirectly, alone or with any other person, carrying on any business, trade or undertaking consistent with or ancillary to the Company's stated objects.

6 WINDING-UP OR DISSOLUTION

- 6.1 Upon winding-up or dissolution of the Company:
 - 6.1.1 no past or present Member or Director of the Company, or person appointing a Director of the Company, shall be entitled to any part of the net value of the Company after its obligations and liabilities have been satisfied; and
 - 6.1.2 its entire net value is to be distributed to one or more Public Benefit Organisations having objects similar to its main object as set out in clause 4.1, as determined by the Members of the Company by way of special resolution at, or immediately before, the time of winding-up or dissolution of the Company, or by the Court if the Members fail to make such a determination.

7 APPLICATION OF OPTIONAL PROVISIONS OF THE ACT

The Company elects, in terms of section 34(2) of the Act, not to voluntarily comply with the extended accountability provisions of Chapter 3 of the Act.

8 MEMBERS OF THE COMPANY

- 8.1 The Company has Members as allowed for in item 4(1) of Schedule 1 to the Act.
- 8.2 The terms and conditions of Membership in the Company shall be as set out in Schedule 1 attached to this Memorandum of Incorporation.

9 MEMBERS' MEETINGS

9.1 Requirement to hold meetings

The Company shall not be required to hold any meetings of Members other than those required by the Act, but may do so.

9.2 Requisition of a Members' meeting

9.2.1 The Board, or any prescribed officer of the Company authorised by the Board, is entitled to call a Members' meeting at any time.

9.2.2 The Board shall convene a Members' meeting if requested to do so by any Member.

9.2.3 Subject to clause 10, the Company shall hold a Members' meeting:

9.2.3.1 at any time that the Board is required by the Act or this Memorandum of Incorporation to refer a matter to Members for decision; or

9.2.3.2 whenever required in terms of the Act to fill a vacancy on the Board in the event that the requirement for a minimum number of Directors, as contemplated in clause 12, is breached; or

9.2.3.3 when required in terms of clause 9.2.2 or by any other provision of this Memorandum of Incorporation.

9.3 Location of Members' meetings

The Board may determine the location of any Members' meeting and the Company may hold any such meeting in the Republic and the authority of the Board and the Company in this regard is not limited or restricted by this Memorandum of Incorporation.

9.4 Notice of Members' meetings

9.4.1 The minimum number of days for the Company to deliver a notice in writing of a Members' meeting to the Members (other than an annual general meeting), is 15 (fifteen) business days before the meeting is to begin, as provided for in section 62 (1) of the Act.

9.4.2 The notice must set out the date, time and place for the meeting, the record date for the meeting, the general purpose of the meeting, as well as any specific purpose for which the meeting may have been called if requisitioned by the Members, a copy of the proposed resolution which is to be considered at the meeting and the percentage of voting rights that would be required for that resolution to be adopted. Furthermore, the notice must contain a statement that a Member is entitled to appoint a proxy to attend, participate in and vote at the meeting and that the proxy need not be a Member of the Company.

9.4.3 Where there is a material defect in giving notice of any meeting to any particular Member the meeting may proceed only if every person entitled to exercise voting rights in respect of any item at the meeting is present at the meeting and approves the ratification of the defective notice.

9.4.4 An immaterial defect in the form or manner of giving notice, or an accidental omission to give notice of any meeting to any particular Member or Members shall not invalidate any action taken at any such meeting.

9.5 **Electronic participation in Members' meetings**

9.5.1 The Company may conduct a Members' meeting entirely by Electronic Communication or provide for participation in a meeting by Electronic Communication, and the power of the Company to do so is not limited or restricted by this Memorandum of Incorporation. Accordingly:

9.5.1.1 any Members' meeting may be conducted entirely by Electronic Communication; or

9.5.1.2 one or more Members, or proxies for Members, may participate by Electronic Communication in all or part of any Members' meeting that is being held in person,

as long as the Electronic Communication employed ordinarily enables all persons participating in that meeting to communicate concurrently with each other and without an intermediary, and to participate reasonably effectively in the meeting.

9.5.2 Any notice of any meeting of Members at which it will be possible for Members to participate by way of Electronic Communication shall inform Members of the ability to so participate and shall provide any necessary information to enable Members or their proxies to access the available medium or means of Electronic Communication, provided that such access shall be at the expense of the Member or proxy concerned.

9.6 **Quorum for Members' meetings**

9.6.1 The quorum requirement for a Members' meeting is that a Members' meeting may only commence and a matter may only be considered until there are sufficient persons present in person or by proxy at the meeting to exercise, in aggregate, at least 25 % (twenty five percent) of the voting rights that are entitled to be exercised in respect of at least 1 (one) matter to be decided at the meeting.

9.6.2 The time periods allowed in section 64(4) and (5) of Act apply to the Company without variation and, accordingly, if within 30 (thirty) minutes after the appointed time for a meeting to begin, the requirements of clause 9.6.1 for that meeting to begin have not been satisfied, the meeting shall be automatically be postponed, without any motion, vote or further notice, to the same day (or if that day is not a business day, the next business day) at the same time and place in the next week.

- 9.6.3 Provided that the chairperson may extend the 30 (thirty) minutes limit on the grounds that:
- 9.6.3.1 exceptional circumstances affecting weather, transportation or Electronic Communication have generally impeded or are generally impeding the ability of Members to be present at the meeting; or
 - 9.6.3.2 one or more particular Members, having been delayed, have communicated an intention to attend the meeting, and those Members, together with others in attendance, would satisfy the requirements of clause 9.6.1.
- 9.6.4 The chairperson may adjourn a Members' meeting at which a quorum is present or any matter being debated at such Members' meeting from time to time without further notice, on a motion supported by persons entitled to exercise in aggregate the majority of the voting rights held by all persons present at the meeting at the time.
- 9.6.5 An adjournment of a Members' meeting or of consideration of a matter being debated at the Members' meeting in terms of clause 9.6.4 may either be to a fixed time and place or until further notice, provided that the maximum period allowable for an adjournment of a Members' meeting will be 20 (twenty) business days.
- 9.6.6 The Company shall not be required to give further notice of a meeting that has been postponed or adjourned in terms of clauses 9.6.2 and 9.6.4 unless the location for the meeting is different from:
- 9.6.6.1 the location of the postponed or adjourned meeting;
 - 9.6.6.2 the location announced at the time of adjournment; or
 - 9.6.6.3 the location and time was 'until further notice', in the case of an adjourned meeting.
- 9.6.7 If within 30 (thirty) minutes from the time appointed in terms of clause 9.6.2 for a postponed meeting to begin, or for an adjourned meeting in terms of clause 9.6.4 to resume, the requirements of clause 9.6.1 have not been satisfied, the Members present in person or by proxy will be deemed to constitute a quorum.
- 9.6.8 The chairperson of the Board or, failing him, the deputy chairperson of the Board, if any (or if more than one of them is present and willing to act, the most senior of them) shall preside as chairperson at every Members' meeting. If there is no such chairperson or deputy chairperson, or if at any meeting he or she is not present within 15 (fifteen) minutes after the time appointed for holding the meeting or is unwilling to act as chairperson, the Members present shall choose 1 (one) of their number to be chairperson.
- 9.6.9 The chairperson of a meeting shall, subject to the Act and this Memorandum of Incorporation and any Rules, determine the procedure to be followed at that meeting.

9.7 Members' resolutions

- 9.7.1 Every person present and entitled to exercise voting rights shall be entitled to 1 (one) vote on a show of hands.
- 9.7.2 The vote of each Member is of equal voting value to the vote of each other voting Member on any matter to be determined by vote of the Members, except to the extent that the Memorandum of Incorporation provides otherwise.
- 9.7.3 At any meeting of the Company a resolution put to the vote at the meeting shall be decided on a show of hands, or by means of ballot if requisitioned by the chairperson or by at least 1 (one) Member.
- 9.7.4 If a meeting is decided by means of a ballot, a Member shall also have 1 (one) vote each so that the vote of a Member is of equal value to the vote of each other voting Member as provided for in the Act.
- 9.7.5 A declaration by the chairperson that a resolution has, on a show of hands, or by means of ballot been carried or carried unanimously or by a particular majority or defeated, an entry to that effect in the book containing the minutes of the proceedings of the Company, shall be conclusive evidence of the fact, without proof of the number of the votes recorded in favour of or against such resolution.
- 9.7.6 In the case of a tied vote the chairperson may cast a deciding vote if the chairperson did not initially vote and, if the chairperson did initially have a cast or a vote he will have a second vote.
- 9.7.7 For an ordinary resolution to be adopted at a Members' meeting, it must be supported by more than 50% (fifty percent) of the Members who voted on the resolution.
- 9.7.8 For a special resolution to be adopted at a Members' meeting, it must be supported by at least 75% (seventy five percent) of the Members who voted on the resolution.
- 9.7.9 Any resolution that could be voted on at a Members' meeting may instead be submitted for consideration to the Members and voted on in writing, in terms of clause 10.

10 MEMBERS ACTING OTHER THAN AT A MEETING

- 10.1 In accordance with the provisions of section 60 of the Act, a resolution that could be voted on at a Members' meeting (including in respect of the election of Directors) may instead be:
- 10.1.1 submitted by the Board for consideration to the Members entitled to exercise the voting rights in relation to the resolution; and

- 10.1.2 voted on in writing or by e-mail by such Members within a period of 20 (twenty) business days after the resolution was submitted to them.
- 10.2 A resolution contemplated in clause 10.1:
 - 10.2.1 will have been adopted if it is supported by persons entitled to exercise sufficient voting rights for it to have been adopted as an ordinary or special resolution, as the case may be, at a properly constituted Members' meeting; and
 - 10.2.2 if adopted, will have the same effect as if it had been approved by voting at a meeting.
- 10.3 In addition to a resolution passed in terms of clause 10.1, a resolution in writing signed by all the Members entitled to vote thereon shall be as valid and effectual as if adopted at a duly convened general meeting.
- 10.4 Within 10 (ten) business days after adopting a resolution, or conducting an election of Directors in terms of the provisions of this clause 10, the Company shall deliver a statement describing the results of the vote, consent process, or election to every Member who was entitled to vote on or consent to the resolution, or vote on the election of a Director, as the case may be.

11 REPRESENTATION BY PROXY

- 11.1 Any Member may at any time appoint any (one) natural person, as a proxy to:
 - 11.1.1 participate in, and speak and vote at, a Members' meeting on behalf of that Member; or
 - 11.1.2 give or withhold written consent on behalf of that Member to a decision contemplated in clause 10.
- 11.2 A proxy appointment form must be in writing, dated and signed by the Member and remains valid for:
 - 11.2.1 1 (one) year after the date on which it was signed; or
 - 11.2.2 any longer or shorter period expressly set out in the appointment,

unless it is revoked in a manner contemplated in the Act or expires earlier as contemplated in the Act.
- 11.3 The holder of a power of attorney or other written authority from a Member may, if so authorised thereby, represent such Member at any meeting of the Company and such holder shall deliver the power of attorney or other written authority (if any), or a certified copy thereof, to the Company before such holder exercises any rights of the Member at a Members' meeting.

11.4 All of the remaining provisions of the Act relating to the appointment and revocation of proxies and the rights of proxies generally shall apply and, in particular:

11.4.1 a Member or his proxy must deliver to the Company a copy of the instrument appointing a proxy before the commencement of the meeting at which the proxy intends to exercise that Member's rights; and

11.4.2 unless the instrument appointing a proxy provides otherwise, a Member's proxy may decide, without direction from the Member, whether to exercise or abstain from exercising any voting right of the Member, as set out in section 58(7),

and none of such rights or powers are limited, restricted or varied by this Memorandum of Incorporation, provided that a proxy may not delegate his/her power to another person.

11.5 Every instrument of proxy shall, as far as circumstances permit, be substantially in accordance with the form set out in Schedule 2 hereof.

12 DIRECTORS AND OFFICERS

12.1 Composition of the Board of Directors

12.1.1 The incorporators of the Company shall be its first Members and its first Directors.

12.1.2 Unless otherwise determined in a Member's meeting by way of special resolution, there shall not be less than 3 (three) and not more than 10 (ten) Directors on the Board, who shall be appointed as follows:

12.1.2.1 the Members shall be entitled to elect the Directors by way of an ordinary resolution;

12.1.2.2 there shall be an election or re-election each year of at least one third of these elected Directors, and the Directors due for re-election shall be those longest in office;

12.1.2.3 the election and appointment of all Directors shall be made in the manner provided for in clause 12.1 of this Memorandum of Incorporation.

12.1.3 The Company shall have elected Directors and such *ex officio* Directors as may from time to time be designated or approved by the Members by way of an ordinary resolution.

12.1.4 In any election of Directors:

12.1.4.1 all the nominated Directors' names must be provided to the Members, which will be listed on a nomination form;

12.1.4.2 the election is to be conducted as a series of votes, each of which is on the candidacy of a single individual to fill a single vacancy; and

- 12.1.4.3 in each vote to fill a vacancy, each Member entitled to vote may exercise his vote only once and the vacancy is filled only if a majority of the voting rights exercised by Members support the candidate;

provided only that, in the event that the Company only has 1 (one) Member, the above provisions of this clause 12.1.4 will not apply and the election of Directors shall take place in such manner as the Member shall determine.

- 12.1.5 Each elected Director of the Company shall serve for an indefinite term, as contemplated in section 68(1) of the Act and a vacancy in the number of Directors shall only arise in the event of:

- 12.1.5.1 any elected Director resigning or ceasing to hold office or becoming disqualified or eligible from holding office as such for any reason;

- 12.1.5.2 the Members resolving to decrease the number of elected Directors;

- 12.1.5.3 any of the other circumstances contemplated in section 70(1) of the Act arising; and/or

- 12.1.5.4 is due for re-election in terms of clause 12.1.2.2 and is not re-elected.

- 12.1.7 The Board has the power to fill any vacancy on the Board on a temporary basis, as set out in section 68(3) of the Act and read with section 70 of the Act.

12.2 **Authority of the Board of Directors**

- 12.2.1 The business and affairs of the Company shall be managed by or under the direction of its Board of Directors and the authority of the Company's Board of Directors to manage and direct the business and affairs of the Company is not limited or restricted by this Memorandum of Incorporation.

- 12.2.2 The Directors may at any time and from time to time by power of attorney appoint any person(s) to be the attorney(s) and agent(s) of the Company for such purposes and with such powers, authorities and discretions (not exceeding those vested in or exercisable by the Directors in terms of this Memorandum of Incorporation) and for such period and subject to such conditions as the Directors may from time to time think fit. Any such appointment may, if the Directors think fit, be made in favour of any company, the Members, directors, nominees or managers of any company or firm, or otherwise in favour of any fluctuating body of persons, whether nominated directly or indirectly by the Directors. Any such power of attorney may contain such provisions for the protection or convenience of persons dealing with such attorneys and agents as the Directors think fit. Any such attorneys or agents as aforesaid may be authorised by the Directors to sub-delegate all or any of the powers, authorities and discretions for the time being vested in them.

12.3 Directors' Meetings

- 12.3.1 Save as may be provided otherwise herein, the Directors may meet together for the despatch of business, adjourn and otherwise regulate their meetings as they think fit, which meeting shall be known as a General Board Meeting.
- 12.3.2 The Directors may elect a chairperson and a deputy chairperson and determine the period for which each is to hold office. The chairperson, or in his absence the deputy chairperson, shall be entitled to preside over all meetings of Directors. If no chairperson or deputy chairperson is elected, or if at any meeting neither is present or willing to act as chairperson thereof within 10 (ten) minutes of the time appointed for holding the meeting, the Directors present shall choose 1 (one) of their number to be chairperson of such meeting.
- 12.3.3 The authority of the Company's Board of Directors to consider a matter other than at a meeting, as set out in section 74 of the Act, is not limited or restricted by this Memorandum of Incorporation.
- 12.3.4 The Board has the power to:
- 12.3.4.1 consider any matter and/or adopt any resolution other than at a meeting as set out in section 74 and, accordingly, any decision that could be voted on at a meeting of the Board may instead be adopted by the written consent of a majority of the Directors, given in person or by Electronic Communication, provided that each Director has received notice of the matter to be decided;
- 12.3.4.2 conduct a meeting entirely by Electronic Communication, or to provide for participation in a meeting by Electronic Communication, as set out in section 73(3), provided that the Electronic Communication facility employed ordinarily enables all persons participating in the meeting to communicate concurrently with each other without an intermediary and to participate reasonably effectively in the meeting;
- 12.3.4.3 determine the manner and form of providing notice of its meetings as set out in section 73(4), provided that:
- 12.3.4.3.1 the notice period for the convening of any meeting of the Board will be at least 7 (seven) days unless the decision of the Directors is required on an urgent basis which justifies a shorter period of notice, in which event the meeting may be called on shorter notice. The decision of the chairperson of the Board, or failing the chairperson for any reason, the decision of any 2 (two) Directors as to whether a matter should be decided on an urgent basis, and the period of notice to be given, shall be final and binding on the Directors;
- 12.3.4.3.2 an agenda of the matters to be discussed at the meeting shall be given to each Director, together with the notice referred to above;

12.3.4.3.3 no meeting may be held if notice thereof and the agenda therefor is not given in accordance with clauses 12.3.4.3.1 and 12.3.4.3.2; and

12.3.4.3.4 the meeting may proceed despite a failure or defect in giving notice of the meeting, as provided in section 73(5),

and the powers of the Board in respect of the above matters are not limited or restricted by this Memorandum of Incorporation.

12.3.5 The quorum requirement for a Directors' meeting (including an adjourned meeting) to begin, the voting rights at such a meeting, and the requirements for approval of a resolution at such a meeting are as set out in section 73(5) and accordingly:

12.3.5.1 if all of the Directors of the Company:

12.3.5.1.1 acknowledge actual receipt of the notice convening a meeting; or

12.3.5.1.2 are present at a meeting; or

12.3.5.1.3 waive notice of a meeting,

the meeting may proceed even if the Company failed to give the required notice of that meeting or there was a defect in the giving of the notice;

12.3.5.2 a majority of the Directors must be present at a meeting before a vote may be called at any meeting of the Directors;

12.3.5.3 each Director has 1 (one) vote on a matter before the Board;

12.3.5.4 a majority of the votes cast in favour of a resolution is sufficient to approve that resolution.

12.3.6 In the case of a tied vote the vote will fail, and must be referred back to the Members for voting, which vote may then be passed by way of an ordinary resolution of Members.

12.3.7 Resolutions adopted by the Board:

12.3.7.1 must be dated and sequentially numbered; and

12.3.7.2 are effective as of the date of the resolution, unless any resolution states otherwise.

12.3.8 Any minutes of a meeting, or a resolution, signed by the chairperson of the meeting, or by the chairperson of the next meeting of the Board, are evidence of the proceedings of that meeting, or the adoption of that resolution, as the case may be.

13 DIRECTORS' COMPENSATION AND FINANCIAL ASSISTANCE

The Directors and the managing Director are not entitled to remuneration, but the Members

may resolve, by way of a special resolution, to remunerate the Directors and the managing Director(s) for services rendered by them which are inside the scope of the ordinary duties of a Director.

14 MANAGING DIRECTOR

- 14.1 The Directors may from time to time appoint 1 (one) or more of their body to the office of managing Director for such term as they may think fit (subject only to the requirements of section 66(8) and (9) of the Act), and may revoke such appointment subject to the terms of any agreement entered into in any particular case, provided that the period of office of a managing Director appointed in terms of an agreement shall be for a maximum period of 3 (three) years at any one time. A Director so appointed shall be subject to retirement in the same manner as the other Directors except during the period of his agreement, and his appointment shall terminate if he ceases for any reason to be a Director.
- 14.2 Subject to the provisions of any contract between himself/herself and the Company, a managing Director shall be subject to the same provisions as to disqualification and removal as the other Directors of the Company.
- 14.3 The Directors may from time to time entrust to and confer upon a managing Director for the time being such of the powers exercisable in terms of this Memorandum of Incorporation by the Directors as they may think fit, and may confer such powers for such time and to be exercised for such objects and purposes, and upon such terms and conditions, and with such restrictions, as they think expedient; and they may confer such powers either collaterally with or to the exclusion of and in substitution for all or any of the powers of the Directors in that behalf, and may from time to time revoke, withdraw, alter or vary all or any of such powers.

15 COMMITTEES OF THE BOARD

- 15.1 The Board may appoint any number of committees of Directors and delegate to any such committee any of the authority of the Board and may include in any such committee persons who are not Directors and the power of the Board in this regard is not limited or restricted by this Memorandum of Incorporation.
- 15.2 The committee appointed by the Board may consult with or receive advice from any person and have the full authority of the Board in respect of a matter referred to it.
- 15.3 The meetings and proceedings of a committee consisting of more than 1 (one) Member shall be governed by the provisions of the Memorandum of Incorporation relating to the meetings and proceedings of Directors.

16 SPECIAL RESOLUTIONS

- 16.1 For a special resolution to be approved by the Members, it must be supported by at least

75% (seventy five percent) of the voting rights exercised on the resolution.

- 16.2 Subject to and in addition to the requirements of the Companies Act relating to special resolutions as set out in section 65 (11) and any such matters specifically requiring special resolutions in terms of this Memorandum of Incorporation, a special resolution shall be required to:
 - 16.2.1 elect a different number of Directors as is provided for in clause 12.1.2;
 - 16.2.2 remunerate the Directors and the managing Director for services rendered by them which are within the scope of their ordinary duties as Directors;
 - 16.2.3 change the criteria, cost of membership and/or the voting rights of Members;
 - 16.2.4 approve an individual, legal entity and/or trust as Member of the Company;
 - 16.2.5 amend the Code of Conduct;
 - 16.2.6 enter into any agreement with third parties the duration of which will be longer than 12 (twelve) months;
 - 16.2.7 determine the Public Benefit Organisation(s) to which the net value of the Company may be distributed on winding-up or dissolution of the Company in terms of clause 6.1.2 above.

17 AMENDMENT OF MEMORANDUM OF INCORPORATION

- 17.1 This Memorandum of Incorporation may also only be altered or amended by way of special resolution passed in terms of the Act.
- 17.2 The Company shall submit a copy of all amendments to the Memorandum of Incorporation to the Commissioner for the South African Revenue Services as required under the Income Tax Act, No. 58 of 1962 (as amended) from time to time.

18 COMPANY RULES

The Board is authorised to make, amend or repeal any necessary or incidental rules relating to the governance of the Company in respect of matters that are not addressed in the Act or in this Memorandum of Incorporation.

19 ACCOUNTS

- 19.1 The Company's Board must keep accurate and complete accounting records as required or prescribed by the Act.
- 19.2 The accounting records must be kept at the registered office of the Company or (subject to the provisions of section 25 of the Act) at such other location within the Republic as the Board thinks fit, and shall at all times be accessible and open to inspection by the Board or any Member.

- 19.3 The Board must, if required by and in accordance with sections 29 and 30 of the Act, cause to be prepared and laid before the Company at its annual general meeting annual financial statements and reports, if any.

20 NOTICES

- 20.1 Any notice that is required to be given to Members or Directors may be given in any manner prescribed in the Table CR3 to the Regulations and that notice shall be deemed to have been delivered as provided for in the Regulations as a result of the relevant method of delivery.
- 20.2 Each Member and Director: shall notify in writing to the Company an address, which address shall be his or her registered address for the purposes of receiving written notices from the Company by post and if he or she has not named such an address he or she shall be deemed to have waived his right to be so served with notices; and
- 20.2.2 may notify in writing to the Company an email address and/or facsimile number, which address shall be his address for the purposes of receiving notices by way of Electronic Communication.
- 20.3 Save as determined in this Memorandum of Incorporation or in the Act, no Member other than a registered Member whose address appears in the Register as being in South Africa, shall be entitled to receive any notice from the Company.

21 GOOD FAITH

The Company, Members and Directors shall at all times:

- 21.1 act reasonably, honestly, in good faith, in the best interests of the Company and in good faith to one another and use reasonable endeavours to avoid conflicts of interest;
- 21.2 perform their obligations arising from the Memorandum of Incorporation diligently and with reasonable care; and
- 21.3 undertake to do all such things, perform all such actions and take all such steps (including in particular the exercise of their respective voting rights in the Company) and to procure the doing of all such things, as may be open to them and necessary for or incidental to the putting into effect and maintenance of the terms, conditions and import of this Memorandum of Incorporation.

22 RESOLUTION OF DISPUTES

- 22.1 In the event of a dispute or difference between any Member(s), Director(s) or the Company or arising from any of the provisions of this Memorandum of Incorporation, such dispute or difference shall, on written demand by any such person, be submitted to arbitration at Stellenbosch before a single arbitrator in accordance with the rules of the Arbitration Foundation of South Africa ("AFSA"), which arbitration shall be administered by AFSA.
- 22.2 Should AFSA, as an institution, not be operating at that time or not be accepting requests for arbitration for any reason, then the arbitration shall be conducted in accordance with the AFSA rules for commercial arbitration (as last applied by AFSA) before a single arbitrator appointed by agreement between the parties to the dispute or difference or failing agreement within 10 (ten) business days of the demand for arbitration, then any party to the dispute or difference shall be entitled to forthwith call upon the chairperson of the Cape Bar Council to nominate the arbitrator, provided that the person so nominated shall be an advocate or attorney of not less than 15 years standing as such. The person so nominated shall be the duly appointed arbitrator in respect of the dispute or difference. In the event of the attorneys of the parties to the dispute or difference failing to agree on any matter relating to the administration of the arbitration, such matter shall be referred to and decided by the arbitrator whose decision shall be final and binding on the parties to the dispute.
- 22.3 Any party to the arbitration may appeal the decision of the arbitrator or arbitrators in terms of the AFSA rules for commercial arbitration.
- 22.4 Nothing herein contained shall be deemed to prevent or prohibit a party to the arbitration from applying to the appropriate court for urgent relief or for judgment in relation to a liquidated claim.
- 22.5 Any arbitration in terms of this clause 22 (including any appeal proceedings) shall be conducted in camera and the parties to the arbitration shall treat as confidential details of the dispute or difference submitted to arbitration, the conduct of the arbitration proceedings and the outcome of the arbitration.
- 22.6 This clause 20 will continue to be binding notwithstanding any liquidation of the Company, the commencement of any business rescue proceedings in respect of the Company to the extent that the implementation of the provisions of this clause will not give rise to any contravention of any provision of the Act or of any other applicable legislation.
- 22.7 The written demand by a party to the dispute in terms of clause 22 that the dispute or difference be submitted to arbitration, shall be deemed to be a legal process for the purpose of interrupting extinctive prescription in terms of the Prescription Act, 1969.

SCHEDULE 1

TERMS AND CONDITIONS OF MEMBERSHIP

1 Members of the Company

- 1.1 The first Members of the Company shall be the Incorporators listed in the Memorandum of Incorporation.
- 1.2 Members shall only have such rights and privileges as are expressly conferred upon them in terms of this Memorandum of Incorporation, and they shall be bound by the provisions of the Memorandum of Incorporation and Code of Conduct of the Company at all times.

2 Qualifications for Membership

A person may only become a member if he or she has been nominated by the Board or any of the existing Members and if such application for membership has been approved in terms of this Schedule 1.

3 Process for applying for Membership

- 3.1 Membership shall be open to individuals, legal entities, trusts and any other association.
- 3.2 An application for membership of the Company shall be addressed to the Company for consideration by the Members.
- 3.3 The Members may from time to time prescribe the manner of the application form and details to be submitted by parties wishing to acquire membership.
- 3.4 A request for membership must be considered by the Members who shall have the sole discretion to allow or disallow the individual and/or legal entity and/or trust becoming a Member of the Company.
- 3.5 The admission of a new Member shall require the approval of Members by way of a special resolution.

4 Cost of Membership

There shall be no cost attached to Membership of the Company unless otherwise decided by the Members by way of a special resolution.

5 Votes of Members

- 5.1 An application for membership by a candidate shall be considered by the Members and may only be approved by the Members on behalf of the Company by way of a special resolution.

- 5.2 Each Member shall on a show of hands or on a ballot have 1 (one) vote each as set out in clause 9.7 of the Memorandum of Incorporation.

6 Code of Conduct

Any party who has been approved as Member of the Company shall sign a Deed of Adherence in the form as contained in Schedule 3 hereto in terms of which such party shall agree to be bound by the provisions set out in this Memorandum of Incorporation and the Code of Conduct before becoming a Member.

7 Termination of Membership

- 7.1 Membership to the Company shall be terminated automatically:

- 7.1.1 if a Member submits notice of his, her or its resignation to the Board in writing;
- 7.1.2 if a Member has violated or breached this Memorandum of Incorporation and/or the Code of Conduct and has failed to remedy such violation or breach after and in accordance with any written notice given by the Company to such Member;
- 7.1.3 by special resolution of the Members of the Company.

8 Membership Register

- 8.1 The Board of the Company shall establish a comprehensive list of Members and maintain such Membership register. All Members will be required to provide the Company with an address and current e-mail address, if applicable, details of which will be recorded in the Membership Register.
- 8.3 The Board shall be entitled to dispatch all notices relating to the Company to the e-mail addresses of the Members.
- 8.4 The Membership Register shall be contained in a separate document to this Memorandum of Incorporation.

SCHEDULE 2
PROXY APPOINTMENT FORM

"I/We _____

being a Member of Lokxion Foundation (NPC) do hereby appoint

or failing him/her

or failing him/her, the chairperson of the meeting as my/our proxy to vote or abstain from voting on my/our behalf at the meeting of the Company to be held at _____ on and at any adjournment thereof as follows:

	In favour of	Against	Abstain
Special Resolution 1
Ordinary Resolution 1

(Indicate instruction to proxy by way of a cross in space provided above).

Except as instructed above or if no instructions are inserted above, my/our proxy may vote as he/she thinks fit.

SIGNED this day of in the year of .

MEMBER'S SIGNATURE

(Note: A Member entitled to attend, speak and vote is entitled to appoint a proxy to attend, speak and vote in his/her stead, and such proxy need not be a Member of the Company)

SCHEDULE 3

DEED OF ADHERENCE &
CODE OF CONDUCT

Lokxion Foundation (NPC) ("the Company") is a non-profit organisation dedicated to the development and empowerment of youth and the elderly in impoverished townships through social enterprise, arts, sport and heritage.

Membership of the Company and participation in the Company's programs are subject to the observance of the Company's Code of Conduct and the Memorandum of Incorporation of the Company.

Disciplinary steps shall be taken against any Member who violates this Code of Conduct. This may result in the suspension or termination, of a Member's membership.

Duties of Members:

1. Members are required to act at all times in the best interests of the Company;
2. Members are required at all times to act in good faith towards the Company;
3. A Member shall bring to the attention of the Board any issues which he/she/it believes will or may have an adverse effect on the Company;
4. A Member shall declare any conflicts of interest between his/her/its personal interests and the interests of the Company, and shall abstain from voting at a Member's meeting when appropriate;
5. A Member shall keep confidential all information obtained in his/her/its capacity as Member of the Company and shall not use such information to the detriment of the Company, the Directors or the Members;
6. Members must at all times act with the necessary respect and honesty towards fellow Members, which includes respecting the opinion of fellow Members;
7. Members must adhere to the provisions of the Memorandum of Incorporation and Code of Conduct of the Company.

I have read and I understand the Company's Code of Conduct. By accepting membership in the Company, I agree to be bound by and to abide by the provisions of the Memorandum of Incorporation and the Code of Conduct of the Company. I acknowledge that I may be removed as a Member if I violate the provisions of the Memorandum of Incorporation and/or the Code of Conduct.

Full names of Member: _____ Email address: _____

Date: _____ Place of signature: _____

Signature, duly authorised hereto



TAX COMPLIANCE STATUS

PIN Issued

LOKXION FOUNDATION
1849 SNAKE VALLEY
KAYAMANDI
STELLENBOSCH
7600

Enquiries should be addressed to SARS:

Contact Detail

SARS
Alberton
1528

Contact Centre Tel: 0800 00 SARS (7277)
SARS online: www.sars.gov.za

Details

Taxpayer Reference Number: 9243376226

Always quote this reference
number when contacting SARS

Issue Date:

2020/05/25

Dear Taxpayer

TAX COMPLIANCE STATUS PIN ISSUED

The South African Revenue Service (SARS) has issued your tax compliance status (TCS) PIN as indicated below:

TCS Details:

Taxpayer Name	Lokxion Foundation
Trading Name	LOKXION FOUNDATION
Tax Reference Number(s)	IT - 9243376226
Purpose of Request	Good Standing
Request Reference Number	0038968947GS2505201458288
PIN	E65842G384
PIN Expiry Date	25/05/2021

You may authorise a third party to view your TCS by providing them the PIN. The PIN only allows the third party access to your TCS. All other tax information remains secure.

Your TCS displayed is based on your compliance as at the date and time the PIN is used.

You may cancel this PIN at any time before the expiry date reflected above. Once cancelled, a third party will not be able to verify your TCS.

SARS reserves the right to cancel this PIN in the event that it was fraudulently issued or obtained.

Should you have any other queries please call the SARS Contact Centre on 0800 00 SARS (7277). Remember to have your taxpayer reference number at hand when you call to enable us to assist you promptly.

Sincerely

ISSUED ON BEHALF OF THE SOUTH AFRICAN REVENUE SERVICE

APPENDIX 5

STELLENBOSCH MUNICIPALITY



FINANCING OF EXTERNAL BODIES PERFORMING MUNICIPAL FUNCTIONS POLICY

2019/2020



STELLENBOSCH MUNICIPALITY

FINANCING OF EXTERNAL BODIES PERFORMING MUNICIPAL FUNCTIONS POLICY

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1. DEFINITIONS

1.1 In this policy unless the context indicates otherwise:

- 1.1.1 **"Accounting Officer"** means the Municipal Manager as referred to in section 60 of the Local Government: Municipal Finance Management Act, 56 of 2003 ("MFMA");
- 1.1.2 **"Approved Budget"** means the Municipality's annual budget approved by the Council in terms of section 24 of the MFMA and include an adjustment budget in terms of Section 28 of the MFMA;
- 1.1.3 **"Community"** means the residents within the Stellenbosch WCO24 area;
- 1.1.4 **"Constitution"** means the Constitution of the Republic of South Africa, 1996;
- 1.1.5 **"Director"** means a person appointed in terms of section 56 of the Systems Act who is directly accountable to the Municipal Manager;
- 1.1.6 **"Executive Mayor"** means the councillor elected as the Executive Mayor in terms of section 55 of the Local Government: Municipal Structures Act, 32 of 2000 ("the Structures Act");
- 1.1.7 **"Chief Financial Officer"** or "CFO" means an official as envisaged in section 80(2)(a) of the Local Government: Municipal Finance Management Act, 56 of 2003 ("MFMA");
- 1.1.8 **"Grant"** means a grant or allocation, as referred to in section 17(3)(j)(ii) and 17(3)(j)(iv) of the MFMA, made by the Municipality to any organisation or body referred to in section 67(1) and to be utilised to assist the Municipality in fulfilling its constitutional mandates including local tourism, municipal health services and such other municipal functions contemplated in Part B of Schedules 4 and 5 of the Constitution;
- 1.1.9 **"Grant Committee"** means the Committee established in terms of clause 7 of this policy;
- 1.1.10 **"official"** means an employee in the service of the Municipality;
- 1.1.11 **"organisation or body"** means those organisations or bodies outside any sphere of government making application for Grants in terms of this Policy, Which include associations, non-profit organisations or companies or trusts;
- 1.1.12 **"the Systems Act"** means the Local Government: Municipal Systems Act, 32 of 2000;
- 1.1.13 **"the Structures Act"** means the Local Government: Municipal Structures Act, 117 of 1998;
- 1.1.14 **"the MFMA"** means the Local Government: Municipal Finance Management Act, 56 of 2003;
- 1.1.15 **"the Municipality"** means the Stellenbosch Municipality and reference to Council has a similar meaning;

APPENDIX A

**STELLENBOSCH**

STELLENBOSCH • PNIEL • FRANSCHHOEK

Municipality • Umasipala • Munisipaliteit

APPLICATION : FUNDING OF EXTERNAL BODIES PERFORMING A MUNICIPAL FUNCTION

NOTE: ONLY APPLICATIONS ON THIS PRESCRIBED FORM WILL BE CONSIDERED

PLEASE COMPLETE THE FOLLOWING:

A	Registered name of organisation: <u>Dwaarsriver Wine Valley Tourism NPC</u>						
B	Date and year in which the organisation was founded or incorporated (include brief description of business or activities of organisation): <u>28 November 2019. Local Tourism</u> <u>Office promoting tourism and</u> <u>local economic development.</u>						
C	<p>Address:</p> <table border="0"> <tr> <td>(i) Street</td> <td>(ii) Postal</td> </tr> <tr> <td><u>Main Road</u></td> <td><u>P.O. Box 441</u></td> </tr> <tr> <td><u>Pniel, 7681</u></td> <td><u>Pniel, 7681</u></td> </tr> </table> <p>.....</p> <p>Contact details:</p> <p>Name and Surname: <u>Doreen Carolissen</u></p> <p>Title/Position held: <u>Office Manager</u></p> <p>Tel: <u>021 885 2467</u> E-mail: <u>manager@dwaarsriviertourism.org.za</u></p>	(i) Street	(ii) Postal	<u>Main Road</u>	<u>P.O. Box 441</u>	<u>Pniel, 7681</u>	<u>Pniel, 7681</u>
(i) Street	(ii) Postal						
<u>Main Road</u>	<u>P.O. Box 441</u>						
<u>Pniel, 7681</u>	<u>Pniel, 7681</u>						
D	<p>List ALL the directors / board / committee members / shareholders / trustees of the organization (use additional pages if necessary):</p> <p>Name and Surname: <u>Doreen Carolissen</u></p> <p>Position: <u>Manager</u></p> <p>Contact Address and tel. no: <u>Main Road Pniel</u> <u>072 105 7248</u></p> <p>Name and Surname: <u>Dudley Lackay</u></p>						

E	<p>Category:</p> <p>Please categorise your application (mark with x):</p> <p>Tourism Destination Marketing & Visitors Information <input checked="" type="checkbox"/></p> <p>Tourism Development</p> <p>Animal Welfare</p> <p>Note: For more detail, see attached Funding of External Bodies Performing a Municipal Function Policy.(general guidelines and categories)</p> <p>Please indicate the specific type of project/programme, as per the Funding of External Bodies Performing a Municipal Function Policy</p> <p>Local Economic development and Tourism programmes and projects</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>
F	<p>The following <u>MUST</u> accompany this application:</p> <ol style="list-style-type: none"> 1. A copy of the latest, audited financial statements. 2. A copy of the Organisation's Constitution or Memorandum of Incorporation as well as the resolutions/minutes adopting the Constitution or Memorandum of Incorporation. 3. A copy of a project/programme description and/or a business plan for the ensuing financial year. Including the following: <ul style="list-style-type: none"> • Full details of the proposal or project including its objectives, the number of people who will benefit and how the project will contribute or enhance the strategic objectives of Stellenbosch Municipality. • Commencement and completion dates of the project. • Information on the total cost of the project budget, including a breakdown of costs and an outline of any contribution by fundraising and/or own contribution. • A list of all other sources of funding together with the assessments. • A summary of past achievements. • References independent of the applicant and its executive. 4. An original copy of a correctly completed creditors control form of Stellenbosch Municipality. 5. If the Organisation received funding from Stellenbosch Municipality in the preceding financial year, you need to account for the expenditure of the funding received with your new application. 6. If the Organisation received funding from other bodies, please identify and list the amounts received;

11. The Council reserves the right not to give funding to any or all organisations applying.
12. Having been awarded funding previously does not give an applicant the right to receive a grant/funding again.
13. Funding will not be considered where a project or organisation is already receiving funds from Council in terms of Council's functions. Applicants are required to disclose other sources of funding, failing which such applicant will be disqualified.
14. Funding will not be considered where in Council's opinion, an organisation received sufficient funds from other sources to sustain its activities or the project applied for. For this purpose, organisations must submit financial statements and budget for the ensuing financial year.
15. Organisations having received funding from Stellenbosch Municipality during the previous financial year, are required to attached to any new application, a copy of the financial statements relating to the year in which the funding was received from Council, as required in terms of section 67(1) of the Municipal Finance Management Act, 2003 (MFMA).

(The Funding of External Bodies Performing a Municipal Function Policy must be consulted for the sake of completeness)

H Undertaking:

I/We hereby verify that the information provided in this application is true and correct and that the conditions applicable to the allocation of funds as set out above have been read, understood and will be complied with.

I/We also declare that the organisation implements effective, efficient and transparent financial management and internal control mechanisms to guard against fraud, theft and financial mismanagement and has in the past complied with requirements for similar transfer(s) of funds.

This completed and signed at Stellenbosch on this 06 day of MARCH 2020



Chairperson / Authorised Representative



Secretary / Duly Authorised Signatory



CREDITOR CONTROL FORM / KREDITEUR KONTROLE VORM

COMPANY DETAILS	CREDITOR CONTACT DETAIL / KREDITEUR KONTAK BESONDERHEDE (Supplier / Verskaffer, Organization / Organisasie)			
	REGISTERED NAME / GEREISTREERDE NAAM: Dwarsriver Wine Valley Tourism NPC			
	PHYSICAL STREET ADDRESS / FISIESE STRAAT ADRES:		POSTAL ADDRESS / POS ADRES: (If different to physical address)	
	STREET NAME: Main Road		PO BOX 441	
	SUBURB: Pniel		TOWN Pniel	
	TOWN:		POSTAL CODE: 7681	
TEL: 021 885 2467		FAX / FAKS: 086 764 4853		
PERSON	CREDITOR CONTACT PERSON DETAIL / KREDITEUR KONTAK PERSOON BESONDERHEDE			
	NAME AND SURNAME / NAAM EN VAN: Antonio Roberts			
	TEL: 083 705 9347	FAX / FAKS:	CELL / SEL:	
	EMAIL / EPOS: antonioroberts100@gmail.com			
BANK DETAILS	CREDITOR BANKING DETAIL / KREDITEUR BANK BESONDERHEDE:			
	NAME OF BANK / NAAM VAN BANK: First National Bank			
	BANK ACCOUNT NAME / BANK REKENING NAAM: Dwarsriver Wine Valley Tourism NPC			
	BANK ACCOUNT NUMBER / BANK REKENING NOMMER: 62835887475			
	BRANCH NUMBER / TAKKODE: 200110			
	X ACCOUNT TYPE / TIPE REKENING	CHEQUE / TJEK	<input type="checkbox"/>	
		SAVING / SPAAR	<input type="checkbox"/>	
		TRANSM	<input type="checkbox"/>	
	X VAT REGISTERED / BTW GEREISTREER	YES / JA	<input type="checkbox"/>	VAT / BTW NO:
		NO / NEE	<input type="checkbox"/>	

SIGNATURE / HANDTEKENING: _____

OFFICE USE / KANTOOR GEBRUIK		
CREDITOR NO / KREDITEUR NO: <input type="text"/>		
Create a new creditor / Skep van nuwe Krediteur <input type="checkbox"/>		
Changing of creditors details / Verandering op Krediteur inligting <input type="checkbox"/>		
Deleting of creditor / Uitwis van Krediteur <input type="checkbox"/>		
REQUESTED BY: AANGEVRA DEUR:	DATE: DATUM:	DEPARTMENT: DEPARTEMENT
MOTIVATION: MOTIVERING:		
ENTERED BY: INGEVOER DEUR:	DATE: DATUM:	



DWARSRIVIER WINE VALLEY TOURISM OFFICE CONSTITUTION

Tel:0218852467

Fax:02178852467

email:manager@dwarsriviertourism.org.za

website:dwarsriviertourism.org.za

P.O.Box 441

Main Road

Pniel

7681

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DWARSRIVIER TOURISM OFFICE CONSTITUTION

1. NAME

The Association shall be called the DWARSRIVIER VALLEY TOURISM OFFICE and shall be an association not for gain.

2. INTRODUCTORY PROVISIONS

In this constitution, unless the context indicates otherwise -

DEFINITIONS

"Association" means the DWARSRIVER WINE VALLEY TOURISM OFFICE (DWTO)

"Executive Committee" means the Executive Committee of the Association as duly constituted under the provisions of section 10 of this Constitution;

"Council", means the Local Authority Council of Stellenbosch, and shall include the expressions "Local Authority" and "Municipality";

"Member", means an individual, business, corporate company, association, organization, forum institution or group of persons subscribing to the aims and objectives of the Association and who are obliged to pay a membership fee as regulated by said Association;

Words in singular number shall include the plural and words in the plural number shall include the singular. Words imparting the masculine gender shall include the female gender.

3. OFFICE

The office of the Association shall be situated or located in Pniel or at such locations as the Executive Committee may from time to time decide upon to the benefit of the Association.

4. AIM

The aim of the Association shall be to create, develop, provide, encourage, contribute, co-ordinate and significantly promote the total human and natural environment of Dwarsriver Wine Valley and its historical and cultural resources in an accessible yet sustainable manner as a unique, quality tourist destination to the benefit of all people.

5. OBJECTIVES

The underlying philosophy and objectives of the Association shall be: -

- 5.1 to establish manage and maintain an effective, representative and balanced tourism organization;
- 5.2 to foster and encourage community involvement, awareness and commitment through effective participation;
- 5.3 to promote equitable access to information, resources, market opportunities, and socio-economic benefits for all participants, communities and particularly the assurance that long-term benefits will revert and accrue to the communities in which tourists enjoy facilities;
- 5.4 to promote social harmony and peace that will promote tourist perceptions of personal safety and provide a means of reinforcing community pride;
- 5.5 to promote a competitive environment, which will be conducive to the judicious and effective use of available resources and will contribute to broader participation in the economy;
- 5.6 to promote within prescribed legislation the conservation and judicious use of the environmental resources that form the basis of the attractions that Dwarsriver Valley and its environs can offer;
- 5.7 to implement and facilitate an effective, appropriate and dynamic tourism marketing plan and strategy;
- 5.8 to continuously research the tourist market or industry and devise means and methods to improve existing tourism infrastructures;
- 5.9 in conjunction with the Council, to publicize the commercial, industrial, climatic and other amenities of Dwarsrivier and to undertake the publication and distribution of leaflets, brochures, posters and other printed matter to this end;

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5.10 to promote, organize and manage shows, exhibitions, coordinated sporting events, entertainment and other tourism related attractions within Dwarsriver Wine Valley

5.11 to advertise Dwarsrivier Valley through press advertisements, pictures, shows or in any other way that may be desirable, and if thought fit, to achieve such goals or any other of the goals contained in this constitution, in conjunction with Government Departments, the Stellenbosch Tourism Board, Regional Associations, Local Authorities or with any other body that the Association deems necessary;

5.12 to issue particulars of hotels, guest houses and other places of accommodation for visitors;

5.13 to organize and to issue pamphlets or advertisements in relation to visits to places of interest in the Region and in the surrounding areas and to periodically arrange for attractions of any or every description as may be deemed desirable;

5.14 to become a member of any other association, whose objectives are wholly or in part similar to those of this Association and to communicate to or obtain from other associations such information as may be likely to benefit or promote the aims of this Association;

5.15 to foster and encourage a spirit of service excellence amongst the business sector;

5.16 to undertake any action necessary to encourage tourism to Dwarsriver Valley and in the Region; and

5.17 to advise and assist in the development of new tourism related businesses and operators.

6. MEMBERSHIP

6.1 Membership shall consist of all individuals and businesses that have paid their annual membership fees.

6.2 Each paid-up individual member shall be entitled to one vote at all general meetings of the Association, whereas each paid-up business shall be entitled to two votes.

6.3 Application for membership shall be made in writing and shall be accompanied by the appropriate membership fee. Any application for membership shall be deemed to be an acknowledgment by the member to be bound by the Association's constitution and all amendments thereto.

7. MEMBERSHIP FEES

7.1 Membership fees shall be determined annually by a resolution at the Annual General Meeting.

7.2 All membership fees shall be due and payable from the first day of each year.

7.3 All membership fees shall be paid to the Association.

7.4 Membership fees shall be as laid out in Annexure A of this Constitution.

7.5 Funds of the Association, whether obtained in the form of membership fees, donations or any other form, shall only be appropriated for investment or for carrying out the objectives of the Association as contained in this Constitution.

8. SUSPENSION OF MEMBERS

8.1 The membership of any member of the Association, who has not paid the appropriate membership fees within one month of its due date, shall lapse, provided that such a member may, at the discretion of the Executive Committee, be reinstated as a member upon successful re-application.

8.2 If the Executive Committee considers or determines that the conduct of any member is inconsistent or renders his continued membership unacceptable the Executive Committee shall have the power vested in it to act in accordance with its disciplinary code and guidelines.

8.3 A member found guilty of misconduct in terms of Section 8.2 shall have the right to appeal to any General Meeting of the Association, provided that fourteen (14) days notice of such an appeal shall be given in writing to the Secretary. Members present at the General Meeting who are eligible to vote shall decide by secret ballot whether to uphold such an appeal, or not, and this decision shall be final.

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9. ELECTION OF OFFICE BEARERS

9.1 The Association shall elect by every second year at its Annual General Meeting an Executive Committee consisting of eight (8) members of whom the current office manager will be the Chief Executive Officer and shall automatically serve as a member of the Executive Committee.

9.2 The Executive Committee shall, immediately after the Annual General Meeting, convene to elect the following office bearers:

9.2.1 Chairman

9.2.2 Vice-Chairman

9.2.3 Secretary

9.2.4 Treasurer

9.3 All community resident in Dwarsriver Valley are eligible for election to the Executive Committee.

9.4 In the case of a tie in the number of votes for the position of Chairman, voting will continue until a simple majority is achieved.

10. POWERS, DUTIES AND FUNCTIONS OF THE EXECUTIVE COMMITTEE

10.1 The Executive Committee shall direct and manage all the affairs of the Association and shall, within the constraints of the Constitution, do what it considers conducive to the interests of good management and the furtherance of its objectives.

10.2 The Executive Committee shall have the power to:

10.2.1 convene meetings;

10.2.2 acquire and dispose of, to hold, and to have custody and control of the funds and assets of the Association;

10.2.3 open banking, savings and/or deposit accounts for dedicated projects, which shall be operated under the joint signatures of any two of three members of any sub committee elected to manage such projects as authorized thereto by the Association from time to time.

10.2.4 appoint committees, determine their terms of reference and to dissolve any such committees;

10.2.5 enter into, confirm, vary or terminate agreements with any other person or body or association or persons for the furtherance of the objectives of the association;

10.2.6 nominate representatives of the Association to other bodies or associations or committees;

10.2.7 appoint paid members of staff when it deems to be advisable and necessary;

10.2.8 delegate powers to a member of staff appointed to enable proper execution of administrative functions;

10.2.9 lease or purchase or construct accommodation for the conduct of the affairs of the association;

10.2.10 co-opt, with voting rights, any person(s), whether they are members or not to assist in its work on condition that the voting right would only be for the period of co-option ; and

10.2.11 make such rules, directions, policy guidelines or regulations as may be necessary in connection with the discipline, discharge or suspension of an executive member or members, and any related issues conducive to the sound and effective administration of the Association.

11. MEETINGS OF THE EXECUTIVE COMMITTEE

11.1 Meetings of the Executive Committee shall be determined by the Executive Committee as and when required.

11.2 Notice of the meetings of the Executive Committee shall be given, in writing, at least seven (7) days prior to each meeting.

11.3 A quorum for any Executive Meeting shall consist of a minimum of 50% of the members of the Executive Committee.

11.4 Voting at any Executive meeting shall be decided by a majority vote of those members present. In case of a tie of votes the Chairman shall have a casting vote in addition to his deliberative vote.

11.5 The Executive meeting shall be presided over by the Chairman of the Association and in his absence, by the Vice-Chairman. In the absence of both these members, the Executive Committee shall appoint a Chairman from amongst those members present.

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12. DUTIES OF OFFICE BEARERS

12.1 Chairman:

12.1.1 The Chairman of the Association shall preside at all meetings of the Association.

12.1.2 The Chairman shall annually at the Annual General Meeting, submit a report on the Association's activities over the immediate past term.

12.1.3 The Chairman shall affix his signature to every approved amendment to the constitution made to the copy thereof contained in the Association minute book.

12.2 Vice-Chairman:

12.2.1 In the absence of the Chairman, the Vice-Chairman of the Association shall preside at all meetings of the Association and shall perform all duties of the Chairman.

12.3 Treasurer:

12.3.1 The Treasurer shall maintain a record of all income and expenditure of the association during his term of office.

12.3.2 The Treasurer shall prepare and have audited a statement of revenue and expenditure for the preceding year for presentation to the Annual Meeting;

12.3.3 The Treasurer shall submit an annual budget to the Executive Committee for presentation to the Annual General Meeting.

12.4 Secretary:

12.4.1 The Secretary of the Association shall have charge of the Association's official records and minute book.

12.4.2 The Secretary shall record in the minute book, minutes of all meetings of the Association and make copies available.

12.4.3 The Secretary shall conduct and record the correspondence of the Association.

12.4.4 The Secretary shall be responsible for giving due notice of all meetings.

12.5 The Chairman and Vice-Chairman shall be ex officio members of all sub-committees. Any vacancy in the office of Chairman or Vice-Chairman may be filled from the members of the Executive Committee at a meeting of the Executive Committee to be held immediately after the occurrence of such a vacancy, and any vacancy on the Executive Committee may be filled by co-opting an ordinary member of the Association.

12.6 A member of the Executive Committee who is absent for three consecutive meetings without leave of absence shall cease to be an office bearer.

