ITEMS

7.3.4	SUBMISSION OF THE DRAFT EMPLOYMENT EQUITY POLICY

Collaborator No:
IDP KPA Ref No: **Good Governance**
Meeting Date: **08 June 2022**

1. SUBJECT: SUBMISSION OF THE DRAFT EMPLOYMENT EQUITY POLICY

2. PURPOSE

To obtain Council's approval for the adoption of the draft Employment Equity Policy for consultation with the Unions.

3. DELEGATED AUTHORITY

Council

4. EXECUTIVE SUMMARY

Council does not have an approved Employment Equity policy but there was an Employment Equity Plan which was approved and effective for a five-year term from 2013 to 2018.

Normally in the last year (2018) a revision should have been undertaken and the plan and policy would be amended, revised or changed. Due to the re-organisation of the municipality during 2017 Council established and adopted a new structure which was populated with current staff since early 2018. Since the new structure almost doubled the staff structure in size an annual plan was developed and reported on. This was done in consultation with the Unions and the Department of Labour. The population of the organogram was only completed in early 2021. We identified the need for the development of an Employment Equity policy and the development of a new five-year plan is a legislative requirement.

The attached policy (**APPENDIX 1**) has not been consulted with the Unions yet and is submitted to Council to approve the draft for consultation with the Unions. The plan will be drafted and consulted simultaneously with the consultation of the policy and submitted for approval after conclusion of the consultation process. The policy has been drafted with due consideration of the provisions of the Employment Equity Act and the plan will be aligned to reflect the current organogram figures and filled positions as well as setting targets to attain said targets within the 5-year period framework.

5. RECOMMENDATION

that Council approves the draft Employment Equity Policy for consultation with the Unions.

6. BACKGROUND

6.1 Council does not have an approved Employment Equity policy but there was an Employment Equity Plan that was approved and effective for a five-year term from 2013 to 2018.

Normally in the last year (2018) a revision should have been undertaken and the plan and policy would be amended or revised or changed. Due to the re-organisation of the municipality during 2017 Council established and adopted a new structure which was then populated with current staff since early 2018. Since the new structure almost doubled the staff structure in size an annual plan was developed and reported on. This was done in consultation with the Unions and the Department of Labour. The population of the organogram was only completed in early 2021.

6.2 DISCUSSION

In general, the aim of an Employment Equity Policy is to set a framework that redresses the disparities of the past with the objective of achieving equity in the workplace; apply affirmative action principles and to comply with the requirements of the Employment Equity Act no. 55 of 1998.

The Employment Equity Policy contains provisions for the establishment of an Employment Equity Committee that will serve as the consultation forum between the Employer and the Employees in the organisation on all matters that is Employment Equity related for example:

- conducting an analysis of the Municipality's employment policies, practices, procedures and the working environment, in order to identify employment barriers which adversely affect people from designated groups;
- assist with and monitor the preparation of an employment equity plan which will achieve reasonable progress towards employment equity in the company's workforce;
- monitoring the implementation of the Employment Equity plan; and
- Monitor the preparation and compilation of the report required to be submitted to the director-general of the department of labour.

The Employment Equity Policy's main purpose is redressing inequality and building social justice through conscious interventions to return dignity to the formerly historically disadvantaged by amplifying their voices and creating an institutional culture that promotes fair employment equity practices.

Stellenbosch Municipality has done fairly well in ensuring the reprehensively of the workforce as is clear from the report that is compiled on an annual basis. In various skill levels representativity has been achieved. Women throughout as well as people living with disabilities remains a big challenge.

7. FINANCIAL IMPLICATIONS

As per the approved budget. When the new policy is approved there will be interventions like workshops that will be scheduled and other related measures for which the municipality will have to budget. Those costs are currently not known.

8. LEGAL IMPLICATIONS

The legal framework for drafting of an Employment Equity Policy and consequently an Employment Equity Plan is as follows:

- The Constitution - The South African constitution asserts that employment equity is necessary to ensure equality. Section 9(2) of the constitution provides that:
  "*Legislative and other measures designed to protect or advance persons or categories of persons, disadvantaged by unfair discrimination may be taken."*
- The Labour Relations Act - Schedule 7 of the Labour Relations Act No 66 of 1995 (LRA) stipulates that:

"An employer is not prevented from adopting or implementing employment policies and practices that are designed to achieve the adequate protection and advancement of persons or groups or categories of persons disadvantaged by unfair discrimination."

- Employment Equity Act - Sections 2 of the Employment Equity Act no 55 of 1998 (EEA) sets out the purpose of the act are to achieve equity in workplace by:
  "promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination; and implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups in all occupational categories and levels of the workforce"

9. STAFF IMPLICATIONS

The implementation of an Employment Equity Policy seeks to heighten awareness of diversity, multiculturalism and the importance of fairness in the workplace.