13. OPERATIONAL TERMS

13.1 The Financial year shall be from the 1st day of July in each year to the 30th day of June of the subsequent year.

14. GENERAL MEETINGS

14.1 The Annual General Meeting of the Association shall be held not later than three months after the financial year each year at a venue and a time to be decided upon by the Executive Committee.

14.2 Notice of the Annual General Meeting and the agenda for the meeting shall be sent by the Secretary to all members of the Association not less than twenty one (21) days before the meeting.

14.3 A quorum for any general meeting of the Association shall consist of a minimum of 15% of the total paid-up members.

WT
B
M
S
U.S.
YEC

14.4 The business of the Annual General Meeting shall be:

14.4.1 to read and confirm the minutes of the last Annual General Meeting.

14.4.2 to hear the annual report of the Chairman of the Association.

14.4.3 to receive a statement of the financial position of the Association and an audited report of its income and expenditure for the year.

14.4.4 to consider and vote upon any alteration or addition to the Constitution of which due notice has been given in terms of Section 20.

14.4.5 to elect the office bearers in terms of Section 9.

14.4.6 to appoint auditors for the ensuing year.

14.4.7 to consider and if necessary to vote upon other relevant business.

14.5 The Executive Committee may call for General Meetings during a year.

14.6 The Executive Committee shall call a Special General Meeting within thirty (30) days of receipt of a request in writing to do so, signed by not less than ten (10) paid-up members. Such a request must state the purpose of the Special General Meeting. Notice of such Special General Meeting shall be given as stipulated under section 14.2.

14.7 A Special General Meeting shall only deal with the particular issue of which due notice has been given in terms of Section 14.5.

14.8 Notice of a Special General Meeting and the subject of the meeting shall be sent by the Secretary to all members of the Association not less than twenty one (21) days before the meeting.

14.9 The Chairman of any meeting shall have an ordinary as well as a deciding vote.

15. QUORUM AT GENERAL MEETINGS

In the absence of a quorum within thirty (30) minutes of the scheduled hour fixed for holding the annual meeting, the meeting shall stand adjourned until a date and time and at a place to be decided upon by the members present, which must not be held within 7 days and not later than 14 days.

16. VOTING AT ANNUAL GENERAL MEETINGS

16.1 All Members or their duly authorized secondi present shall be entitled to the number of votes stipulated in accordance to section 6.2.

16.2 Except where otherwise specifically laid down in the constitution, a majority vote of those members present and entitled to vote shall be decisive.

16.3 In case of a tie of votes the Chairman shall at all meetings of the Association or Committees have a casting vote in addition to his deliberative vote.

16.4 Except where otherwise specifically laid down in the constitution, voting at a Meeting of the Association shall be by show of hand unless a secret ballot is demanded by a majority of those members present who are entitled to vote.

16.5 The declaration by the Chairman of the result of a vote shall be binding unless a recount of votes is immediately requested by a simple majority.

16.6 Subject to the provisions of these rules the Chairman of any meeting may, with the consent of those present, adjourn the meeting from time to time and from place to place, but, except with the consent of the majority of members present at the meeting no business shall be transacted at any adjourned meeting other than the business left unfinished at the meeting that was adjourned. No notice need be given of an adjourned meeting unless it is directed in the resolution of adjournment.

[Handwritten signatures and initials]
 B. M.
 N.S.
 WJ YEC

17. LEGAL PROCEEDINGS

The Association shall be a body with legal rights to own property, acquire assets, take on obligations, sue or be sued in its legal capacity in its own name or bring any proceedings in any competent Court of Law in the name of the Association.

18. INDEMNIFICATION

The members of the Executive Committee and members appointed by the Executive Committee shall be indemnified and secured out of the assets of the Association from all actions, costs, losses, damages and expenses which they or any of them may incur or sustain by reason of any act done, concurred in or supposed duty, except in respect of such losses as they shall incur through their own neglect, default or dishonesty and none of them shall be answerable for the acts, omissions, neglects or defaults of other or others of them nor for the loss, misfortunes or damages which may happen in the execution of the office unless the same shall happen by or through their own neglect, default or dishonesty.

19. INTERPRETATION OF THE CONSTITUTION

In case of doubt as to the meaning or interpretation of this Constitution, the Executive Committee shall be final arbiter and its decision shall be binding upon all members until the next Annual Meeting of the Association, when if so desired, the matter may be referred to the members present and entitled to vote for a decision by the majority.

20. AMENDMENTS TO THE CONSTITUTION

This Constitution shall only be amended by a two thirds majority vote of the members present who are entitled to vote at an Annual General Meeting. Any proposal to amend or add to this Constitution shall be submitted in writing to the Secretary at least 30 days before the Annual General Meeting and the Secretary shall forthwith gave notice of such a proposal to all members of the Association. Such a proposal must be signed by a proposer and secondant who are entitled to vote and shall be contained in the agenda, provided that, if the Executive Committee submits a proposal, it shall be deemed to be properly proposed and seconded.

In the case of amendments to the Constitution, paid-up members who will be unable to attend the Meeting may submit a proxy vote or a postal vote. Postal votes should reach the Secretary not less than seven (7) days before the Annual General Meeting. No member may hold more than five (5) proxies for any vote.

21. FINANCIAL REPORTS

The Treasurer shall submit to the Auditor, not less than six (6) weeks after the 30th day of June of every year, a financial report for the year ending 30th June including a balance sheet setting out the position of the Association on such date. The Auditor must examine figures and information stated therein and report on that in writing. At least twenty-one (21) days prior to the date set for each Annual Meeting, the Secretary must dispatch to members the said audited financial report and balance sheet and also submit same at the Annual Meeting.








 N.S.
 YEC

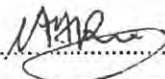
22. AUDITORS

The Association at each Annual Meeting, shall appoint an auditor or competent and/or qualified person or body who shall retire from office or whose instruction shall terminate at each annual meeting and who shall be eligible for re-appointment.


23. DISSOLUTION OF THE ASSOCIATION

If upon the winding up, liquidation or dissolution of the Association there remains after the satisfaction of all its debts and liabilities any property whatsoever the same shall revert to the Members and in case of fixed movable property donated to the Association to the donors of such property.

This constitution approved and ratified in Pniel on this the 6 day of December 2019.

PROPOSED 

SECONDED 

CHAIRMAN  achay.

**ANNEXURE A TO DWARSRIVIER VALLEY TOURISM OFFICE CONSTITUTION:
MEMBERSHIP FEES**

INDIVIDUAL MEMBERS: R350.00

BUSINESS MEMBERS: Option1: R300.00 (once-off payment on or before due date as determined by the Executive Committee)
 Option 2: R500.00 (paid off over 5 months)

When a person/company wants to enroll more than one business: (All businesses must be registered in that person/company's name)

TWO BUSINESSES: R 750.00 (R375 x 2)
THREE BUSINESSES: R1,050.00 (R350 x 3)
FOUR BUSINESSES: R1,300.00 (R325 x 4)
5 AND MORE: R300 each

**THIS DOCUMENT SERVES AS A CONSTITUTION FOR THE DWARSRIVIER WINE VALLEY
TOURISM OFFICE AND WILL BE AMENDED/ADOPTED UPON THE ELECTION OF A FULL
BOARD OF DIRECTORS.**



Certificate issued by the Commissioner of Companies & Intellectual
Property Commission on Wednesday, February 26, 2020 at 2:04



Companies and Intellectual
Property Commission

a member of the dti group

Address Change for Companies and Close Corporations

COR 21.1

Registration Number: 2019 / 605086 / 08
Enterprise Name: DWARSRIVER WINE VALLEY TOURISM

ENTERPRISE INFORMATION

Registration Number: 2019 / 605086 / 08
Enterprise Name: DWARSRIVER WINE VALLEY TOURISM NPC
Enterprise Shortened Name:
Enterprise Translated Name:
Registration Date: 28/11/2019
Business Start Date: 28/11/2019
Enterprise Type: Non Profit Company
Enterprise Status: In Business
Financial Year End: February

Addresses

POSTAL ADDRESS

MAINROAD
PNIEL
STELLENBOSCH
WESTERN CAPE
7681

ADDRESS OF REGISTERED OFFICE

MAINROAD
PNIEL
STELLENBOSCH
WESTERN CAPE
7681

ACTIVE MEMBERS / DIRECTORS

Surname and First Names	Type	ID Number / Date of Birth	Contrib. (R)	Interest (%)	Appoint. Date	Address
CAROLISSEN, DOREEN	Director	6003200083085	0.00	0.00	28/11/2019	Postal: 2 EAGLE CLOSE, WELLINGTON, WELLINGTON, WESTERN CAPE, 7655 Residential: 2 EAGLE CLOSE, WELLINGTON, WELLINGTON, WESTERN CAPE, 7655
LACKAY, DUDLEY PATRICK	Director	4512275086080	0.00	0.00	28/11/2019	Postal: 7PROTEA STREET, PNIEL, STELLENBOSCH, WESTERN CAPE, 7681 Residential: 7PROTEA STREET, PNIEL, STELLENBOSCH, WESTERN CAPE, 7681
ROBERTS, ANTONIO FRANCISCO	Director	8106025070084	0.00	0.00	28/11/2019	Postal: 11 ADAMS STREET, KYLEMORE, STELLENBOSCH, WESTERN CAPE, 7600 Residential: 11 ADAMS STREET KYLEMORE, STELLENBOSCH, WESTERN CAPE, 7600

AUDITOR DETAILS

Auditor Name	Type	Status	Appointment Date	Resignation Date	Email Address
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Profession Number:

Page 1 of 2

Physical Address
the dti Campus - Block F
77 Meintjies Street
Sunnyside 0001

Postal Address: Companies
P O Box 429
Pretoria
0001

Docex: 256
Web: www.cipc.co.za
Contact Centre: 086 100 2472 (CIPC)
Contact Centre (International): +27 12 394 9573





FNB
First National Bank

10 DEC 2019

Date: 20191210

To whom it may concern

ACCOUNT CONFIRMATION LETTER

We confirm that DWARSRIVER WINE VALLEY TOURISM NPC

trading as

with identification/registration number 2019/605086/08 ("the account holder") holds the following account with First National Bank, a division of FirstRand Bank Limited ("FNB"):

Account Type	RESERVED	Account Number	62835887475
Branch Code	200110	Branch Name	PAARL
Swift Code	FIRNZAJJ	Date Opened	20191210

FNB issues this letter at the specific request of the account holder and for informational purposes only. This letter serves only to confirm that the above information is, according to the records available to FNB, factually correct as at the date of this letter.

Accordingly, FNB provides no warranties, guarantees, assurances or undertakings of any nature in connection with the above information, the account and/or the account holder, cannot be held responsible for any reliance which may be placed on this letter.

Without limiting the above in any way:

- (i) This letter does not constitute a letter of guarantee or a letter of credit.
- (ii) This letter does not imply or infer in any way that FNB has reserved the funds held in the account in favour of any person, nor that FNB has placed a hold on or limited the amount available in the account. The amount available in the account may change at any time without prior notice to you; and
- (iii) FNB will not be held responsible for any change in the information contained in this letter.

This letter is issued to you without any liability for FNB or its employees. You are to treat this letter as confidential.

Should you have any queries, please visit our website www.fnb.co.za or feel free to contact us on 087 575 9404.



INCOME TAX

Notice of Registration

D CAROLISSEN
2 EAGLE CLOSE
WELGELEE
WELLINGTON
7655

Enquiries should be addressed to SARS

Contact Detail

SARS 0800 00 7277
Alberton Website: www.sars.gov.za
1528

Details

Taxpayer Reference No: 9741662176
Case No: 339647115
Date: 2019-12-13

Always quote this reference
number when contacting SARS



Dear Taxpayer

NOTICE OF REGISTRATION

The South African Revenue Service (SARS) confirms registration of the following taxpayer:

Registered name: DWARSRIVER WINE VALLEY TOURISM
Trading name: DWARSRIVER WINE VALLEY TOURISM
Taxpayer registration number: 2019/605086/08
Taxpayer reference number: 9741662176
Date of Registration: 2019-11-28

Your tax obligation

Every Company/Close Corporation which conducts business or has an office in South Africa must, within one month thereof appoint a representative as the Public Officer of the Company. The relevant particulars of the representative must be furnished to a SARS branch.

Every company is regarded as a provisional taxpayer. The Company/Close Corporation is required to make provisional tax payments as from the 2021 tax period.

Date of liability for provisional tax : 202003

Provisional payments must be made twice a year on or before the following dates: August and February

Your attention is drawn to the provisions of section 89bis of the Income Tax Act and paragraph 27 of the Fourth Schedule to the Income Tax Act, in terms of which interest at the prescribed rate and a penalty of ten percent will be charged on any amount not paid on or before the date on which payment for the relevant period is due.

Kindly notify SARS of any change to your registered particulars within 21 business days of such change.

Should you have any queries please call the SARS Contact Centre on 0800 00 7277. Remember to have your taxpayer reference number at hand when you call to enable us to assist you promptly.

Sincerely



D CAROLISSEN
9741662176
RFDREG
RFDREG

20924441
0119
0102
0102



how can we help you?

14 April 2020

Dear,

RE: SIGNING/STAMPING OF TENDER DOCUMENTS

Kindly be advised that our processes have changed and regrettably First National Bank, a division of FirstRand Bank Limited ("the Bank") will no longer be able to sign or stamp tender documents for clients.

This decision was taken on the basis that the Bank does not have control over the contents of documents such as tender documents which have been drafted by third parties/external parties. Such documents may have an undesirable binding effect on the Bank and accordingly the Bank cannot sign or stamp them. The Bank regrets any inconvenience this change of process may cause. However, the Bank cannot be held responsible for any damages or losses you may suffer arising out of this change of process.

We confirm that the Bank will as an alternative issue a standard letter (Account Confirmation Letter) setting out the details of the account(s) you hold with the Bank.

Yours Sincerely,

FNB BUSINESS



Date: 20191210

To whom it may concern

ACCOUNT CONFIRMATION LETTER

We confirm that DWARSRIVER WINE VALLEY TOURISM NPC
trading as
with identification/registration number 2019/605086/08 ("the account holder") holds the following account with First National Bank, a division of FirstRand Bank Limited ("FNB"):

Account Type	RESERVED	Account Number	62835887475
Branch Code	200110	Branch Name	PAARL
Swift Code	FIRZAJJ	Date Opened	20191210

FNB issues this letter at the specific request of the account holder and for informational purposes only. This letter serves only to confirm that the above information is, according to the records available to FNB, factually correct as at the date of this letter.

Accordingly, FNB provides no warranties, guarantees, assurances or undertakings of any nature in connection with the above information, the account and/or the account holder, cannot be held responsible for any reliance which may be placed on this letter.

Without limiting the above in any way:

- (i) This letter does not constitute a letter of guarantee or a letter of credit.
- (ii) This letter does not imply or infer in any way that FNB has reserved the funds held in the account in favour of any person, nor that FNB has placed a hold on or limited the amount available in the account. The amount available in the account may change at any time without prior notice to you; and
- (iii) FNB will not be held responsible for any change in the information contained in this letter.

This letter is issued to you without any liability for FNB or its employees. You are to treat this letter as confidential.

Should you have any queries, please visit our website www.fnb.co.za or feel free to contact us on 087 575 9404.

I, (As the Manager of the DRVT) have been working for the past 10 years as the manager at the Dwarsrivier Tourism office with affiliates namely; Franschhoek Wine Valley Tourism, (Hence, the community elected me as the new Chief Executive Officer for the Dwarsrivier Wine Valley Tourism that will fully function on the 1st of July 2020.

With the experience of 10 years in SMME development and Small Scale Farming at Cape Winelands District Municipality in the LED department .With my Qualifications in a Diploma: Project management, Diploma: Public Relations Management, Certificate NQF Level 5 Local Economic Development, Certificate: NQF Level 7 Public Government Monitoring & Valuations.

The Non-Profit Company (Registration NO:2019/605086/08) will be renamed the Dwarsrivier Wine Valley Tourism. We will operate as usual as a information Center for the Dwarsrivier Valley

The Vision is for Sustainable Tourism Development, interrelationships and interactions among a multitude of environmental factors and inter disciplinary forces that play a crucial role in tourism Development.

Our Marketing strategy for 2020

- To market Tourism holistically in the Western Cape (winelands experiences, museums, churches, street art, tea gardens, wine farms, etc
- To increase brand awareness and conversion rates of visitors through digital marketing and promotional advertising
- To attract potential buyers, investors and partnerships to assist with sustainability of the businesses and social development projects
- To position Dwarsrivier Wine Valley Tourism as a unique tourism destination in its authenticity and culture / Cultural experiences
- To promote the Dwarsrivier APP together with other tourism activities
- Increase exposure through trade shows and exhibitions
- Social & Media mechanisms.

DWARSRIVIER INCOME AND EXPENDITURE FOR PERIOD ENDED: 31 January 2019

Previous Year PROJECT as at 30 June 2018	FORECAST						Total Income & Expenditure		
	January 2019	February 2019	March 2019	April 2019	May 2019	June 2019	Total Income & Expenditure to 30 Jun 2019	Total Budget 2018/2019	Variance Total Bud
Members Subsidy	4 456	0	0	0	0	0	3 652	4 500	
OTHER INCOME	175 670	0	14 000	0	0	0	178 665	0	-171
CWDM	3 300	14 000					159 000	-	(159)
Arts & Crafts Market	550						2 174	-	(2)
Business Network Sessions							17 391	-	(17)
Sponsorship - Event related	720								
REVENUE	176 837	1 276	1 129	1 053	984	685	591 481	579 516	-11
Income rolled forward	136 911					353	54 576	54 576	
Municipal Grant: 2018/2019	562 662						524 942	524 942	
Interest	15 264	1 276	1 129	1 053	984	685	11 063	-	(11 9)
TOTAL INCOME	895 863	1 276	16 129	1 053	984	685	773 699	584 018	(189 6)
EXPENDITURE									
ADMINISTRATION	99 508	4 717	23 106	8 348	9 480	9 582	117 470	112 190	(5 28)
Bank Charges	61	31		30			187	500	31
Computer Expenses	32 418	120	14 884	270	120	3 122	22 620	15 000	(7 62)
Consumables	2 815	125	125	12	419	68	2 190	3 000	810
Insurances	2 924						3 775	3 780	5
Cleaning materials	524	347			202		751	750	(1)
Office Cleaning	6 845	660	510	680	680	680	7 353	7 800	447
Office Equipment		2 521	2 414	2 415	2 495	2 434	29 630	30 000	370
Repairs and Maintenance	9 066						5 388	1 500	1 500
Security & Fire Protection	4 753	404	404	404	404	404	1 502	4 860	(528)
Stationery	2 800		20		208	255	1 502	3 000	1 498
Sundry Expenses	(51)			180			360	5 000	4 640
Telephone and Fax	28 599	500	2 043	3 184	2 034	2 067	27 715	25 000	(2 715)
Travelling expenses	7 673	9	2 906	1 193	2 917	552	15 999	10 000	(5 999)
Website & emails	1 080							2 000	2 000
DEVELOPMENT	188 108						182 642	20 000	(182 642)
Schools Art Competition (Chrystianum Show)	38 452							5 000	5 000
Youth Development Programme	3 769								
Schools Project - educational programme	20 000						23 600		(23 600)
Business Network Sessions (SMME Development)	24 281							5 000	5 000
BR&E Projects	20 733								
Dwarsrivier Community Festival	55 030						58 299		(58 299)
Dwarsrivier Christmas Show							7 700	5 000	(2 700)
Orchard Run & Food & Wine Festival	19 806						40 722		(40 722)
Media Educationals	6 038						36 760		(36 760)
MARKETING	271 576	16 522	30 080	12 200	10 000	10 000	15 561	5 000	(10 561)
Tourism Month	3 500								
Promotions & Public Relations	3 305						186 827	152 657	(44 170)
Promotional Material	12 665							5 000	5 000
Expos - Local - SMME Road Show - CT	836						11 275	40 000	28 725
Expos - Local - Getaway - Jhb									
Shows & Expos - Local - WTM - CT	6 455	2 174							
Shows & Expos - Local - Indaba - Dbn	14 314	2 174					7 750	6 500	(1 250)
Mobile App							8 174	6 500	(1 674)
Website	30 450		11 811	2 200			14 174	15 000	826
Marketing Consulting	180 000						14 011		(14 011)
Other events (Bookfoes & Dorpees)	2 400	10 000	10 000	10 000	10 000	10 000	1 000	5 500	4 500
Trade shows - Meetings Africa Jhb	6 317						130 000	68 000	(62 000)
Trade shows - Beeld Holiday Jhb	11 101	2 174	6 270						
Maps & Brochure							10 444		(10 444)
STAFF COSTS	282 094	24 300	25 063	24 300	24 820	24 690	296 107	299 086	3 988
Salaries - office supervisor	176 004	14 534	14 433	14 473	14 497	14 514	173 784	173 200	(584)
Salaries - info consultant	66 616	7 118	7 118	7 118	7 118	7 118	85 412	85 412	0
Salaries - temps	3 000								
SDL UIF & PAYE	29 943	2 646	2 642	2 709	2 684	2 688	32 292	32 983	691
Workmens Compensation	997							1 000	1 000
Staff expenses	5 534		900		520	390	3 620	2 500	(1 120)
Staff training								4 000	4 000
TOTAL EXPENDITURE	841 287	45 538	78 279	44 847	44 299	44 271	792 047	583 942	(208 105)
NET PROFIT / (LOSS)	54 576	(44 262)	(63 150)	(43 794)	(43 316)	(43 586)	(18 348)	76	(18 424)

DWARSRIEVER INCOME AND EXPENDITURE FOR PERIOD ENDED: 31 December 2018

	Previous Year PROJECT as at 30 June 2018	FORECAST							Total Income & Expenditure		
		December	January	February	March	April	May	June	Total Income & Expenditure to 31 Dec 2018	Total Budget 2018/2019	Variance to Total Budget
		2018	2019	2019	2019	2019	2019	2019			
INCOME											
MEMBERS	4 456	0	0	0	0	0	0	0	3 652	4 500	848
Members Subscriptions	4 456								3 652	4 500	848
OTHER INCOME											
CWDM	175 570	0	0	14 000	0	0	0	0	178 565	0	-178 566
Arts & Crafts Market	153 300			14 000					159 000	-	(159 000)
Business Network Sessions	550								-	-	-
Sponsorship - Event related	-								2 174	-	(2 174)
	21 720								17 391	-	(17 391)
REVENUE											
Income rolled forward	715 837	1 298	1 276	1 529	1 453	984	685	353	592 281	579 518	-12 763
Municipal Grant 2018/2019	136 611								54 576	54 576	0
Interest	562 662								524 942	524 942	-
	16 264	1 298	1 276	1 529	1 453	984	685	353	12 763	-	(12 763)
TOTAL INCOME	895 863	1 298	1 276	15 529	1 453	984	685	353	774 498	584 018	(190 480)
EXPENDITURE											
ADMINISTRATION	99 608	7 500	6 811	23 243	8 348	9 480	9 582	7 500	119 701	112 190	(7 511)
Bank Charges	81		98		30				262	500	248
Computer Expenses	32 418	242	189	120	270	120	3 122	242	8 124	15 000	6 876
Consumables	2 815	146	86	14 564	12	419	68	146	16 591	3 000	(13 591)
Insurances	2 924								3 775	3 780	5
Cleaning materials	524					202			404	750	346
Office Cleaning	6 845	510	573	510	680	680	680	510	7 266	7 800	534
Office Administration	(13 176)	2 559	2 476	2 414	2 415	2 495	2 434	2 559	29 586	30 000	415
Repairs and Maintenance	9 066								-	1 500	1 500
Security & Fire Protection	4 753	674	404	404	404	404	404	674	5 388	4 880	(508)
Stationary	2 600	65	404	20		208	255	65	1 906	3 000	1 094
Sundry Expenses	13 125				180				360	5 000	4 640
Telephone and Fax	28 599	3 304	1 729	2 306	3 164	2 034	2 067	3 304	29 206	25 000	(4 206)
Travelling expenses	7 873		854	2 906	1 193	2 917	552		16 844	10 000	(6 844)
Website & emails	1 080								-	2 000	2 000
DEVELOPMENT											
Schools Art Competition (Chrystianemum Show)	188 108	16 468	-	-	-	-	-	-	182 642	20 000	(162 642)
Youth Development Programme	38 452								-	5 000	5 000
Schools Project - educational programme	3 769								-	-	-
Business Network Sessions (SMME Development)	20 000								23 600	-	(23 600)
BR&E Projects	24 281								-	5 000	5 000
Dwarsrivier Community Festival	20 733	15 000							58 299	-	(58 299)
Dwarsrivier Christmas Show	55 030								7 700	5 000	(2 700)
Orchard Run & Food & Wine Festival	-	1 468							40 722	-	(40 722)
Media Educationals	19 806								36 760	-	(36 760)
	6 038								15 561	5 000	(10 561)
MARKETING											
Tourism Month	271 576	4 000	-	22 626	2 200	-	10 000	25 000	109 851	152 657	42 806
Promotions & Public Relations	3 500								-	5 000	5 000
Promotional Material	3 305	4 000							11 275	40 000	28 725
Expos - Local - SMME Road Show - CT	12 865								-	-	-
Expos - Local - Getaway - Jhbg	839								-	-	-
Shows & Expos - Local - WTM - CT	-								7 750	6 500	(1 250)
Shows & Expos - Local - Indaba - Dbn	6 485							10 000	10 000	6 500	(3 500)
Mobile App	14 314							15 000	15 000	15 000	-
Website	-			11 811	2 200				14 011	-	(14 011)
Marketing Consulting	30 450						10 000		11 000	5 500	(5 500)
Other events (Bookfees & Dorplees)	180 000								30 000	68 000	38 000
Trade shows -Meetings Africa Jhbg	2 400								-	-	-
Trade shows - Beeld Holiday Jhbg	6 317								-	-	-
Maps & Brochure	11 101			10 815					10 815	-	(10 815)
	-								-	6 157	6 157
STAFF COSTS											
Salaries - office supervisor	282 094	24 300	24 300	25 200	24 300	24 820	24 590	24 300	295 214	299 095	3 881
Salaries - info consultant	176 004	14 525	14 364	14 433	14 473	14 497	14 514	14 525	173 614	173 200	(414)
Salaries - temps	66 616	7 118	7 118	7 118	7 118	7 118	7 118	7 118	85 412	85 412	0
SDL, UIF & PAYE	3 000								-	-	-
Workmens Compensation	29 643	2 656	2 818	2 749	2 709	2 684	2 668	2 656	32 568	32 983	415
Staff expenses	997								-	1 000	1 000
Staff training	5 534			900		520	390		3 620	2 500	(1 120)
	-								-	4 000	4 000
TOTAL EXPENDITURE	841 287	52 267	31 111	71 068	34 647	34 299	44 271	56 800	707 408	583 942	(123 466)
NET PROFIT / (LOSS)	54 576	(50 969)	(29 835)	(55 539)	(33 394)	(33 316)	(43 586)	(56 447)	67 090	76	67 014

DWARSRIEVER INCOME AND EXPENDITURE FOR PERIOD ENDED: 31 January 2019

	Previous Year PROJECT as at 30 June 2018	FORECAST						Total Income & Expenditure		
		January 2019	February 2019	March 2019	April 2019	May 2019	June 2019	Total Income & Expenditure to 30 Jun 2019	Total Budget 2018/2019	Variance to Total Budget
INCOME										
MEMBERS	4 456	0	0	0	0	0	0	3 652	4 500	848
Members Subscriptions	4 456							3 652	4 500	848
OTHER INCOME	175 670	0	14 000	0	0	0	0	178 585	0	-178 685
CWDM	153 300		14 000					159 000	-	(159 000)
Arts & Crafts Market	550							-	-	-
Business Network Sessions	-							2 174	-	(2 174)
Sponsorship - Event related	21 720							17 391	-	(17 391)
REVENUE	716 837	1 276	1 129	1 053	984	685	353	691 481	679 618	-11 963
Income rolled forward	136 911							54 576	54 576	0
Municipal Grant 2018/2019	562 662							524 942	524 942	-
Interest	16 264	1 276	1 129	1 053	984	685	353	11 963	-	(11 963)
TOTAL INCOME	895 863	1 276	15 129	1 053	984	685	353	773 699	684 018	(189 681)
EXPENDITURE										
ADMINISTRATION	99 508	4 717	23 106	8 348	9 480	9 582	7 500	117 470	112 190	(5 280)
Bank Charges	61	31		30				187	500	313
Computer Expenses	32 418	120	14 664	270	120	3 122	242	22 620	15 000	(7 620)
Consumables	2 815	125	125	12	419	68	146	2 160	3 000	810
Insurances	2 924							3 775	3 780	5
Cleaning materials	524	347			202			751	750	(1)
Office Cleaning	6 845	660	510	680	680	680	510	7 353	7 800	447
Office Equipment	-	2 521	2 414	2 415	2 495	2 434	2 559	28 630	30 000	370
Repairs and Maintenance	9 066							-	1 500	1 500
Security & Fire Protection	4 753	404	404	404	404	404	674	5 388	4 860	(528)
Stationary	2 600		20		208	255	85	1 502	3 000	1 498
Sundry Expenses	(51)			180				360	5 000	4 640
Telephone and Fax	28 599	500	2 043	3 164	2 034	2 067	3 304	27 715	25 000	(2 715)
Travelling expenses	7 873	9	2 906	1 193	2 917	552		15 999	10 000	(5 999)
Website & emails	1 080							-	2 000	2 000
DEVELOPMENT	188 108	-	-	-	-	-	-	182 642	20 000	(162 642)
Schools Art Competition (Chrysthenemum Show)	38 452							-	5 000	5 000
Youth Development Programme	3 769							-	-	-
Schools Project - educational programme	20 000							23 600	-	(23 600)
Business Network Sessions (SMME Development)	24 281							-	5 000	5 000
BR&E Projects	20 733							59 299	-	(59 299)
Dwarsrivier Community Festival	55 030							7 700	5 000	(2 700)
Dwarsrivier Christmas Show	-							40 722	-	(40 722)
Orchard Run & Food & Wine Festival	19 805							36 760	-	(36 760)
Media Educationals	6 038							15 561	5 000	(10 561)
MARKETING	271 576	16 522	30 080	12 200	10 000	10 000	28 000	196 827	152 857	(44 170)
Tourism Month	3 500							-	5 000	5 000
Promotions & Public Relations	3 305							11 275	40 000	28 725
Promotional Material	12 865							-	-	-
Expos - Local - SMME Road Show - CT	839							-	-	-
Expos - Local - Getaway - Jhbg	-							7 750	6 500	(1 250)
Shows & Expos - Local - WTM - CT	6 485	2 174					6 000	8 174	6 500	(1 674)
Shows & Expos - Local - Indaba - Dbn	14 314	2 174					12 000	14 174	15 000	826
Mobile App	-		11 811	2 200				14 011	-	(14 011)
Website	30 450							1 000	5 500	4 500
Marketing Consulting	180 000	10 000	10 000	10 000	10 000	10 000	10 000	130 000	68 000	(62 000)
Other events (Bookfests & Dorpfests)	2 400							-	-	-
Trade shows - Meetings Africa Jhbg	6 317							-	-	-
Trade shows - Beeld Holiday Jhbg	11 101	2 174	8 270					10 444	-	(10 444)
Maps & Brochure	-							-	6 157	6 157
STAFF COSTS	282 094	24 300	25 093	24 300	24 820	24 690	24 300	295 107	299 095	3 988
Salaries - office supervisor	176 004	14 534	14 433	14 473	14 497	14 514	14 525	173 784	173 200	(584)
Salaries - info consultant	66 616	7 118	7 118	7 118	7 118	7 118	7 118	85 412	85 412	0
Salaries - temps	3 000							-	-	-
SDL, UIF & PAYE	29 943	2 648	2 642	2 709	2 684	2 668	2 656	32 292	32 983	691
Workmens Compensation	997							-	1 000	1 000
Staff expenses	5 534		900		520	390		3 620	2 500	(1 120)
Staff training	-							-	4 000	4 000
TOTAL EXPENDITURE	841 287	45 538	78 279	44 847	44 299	44 271	59 800	792 047	683 942	(208 105)
NET PROFIT / (LOSS)	54 576	(44 262)	(63 150)	(43 794)	(43 316)	(43 586)	(59 447)	(18 348)	76	(18 424)



DWARSRIVIER TOURISM

CAPE WINELANDS · SOUTH AFRICA

Dwarsrivier Wine Valley Tourism
Dwarsrivier Tourism, Municipal Banquet Hall , Pniel.

AGENDA – Tues, 28th Jan 2020- 6pm

- Welcoming
- Apologies
- Approval of Minutes of previous meeting
- Signing of official documents by all Board Members-
Dwarsrivier Wine Valley Tourism.

General Discussion- Way forward:

- New matters arising
- Set date for next meeting .

Conclusion and Thanks.



DWARSRIVIER TOURISM

CAPE WINELANDS · SOUTH AFRICA

Minutes of the Dwarsrivier Wine Valley Tourism, board meeting held on Tuesday, 28th January 2020 at the Dwarsrivier Tourism Office, Pniel- 6pm

PRESENT

D Carolissen	Dwarsrivier Tourism
D Lackay	Chairman
A Roberts	Treasurer
L Goshai	Dwarsrivier Tourism
N Jansen	Solms Delta –additional Member
Yvonne Carolissen	YnC Cycles- additional Member

Notice of Absence:

Gizelle Baadjies	Vice Chairperson
Wilma Josephs	Secretary

1. Opening and Welcome

- Chairman, Mr. D. Lackay, welcomed everyone present and opened the meeting with prayer.

2. Minutes of previous meeting was read by Chairman which was accepted and signed.

3. Matters arising from previous meeting:

- Bank account was opened, account number was obtained. Account not yet operational as there is no funds in account yet.
- All legal SARS documentation obtained and signed by relevant board members- matter is complete.

4. Doreen Carolissen explained and informed all members regarding her meeting with STB Municipality, LED Manager, Mr. Widmark Moses, on Monday. 27th Jan 2020; documents such as Business Plan for DWVT and Constitution for DWVT had to be ammended.

- 4.1 Updated Business Plan and Constitution was accepted by all members present. Acceptance- Proposed by Nico Jansen and Seconded by Antonio Roberts.
 - 4.1.1 All members present signed and initialised the updated BusinessPlan for DWVT.
 - 4.1.2 All members present signed and initialised the updated Constitution for the DWVT.
5. Chairman proposed that Doreen Carolissen together with appointed Treasurer, Antonio Roberts make time the coming week of the 3-7 Feb 2020 to spend some time working through proposed budget.
6. Next meeting will be advised in due course.

Minutes accepted by: J. Machay , Chairman on,
11 March, signed J. Machay at P. Vier .



DWARSRIVIER TOURISM

CAPE WINELANDS · SOUTH AFRICA

Dwarsriver Wine Valley Tourism

PRESENT

D Carolissen	Dwarsriver Tourism
G Baadjies	Vice Chair Person
D Lackay	Chairman
A Roberts	Treasurer

Resolution:

6 December 2019

Letter of Appointment

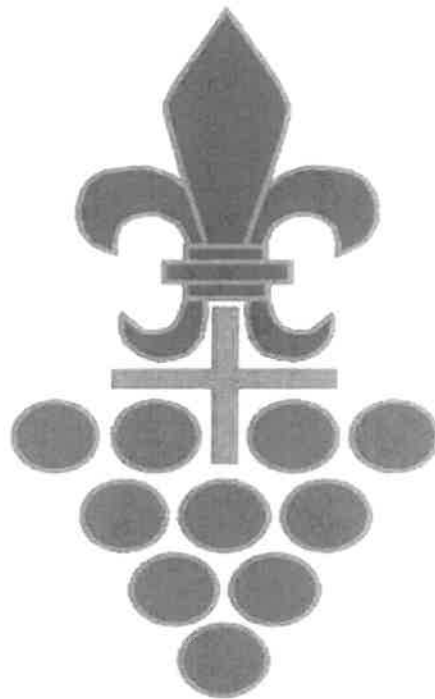
The Executive Board of the Dwarsriver Wine Valley Tourism Office has agreed and accepted to appoint, Doreen Carolissen, as Chief Executive Officer of the Dwarsriver Wine Valley Office, situated in the Municipal Building of Pniel, Main Road (R310).

Doreen Carolissen is appointed as CEO of the Dwarsriver Wine Valley Tourism Office as public official and has accepted the appointment as per meeting held on Friday, 6th December 2019 at the Office of the Dwarsriver Wine Valley Tourism Office.

APPENDIX 6

APPENDIX 26

STELLENBOSCH MUNICIPALITY



FINANCING OF EXTERNAL BODIES PERFORMING MUNICIPAL FUNCTIONS POLICY

2019/2020



STELLENBOSCH MUNICIPALITY

FINANCING OF EXTERNAL BODIES PERFORMING MUNICIPAL FUNCTIONS POLICY

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1. DEFINITIONS

1.1 In this policy unless the context indicates otherwise:

- 1.1.1 **"Accounting Officer"** means the Municipal Manager as referred to in section 60 of the Local Government: Municipal Finance Management Act, 56 of 2003 ("MFMA");
- 1.1.2 **"Approved Budget"** means the Municipality's annual budget approved by the Council in terms of section 24 of the MFMA and include an adjustment budget in terms of Section 28 of the MFMA;
- 1.1.3 **"Community"** means the residents within the Stellenbosch WCO24 area;
- 1.1.4 **"Constitution"** means the Constitution of the Republic of South Africa, 1996;
- 1.1.5 **"Director"** means a person appointed in terms of section 56 of the Systems Act who is directly accountable to the Municipal Manager;
- 1.1.6 **"Executive Mayor"** means the councillor elected as the Executive Mayor in terms of section 55 of the Local Government: Municipal Structures Act, 32 of 2000 ("the Structures Act");
- 1.1.7 **"Chief Financial Officer"** or "CFO" means an official as envisaged in section 80(2)(a) of the Local Government: Municipal Finance Management Act, 56 of 2003 ("MFMA");
- 1.1.8 **"Grant"** means a grant or allocation, as referred to in section 17(3)(j)(ii) and 17(3)(j)(iv) of the MFMA, made by the Municipality to any organisation or body referred to in section 67(1) and to be utilised to assist the Municipality in fulfilling its constitutional mandates including local tourism, municipal health services and such other municipal functions contemplated in Part B of Schedules 4 and 5 of the Constitution;
- 1.1.9 **"Grant Committee"** means the Committee established in terms of clause 7 of this policy;
- 1.1.10 **"official"** means an employee in the service of the Municipality;
- 1.1.11 **"organisation or body"** means those organisations or bodies outside any sphere of government making application for Grants in terms of this Policy, Which include associations, non-profit organisations or companies or trusts;
- 1.1.12 **"the Systems Act"** means the Local Government: Municipal Structures Act, 32 of 2000;
- 1.1.13 **"the Structures Act"** means the Local Government: Municipal Structures Act, 117 of 1998;
- 1.1.14 **"the MFMA"** means the Local Government: Municipal Finance Management Act, 56 of 2003;
- 1.1.15 **"the Municipality"** means the Stellenbosch Municipality and reference to Council has a similar meaning;

- 1.1.16 **"the Policy"** means the Financing of External Organisation/Bodies Performing Municipal Function Policy as set out in this document.
- 1.1.17 **"service delivery agreement"** or "MOA" means the agreement entered into between the Municipality and any organisation or body which received a Grant in terms of this Policy.

1. PURPOSE, AIMS AND OBJECTIVES

- 1.1 The purpose of this Policy is to provide a framework for financial assistance by Stellenbosch Municipality ("the Municipality") to external organisations / bodies performing local government functions to the extent as set out in section 155(6)(a) and (7) of the Constitution as listed in Part B of Schedule 4 and 5.
- 1.2 The purpose of this Policy is to ensure the efficient performance of the municipal function entrusted to that external organisation/body in a manner which gives effect to the goals and objectives of the Municipality's Integrated Development Plan ("IDP") by establishing partnerships between the municipality and the organisations and bodies performing the functions on behalf of the Municipality.
- 1.3 The Municipality will favour grants for achievement of outcomes aligned to the IDP. The objective of the funding of external bodies performing municipal functions is primarily to ensure the achievement of agreed outcomes to improve the health and well-being of the citizens and not to cover administrative costs and salaries.

2. LEGAL FRAMEWORK

- 2.1 In terms of section 156 of the Constitution, the Municipality has executive authority in respect of and the right to administer –
- 2.1.1 the local government matters listed in Part B of Schedule 4 and 5; and
- 2.1.2 any other matters assigned to it by national and provincial legislation.
- 2.2 Section 16(2) of the MFMA provides that the Mayor of the Municipality must table the annual budget at a council meeting at least 90 days before the start of the budget year. Section 17(3)(j)(ii) and 17(3)(j)(iv) provides that when an annual budget is tabled in terms of section 16(2) it must include particulars of any proposed allocation or grants by the municipality to any municipal entities and other external mechanism assisting the municipality in the exercise of its functions or power and any organisation or bodies referred to in section 67(1).
- 2.3 Immediately after the tabling of the annual budget the accounting officer must make public the annual budget and invite the local community to submit representations in connection with the budget before the budget is approved by Council in terms of section 24 of the MFMA.
- 2.4 Section 67 of the MFMA provides that the Municipality implement and sustain proper and effective controls and procedures when transferring funds of the

- Municipality to an organisation or body outside any sphere of government.
- 2.5 Section 67(1) provides that the accounting officer must be satisfied that the organisation or body has the capacity and agreed to comply with any agreement with the Municipality including all reporting, financial management and auditing requirements as may be stipulated in the agreement, to report at least monthly to the accounting officer on actual expenditure against such transfer and to submit audited financial statements for its financial year to the accounting officer promptly. The organization must implement effective, efficient and transparent financial management and internal control systems to guard against fraud, theft and financial mismanagement and has the obligation to prove in terms of previous similar transfers that it has complied with all the requirements. The accounting officer must through contractual and other appropriate mechanism enforce compliance with this policy.
- 2.6 All transfer of funds in terms of this Policy shall comply with the Constitution, the Systems Act, the Structures Act, the MFMA and any other applicable legislation, regulations and policies that may govern the transfer of municipal funds and that are not in contradiction to the aforementioned legislation.

3. PUBLIC ADVERTISEMENT AND APPLICATION PROCEDURE

- 3.1 Applications for funding of external bodies performing municipal functions shall be considered where organisations or bodies have responded to advertisements published in the local newspapers distributed in the Stellenbosch Municipal Area calling upon organisations or bodies to submit proposals in the prescribed form, as set out 4.3 below, to perform a specific municipal function for a period up to 3 years. Such advertisements may be published quarterly by the accounting officer.
- 3.2 Advertisements should clearly specify the categories for which requests are called, the closing date for applications, who they should be addressed to, and where and how to obtain the relevant documentation pertaining to such applications, including the prescribed forms. Only applications made on the prescribed form (see Annexure A) may be considered.
- 3.3 The organisation/body must submit a detailed business plan with its application, confirming the envisaged outcomes their past achievements in the field and their commitment to performing that particular municipal function effectively and in line with Council's goals as set out in the IDP. Applications must be accompanied by a covering letter on the organisation/body letterhead, signed by the head of the organisation/body and must include the following information:
- 3.3.1 the organisation/body's legal name and a brief description of the organisation/body's business;
 - 3.3.2 the organisation/body's registration number, if any;
 - 3.3.3 the date of establishment, details of the organisation/body's members, founding documents, including constitution and certificates of incorporation;
 - 3.3.4 the contact name of the person signing the application, full street address, telephone number and email address of the organisation;
 - 3.3.5 if funding is required for a specific project, a brief description of the project and what it aims to achieve, as well as the detailed budget

- for and the duration of the project together with a written confirmation by the relevant municipal Director that the project is part of the IDP projects or programs;
- 3.3.6 references, independent of the organisation/body and the head of the organisation/body;
- 3.3.7 most recent audited financial statements not older than 24 months;
- 3.3.8 a summary of its past achievements; and
- 3.3.9 a declaration by the head of the organisation/body to the satisfaction of the Municipal Manager that the organisation/body implements effective, efficient and transparent financial management and internal control mechanism to guard against fraud, theft and financial mismanagement and has in the past complied with requirements for similar transfers of funds.
- 3.4 Individuals will not be considered or appointed as an organisation/body to provide a municipal function as contemplated in this Policy.
- 3.5 Organisations or bodies whose directors, managers, major shareholders or trustees are in service of the state will not be considered or appointed as an organisation/body to provide a municipal function as contemplated in this Policy.
- 3.6 The appointment of a particular organisation/body to perform a municipal function for a period of three (3) years does not guarantee financial support by the Municipality, which will be determined annually when the municipal budget is approved by the Municipal Council.
- 3.7 No late applications received, in response to an advertisement as contemplated in clause 3.1 and 3.2 above will be considered and processed by the Grant Committee.

4. OBLIGATIONS OF THE ORGANISATION/BODY

- 4.1 The head of the organisation/body must acknowledge in writing to the Municipal Manager that the money allocated was received in its bank account and that the money will be utilised in accordance with the completed and signed MOA, the submitted application and this Policy within 30 days of transfer of funds / payment, failing which no future grants may be considered.
- 4.2 The organisation / body shall submit monthly reports on actual expenditure against such transfer, the ward within which activities are conducted as well as the number of people benefiting from the activity to the Municipal Manager.
- 4.3 The relevant municipal Director must co-sign each monthly report to confirm monthly management and oversight of the activities.

5. RIGHTS OF THE MUNICIPALITY, CONTROL AND MONITORING

- 5.1 The relevant municipal Director shall be entitled, at any reasonable time from time to time, to verify and inspect the existence and activities of the organisation/body. The relevant municipal Director or his delegate has the right to physically visit the premises where the organisation/body or funded project is based, to peruse the budgets and any progress report related to the project.

- 5.2 The relevant municipal Director shall manage the service delivery agreement entered into between the Municipality and the organisation / body by inter alia receiving and considering monthly reports, inspecting financial records including audited financial statement.
- 5.3 If the organisation / body fails to comply with the terms and conditions of its service delivery agreement with the Municipality, the accounting officer may in consultation with the relevant municipal Director terminate the agreement with reasonable notice or grant the organization / body an opportunity to rectify the breach within an agreed period of not more than 90 days, failing which the accounting officer may terminate the agreement with reasonable notice.
- 5.4 The Municipality has the right not to give a Grant to any or all organisations/bodies applying for such Grants or to give proportional or partial grants to give. Having been awarded a Grant previously does not give an organisation/body the right to receive a Grant again.
- 5.5 The relevant municipal Director shall ensure that those organisations or bodies, who have received Grants in terms of this Policy:-
 - 5.5.1 comply with all the provisions of the completed and signed MOA;
 - 5.5.2 comply with all reporting, financial management and auditing requirements as stipulated in the MOA;
 - 5.5.3 report at least monthly to the Municipality on actual expenditure against such transfer;
 - 5.5.4 promptly, or no longer than 4 months after the end of their financial year, submit their audited financial statements; and
 - 5.5.5 utilise the grant funding strictly in accordance with the approved business plan and approved budget.
- 5.6 The requirements in paragraphs 5.5.1 to 5.5.4 above shall not apply to organisations where the transfer does not exceed R200 000,00 (two hundred thousand rand), provided the Accounting Officer takes all reasonable steps to ensure that the targeted beneficiaries, as identified by the organisation or body in its application, receive the benefit of such grants and it certifies that compliance by that organisation or body with 5.5.1 to 5.5.4 above is uneconomical or unreasonable.

6. GRANT COMMITTEE

- 6.1 A Grant Committee consisting of at least the Municipal Manager, the Chief Financial Officer and one director of the Municipality, as well as any other official whom the Municipal Manager may include, shall evaluate all applications received in response to the local advertisement.
- 6.2 The Grant Committee will have the power to make recommendations to Council for final appointments and financial allocations.
- 6.3 The Grant Committee must submit a report on its decisions to the Council for final approval.
- 6.4 The Grant Committee shall, in terms of the Systems Act, establish a programme for community consultation and information dissemination regarding the appointment of any organisation/body and the availability of the service delivery agreement for perusal will be communicated to the local community through the media prior to any service delivery agreement being entered into between the Municipality and the organisation or body.

- 6.5 No payments in terms of the allocation will be made to any organisation / body until a service delivery agreement in the form approved by the accounting officer has been signed by the respective parties.
- 6.6 No payment can be made to an organisation/body until it has submitted its audited financial statements as contemplated in this Policy and a statement certified by its auditor that it has fully complied with its agreement with the Municipality.
- 6.7 Payments may be allocated as a once off amount or in tranches as determined by the CFO in consultation with the relevant municipal Director.

7. Funding acknowledgement of the Municipality

Successful applicants will be required to acknowledge the Municipality as the provider of Grant funding in their funding record as well as any public record in respect of Grants received in order to confirm that these transfers of funds are also part of the Municipality's endeavours to meet its strategic objectives and to assist it in carrying out its constitutional powers and functions.

8. COMMENCEMENT

This Policy called the **FINANCING OF EXTERNAL BODIES PERFORMING MUNICIPAL FUNCTIONS POLICY** takes effect on the date on which it is adopted by the Council.

APPENDIX A

**STELLENBOSCH**

STELLENBOSCH . PNIEL . FRANSCHHOEK

Municipality • Umasipala • Munisipaliteit

APPLICATION : FUNDING OF EXTERNAL BODIES PERFORMING A MUNICIPAL FUNCTION

NOTE: ONLY APPLICATIONS ON THIS PRESCRIBED FORM WILL BE CONSIDERED

PLEASE COMPLETE THE FOLLOWING:

A	Registered name of organisation: Visit Stellenbosch NPC								
B	Date and year in which the organisation was founded or incorporated (include brief description of business or activities of organisation): 19 June 2019 Visitor Service - Destination Marketing Organisation								
C	Address: <table border="0"> <tr> <td style="vertical-align: top;">(i) Street</td> <td style="vertical-align: top;">(ii) Postal</td> </tr> <tr> <td>47 Church Street</td> <td>Suite 224</td> </tr> <tr> <td>Stellenbosch</td> <td>Postnet X5061</td> </tr> <tr> <td>7600</td> <td>Stellenbosch, 7599</td> </tr> </table> Contact details: Name and Surname: Jeanneret Nomborg Title/Position held: General Manager Tel: 021 886 4310 E-mail: jeanneret@visits Stellenbosch.org	(i) Street	(ii) Postal	47 Church Street	Suite 224	Stellenbosch	Postnet X5061	7600	Stellenbosch, 7599
(i) Street	(ii) Postal								
47 Church Street	Suite 224								
Stellenbosch	Postnet X5061								
7600	Stellenbosch, 7599								
D	List ALL the directors / board / committee members / shareholders / trustees of the organization (use additional pages if necessary): Name and Surname: Michael Stansfield Ratcliffe Position: Chairperson Contact Address and tel. no: Little Wedge Farm, Idos Valley Stellenbosch, 7600 Name and Surname: Jeanneret Nomborg								

	<ol style="list-style-type: none"> 7. If the Organisation is a non-profit company as defined in the section 1 of the Companies Act, 2008, a certificate/letter issued by the Companies and Intellectual Property Commission (CIPC) confirming registration must be attached; 8. If the Organisation has been registered as a "non-profit" organisation in terms of the Non-Profit Organisation Act, 1997, a certificate/letter issued by the Department of Social Development confirming registration as a non-profit organisation must be attached; 9. If the Organisation has been registered as a "Public Benefit Organisation" in terms of the Income Tax Act, 1962, a certificate/letter issued by SARS confirming the Organisation's tax exemption status must be attached; and 10. Valid Tax Clearance Certificate issued by SARS.
G	<p>The following shall apply:</p> <ol style="list-style-type: none"> 1. The allocation of funds will only be considered if the application document has been fully completed and signed and is accompanied by the required and supporting documentation referred to therein. Applicants must in their submission clearly indicate / specify and motivate what the funding will be utilised for. 2. The funding must be exclusively utilised for the purpose defined and the successful applicant must submit the necessary undertaking to this effect. 3. Applicants must in their submission satisfy the Council of their ability to execute the project successfully. 4. Organisations who have already received financial or other assistance from the Council during the previous financial year <u>must</u> specify same in their application. 5. No funding will be considered for political groupings, church/sectarian bodies or ratepayers organisations. 6. No funding will be considered where only an individual will benefit or where a member of Council or an official of Stellenbosch Municipality will receive any financial or other gain. 7. Projects outside the boundaries of the Council will not be considered. 8. Subsequent requests from applicants to cover overspending on projects will not be considered. 9. Council will not pay any funds to anyone who has already procured against the perception that they will receive any municipal funds. 10. Successful applicants must at all times comply with the provisions of Section 67(1) of the Municipal Finance Management Act No. 56 of 2003 which <i>inter alia</i> stipulates that the organisation or body has to:- <ul style="list-style-type: none"> • Enter into and comply with a Memorandum of Agreement with the Municipality as well as with all reporting, financial management and auditing requirements as may be contained in such agreement. This memorandum of agreement will bind the successful applicant to deliver on what the application speaks to, but also to commit to become involved with municipal programmes of the community where it functions. The Memorandum of Agreement will be made available to successful applicants for completion. • Report monthly on the actual expenditure of the amount allocated.

	<p>Contact Address and tel. no: <u>Middelwei Wynbidgeed, Fleming Street</u></p> <p>Name and Surname: <u>Jakobus Wilhelm Basson</u></p> <p>Position: <u>Director</u></p> <p>Contact Address and tel. no: <u>Kleine Zalze Estate, Stellenbosch 7600</u></p> <p>Name and Surname:</p> <p>Position:</p> <p>Contact Address and tel. no:</p> <p>Name and Surname:</p> <p>Position:</p> <p>Contact Address and tel. no:</p> <p>Name and Surname:</p> <p>Position:</p> <p>Contact Address and tel. no:</p>
D	<p>Indicate in which ward the organisation is active:</p> <p>Ward:</p> <p>Is the organisation a non-profit company? <u>Yes</u> No</p> <p>If yes, provide company registration number: <u>2019/30450/08</u> -</p> <p>Is the organisation a non-profit organisation as contemplated in section 13 of the Non-Profit Organisation Act, 1997? <u>Yes</u> No</p> <p>If yes, provide registration number: _____ -</p> <p>Is the organisation a public benefit organisation as contemplated in terms of the Income Tax Act, 1962? <u>Yes</u> No</p> <p>If yes, provide registration number: <u>4710289002</u></p> <p>Is funding required for a specific project? <u>Yes</u> No</p> <p>If yes, attach details separately.</p> <p>Budget amount of projects: <u>9 Million</u></p> <p>Duration of project: <u>12 Months</u></p> <p>Is funding required for general support? <u>Yes</u> No</p> <p>If yes, attach a copy of the organisation's overall budget and business plan.</p>

E Category:

Please categorise your application (mark with x):

Tourism Destination Marketing & Visitors Information

Tourism Development

Animal Welfare

Note: For more detail, see attached Funding of External Bodies Performing a Municipal Function Policy.(general guidelines and categories)

Please indicate the specific type of project/programme, as per the Funding of External Bodies Performing a Municipal Function Policy

Various — See page 15 of
Strategic Programmes — Strategic
Plan 2020/2021

F The following MUST accompany this application:

1. A copy of the latest, audited financial statements.
2. A copy of the Organisation's Constitution or Memorandum of Incorporation as well as the resolutions/minutes adopting the Constitution or Memorandum of Incorporation.
3. A copy of a project/programme description and/or a business plan for the ensuing financial year. Including the following:
 - Full details of the proposal or project including its objectives, the number of people who will benefit and how the project will contribute or enhance the strategic objectives of Stellenbosch Municipality.
 - Commencement and completion dates of the project.
 - Information on the total cost of the project budget, including a breakdown of costs and an outline of any contribution by fundraising and/or own contribution.
 - A list of all other sources of funding together with the assessments.
 - A summary of past achievements.
 - References independent of the applicant and its executive.
4. An original copy of a correctly completed creditors control form of Stellenbosch Municipality.
5. If the Organisation received funding from Stellenbosch Municipality in the preceding financial year, you need to account for the expenditure of the funding received with your new application.
6. If the Organisation received funding from other bodies, please identify and list the amounts received;

11. The Council reserves the right not to give funding to any or all organisations applying.
12. Having been awarded funding previously does not give an applicant the right to receive a grant/funding again.
13. Funding will not be considered where a project or organisation is already receiving funds from Council in terms of Council's functions. Applicants are required to disclose other sources of funding, failing which such applicant will be disqualified.
14. Funding will not be considered where in Council's opinion, an organisation received sufficient funds from other sources to sustain its activities or the project applied for. For this purpose, organisations must submit financial statements and budget for the ensuing financial year.
15. Organisations having received funding from Stellenbosch Municipality during the previous financial year, are required to attached to any new application, a copy of the financial statements relating to the year in which the funding was received from Council, as required in terms of section 67(1) of the Municipal Finance Management Act, 2003 (MFMA).

(The Funding of External Bodies Performing a Municipal Function Policy must be consulted for the sake of completeness)

H Undertaking:

I/We hereby verify that the information provided in this application is true and correct and that the conditions applicable to the allocation of funds as set out above have been read, understood and will be complied with.

I/We also declare that the organisation implements effective, efficient and transparent financial management and internal control mechanisms to guard against fraud, theft and financial mismanagement and has in the past complied with requirements for similar transfer(s) of funds.

This completed and signed at Stellenbosch on this 24 day of April..... 2020



Chairperson / Authorised Representative



Secretary / Duly Authorised Signatory

I Please take note:

(i) That completed application forms together with all the required documentation must be delivered to:

**Director: Planning and Economic Development
P O Box 17
Stellenbosch
7599**

Or delivered to:

**58 Andringa Street
Stellenbosch
7600**

(ii) That the closing date for the submission of applications is: 24 April at Stellenbosch 2020

(iii) That **neither late nor incomplete applications** shall be considered.

**Certificate issued by the Commissioner of Companies & Intellectual
Property Commission on Tuesday, July 23, 2019 at 11:44**



Disclosure Certificate: Companies and Close Corporations

Registration Number: 2019 / 304510 / 08
Enterprise Name: VISIT STELLENBOSCH

Companies and Intellectual
Property Commission

member of the dti group

ENTERPRISE INFORMATION

Registration Number 2019 / 304510 / 08

Enterprise Name VISIT STELLENBOSCH NPC

Registration Date 19/06/2019

Business Start Date 19/06/2019

Enterprise Type Non Profit Company

Enterprise Status In Business

Compliance Notice Status NONE

Financial Year End June

TAX Number 9597737189

Addresses POSTAL ADDRESS

SUITE 224
POSTNET X 5061
STELLENBOSCH

7599

ADDRESS OF REGISTERED OFFICE

47 CHURCH STREET
STELLENBOSCH

7600

ACTIVE MEMBERS / DIRECTORS

Surname and First Names	Type	ID Number / Date of Birth	Contrib. (R)	Interest (%)	Appoint. Date	Address
RATCLIFFE, MICHAEL STANSFIELD	Director	7210305173088	0.00	0.00	19/06/2019	Postal: VILAFONTE, UNIT 7C, BOSMAN CROSSING, LOWER DORP STREET, STELLENBOSCH, Residential: LITTLE WEDGE FARM, IDAS VALLEY, STELLENBOSCH, 7600
MOMBERG, JEANNERET	Director	6807160026086	0.00	0.00	19/06/2019	Postal: P O BOX 66, STELLENBOSCH, 7600 Residential: MIDDELVLIE WYNLANDGOED, FLAMINGO STREET, STELLENBOSCH, 7600
BASSON, JAKOBUS WILHELM	Director	5807045119081	0.00	0.00	19/06/2019	Postal: P O BOX 12837, DIE BOORD, 7613 Residential: KLEINE ZALZE ESTATE, STELLENBOSCH, 7600

AUDITOR DETAILS

Auditor Name	Type	Status	Appointment Date	Resignation Date	Email Address
--------------	------	--------	---------------------	---------------------	---------------

Profession Number:

Page 1 of 2

Physical Address
the dti Campus - Block F
77 Meintjies Street
Sunnyside 0001

Postal Address: Companies
P O Box 429
Pretoria
0001

Docex: 256
Web: www.cipc.co.za
Contact Centre: 086 100 2472 (CIPC)
Contact Centre (International): +27 12 394 9573



**Certificate issued by the Commissioner of Companies & Intellectual
Property Commission on Tuesday, July 23, 2019 at 11:44**



Disclosure Certificate: Companies and Close Corporations

Registration Number: 2019 / 304510 / 08
Enterprise Name: VISIT STELLENBOSCH

Companies and Intellectual
Property Commission
a member of the dti group

CHANGE SUMMARY

19/06/2019 Registration of CC/CO on 19/06/2019.

Page 2 of 2

Physical Address
the dti Campus - Block F
77 Meintjes Street
Sunnyside 0001

Postal Address: Companies
P O Box 429
Pretoria
0001

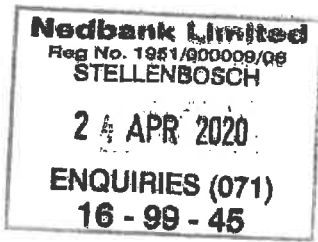
Docex: 256
Web: www.cipc.co.za
Contact Centre: 086 100 2472 (CIPC)
Contact Centre (International): +27 12 394 9573





STELLENBOSCH
STELLENBOSCH • PNIEL • FRANSCHHOEK
MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

CREDITOR CONTROL FORM / KREDITEUR KONTROLE VORM

COMPANY DETAILS	CREDITOR CONTACT DETAIL / KREDITEUR KONTAK BESONDERHEDE (Supplier / Verskaffer, Organization / Organisasie)								
	REGISTERED NAME / GEREISTREERDE NAAM	Visit Stellenbosch NPC							
	PHYSICAL STREET ADDRESS / FISIIESE STRAAT ADRES:	POSTAL ADDRESS / POS ADRES: (If different to physical address)							
	STREET NAME: 47 Church street SUBURB: Stellenbosch TOWN: Stellenbosch	PO BOX: Suite 224, Postnet X5061 TOWN: Stellenbosch							
	POSTAL CODE: 7600	POSTAL CODE: 7599							
	TEL: 021 886 4310	FAX / FAKS: N/A							
PERSON	CREDITOR CONTACT PERSON DETAIL / KREDITEUR KONTAK PERSOON BESONDERHEDE								
	NAME AND SURNAME / NAAM EN VAN:	Jeanneret Momberg							
	TEL: 021 8864 310	FAX / FAKS:	CELL / SEL: 082 944 3868						
	EMAIL / EPOS: jeanneret@visitstellenbosch.org								
BANK DETAILS	CREDITOR BANKING DETAIL / KREDITEUR BANK BESONDERHEDE:								
	NAME OF BANK / NAAM VAN BANK	NEDBANK							
	BANK ACCOUNT NAME / BANK REKENING NAAM	Visit Stellenbosch							
	BANK ACCOUNT NUMBER / BANK REKENING NOMMER	1191201414							
	BRANCH NUMBER / TAKKODE:	Stellenbosch							
	ACCOUNT TYPE / TIPE REKENING	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td>CHEQUE / TJEK</td> <td style="text-align: center;">X</td> </tr> <tr> <td>SAVING / SPAAR</td> <td style="text-align: center;"></td> </tr> <tr> <td>TRANSM</td> <td style="text-align: center;"></td> </tr> </table>		CHEQUE / TJEK	X	SAVING / SPAAR		TRANSM	
	CHEQUE / TJEK	X							
	SAVING / SPAAR								
TRANSM									
VAT REGISTERED / BTW GEREISTREER	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td>YES / JA</td> <td style="text-align: center;">X</td> </tr> <tr> <td>NO / NEE</td> <td style="text-align: center;"></td> </tr> </table>	YES / JA	X	NO / NEE		VAT / BTW NO: 4710289002			
YES / JA	X								
NO / NEE									
									

SIGNATURE / HANDTEKENING: 

OFFICE USE / KANTOOR GEBRUIK		
CREDITOR NO / KREDITEUR NO:		
Create a new creditor / Skep van nuwe Krediteur Changing of creditors details / Verandering op Krediteur inligting Deleting of creditor / Uitwis van Krediteur		
REQUESTED BY: AANGEVRA DEUR:	DATE: DATUM:	DEPARTMENT: DEPARTEMENT
MOTIVATION: MOTIVERING:		
ENTERED BY: INGEVOER DEUR:	DATE: DATUM:	

Visit Stellenbosch

Management Statements for the period 01/07/2019 – 31/03/2020

Note	Budget for the period 01/07/2019 to 30/06/2020		Budget for the period 01/07/2019 to 31/03/2020		Actual for the period 01/07/2019 to 31/03/2020		Variance for the period 01/07/2019 to 31/03/2020	
Projects								
Stakeholder Alignment								
Municipal grant - Stakeholder Alignment	R	65.000,00	R	65.000,00	R	65.000,00	R	-
Expenses	R	-65.000,00	R	-65.000,00	R	-65.000,00	R	-
Net income / (loss)		-	R	-	R	- -	R	-
Social Development								
Municipal grant	R	240.000,00	R	180.000,00	R	180.000,00	R	-
Expenses	R	-240.000,00	R	-180.000,00	R	-180.000,00	R	-
Net income / (loss)		-	R	-	R	- -	R	-
Sustainable Wine Tourism								
Municipal grant	R	700.000,00	R	525.000,00	R	585.000,00	R	-60.000,00
Expenses	R	-700.000,00	R	-525.000,00	R	-555.000,00	R	30.000,00
Net income / (loss)		-	R	-	R	30.000,00	R	-30.000,00
Tasting Stellenbosch								
Municipal grant	R	100.000,00	R	75.000,00	R	76.000,00	R	-1.000,00
Expenses	R	-100.000,00	R	-75.000,00	R	-67.000,00	R	-8.000,00
Net income / (loss)		-	R	-	R	9.000,00	R	-9.000,00
Stay in Stellenbosch								
Municipal grant	R	100.000,00	R	75.000,00	R	77.500,00	R	-2.500,00
Expenses	R	-100.000,00	R	75.000,00	R	-61.000,00	R	136.000,00
Net income / (loss)		-	R	150.000,00	R	16.500,00	R	133.500,00
Meet in Stellenbosch								
Municipal grant	R	150.000,00	R	112.500,00	R	120.000,00	R	-7.500,00
Expenses	R	-150.000,00	R	-112.500,00	R	-130.000,00	R	17.500,00
Net income / (loss)		-	R	-	R	-10.000,00	R	10.000,00
Tourism Intelligence Stellenbosch								
Municipal grant	R	100.000,00	R	75.000,00	R	-	R	75.000,00
Expenses	R	-100.000,00	R	-75.000,00	R	-	R	-
Net income / (loss)		-	R	-	R	- -	R	75.000,00

Visit Stellenbosch

Management Statements for the period 01/07/2019 – 31/03/2020

		Budget	Budget	Actual	Variance
		for the period	for the period	for the period	for the period
		01/07/2019	01/07/2019	01/07/2019	01/07/2019
		to	to	to	to
Note		30/06/2020	31/03/2020	31/03/2020	31/03/2020
Projects					
Play Stellenbosch					
Municipal grant		R 80.000,00	R 60.000,00	R -	R 60.000,00
Expenses		R -80.000,00	R -60.000,00	R -	R -
Net income / (loss)		-	R -	R -	R 60.000,00
Visit Stellenbosch Visitor Centre					
Municipal grant		R 1.000.000,00	R 750.000,00	R 761.182,10	R -11.182,10
Expenses		R -1.000.000,00	R -750.000,00	R -785.182,08	R 35.182,08
Net income / (loss)		-	R -	R -23.999,98	R 23.999,98
Balance carried over to 01/04/2020					
				R 685.328,92	
				R -1.843.182,08	

Visit Stellenbosch

Management Statements for the period 01/07/2019 – 29/02/2020

Note	Budget for the period 01/07/2019 to 30/06/2020		Budget for the period 01/07/2019 to 29/02/2020		Actual for the period 01/07/2019 to 29/02/2020		Variance for the period 01/07/2019 to 29/02/2020	
Projects								
Stakeholder Alignment								
Municipal grant - Stakeholder Alignment	R	65.000,00	R	65.000,00	R	65.000,00	R	-
Expenses	R	-65.000,00	R	-65.000,00	R	-65.000,00	R	-
Net income / (loss)		-	R	-	R	- -	R	-
Social Development								
Municipal grant	R	240.000,00	R	160.000,00	R	160.000,00	R	-
Expenses	R	-240.000,00	R	-160.000,00	R	-160.000,00	R	-
Net income / (loss)		-	R	-	R	- -	R	-
Sustainable Wine Tourism								
Municipal grant	R	700.000,00	R	466.666,67	R	405.000,00	R	61.666,67
Expenses	R	-700.000,00	R	-466.666,67	R	-405.000,00	R	-61.666,67
Net income / (loss)		-	R	-	R	- -	R	-
Tasting Stellenbosch								
Municipal grant	R	100.000,00	R	66.666,67	R	67.000,00	R	-333,33
Expenses	R	-100.000,00	R	-66.666,67	R	-32.000,00	R	-34.666,67
Net income / (loss)		-	R	-	R	35.000,00	R	-35.000,00
Stay in Stellenbosch								
Municipal grant	R	100.000,00	R	66.666,67	R	70.000,00	R	-3.333,33
Expenses	R	-100.000,00	R	66.666,67	R	-40.000,00	R	106.666,67
Net income / (loss)		-	R	133.333,33	R	30.000,00	R	103.333,33
Meet in Stellenbosch								
Municipal grant	R	150.000,00	R	100.000,00	R	110.000,00	R	-10.000,00
Expenses	R	-150.000,00	R	-100.000,00	R	-130.000,00	R	30.000,00
Net income / (loss)		-	R	-	R	-20.000,00	R	20.000,00
Tourism Intelligence Stellenbosch								
Municipal grant	R	100.000,00	R	66.666,67	R	-	R	66.666,67
Expenses	R	-100.000,00	R	-66.666,67	R	-	R	-
Net income / (loss)		-	R	-	R	- -	R	66.666,67

Visit Stellenbosch

Management Statements for the period 01/07/2019 – 29/02/2020

	Budget for the period 01/07/2019 to 30/06/2020		Budget for the period 01/07/2019 to 29/02/2020		Actual for the period 01/07/2019 to 29/02/2020		Variance for the period 01/07/2019 to 29/02/2020	
Note								
Projects								
Play Stellenbosch								
Municipal grant	R	80.000,00	R	53.333,33	R	-	R	53.333,33
Expenses	R	-80.000,00	R	-53.333,33	R	-	R	-
Net income / (loss)		-	R	-	R	-	R	53.333,33
Visit Stellenbosch Visitor Centre								
Municipal grant	R	1.000.000,00	R	666.666,67	R	681.182,10	R	-14.515,43
Expenses	R	-1.000.000,00	R	-666.666,67	R	-700.182,08	R	33.515,41
Net income / (loss)		-	R	-	R	-18.999,98	R	18.999,98

Balance carried over to 01/03/2020

R 996.328,92

R -1.532.182,08

Visit Stellenbosch

Management Statements for the period 01/07/2019 – 31/01/2020

		Budget for the period 01/07/2019 to 30/06/2020	Budget for the period 01/07/2019 to 31/01/2020	Actual for the period 01/07/2019 to 31/01/2020	Variance for the period 01/07/2019 to 31/01/2020
Note					
Projects					
StakeHolder Alignment					
Municipal grant - Stakeholder Alignment	R	65.000,00	R 65.000,00	R 65.000,00	R -
Expenses	R	-65.000,00	R -65.000,00	R -65.000,00	R -
Net income / (loss)		-	R -	R - -	R -
Social Development					
Municipal grant	R	240.000,00	R 140.000,00	R 140.000,00	R -
Expenses	R	-240.000,00	R -140.000,00	R -140.000,00	R -
Net income / (loss)		-	R -	R - -	R -
Stellenbosch Wine Tourism					
Municipal grant	R	700.000,00	R 408.333,33	R 235.000,00	R 173.333,33
Expenses	R	-700.000,00	R -408.333,33	R -205.000,00	R -203.333,33
Net income / (loss)		-	R -	R 30.000,00	R -30.000,00
Tasting Stellenbosch					
Municipal grant	R	100.000,00	R 58.333,33	R 58.000,00	R 333,33
Expenses	R	-100.000,00	R -58.333,33	R -32.000,00	R -26.333,33
Net income / (loss)		-	R -	R 26.000,00	R -26.000,00
Stay in Stellenbosch					
Municipal grant	R	100.000,00	R 58.333,33	R 62.500,00	R -4.166,67
Expenses	R	-100.000,00	R 58.333,33	R -40.000,00	R 98.333,33
Net income / (loss)		-	R 116.666,67	R 22.500,00	R 94.166,67
Meet in Stellenbosch					
Municipal grant	R	150.000,00	R 87.500,00	R 60.000,00	R 27.500,00
Expenses	R	-150.000,00	R -87.500,00	R -130.000,00	R 42.500,00
Net income / (loss)		-	R -	R -70.000,00	R 70.000,00
Tourism Intelligence Stellenbosch					
Municipal grant	R	100.000,00	R 58.333,33	R -	R 58.333,33
Expenses	R	-100.000,00	R -58.333,33	R -	R -
Net income / (loss)		-	R -	R - -	R 58.333,33

Visit Stellenbosch

Management Statements for the period 01/07/2019 – 31/01/2020

		Budget for the period 01/07/2019 to 30/06/2020	Budget for the period 01/07/2019 to 31/01/2020	Actual for the period 01/07/2019 to 31/01/2020	Variance for the period 01/07/2019 to 31/01/2020
Note					
Projects					
Play Stellenbosch					
Municipal grant	R	80.000,00	R	46.666,67	R - R 46.666,67
Expenses	R	-80.000,00	R	-46.666,67	R - R -
Net income / (loss)		-	R	-	R - R 46.666,67
Visit Stellenbosch Visitor Centre					
Municipal grant	R	1.000.000,00	R	583.333,33	R 601.182,10 R -17.848,76
Expenses	R	-1.000.000,00	R	-583.333,33	R -618.182,08 R 34.848,75
Net income / (loss)		-	R	-	R -16.999,98 R 16.999,98
B. Balance carried over to 01/02/2020					
				R	1.298.328,92
				R	-1.230.182,08

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Management Statements for the period 01/07/2019 – 31/12/2019

Note	Budget for the period 01/07/2019 to 30/06/2020		Budget for the period 01/07/2019 to 31/12/2020		Actual for the period 01/07/2019 to 31/12/2019		Variance for the period 01/07/2019 to 31/12/2019	
Projects								
Stakeholder Alignment								
Municipal grant - Stakeholder Alignment	R	65.000,00	R	65.000,00	R	65.000,00	R	-
Expenses	R	-65.000,00	R	-65.000,00	R	-65.000,00	R	-
Net income / (loss)		-	R	-	R	- -	R	-
Social Development								
Municipal grant	R	240.000,00	R	120.000,00	R	120.000,00	R	-
Expenses	R	-240.000,00	R	-120.000,00	R	-120.000,00	R	-
Net income / (loss)		-	R	-	R	- -	R	-
Stellenbosch Wine Tourism								
Municipal grant	R	700.000,00	R	350.000,00	R	205.000,00	R	145.000,00
Expenses	R	-700.000,00	R	-350.000,00	R	-145.000,00	R	-205.000,00
Net income / (loss)		-	R	-	R	60.000,00	R	-60.000,00
Tasting Stellenbosch								
Municipal grant	R	100.000,00	R	50.000,00	R	49.000,00	R	1.000,00
Expenses	R	-100.000,00	R	-50.000,00	R	-32.000,00	R	-18.000,00
Net income / (loss)		-	R	-	R	17.000,00	R	-17.000,00
Stay in Stellenbosch								
Municipal grant	R	100.000,00	R	50.000,00	R	55.000,00	R	-5.000,00
Expenses	R	-100.000,00	R	-	R	-40.000,00	R	40.000,00
Net income / (loss)		-	R	50.000,00	R	15.000,00	R	35.000,00
Meet in Stellenbosch								
Municipal grant	R	150.000,00	R	75.000,00	R	50.000,00	R	25.000,00
Expenses	R	-150.000,00	R	-75.000,00	R	-130.000,00	R	55.000,00
Net income / (loss)		-	R	-	R	-80.000,00	R	80.000,00
Tourism Intelligence Stellenbosch								
Municipal grant	R	100.000,00	R	50.000,00	R	-	R	50.000,00
Expenses	R	-100.000,00	R	-50.000,00	R	-	R	-
Net income / (loss)		-	R	-	R	- -	R	50.000,00

Visit Stellenbosch

Management Statements for the period 01/07/2019 – 31/12/2019

		Budget for the period 01/07/2019 to 30/06/2020	Budget for the period 01/07/2019 to 31/12/2020	Actual for the period 01/07/2019 to 31/12/2019	Variance for the period 01/07/2019 to 31/12/2019
Note					
Projects					
Play Stellenbosch					
Municipal grant	R	80.000,00	R 40.000,00	R -	R 40.000,00
Expenses	R	-80.000,00	R -40.000,00	R -	R -
Net income / (loss)		-	R -	R -	R 40.000,00
Visit Stellenbosch Visitor Centre					
Municipal grant	R	1.000.000,00	R 500.000,00	R 521.182,10	R -21.182,10
Expenses	R	-1.000.000,00	R -500.000,00	R -536.182,08	R 36.182,08
Net income / (loss)		-	R -	R -14.999,98	R 14.999,98
Balance carried over to 01/01/2020				R	1.460.328,92
				R	-1.068.182,08

Visit Stellenbosch

Management Statements for the period 01/07/2019 – 30/11/2019

	Note	Actual for the period 01/07/2019 to 30/11/2019
Funding received 01/07/2019 - 30/06/2019	R	2.528.511,00
Opening balance 30/11/2019	R	2.064.065,32
Projects		
StakeHolder Alignment		
Municipal grant - Stakeholder Alignment	R	85.000,00
Expenses	R	-76.000,00
Net income / (loss)	R	9.000,00
Social Development		
Municipal grant	R	100.000,00
Expenses	R	-20.000,00
Net income / (loss)	R	80.000,00
Sustainable Wine Tourism		
Municipal grant	R	155.000,00
Expenses	R	-155.000,00
Net income / (loss)	R	- -
Tasting Stellenbosch		
Municipal grant	R	-
Expenses	R	-
Net income / (loss)	R	- -
Stay in Stellenbosch		
Municipal grant	R	-
Expenses	R	-
Net income / (loss)	R	- -
Meet in Stellenbosch		
Municipal grant	R	-
Expenses	R	-
Net income / (loss)	R	- -
Tourism Intelligence Stellenbosch		
Municipal grant	R	15.000,00
Expenses	R	-12.500,00
Net income / (loss)	R	2.500,00

Visit Stellenbosch**Management Statements for the period 01/07/2019 – 30/11/2019**

	Note	Actual for the period 01/07/2019 to 30/11/2019
Funding received 01/07/2019 - 30/06/2019	R	2.528.511,00
Opening balance 30/11/2019	R	2.064.065,32
Projects		
<i>Play Stellenbosch</i>		
<i>Municipal grant</i>	R	-
<i>Expenses</i>	R	-
<i>Net income / (loss)</i>	R	- -
Visit Stellenbosch Visitor Centre		
<i>Municipal grant</i>	R	351.182,10
<i>Expenses</i>	R	-351.182,10
<i>Net income / (loss)</i>	R	-0,00
 Balance carried over to 01/12/2019	 R	 1.449.383,22

Visit Stellenbosch

Management Statements for the period 01/07/2019 – 31/10/2019

			Actual for the period 01/07/2019 to 31/10/2019
	Note		
Projects			
StakeHolder Alignment			
Municipal grant - Stakeholder Alignment		R	65.000,00
Expenses		R	-56.000,00
Net income / (loss)		R	9.000,00
Social Development			
Municipal grant		R	-
Expenses		R	-
Net income / (loss)		R	- -
Sustainable Wine Tourism			
Municipal grant		R	120.000,00
Expenses		R	-115.000,00
Net income / (loss)		R	5.000,00
Tasting Stellenbosch			
Municipal grant		R	-
Expenses		R	-
Net income / (loss)		R	- -
Stay in Stellenbosch			
Municipal grant		R	-
Expenses		R	-
Net income / (loss)		R	- -
Meet in Stellenbosch			
Municipal grant		R	-
Expenses		R	-
Net income / (loss)		R	- -
Tourism Intelligence Stellenbosch			
Municipal grant		R	15.000,00
Expenses		R	-12.500,00
Net income / (loss)		R	2.500,00

Visit Stellenbosch**Management Statements for the period 01/07/2019 – 31/10/2019**

			Actual for the period 01/07/2019 to 31/10/2019
	Note		
Projects			
Play Stellenbosch			
<i>Municipal grant</i>		R	-
<i>Expenses</i>		R	-
<i>Net income / (loss)</i>		R	- -
Visit Stellenbosch Visitor Centre			
<i>Municipal grant</i>		R	280.945,68
<i>Expenses</i>		R	-280.945,68
<i>Net income / (loss)</i>		R	-0,00
Balance carried over to 01/11/2019		R	2.064.065,32

SEKR 01

**Companies and Intellectual Property Commission
Republic of South Africa**

Form CoR 14.1

- This form is issued in terms of section 13 of the Companies Act, 2008, and Regulation 14 of the Companies Regulations, 2011.
- A profit company may be incorporated by an organ of state, or by one or more persons. A non-profit company may be incorporated by an organ of state, a juristic person, or by three or more persons.
- To each of paragraphs 1, 2, 3, 6 and 7, you must select one option, by ticking the appropriate box.
- Annexure A must be completed and attached.
- Annexure B is required only if you tick the 3rd option at paragraph 6.
- Annexure C is required only if you tick the 2nd option at paragraph 7.
- The basic filing fee is R175 if the company's Memorandum of Incorporation is in Form 15.1A or 15.1C, or R475 in any other case.
- An MOI in Form CoR 15.1A, 15.1B, 15.1C, 15.1D or 15.1E or unique to the company must be attached.
- A company is not registered until the Commission has issued a Registration Certificate in Form CoR 14.3.

**Contacting the
Commission**

The Companies and Intellectual
Property Commission of South Africa

Postal Address
PO Box 429
Pretoria 0001
Republic of South Africa
Tel: 086 100 2472

www.cipc.co.za

Notice of Incorporation

SEKR01

Customer Code:

From:

(Name, address and identity or registration number of Incorporator)
(If there are multiple Incorporators, each must be listed. Use a separate sheet.)

Name: JEANNERET MOMBERG

Address: MIDDELVEI WYNLANDGOED, FLAMINGO STREET,
STELLENBOSCH, WESTERN CAPE, 7600

Identity/Reg No: 680716 0026 086

- The incorporators have incorporated a juristic person to be registered as a:

<input type="checkbox"/> State Owned Company	<input type="checkbox"/> Public Company
<input type="checkbox"/> Personal Liability Company	<input type="checkbox"/> Private Company
<input checked="" type="checkbox"/> Non Profit Company	
- The incorporation of the company is to take effect on

<input checked="" type="checkbox"/> The date of the registration certificate is issued	
<input type="checkbox"/>	, if later than the registration date.
- The company's first financial year will end on JUNE
- The company's registered office address is
47 CHURCH STREET, STELLENBOSCH, WESTERN CAPE, 7600
SUITE 224, POSTNET X 5061, STELLENBOSCH, WESTERN CAPE, 7599
- There are 3 initial directors of the company, as listed in Annexure A.
- The company name is to be:

<input type="checkbox"/> The company's registration number, followed by the elements required by section 11 (3).	
<input checked="" type="checkbox"/> The name currently reserved or registered under # <u>9188276569</u> for use by <u>SEKRETARI (VISIT STELLENBOSCH)</u>	
<input type="checkbox"/> The first of the names set out on annexure B that proves to be eligible, in terms of Regulation 14 (1) (b)(iii).	
- The company's Memorandum of Incorporation, attached in Form
CoR 15.1 E (Indicate form number) or unique ☐ (tick if appropriate)

<input checked="" type="checkbox"/> has no provision of the type contemplated in section 15 (2) (b) or (c).	
<input type="checkbox"/> has provisions of the type contemplated in section 15 (2) (b) or (c), as listed in Annexure C.	

I declare that the information in this application is true. If I am not the applicant, I declare that the Applicant has authorised me to make this application.

Signature

Date



14 JUNE 2019

For Commission
Use only

Commission file number:

Date filed:

SEKR 01

**Companies and Intellectual Property Commission
Republic of South Africa**

Form CoR 14.1

- This form is issued in terms of section 13 of the Companies Act, 2008, and Regulation 14 of the Companies Regulations, 2011.
- A profit company may be incorporated by an organ of state, or by one or more persons. A non-profit company may be incorporated by an organ of state, a juristic person, or by three or more persons.
- To each of paragraphs 1, 2, 3, 6 and 7, you must select one option, by ticking the appropriate box.
- Annexure A must be completed and attached.
- Annexure B is required only if you tick the 3rd option at paragraph 6.
- Annexure C is required only if you tick the 2nd option at paragraph 7.
- The basic filing fee is R175 if the company's Memorandum of Incorporation is in Form 15.1A or 15.1C, or R475 in any other case.
- An MOI in Form CoR 15.1A, 15.1B, 15.1C, 15.1D or 15.1E or unique to the company must be attached.
- A company is not registered until the Commission has issued a Registration Certificate in Form CoR 14.3.

**Contacting the
Commission**

The Companies and Intellectual
Property Commission of South Africa

Postal Address
PO Box 429
Pretoria 0001
Republic of South Africa
Tel: 086 100 2472

www.cipc.co.za

Notice of Incorporation

SEKR01

Customer Code:

From:

(Name, address and identity or registration number of Incorporator)

(If there are multiple incorporators, each must be listed. Use a separate sheet.)

Name: MICHAEL STANSFIELD RATCLIFFE

Address: LITTLE WEDGE FARM, IDAS VALLEY, STELLENBOSCH,
WESTERN CAPE, 7600

Identity/Reg No: 721030 5173 088

- The incorporators have incorporated a juristic person to be registered as a:

<input type="checkbox"/> State Owned Company	<input type="checkbox"/> Public Company
<input type="checkbox"/> Personal Liability Company	<input type="checkbox"/> Private Company
<input checked="" type="checkbox"/> Non Profit Company	
- The incorporation of the company is to take effect on

<input checked="" type="checkbox"/> The date of the registration certificate is issued	
<input type="checkbox"/>	, if later than the registration date.
- The company's first financial year will end on JUNE.
- The company's registered office address is
47 CHURCH STREET, STELLENBOSCH, WESTERN CAPE, 7600
SUITE 224, POSTNET X 5061, STELLENBOSCH, WESTERN CAPE, 7599
- There are 3 Initial directors of the company, as listed in Annexure A.
- The company name is to be:

<input type="checkbox"/> The company's registration number, followed by the elements required by section 11 (3).	
<input checked="" type="checkbox"/> The name currently reserved or registered under # <u>9188276569</u> for use by <u>SEKRETARI (VISIT STELLENBOSCH)</u>	
<input type="checkbox"/> The first of the names set out on annexure B that proves to be eligible, in terms of Regulation 14 (1) (b)(iii).	
- The company's Memorandum of Incorporation, attached in Form
CoR 15.1 E (Indicate form number) or unique ☐ (tick if appropriate)
☒ has no provision of the type contemplated in section 15 (2) (b) or (c).
☐ has provisions of the type contemplated in section 15 (2) (b) or (c), as listed in Annexure C.

I declare that the information in this application is true. If I am not the applicant, I declare that the Applicant has authorised me to make this application.

Signature

Date



14 JUNE 2019

For Commission
Use only

Commission file number:

Date filed:

FINANCIAL STATEMENTS

SEKR 01

**Companies and Intellectual Property Commission
Republic of South Africa**

Form CoR 14.1

- This form is issued in terms of section 13 of the Companies Act, 2008, and Regulation 14 of the Companies Regulations, 2011.
- A profit company may be incorporated by an organ of state, or by one or more persons. A non-profit company may be incorporated by an organ of state, a juristic person, or by three or more persons.
- To each of paragraphs 1, 2, 3, 6 and 7, you must select one option, by ticking the appropriate box.
- Annexure A must be completed and attached.
- Annexure B is required only if you tick the 3rd option at paragraph 6.
- Annexure C is required only if you tick the 2nd option at paragraph 7.
- The basic filing fee is R175 if the company's Memorandum of Incorporation is in Form 15.1A or 15.1C, or R475 in any other case.
- An MOI in Form CoR 15.1A, 15.1B, 15.1C, 15.1D or 15.1E or unique to the company must be attached.
- A company is not registered until the Commission has issued a Registration Certificate in Form CoR 14.3.

**Contacting the
Commission**

The Companies and Intellectual
Property Commission of South Africa

Postal Address
PO Box 429
Pretoria 0001
Republic of South Africa
Tel: 086 100 2472

www.cipc.co.za

Notice of Incorporation

SEKR01

Customer Code:

From:

*(Name, address and identity or registration number of Incorporator)
(If there are multiple Incorporators, each must be listed. Use a separate sheet.)*

Name: JAKOBUS WILHELM BASSON

Address: KLEINE ZALZE ESTATE, STELLENBOSCH,
WESTERN CAPE, 7600

Identity/Reg No: 580704 5119 081

- The incorporators have incorporated a juristic person to be registered as a:

<input type="checkbox"/> State Owned Company	<input type="checkbox"/> Public Company
<input type="checkbox"/> Personal Liability Company	<input type="checkbox"/> Private Company
<input checked="" type="checkbox"/> Non Profit Company	
- The incorporation of the company is to take effect on

<input checked="" type="checkbox"/> The date of the registration certificate is issued	
<input type="checkbox"/>	, if later than the registration date.
- The company's first financial year will end on JUNE.
- The company's registered office address is
47 CHURCH STREET, STELLENBOSCH, WESTERN CAPE, 7600
SUITE 224, POSTNET X 5061, STELLENBOSCH, WESTERN CAPE, 7599
- There are 3 initial directors of the company, as listed in Annexure A.
- The company name is to be:

<input type="checkbox"/> The company's registration number, followed by the elements required by section 11 (3).	
<input checked="" type="checkbox"/> The name currently reserved or registered under # <u>9188276569</u> for use by <u>SEKRETARI (VISIT STELLENBOSCH)</u>	
<input type="checkbox"/> The first of the names set out on annexure B that proves to be eligible, in terms of Regulation 14 (1) (b)(iii).	
- The company's Memorandum of Incorporation, attached in Form
CoR 15.1 E (indicate form number) or unique ☐ (tick if appropriate)
☒ has no provision of the type contemplated in section 15 (2) (b) or (c).
☐ has provisions of the type contemplated in section 15 (2) (b) or (c), as listed in Annexure C.

I declare that the information in this application is true. If I am not the applicant, I declare that the Applicant has authorised me to make this application.

Signature

Date



14 JUNE 2019

For Commission
Use only

Commission file number:

Date filed:

SEKR 01

**Companies and Intellectual Property Commission
Republic of South Africa**

Form CoR 14.1**Annexure A**

- This form is issued in terms of section 13 of the Companies Act, 2008, and Regulation 14 of the Companies Regulation, 2011.
- Annexure A must be completed and attached to the Notice of Incorporation when it is filed.
- A public company, or a state owned company, must have at least 3 initial directors.
- A non-profit company must have at least 3 initial directors.
- A private company, or a personal liability company, must have at least 1 initial director.
- A company is not registered until the Commission has issued a Registration Certificate in Form CoR 14.3

**Contacting the
Commission**

The Companies and Intellectual
Property Commission of South Africa

Postal Address
PO Box 429
Pretoria
0001
Republic of South Africa
Tel: 086 100 2472

www.cipc.co.za

**Notice of Incorporation
Initial Directors of the Company**

The incorporators confirm that each person named below has consented to being appointed in terms of section 66 (7) (b) as a director of the company, whose Memorandum of Incorporation is attached.

Full name / former name, if any: MICHAEL STANSFIELD RATCLIFFE

Identity number: 7210305173088

Nationality: SOUTH AFRICA

Passport number, if not South African: NA

Date of appointment: DATE OF INCORPORATION

Designation in the company: DIRECTOR

Residential address: LITTLE WEDGE FARM, IDAS VALLEY,
STELLENBOSCH, WESTERN CAPE, 7600

Business address: VILAFONTÉ, UNIT 7C, BOSMANS CROSSING,
LOWER DORP STREET, STELLENBOSCH, 7600

Postal address: VILAFONTÉ, UNIT 7C, BOSMANS CROSSING,
LOWER DORP STREET, STELLENBOSCH, 7600

Occupation: FARMER

South African resident: YES (Yes) _____ (No)

For Commission
Use only

Commission file number:

Date filed:

SEKR 01

**Companies and Intellectual Property Commission
Republic of South Africa**

Form CoR 14.1**Annexure A**

- This form is issued in terms of section 13 of the Companies Act, 2008, and Regulation 14 of the Companies Regulation, 2011.
- Annexure A must be completed and attached to the Notice of Incorporation when it is filed.
- A public company, or a state owned company, must have at least 3 initial directors.
- A non-profit company must have at least 3 initial directors.
- A private company, or a personal liability company, must have at least 1 initial director.
- A company is not registered until the Commission has issued a Registration Certificate in Form CoR 14.3

**Contacting the
Commission**

The Companies and Intellectual
Property Commission of South Africa

Postal Address
PO Box 429
Pretoria
0001
Republic of South Africa
Tel: 086 100 2472

www.cipc.co.za

**Notice of Incorporation
Initial Directors of the Company**

The incorporators confirm that each person named below has consented to being appointed in terms of section 66 (7) (b) as a director of the company, whose Memorandum of Incorporation is attached.

Full name / former name, if any: JEANNERET MOMBERG

Identity number: 6807160026086

Nationality: SOUTH AFRICA

Passport number, if not South African: NA

Date of appointment: DATE OF INCORPORATION

Designation in the company: DIRECTOR

Residential address: MIDDELVLEI WYNLANDGOED, FLAMINGO STREET
STELLENBOSCH, WESTERN CAPE, 7600

Business address: AS ABOVE

Postal address: PO BOX 66, STELLENBOSCH, 7600

Occupation: WINE PRODUCER

South African resident: YES (Yes) _____ (No)

**For Commission
Use only**

Commission file number:

Date filed:

SEKR 01

**Companies and Intellectual Property Commission
Republic of South Africa**

Form CoR 14.1**Annexure A**

- This form is issued in terms of section 13 of the Companies Act, 2008, and Regulation 14 of the Companies Regulation, 2011.
- Annexure A must be completed and attached to the Notice of Incorporation when it is filed.
- A public company, or a state owned company, must have at least 3 initial directors.
- A non-profit company must have at least 3 initial directors.
- A private company, or a personal liability company, must have at least 1 initial director.
- A company is not registered until the Commission has issued a Registration Certificate in Form CoR 14.3

**Contacting the
Commission**

The Companies and Intellectual
Property Commission of South Africa

Postal Address
PO Box 429
Pretoria
0001
Republic of South Africa
Tel: 086 100 2472

www.cipc.co.za

**Notice of Incorporation
Initial Directors of the Company**

The incorporators confirm that each person named below has consented to being appointed in terms of section 66 (7) (b) as a director of the company, whose Memorandum of Incorporation is attached.

Full name / former name, if any: JAKOBUS WILHELM BASSON

Identity number: 5807045119081

Nationality: SOUTH AFRICA

Passport number, if not South African: NA

Date of appointment: DATE OF INCORPORATION

Designation in the company: DIRECTOR

Residential address: KLEINE ZALZE ESTATE, STELLENBOSCH,
WESTERN CAPE, 7600

Business address: AS ABOVE

Postal address: PO BOX 12837, DIE BOORD, 7613

Occupation: WINE PRODUCER

South African resident: YES (Yes) _____ (No)

**For Commission
Use only**

Commission file number:

Date filed:

COR9.4



Companies and Intellectual
Property Commission

Republiek van Suid-Afrika

Date: 14/06/2019

Our Reference: 9188276569

CATHERINA DORA DU PLESSIS
E-mail: INFO@SEKRETARI.CO.ZA
P O BOX 14195
LYTTELTON
LYTTELTON
0140

Confirmation Notice of Name Reservation

We have received a COR9.1 from you dated 14/06/2019.

The names proposed on the form were compared to our database and the results of the comparison are listed below:

1 VISIT STELLENBOSCH

Clear

This notice confirms that the name 'VISIT STELLENBOSCH' has been reserved in the name of the applicant from 14/06/2019 to 14/12/2019 under reservation number 9188276569.

Notice:

This notice is issued in terms of Regulation 9, 10 or 11 of the Companies Regulations, 2011.

In terms of sections 12 (3) (b), and 160 of the Companies Act, 2008, any person with an interest in the use of the reserved name, or registered defensive name, as set out in this Notice, may apply to the Companies Tribunal for an order confirming or varying this Notice in whole or in part, or setting aside this Notice and directing the Commission to cancel the reservation, or defensive registration, of the name.

An application to the Companies Tribunal as discussed above may be made in Form CTR 142 any time within 3 months after the date on which that person received a copy of this Notice, or later with leave of the Tribunal for good cause.

Yours truly

Commissioner

AON AON



The Companies and Intellectual Property Commission

of South Africa

P.O. BOX 429, PRETORIA, 0001, Republic of South Africa. Docex 256, PRETORIA.

Call Centre Tel 066 100 2472, Website www.cipc.co.za



REPUBLIC OF SOUTH AFRICA
NATIONAL IDENTITY CARD

Surname:
BASSON
First Name:
JAKOBUS WILHELM
Sex:
M
Nationality:
RSA
Identity Number:
68070451190R1
Date of Birth:
04 JUL 1958
Country of Birth:
RSA
Status:
CITIZEN



Signature

[Signature]



ID

Conditions:

This card has been issued by the
Department of Home Affairs in terms of the
Identification Act, Act 68 of 1997

If found please return to the Department of Home Affairs
For a reply or verification 0120090000 or 0800 00 11 90

Date of Issue:

17 APR 2019



110477878



[Signature]

BEATRICE HILL

KOMMISSARIS VAN EDE

COMMISSIONER OF OATHS

CLUYER MARKOTTER ING/INC

PRAKTYSERENDE PROKUREUR RSA/ PRACTICING ATTORNEY RSA

NR 22952

CLUYER MARKOTTER GEBOU / BUILDING

MEULSTRAAT / MILL STREET

STELLENBOSCH

14 JUN 2019

GESERTIFISEER 'N WARE AFSCRIF VAN DIE OORSPRONKLIKE.
CERTIFIED A TRUE COPY OF THE ORIGINAL.


**REPUBLIC OF SOUTH AFRICA
NATIONAL IDENTITY CARD**

Surname:
VAN ZIJL
Names
JOHANNA JACOMINA
Sex:
F
Nationality:
RSA
Identity Number:
7710190003084
Date of Birth:
19 OCT 1977
Country of Birth:
RSA
Status:
CITIZEN



Signature



Conditions:

This card has been issued by the
Department of Home Affairs in terms of the
Identification Act, Act 68 of 1987

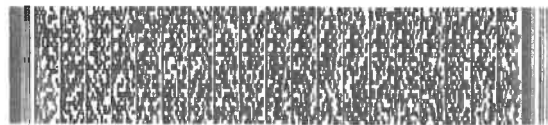
If found please return to the Department of Home Affairs
For enquiry or verification purposes contact 0800 60 11 90

Date of Issue:

22 SEP 2018



108759298



Gesertifiseer 'n ware afskrif van die oorspronklike dokument. Daar is
geen aanduiding dat die oorspronklike dokument deur onregmatige
persone gewysig is nie.

Certified a true copy of the original document. There is no indication
that the original document had been altered by unauthorised persons.

Signature:

Kommissaris van eede / Commissioner of oaths
Edith Jessie Wilkins (Bestuurder / Manager)
Bldg 30, Ground Floor, Oxford Business Park
3 Bauhinia St, Highveld Techno Park

Verwysing / Reference: 414613 / JAB:Retro (24/10/2018)

Date:

10 APR 2019


**REPUBLIC OF SOUTH AFRICA
NATIONAL IDENTITY CARD**

Surname:
DU PLESSIS
 Names:
CATHERINA DORA
 Sex:
F
 Nationality:
RSA
 Identity Number:
6212200167084
 Date of Birth:
20 DEC 1962
 Country of Birth:
RSA
 Status:
CITIZEN

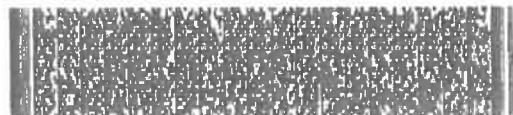


Signature:


Conditions:

This card has been issued by the
 Department of Home Affairs in terms of the
 Identification Act, Act 68 of 1997

If found please return to the Department of Home Affairs
 For enquiry or verification purposes contact 0800 80 11 80

Date of Issue:
28 MAY 2018
107794331


Gesertifiseer 'n ware afskrif van die oorspronklike dokument. Daar is
 geen aanduiding dat die oorspronklike dokument deur onregmatige
 persone gewysig is nie.

Certified a true copy of the original document. There is no indication
 that the original document has been altered by unauthorized persons.

Signature:

Kommissaris van eede / Commissioner of oaths
 Edith Jessie Wilkins (Bestuurder / Manager)
 Bldg 30, Ground Floor, Oxford Business Park
 3 Bauhinia St, Highveld Techno Park

Verwysing / Reference EW417 / 10 Pretoria (24/10/2010)

Date:

25 MAR 2018

POWER OF ATTORNEY TO REGISTER A NEW COMPANY

I / We, the undersigned directors

<u>MICHAEL STANFELD DATCLIFFE</u>	ID	<u>7210305173088</u>
<u>Jeanneret Momberg</u>	ID	<u>6807160026086</u>
<u>Jakobus W Basson</u>	ID	<u>5807045119081</u>
_____	ID	_____
_____	ID	_____
_____	ID	_____

hereby appoint CATHERINA DORA DU PLESSIS / EDITH JESSIE WILKINS / JOHANNA JACOMINA VAN ZIJL with power of substitution, to be my/our lawful agent and on my/our behalf:

1. Register a new company Visit Stellenbosch NPC
2. draw, complete, sign, amends or substitute the Memorandum and Articles of Association and such documents and forms (in particular form CoR9.1 (if required), CoR 14.1; CoR15.1 E, as may be required for purpose of the registration or by the Registrar of Companies;
3. Lodge and uplift all documents as may be required by the Registrar of Companies.

AND IN GENERAL for effecting the purposes aforesaid, to do or cause to be done whatever shall be requisite, as fully and effectively for all intents and purposes as I/we might or could do if personally present and whatsoever my/our said agent shall lawfully do or cause to be done.

SIGNED AT Stellenbosch on 12 June 2019

AS WITNESS:

M.S. DATCLIFFE
J. Momberg
JW. BASSON

DIRECTOR SIGNATURES:

[Signature]
[Signature]
[Signature]

MEMORANDUM OF INCORPORATION

of

VISIT STELLENBOSCH NPC

A NON-PROFIT COMPANY WITH MEMBERS




(hereinafter "the Company")

1. OBJECTS OF THE COMPANY

The Company is a non-profit company with members, with the objects as set out in Schedule A hereto.

2. ADOPTION OF MEMORANDUM OF INCORPORATION

This Memorandum of Incorporation was adopted by the incorporators of the Company, in accordance with section 13(1), as evidenced by the following signatures made by each of them, or on their behalf.

NAME OF INCORPORATOR	IDENTITY NUMBER	SIGNATURE	DATE
Michael Stansfield Ratcliffe	721030 5173 08 8		14 JUN 2019
Jeanneret Momberg	680716 0026 08 6		14 JUN 2019
Jakobus Wilhelm Basson	580704 5119 08 1		14 JUN 2019

3. INTERPRETATION

3.1 In this Memorandum of Incorporation –

3.1.1 a reference to a section by number refers to the corresponding section of the Companies Act, No. 71 of 2008 (as amended) (hereinafter "the Act");

3.1.2 words that are defined in the Act bear the same meaning in this Memorandum as in the Act; and

3.1.3 words appearing to the right of an optional check line are void unless that line contains a mark to indicate that it has been chosen as the applicable option.

3.2 The Schedule(s) attached to this Memorandum are part of the Memorandum of Incorporation.

4. INCORPORATION AND JURISTIC PERSONALITY

- 4.1 The Company is incorporated as a Non-Profit company, as defined in the Act.
- 4.2 The Company is incorporated in accordance with, and governed by–
 - 4.2.1 the unalterable provisions of the Companies Act, 2008 that are applicable to Non-Profit companies;
 - 4.2.2 the alterable provisions of the Companies Act, 2008 that are applicable to Non-Profit companies, subject to any limitation, extension, variation or substitution set out in this Memorandum; and
 - 4.2.3 the provisions of this Memorandum of Incorporation.

5. POWERS OF THE COMPANY

- 5.1 The Company has all of the legal powers and capacity contemplated in the Act, and no provision contained in this Memorandum of Incorporation should be interpreted as limiting or restricting those powers in any way whatsoever.
- 5.2 The legal powers and capacity of the Company are not subject to any restrictions, limitation or qualifications, as contemplated in section 19(1) (b) (ii).
- 5.3 The company is not subject to any provisions contemplated in Section 15(2) (b) or (c).
- 5.4 Upon winding up, deregistration or dissolution, the assets of the Company remaining after satisfaction of all its liabilities shall be transferred to some other association or institution having similar objects, or failing such determination, by the Court.
- 5.5 The power of the Company is limited by the tax conditions as contemplated in terms of section 30 of the Income Tax Act of 1962 (hereinafter "ITA") in terms whereof the Company will:
 - 5.5.1 submit to the Commissioner for the South African Revenue Service a copy of any amendment to the Memorandum of Incorporation for the Company within 30 (thirty) days of such amendment;
 - 5.5.2 not pay any remuneration to any employee, office bearer, member or other person, which is excessive, having regard to what is generally considered reasonable in the sector and in relation to the service rendered;

5.5.3 has not and will not use its resources directly or indirectly to support, advance or oppose any political party; and

5.5.4 comply with such reporting requirements as may be determined by the Commissioner for the South African Revenue Service.

5.6 The Company is not knowingly and will not knowingly become a party to, and does not knowingly and will not knowingly permit itself to be used as part of an impermissible avoidance arrangement contemplated in Part IIA of Chapter III, or a transaction, operation or scheme contemplated in section 103(5) of the ITA.

6. OPTIONAL PROVISIONS

The Company does not elect, in terms of Section 34(2), to comply voluntarily with the extended accountability provisions set out in Chapter 3 of the Act.

7. MEMBERS OF THE COMPANY

The Company has members who are all in a single class, being voting members, each of whom has one vote in any matter to be decided by the members of the Company.

8. MEMBERS' AUTHORITY TO ACT

If, at any time, every member of the Company is also a director as contemplated in section 57(4), the authority of the members to act without notice or compliance with any other internal formalities is not limited or restricted by this Memorandum of Incorporation.

9. MEMBERS' RIGHT TO INFORMATION

In addition to the rights to access information set out in section 26 (1), membership shall confer upon each member the right to:

9.1 nominate and elect the directors of the Company;

9.2 receive copies of the annual financial statements of the Company; and

9.3 receive notice of, attend, speak and vote at a general meeting of the Company.