10. PREVIOUS / RELEVANT COUNCIL RESOLUTIONS:

None

11. RISK IMPLICATIONS

The risk of an unhappy workforce because diversity in the workplace is not embraced by all Employees will be reduced through the approval and implementation of the Employment Equity Policy.

APPENDIX

Appendix 1 – Draft Employment Equity Policy

FOR FURTHER DETAILS CONTACT:

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REPORT DATE	01 June 2022

APPENDIX 1

STELLENBOSCH
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EMPLOYMENT EQUITY POLICY

POLICY NUMBER:	APPROVED DATE:
EFFECTIVE DATE:	REVIEW DATE:

Purpose	To redress disparities of the past to achieve equity in the workplace; and to comply with the requirements of the Employment Equity Act No. 55 of 1998.
Policy Custodian	Senior Manager – Human Resource Management Services
Related Policies and Legislation	Local Government Municipal Systems Act, Act No. 32 of 2000 Labour Relations Act, Act No. 66 of 1995, as amended Employment Equity Act, Act No 55 of 1998.
Approving Authority	Council
Stakeholders Consulted	MANCOM, Employment Equity Committee, HR Section, Unions, Local Labour Forum

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1. MISSION

The mission of Stellenbosch Municipality is to deliver cost-effective services that will provide the most enabling environment for civil and corporate citizens

2. VALUES

- Integrity
- Accountability
- Transformation
- Innovation

3. STRATEGIC OBJECTIVES

In addition to our values, the Municipality also has the following strategic goals:

- To be an innovative municipality on the cutting edge in respect of the use of technology in terms of management information, development, communication and health and safety.
- the risk about Human Capital.
- Increase the Employment Value Proposition (EVP) of Stellenbosch Municipality.
- Attain relevant international benchmarks in HRM&D (SHER & HR man).
- To align the HR practices of Stellenbosch Municipality with the 13 HR standards developed by the SA Board for People Practices.

The municipality also subscribes to the following eight Batho Pele principles mentioned below.

3.1 Batho Pele principles:

- Consultation
- Service Standards
- Access
- Courtesy
- Information
- Openness and Transparency
- Redress
- Value for money

4. PURPOSE

Establish a framework for the redressing of the disparities of the past to achieve equity in the workplace; and to comply with the requirements of the Employment Equity Act no. 55 of 1998 [EEA].

Existing policies have been scrutinized to identify employment barriers to members of designated groups, and appointment and selection policies

should increase the possibility of appointing candidates from the designated groups in employment categories and levels where they are under-represented. Policies regarding selection criteria and selection panels will ensure that fair and non-discriminatory selection procedures be implemented. Such procedures will help contribute to the appointment of suitable candidates from designated groups.

SCOPE

Applicable to all current employees in the service of the Municipality as well as applicants for employment.

DURATION OF THE PLAN

In terms of section 20(1) of the Employment Equity Act, the Employment Equity Plan [EEP] must be for a period of five years and thereafter successive plans must be submitted. The duration of the plan is based on the planning needs of the municipality with specific reference to the need to set attainable numerical goals to be achieved over a reasonable period of time.

5. DEFINITIONS

Black people *– "is a generic term which means Africans, Coloured and Indians"*

Candidate *-"means an applicant for a post"*

Designated groups *- "means black people, women and people living with disabilities"*

Diversity refers to the range of human differences, including but not limited to race, ethnicity, gender, gender identity, sexual orientation, age, social class, physical ability, or attributes, religious or ethical values system, national origin, and political beliefs

Employee *– "means any person, excluding an independent contractor who works for another person or for the state and who receives, or is entitled to receive, any remuneration".*

Fixed term contract employee *- is a person who is employed on an agreement and is based on a specific duration or time frame with an end date or the completing of a specific task or happening.*

Headhunting *- is defined as the process of selecting individuals with a proven track record (reputation, work history, professional acquaintance and minimum academic qualification) within a particular field, who can be evaluated to fill a vacant post.*

***Labour Relations Act**, = Act 66/1995 as amended*

***Medical testing** - "includes any test, question, inquiry or other means designed to ascertain, or which has the effect of enabling the employer to ascertain, whether an employee has any medical condition"*

***People with disabilities** – "means people who have a long-term or recurring physical or mental impairment which substantially limits their prospects of entry into, or advancement in employment"*

***Reasonable accommodation** - "means any modification or adjustment to a job or to the working environment that will enable a person from a designated group to have access to or participate or advance in employment"*

***Recognition of prior learning** - as defined by the South African Qualifications Authority (SAQA) is a process whereby people's prior learning can be formally recognized in terms of registered qualifications and unit standards, regardless of where and how the learning was attained. RPL acknowledges that people never stop learning, whether it takes place formally at an educational institution, or whether it happens informally.*

***Remuneration** - "means any payment in money or in kind, or both in money and in kind, made or owing to any person in return for that person working for any other person, including the state"*

***Seasonal employee** – "means an employee who is employed to work a full season of not less than a continuous period of six months and who should qualify for all benefits in terms of employment conditions, except housing and pension benefits"*

***Suitably qualified** – a person may be suitably qualified for a job as a result of any one of, or any combination of that person's-*

- *(A) Formal qualifications;*
- *(B) Prior learning;*
- *(C) Relevant experience; or*
- *(D) Capacity to acquire, within a reasonable time, the ability to do the job.*

6. LEGAL FRAMEWORK

6.1 Constitution

The South African constitution asserts that employment equity is necessary to ensure equality. Section 9(2) of the constitution provides that:

"Legislative and other measures designed to protect or advance persons or categories of persons, disadvantaged by unfair discrimination may be taken."