10. PROXIES AND REPRESENTATIVES

- 10.1 A member entitled to vote at a meeting may at any time appoint one or more persons in the alternative to each other as his proxy to attend, speak and vote at a meeting on his behalf.
- 10.2 A proxy need not be a member of the Company.
- 10.3 The instrument appointing a proxy shall be in writing or, if the appointer is a body corporate, under the hand of the authorised representative. A proxy need not be witnesses. Whether he is himself a member or not, the holder of a general or special power of attorney given by a member shall, if duly authorised under that power to attend and take part in meeting and proceedings of the Company, be entitled to attend general meeting and to vote thereat.
- 10.4 A form of proxy may be issued at the company's expense only if it is sent to all members who are entitled to attend and vote at a meeting to which the proxy form relates.
- 10.5 The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed, (or a notarially certified copy of such power of authority, shall be deposited at the office not less than 48 (forty-eight) hours before the time for the holding of the meeting. A form of power of attorney or proxy shall be invalid if the Article is not complied with.
- 10.6 Unless the contrary is stated, the form appointing a proxy shall be valid for each adjournment of a meeting to which it relates.
- 10.7 No instrument appointing a proxy shall be valid after the expiration of 6 (six) months from the date on which it was signed unless specifically states to the contrary in the instrument of proxy itself.
- 10.8 The instrument appointing a proxy may be in any usual or common form approved by the directors but shall be so worded that the holder thereof may vote for, against or abstain from voting on any one or more of the resolutions proposed at the meeting at which the proxy is to be used.
- 10.9 A members' proxy may delegate the proxy's power to another person as set out in section 58(3)(b).
- 10.10 The authority of a member's proxy to decide without direction from the member whether to exercise, or abstain from exercising any voting right of the member, as set out in section 58 (7) is not limited or restricted by this Memorandum of Incorporation.

11. RECORD DATE FOR EXERCISE OF MEMBERS RIGHTS

If, at any time, the Company's Board of Directors fails to determine a record date as contemplated in section 59, the record date for the relevant matter is as determined in accordance with section 59 (3).

12. MEMBERS ACTING OTHER THAN AT A MEETING

Subject to the provisions of the Act, a resolution in writing signed by the majority of the member entitled to receive notice and to attend and vote at the meeting shall be as valid and effective as if it had been passed at a meeting duly called and constituted. A resolution in terms of this Article may consist of several documents of the same form, each of which is signed by one or more members in terms of this Article and shall be deemed to have been passed on the date of signature thereof by the last member entitled to sign same.

13. REQUIREMENT TO HOLD MEETINGS

The Company is required to hold an Annual General Meeting not later than 6 (six) months after the end of each financial year of the Company.

14. MEMBERS RIGHT TO REQUIRE A MEETING

The right of members to require a meeting, as set out in Section 61(3), may be exercised by at least 10% of the voting members, as provided for in that section.

15. LOCATION OF MEMBERS MEETINGS

The authority of the Company's Board of Directors to determine the location of any members meeting as set out in section 61(9) is not limited or restricted by this Memorandum of Incorporation.

16. NOTICE OF MEMBERS MEETINGS

The minimum number of days for the Company to deliver a notice of a members meeting to the members, as required by section 62, is 15 business days before the meeting is to begin.

17. ELECTRONIC PARTICIPATION IN MEMBERS MEETING

The authority of the Company to conduct a meeting entirely by electronic communication, or to provide for participation in a meeting by electronic communication as set out in section 63 is not limited or restricted by this Memorandum of Incorporation.

18. QUORUM FOR MEMBERS MEETINGS

- 18.1 The quorum requirements for any members meeting to begin, or for a matter to be considered are 25 (twenty five percent) members present and entitled to vote, of which at least 2 (two) shall be directors of the Company.
- 18.2 If within half an hour after the time appointed for the meeting a quorum is not present, the meeting shall be adjourned to 7 (seven) days later.
- 18.3 The authority of a meeting to continue to consider a matter, as set out in section 64(9) is restricted.
- 18.4 The maximum period allowable for an adjournment of a members meeting is as set out in section 64 (12).

19. MEMBERS RESOLUTIONS

- 19.1 For an ordinary resolution to be adopted at a members meeting, it must be supported by more than 50% of the members who voted on the resolution, as provided in section 65 (7).
- 19.2 For a special resolution to be adopted at a members meeting, it must be supported by at least 75% of the members who voted on the resolution, as provided in section 65(7).
- 19.3 No matters, except for those matters set out in section 65(11) require a special resolution adopted at a Members' meeting of the Company.

- 19.4 Subject to the provisions of this Memorandum of Incorporation, no person other than a duly registered member who has paid every sum, if any, which is due and payable to the Company in respect of or arising out of his membership and who is not under suspension, shall be entitled to present or vote on any question at any general meeting.

20. COMPOSITION AND POWERS OF THE BOARD OF DIRECTORS

- 20.1 The Board of Directors of the Company shall comprise of not less than 3 (three) each of whom is to be appointed by the members at the Annual General meeting.
- 20.2 A director need not be a member of the Company.
- 20.3 Each appointed director shall hold office from the date of his appointment until the Annual General meeting following his appointment, at which meeting each director shall be deemed to have retired from office but shall, subject to nomination by a member of the company, be eligible for re-election to the Board of Directors.
- 20.4 In addition to the appointed directors there will be no appointed or ex officio directors as contemplated in section 66 (4).
- 20.5 Apart from satisfying the qualification and eligibility requirements set out in section 69, a person need not satisfy any further eligibility requirements or qualifications to become or remain a director or a prescribed officer of the Company.

21. AUTHORITY OF THE BOARD OF DIRECTORS

The authority of the Company's Board of Directors to manage and direct the business and affairs of the Company, as set out in section 66 (1) is not limited or restricted by the Memorandum of Incorporation.

22. BOARD OF DIRECTORS MEETINGS

- 22.1 The Board has the power to consider any matter and adopt any resolution other than at a meeting as set out in section 74 and, accordingly, any decision that could be voted on at a meeting of the Board may instead be adopted by the written consent of a majority of the Directors, provided that each Director has received notice of the matter to be decided.
- 22.2 The Board of the Company must call a meeting if required so by at least two directors.

- 22.3 The Board has the power to conduct a meeting entirely by Electronic Communication, as set out in section 73(3) provided that the electronic communication facility enables all persons participating in the meeting to communicate concurrently with each other.
- 22.4 The Board may determine the manner and form of providing notice of its meeting as set out in section 73 (4), provided that the notice period for the convening of any meeting of the Board will be at least 7 (seven) days unless the decision of the Directors is required on an urgent basis and agreed on by all directors, in which event the meeting may be called on shorter notice.
- 22.5 The authority of the Company's Board of Directors to proceed with a meeting despite a failure or defect in giving notice of the meeting, as set out in section 73 (5), is not limited or restricted by this Memorandum of Incorporation.
- 22.6 A majority of directors must be present at a meeting before a vote may be called at any meeting and each director has 1 (one) vote on a matter before the Board.

23. INDEMNIFICATION OF DIRECTORS

The Company may:

- 23.1 advance expenses to a Director or prescribed officer or directly or indirectly indemnify a director in respect of the defence of legal proceedings, as set out in Section 78(4);
- 23.2 indemnify a director or prescribed officer in respect of liability as set out in section 78(5); and
- 23.3 purchase insurance to protect the company or a director or prescribed officer as set out in section 78(7).

24. OFFICERS AND COMMITTEES OF THE BOARD

- 24.1 The Board of Directors may appoint any officers it considers necessary to better achieve the objects of the Company.
- 24.2 The authority of the Company's Board of Directors to appoint committees of directors and delegate to any such committee any of the authority of the Board as set out in Section 72(1), or to include in any such committee persons who are not directors, as set out in section 72(2)(a), is not limited or restricted by this Memorandum of Incorporation.

- 24.3 The authority of a committee appointed by the Board as set out in section 72(2) (b) and (c) is not limited or restricted by the Memorandum of Incorporation.

25. ANNUAL FINANCIAL STATEMENTS

A copy of the annual financial statement shall be tabled at the Annual General meeting and shall, not less than 15 (fifteen) days before the date of that meeting, be sent to every member of the Company.

26. NON-PROFIT AND PUBLIC BENEFIT STATUS OF THE COMPANY

- 26.1 The Company's income and property are not distributable to its members or office-bearers, except as reasonable compensation for services rendered.
- 26.2 Subject to the provisions of the Act, the Company's members and office-bearers have no rights in the property or other assets of the organisation solely by virtue of their being members or office-bearers.
- 26.3 The Company's financial transactions must be conducted by means of a banking account held with a bank registered under the Banks Act, 94 of 1990.
- 26.4 Notwithstanding any other provision of this Memorandum, the Company must at all times have at least three directors.
- 26.5 No Director may be a connected person (as contemplated in the ITA) in relation to another Director.
- 26.6 The Company may not directly or indirectly distribute any of its funds to any person otherwise than in the course of undertaking any public benefit activity as defined in the ITA and is required to utilise its funds solely for the object for which it has been established.
- 26.7 The Company may not accept any donation which is recoverable at the instance of the donor for reasons other than a material failure to conform to the designated purposes and conditions of such donation, including any misrepresentation with regard to the tax deductibility thereof in terms of Section 18A of the ITA; provided that a donor (other than a donor which is an approved public benefit organisation as defined in the ITA or an institution board or body which is exempt from tax in terms of Section 10(1)(CA)(i) of the ITA, which has as its sole or principal object the carrying on of any

public activity as defined in the ITA) may not impose conditions which could enable such donor or any connected person in relation to such donor (as contemplated in the ITA) to derive some direct or indirect benefit from the application of such donation.

- 26.8 The Company must submit a copy of each amendment of this Memorandum of Incorporation to the Commissioner of the South African Revenue Service.

27. MEMORANDUM OF INCORPORATION AND COMPANY RULES

- 27.1 This Memorandum of Incorporation of the Company may be altered or amended only in the manner set out in section 16, 17 or 152 (6) (b).
- 27.2 In addition to the above, the Memorandum of Incorporation and Company Rules adopted from time to time may be amended from time to time on an Annual or Special General Meeting.
- 27.3 Subject to any restriction imposed or direction given at an annual general meeting of the Company, the directors may from time to time make rules as set out in Art 15(3) to (5).
- 27.4 The Company may in general meeting vary or modify any rules made by it or by the directors from time to time.
- 27.5 The Board must publish any rules made in terms of Section 15(3) to (5) by delivering a copy of those rules to each member electronically or by ordinary mail.
- 27.6 The Company must publish a notice of any alteration of the Memorandum of Incorporation or the Rules, made in terms of section 17.(1), by delivering a copy of those rules to each director and member by ordinary mail.

SCHEDULE A – OBJECT AND NATURE OF THE COMPANY

A.1 Object and Policies of the Company

A.1.1 The Main Object of the Company will be to perform the functions of the local Tourism Marketing, Tourism Development and Visitor Information Services for Stellenbosch. The objective of the company will focus on an inclusive and future-focused tourism plan for Stellenbosch town and surrounding areas (collectively "Stellenbosch") which will include but not be limited to the following:

- To enhance and uphold the national and international reputation of Stellenbosch.
- To build mutually beneficial strategic, operational and thematic partnerships for Stellenbosch.
- To actively market the town to both local and international visitors and to ensure a quality visitor experience.
- To cultivate visitor satisfaction and loyalty by creating a physical environment that is focused on delivering a quality experience.
- To actively assist all stakeholders (attractions, accommodation providers, conferences, businesses and educational institutions) with excellent service delivery, to become highly competitive and to adopt sustainable practices.
- To provide a world-class visitor information service.
- To build a culture of organisational excellence through strategic management, research, development and stakeholder relations.
- To encourage stakeholders to contribute to a sustainable funding model for the Stellenbosch Brand.
- To promote social cohesion to ensure financial, environmental and social sustainability of Stellenbosch.

A.1.2 The Object of the company complies with the requirements as set out in Section 1 (a) of Schedule 1 of the Act being:

A.1.2.1 a public benefit object; or

- A.1.2.2 an object relating to one or more cultural or social activity, or communal or group interest; and
 - A.1.2.3 is consistent with the principles set out in this Schedule and the Memorandum of Incorporation.
 - A.1.3 The Company applies all of its assets and income, however derived, to advance the main object, as stated, and may:
 - A.1.3.1 acquire and hold securities issued by a profit company; or
 - A.1.3.2 directly or indirectly, alone or with any other person, carries on any business trade of undertaking consistent with of ancillary to its stated object.
 - A.1.4 The Company may not, directly or indirectly, pay any portion of its income or transfer any assets, regardless of how the income or asset was derived, to any incorporator, member, director or person appointing a director of the company, except in the following situations:
 - A.1.4.1 As reasonable remuneration for goods delivered or services rendered to, or at the direction of the company; or
 - A.1.4.2 Reasonable payment of, or reimbursement for, the expenses incurred to advance the stated object of the company;
 - A.1.4.3 As a payment of an amount due and payable by the company in terms of a bona fide agreement between the company and that person;
 - A.1.4.4 As a payment in respect of any rights of that person, to the extent that such rights is administered by the company in order to advance the stated object of the company;
 - A.1.4.5 In respect of any legal obligation binding on the company.
 - A.1.5 Substantially the whole of the Company's funding must be derived from its annual or long-term Members or from appropriation by the government of the Republic in the national, provincial or local sphere.
 - A.1.6 The Company may not have a share or other interest in any business, profession or occupation which is carried on by its Members.

GEREGISTREERDE WOON- EN POSADRES

1. Bewaar die bewys van u GEREGISTREERDE WOON- EN POSADRES in hierdie sakke.

2. Indien u van adres verander het, of indien besonderhede van u huidige adres, by. straatnaam en/of -nommer, ens. verander het, moet die vorm KENNISGEWING VAN ADRESVERANDERING, wat in die sakke agter in die Identiteitsdokument is, gebruik word om die verandering aan te meld en moet di ingedien word by of opges word aan die naaste streek- distrikkantoor van die DEPARTEMENT VAN BINNELANDSE SAKE.

REGISTERED RESIDENTIAL AND POSTAL ADDRESS

1. Keep the proof of your REGISTERED RESIDENTIAL AND POSTAL ADDRESS in this pocket

2. If you have changed your address, or, if particulars of your present address, e.g. name of street and/or street number, etc., have been changed, the NOTICE OF CHANGE OF ADDRESS form in the pocket at the back of the identity document must be used to report the change and it must be handed in at or posted to the nearest regional district office of the DEPARTMENT OF HOME AFFAIRS

I D.No. 721030 5173 08 8



S.A. BURGER/S.A. CITIZEN

VAMISURNAMME

RATCLIFFE

VOORNAME/FORENAME

MICHAEL STANSFIELD

GEBORTE/DATE OF BIRTH

SOUTH AFRICA

GEBORTE/DATE OF BIRTH

1972-10-10



OORLEEFTE/ISSUED

2009-06-30

VERVAL/EXPIRES

2014-06-30

OORLEEFTE/ISSUED

2014-06-30


REPRODUCTION OF THE
IDENTITY DOCUMENT OR A
COPY OF THE DOCUMENT

REGISTERED ADDRESS: 20937466 NAME: SGT. W.T. TWASA

PERSONAL NUMBER: 20937466 NAME: SGT. W.T. TWASA

NAME IN PRINT: W.T. TWASA

SOUTH AFRICAN POLICE SERVICE
CLOUTENVILLE
COMMUNITY SERVICE CENTRE
14 JUN 2019
GEMEENSKAP DE NERS' NTRUM
CLOUTENVILLE
SUID-APRIKAANSE POLISIEDIENS

<p>NOTICE OF PERSONAL PARTICULARS</p>	<p>I.D. No. 680716 0026 086</p>
<p>1. Any changes to the personal particulars in your ID Book must be communicated to all relevant parties.</p>	<p>SURNAME MOMBERG</p>
<p>NOTICE OF CHANGE OF ADDRESS</p>	<p>FORENAMES JEANNERET</p>
<p>1. Keep the NOTICE OF CHANGE OF ADDRESS form in this pocket to report a change of address or a change in particular of your present address e.g. name of street and/or street number etc.</p>	<p>COUNTRY OF BIRTH SOUTH WEST AFRICA</p>
<p>2. Hand in at or post to the nearest regional/district office of the DEPARTMENT OF HOME AFFAIRS</p>	<p>DATE OF BIRTH 1958-07-16</p>
	
	<p>DATE ISSUED 2013-06-25</p>
	<p>ISSUED BY AUTHORITY OF THE DIRECTOR GENERAL HOME AFFAIRS</p>

Beatrice Hill

BEATRICE HILL
KOMMISSARIS VAN EDE
COMMISSIONER OF OATHS
CLUVER MARKOTTER ING/INC
PRAKTISERENDE PROKUREUR RSA/ PRACTICING ATTORNEY RSA
NR 22952
CLUVER MARKOTTER GEBOU / BUILDING
MEULSTRAAT / MILL STREET
STELLENBOSCH

14 JUN 2019

GESERTIFISEER 'N WARE AFSKRIF VAN DIE OORSPRONKE.
CERTIFIED A TRUE COPY OF THE ORIGINAL

PROJECT /
PROGRAMME

VISIT STELLENBOSCH

Visit Stellenbosch - Destination Marketing – Performance indicators

Name	Description	Objective	Deliverables	Potential Outcome	Budget	Recommendation
Visit Stellenbosch youth training and employment programme	Youth training and employment in the tourism sector	Actively influence and develop training and employment opportunities for youth by integrating colleges and employers in the tourism sector in Stellenbosch, as a long-term strategy.	Joint strategy with education partners and employers.	Unify tourism training and employment stakeholders to work together towards increased youth employment success.	R120 000	
			Advancement of employer-led training practices and curriculums.			
			Establish formal sector employment channels	Enable colleges and students to meet sector employment expectations.		
			Improve professionalism and service standards of employed youth	Grow youth employment by connecting colleges directly to employer and employment opportunities for graduates.		
		To ensure that learning provided by our partner colleges can proceed during COVID-19.	Online learning and data access support to our partner colleges	Continued learning during COVID-19	R90 000	
			Audio video safety lectures and instructions for broadcast to employees.	Increased safety and ceasing the spread of the virus in places of work.		
		To ensure safety standards for employees that have returned to work.			R20 000	

Name	Description	Objective	Deliverables	Potential Outcome	Budget	Recommendation
Stellenbosch Township and Village social enterprise	Community-based tourism enterprise and trade development.	<p>Actively promote trade and enterprise development by offering Stellenbosch Township and Village support, marketing services, equitable trading conditions and inclusion in the tourism sector.</p> <p>Establish a COVID-19 support fund for informal tourism entrepreneurs in our network.</p>	<p>Integrate existing Stellenbosch Township and Village tourism products into the market</p> <p>Further product development and entrepreneurs training and support</p> <p>Marketing and Sales development</p> <p>Develop income distribution and record keeping of social enterprise towards sustainability</p> <p>Promote trade development and economic justice in the tourism sector</p> <p>To raise funds to enable the payment of stipends for informal entrepreneurs during the COVID-19 pandemic</p>	<p>Ongoing market-readiness development and market integration of 8 Stellenbosch Township and Village products</p> <p>Ongoing enterprise development and new product development in Jamestown, as well tour guide mentoring and training 10 additional tour guides</p> <p>Increased turn-over for service providers of Stellenbosch Township and Village</p> <p>Organisational support and development of the Stellenbosch Township and Village online and financial management systems</p> <p>Growth in market share for community-based tourism entrepreneurs</p> <p>Social alleviation during the crisis</p>	R425,000	

Name	Description	Objective	Deliverables	Potential Outcome	Budget	Recommendation
Social support and advancement of social cohesion during the COVID-19 pandemic	Food security support, local community co-ordinator support and the advancement of social cohesion in Stellenbosch	<p>To support food security in local communities during the COVID-19 pandemic</p> <p>To support local community co-ordinators active in our COVID-19 support efforts by offering mentorship and social support.</p>	<p>Ongoing fundraising and management of the Stellenbosch Unite COVID-19 Aid Action</p> <p>Mentorship and social support programme for community co-ordinators and leaders that are actively involved in the Stellenbosch COVID-19 Aid Action</p>	<p>Financial sustainability of the aid action. Partner management and efficient delivery of aid action.</p> <p>Sustainability of "on the ground" work in the distribution of aid</p> <p>Unified communication to community members and beneficiaries</p> <p>Positive community relationships. Sustainability of community co-ordinators in the programme</p>	R320,000	

Name	Description	Objective	Deliverables	Potential Outcome	Budget	Recommendation
	Sustainable wine tourism strategy (R750,000)	Develop and promote a viable competitive virtual events strategy. Design events to host Post Covid-19 adhering to Regulations. Encourage loyalty for WO Stellenbosch Wines in Stellenbosch Restaurants	A curated year-long programme of events and experiences in lifestyle and purists' formats Stellenbosch Wine Festival in winter programme (wine festival in a box virtual showcase) Series of wine masterclass (Whine School) experiences in off-peak periods. Stellenbosch remains top of mind Increased wine sales via Stellenbosch Wines.	Convert events to a virtual format to fit in with trends around COVID-19. Search (Design) for opportunities to kickstart the economy post COVID-19 More events prolonging tourism season and kickstarting economic recovery Stellenbosch remains top of mind Increased economic impact Skills Development Tourism Product Development PR & Marketing generated		

Tasting Stellenbosch: (R350,000)	<p>Promote and position Stellenbosch as the leading culinary destination in South Africa</p> <p>Promote Stellenbosch (Restaurants) as a caring community, providing meals via local NGO's to creche's and pre-schools</p>	<p>Deliver a series of virtual events to remain top of mind during a time of consumer reluctance to travel</p> <p>Activate a loyalty plan for restaurants and wine farms around Stellenbosch</p> <p>Deliver a Stellenbosch restaurant value added programme to aid in economic recovery process post COVID-19</p> <p>Host "Secret Food Events" in off-peak periods</p> <p>Coordinate and assist Stellenbosch Restaurants with emergency food aid to children in impoverished communities</p>	<p>Redesigned events to address seasonality and kickstart economic recovery phase</p> <p>Special events pulling in locals. Cultivating a "support local" culture. Extracting and all opportunities in extraordinary times.</p> <p>Streamlined promotion of Stellenbosch Wines on branding collateral in and around restaurants in the centre of town</p> <p>Stellenbosch Wines promoted on the menus of Stellenbosch restaurants</p> <p>Secured restaurant offers into Visit Stellenbosch's online platforms to increase bookability</p>	
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	Stay in Stellenbosch: (R350,000)	Kickstart recover and improve Tourism in in the months to come, extending into the winter months	<p>Host a series of adventure / outdoors / treasure hunt weekends.</p> <p>Build more packages in partnership with Inbound Tourism Operators, adhering to regulations but adding irresistible value</p> <p>"Sunday Stays" in Stellenbosch package</p> <p>Aggressive campaign hosting tour operators, media and influencers educational,</p>	<p>Align stakeholders to offer all inclusive, cross sectoral packages</p> <p>Extract maximum benefit from tourists by offering value add packages.</p> <p>Increased PR and Marketing reach</p> <p>Optimise Tourism</p> <p>Increased volumes over-night stays in Stellenbosch during off-peak periods.</p> <p>Bolt accommodation to Visit Stellenbosch's online platforms through Nightsbridge to increase bookability.</p>	
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	Meet in Stellenbosch: (R350,000)	Capitalise on 2nd tier status to Cape Town for MICE and increase to top 5 in Africa in ICCA ranking	<p>Host annual Business Tourism Workshop</p> <p>Host shoulder events to main tourism events in Cape Town & Durban (e.g. WTM and Indaba</p> <p>Develop a dedicated website with MICE info and packages – linked to business desk in VIC</p> <p>Establish business desk in VIC</p>	<p>Reintroduce Stellenbosch as a Business Tourism Hub</p> <p>Launch an online tool for conference organisers. A one-stop shop for delegates to book accommodations, meals, car rental and meals.</p> <p>Assisting organisers with compilation of Bidbooks.</p> <p>Close the value chain and create opportunities for employment</p>	
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	<p>Tourism Intelligence: (R200,000)</p>	<p>To better understand and measure the tourism impact on Stellenbosch, and to use tourism intelligence to inform future decision-making and strategies</p>	<p>Articulated measures-of-success and key data metrics for the successful planning and execution of programme activities</p> <p>Appoint strategic research partner</p> <p>Bi-annual visitor surveys and quarterly industry occupancy surveys</p>	<p>Base-lines from where to grow all growth can be measured</p> <p>Communicate data and insights effectively</p>		
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Experience Stellenbosch: (R150,0000)	Make Stellenbosch the destination of choice for sport, adventure and outdoor enthusiasts	<p>Position Jonkershoek as a 2nd tier destination to Table Mountain National Park. Build it into the chrome of the overall marketing message of Visit Stellenbosch</p> <p>An easy-to-use cycling and hiking map for the area</p> <p>Host "Wild Weekends" in off-peak periods</p> <p>Re-ignite "Last Thursdays / First Fridays</p> <p>A support function for art major exhibitions, galleries and museums "</p>	<p>Closer links with the University, SAS and others to promote sport opportunities and events</p> <p>Consolidated marketing efforts</p> <p>Increased sports tourism</p> <p>Winter programmes extend sports tourism season</p> <p>Skills development</p> <p>Increased marketing exposure</p> <p>A united cycling initiative and organisations under an umbrella body to promote cycling activities and events in and around town</p> <p>Bolt activity offers into Visit Stellenbosch's online platforms for increased bookability</p>	
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Visit Stellenbosch - Visitor Information Centre and Office

Name	Description	Objective	Deliverables	Potential Outcome	Budget	Recommendation
Visitor Centre	Offer and operate a Visitor Information Centre providing frictionless visitor Experience	To delivery excellent Visitor Services (Staff included: Destination Manager, Wine and & Tourism Desks, MICE desk, Events Advisory services, information consultants)	Up to date local products/supplier information database Tourism Awareness Training Customer Services Training Mystery Shopper Programme implementation Contuous development of packages according to themes. Educationals	World class information centre Increased service levels Increased desirability of Stellenbosch destination One-stop shop for all - inclusive information related to wine, and tourism, events assistance and book ability Track and report on service	2,340,000.00	
		Expanded Membership programme Support Member Transformation and -initiatives	Increased member product sales Member business development and networking sessions Measure and communicate success	Increased opportunities Economic growth Community building and increased collaboration/cohesion amongst stakeholders / products and services.		

Visitor Information and experience centre	To provide a modern (tourism) information online service	Easy to use, convenient, practical and helpful source of information	Adds value to members and service providers for Stellenbosch.	180,000.00	
	<p>Inclusive calendar of events and happenings</p> <p>Comprehensive list and listings for Members' products and services relating to tourism and tourism infrastructure</p> <p>Booking portal</p>	<p>An up to date and online calendar</p> <p>Design and develop a smart booking portal enabling direct, online booking facilities</p> <p>Track and analyse data</p>	<p>Ability to implement low season strategy</p> <p>Bid for events in low season</p> <p>Smart data is critical to planning and strategizing of the destination</p> <p>Increased income for the region</p> <p>Additional income stream for visitor centre</p>		
Website: Providing a destination marketing portal with a booking portal					

Name	Description	Objective	Deliverables	Potential Outcome	Budget	Recommendation
Visit Stellenbosch (Integrated marketing approach for Tourism in Stellenbosch)	Support, Restart and Re-Image Tourism for Stellenbosch and its Tourism Sector	Produce an economic recovery and support plan for the tourism sector	Delivery a toolkit Best practices guide Health and Safety Training Mentorship and guidance	Develop an integrated and streamlined support system Provide verified Information regarding resources, and announcements		

VISIT
STELLENBOSCH

AN UNIFIED DESTINATION
MARKETING APPROACH
FOR STELLENBOSCH

2020/2021

Strategic Business Plan

2020/2021

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VISIT STELLENBOSCH

About

Visit Stellenbosch, the official DMO for Stellenbosch, **connects all aspects of tourism and social development initiatives** to create a compelling and unique place experience for locals and visitors throughout the year.

Centralising the operational functions and resources of Stellenbosch stakeholders in wine, tourism, food and business, social economic development, among other sectors, Visit Stellenbosch's long-term tourism plan is aimed at improving service excellence, driving tourism innovation and enhancing the place experience for locals and visitors alike.

At the heart of this lies a determined, focus on tourism-led social solutions, specifically in terms of job creation and skills improvement and enterprise development.

Visit Stellenbosch is committed to bringing about **sustainable and measurable economic growth through tourism**. An enlarged and accelerated tourism sector will support more enterprises and subsequently more employment and trade opportunities.

Our goal is to create 5 000 new jobs in the tourism and experience economy in Stellenbosch in the next 5 years. This can be achieved, not only by inspiring visitors to stay longer, do more and visit us again, but also to also drive a targeted and focussed effort on social and entrepreneurial improving for all in our extended communities.

Visit Stellenbosch will implement a long-term destination strategy to maximise the tourism potential with concrete and realistic metrics/milestones for monitoring and evaluation over time. These measures-of-success / KPIs (for sectors, stakeholders, residents and visitors) will guide the effective planning of programmes and activities to ensure that we meaningfully invest resources for maximum impact.

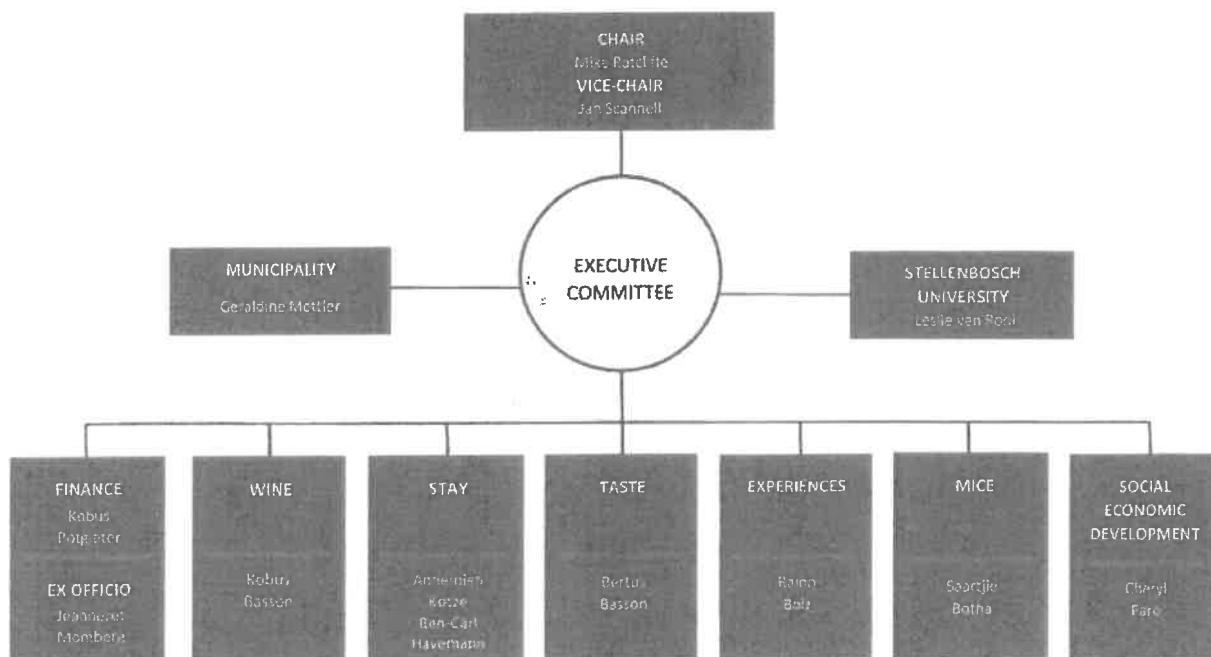


Corporate Governance and Institutional Development

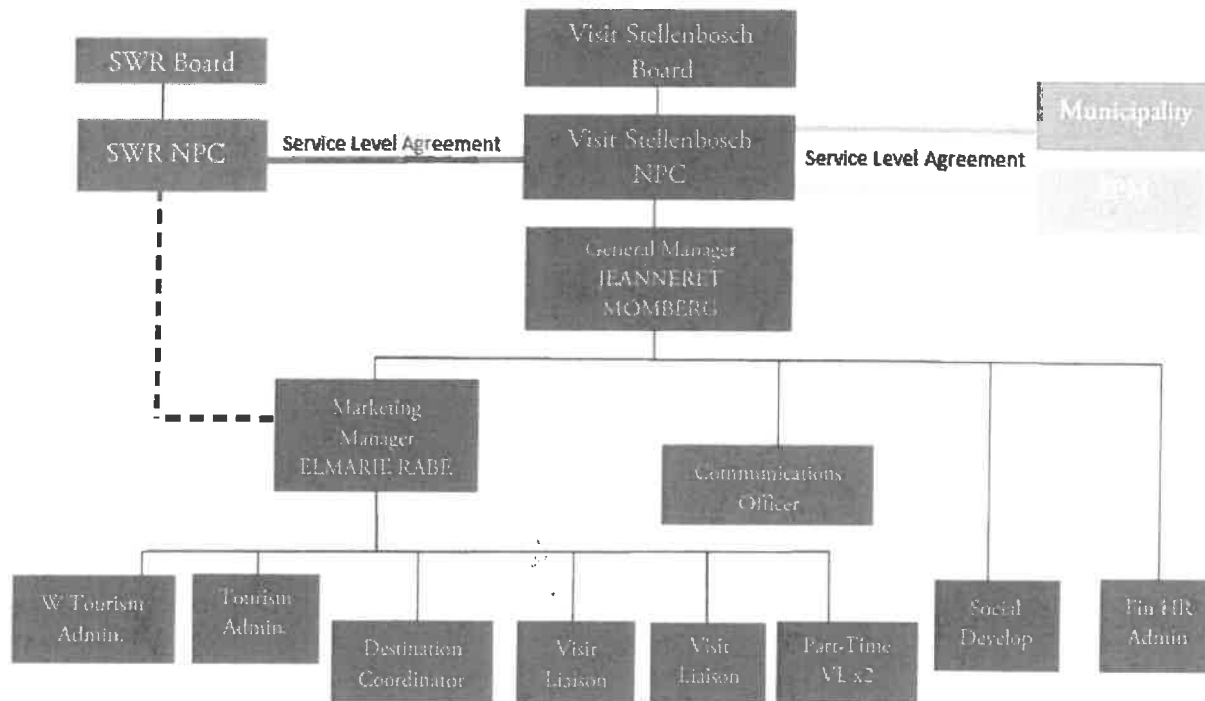
Visit Stellenbosch has a healthy financial cash flow status and is overseen by a financial committee, and represented on the Board. The board consists of directors representing each of the tourism sectors.

Board meetings are held every three months and Monthly Management Reports are circulated to all directors.

Visit Stellenbosch Board Structure



Stellenbosch is a diverse, authentic destination, which exudes tangible warmth and generosity, and is driven by to ensure sustainable growth and benefits to all communities.



Visit Stellenbosch will meaningfully invest resources with board approval that:

- enable productive team dynamics,
- and projects to flourish.

Visit Stellenbosch adheres to all labour and operational requirements and will continually review and enhance HR policies.

Visit Stellenbosch will continue to deliver industry orientation and service excellence training through a reputable service provides for the skills development programmes we promote.

Visit Stellenbosch will also continue to work with educational institutions by providing opportunities for their students to do either job shadowing or in-service training.

Our Vision for Stellenbosch

Visit Stellenbosch established a destination marketing function and brand that encompasses all aspects of the tourism economy in Stellenbosch.

This brand goes beyond our history and scenery and captures the energy and soul of Stellenbosch – a place where people come to discover, learn, create, start up, launch and bring into being.

Visit Stellenbosch embraces this spirit of advancement by creating shareable moments for locals and visitors, representative of a town that celebrates its past, but is also passionate about its future as a dynamic, youthful hub of innovation. Our aim is to create 5 000 new jobs in the tourism and experience economy in Stellenbosch in the next 5 years by inspiring visitors to stay longer, do more and visit us again.

VISION: To create
5 000 new jobs in the
tourism and
experience economy
in Stellenbosch in the
next 5 years

Visit Stellenbosch aims to find ways to connect, equip, empower and include community based, previously disadvantaged and currently marginalised individuals and enterprises in the tourism economic stream, that we are endeavouring to widen. Our tourism-led solutions create opportunities for all our communities to thrive and prosper.

Mission



Brand Positioning Statement

Stellenbosch is a vibrant, university town, surrounded by majestic mountains, that offers a rich history with wine, culture and outdoor experiences that inspire and exceeds expectations to local and international, discerning consumers.

Mandate

The mandate for Visit Stellenbosch remains the implementation of an integrated marketing plan focussing on sustainable and scalable solutions aligned with National, Provincial and Municipal tourism policies. Our aim is to mobilise all available resources with one goal: marketing brand Stellenbosch and growing the tourism economy for all.

In the current cycle and for Q1 and Q2 of the new financial year, the mandate is expanded to implement a Tourism Recovery Programme. The programme will assist, support, restart and reimagining the tourism economy across all related sectors affected by the adverse economic impact of COVID-19.

In this regard, Visit Stellenbosch will act as the conduit that connects, supports and nurtures the establishment of a comprehensive destination strategy to:

- Lead the Recovery Programme of the Tourism Economy of Stellenbosch;
- Co-ordinate and assist with Emergency Food Relief Programme (Stellenbosch Unite);
- Support all Tourism Sectors in the Restart and Reimagine Stages, post COVID-19;
- Maintain and promote an events and experiences calendar, including virtual events in line with prescribed regulations;
- Facilitate strategic alignment of stakeholders;
- Ensure the efficient utilisation of resources in order to deliver against the expanded tourism strategy.
- Attract more return visitors;
- Encourage visitors to stay longer;
- Manage excellent Visitor Information Centre;

Alignment with the Strategic Objectives of Stellenbosch Municipality

Visit Stellenbosch aligns itself with the Municipality's drive for dynamic, efficient, accountable and quality service delivery, underpinned by a passion for excellence, innovation and good governance. Our organisation is committed to making a positive impact, harnessing tourism's benefits to achieving sustainable development goals, and stimulate job creation to improve the quality of life in Stellenbosch for all its citizens.

Stellenbosch requires a specialised and nimble destination marketing function to deliver on its socio-economic development plan, and the tourism marketing and experience economy on behalf of the Stellenbosch Municipality in a focused and dynamic manner.

While Visit Stellenbosch supports the tourism development agenda, we believe that we will bring about greater impact when we concentrate our efforts on tourism marketing and visitor services delivery to drive awareness and demand for Stellenbosch. If we can attract more visitors to Stellenbosch we can increase spend and positively impact on the lives of people sustained by the tourism sector, whilst growing further job opportunities through tourism.

We will ensure that the tourism marketing strategy is aligned with the Local Economic Development Strategy objectives and in particular, work with the Stellenbosch Municipality to improve the dispersal of visitors across Stellenbosch, beyond the traditional tourism sites to include townships and lesser-known areas.

Visit Stellenbosch will collaborate with industry stakeholders to design a robust and deliberate plan for entrepreneurs in tourism, services and manufacturing in a drive to kickstart sectoral economies. We will work with local communities to unlock the unique selling points and stories of the different clusters and areas in the greater Stellenbosch and package these experiences in an attractive way that will encourage visitors to explore Stellenbosch beyond the obvious and well-established tourism routes.

Building a demand for alternative tourism experiences in Stellenbosch will be a priority and is the forerunner to continued and sustainable tourism development. If tourism development happens in isolation of marketing and if there is not a demand for the more unique and new experiences, tourism businesses in township areas will never become sustainable.



Social Economic Development

- Training and Development
- Emerging Enterprise Support
- Hands-on Volunteering

VISIT
STELLENBOSCH

Strategic Relations

Partnerships and collaboration are essential to ensure that opportunities and resources are maximised. Visit Stellenbosch's strategic partners will include:

- Regional and Local Tourism Organisations
- SA Tourism (and their country offices worldwide)
- Wesgro (Western Cape Destination Marketing, Investment and Trade Promotion Agency)
- Western Cape Department of Economic Development and Tourism (DEDAT)
- WOSA (Wines of South Africa)
- Vinpro (Industry association driving Wine Tourism)
- SA embassies
- Cape Winelands District Municipality
- SATSA (Inbound Tourism Industry Body)
- Fedhasa (Federated Hospitality Association of SA)
- Sporting / Service Clubs & community organisations
- Stellenbosch University and other Tertiary Institutions
- Business Chambers
- Event/Festival organisers
- Property developers, investors
- Media
- Stellenbosch Network
- Stellenbosch Unite

Effective Tourism Marketing

Visit Stellenbosch broke away from traditional destination marketing, taking Stellenbosch into a new era with innovative, cost-effective marketing done in partnership between the private and public sectors.

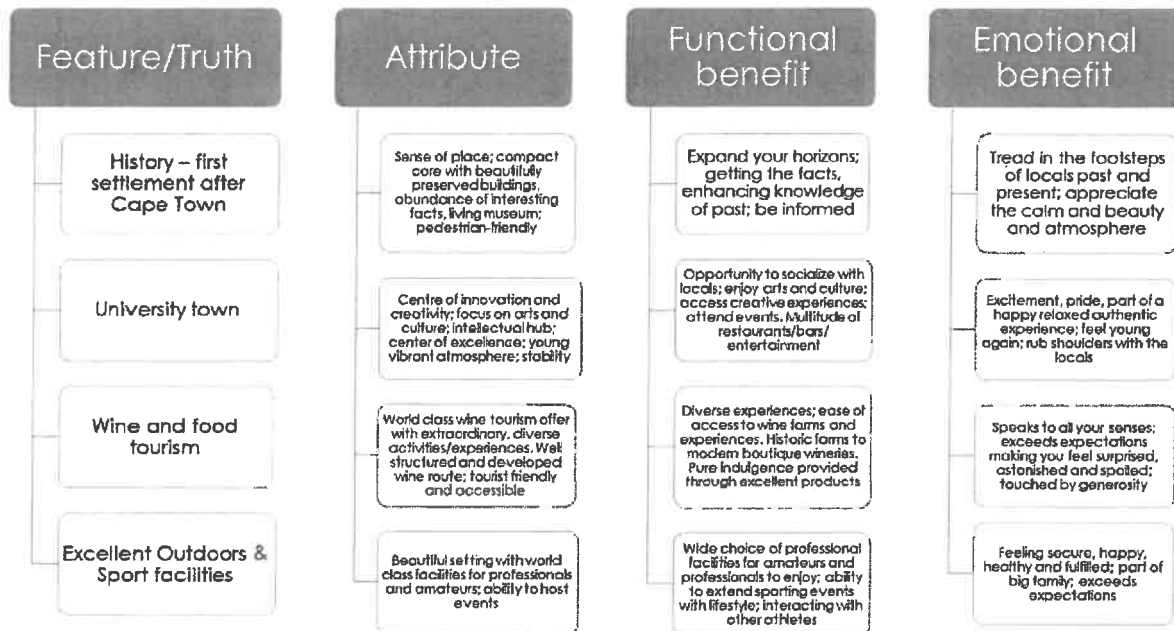
Visit Stellenbosch place local residents and travellers at the centre of the stories we share with the world to inspire them to visit us. We transformed the way we deal with visitor information, taking information to the visitor through the use of technology and digital communication.

Stellenbosch's proximity to Cape Town provides us with the opportunity to collaborate with the tourism role players in Cape Town, Stellenbosch is also the perfect hub from where to explore the surrounding Cape Winelands.

Effective tourism marketing of a destination like Stellenbosch will not only result in more visitors, but more investment, more sustainable jobs and ultimately a better place to live for the people of Stellenbosch.

Brand Stellenbosch		
<p>Consumer Insight</p> <p>Tourists are enthusiastic about exploring, discovering and experiencing new and special things, including cultural experiences. They are well-travelled and enjoy relaxing and feeling pampered. They appreciate quality – especially when it comes to food and wine</p>	<p>Brand Essence</p> <p>Sareable, captivating, pioneering, innovation, remarkable, memorable, cultured, epicurean, enriched, and inspired</p>	<p>Brand Positioning:</p> <p>Stellenbosch is a destination that delivers depth of experiences that exceed expectations, enrich local and international guests and inspire them to share their stories</p>

Visit Stellenbosch Brand Essence:



VISIT STELLENBOSCH: STRATEGIC PLAN

This strategic plan is a “living document” and has been developed to Visit Stellenbosch’s integrated programme of work initiated in June 2019.

The strategic plan does not stand in isolation and various national, provincial, regional and local legislations, policies, and plans were analysed and considered in drafting and implementing the strategy.

The plan is **aligned with the strategic objectives of the Stellenbosch Municipality**, reinforcing the vision of positioning Stellenbosch as Innovation Capital of South Africa.



Strategic Objectives

The high-level vision for tourism and socio-economic growth in Stellenbosch provides the focus and framework of the following strategic objectives for Visit Stellenbosch’s work:

- Support stakeholders under a joint destination banner and produce a long-term strategy with concrete and realistic metrics and milestones.
- To activate a broad and inclusive stakeholder network towards the implement our SED strategy (ANNEXURE A).
- To continue to support and participate in the inclusive co-creation of our future destination where people are the focal point and our marketing strategy is anchored in social development. A future where locals and visitors must not only co-exist but interact around shared experiences. To integrate our commitment to Socio Economic Development into all aspects of the Visit Stellenbosch operational processes and marketing services
- To implement plans and campaigns, generating value for the tourism economy all-year-round.
- To improve every touchpoint of the customer journey and help locals and visitors to have an experience worth travelling for and raving about.
- To enhance the national and international image and awareness of Stellenbosch as an innovation hub and an outstanding place to visit and live.
- To bring about opportunities by growing the total value of the tourism sector in Stellenbosch and creating more economic opportunities

- To offer product development, marketing and trade development support to community-based tourism entrepreneurs through our partnership with Stellenbosch Township and Village.
- To provide direct employment access for youth by connecting employers with our partner training colleges, advancing employer led training and offering ongoing on-the-job development for youth employees.
- To actively pursue social cohesion across the greater Stellenbosch region through the establishment of annual heritage festivals and events, that promote inter-cultural communication, commercial opportunities and a spirit of solidarity.

Strategic Priorities

To fulfil these objectives, Visit Stellenbosch has identified five strategic priorities that are the focus of the business plan:

1. Co-create an Inclusive Future

Visit Stellenbosch supports the inclusive co-creation of our destination and have adopted an SED strategy (ANNEXURE A) aimed at the socio-economic development of traditional Stellenbosch communities through engagement in the tourism sector.

The areas of impact include skills training and employment, tourism enterprise development and localised ownership, giving representation to all Stellenbosch communities, economic inclusion of all communities and finally, the development of social integration and cohesion.

2. Define Success for Stellenbosch As A Place Brand

As a destination, Stellenbosch will extract more value from the visitors, already visiting our region. Our offering will inspire them to stay longer, do more and visit us again.

Visit Stellenbosch supports the common goals and principles that unite Stakeholders and produce a long-term destination strategy with concrete and realistic metrics/milestones for monitoring and evaluation over time.

3. Create A Loyal Local Following

Visit Stellenbosch will pull the buying power of locals to support community and small businesses across the tourism sector. Visit Stellenbosch will inspire a culture of solidarity, community and unity through its Stellenbosch Marketplace and specific campaigns, such as Proudly Stellenbosch, Local is Lekker and Handmade in Stellenbosch.

4. Improve the Place Product Offering and Visitor Experience

Individual experiences impact a visitor's brand perception. By investing more and improving our product we will help to tell the right stories to the right people who will share them with the world.

Stakeholders seek to improve all touchpoints of the customer journey and help residents and visitors have an experience worth travelling for and be enthusiastic about.

5. Unifying Marketing Strategy & Integrated Communications

Visit Stellenbosch adopted a communication strategy (ANNEXURE C) that creates a unifying destination brand with which all stakeholders can engage, and which successfully translates the destination's value proposition vs its competitors.

Together we position Stellenbosch as a preferred Tourism Destination that leverages on our strong brand recognition as a leading wine tourism region. Capitalising on its youthful, innovative spirit of Stellenbosch – a juxtaposition of the existing reputation that Stellenbosch has as an historic destination. Goodbye 'City of Oaks', hello 'Forever Young'.

The plan further reflects Stellenbosch's strong hook of 'food and wine', but not at the expense of the destination's other brand assets – heritage, university, sport, innovation, business, adventure, art & culture, and design.



Increased brand awareness among chosen segments and source markets



Improve seasonality



Stellenbosch beyond the half-day visit



Align and leverage collective marketing for benefit of Destination Stellenbosch

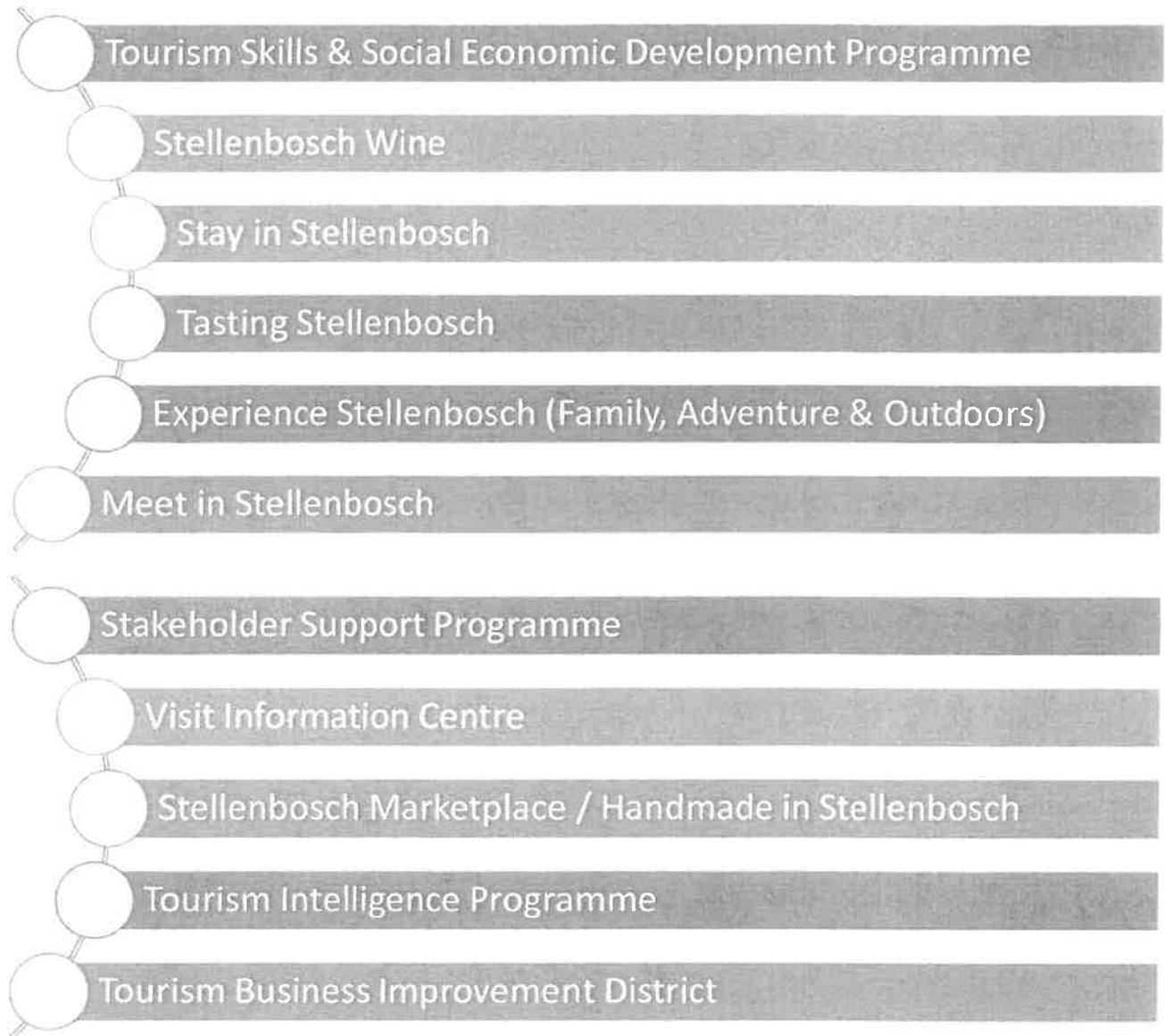


Make it easier and more attractive for audience to access the destination

STRATEGIC PROGRAMMES

To deliver these priorities, Visit Stellenbosch will focus on the following 10 key programmes on top of a far-reaching Stakeholder Alignment Programme over the next 3 years:

Key Strategic Programmes



Once the Provincial and Municipal tourism strategies are finalised, these programmes will be re-evaluated to ensure optimal alignment and impact.

Visit Stellenbosch Strategic Programmes

SOCIAL ECONOMIC DEVELOPMENT PROGRAMMES (ANNEXURE B)		
AIM / OBJECTIVE	BY WHEN	PERFORMANCE TARGETS
Youth training and employment development in the tourism sector. To influence and develop training and employment opportunities for youth by integrating colleges and employers in the tourism sector in Stellenbosch. To ensure that learning provided by our partner colleges can proceed during COVID-19. To ensure safety standards for employees that have returned to work.	July 2020	Develop an integrated tourism training and employment strategy for Stellenbosch
	June 2020-July 2021	Influence training curriculums to be more employer led
	June 2020-July 2021	Establish formal sector employment channels for youth training colleges
	July 2020-September 2020	To provide online learning support and data access to our partner colleges and their learners
	July 2020-September 2020	Improve professionalism and safety standards of youth and other employees
Community-based tourism enterprise and trade development. Actively promote trade and enterprise development through marketing services, equitable trading conditions and inclusion in the tourism sector. Establish a COVID-19 support fund for informal tourism entrepreneurs	November 2020	Integrate existing Stellenbosch Township and Village tourism products into the market
	October 2020	Further product development and entrepreneurs training and support
	October 2020	Marketing and Sales development
	July 2020-June 2021	Further development of income distribution and record keeping of social enterprise towards sustainability
	July 2020-June 2021	Promote trade development and economic justice in the tourism sector
Social support and advancement of social cohesion during the COVID-19 pandemic.	July 2020-October 2021	Raise funds and disburse stipends to informal tourism entrepreneurs in our network
	July 2020-October 2020	Ongoing fundraising and management of the Stellenbosch Unite COVID-19 Aid Action

Food security, local community co-ordinator support and the advancement of social cohesion in Stellenbosch	July 2020-October 2020	Mentorship and social support programme for community co-ordinators and leaders that are actively involved in the Stellenbosch COVID-19 Aid Action
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STELLENBOSCH WINE		
AIM / OBJECTIVE	BY WHEN	PERFORMANCE TARGETS
Develop and promote curated year-long programme of wine appreciation events and experiences in lifestyle and purists formats.	June – Nov 2020	Regular programme of virtual events
	August 2020	Virtual Wine Festival-in-a-box
	Aug – Dec 2020	“Rediscover Stellenbosch” Campaign
	Dec 2020 – March 2021	Host Stellenbosch Street Soiree
	Feb 2021	Stellenbosch Harvest Parade
	April – June 2021	Winter programme and activations (ANNEXURE D)

STAY IN STELLENBOSCH		
AIM / OBJECTIVE	BY WHEN	PERFORMANCE TARGETS
Increase over-night stays in Stellenbosch during off-peak periods.	Aug – Nov 2020	Support, Mitigate, Re-Activate
	Dec 2020 – March 2021	Develop a narrative and accompanying package for “Rediscover Stellenbosch” or “Stellenbosch Revival”
	April 2021 onwards	Host a series of Winter Wine Weekend experiences build-up and rolling out full on winter campaign – May to August 2021 (ANNEX D)
	Nov 2020 onwards	Increased and accelerated hosting of media, influencers and educational experiences for inbound tour operators
	July 2020	Continue building and increasing bookability functionality of hospitality products into Visit Stellenbosch’s online platform.

TASTING STELLENBOSCH		
AIM / OBJECTIVE	BY WHEN	PERFORMANCE TARGETS
Promote and position Stellenbosch as the leading culinary destination in South Africa. More than 200 restaurants to choose from, in the town and surrounding areas to enjoy anything from a hearty feast to a fine-dining culinary experience or simply to enjoy a hot cup of coffee. The wineries in Stellenbosch are famed for their hospitality, and many have restaurants and bistros onsite to get the full winery experience	Aug - Sept 2020	Education and Support, Restart, Reimagine
	Aug – Sept 2020	Host weekly virtual events
	On-Going (soft target November 2020)	Promote Stellenbosch Wines on the menus of Stellenbosch restaurants
	On-Going	Restaurant Weeks
	Feb 2021	Bolt Restaurant offers into Visit Stellenbosch’s online platforms through online booking portals
	July 2020 – on-going	Mentorship and Training

EXPERIENCE STELLENBOSCH

AIM / OBJECTIVE	BY WHEN	PERFORMANCE TARGETS
Make Stellenbosch the destination of choice for sport, adventure and outdoor enthusiasts.	On-Going	Position Jonkershoek as a 2 nd tier destination to Table Mountain National Park. Build it into the chrome of the overall marketing message of Visit Stellenbosch
	Jun 2020 onwards	Unite the various cycling initiatives and organisations under an umbrella body to promote cycling activities and events in and around town
	Sept 2020 onwards	Work with the University, SAS and others to promote sport opportunities and events
	Sept 2019	Develop an easy-to-use cycling and hiking map for the area
	Oct 2020	Garden Showcase
	May – Sept 2021	Host “Wild Weekends” in off-peak periods
	Jun 2019	Bolt activity offers into Visit Stellenbosch’s online platforms to increase bookability.
	Oct 2020	Provide a support function for art major exhibitions, galleries and museums

MEET IN STELLENBOSCH

AIM / OBJECTIVE	BY WHEN	PERFORMANCE TARGETS
Capitalise on 2nd tier status to Cape Town for MICE and increase to top 5 in Africa in ICCA ranking.	July 2020	Launch a dedicated website with MICE info and packages – linked to business desk in VIC
	Aug-Oct 2020 February 2021	Establish business desk in VIC Host Business Tourism Showcase reintroducing Stellenbosch as a Business Tourism Destination
	Feb 2021 (ongoing)	Host shoulder events to main tourism events in Cape Town & Durban (e.g. WTM and Indaba) where applicable

STAKEHOLDER SUPPORT PROGRAMME

AIM / OBJECTIVE	BY WHEN	PERFORMANCE TARGETS
Deliver a support programme unifying the destination behind unified destination vision and a strategy that connects all aspects of tourism and creates a compelling and unique place experience for locals and visitors throughout the year.	June 2020 onwards	COVID-19 Support, Inform, Restart and Reimagine
	July 2020	Develop sectoral protocol and best practices regarding COVID-19
	July 2020	Training on Health and Safety Procedures
	July 2020 onwards	Manage and adjust strategy to implement short- and medium-term plans for economic recovery
	June 2020 onwards	Maintain an up-to-date events and experiences calendar
	On-Going	Campaign to encourage locals to support local business and entrepreneurs; Loyalty Programme

STELLENBOSCH VISITOR INFORMATION CENTRE		
AIM / OBJECTIVE	BY WHEN	PERFORMANCE TARGETS
Offer and operate a Visitor Information Centre providing a frictionless visitor Experience	July – Aug 2020	COVID-19 Support, Inform, Restart and Reimagine
	July – Sept 2020	Support for Feeding Aid and Volunteering
	July – Sept 2020	Summer Packages
	July 2020 ongoing	Collect key data (visitor numbers, spend etc)
	Aug 2020 / Feb 2021	Conduct bi-annual visitor surveys and quarterly industry occupancy surveys
	April – Aug 2021	Winter programme, packages and rewards passport

STELLENBOSCH MARKETPLACE		
AIM / OBJECTIVE	BY WHEN	PERFORMANCE TARGETS
Provide a platform for training and education of entrepreneurs to showcase local crafts and goods. Mentor up-and-coming entrepreneurs in the production of quality local goods to attract more SMMEs to manufacture in Stellenbosch.	July 2020	Build and launch a platform in collaboration with other Stellenbosch stakeholders – The Stellenbosch Marketplace.
	July 2020 ongoing	Feature stories about local artisanal craftsmen in promotional campaigns
	July 2020 ongoing	Facilitate participation under the banner “Stellenbosch Marketplace / Handmade in Stellenbosch”

TOURISM INTELLIGENCE PROGRAMME		
AIM / OBJECTIVE	BY WHEN	PERFORMANCE TARGETS
To better understand and measure the tourism impact on Stellenbosch, and to use tourism intelligence to inform future decision-making and strategies.	July 2020	Articulate the measures-of-success and key data metrics for the successful planning and execution of programme activities
	July 2020	Brief and appoint strategic research partner/s
	Aug 2020	Conduct base-line research for measurement
	Aug 2020	Collect key data (visitor numbers, spend etc)
	Feb & Aug 2021	Conduct bi-annual visitor surveys and quarterly industry occupancy surveys
	Quarterly	Communicate data and insights

TOURISM BUSINESS IMPROVEMENT DISTRICT		
AIM / OBJECTIVE	BY WHEN	PERFORMANCE TARGETS
Long term project: Start a TBID research project to improve the experience of Stellenbosch for businesses and tourists.	Jun – Dec 2020	Produce innovative way-finding solutions to navigate the town and the wine routes
	Ongoing	Promotes the safety of visitors and locals
	Sept 2020	Launch Tourism Safety Protocol
	TBC	Facilitate the establishment of a working group to enhance Die Braak and other key recreational areas in the centre of town

BUDGETS AND RESOURCES

Sources of Income

The following are the anticipated trends and assumptions in Visit Stellenbosch's main sources of income which form the basis for the budget projections.

Grants and Donations

- Stellenbosch Municipality operational grant funding of **R 6,000,000** in 2020/2021 is required, thereafter the grant funding should be sustained and increased for expansion.
- Visit Stellenbosch will on an ongoing basis engage various for-good organisation, foundations and corporates to fund the growth and success of the organisation. It is estimated that the value of donations received form for 2020/2021 will total **R 250,000**.
- Cape Winelands District Municipality (grants) ringfenced for specific projects and not part of operation income/expenditure of **R 100,000**.

Marketing Sponsorships

- Not expected in the next financial cycle due to adverse impact of COVID-19 on events and people centric gatherings.

Members

- The total income from Wine Tourism Membership for 2020/2021 is estimated to be **R 1,300,000**.
- Income from **other members** (accommodation, restaurants, local business etc) is estimated to reach **R450,000**
- **R 800,000** Contribution form SPM (Stellenbosch Publicity Marketing)

Commercial Activities

Commercial activities with the inclusion of new services (for accommodation, restaurants, local business etc) it is estimated to reach **R100,000**.

Total Estimated Income For 2020/2021: R 9,000,000

Commercial Income Development:

Although the following areas of activity seem to have the greatest potential for substantial growth in income for Visit Stellenbosch, it is highly unlikely in the 20/21 year due to the impact of COVID-19:

- Increased membership participation in product programmes
- Event packaging
- Website Sales (commission, packages, deals, events)
- Stellenbosch specific merchandising and retail
- Commercial marketing partners

BUDGET OVERVIEW

The budget in this proposal reflects the 3-year budget and seed-funding requirement from Stellenbosch Municipality to execute and implement the 10 key programmes which will support the delivery of the key priorities and objectives of the integrated destination marketing plan for Visit Stellenbosch.

PROJECTED INCOME:

2020/2021

Municipal Seed Funding / Grant	R	6.000.000,00	←
Donations	R	250.000,00	
Grants (CWDM / Wesgro)	R	100.000,00	
Marketing Sponsorships	R	-	
Wine Members: Contributions	R	1.300.000,00	
Other Members: Contributions	R	450.000,00	
Stellenbosch Publicity Marketing	R	800.000,00	
Commercial Activities	R	100.000,00	
Total Income	R	9.000.000,00	

ESTIMATED PROGRAMME EXPENSES

1 Stakeholder Support Programmes	R	300.000,00	380 000
2 Tourism Skills & Social Development	R	975.000,00	
3 Tourism Intelligence (Impact, Data & Insights)	R	200.000,00	
4 Tourism Business Improvement District	R	200.000,00	
Stellenbosch Wines (Wine Route)	R	750.000,00	
Tasting Stellenbosch (Restaurants)	R	370.000,00	
Stay in Stellenbosch (Accommodation)	R	370.000,00	
Stellenbosch Market Place (Handmade)	R	550.000,00	
9 Experience Stellenbosch (Sport, Outdoor & Adventure)	R	200.000,00	
Visitor Information Centre	R	250.000,00	
11 Meet in Stellenbosch (Business Tourism)	R	350.000,00	
	R	4.515.000,00	

ESTIMATED OPERATING EXPENSES

Management, Programme Delivery & Administration	R	2.000.000,00
Operating Expenses	R	1.100.000,00
Marketing & Communications	R	600.000,00
Visitor Services	R	700.000,00
Miscellaneous	R	80.000,00
	R	4.480.000,00

Surplus / Shortfall R 5.000,00

2	Social Development		
	Youth Training and Employment development	R	230.000,00
	Township and Village	R	425.000,00
	Social support and cohesion	R	320.000,00
	Total	R	975.000,00

	Stellenbosch Wine		
	Events & Experiences	R	550.000,00
	Marketing, Communication & Promotions	R	80.000,00
	Operations & Logistics	R	20.000,00
	Programme Execution: Consulting & Administration	R	100.000,00
	Total	R	750.000,00

7	Stay in Stellenbosch (Accommodation)		
	Events & Experiences	R	170.000,00
	Marketing, Communication & Promotions	R	100.000,00
	Operations & Logistics	R	50.000,00
	Programme Execution: Consulting & Administration	R	50.000,00
	Total	R	370.000,00

6	Tasting Stellenbosch (Restaurants)		
	Events & Experiences	R	170.000,00
	Marketing, Communication & Promotions	R	100.000,00
	Operations & Logistics	R	50.000,00
	Programme Execution: Consulting & Administration	R	50.000,00
	Total	R	370.000,00

9	Experience Stellenbosch (Adventure & Sport)		
	Events & Experiences	R	100.000,00
	Marketing, Communication & Promotions	R	50.000,00
	Operations & Logistics	R	20.000,00
	Programme Execution: Consulting & Administration	R	30.000,00
	Total	R	200.000,00

11	Meet in Stellenbosch (Business Tourism)		
	Events & Experiences	R	150.000,00
	Marketing, Communication & Promotions	R	100.000,00
	Operations & Logistics	R	50.000,00
	Programme Execution: Consulting & Administration	R	50.000,00
	Total	R	350.000,00

1 Stakeholder Support

Support, Restart & Re-imagine	R	150.000,00
Marketing, Establishment & Stakeholder Engagement	R	150.000,00
Branding & Identity Design	R	30.000,00
Branding Collateral	R	50.000,00
Total	R	380.000,00

↑

10 Visitor Information

Events & Experiences	R	100.000,00
Marketing, Communication & Promotions	R	100.000,00
Operations & Logistics	R	-
Programme Execution: Consulting & Administration	R	50.000,00
Total	R	250.000,00

8 Stellenbosch Marketplace / Handmade in Stellenbosch

Events & Experiences	R	100.000,00
Marketing, Communication & Promotions	R	100.000,00
Operations & Logistics	R	200.000,00
Programme Execution: Consulting & Administration	R	150.000,00
Total	R	550.000,00

Tourism Intelligence (Measurement, Data & Insights)

Research	R	140.000,00
Monitoring & Evaluation	R	40.000,00
Reporting	R	20.000,00
Total	R	200.000,00

4 Tourism Business Improvement District

Design & Development: Signage, Maps & Technology	R	80.000,00
Projects	R	80.000,00
Operations & Logistics	R	20.000,00
Programme Execution: Consulting & Administration	R	20.000,00
Total	R	200.000,00

MONITORING & EVALUATION

The following factors are fundamental in order for this integrated plan to succeed:

- Support and buy-in of Stellenbosch Municipality and top management at all stakeholder organisations is essential;
- Sufficient budget allocation coupled with proper planning;
- Adequate resources to drive tourism development in the Stellenbosch region;
- Full participation of all stakeholders in the tourism development process;
- The marketing plan must be consistently implemented over the stipulated timeframes and according to the SDBIP if it is to achieve the desired outcomes.

LEGISLATION

The following legislation is considered in all planned tourism initiatives and activities for Visit Stellenbosch:

National Development Plan (NDP)

SA Tourism is entrusted with a critical mandate of contributing towards creating an environment for sustainable employment and inclusive economic growth through tourism. SA Tourism has specifically interrogated and aligned its role to the National Development Plan 2030.

National Tourism Sector Strategy (NTSS)

The NTSS was approved by Cabinet and launched in March 2011. It sets bold commitments for the tourism sector. The NTSS advocates the development of a Domestic Tourism Growth Strategy aimed at increasing domestic tourism's contribution to the economy. The achievement of the NTSS's objectives is dependent on a collaborative effort between government and the private sector.

Domestic Tourism Growth Strategy (DTGS)

The Domestic Tourism Growth Strategy (DTGS) outlines practical measures to address the lack of a tourism culture in South Africans – particularly from previously disadvantaged communities. The strategy is aimed at achieving set targets through education and awareness-raising across the country, as well as by promoting affordable and accessible travel and tourism opportunities.

CONCLUSION

This strategic plan serves as a working document which should be consistently re-evaluated.

Each suggested strategic objective can be revised and needs to be considered in detail pending budget allocations from Stellenbosch Municipality and other stakeholders.

Collectively these strategic actions present a road map of how Visit Stellenbosch can further grow the tourism economy and create opportunities for locals to be part of the industry and increase economic activity to our area.

Stakeholder involvement and improved planning and budgeting for tourism development will be critical to the successful implementation of this plan.

Simply put: we will be stronger when we join forces.

ANNEXURE

A; B; C; D.

Visit Stellenbosch

Socio-Economic Development (SED) Strategy

Written by Nicolette Booyens

(DRAFT 4 - February 2020)

Please note that this is a draft strategy, pending approval of the VS Board.

The VS SED sub-committee has approved the strategy.

All additions and changes recommended by the VS SED sub-committee have been included.

Note that this document is not purposed for distribution or publishing in any form or nature.

Upon the approval of the basic premise of the strategy, the budget and operational elements will be detailed.

Introduction

Visit Stellenbosch (VS) in its capacity as the official Stellenbosch destination marketing organisation (DMO) herewith presents a socio-economic development (SED) strategy for the Stellenbosch tourism sector. The strategy has been commissioned by its founding directors, management board, leadership team and socio-economic sub-committee, and aims to give expression to the values, policies, objectives, projects, budgets and measurement of SED efforts.

VS has adopted SED as a founding principle and this strategy serves as the embodiment of the commitment we have made to bring about sustainable and measurable socio-economic impact through economic development in the tourism sector in Stellenbosch.

At the outset of this strategy we would like to share a few fundamental principles that lead and govern this strategy and our SED approach in general:

Business UNUSUAL

We are profoundly aware of the fact that 'business as usual' does not result into meaningful socio-economic impact. With this as a backdrop, we are exploring new ways of approaching economic development that is pro-poor and focussed on uniting the dual economies in our town. We believe that Stellenbosch belongs to everyone, and it is our main objective to give leadership to a tourism community that is inclusive, fair and mindful of the economic exclusion that prevails in the region.

Cohesive PARTNERSHIPS

The VS board has embraced a policy that defines our SED interventions as a guiding, supporting and enabling role, which practically means that a partnership model, rather than a 'hands-on' approach will be followed. We recognise the value of NPOs, PBOs, the Stellenbosch University, the Stellenbosch Municipality and the various government structures that are tasked with bringing about social and economic development. Our role is to lead, direct, empower, enable and support these specialists, through a variety of partnership models, innovative approaches and strategic support.

We see the BIG picture

South Africa has the highest Gini coefficient in the world (World Bank, 2019), making us the most unequal society anywhere on earth. Although millions of Rands, Dollars and Euros are annually spent on SED in South Africa, these interventions are for the most part unsuccessful with no notable poverty relief. There has been good success in terms of alleviating social problems, but our unequal, exclusive and divided economy still dictates that the majority of South Africans are poor. *Business as usual simply is not making a difference.* The following World Bank (2019) statement offers a very accurate summary of the 'state of our nation' and forms the basis of our strategic approach:

"The South African economy grew by 1.3% in 2017 and 0.8% in 2018. The World Bank projects 2019 growth at 1.3%, accelerating further to 1.7% in 2020. Given population growth, gross domestic product (GDP) per capita growth has been close to nil since 2014, leaving little room to reduce poverty.

South Africa has made considerable strides toward improving the wellbeing of its citizens since its transition to democracy in the mid-1990s, but progress is slowing. Based on the international poverty line of \$1.90 per day, (2011 Purchasing Power Parity, exchange rates), 18.8% of South Africans were poor in 2015, following a decline from 33.8% in 1996. Factors driving this progress include, among others, real income growth, expansion of social safety nets, access to basic services including subsidised housing credit.

Yet progress towards poverty reduction has slowed in recent years, with the \$1.90 per day poverty rate increasing from 16.8% to 18.8% between 2011 and 2015. This is partly due to structural challenges and weak growth since the global financial crisis of 2008, but increasingly too by labor market developments that demand skills that the country's poor currently lack. Unemployment remains a key challenge, standing at 27.6% in the first quarter of 2019. The unemployment rate is even higher among youths, at around 55.2%.

*South Africa remains a **dual economy** with one of the highest inequality rates in the world, with a consumption expenditure Gini coefficient of 0.63 in 2015. Inequality has been persistent, having increased from 0.61 in 1996. High inequality is perpetuated by a **legacy of exclusion and the nature of economic growth**, which is not pro-poor and does not generate sufficient jobs. **Inequality in wealth is even higher:** the richest 10% of the population held around 71% of net wealth in 2015, while the bottom 60% held 7% of the net wealth.*

*Furthermore, **intergenerational mobility is low meaning inequalities are passed down from generation to generation** with little change in inequality over time. Not only does South Africa lag its peers on level of inequality and poverty, it lags on the inclusiveness of consumption growth.*

In this summary clear definition is given to the socio-economic situation in South Africa, and it is from this perspective that the VS SED strategy is developed. Based on the above summary, the following aspects are recognised and prioritised as the foundation of the VS SED strategy:

- Poverty cannot be reduced without economic growth: to this end, the overall VS strategy is focussed on growing the Stellenbosch tourism sector as a whole, and subsequently the economy in the region. From a basis of real economic growth, SED can be brought about.
- Youth unemployment is one of the most critical issues in our society and economic growth is not pro-poor as it does not generate enough jobs: With a youth unemployment rate of over 55%, it is one of the most critical and destabilising social factors in our country as a whole. VS will therefore prioritise youth training and employment in the tourism sector.
- South Africa has a dual economy, inequality is perpetuated by a legacy of exclusion, and inequalities are passed down from generation to generation: Business as usual will not address the lack of black enterprise development and growth. VS will therefore focus on merging the two economies in an attempt to overcome the exclusion of black entrepreneurs in the tourism sector in Stellenbosch.
- Inequality is passed on from generation to generation: VS aims to promote social cohesion and inclusion to redirect the multi generational inequalities through communication, inclusion and social support.

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Overview and Strategy Summary

We face a very big development challenge in South Africa and although there are many worthy causes that deserve investment and support, we have decided to place our focus and resources firmly on the economic development of Stellenbosch, by endeavouring to grow the economic value of the tourism sector in the region. An enlarged and accelerated tourism sector will support more enterprises and subsequently more employment and enterprise opportunities. In a free and fair business environment this rationale would suffice, but the historical and political context of South Africa dictates that financial growth alone will not necessarily make an impact on the socio-economic conditions in our town. The distribution of financial gain should be questioned as the majority of our residents remain excluded from formal financial systems, and subsequent growth and opportunity.

Vision

From this premise, our SED strategy aims to find ways to connect, equip, empower and include previously disadvantaged and currently marginalised individuals and enterprises in the tourism economic stream, that we are endeavouring to widen. We therefore refer to our strategy as 'socio-economic' in nature. This practically means that we are focused on realising meaningful social impact through the economic development objectives that are the main purpose of the organisation. *These two aspects, economic development and social impact should therefore not be seen as two separate concepts, but rather as integrated, with economic development catalysing social impact through fair distribution of opportunity.*

As an organisation we are mindful of the individuals, entrepreneurs and communities who are economically marginalised and do not enjoy the bounty of the tourism and visitation economy our town thrives on. The very central objective of this strategy is therefore to find and actualise ways to redirect financial gain to the individuals, enterprises and communities that require social development support. In real terms, we believe that financial injection through the redirection of the tourism industry can have a profound impact on the quality of life and personal freedom of the disadvantaged among us. We are mindful of our

unequal and separated society, and that we have a responsibility to contribute to the healing of our nation. To this end we understand that the very social fibre of our country relies on the hope that all individuals can become financially sustainable.

This document is purposed to give expression, meaning and direction to the VS founding principle of creating social impact through the economic development of the tourism sector in Stellenbosch.

Goals

We have set the following objectives to realise the strategic SED vision of VS.

- To develop an innovating socio-economic development strategy and to gain the support of our stakeholders to successfully implement it.
- To integrate our commitment to socio-economic development into the focus of all VS operations, and as a guide to decision making.
- To bring about socio-economic development by growing the value of the tourism sector in Stellenbosch.
- To redistribute opportunities and create market access for black entrepreneurs.
- To stimulate and procure employment opportunities for unemployed youth.
- To influence tourism training curriculums, to insure that sector requirements are met.
- To influence sector integration with training colleges, in order to facilitate employment creation and the preparation of qualifying candidates.
- To actively pursue social cohesion across the greater Stellenbosch region through communication, inter-cultural events and a spirit of solidarity
- To develop relationships with a broad and inclusive network of stakeholders to partner with us in realising our SED strategy.
- To fulfil the commitments made to our donors through an innovative strategy, sound research and professional implementation.
- To operate in a fair and transparent way and to adhere to the fiduciary compliance that regulate the non-profit and donor sector.
- To measure, evaluation and report publicly on all our socio-economic development activities.

Strategy Synopsis

Herewith please find a synopsis of the SED strategy:

Section	Section 1: SED Projects	Section 2: Stakeholder Management	Section 3: SED Management
Purpose	In this section we describe three distinct projects (interventions) that VS will embark on to directly stimulate and bring about meaningful SED in Stellenbosch.	In this section we describe the process of attracting and activating the collective SED potential in Stellenbosch.	This section describes the function of managing, resourcing and funding our SED strategy
Summary	Project 1: Actively influence and develop training and employment opportunities for youth by integrating colleges and employers in the tourism sector in Stellenbosch.	Objective 1: Integrate, influence and harness the SED potential of all tourism stakeholders associated with VS	Objective 1: Manage and insure fiduciary compliance associated with grand funding and non-profit legislation.
	Project 2: Actively participate in trade and enterprise development by offering our partners support, marketing services, equitable trading conditions and inclusion in the tourism sector.	Objective 2: Establish develop and broker relationships with and between SED stakeholders in Stellenbosch (NGO's, PBO's, donors, learning institutions, government bodies)	Objective 2: Measurement and evaluation of all projects as required by donors and stakeholders, inline with NPO legislation.
	Project 3: Host, support and promote events that advance and communicate social cohesion and SED insight in Stellenbosch	Objective 3: Position VS as a successful SED focussed organisation through marketing and communication	Objective 3: Ongoing fundraising, disbursement of funds, reporting and donor relationship management.

Visit Stellenbosch: Socio-Economic Development (SED) Strategy

1. SED Projects

In this section we describe three distinct projects (interventions) that VS will embark on to directly stimulate and bring about meaningful SED in Stellenbosch. The overall SED policy of VS is based on partnerships, enablement and support.

We will not directly initiate, own or operate any non-profit activities. We will however focus on partnering with existing successful projects in the tourism and development sectors in Stellenbosch. It is also important to mention that we will not be involved in social projects, but rather keep our focus on SED projects, where economic growth and development are key indicators of success.

SED Projects		
Project 1: Actively influence and develop training and employment opportunities for youth by integrating colleges and employers in the tourism sector in Stellenbosch.	Project 2: Actively participate in trade and enterprise development by offering our SED partners support, marketing services, equitable trading conditions and inclusion in the tourism sector.	Project 3: Host, support and promote events that advance and communicate social cohesion and SED insight in Stellenbosch

1.1. Youth Training and Employment Development

1.1.1. Introduction

Youth in South Africa is defined by the National Youth Commission Act of 1996 and the National Youth Development Policy Framework of 2002 (SA Government, 2015:10), as people between the ages of 14 and 35 years old. Youth is further divided into two groups, being persons between 15-24 years of age, and people between 25-34 years of age (Statsa, 2019). The first group (15-24 years old) has the highest unemployment rate in the country, being 56,4% across all levels of education (Statsa, 2019), making them the most vulnerable part of our society. Youth that is 'not in education and not in employment or

training' is known as NEETS (Wolhuter et al, 2015) and will be the focus of our strategy in terms of employment development.

Out of necessity and the need for innovation, a number of social partnerships and linkages between educators, NGOs, CBOs, civic groups and philanthropies have been established, giving rise to the establishment of colleges and places of learning that are founded and managed by non governmental organisations, known as community education and training centres (CETCs) (Land & Aitchison 2017). Falling into the category of adult education and training (AET) these learning institutions offer great promise in the process of community development, reduction of poverty and social exclusion (Mayombe, 2018).

Community learning offers great promise to NEETS and three CETCs have been identified in the Stellenbosch region. These CETCs are described as institutions offering tuition and training to NEETS at post-secondary school level, hold close ties to the community and offer curricula and programmes particularly relevant to the tourism sector. This includes Bergzicht Training Centre, The Pilotage Youth Academy (PYDA) and Stellemploy.

1.1.2. Project Overview

The VS employment strategy is based on the following assumptions:

- There is a disconnect between job seekers and employers
- The overall growth in the tourism sector in Stellenbosch will create more employment opportunities and support the growth and sustainability of existing employment
- That employer-led training curriculum will yield better employment results
- That relationships between employer representatives and learning institutions will facilitate the successful employment of learners

To this end the VS employment strategy will focus on the following two actions:

Action 1	Overview
To establish formal relationships between training institutions and the tourism sector	To engage with the said learning institutions, establish partnerships and to orientate them towards a bigger focus on employment
To investigate the relevance of tourism training programmes in terms of sector expectations	To establish the nature and focus of tourism learning curriculums in terms of employability in the sector, and where needed to make recommendations
To establish formal sector employment channels	To set up a formal employment channels by connecting sector employers directly to educational institutions.

A research study will be undertaken to establish best practice and growth requirements. This will happen in conjunction with the above outlined action.

In addition to the above action, we will also focus on the enhancement of the service quality and work conditions of already employed youth and other entry level employees. This will be done through 'on the job' skills development. VS will undertake periodic training workshops aimed at the youth employees of member tourism organisations.

Enhancement of service quality and employment conditions:

Action 2	Overview
On the job workshops for entry level and youth employees in VS member organisations.	<ul style="list-style-type: none"> To improve service quality in tourism sector To offer ongoing training for employees To prepare youthful employees for promotion and career development To insure successful employment and equitable conditions

1.1.3. Outcomes and M&E

The overall outcome of this intervention is to increase the post graduation employment rate of NEETS in the tourism sector and to improve the quality of service provided by youth already employed in the sector. In addition to the above, we aim to offer a valuable service to CTEC's and similar colleges, by facilitating their integration into the tourism business sector, making them more effective, employer-led and relevant to economic development in our region.

Measurement and evaluation will therefore include the following indicators:

Action1:

- Number of colleges in the programme
- Number of learners in the programme
- Measurement (and improvement) of post graduation employment success rates
- Employment success statistics
- Narrative documentation of progress, challenges and innovation
- Feedback from college directors, educators and learners
- Feedback from sector employers

Action 2:

- Number of workshops annually
- Number of participating employees
- Number of participating VS member organisations
- Employee performance feedback from participating VS member organisations.
- Feedback from workshop participants

1.2. Trade and Enterprise Development

1.2.1. Introduction

National Government, Western Cape Government and Stellenbosch Municipality have all prioritised the development of emerging enterprises as a vital part of SED in South Africa. This national focus, combined with the growing demand for authentic cultural and heritage tourism creates a favourable environment for the development and activation of community based tourism SME's in Stellenbosch.

The fast growing tourism economy is able to sustain new entrants to the market, and it is on this premise that VS will set out, not only to aid the development of emerging tourism enterprises, but to support and stimulate their entrance into the Stellenbosch tourism value chain.

Supporting the development of emerging enterprises has proven not to be enough to bring about meaningful economic change in emerging communities. VS will therefore set out to integrate these emerging enterprises into the sector, to procure trade opportunities for them and to contribute to economic justice and equal opportunities.

1.2.2. Project Overview

The VS strategy includes the following actions:

Action	Overview
Identify and partner with development stakeholders	This entails identifying and partnering with enterprise development NPOs, PBOs, donors and government departments to create a cohesive development environment
Identify and direct deserving entrepreneurs	To firstly map the areas that have tourism potential and secondly to establish who the emerging enterprises are that need development. This step also entails formulating a compliance framework with which to categorise enterprises. Based on this framework qualifying enterprises will be included in development efforts according to their status. Some SME's may be trade ready, while others may require incubation. Some applicants may be deemed to be not viable. Viable applicants will be directed to participating development agencies.
Influence and support development agencies	Through our partnerships with development agencies we will aim to firstly influence the nature and success of development interventions. VS in its role as Stellenbosch DMO is uniquely positioned to share sector intelligence and identified needs. In addition to orientating the development of SME's, VS will endeavour to offer support in a variety of ways. This will include aspects ranging from fundraising, strategic leadership and trading opportunities.
Influence economic inclusion through trade policies	The nature and make-up of industry in South Africa is such that emerging enterprises are often excluded from trade. To this end we will investigate the prevalence of this phenomena in the tourism sector in Stellenbosch and offer policy suggestions to our members and stakeholders.
Support emerging enterprises through marketing and sales support	We will actively endeavour to offer marketing and sales support (market access) to market ready tourism products operated by participating emerging entrepreneurs. This will include both strategic support through incubation, marketing collateral and direction of opportunities through our sector influence.

Support emerging enterprises through funding and strategic support

We will endeavour to participate in the raising of development funding for our incubation partners, to the direct benefit of the emerging entrepreneurs in the various programmes. In addition we will also use our strategic network to influence support from stakeholders.

1.2.3. Outcome and measurement and evaluation

The ultimate measurement for enterprise development is whether income has been generated and profit is made. To this end, the main measurement of this section of our strategy will relate to financial gain achieved. The indicators in this section will include:

- The number of participating entrepreneurs
- The number of participating enterprises
- Proved turn-over increase in participating enterprises
- Number of new products developed
- Measurement of product value and quality
- Increase of employment opportunities in participating enterprises
- Total financial value created in emerging enterprises

1.3. Advancement of Social Cohesion

1.3.1. Introduction

One of the founding principles of VS is to aid the development of a society that is free, fair and integrated. Social cohesion is therefore a primary objective of our development strategy. We aim to contribute to this objective by pursuing three goals in this section. These goals include:

- To give all residents an opportunity to learn about the history and culture of each different community that make up our town
- To host fun and informative inter-cultural and social impact events that all residents of Stellenbosch can enjoy
- To give Stellenbosch residents the opportunity to visit other communities

1.3.2. Project Overview

Our strategy includes the following actions:

Action	Overview
To collate and communicate the history and culture of all communities in Stellenbosch	Our aim is to share the rich and diverse history of all the communities in Stellenbosch. We aim to do this by working with specialised partners, hosting events and making collated information available through a variety of communication efforts.
Host, support and promote intercultural and social impact events for all members of the Stellenbosch community	Through our member network and partners, VS will embark on a variety of intercultural and social impact events. The purpose of these events will be to create dialogue, cultural understanding and citizenship throughout all communities in Stellenbosch.
Community visits	This entails inviting residents on informative visits, walking tours and other cultural activities in the various communities that are part of Stellenbosch.

1.3.3. Outcomes and measurement and evaluation

The measurement and evaluation of this section of our strategy will include the following indicators:

- Proof of research and collated information on the history and culture of all communities
- Number and nature of events hosted to communicate and share history and culture
- Number and nature of community visits
- Narrative report
- Participant feedback reports
- Partner feedback reports

2. Stakeholder Management

This section refers to the manner and methodologies used to integrate the SED objectives into the fibre of the VS organisation and the tourism sector in Stellenbosch. It also aims to describe the manner in which we aim to unlock and manage the SED potential of the wide variety of stakeholders and partners that are involved with VS.

The VS network is very diverse, and a variety of views on the importance and nature of SED are held across this wide stakeholder grouping. It is extremely important to advance a collective understanding of the objectives and methods that VS will follow in order to bring about SED. To this end, this section will outline the process of creating a collective understanding and movement towards the fulfilment of the VS SED goals.

Ultimately, we aim to create a collective energy to deliver our SED goals. Our plan therefore includes the following objectives

- To develop and grow relationships of cohesion and support with an inclusive network of stakeholders who share our vision and support our efforts.
- To harness the collective VS resources towards the fulfilment of the SED strategy.
- To use our influence to reshape the sector to be more representative and accessible to our SED beneficiaries

We aim to work very closely with the VS marketing and communication function to insure that the SED message and feedback reaches all our stakeholders.

The following three objectives have been set for this section:

Stakeholder Management		
Objective 1: Integrate, influence and harness the SED potential of all tourism stakeholders associated with VS.	Objective 2: Establish and develop efficient and positive partnerships with SED stakeholders in Stellenbosch (NGO's, PBO's, donors, learning institutions, government bodies).	Objective 3: Position VS as a successful SED focussed organisation through marketing and communication.

2.1. Mobilise Tourism Stakeholders

2.1.1. Introduction

This entails the sharing of the VS SED vision with stakeholders across the various areas of involvement in the tourism sector. This will be done to insure that all partners and stakeholders have the opportunity to give input, have a clear understanding of our vision and is able to participate and support.

2.1.2. Project Overview

Action	Overview
SED strategy workshops and input sessions	Informative workshops will be hosted to give VS stakeholders an opportunity to understand, give input and offer support to the SED strategy
Communication	SED messages will be communicated through all VS communication channels.
Volunteer programme	To attract, orientate and activate resourced members of the tourism business sector and Stellenbosch society toward the fulfilment of the VS development strategy
Individual meetings	VS stakeholders tasked with SED or interested in supporting or volunteering will be engaged individually.

The list below is a summary of the VS stakeholders that will be taken into consideration as part of the delivery of this section of the SED strategy:

Stakeholders	Overview
VS board of directors	Gaining support from the VS board and setting up reporting structures
VS Socio-economic development sub-committee	Insuring representation, utilising resource and setting up reporting structures
VS sub-committees	Gaining support from sub-committees, attracting participation, managing resources and setting up reporting structures
VS employees	Orientating employees, creating information flow and
VS members	Informing and gaining support from all VS members across all sections
VS donors and strategic partners	Informing and gaining support from all VS donors and strategic partners
National, provincial and regional government and legislative tourism management bodies	Informing and gaining support form all bodies, agencies and management organisations within the tourism sector;
National and international tourism organisation	Informing and gaining support from all private and commercial tourism companies, organisations and other sector related traders

2.1.3. Measurement and Evaluation

The success of this project will be measured through the following indicators:

- Progress report
- Number of SED workshops
- Participant feedback on SED workshops
- Report on stakeholder SED participation including number of participants, stakeholder profile and nature of participation

2.2. Mobilise SED Partners

2.2.1. Introduction

One of the founding principles of VS is to aid the development of a society that is free, fair and integrated. Social cohesion is therefore a primary objective of our development strategy. We aim to contribute to this objective by firstly identifying the role-players that are relevant to our SED objecties and then fostering partnerships for the delivery of our SED strategy.

2.2.2. Overview

The following actions have been identified as part of the VS partner model rollout.

Action	Overview
Stakeholder mapping and engagement	To create a comprehensive list of SED role players in Stellenbosch.
Stakeholder orientation	To orientate stakeholders on the VS SED objectives and opportunities through informative workshops.
Communication	SED messages will be communicated through all VS communication channels.
Partner Programme	To attract, orientate and activate SED Partners through a formal partnership programme aimed at delivering the VS SED objectives
Direct engagement	Selected SED partners will engage with VS to create a partnership plan and implementation strategy.

The stakeholders referred to in this section includes NPO's, PBO's, educational institutions, government bodies and other organisations that are active in the areas of the VS SED project fields. This includes:

Stakeholders	Overview
Youth employment	
Learning institutions	Create formal partnerships with the aim to develop the level to which training is employer-led, and secondly to develop youth employment opportunities by connecting the colleges to potential employers.
Tourism sector youth employees	To identify and engage with tourism learners and entry level employees in the sector.
Tourism sector employers / VS member organisations	Firstly to orientate them towards the employment of learners in participating learning institutions and secondly to involve them in the further training of youth already in their employe.
VS Taste and Accommodation members	To attract and orientate these members towards the VS employment objectives
Local economic development through enterprise development and trade support	
Emerging tourism entrepreneurs	Qualifying entrepreneurs that participate in the VS enterprise development plan
Development partners and stakeholders	NPOs, PBOs and social enterprises that are partnering with the VS enterprise programme
Government and donors	Government structures, corporate CSI manager and philanthropists
Formal enterprises in the sector	Developed and successful tourism enterprises in the formal sector
VS Staff and members	VS employees that receive and direct clients and trading opportunities
Social cohesion and comment integration	
Socio-economic development service providers (NPOs, PBOs, social enterprises)	All NPOs, PBOs, social enterprises and development agencies

Beneficiaries/participants	All previously disadvantaged and community based individuals interested in development opportunities or social interaction
Strategic socio-economic development stakeholder	Government structures and all other role players involved in development in Stellenbosch
Stellenbosch tourism industry stakeholders / VS Members	Developed and successful tourism enterprises in the formal sector
Stellenbosch public	All members of the Stellenbosch community
Volunteers	Resourced individuals that indicate interest in supporting the VS development plans through skills sharing, pro bono activities and other input.

2.2.3. Measurement and Evaluation

The success of this project will be measured through the following indicators:

- Progress report
- Number of workshops
- Participant feedback on workshops
- Report on partner programme including number of partners, partner profile and nature of partnership
- Partner feedback
- A full partnership measurement and evaluation on specific projects

2.3. Integrate SED in VS Brand

2.3.1. Introduction

VS has been positioned as an SED focussed organisation from its very outset. It is therefore imperative that any and all SED success be communicated to insure that stakeholders are constantly made aware of the fact that we are delivering on our SED promises. To this end a focussed communication plan to share SED information will be part of our overall strategy.

2.3.2. Overview

Action	Overview
SED editorial function	This entails a detailed editorial plan to insure that SED stories and visuals are captured and prepared for publishing
Integration into VS marketing channels	Constant contact with the VS marketing function to insure the publishing of the editorial content on SED progress
PR and media	To procure media interviews, articles and features on the VS SED activities
Reporting	To report on the overall SED success annually through a well curated and visually appealing report for all stakeholders
SED events	To share SED updates all VS events and to host dedicated SED feedback events.

2.3.3. Measurement and Evaluation

The success of this project will be measured through the following indicators:

- Report on number of media reports and place of publishing
- Feedback on number and nature media interviews, articles and features (Newsclip or similar)
- Mini opinion poll on perceived nature of SED success of VS
- Stakeholder and partner questionnaires

3. SED Management and Sustainability

This section describes the function of managing our SED activities inline with compliance expectations as legislated and expected in the non-profit sector in South Africa. The burden of proof lies with developers and ultimately success should be proven through a robust measurement and evaluation process. This section also includes the management of all aspects associated with funding and the sustainability of our SED plans.

SED Management		
Objective 1: Manage and insure fiduciary compliance associated with grant funding and non-profit legislation.	Objective 2: Measurement and evaluation of all projects as required by donors and stakeholders, inline with NPO legislation.	Objective 3: Ongoing fundraising, disbursement of funds, reporting and donor relationship management.

SED is a complex function that requires a high level of management, marketing, negotiation, measurement and financial skills and support. This section of our strategy outlines the manner in which the function itself will be managed.

3.1. Fiduciary Compliance

3.1.1. Introduction

This relates to compliance aspects as regulated by the various NGO, NPO and PBO laws and regulations. Non-profit compliance is a specialised and vital part of the success of any funded organisation. VS will therefore insure that all aspects of compliance is taken into account and adhered to at all times.

3.1.1. Overview

Action	Overview
Fiduciary compliance knowledge	The VS SED function as well as the overall organisation retains skilled and experienced individuals that can give leadership on this matter
Consulting specialists	Specialists will be called upon from time to time, to insure that VS is aware of and comply to all fiduciary duties
VS SED sub-committee	VS will rely on the guidance and caution of the SED sub-committee to oversee all fiduciary issues

3.1.2. Measurement and Evaluation

Fiduciary compliance is well legislated and a checklist will be prepared and completed as part of the annual audit.

3.2. Measurement and Evaluation

3.2.1. Introduction

Within the donor funded field, the burden of proof lies with development service providers. Measurement and Evaluation (M&E) are a specialised function that not only aims to prove that activities took place, but that they were success. M & E therefore includes useful reporting practices, the interpreting of data and the communication of results.

To this end VS will devise a comprehensive M&E strategy including meaningful reporting and analysis of all the aspects of the SED strategy.

3.2.2. Overview

Action	Overview
M & E strategy development	A comprehensive strategy will be developed, aimed to measure and report on all aspects of the SED strategy
M& E strategy evaluation	The VS SED sub-committee will be called on to evaluate the M & E strategy
Donor requirements will be evaluated and included	Specific donor M & E requirements will be evaluated and included into reporting practices as required

3.2.3. Measurement and Evaluation

The M & E strategy will be evaluated from time to time by the VS SED sub-committee.

3.3 Fundraising and Disbursement

3.3.1. Introduction

The process of fundraising is a very high level and integrated function that is critical to the success of our SED activities. There are various components that work together to make fundraising possible. The section below outlines the main actions of the VS SED fundraising process.

3.3.2. Overview

Action	Overview
Identification of funding opportunities	This includes both the awareness of general calls for applications and the lobbying for specific funding for VS SED projects.
Preparation of material	This includes a set of well designed document that outline the project(s) for which funding is requested, together with the required supporting documentation.
Reporting	This entails integrating individual funder M & E requirements into the VS M & E structure, to insure successful overall and specific donor reporting.
Relationship management	This entails ongoing contact and communication with donors on both general and specific project progress. This also entails procuring the continuation of funding relationships.

Disbursement of funds	The VS partner model will require that funds be disbursed to secondary beneficiaries including NPO's, entrepreneurs and other beneficiaries. The management and monitoring of these secondary beneficiaries will form part of the VS disbursement management function.
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3.3.3. Measurement and Evaluation

This function will be measured as follows:

- Oversight of donor pipeline and application process
- Number of new donor relationships procured
- Feedback from donors
- Feedback from beneficiaries
- Total annual funding obtained

Section 4: Budget

This section will be completed upon approval of the strategy.

5. References

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VISIT STELLENBOSCH

Annexure B

Socio-Economic Development (SED) Project Plan

1. Introduction

Visit Stellenbosch (VS) is committed to bringing about sustainable and measurable economic growth through tourism. An enlarged and accelerated tourism sector will support more enterprises and subsequently more employment and trade opportunities. In an equitable business environment this rationale would suffice, but the historical and political context of South Africa dictates that financial growth alone will not necessarily make an impact on the socio-economic conditions in our town. The distribution of financial gain should be questioned as the majority of our residents remain excluded from formal trade networks, and subsequent growth opportunities. To this end we have adopted a Socio-Economic Development (SED) strategy as summarised in this document.

We are profoundly aware of the fact that 'business as usual' does not result into meaningful socio-economic impact. With this as a backdrop, we are exploring new ways of approaching economic development that is pro-poor and focussed on uniting the dual economies in our town. We believe that Stellenbosch belongs to everyone, and it is our main objective to give leadership to a tourism community that is inclusive, fair and mindful of the economic exclusion that prevails in the region.

The VS board has embraced a policy that defines our SED interventions as a guiding, supporting and enabling, which practically means that a partnership model, rather than a 'hands-on' approach will be followed. We recognise the value of NPOs, PBOs, Social Enterprises, the Stellenbosch University, the Stellenbosch Municipality and the various government and community structures that are tasked with bringing about social and economic development. Our role is to lead, direct, empower, enable and support these specialists, through a variety of partnership models, innovative approaches and strategic support.

South Africa has the highest Gini coefficient in the world (World Bank, 2019), making us the most unequal society anywhere on earth. Although millions of Rands, Dollars and Euros are annually spent on SED in South Africa, these interventions are for the most part unsuccessful with no notable poverty

relief. There has been good success in terms of alleviating social problems, but our unequal, exclusive and divided economy still dictates that the majority of South Africans are poor. *Business as usual simply is not making a difference.*

In addition to our town already facing an uphill battle to economically empower marginalised entrepreneurs, it would be irresponsible at this time to ignore the devastating impact of the COVID-19 pandemic. We have therefore thought it prudent to adapt our plans for the next financial year, to be more relevant to the very fast changing reality that we collectively face. Our overall strategic objectives remain the same, but we have adapted our planning in three significant ways:

- To include operational methods that are practical and possible within the constraints imposed on society.
- To place a greater focus on the immediate economic needs of our members and beneficiaries.
- To more aggressively pursue local tourism uptake as a mid-term solution for stabilising the tourism economy

2. Vision

Our SED strategy aims to find ways to connect, equip, empower and include community based, previously disadvantaged and currently marginalised individuals and enterprises into the tourism economic stream, that we are endeavouring to widen. We therefore refer to our strategy as 'socio-economic' in nature. This practically means that we are focused on realising meaningful social impact through the economic development objectives that are the main purpose of the organisation. *These two aspects, economic development and social impact should therefore not be seen as two separate concepts, but rather as integrated, with economic development catalysing social impact through fair distribution of opportunity.*

As an organisation we are mindful of the individuals, entrepreneurs and communities who are economically marginalised and do not enjoy the bounty of the tourism and visitation economy our town thrives on. The very central objective of this strategy is therefore to find and actualise ways to redirect financial gain to the individuals, enterprises and communities that require social development support.

In real terms, we believe that financial injection through the redirection of the tourism industry can have a profound impact on the quality of life and personal freedom of the disadvantaged among us. We are mindful of our unequal and separated society, and that we have a responsibility to contribute to the healing of our nation. We understand that the very social fibre of our country relies on the hope that all individuals can become financially sustainable.

3. Strategic Objectives

We have set the following objectives to realise the strategic SED vision of VS.

- To activate our broad and inclusive stakeholder network towards the implementation of our SED strategy
- To integrate our commitment to SED into all aspects of the Visit Stellenbosch operational processes and marketing services
- To bring about SED by recovering and growing the total value of the tourism sector in Stellenbosch and creating more economic opportunities
- To offer COVID-19 support in conjunction with our ongoing product development, marketing and trade development support to community-based tourism entrepreneurs through our partnership with Stellenbosch Township and Village.
- To provide educational support and employment preparation for youth by connecting employers with our partner training colleges, advancing employer led training and offering ongoing on-the-job development for youth employees.
- To actively pursue social support solutions and cohesion across the greater Stellenbosch region through the establishment of COVID-19 support actions and the promotion of a spirit of solidarity

4. VS Socio-Economic Development Overview

The VS SED strategy was developed in conjunction with our Advisory Board, SED Sub-Committee and participating partners. The strategy is underpinned by our understanding that poverty cannot be reduced without economic growth: to this end, the overall VS strategy is focussed on recovering and growing the Stellenbosch tourism sector as a whole, and subsequently the economy in the region. From a basis of real economic growth, SED can be brought about. COVID-19 is delaying and altering our efforts, and although we are adapting to our new reality, our overall direction remains the same. Our planning should therefore be read with both a long-term vision and short term crisis mitigation lens.

Herewith a summary of our three projects:

Overview	Rationale	Objectives
Youth training and employment development in the tourism sector	Youth unemployment is one of the most critical issues in our society and economic growth is not pro-poor as it does not generate enough jobs. With a youth unemployment rate of over 56,4% (Statsa, 2019), it is one of the most critical and destabilising social factors in our country as a whole. Notwithstanding the COVID-10 pandemic we have to prepare for a post pandemic future and we will therefore remain committed to the overall vision of employment growth in the future.	Actively influence and develop training and employment opportunities for youth by integrating colleges and employers in the tourism sector in Stellenbosch.
Community-based tourism enterprise and trade development.	South Africa has a dual economy, inequality is perpetuated by a legacy of exclusion, and inequalities are passed down from generation to generation: Business as usual will not address the lack of black enterprise development and growth. VS will therefore focus on merging the two economies in an attempt to overcome the exclusion of black entrepreneurs in the tourism sector in Stellenbosch. We remain committed to our long term strategy and our sites are set on preparing for the 2021 tourism season. In the short term we will be offering COVID-19 support to the informal tourism entrepreneurs in our network. To this end we have launched a support fund to provide stipends to assist informal entrepreneurs with basic social needs.	Actively promote trade and enterprise development through marketing services, equitable trading conditions and inclusion in the tourism sector.
Promotion of social cohesion across communities.	The most profound change in our strategy is evident in this section of our proposal. We envisioned the establishment of a social calendar and the support of festivals and events in the traditional communities surrounding our town. We have however re-directed this vision (to be revisited next year) to make space for more direct COVID-19 community support.	To directly provide COVID-19 food security support, to support community co-ordinators involved in COVID-19 social support and to promote social cohesion and solidarity in Stellenbosch.

5. SED Projects

In this section we describe three distinct projects (interventions) that VS will embark on to directly stimulate and bring about meaningful SED in Stellenbosch. The overall SED policy of VS is based on partnerships, enablement and support.

We will not directly initiate, own or operate any non-profit activities. We will however focus on partnering with existing successful projects in the tourism and development sectors in Stellenbosch. It is also important to mention that we will only get involved in social support as required to manage the COVID-19 situation, but will in future remain focusses on SED projects, where economic growth and development are key indicators of success.

5.1. Youth Training and Employment Development

5.1.1. Introduction

Youth in South Africa has the highest unemployment rate in the country, being 56,4% across all levels of education (Statsa, 2019), making them the most vulnerable part of our society. Youth that is 'not in education and not in employment or training' is known as NEETS (Wolhuter et al, 2015) and will be the focus of our strategy in terms of training and employment development. Community learning offers great promise to NEETS and three CETCs have been identified in the Stellenbosch region. These CETCs are described as institutions offering tuition and training to NEETS at post-secondary school level, hold close ties to the community and offer curricula and programmes particularly relevant to the tourism sector. This includes Bergzicht Training Centre, The Pilotage Youth Academy (PYDA) and Stellemploy. In the light of the COVID-19 pandemic we will direct our focus more acutely to offering support to our partner colleges in preparation for the sector recovery.

5.1.2. Project Overview

The VS youth training and employment strategy is based on the following assumptions:

- There is a disconnect between job seekers and employers
- The overall growth (post recovery) in the tourism sector in Stellenbosch will create more employment opportunities and support the growth and sustainability of existing employment
- That employer-led training curriculum will yield better employment results
- That relationships between employer representatives and learning institutions will facilitate the successful employment of learners

To this end the VS Youth Training and Employment strategy will focus on the following actions:

Action	Overview
Joint strategy with education partners and employers	We have developed a training and employment strategy in partnership with the training providers partnered with, and the various employer representatives in our network. Training partners include Bergzicht Training Centre, The Pilotage Youth Academy (PYDA) and Stellemploy. Employer representatives include VS Taste (restaurants), VS Stay (accommodation) and VS Experience (tour provider).
Foster employer-led training practices and curriculums	To analyse the service and employment expectations of employers in the sector and to work with training institutions to evolve their training practices and curriculum to insure that graduates are equipped for the expectations of employers.
To establish formal sector employment channels	To facilitate increased employment rates (post recovery) by setting up formal employment channels that are directly connected to training colleges. This will be done through formal partnerships between colleges and employers.
Improve safety standards of employees	In order to safeguard tourism youth and general employees during the COVID-10 pandemic we will produce safety instructional audio video lectures to be used by employers to insure that the virus is not spread when operations are continued.
COVID-19 Support to training partners	To support continued learning by offering support towards the online training strategies of our partner colleges. This will include producing audio visual specialist lectures, developing online training spaces and assisting learners with internet connectivity.

5.1.3. Outcomes and M&E

In the short term our objective is to ensure that learning continues remotely and that employees are educated on safe operating procedures during the pandemic. Our one long term objective remains the increase of post graduation employment of NEETS in the tourism sector and the improvement of the quality of service provided by youth already employed in the sector. In addition to the above, we aim to offer a valuable service to CTEC's and similar colleges, by facilitating their integration into the tourism business sector, making them more effective, employer-led and relevant to economic development in our region.

Measurement and evaluation will therefore include the following indicators:

- Number of colleges and learners in the programme
- Employment success statistics and narrative report
- Feedback on the programme from college's, employers and participating students/employees
- Feedback on professional development workshops including number of participating employees and participating VS member organisations
-

5.2. Trade and Enterprise Development

5.2.1. Introduction

National Government, Western Cape Government and Stellenbosch Municipality have all prioritised the development of emerging enterprises as a vital part of SED in South Africa. This national focus, combined with the growing demand for authentic cultural and heritage tourism creates a favourable environment for the development and activation of community based tourism SME's in Stellenbosch.

When recovered, the tourism economy will be able to sustain new entrants to the market, and it is on this premise that VS will set out, not only to aid the development of emerging tourism enterprises, but to support and stimulate their entrance into the Stellenbosch tourism value chain.

Supporting the development of emerging enterprises has proven not to be enough to bring about meaningful economic change in emerging communities. VS will therefore set out to integrate these emerging enterprises into the sector, to procure trade opportunities for them and to contribute to economic justice and equal opportunities.

Visit Stellenbosch has appointed Stellenbosch Township and Village social enterprise to fulfil this objective. We have entered into a comprehensive five year renewable partnership of cooperation to fulfil the objectives set out in this document.

5.2.2. Project Overview

VS will fulfil a strategic, marketing and enabling function to the already existing successes attained by Stellenbosch Township and Village. Our shared vision will be fulfilled collectively, including the following:

Action	Overview
Integrate existing Stellenbosch Township and Village tourism products into the market (post pandemic recovery).	<p>Our partnership with Stellenbosch Township and Village will enable the further development and market integration of their already activated community-based products.</p> <p>To date the following products have been initiated or identified for further development:</p> <ul style="list-style-type: none"> • Kayamandi Walking Tour and local dining/event options • Priel Heritage Tour and local dining/event options • Kylemore Village Cycling and local dining options • Dwarsrivier Freedom Tour • Stellenbosch Spice Experience and local food sampling • Vlake Walking Tour • Stellenbosch University Social Redress Walking Tour • Local Dining: Including Kayamandi, Priel, and Kylemore,
Further product development and entrepreneurs training and support	<p>Development is the main deliverable that Stellenbosch Township and Village social enterprise bring to the partnership. To this end they will continue with the development and training of local service providers. Such development will be done remotely through online mentoring and training during the pandemic. Further identification and development in Jamestown will be embarked on in the following year. In particular an additional 10 tour guides will be trained (when safe to do so) to enable the provision of services across the various products on offer.</p>
Marketing and Sales development	<p>Marketing and sales are the main deliverable that VS brings to the partnership with Stellenbosch Township and Village. To this end we will bring industry intelligence, professional marketing services and ongoing promotion to the community-based products in our joint fold. SED is a founding principle of VS and the development of trade in this sector is a priority. VS in conjunction with Stellenbosch Township and Village is committed to growing turn-over for the social enterprise. In the short term we will focus on growing local tourism in the light of the pandemic.</p>

Develop income distribution and record keeping of social enterprise towards sustainability	Stellenbosch Township and Village, through their well-developed sales and financial systems will continue to manage the day to day sales, payment of service providers and service delivery standards. Our joint objective remains financial self-sustainability for the social enterprise. Our partnership has enlarged the scope and vision of the social enterprise and jointly we are able now to scale the offering to be more representative of the total Stellenbosch community-based tourism offering. During the pandemic their focus will be on the COVID-19 support programme for informal entrepreneurs.
Promote trade development and economic justice in the tourism sector	VS and official DMO is in a position to influence economic inclusion through trade practices. The nature and make-up of the tourism industry in South Africa is such that emerging enterprises are often excluded from trade. To this end we will give trade preference and market access opportunities to the community-based service providers affiliated to the social enterprise. Our function will therefore focus on trade justice and the creation of economic opportunities through our network.

5.2.3. Outcomes and M & E

The ultimate measurement for enterprise development is whether income has been generated and profit is made. Our endeavour is to grow the financial income and tourism market share of community based and black tourism entrepreneurs. In addition the development gains of the entrepreneurs and their formalisation growth are also valuable indicators that we will focus on.

The indicators in this section will include:

- Report on ongoing development of participating entrepreneurs, enterprises and products
- Report on new product development and training
- Report on marketing and sales services
- Financial report on income procured for the Stellenbosch Township and Village social enterprise, including distribution to entrepreneurs

- Report back on the COVID-19 informal entrepreneur support programme.

5.3. Support and Advancement of Social Cohesion

5.3.1. Introduction

One of the founding principles of VS is to aid the development of a society that is free, fair and integrated. Social cohesion is therefore a primary objective of our development strategy. Our strategy has completely changed in this section due to the COVID-19 pandemic and will now include the following aspects:

- To support food security in local communities during the COVID-19 pandemic
- To support local community co-ordinators active in our COVID-19 support efforts by offering mentorship and social support.

5.3.2. Project Overview

Our strategy includes the following actions:

Action	Overview
Support food security during the COVID-19 pandemic	Visit Stellenbosch together with various partners have started the Stellenbosch Unite COVID-19 Aid Action. We remain dedicated to the management and sustainability of the action.
To support local community co-ordinators active in our COVID-19 efforts by offering mentorship and social support.	<p>The community wide Stellenbosch Unite COVID-19 Aid Action is largely enabled by the voluntary help of committed community leaders and members that are instrumental in assessing needs and distributing food parcels. Most of these volunteers are vulnerable themselves and may not be able to sustain their participation. We are in the process of setting up an online/mobile mentoring programme to interact with co-ordinators. The aim is to:</p> <ul style="list-style-type: none"> - Insure that their own basic social needs are met - That community service delivery is uniform, well structured and consistent in all communities - That positive relationships are maintained - That correct messaging is given to community members - That our COVID-19 aid action is more sustainable and efficient

5.3.3. Outcomes and M & E

The measurement and evaluation of this section of our strategy will include the following:

- Report on participating communities, leaders and stakeholder
- Feedback on COVID-19 support action
- Feedback on support to local community co-ordinators during the COVID-19 pandemic

				online and financial management systems Growth in market share for community based tourism entrepreneurs		
		Establish a COVID-19 support fund for informal tourism entrepreneurs in our network.	To raise funds to enable the payment of stipends for informal entrepreneurs during the COVID-19 pandemic	Social alleviation during the crisis	R50 000	
Name	Description	Objective	Deliverables	Potential Outcome	Budget	Recommendation

6. SED Management

This section refers to the manner and methodologies used to integrate the SED objectives into the fibre of the VS organisation and the tourism sector in Stellenbosch. It also aims to describe the manner in which we aim to unlock and manage the SED potential of the wide variety of stakeholders and partners that are involved with VS.

6.1 Stakeholder Management

The VS network is very diverse, and a variety of views on the importance and nature of SED are held across this wide stakeholder grouping. It is extremely important to advance a collective understanding of the objectives and methods that VS will follow in order to bring about SED. To this end, this section will outline the process of creating a collective understanding and movement towards the fulfilment of the VS SED goals.

Ultimately, we aim to create a collective energy to deliver our SED goals. Our plan therefore includes the following objectives

- To develop and grow relationships of cohesion and support with an inclusive network of stakeholders who share our vision and support our efforts.
- To harness the collective VS resources towards the fulfilment of the SED strategy.
- To use our influence to reshape the sector to be more representative and accessible to our SED beneficiaries

We aim to work very closely with the VS marketing and communication function to insure that the SED message and feedback reaches all our stakeholders.

The following three objectives have been set for this section:

Stakeholder Management		
Objective 1: Integrate, influence and harness the SED potential of all tourism stakeholders associated with VS.	Objective 2: Establish and develop efficient and positive partnerships with SED stakeholders in Stellenbosch (NGO's, PBO's, donors, learning institutions, government bodies).	Objective 3: Position VS as a successful SED focussed organisation through marketing and communication.

7.2. SED Function Management and Sustainability

SED is a complex function that requires a high level of management, marketing, negotiation, measurement and financial skills and support. This section of our strategy outlines the manner in which the function itself will be managed. Our objectives for the management function of our SED interventions include the following:

- To fulfil the commitments made to our donors through an innovative strategy, sound research and professional implementation.
- To operate in a fair and transparent way and to adhere to the fiduciary compliance that regulate the non-profit and donor sector.
- To measure, evaluation and report publicly on all our socio-economic development activities.

Non-profit compliance is a specialised and vital part of the success of any funded organisation. VS will therefore insure that all aspects of compliance is taken into account and adhered to at all times. We understand that in the donor funded field, the burden of proof lies with development service providers. Measurement and Evaluation (M&E) are a specialised function that not only aims to prove that activities took place, but that they were successful. M & E therefore includes useful reporting practices, the interpreting of data and the communication of results. To this end VS what devised a comprehensive M&E strategy including meaningful reporting and analysis of all the aspects of the SED strategy.

Finally, process of fundraising and disbursement is a very high level and integrated function that is critical to the success of our SED activities. We have developed a fundraising and disbursement process to manage and safeguard the sustainability and audit ability of donor funding.

Our management processes include the following three aspects

SED Management	
Management and insure fiduciary compliance associated with grand funding and non-profit legislation.	Ongoing fundraising, disbursement of funds, reporting and donor relationship management.

Thank you for your consideration.

8. References

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VISIT STELLENBOSCH

2020 Marketing Communications Strategy

Prepared by:



About Visit Stellenbosch

The newly established Visit Stellenbosch connects all aspects of tourism and creates a compelling and unique place experience for locals and visitors throughout the year.

Centralising the operational functions and resources of Stellenbosch stakeholders in wine, tourism, food and business, among other sectors, Visit Stellenbosch's long-term tourism plan is aimed at improving service excellence, driving tourism innovation and enhancing the place experience for locals and visitors alike.

At the heart of this lies a determined focus on tourism-led social solutions, specifically in terms of job creation and skills improvement and enterprise development.

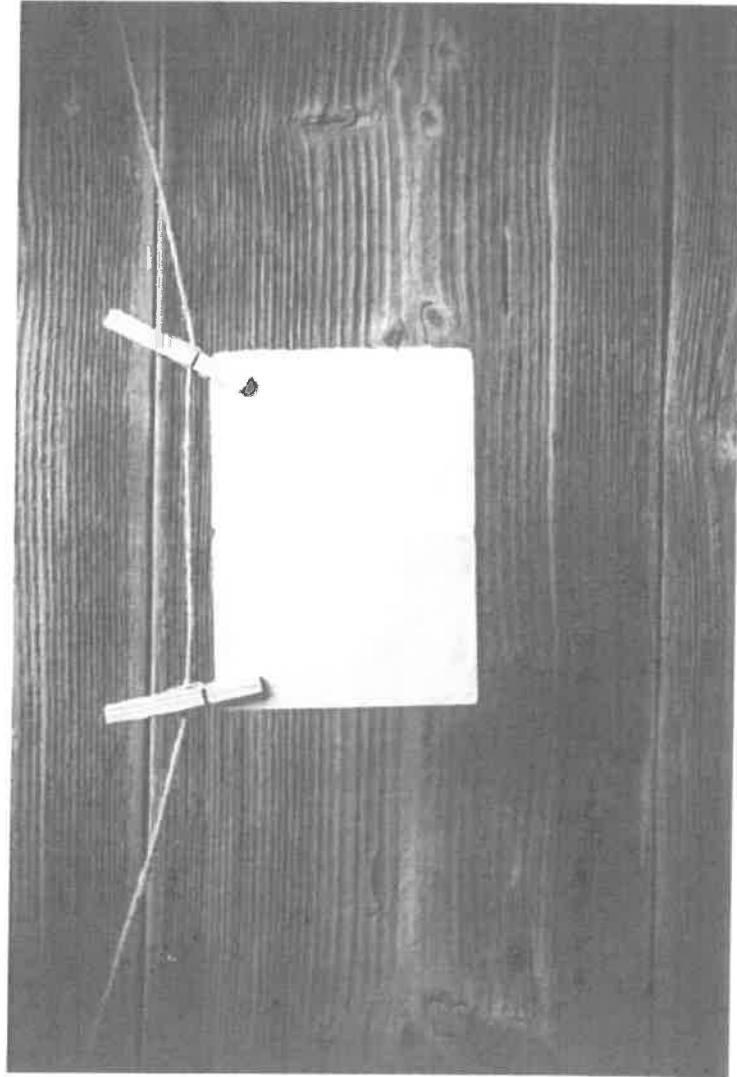
We aim to create 5 000 new jobs in the tourism and experience economy in Stellenbosch in the next 5 years by inspiring visitors to stay longer, do more and visit us again.

This brand goes beyond our history and scenery and captures the energy and soul of Stellenbosch – a place where people come to discover, learn, create, start up, launch and bring into being.

Visit Stellenbosch embraces this spirit of advancement by creating shareable moments for locals and visitors, representative of a town that celebrates its past, but is also passionate about its future as a dynamic, youthful hub of innovation.

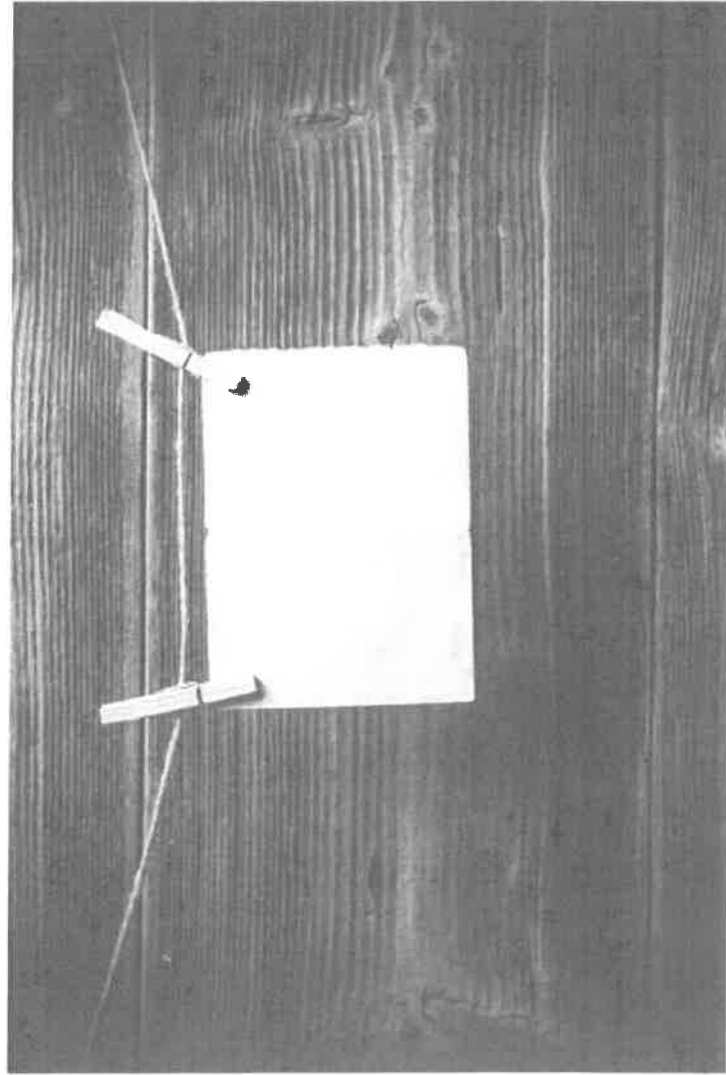


Stellenbosch Brand Pitch (25 wrds)



Stellenbosch is a diverse, authentic destination, which exudes tangible warmth and generosity, and is driven by to ensure sustainable growth and benefits to all communities.

Stellenbosch Brand Pitch (100 wrds)



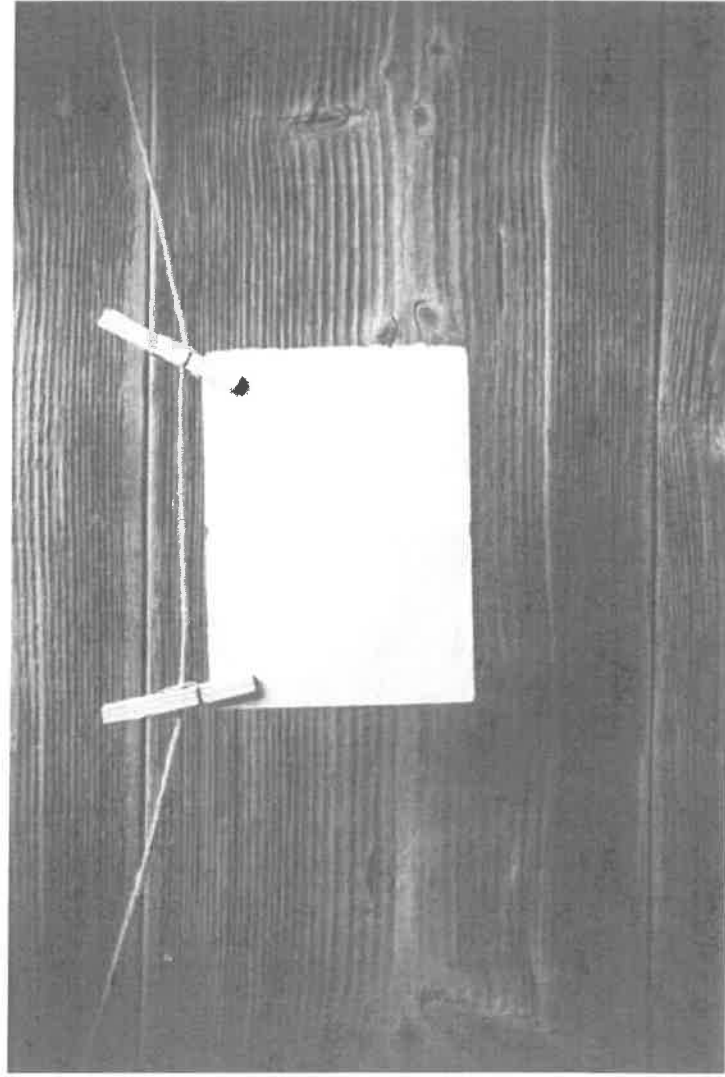
Stellenbosch is a diverse destination where warm and whole-hearted locals delight in sharing their hometown secrets with visitors the same way one would with friends and family.

Driven by a compelling mandate to ensure sustainable growth and benefits to all communities, Stellenbosch balances its centuries-old heritage with an innovative, youthful spirit – reflective of its status as a leading university town and one of the most historic centres of South Africa.

As a destination, we know how to live life to its fullest – whether through wine, food, music, sport, art or culture.

There's a Stellenbosch for everyone.

Stellenbosch Brand Pitch (150 wrds)



Stellenbosch is a place where people of all ages and interests come to discover, learn, create, start up, launch and bring into being.

This is a destination which is warm and whole-hearted; a captivating destination which enjoys great diversity, and delights in sharing this with visitors the same way one would with friends and family.

Driven by a compelling mandate to ensure sustainable growth and benefits to all communities, Stellenbosch balances its centuries-old heritage and traditions with an innovative, youthful spirit – reflective of its status as a leading university town and one of the most historic centres of South Africa.

As a destination, we know how to live life to its absolute fullest – whether through food, wine, music, sport, art or culture – and we want to share the secrets we are fortunate enough to enjoy, as Stellenbosch locals, generously with others.

There's a Stellenbosch for everyone.

Stellenbosch Brand DNA

CORE PURPOSE	To enable travellers to access and enjoy all aspects of the Stellenbosch tourism economy.			
BRAND MISSION	We aim to create 5 000 new jobs in the tourism and experience economy in Stellenbosch in the next 5 years by inspiring visitors to stay longer, do more and visit us again.			
BRAND PROMISE	Stellenbosch is a destination that delivers depth of experiences that exceed expectations, enrich local and international guests and inspire them to share their stories.			
BRAND ATTRIBUTES	Sustainability Stellenbosch is invested in the sustainability of the environment and social development of communities	Inclusivity Stellenbosch is an inclusive destination where people are the focal point. Locals and visitors co-exist and interact around shared experiences	Integrity Stellenbosch delivers on its promise as a place where people come to discover, learn, creative, start up, launch and bring into being	Hospitality Stellenbosch provides consistently high levels of service and an ethos of generosity at every touch point of the local or visitor experience
END BENEFIT TO GUESTS	Depth and quality of experience for the end traveler delivered by the diversity and integrity of product	An authentic and valuable travel experience shared by bringing locals and travellers together to share each others' stories	Meeting and exceeding the expectations of visitors consistently to enjoy a fulfilling and engaged encounter with Stellenbosch	The opportunity to be and feel pampered as a valued guest of Stellenbosch no matter how you experience the destination

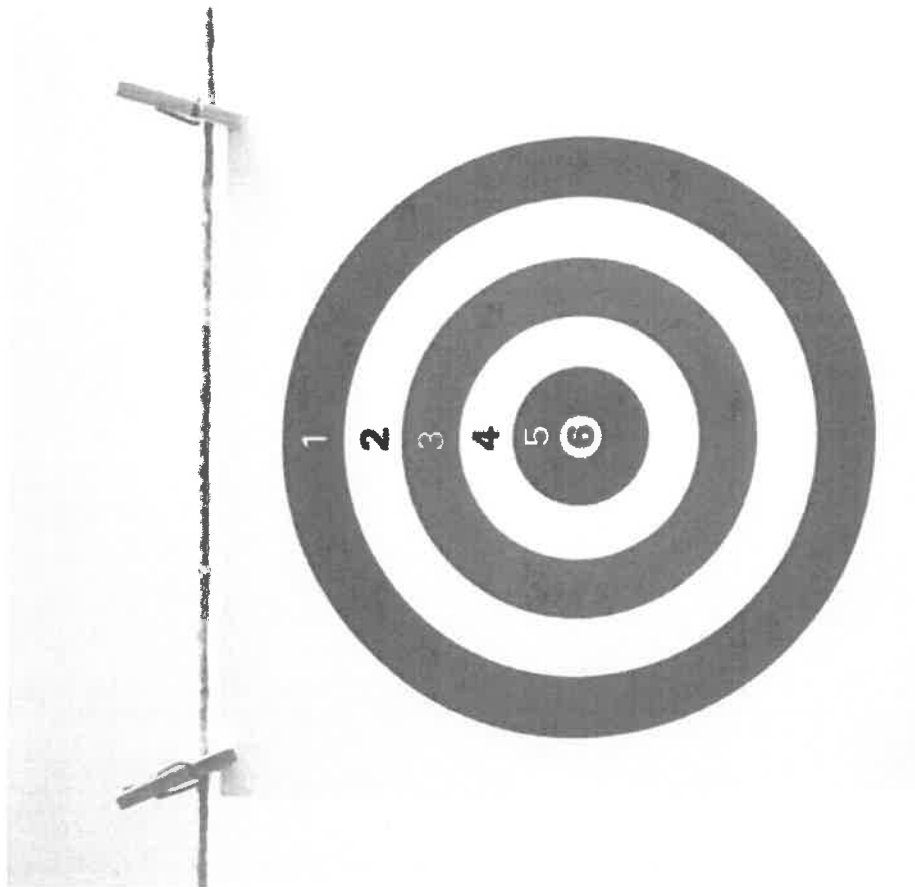
Current Scenario

Business Challenges

- The destination's current status as a half-day option tagged onto a Cape Town visit (Cape Winelands) – short length of stay, often without overnight.
- Brand strength of nearby destinations, such as Franschhoek.
- Historically, a siloed and fragmented approach to destination marketing.
- Strong awareness of the value proposition of Stellenbosch's food and wine offering, but not necessarily of other tourism assets.
- Close proximity to Cape Town – use Cape Town as a base instead of using Stellenbosch as a base.
- Existing product mix sold through trade remains unchanged for many years – Cape Peninsula Tour, Cape Town City Tour, Cape Winelands (day tour).
- Shrinking lengths of stay for inbound visitors due to price pressures which eliminates disposable time to try a 'different' destination beyond Cape Town.

Business Goals

- Create a unifying destination brand with which all stakeholders can engage, and which successfully translates the destination's value proposition vs its competitors.
- Create a strong link to Cape Town and the Cape Winelands without losing Brand Stellenbosch.
- Demonstrate how all members of Visit Stellenbosch, from accommodation to wine, would link into the new brand, i.e. one unifying logo.
- Leverage the existing caché of the established visual identity of Stellenbosch Wine Routes.
- Reveal the youthful, innovative spirit of Stellenbosch – a juxtaposition of the existing reputation of Stellenbosch has an historic destination. Goodbye 'City of Oaks', hello 'Forever Young' ...
- Reflect Stellenbosch's strong hook of 'food and wine', but not at the expense of the destination's other brand assets – heritage, university, sport, innovation, business, adventure, art & culture, design, etc.
- Create a brand that is memorable and easily scalable across segments, stakeholders – easy to roll out regardless of the resources at your disposal or which part of the Stellenbosch ecosystem you occupy.
- Brand DNA that can be applied to all forms of destination marketing collateral – no legacy assets available.



Increased brand awareness among chosen segments and source markets



Improve seasonality



Stellenbosch beyond the half-day visit

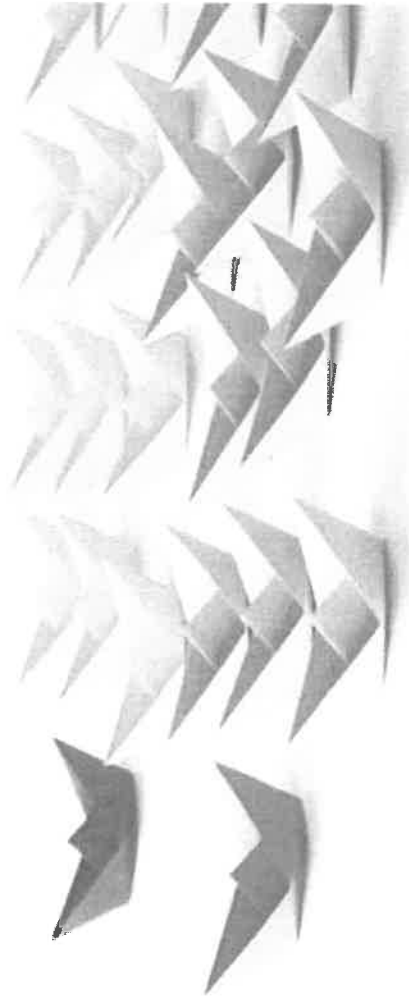


Align and leverage collective marketing for benefit of Destination Stellenbosch



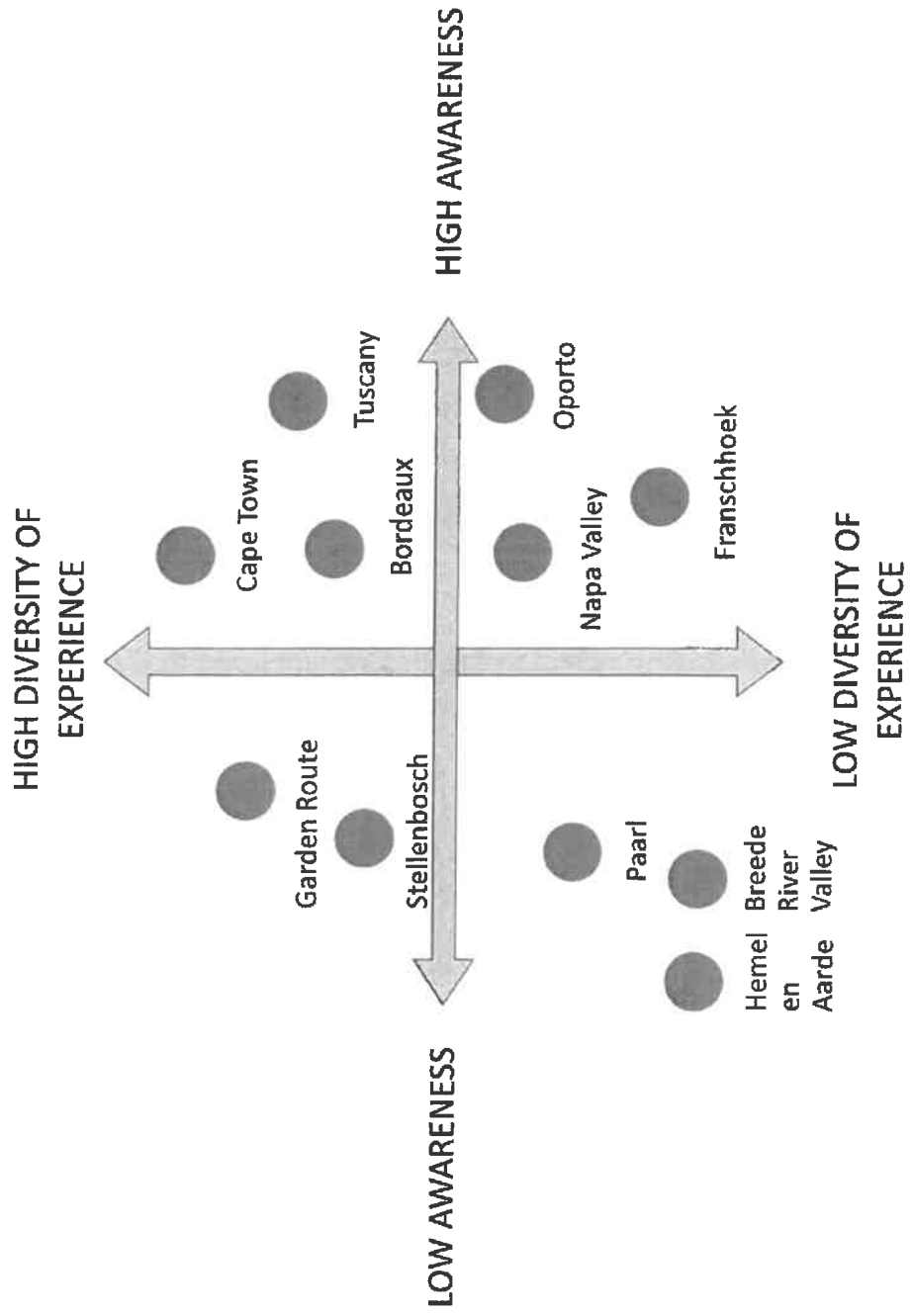
Make it easier and more attractive for audience to access the destination

Competitors



Tourism is one of the world's most competitive industries, as most destinations worldwide will have some form of tourism offering and several of these have as their key hook food and wine, for which Stellenbosch is also justifiably famous, e.g. Bordeaux, Oporto, Napa Valley, Yarra Valley (Victoria), Tuscany. In South Africa, the most immediate competitors to Stellenbosch are Cape Town and Franschhoek and, to a lesser extent, other Wineland destinations, e.g. Paarl, Hemel en Aarde Valley and Breede River Valley. Other South African destinations which would compete for first-time and repeat visitors include the Garden Route, Route 63 and KwaZulu Natal.

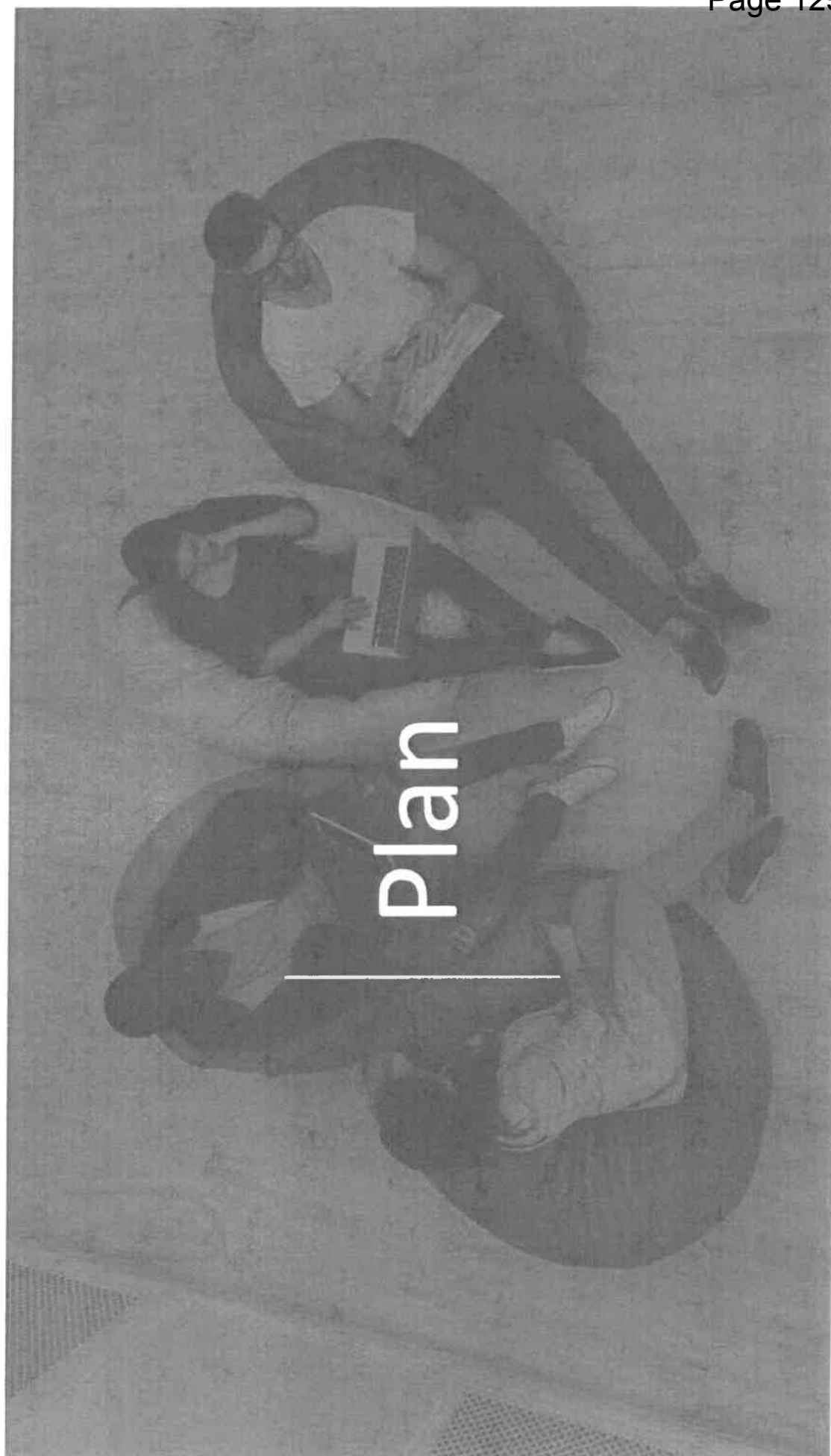
Competitive Positioning





Competitive Edge

1
3





Content Pillars & Messaging

									
Tasting Stellenbosch Guests will have ample opportunity to taste and indulge in Stellenbosch wine at its finest	Art & Design Immersed in art and culture, Stellenbosch represents one of the oldest university towns in South Africa, of which heritage plays a pivotal role	Outdoors From soft adventure to intense trail running and mountain biking, or even sports, Stellenbosch offers outdoors' enthusiasts depth of experiences to suit their wanderlust	Culture & Living History One of the oldest towns in South Africa, Stellenbosch respects its past and invests in its future	Family Fun Stellenbosch is the perfect holiday destination to keep the whole family entertained	Meet Employing the concept of a Living Conference Centre, Stellenbosch offers diversity and depth in terms of meeting opportunities for all types and needs of groups	Stay Guests are spoilt for choice when it comes to the array of accommodation options in Stellenbosch	Sustainable Stellenbosch is a destination that pioneers innovative and scalable high-impact solutions to tackle pressing social, economic and environmental issues	Wine Stellenbosch is without question the heart of the South African wine industry and has over several centuries perfected the art of wine making	Learn Stellenbosch has a vibrant student scene and is renowned for its spirit of innovation and creativity

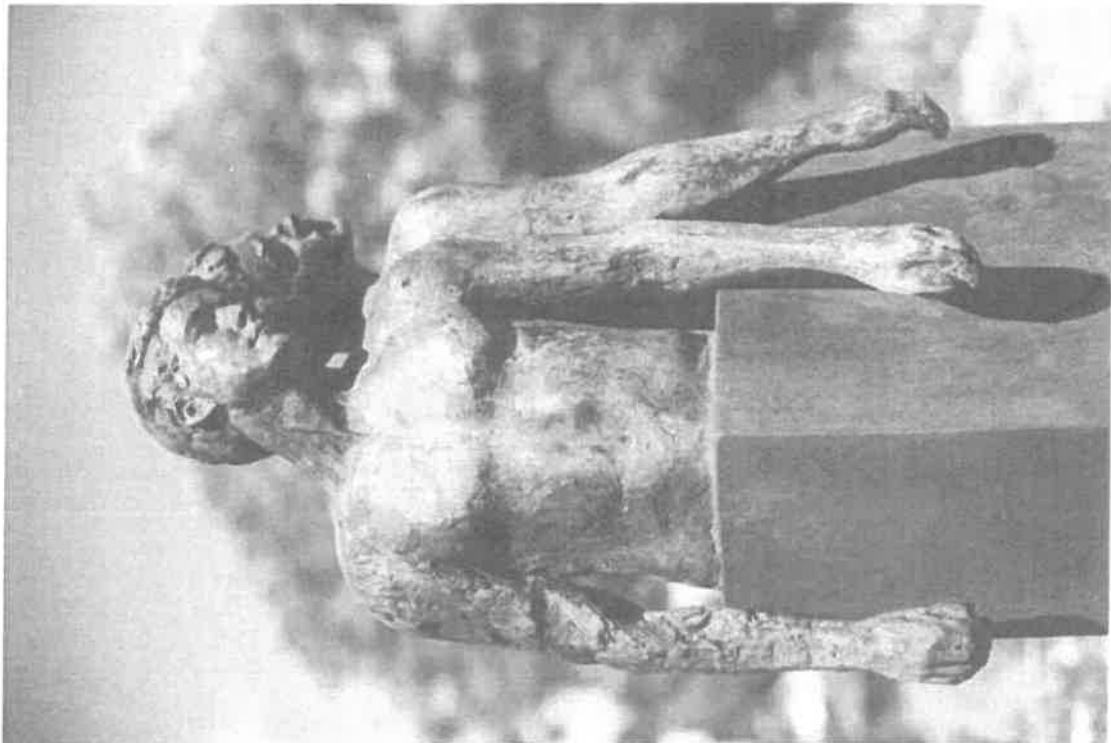
Tasting Stellenbosch

Wine and food are a match made to be enjoyed, choose one of the two hundred restaurants in the town and surrounding areas to enjoy anything from a hearty feast to a fine-dining culinary experience or simply to enjoy a hot cup of coffee. The wineries in Stellenbosch are famed for their hospitality, and many have restaurants and bistros onsite to get the full winery experience



Art & Design

- There are over 40 art, music and culture experiences in the town itself which include art galleries, sculpture walks, musical affairs and architecture discoveries.
- The town boasts a rich, multi-coloured canvas of unique art destinations and attractions buzzing with artistic activity. Strolling through Stellenbosch, particularly along historic Dorp Street, visitors will discover a 'natural art experience'.
- Sculptures are strategically placed within the historic town centre, on sidewalks and squares between Dorp and Victoria, Drostdy and Market Streets - also known as the 'Arts Quarter'. The numerous art galleries offer a unique insight into the history of South African art.
- Stellenbosch is also home to some of the best- preserved Cape Dutch buildings in the Western Cape, many of which are situated on wine farms that are open to the public



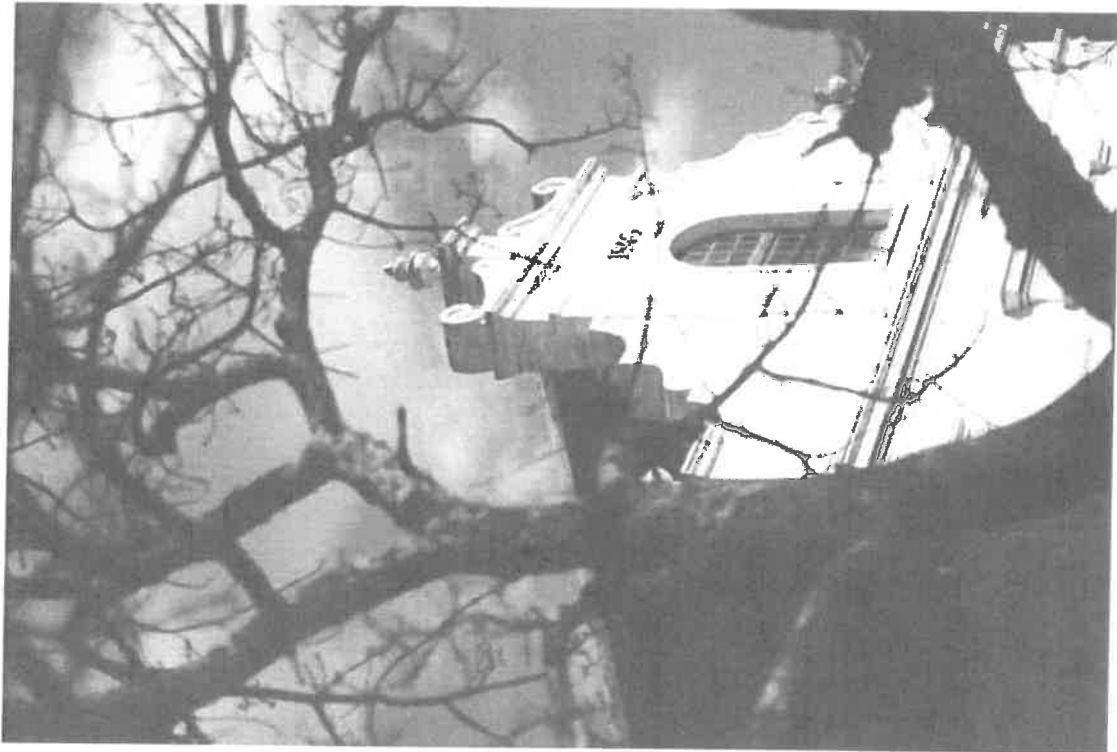
Outdoors

- For the adventurous and even no-so-adventurous outdoors enthusiast, there are 16km of river frontage cycling in the town, six designated mountain bike and running networks, hundreds of kilometres of developed mountain bike tracks and trails, as well as six golf courses in a 25km radius.
- For those who prefer a more moderate form of exertion, a walk through the botanical gardens, a cycle around the town, a spa visit or bird watching, will surely complement your stay.



Culture and Living History

- The rich heritage of the area is explained and detailed in the various museums and cultural centres in Stellenbosch, including the Stellenbosch Village Museum, historic homes dating back to the 18th and 19th centuries and Oom Samie se Winkel, a living museum and old-world village store housing antiques, collectables and old-fashioned local produce.
- For a true cultural experience, visit our friendly township, Kayamandi, with its colourful informal eateries, or stay overnight at one of the Homestays and join in the cooking fun with a local family!



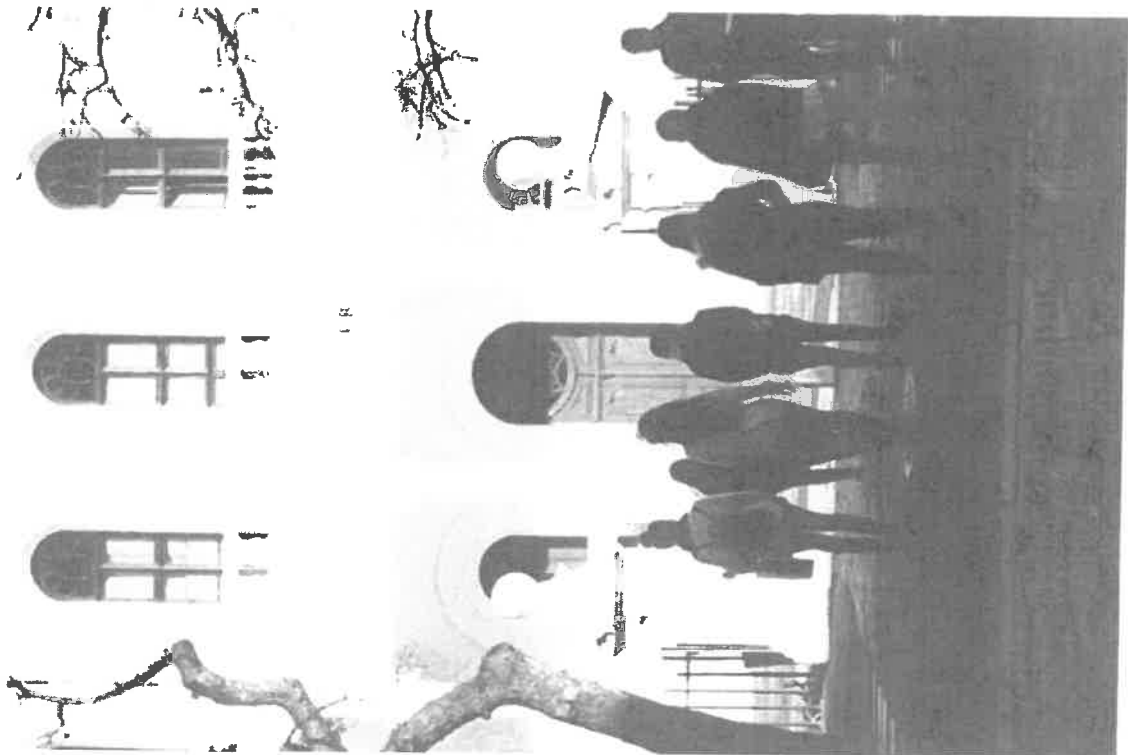
Family Fun

- There are a depth of experiences to keep young and old occupied in and around town. This 'forever young' town spins a merry playground of activities that go far beyond dreary museum visits and faded jungle gyms.
- Stellenbosch offers visitors the opportunity to explore this kid-friendly town with the family and have a blast whilst doing so.



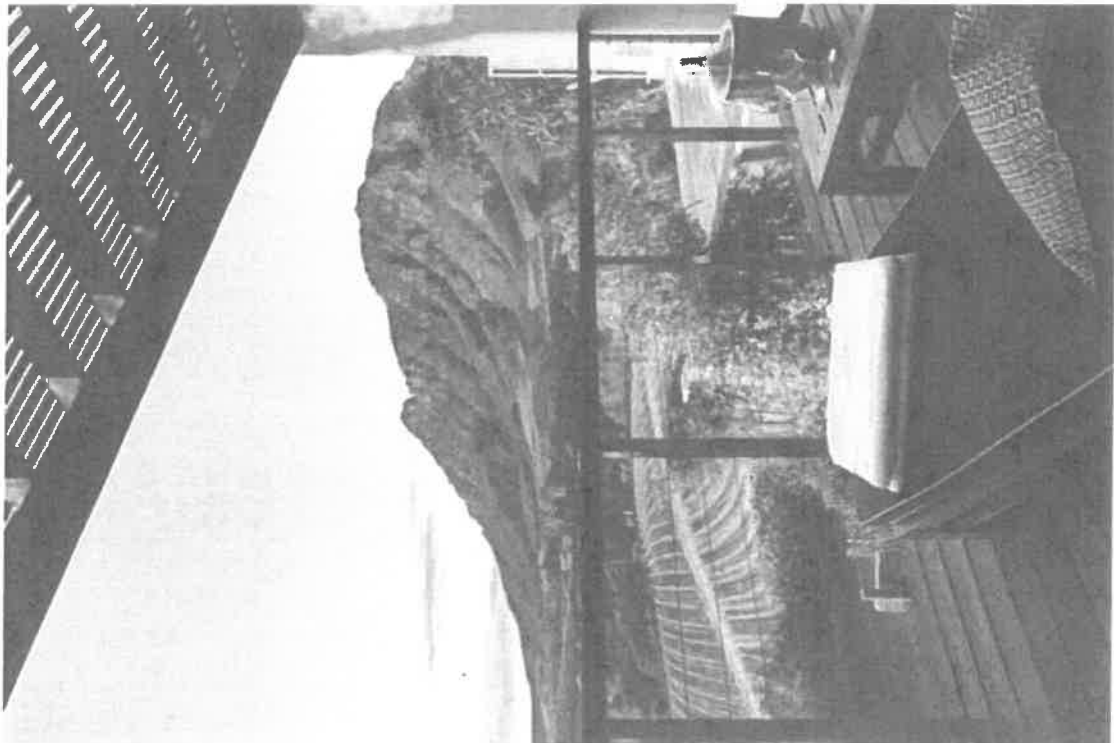
Meet in Stellenbosch

- Stellenbosch can cater for groups of all sizes, and a mere 40kms from CT International Airport, make the town perfect for business travellers. Various activities within the area ensure that group bookings are well cared for and top-class conference facilities are available to business travellers.



Stay in Stellenbosch

- From historic Cape Dutch hotels overlooking oak-lined streets to 5-star luxury villas in the Winelands and an eclectic mix of guesthouses, B&Bs and self-catering accommodation, staying over in Stellenbosch is a treat no matter what your requirement.
- Base yourself in Stellenbosch and explore the Winelands, Cape Town and the Garden Route with ease. Centrally located between Cape Town and the Garden Route, Stellenbosch is the perfect hub from which to enjoy day trips to the Mother City, Hermanus and beyond – returning to the comfort of your accommodation for a delicious dinner, our world-famous wines and a peaceful night's sleep.



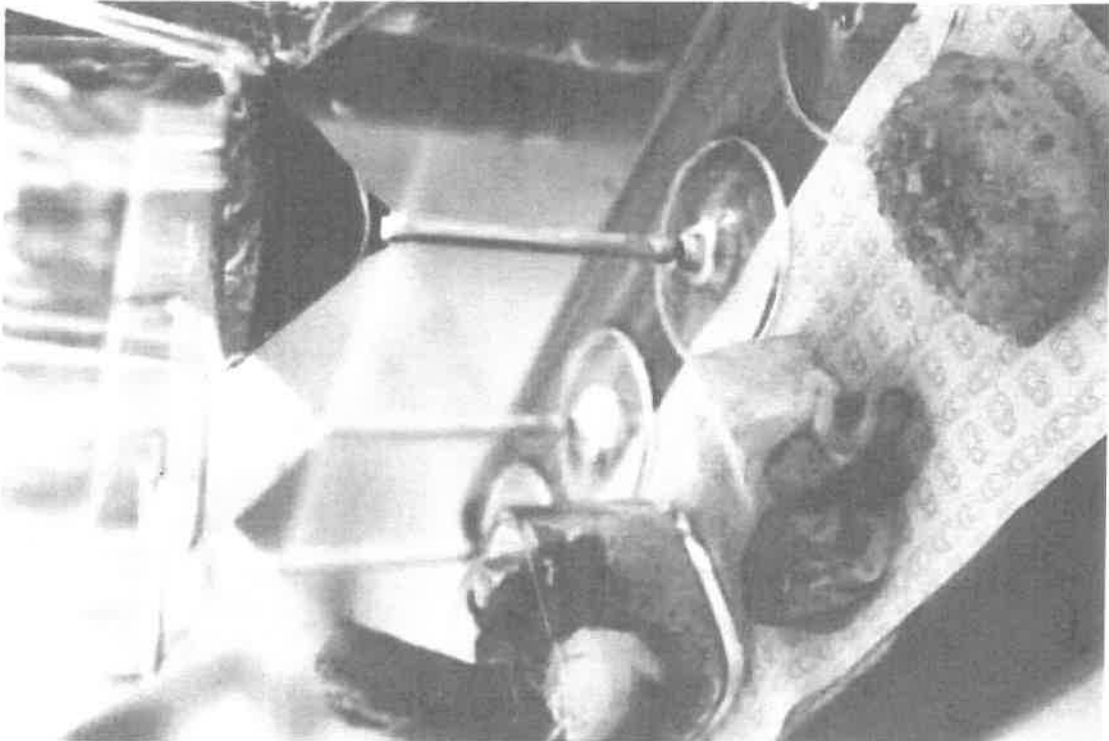
Sustainable Stellenbosch

- As a signatory of the Porto Protocol and a destination that has as its key driver a destination that pioneers innovative and scalable high-impact solutions to tackle pressing social, economic and environmental issues.
- As a destination, Stellenbosch is committed to growing the tourism and experience economy in Stellenbosch for the benefit of all communities and applying environmental best practice to mitigate climate change.



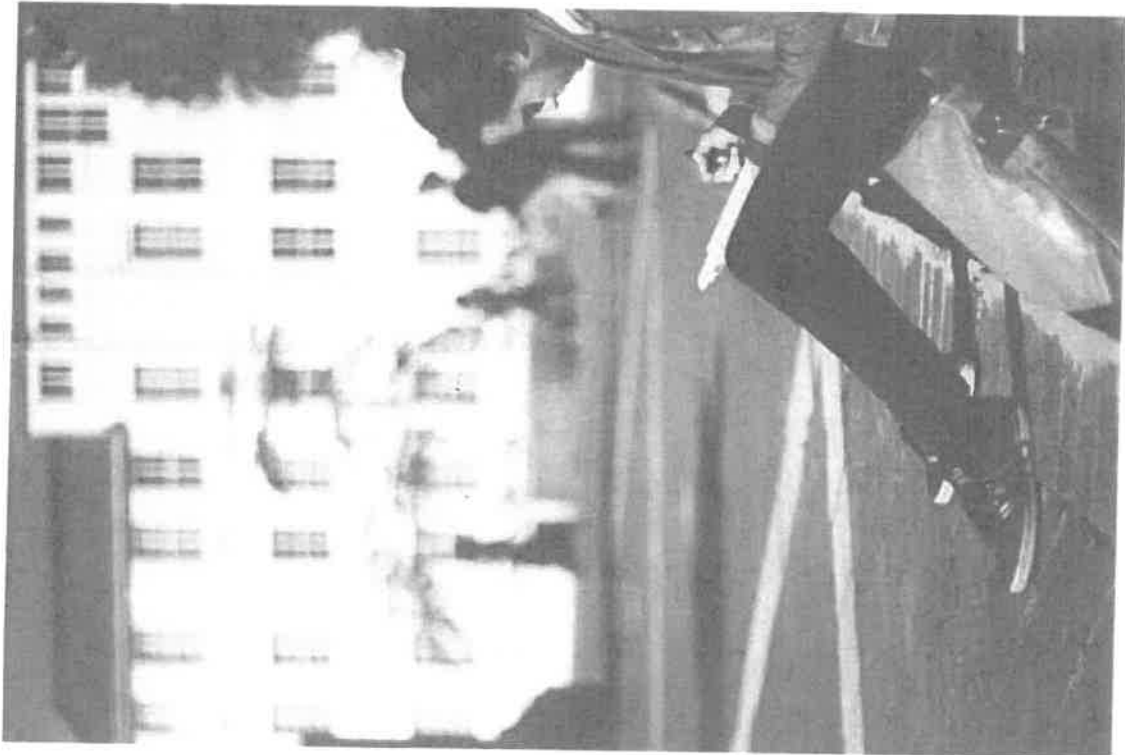
Wine in Stellenbosch

- As South Africa's leading wine destination, Stellenbosch is home to hundreds of farms producing wines of origin Stellenbosch. Discover and explore the many wine farms and estates where both connoisseurs and novice wine drinkers can enjoy award-winning wines and savour the beauty of the iconic Cape Winelands.



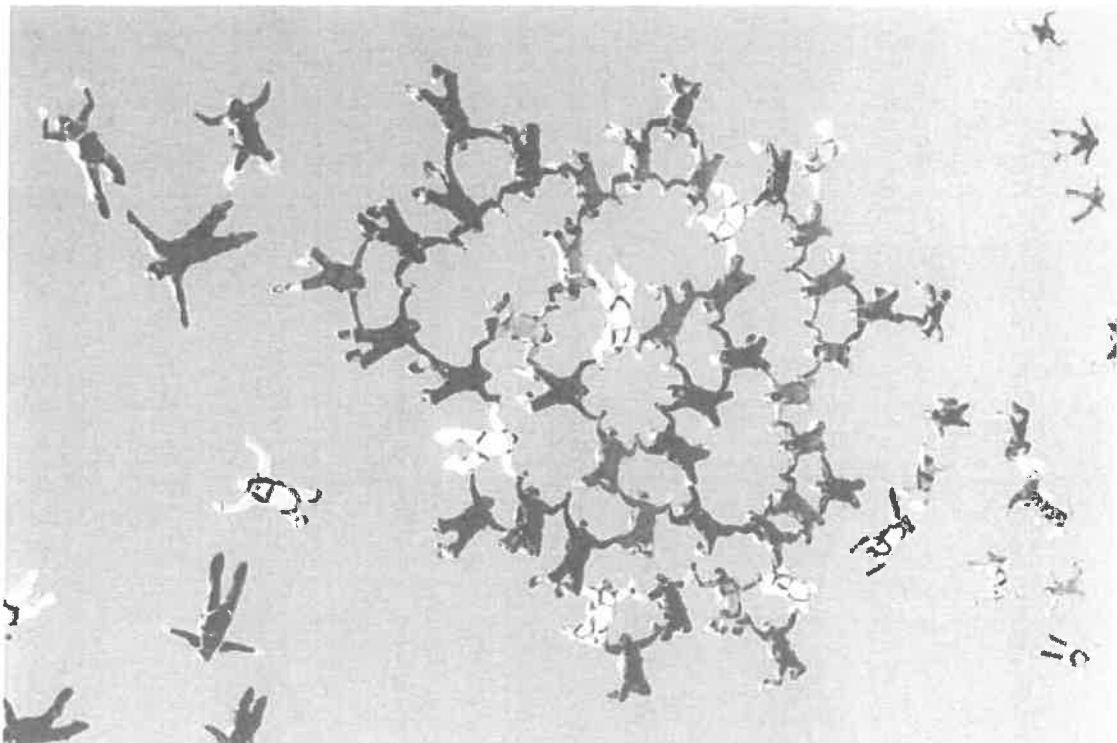
Learn in Stellenbosch

- Home to one of the oldest universities in South Africa, Stellenbosch has a vibrant student scene and is renowned for its spirit of innovation and creativity. This is a town that celebrates its past, but is also passionate about its future as a dynamic, youthful hub of innovation.



Editorial Vision

We will create shareable moments for locals and visitors so that they encounter and are personally enriched by the depth of experiences offered by Stellenbosch.

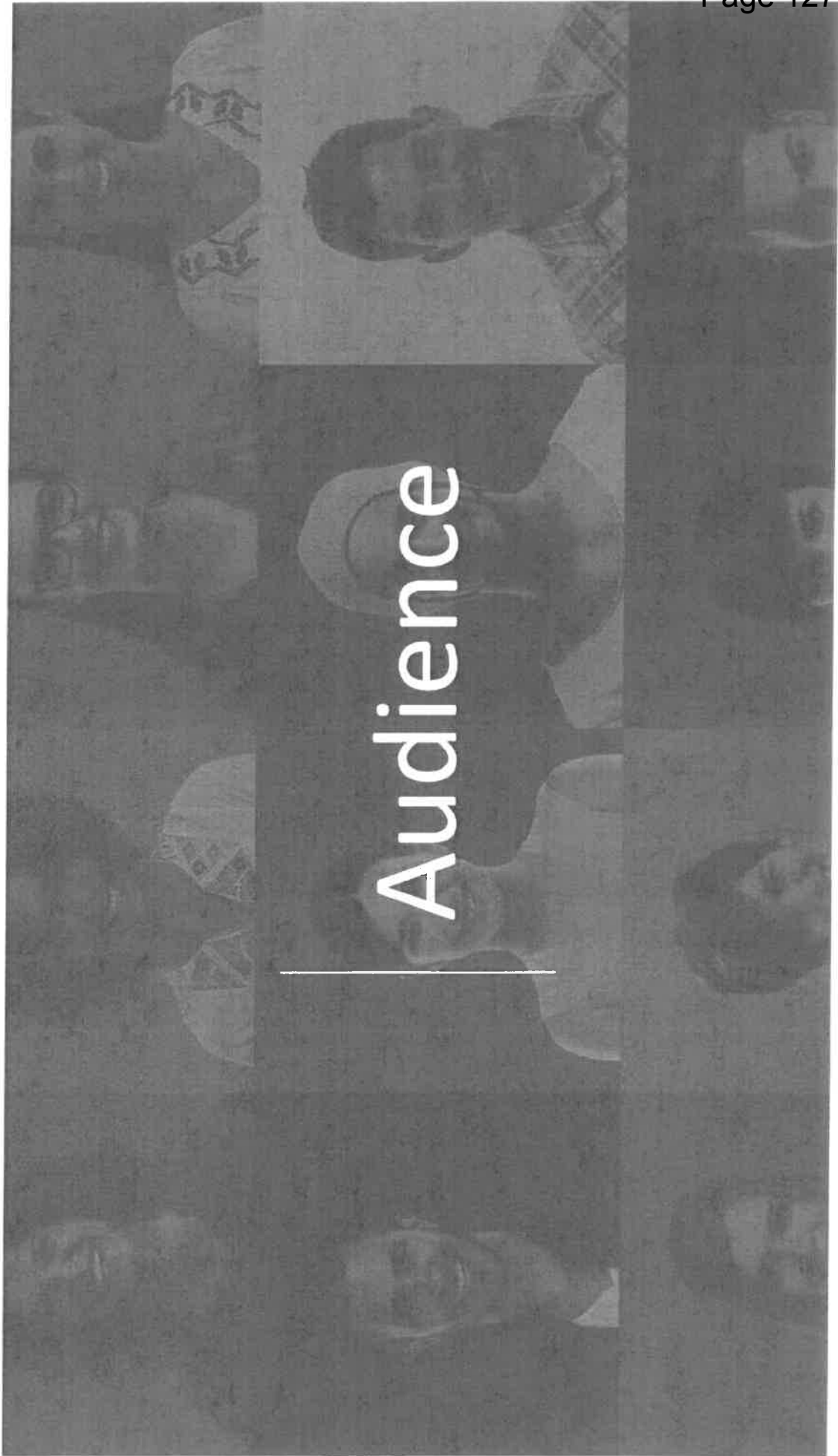


Content Goals

- ✓ Bring all stakeholders of tourism economy in Stellenbosch under one umbrella, singing from the same hymn sheet
- ✓ Highlight the value of tourism for Stellenbosch amongst local residents so they may become Stellenbosch 'ambassadors'
- ✓ Inspire visitors to stay longer, do more, visit us again and tell the Stellenbosch story



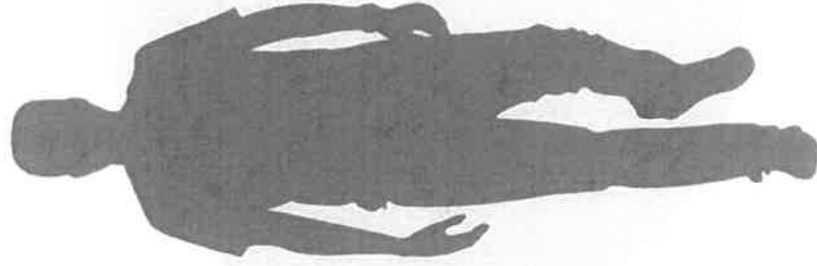
Audience



Target Markets

EXISTING CORE

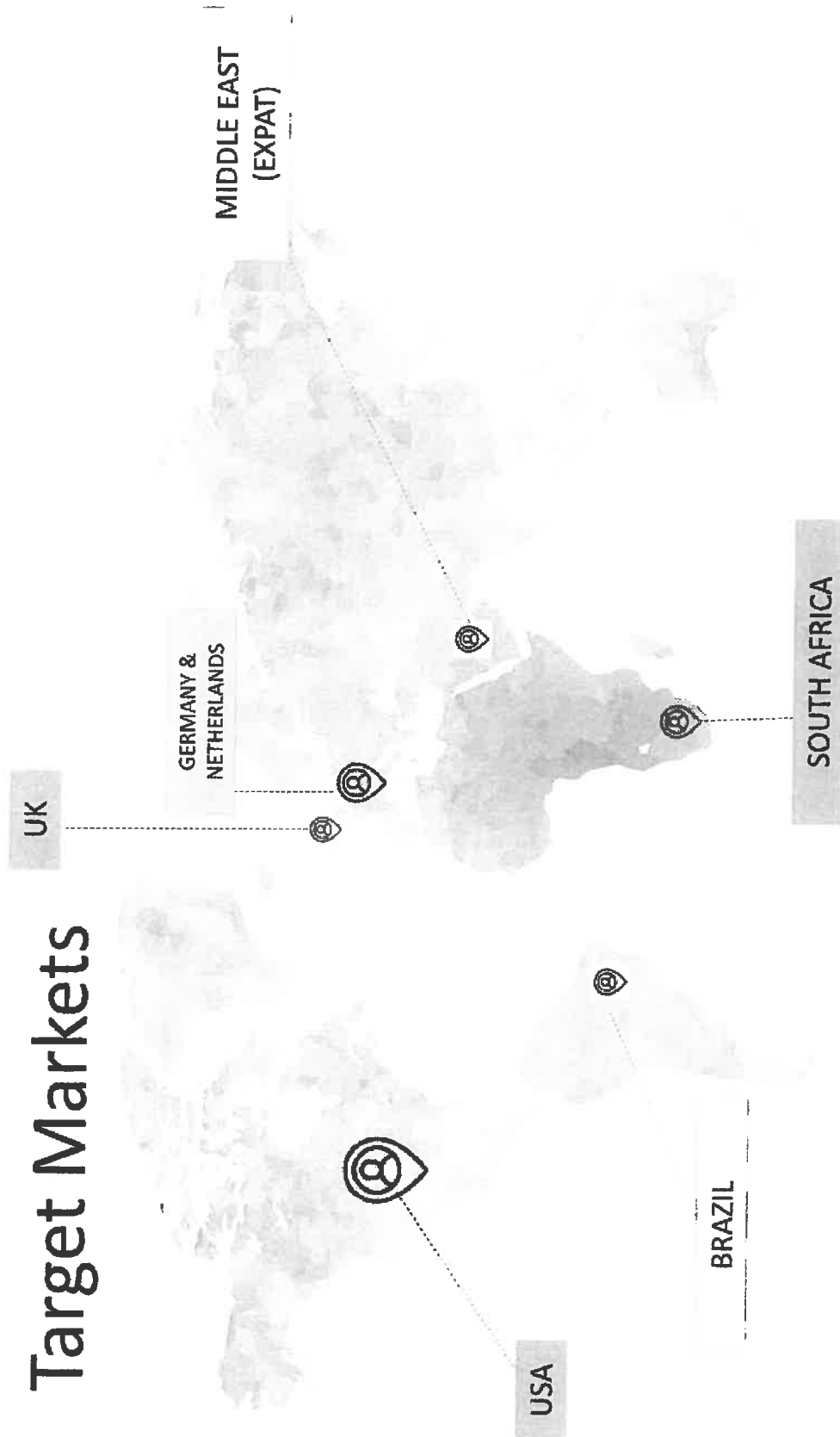
1. Domestic
2. Germany
3. UK
4. USA



TACTICAL FUTURE

1. Middle East Expat
2. Brazil

Target Markets





German Market

Demographics	<ul style="list-style-type: none"> • 50-64 years • Couples • Price savvy • Highly digitised households
When do they travel (in general)?	<ol style="list-style-type: none"> 1. August 2. July 3. June
What do they do when they travel?	<ol style="list-style-type: none"> 1. Relaxing (62%) 2. Sightseeing (36%) 3. Visiting family (33%) 4. Romantic getaway (23%) 5. Family holiday (15%)
What's important to them when they travel?	<ul style="list-style-type: none"> • Lifetime experiences • Feeling pampered • Cultural experiences. • Influenced by perceptions of safety • Value for money • Like outdoors and adventure
Where do they get their information?	<ul style="list-style-type: none"> • Content from destinations and travel brands • Top online sources include OTAs and SE • Book through OTAs + high reliance on traditional travel channels
Opportunity	<ul style="list-style-type: none"> • High repeater rate (23% returning 2/3 times) • Long length of stay: 12 nights on average • High visibility in market for Stellenbosch • Traditional travel over Stellenbosch winter, but not SA



Netherlands Market

Demographics	<ul style="list-style-type: none"> • Aging Dutch population – biggest travel market (between 35 and 49 yrs) • Couples / families • Price savvy • Mature travel market • Travel 2.82 times annually
When do they travel (in general)?	Long-haul travel happens between November and April
What do they do when they travel?	1. Leisure (79%) 2. Business (21%)
What's important to them when they travel?	<ul style="list-style-type: none"> • Outdoors and adventure (nature and wildlife) • Value for money • Sustainability • Friendly and welcoming locals
Where do they get their information?	<ul style="list-style-type: none"> • Friends and family • Online travel inspiration – most of travel bought online • Package deals through travel agents • Independents buy direct through suppliers online
Opportunity	<ul style="list-style-type: none"> • High repeater rate 13.6% returning 2/3 times • High visibility in market for Stellenbosch • Peer-to-peer marketing (UGC) because of reliance on referral • Adventure and trekking – a fast-growing segment • Direct flight from Amsterdam to Cape Town • Long length of stay (26.1 days) • Share same values as Stellenbosch – aligned • Over 50% visit Western Cape



UK Market

Demographics	<ul style="list-style-type: none"> Strong youth segment 25-34 years - 28.3% and 35-44 years - 27.2%. Price savvy Highly digitised households
When do they travel (in general)?	<ol style="list-style-type: none"> August September July
What do they do when they travel?	<ol style="list-style-type: none"> Holiday (64%) VFR (21%) Business (12%)
What's important to them when they travel?	<ul style="list-style-type: none"> Weather Good food and wine Friendly open citizens Influenced by perceptions of safety Value for money
Where do they get their information?	<ul style="list-style-type: none"> OTAs have the most significant reach in the UK Online information sites, such as Tripadvisor.com, Nationalgeographic.
Opportunity	<ul style="list-style-type: none"> High repeater rate (28.2%) returning 2/3 times Top source market for Western Cape, lots of growth Jan to Mar 2020 Lots of annual leave - 11 nights in sa Great airlift into Cape Town Family and friends rank as a significant offline resource for travellers. Year-round travel possible Share the same values as Stellenbosch – good fit



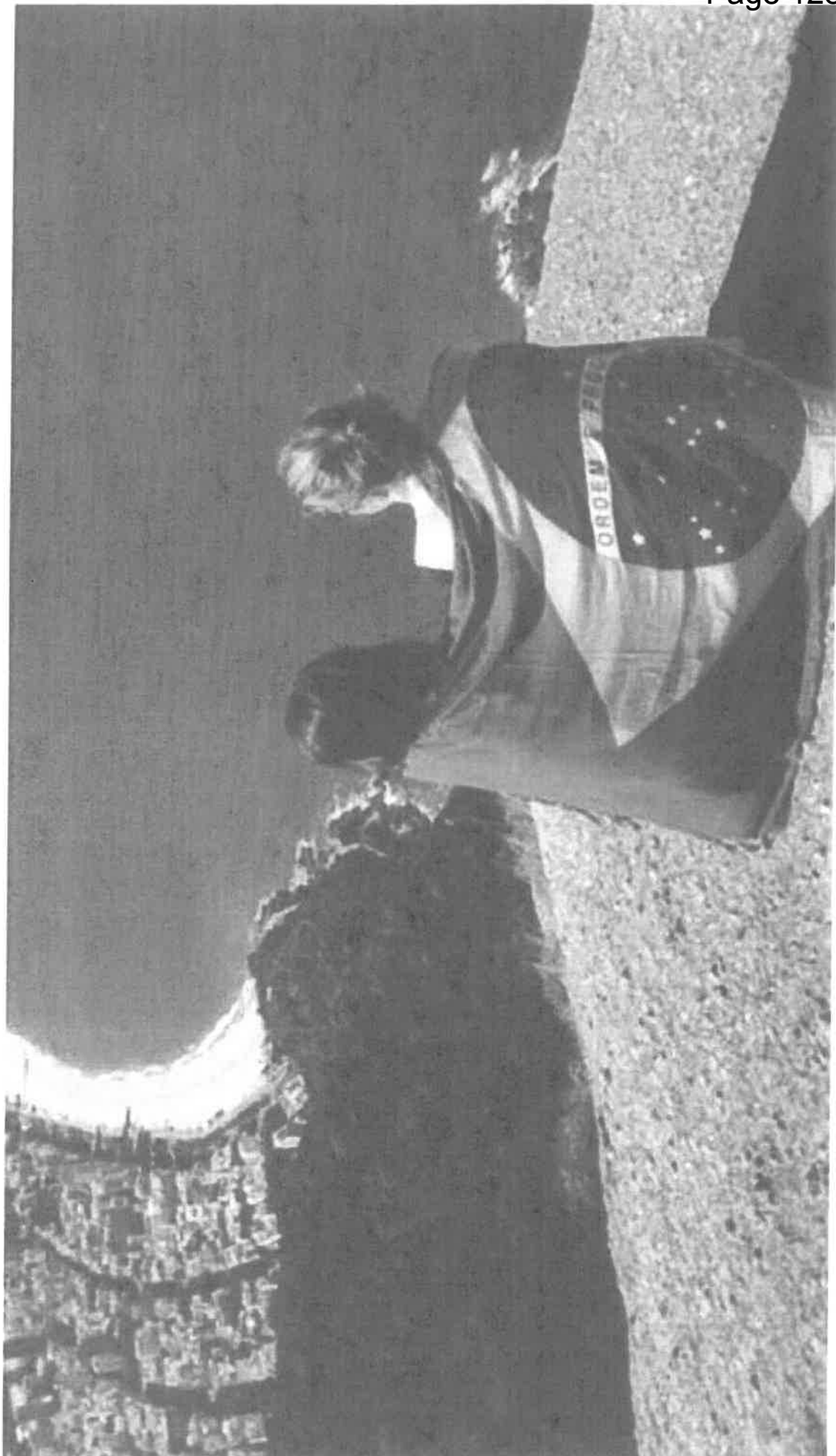
USA Market

Demographics	<ul style="list-style-type: none"> • Couples • Access to and reference a lot of information online • Price savvy • Robust youth market n 25-34 years (25.1%), 35-44 years (24.9%) • Vacation time shorter than other markets
When do they travel (in general)?	South African Winter Months (linked to safari)
What do they do when they travel?	<ol style="list-style-type: none"> 1. Holiday (64%) 2. VFR (21%) 3. Business (12%)
What's important to them when they travel?	<ul style="list-style-type: none"> • Value for money • Safety and security • Nature and Wildlife • Good food and wine • Friendly open citizens
Where do they get their information?	<ul style="list-style-type: none"> • Search engines • Recommendations from friends and family
Opportunity	<ul style="list-style-type: none"> • Peak months for travel to South Africa are generally between May and July, making the US a particularly strong winter market for South Africa. • Important for this market to tie-up with safari. • High repeater rate (20.5% who travelled to South Africa 2-3 times before Top New United flight into Cape Town (but not over winter) • Family and friends rank as a significant offline resource for travellers. • Share the same values as Stellenbosch – good fit



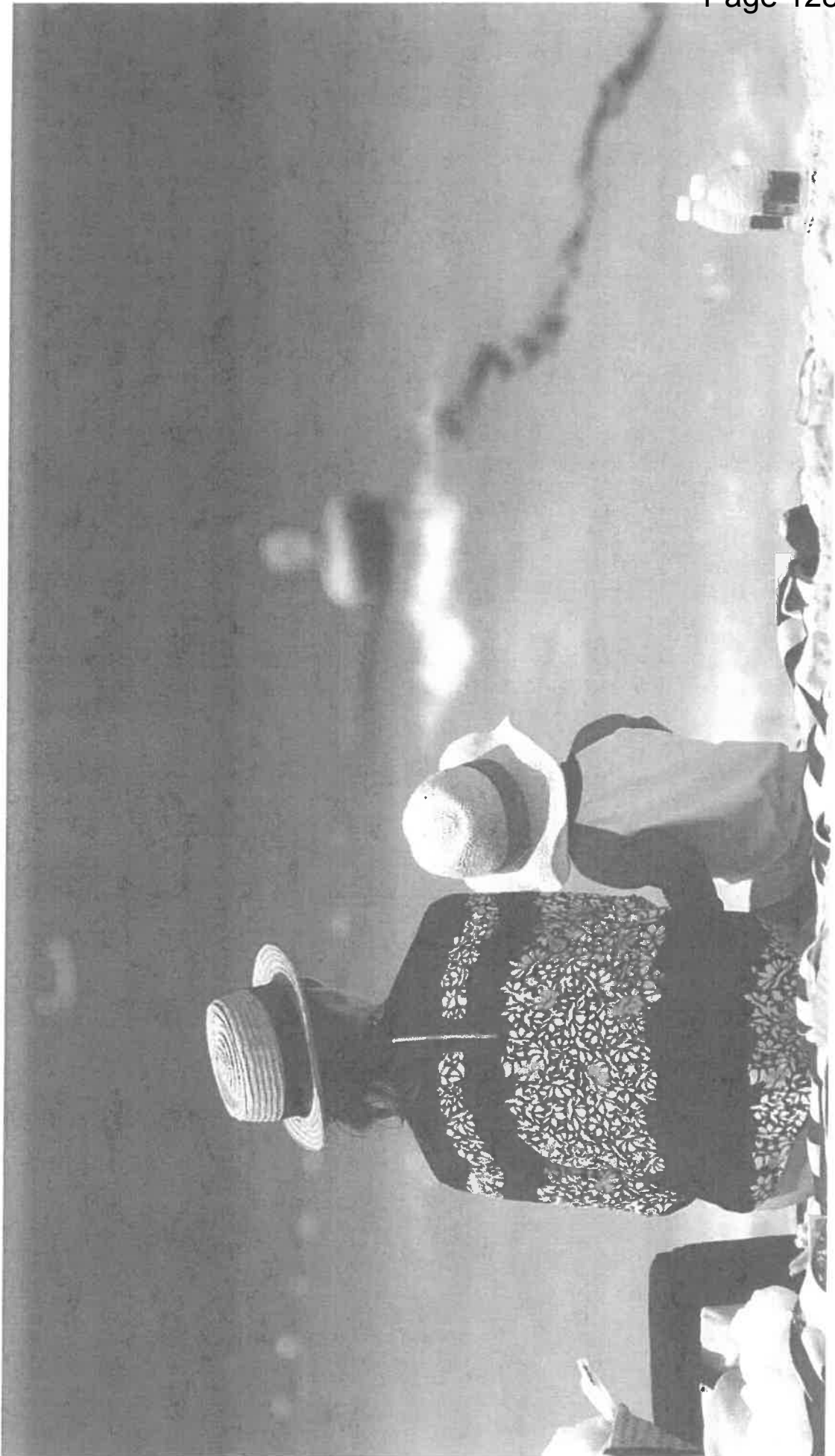
SA Market

Demographics	<ul style="list-style-type: none"> • Largely inexperienced travellers • Local self drive or fly and flop holidays • Very Price sensitive • Highly digitised and mobile focussed • Vacation time shorter than other markets
When do they travel (in general)?	Between two and four holidays annually – generally around school holidays
What do they do when they travel?	<ol style="list-style-type: none"> 1. Business 2. VFR 3. Holiday
What's important to them when they travel?	<ul style="list-style-type: none"> • Value for money • Outdoor & nature-based destinations • VFR travel
Where do they get their information?	<ul style="list-style-type: none"> • Search engines • Recommendations from friends and family • Peer review through social • Travel review • Traditional travel agents • Travel suppliers (online)
Opportunity	<ul style="list-style-type: none"> • Growing black middle class > spend on luxury items • Strong appetite for status • Year-round travel – opportunity for winter travel • Business travel



Brazil Market





Demographics	<ul style="list-style-type: none"> • Semi-independent / independent travellers • Mostly solo or couples
When do they travel (in general)?	<ol style="list-style-type: none"> 1. December – January 2. July
What do they do when they travel?	<ol style="list-style-type: none"> 1. Holiday 2. VFR 3. Education
What's important to them when they travel?	<ul style="list-style-type: none"> • Value for money • Safety and security • Good food and wine • Enjoying life to its fullest • Shopping and Entertainment
Where do they get their information?	<ul style="list-style-type: none"> • ¾ consult a travel agent. Half book via travel agents • Television • Social Media
Opportunity	<ul style="list-style-type: none"> • Huge education market for Cape Town (English)** • Demand for good food and wine – aligned with Stellenbosch • Travel in July – winter season for Stellenbosch • Steadily developing economy with rise in middle class



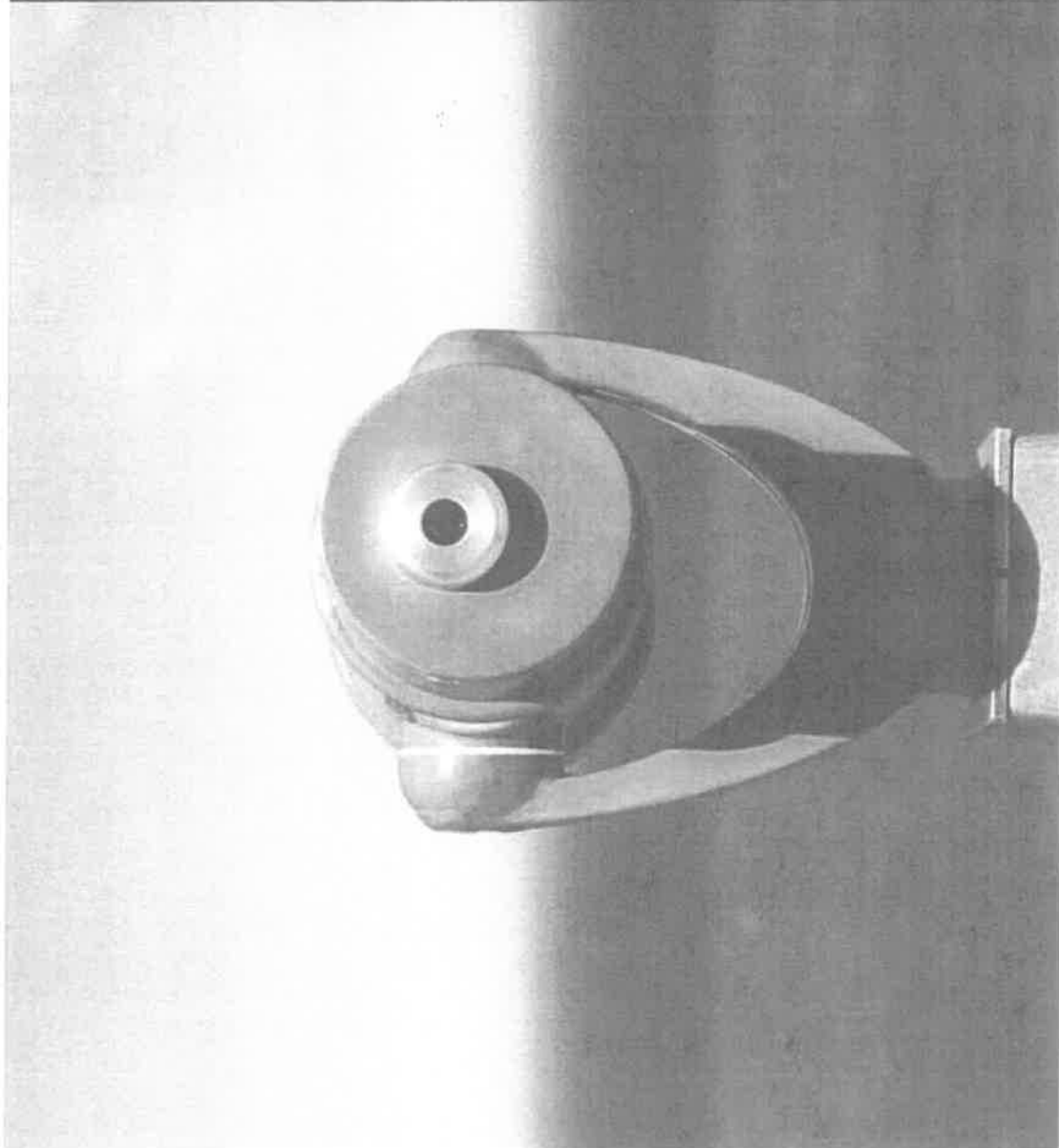
Middle East Expat Market

Demographics	<ul style="list-style-type: none"> Youthful market (21 to 50 years) Couples and families
When do they travel (in general)?	<p>Multiple trips annually</p> <ul style="list-style-type: none"> Most travel twice a year, then three times a year, then four times a year
What do they do when they travel?	<ol style="list-style-type: none"> Sightseeing Shopping Food Relaxing and pampering
What's important to them when they travel?	<ul style="list-style-type: none"> Treat themselves Discover the world Safety and security Luxury and green landscapes Seeking cooler temps in summer Diversity of experience Warmth and friendliness of host country Value for money Airlift Visas
Where do they get their information?	<ul style="list-style-type: none"> Friends and family Search online: SE / Review sites / Travel providers Social media Influencers & Celebs TV, magazine, digital editorial and advertising Online Travel Agencies (booking.com, Dnata Travel, Emirates Holidays)
Opportunity	<ul style="list-style-type: none"> Escape heat over June – August (seasonality) Strong air links (Emirates and Qatar have direct flights) High income and high spend International travel highest proportion of all travel

Source Markets & Messaging

						
<p>German</p> <p>Stellenbosch offers the depth of affordable cultural and outdoors activities desired by the German market. For German travellers, there's a direct flight and no visa is required.</p>	<p>Netherlands</p> <p>Stellenbosch offers beautiful outdoors and adventure opportunities, as well as friendly and welcoming locals. For Dutch travellers, there's a direct flight and no visa is required.</p>	<p>UK</p> <p>Stellenbosch offers good food and wine, friendly open citizens and value-for-money experiences. For British travellers, there's a direct flight and no visa is required.</p>	<p>USA</p> <p>Stellenbosch offers the perfect combination to a South African safari over the winter period. For American travellers, there is a new direct flight from New York and no visa is required.</p>	<p>Brazil</p> <p>Stellenbosch offers a sophisticated sojourn for discerning Brazilian travellers seeking value for money. For Brazilian travellers, there is a flight from São Paulo via Johannesburg and no visa is required.</p>	<p>Middle East Expat</p> <p>Stellenbosch offers a cool, lush and green escape for Middle East expats over the summer months. For UAE-based expats, there are direct flights with Emirates and Qatar to Cape Town. Visa requirements differ per source market.</p>	<p>South Africa</p> <p>Stellenbosch offers depth of experience for South African travellers seeking value for money and a sophisticated destination on their doorstep. For South African travellers, there are a multitude of flights daily.</p>

Market Segments



Market Segments



Socially Aware

This pattern of thinking is usually associated with the highest socioeconomic group. These 'insatiable information vacuum cleaners' are addicted to finding out or trying anything that's new or different and persuading others to accept their opinions, priorities and lifestyle preferences.



Experience Seekers

These people are typically open minded and have an interest in world affairs. They are opinion leaders within their peer and social groups. They are not characterised by nationality, preferred holiday style/mode or age. They are sociable and seek out and enjoy authentic personal experiences they can talk about.



Business Tourists

Travel is aimed at conducting business whether through a meeting, incentive, conference or exhibition. This tourist may also wish to extend their visit to encompass some leisure time in the destination.



Cultured Connoisseur

This pattern of thinking is associated with the proof of having made it up in the seemingly never-ending social ladder. Personal recognition, higher incomes, job satisfaction and other tangible rewards of success such as travel, recreation and high-quality homes, vehicles and holiday location provide the very best of visible good living.

Socially Aware

Demographics	<ul style="list-style-type: none"> • Experienced and well-educated travellers • High social and environmental conscience • Discerning with their choices • Will pay a premium • Gen Y and Baby Boomers predominantly
When do they travel (in general)?	Depends on the source market – June to mid-September and around major holidays.
What do they do when they travel?	<ol style="list-style-type: none"> 1. Meeting and interacting with locals 2. Hands-on participation / learning 3. Volunteer 4. Soft adventure
What's important to them when they travel?	<ul style="list-style-type: none"> • Different / stimulating holidays • Curious about other cultures and environments • Want to connect with others • Self development and creativity is important • Seek to challenge themselves • Off the beaten track experiences
Where do they get their information?	<ul style="list-style-type: none"> • Predominantly fully independent travel • Pre-packaged tours with specialist operators, e.g. Lindblad, G Adventures • Responsible tourism directories, e.g. responsibletravel.com, planeta, etc
Opportunity	<ul style="list-style-type: none"> • Sustainability value aligned • Growing market segment globally • Seeking human connections which Stellenbosch can deliver

Experience Seekers

Demographics	<ul style="list-style-type: none"> Couples and groups of friends Likely to stay overnight (not a day visitor) Digital savvy Disposable income Well educated Opinion leaders and influencers in their communities
When do they travel (in general)?	Depends on the source market
What do they do when they travel?	<ol style="list-style-type: none"> Meeting and interacting with locals (authenticity) Hands-on participation / learning Local food and drink Countryside and scenery New off-the-beaten track experiences
What's important to them when they travel?	<ul style="list-style-type: none"> Flexibility New and authentic experiences Cultural activities
Where do they get their information?	<ul style="list-style-type: none"> Open to advertising messages – entertaining and interactive Social Media Friends and family recommendations
Opportunity	<ul style="list-style-type: none"> Slower relaxed pace of travel – longer stays in Stellenbosch Values are aligned with Stellenbosch offering Growing market segment globally

Business Tourists

Demographics	<ul style="list-style-type: none"> • Short duration of trips • Ages 21 to 60 years • Solo traveler / Group travel
When do they travel (in general)?	Year-round travel
What do they do when they travel?	<ol style="list-style-type: none"> 1. Networking 2. Business Deals 3. Learning 4. Entertainment, food and drink
What's important to them when they travel?	<ul style="list-style-type: none"> • Ease and comfort of travel • Diversity of product and experience • Safety and security • Good communications and Internet • Proximity to airport and related services
Where do they get their information?	<ul style="list-style-type: none"> • Travel Management Company • Incentive Travel Manager / DMC • Professional Conference Organiser • Financial and business media • Online booking tools / Internet Search Engines
Opportunity	<ul style="list-style-type: none"> • Travel year-round • Less impacted by 'shocks' • Return leisure business / influence others to travel

Cultured Connoisseur

Demographics	<ul style="list-style-type: none"> • Experienced and well-educated travellers • Discerning with their choices • Will pay a premium
When do they travel (in general)?	Depends on the source market.
What do they do when they travel?	<ol style="list-style-type: none"> 1. Non-Googleable options 2. One-off experiences 3. Emotional connections 4. Experience of the 'Good life'
What's important to them when they travel?	<ul style="list-style-type: none"> • Trusted travel information • Consistently high service levels and quality product • Indulgent and authentic experiences • Exclusivity
Where do they get their information?	<ul style="list-style-type: none"> • Luxury travel agents • Business magazines • Recommendations from friends and family
Opportunity	<ul style="list-style-type: none"> • Values aligned • Seeking human connections which Stellenbosch can deliver

Market Segments & Messaging



Socially Aware

Stellenbosch offers guests an opportunity to engage with other cultures and environments. Having signed the Porto Protocol, the destination is also focussed on environmental sustainability



Experience Seekers

Stellenbosch offers an authentic travel experience where guests can get hands-on with their travel and savour the local food and drink



Business Tourists

Stellenbosch offers a diversity of products and experience to ensure that the business tourists' needs are fully and consistently catered to



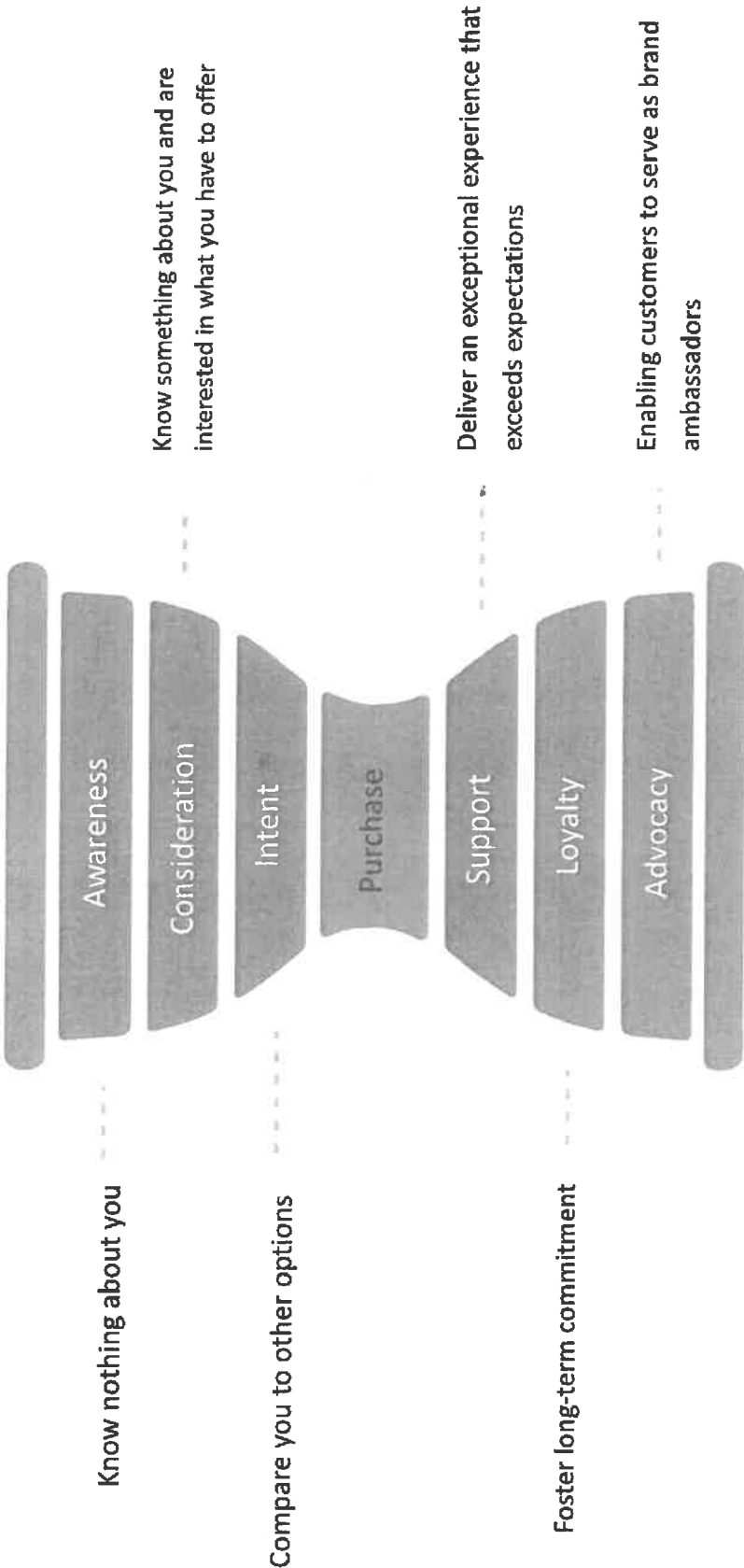
Cultured Connoisseur

Delivering consistently high service levels and quality, Stellenbosch is the epitome of destination indulgence

Segments / Markets & Campaigns

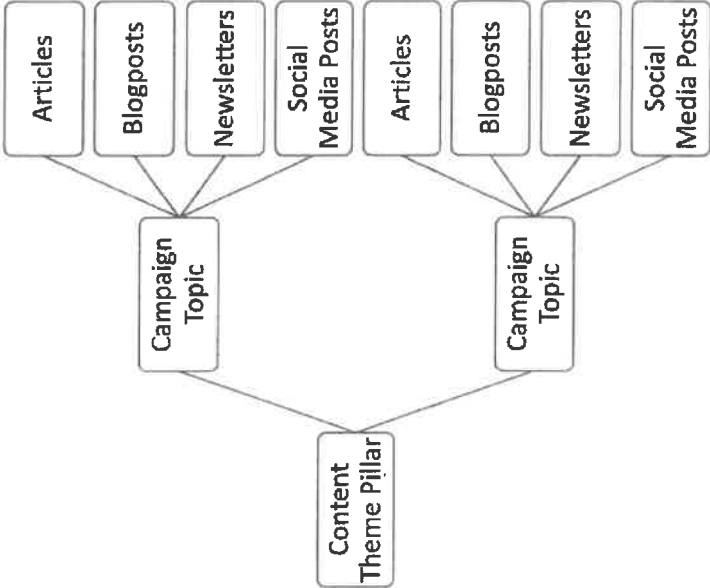
Campaigns	UK	USA	Germany	Netherlands	Brazil	Middle East Expat	South Africa	Stellenbosch locals	Stellenbosch tourism stakeholders
Generalist approach	+++	+++	+++	+++	+++	+++	+++	+++	+++
Repeat and Referral			+++	+++			+++	+++	+++
Stellenbosch Big 5		+++							
Local Ambassadors							+++	+++	+++
Winter 2020	+++	+++	+++	+++	+++	+++	+++	+++	+++
Market Segment Communication									
Cultured Connoisseur	+++	+++	+++	+++	+++	+++	+++	+++	+++
Socially Aware	+++	++	+++	+++	++	++	++	+++	+++
Business Tourists							+++	++	+++
Experience Seekers	+++	+++	+++	+++	+++	++	++	++	

Hourglass Marketing Funnel

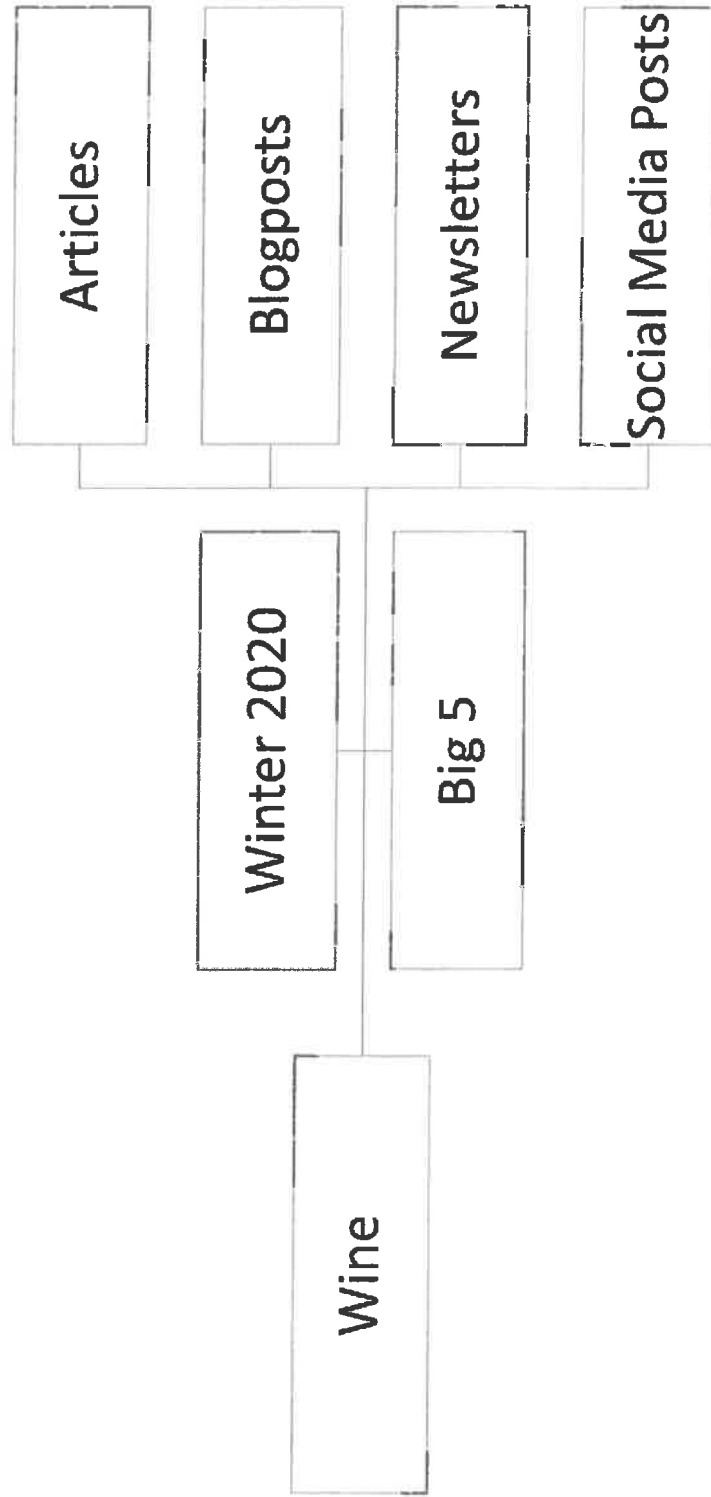


Content Structure

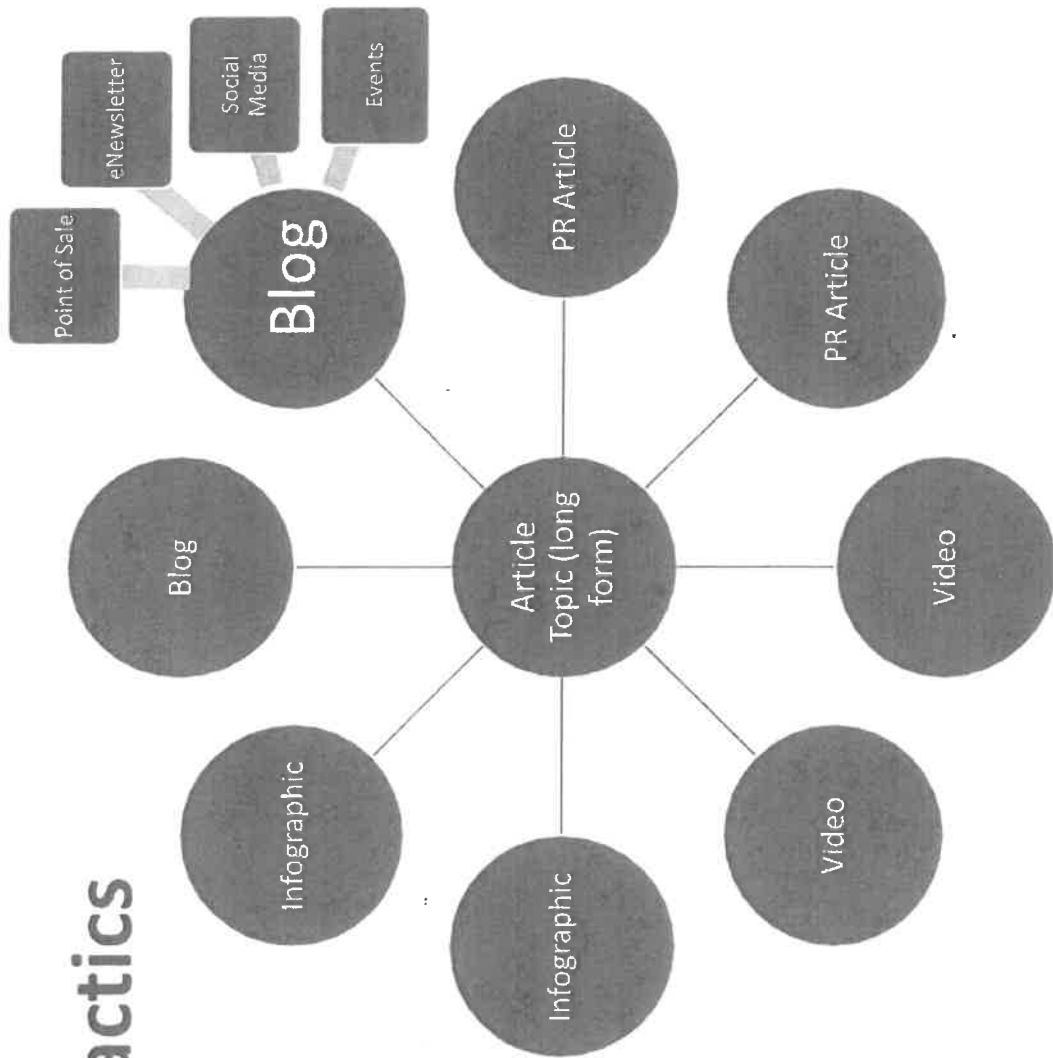
Content Structure



Content Structure



Content Tactics



Content Structure

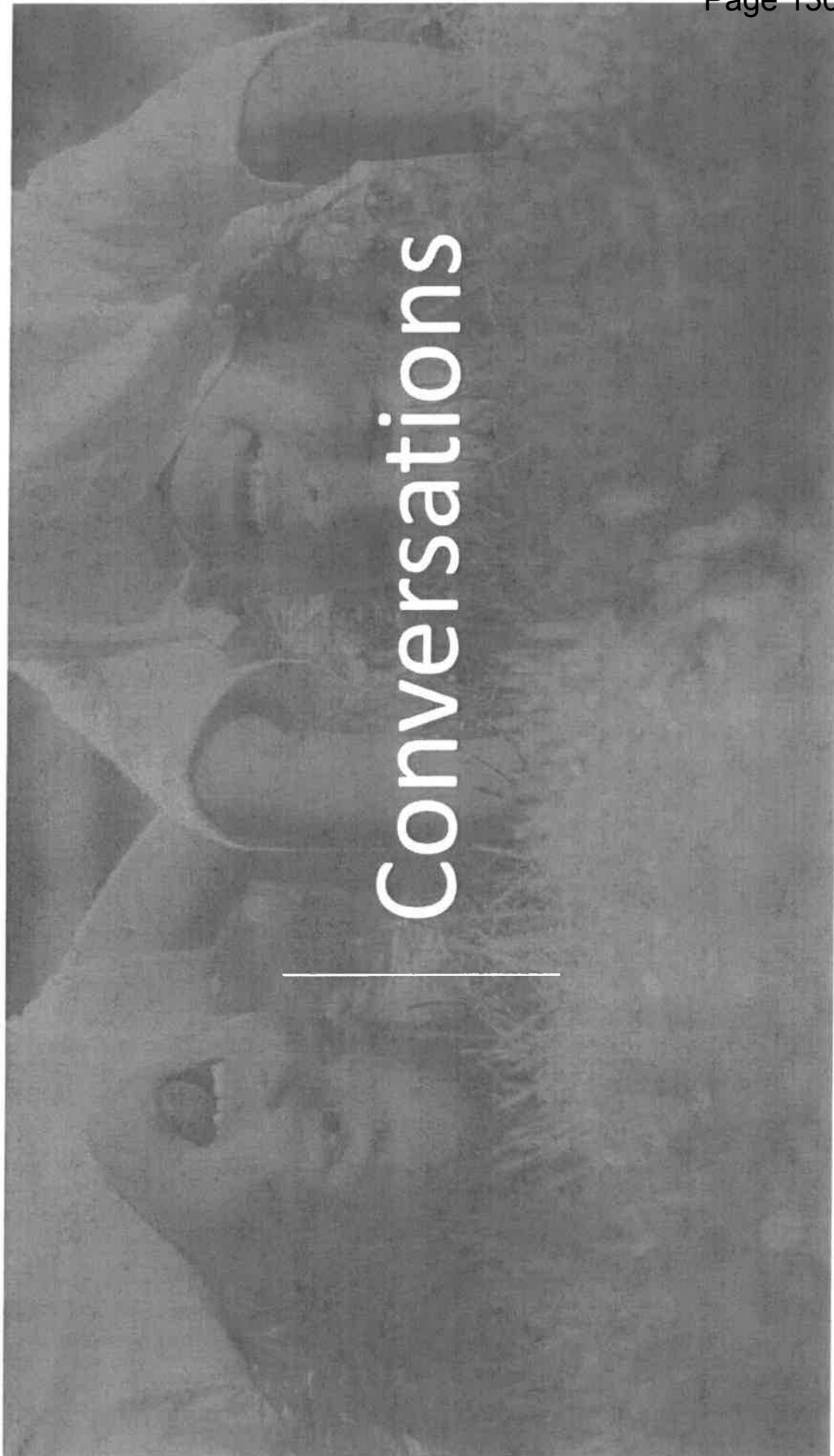
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Calendar of Events

JANUARY <ul style="list-style-type: none"> New Years' Day 	FEBRUARY <ul style="list-style-type: none"> Triennale 	MARCH <ul style="list-style-type: none"> Triennale Woodfees Human Rights Day 	APRIL <ul style="list-style-type: none"> Triennale Easter long weekend Cheese Festival Freedom Day
MAY <ul style="list-style-type: none"> Workers Day Mother's Day 	JUNE <ul style="list-style-type: none"> Youth Day Fathers' Day 	JULY <ul style="list-style-type: none"> Nelson Mandela Day Fine Food and Wine 	AUGUST <ul style="list-style-type: none"> Woman's Day Chocolate Festival Fine Food and Wine
SEPTEMBER <ul style="list-style-type: none"> Heritage Day 	OCTOBER	NOVEMBER	DECEMBER <ul style="list-style-type: none"> Day of Reconciliation Christmas New Years' Eve

INSERT CONTACT CALENDAR

Conversations



Tone of Voice

- | | |
|-------------------------|----------------|
| • Irreverent | • Trustworthy |
| • Intelligent | • Upbeat |
| • Informative | • Enthusiastic |
| • Creative / Innovative | • Caring |
| • Warm / Generous | • Authentic |
| • Confident | • Sincere |
| • Friendly | • Thoughtful |

Tone of Voice

WHAT WE ARE

- Real and genuine
- Honest and heartfelt
- Classically elegant
- Sophisticated
- Engaging
- Understated
- Authentic

WHAT WE ARE NOT

- Over-familiar or colloquial
- Over promising
- Arrogant and patronising
- Prone to jargon or exaggeration
- Informal and tacky
- Silly or childish
- Inauthentic

Rules of Writing

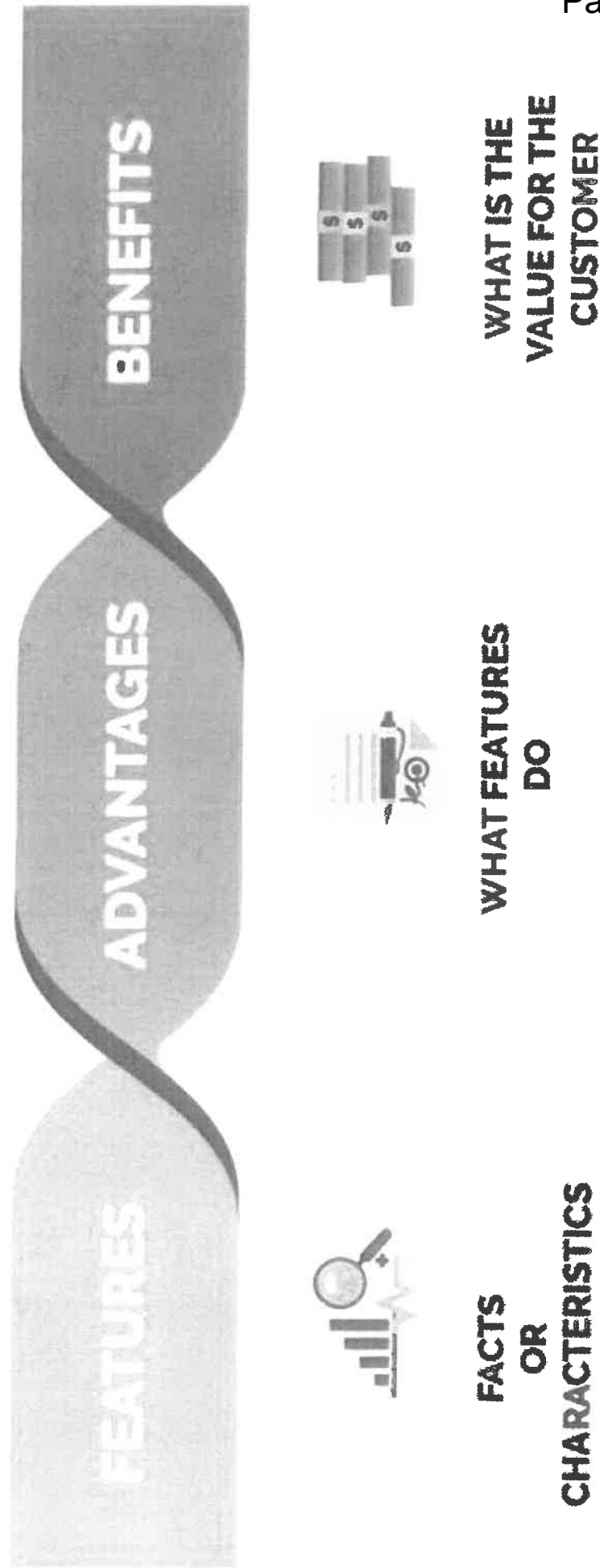
WHAT WE DO

- Use short, succinct sentences
- Use strong verbs
- Use evocative examples
- Encourage immediacy
- Use action-oriented adjectives
- Be honest and direct
- Be culturally sensitive

WHAT WE DON'T DO

- Use exclamation marks
- Use passive voice
- Use long, verbose text
- Use big words to sound clever
- Use slang, jargon and jokes
- Be too kitschy or cheesy
- Use acronyms, short-form or emoticons

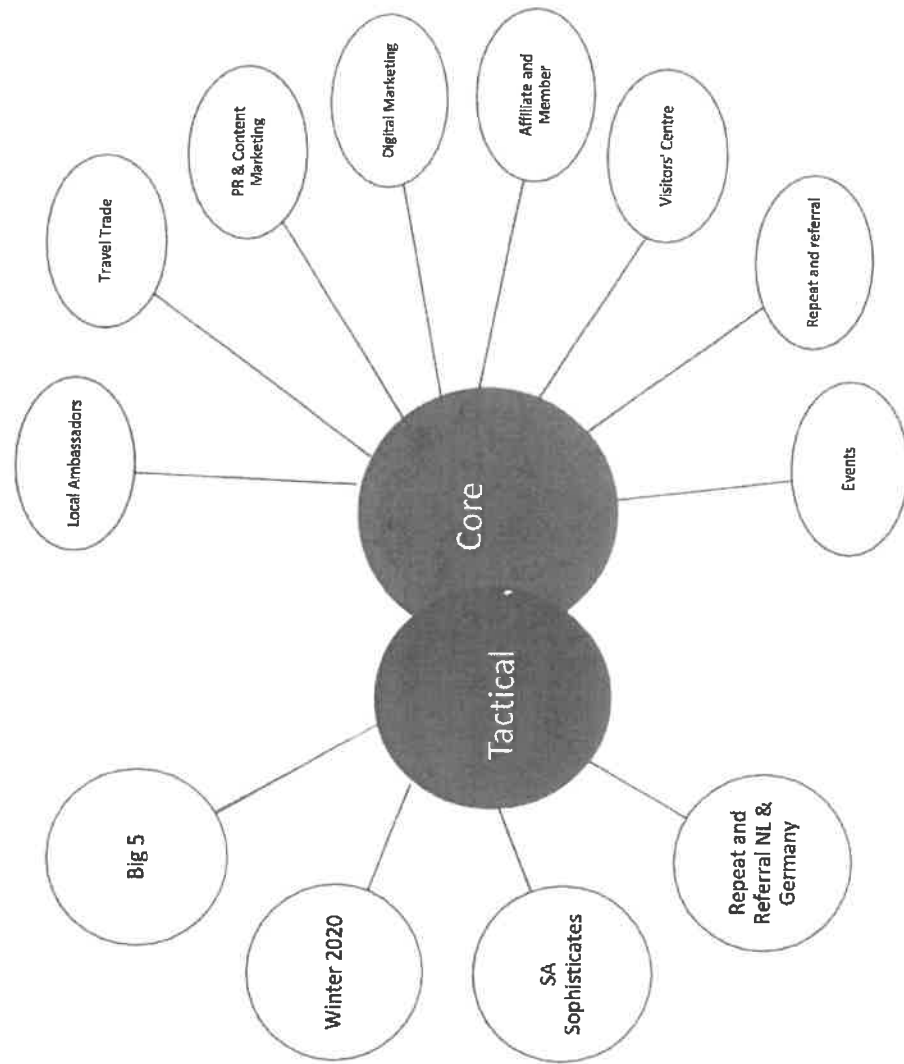
FAB Messaging Focus



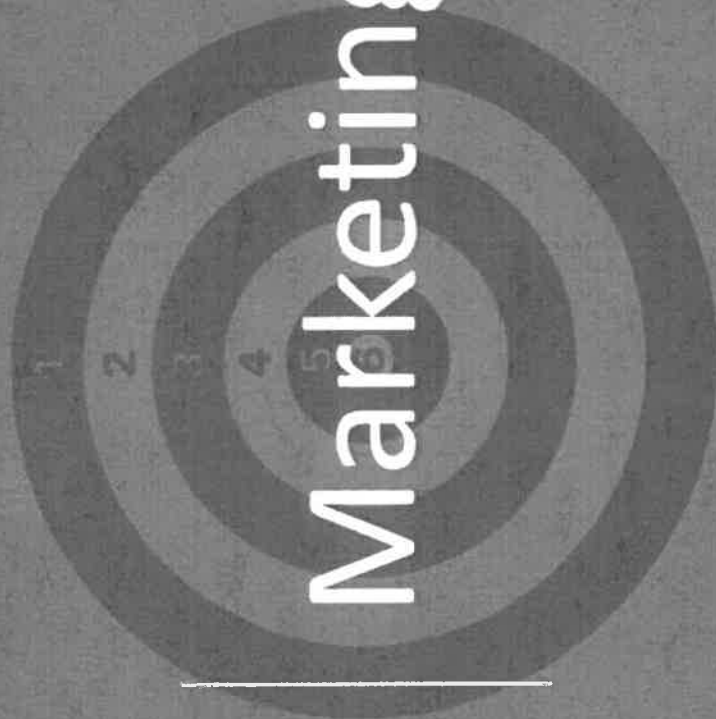
FAB Messaging Focus: Examples

Feature	Advantage	Benefit	Content Pillar	Campaign
There are over 40 art, music and culture experiences in Stellenbosch.	These provide guests with a diverse array of art, from art galleries, sculpture walks and musical affairs to architecture discoveries.	Keen art lovers will have access to a variety of different art forms to suit their tastes and can tailor their visit according to these.	Art & Design	General
Stellenbosch has over 200 restaurants in town and surrounding areas – many of which offer great offers during winter.	Guests can enjoy anything from a hearty feast to a fine-dining culinary experience or even a hot cup of coffee.	Epicurean travellers will enjoy a world-class culinary destination which satisfies every sense and delivers long-lasting memories.	Taste	General Winter 2020

Core and Tactical Marketing Campaigns



Marketing



Core Campaign Marketing Tactics



Travel Trade Partnerships

Campaign	Core Campaign
Key Objective	Identify key travel trade partners and the platforms they have available to them – DMC, International Tour Operator and Local Travel Agent to amplify destination marketing message to target source markets and market segments.
Tactics	<p>Education</p> <ul style="list-style-type: none"> • Familiarisation trips • Weekend showcases • Trade Workshop • SATSA/ASATA Conference • Webinars <p>Information</p> <ul style="list-style-type: none"> • Newsletter • Trade shows • SA Tourism overseas offices & SA overseas missions <p>Resources</p> <ul style="list-style-type: none"> • Marketing Toolkit • Website <p>PR & Content Marketing</p> <ul style="list-style-type: none"> • Travel trade media

PR & Content Marketing

Campaign	Core Campaign
Key Objective	Inspire visitors to share Destination Stellenbosch's authentic stories around its 10 content pillars across owned and earned media platforms at zero-budget.
Tactics	<p>Media/Influencer Outreach</p> <ul style="list-style-type: none"> • Identify key media for each segment and market • Source features lists for each • Monitor keywords for newsjacking • Identify journalists who write / have written about Stellenbosch or similar pillars <p>Press and Influencer Trips</p> <ul style="list-style-type: none"> • Host key media and influencers on press trips focussing on pillars <p>Content Creation</p> <ul style="list-style-type: none"> • Create and distribute exclusive content based on content pillars and calendar

Digital Marketing

Campaign	Core Campaign
Key Objective	Use owned and earned digital platforms to reach target segments and markets to inspire and convert potential travellers to Stellenbosch and persuade them to stay longer.
Tactics	Website <ul style="list-style-type: none"> Continuously populate Visit Stellenbosch website with authentic content Monitor analytics to determine top landing pages and tweak as required
	Social Media <ul style="list-style-type: none"> Align Social Media content with Core and Tactical Campaigns Enhance Social Media engagement Increase quality following Increase user-generated content
	Newsletter <ul style="list-style-type: none"> Develop databases for target audiences Regular delivery of newsletter tailored to needs of target audience
	SEO <ul style="list-style-type: none"> Ongoing implementation of SEO tactics to improve PR score of visitstellenbosch.org Assessment of competitor brands' SEO efforts in comparison

Members and Affiliates

Campaign	Core Campaign
Key Objective	Leverage the marketing platforms of members and non-competitive affiliates to amplify the message of Stellenbosch and destination pillars
Tactics	<p>Training</p> <ul style="list-style-type: none"> • Provide continuous training to members' staff • Opportunity to experience product first-hand <p>Information</p> <ul style="list-style-type: none"> • Newsletter • Workshops & Seminars <p>Resources</p> <ul style="list-style-type: none"> • Marketing Toolkit • Website <p>Partnerships</p> <ul style="list-style-type: none"> • Develop marketing partnerships with affiliate destination brands, e.g. Cape Town Tourism, safari (Mpumalanga / Limpopo), product (Sabi Sabi, Oceania)

Visitors' Centre

Campaign	Core Campaign
Key Objective	Deliver a world-class visitor experience at the Visit Stellenbosch Visitors' Centre inspiring visitors to stay longer and experience the depth of product and experiences on offer.
Tactics	<p>Collateral</p> <ul style="list-style-type: none"> • Provision of up-to-date collateral that reflects the depth of experience on offer • Creation of collateral that makes it easy for guests to access product <p>One-stop-shop</p> <ul style="list-style-type: none"> • Free Internet • Collateral collection point • Meeting place • Data collection spot • Retail opportunities (social projects) <p>Training</p> <ul style="list-style-type: none"> • Provide continuous training to visitor centre staff

Repeat and Referral

Campaign	Core Campaign
Key Objective	Inspire visitors to return to Stellenbosch and tell the destination's story to friends and family, inspiring them to visit
Tactics	<p>Marketing</p> <ul style="list-style-type: none"> • Increase opportunities for user-generated content • Social media engagement • Newsletter sign-ups at Visitor Centre and other key locations • Provision of in-depth information online for repeat visitors (funnel closer to conversion) <p>Rewards</p> <ul style="list-style-type: none"> • Access to a Stellenbosch travel buddy (Ask a local ambassador) • Special deals / treats for returning visitors (available from Visitor Centre)

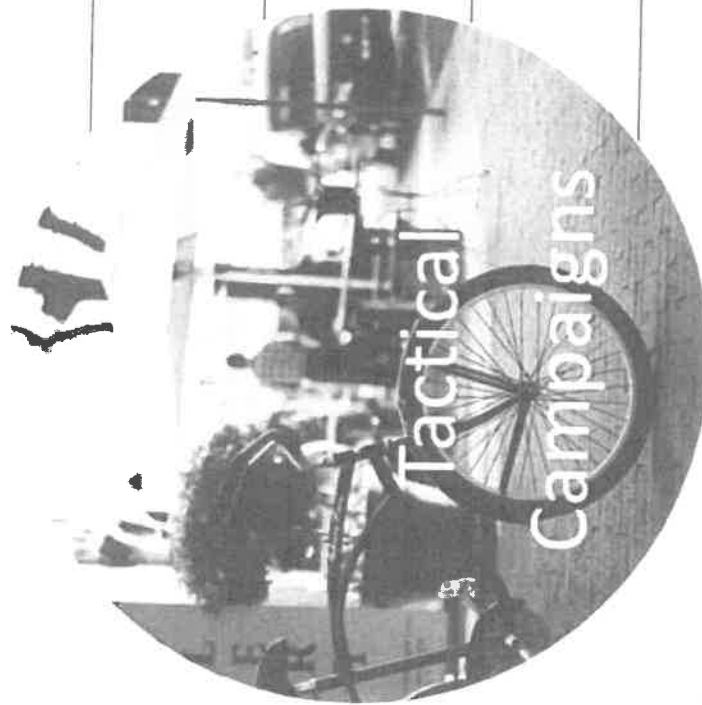
Local Ambassadors

Campaign	Core Campaign
Key Objective	Educate and inspire locals to tell the authentic story of Stellenbosch and spread the importance of tourism to the local economy.
Tactics	<p>Training</p> <ul style="list-style-type: none"> • Provide continuous training to local ambassadors • Opportunity to experience product first-hand <p>Information</p> <ul style="list-style-type: none"> • Newsletter • Workshops & Seminars • WhatsApp Group <p>Resources</p> <ul style="list-style-type: none"> • Marketing Toolkit • Website <p>Content</p> <ul style="list-style-type: none"> • Source local ambassador content for marketing platforms • Recruit local ambassadors as 'experts' that can assist tourists directly

Events

Campaign	Core Campaign
Key Objective	Provide locals and guests with event hooks to travel to the destination and experience other elements of the experience economy
	Promotion <ul style="list-style-type: none"> • Promote Visit Stellenbosch organised events • Use events in surrounding destinations to leverage visits to Stellenbosch (Cape Town, Franschhoek) • Amplify message of VS member events through marketing

Tactical Campaigns



Big 5 US
Campaign



Winter
2020



SA



Sophisticates

Repeat & Referral
Dutch & Germans



Big 5 (US)

Campaign Overview

Campaign	Come see <i>our</i> Big 5
Key Objective	Hook Stellenbosch onto the safari purpose of visit (during SA winter) for US travellers
Key Messages	<ul style="list-style-type: none"> • You're coming all the way to South Africa for safari, you may as well stay a couple of days in Stellenbosch for a winter pamper. • Engage with the warm heart of the Winelands – Stellenbosch offers world-class hospitality. • Visitors can expect great value for money and lots of thoughtful treats during their visit. • It's easy (and quick) to access Stellenbosch's diverse attractions. • Our values are aligned to yours (good food and wine, friendly locals, value for money, beautiful outdoors scenery).
Target Audiences	US travellers visiting South Africa for safari
Call-to-Action Offer	<p>Come to Stellenbosch for a value-for-money, exhilarating holiday infused with the #warmheart of Stellenbosch – excellent food, excellent wine, excellent tourism experiences, excellent deals.</p> <ul style="list-style-type: none"> • Accommodation value-adds and specials • Experiences value-adds and specials • Stellenbosch 'Gifts' (Rewards Card)
Timing	For Travel April to August

Winter 2020

Type text here

Campaign Overview

Campaign	Stellenbosch Winter 2020
Key Objective	Persuade visitors to go beyond the half day, to stay longer and experience the destination's themed attractions during the winter period.
Key Messages	<ul style="list-style-type: none"> • Stellenbosch is not only 'open' for business in winter, it's 'exciting'. • There's lot to do and see in Stellenbosch over winter so 'stay over'. • Engage with the warm heart of the Winelands – Stellenbosch offers world-class hospitality. • Visitors can expect great value for money and lots of thoughtful treats during their visit. • It's easy to access Stellenbosch's diverse attractions.
Target Audiences	Capetonians, Domestic Travellers, International Travellers, Stellenbosch Locals
Call-to-Action Offer	<p>Come to Stellenbosch for a value-for-money, exhilarating holiday infused with the #warmheart of Stellenbosch – excellent food, excellent wine, excellent tourism experiences, excellent deals.</p> <ul style="list-style-type: none"> • Accommodation value-adds and specials • Experiences value-adds and specials • Stellenbosch 'Gifts' (Rewards Card)
Timing	For Travel April to August 2020

Repeat and Referral (NL & DE)

Campaign Overview

Campaign	Repeat and Referral (Germany and Netherlands)
Key Objective	Inspire Dutch and German visitors to return to Stellenbosch and tell the destination's story to friends and family, inspiring them to visit.
Key Messages	<ul style="list-style-type: none"> • Stellenbosch rewards repeat visitors. • The depth of experience is such that you can visit multiple times. • Our values are aligned: Lifetime experiences, feeling pampered, cultural experiences outdoors and adventure • Stellenbosch is just 10 hours away – no jetlag, no visas • Stellenbosch is a <i>gezellig</i> destination • Discover the intrigue of Afrikaans in one of the oldest towns of South Africa
Target Audiences	German and Dutch visitors
Call-to-Action Offer	<p>Come to Stellenbosch for a value-for-money, exhilarating holiday infused with the #warmheart of Stellenbosch – excellent food, excellent wine, excellent tourism experiences, excellent deals.</p> <ul style="list-style-type: none"> • Accommodation value-adds and specials • Access to a Stellenbosch travel buddy (Ask a local ambassador) • Special deals / treats for returning visitors (available from Visitor Centre)
Timing	For Travel March / April & October / November

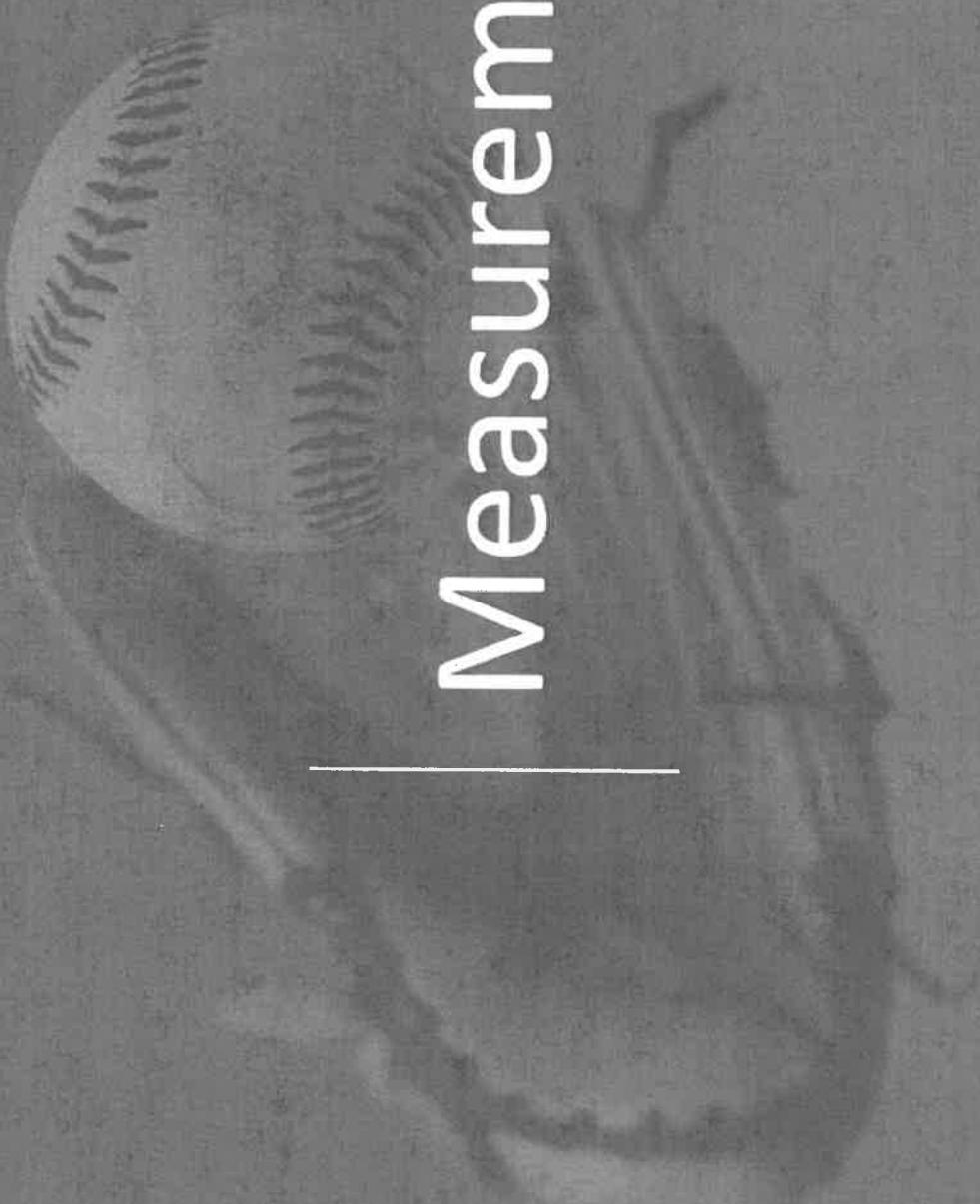
South Africa Sophisticates

VISIT
STELLENBOSCH

Campaign Overview

Campaign	SA Sophisticates
Key Objective	Tap into the increased desire for world-class wine by the growing Black Middle Class by positioning Stellenbosch as a sophisticated (status-giving) destination to travel to
Key Messages	<ul style="list-style-type: none"> • Stellenbosch offers incredible depth of experience for food and wine enthusiasts. • There's lot to do and see in Stellenbosch for discerning travellers. • Engage with the warm heart of the Winelands – Stellenbosch offers world-class hospitality. • Visitors can expect great value for money and lots of thoughtful treats during their visit. • It's easy to access Stellenbosch's diverse attractions.
Target Audiences	Domestic travellers – Black Middle Class
Call-to-Action Offer	<p>Come to Stellenbosch for a value-for-money, exhilarating holiday infused with the #warmheart of Stellenbosch – excellent food, excellent wine, excellent tourism experiences, excellent deals.</p> <ul style="list-style-type: none"> • Come learn everything there is to know about wine. • Enjoy sophisticated experiences without having to travel long-haul. • Stellenbosch caters to the needs and desires of the Black Middle Class. We want to spoil you cause you deserve it.
Timing	For Travel Throughout the Year

Measurement



VISIT
STELLENBOSCH

WINTER 2020 CAMPAIGN



WINTER 2020

THROUGH-THE-LINE MARKETING CAMPAIGN TO POSITION STELLENBOSCH AS A PREFERRED WINTER DESTINATION. THE CAMPAIGN SEEKS TO LEVERAGE THE WARMTH, GENEROSITY AND SOULFULNESS OF STELLENBOSCH AND ITS LOCALS AS THE KEY MARKETING NARRATIVE, COMPRISING VARIOUS B2C MARKETING TACTICS.



SOUTH AFRICAN GUESTS

Targeted campaign through Kulula Holidays aimed at getting bums in beds from Jun to Aug. Leverage channels available to KH, as well as owned and earned B2C channels open to VS.



CAPETONIAN GUESTS

Position Stellenbosch beyond the half-day for winter retreats aimed at all segments. Leverage owned and earned B2C channels open to VS.



INTERNATIONAL GUESTS

Position Stellenbosch as a winter travel destination for international source markets that travel over this period, i.e. Expat Middle East & USA.



STELLENBOSCH LOCALS

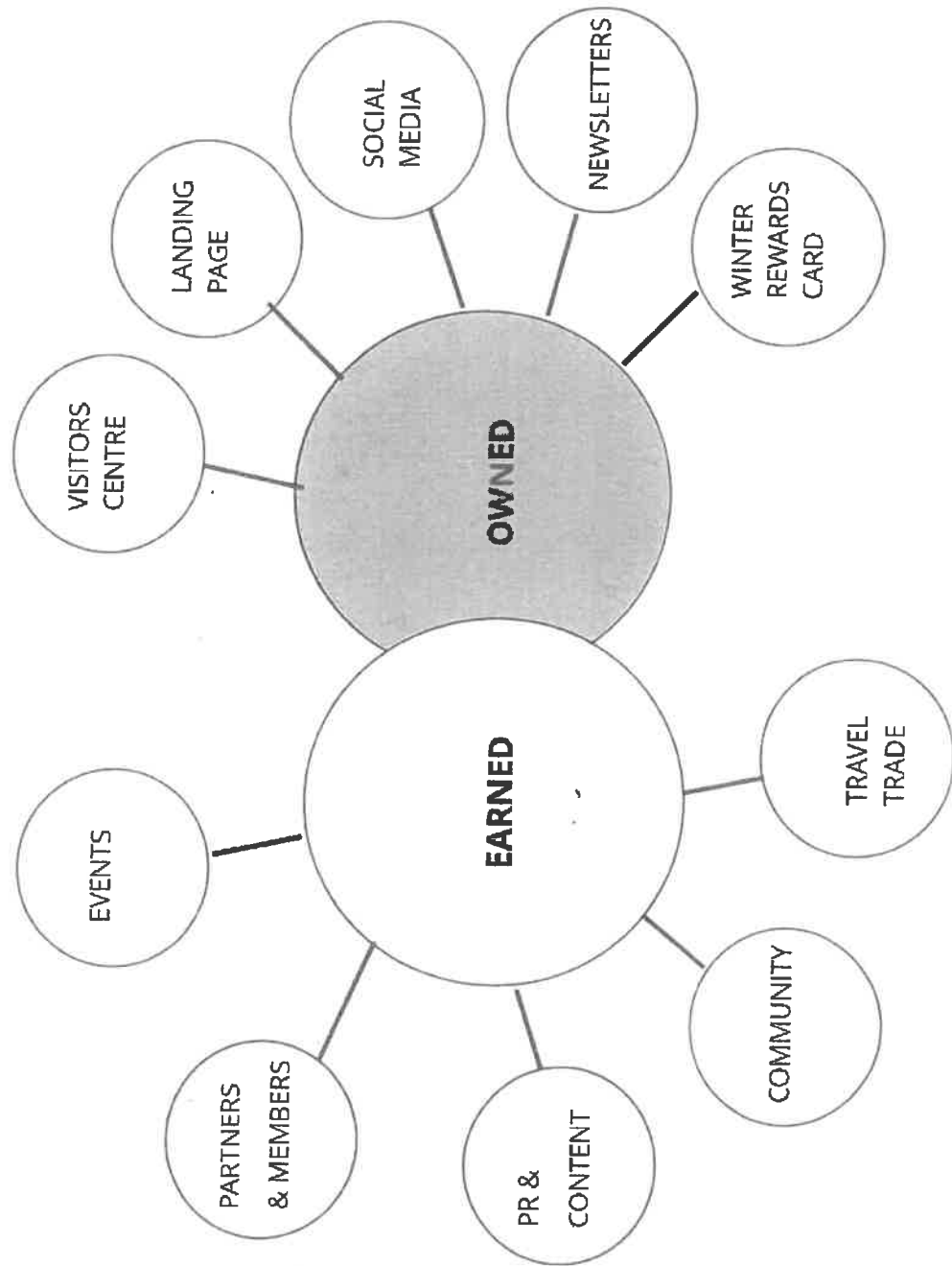
Encourage locals to experience their own town, and train tourism-facing stakeholders to be on brand so that visitor experience is what is being promoted.

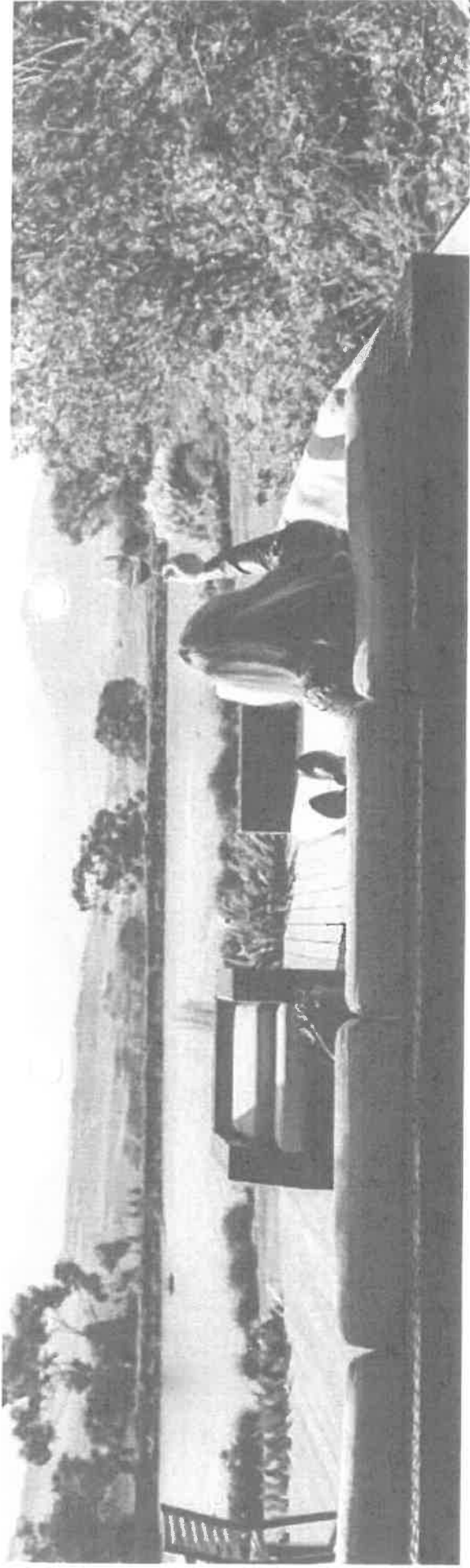


KEY OBJECTIVES

- Promote the destination's experiences through social media platforms.
- Build a loyal social media audience for the destination.
- Motivate visitors to experience the destination's themed attractions during the winter period.
- Increase social media engagement with locals and visitors to the destination.
- Provide special destination offers through social networking.
- Foster a sense of pride among locals about the destination's tourism offer.
- Engage and excite the local industry in the use and promotion of the destination brand and tourism offer.
- Assess content the destination's social media followers engage most with to inform future social media campaigns
- Raise awareness about the destination's key tourism assets, not only in the winter season, but throughout the year.
- Avoid the word winter... instead promote the region's 'warm heart'...

MARKETING TACTICS





OWNED MARKETING TACTICS

LANDING PAGE

- SE Optimised, including (see Michigan and Victoria landing pages as inspiration)
 - Practical information about Stellenbosch in Winter
 - Content (blogposts, videos)
 - Deals
 - Featured partners and members

CONTENT

- Create content calendar based on topic clusters
- Blogposts to incorporate popular longtail keywords showcasing Stellenbosch in winter
- Winter in Stellenbosch print collateral for Visitors' Centre
- Winter Rewards Card collateral

TRAINING

- Destination and product training for Visitor Centre staff on 'accessing' Stellenbosch in winter

OWNED MARKETING TACTICS

SOCIAL MEDIA

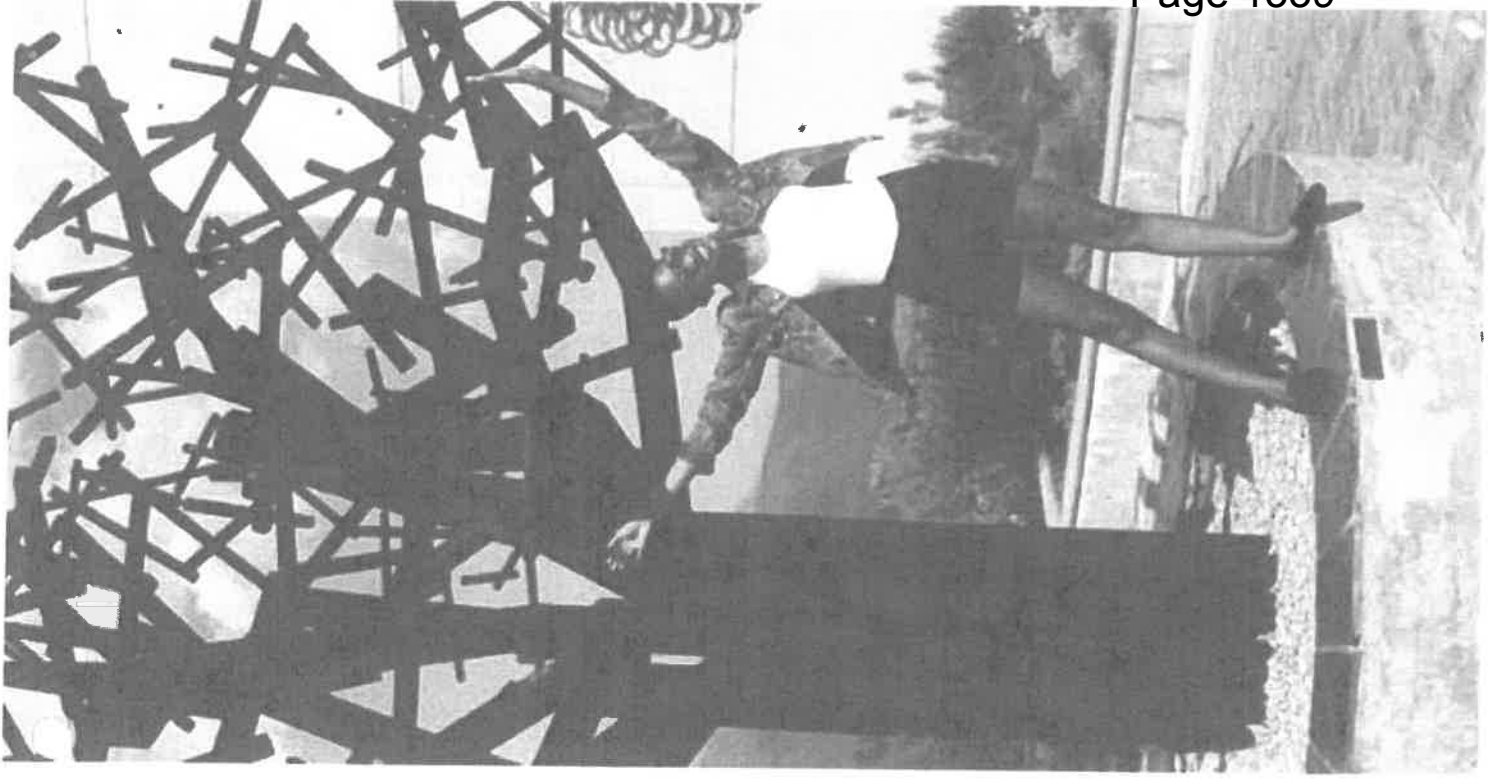
- Social Media posts:
 - General Stellenbosch in winter
 - Links to blogs
- Engagement in group & Community Management
- Social Media Competition #warmheart. To enter, sign-up to receive news and special deals, e.g.. Connect 2 Matching Game where users are presented with blank tiles and have to find two matching tiles portraying the warm heart of Stellenbosch. The competition will be run in April and May, with the chance of winning a trip for two to Stellenbosch to experience its warm heart.

NEWSLETTERS

- B2B aimed at updating members, partners and travel trade on the initiative throughout the campaign.

WINTER REWARDS CARD

- Approach members and partners to participate in campaign. They will give something in return for marketing on owned and earned platforms.





EARNED MARKETING TACTICS

PR & CONTENT MARKETING

- Articles to incorporate showcase Stellenbosch in winter
- Press releases - campaign launch and destination, product news
- Media outreach
- Influencer and journalist fams

EVENTS

- Source full list of all winter experiences and events being run from April to August
- Promote winter events across earned and owned media platforms

EARNED MARKETING TACTICS

TRADE, MEMBER AND PARTNER TOOLKIT

- Marketing toolkit which travel trade, members and partners can use to promote Stellenbosch in winter, including:
 - Blogposts
 - Articles
 - Videos
 - Images
 - Social Media posts

TRADE, MEMBER AND PARTNER MARKETING

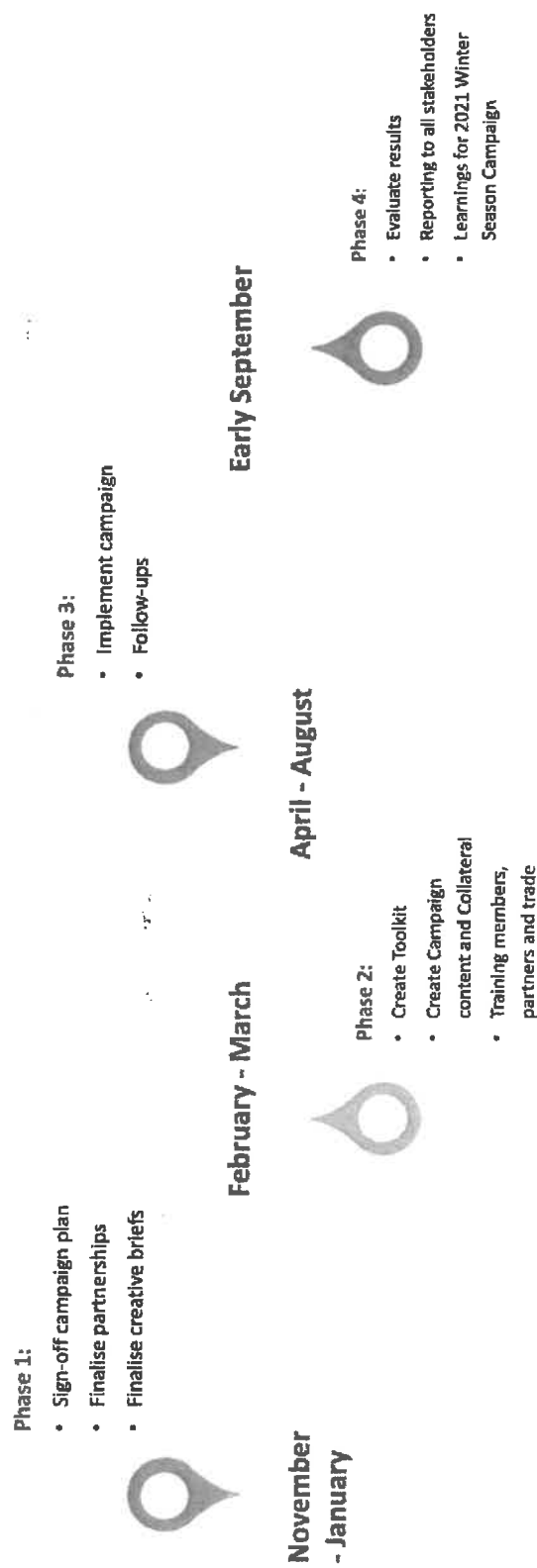
- Training on the toolkit and campaign, also for staff, so they live the brand
- Leverage owned platforms by trade, member and partners so that the messaging is amplified

COMMUNITY

- PR & Social Media campaign targeting the local residents to be on brand - warmhearted
- Identify local ambassadors
- Calendar of Events - 31 days in Stellenbosch (for the locals to enjoy their own town) and understand the value of tourism



TIMELINE & APPROACH



Phase 1: Campaign Preparation

- Develop Briefs for Stakeholders: Members, Partners (KH), Ambassadors
- Stakeholder newsletter / event inviting expressions of interest in participating and presenting concept
- Identify stakeholders / partners, incl. local ambassadors
- Identify local platforms to reach locals - media, SM groups, stakeholders, e.g. Uni
- Approach members (Stay and Experience)
- Approach partners, i.e. kulula holidays, DMCs
- Develop mechanics of rewards card
- Investigate landing page for rewards card (QR code)
- Tourist SIM Finalise winter experience / product database
- Create database of events and hooks, e.g. conferences being held in Cape Town, Paarl, Franschhoek, Somerset West April-August
- Create content calendar and identify key media partners: Topic clusters - Several diff topics released at same time across multiple platforms
- Collect content from participating stakeholders, e.g. deals, blogposts, image galleries, videos Develop SM competition mechanics and page
- Anchor event plan (Stellenbosch Fine Wine Week)
- Develop statistics collection method

Phase 2: Content Creation & Training

- Devise creative briefs
- Write content for creative
- Create Winter 2020 toolkit
- Develop itineraries
- Brief social media consultant
- Create landing page
- Create newsletter template
- Create flyers & brochures
- Stakeholder staff training, including VS info centre staff, concierges
- Tourism Ambassador briefings and interviews
- Identify marketing campaigns with selected media, influencers and non-competitive stakeholders, e.g. restaurants, shops, affiliates (e.g. BMW, Nedbank)
- Specific training to Stellenbosch stakeholders on marketing this campaign
- Weekly campaign planner for Stakeholders: Week 1, Week 2, Week 3
- Develop a comms structure for stakeholders, e.g. Whatsapp group
- Meeting with key stakeholders on how to use the toolkit and to leverage their platforms 2 March
- Develop marketing / content for Stellenbosch Fine Wine Week
- Create media kit
- Print collateral
- Create 30 days in Stellenbosch campaign (April)
- #visitstellenbosch #warmheart #stellies (Stellenbosch by any other name?)

Phase 3: Campaign Roll-Out

- Create content as per content calendar - blogs, PR, SM posts: Promote winter experiences and events
- Newsletters to stakeholders, travel trade
- Distribute media kit to selected media
- Promote Stellenbosch Fine Wine Week
- Ongoing Content marketing and PR
- Host media and influencer trips
- Create content for local platforms to reach locals
- Roll out 30 days in Stellenbosch for locals

Phase 4: Campaign Evaluation

- Collate statistics from stakeholders
- Campaign report to Visit Stellenbosch
- Debrief to Visit Stellenbosch Winter 2020 Campaign stakeholders
- Learnings for 2021 Winter Season Campaign
- Project Plan for 2021 Winter Season Campaign

SOCIAL MEDIA COMPETITION #warmheart



Goals

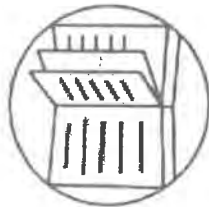
- Collect email addresses for a consumer database
- Increase social media following for VS handles
- Create awareness of VS brand pillars and iconography
- Create awareness of winter in Stellenbosch

Mechanics

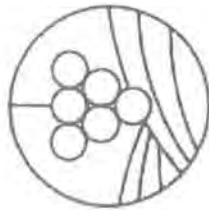
- Develop Match Pairs Memory Game where you need to match tiles.
- Hosted on VS Winter 2020 landing page.
- Playing is simple: Turn over one tile and try to find the matching tile
- VS new iconography lies behind the tiles
- When you find a matching tile, you have to name the pillar correctly and submit your name, email address and opt-in for newsletter.
- Successful entrants are placed in a draw to win a holiday to Stellenbosch for 4.
- Run during period of one month [between May to Aug]
- Promote on Facebook and Instagram

Using Visit Stellenbosch Iconography

Learn



Wine



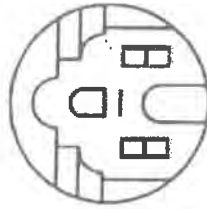
Taste



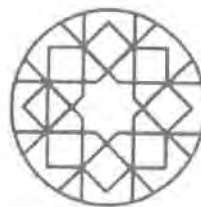
Outdoor



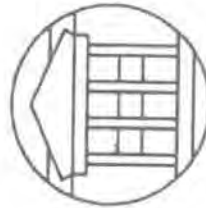
Stay



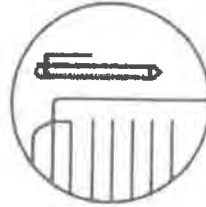
Art &
Design



Municipality



Meet



Culture &
Living History



Play



WINTER REWARDS' CARD #warmheart



Visit Stellenbosch Winter 2020 Winter Rewards Card

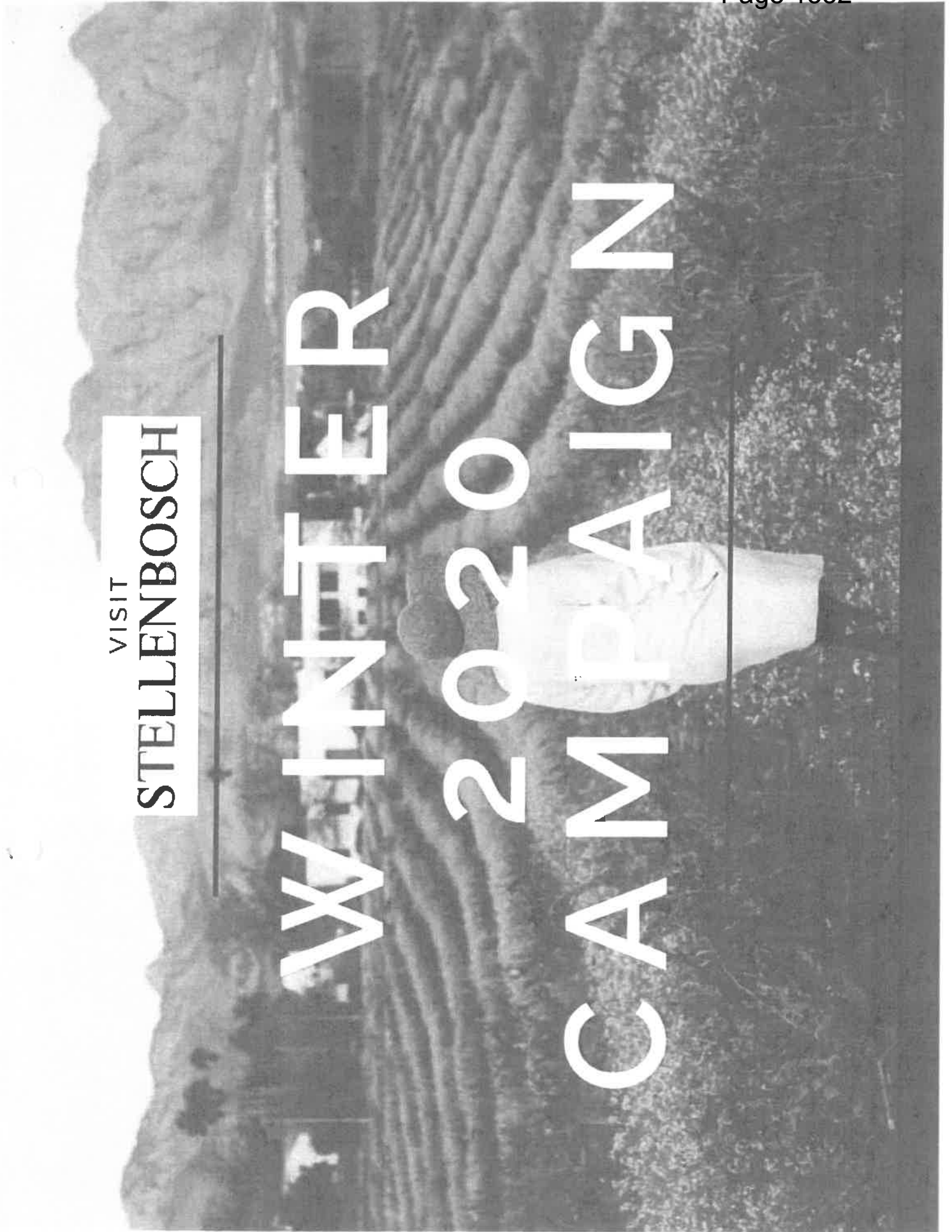
How will the Winter Rewards Card work?

- Guests visiting the Visit Stellenbosch Visitor Centre receive a pocket-map of Stellenbosch and all Rewards participants and their offers.
- The pocket-map will also contain a QR-code to a Visit Stellenbosch landing page, providing details of all Rewards participants and their offers.



VISIT
STELLENBOSCH

WINTER 2020 CAMPAIGN



8.	REPORTS SUBMITTED BY THE EXECUTIVE MAYOR
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NONE

9.	MATTERS TO BE CONSIDERED IN-COMMITTEE
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NONE