6.2 Labour Relations Act - Schedule 7 of the Labour Relations Act No 66 of 1995 (LRA) stipulates that:

"An employer is not prevented from adopting or implementing employment policies and practices that are designed to achieve the adequate protection and advancement of persons or groups or categories of persons disadvantaged by unfair discrimination."

6.3 Employment Equity Act

Sections 2 of the employment equity act no 55 of 1998 (EEA) sets out the purpose of the act are to achieve equity in workplace by:

"promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination; and implementing affirmative action measures to redress the disadvantages in employment experienced by

7 EMPLOYMENT EQUITY COMMITTEE

7.1 PURPOSE OF THE EMPLOYMENT EQUITY COMMITTEE

Serves as the consultation forum between the employer and stakeholders in regard to the provisions contained in the EEA. The committee shall always have regard to the provisions of the act, and any regulations, codes of good practice, directives and administrative guidelines published in terms of the act. The tenure of the committee shall be for a period of three years.

7.2 FUNCTIONS

Representatives shall represent their constituency in the employment equity committee in respect of those matters identified for consultation set out in these terms of reference.

The representatives shall, where possible,

- Obtain mandates from their respective constituencies on those matters identified for consultation;
- Report back to their constituencies on the progress of and matters discussed in the committee meetings, utilising the official committee meeting minutes as the basis for their report-backs;
- Perform all responsibilities, tasks, duties, investigations and surveys assigned to them from time to time by the committee, always acting in good faith and in the interests of the Municipality to ensure the successful implementation of the plan.

- To conduct an analysis of its employment policies, practices, procedures, and the working environment, in order to identify employment barriers which adversely affect people from designated groups.
- Monitor the implementing an employment equity plan which will achieve reasonable progress towards employment equity in the company's workforce.
- Make inputs into the Employment Equity report required to be submitted to the director-general of the department of labour.
- Make inputs into the EE policy review and review of EE plan.
- The internal procedures to resolve any dispute about the interpretation or implementation of the employment equity plan.

7.3 REPRESENTATIVES COMPOSITION

The committee shall be comprised of the following member's representative of the following interests. Representatives shall be representative of all designated groups and represent a cross-section of occupational levels and categories:-

Employment Equity Committee Representatives

- Senior officials and managers
- Professionals
- Technicians and associate professionals
- Clerks
- Plant and machine operators & assemblers
- Elementary occupations
- SAMWU
- IMATU
- Disabled persons

The composition of the committee must reflect the gender balance between male and female.

Any representative who ceases to be representative of the constituency which he or she represents or ceases to be an employee of the Municipality shall cease to be a member of this committee. In such instances, an alternative representative shall be nominated by the appropriate constituency in the same manner in which the first representative was nominated as a representative.

7.4 FREQUENCY

- The committee shall meet once every three months.
- Special meetings may be called by the Chairperson.
- The Chairperson of the committee shall be biannually elected by the committee. The committee shall be constituted by a quorum of 50% plus one.
- The Senior Manager: Human Resource Management will be responsible for the implementation and monitoring of recommendations and suggestions of the committee.

7.5 MINUTES AND RECORD-KEEPING

- The Senior Manager: Human Resource Management shall be responsible for the recording of all meetings and recommendations made by the committee.
- The Senior Manager: Human Resource Management shall prepare an agenda for discussion prior to each meeting and distribute to the representatives such agenda seven (7) days in advance of the meeting.
- The Senior Manager: Human Resource Management shall arrange for the release of all representatives from their normal work duties for the purpose of:
  - Attending committee meetings.
  - Consulting with their constituencies.
  - Preparing for such meetings.
  - Providing feedback to their constituencies using the official minutes of the employment equity committee meeting.
- All meetings shall take place during normal working hours, and representatives shall be paid their usual pay for attending such committee meetings and related duties.
- All representatives shall indicate their acceptance of or record their objections or additional comments to any recommendations made by the forum, including any dissenting opinions.

8 AFFIRMATIVE ACTION MEASURES

The following affirmative action measures have been identified and developed to address the employment barriers and under-representation identified during the numerical analysis and the review of the Employment Policies and Practices of the Municipality.

8.1.1 INCREASING THE POOL OF AVAILABLE CANDIDATES

A policy on recruitment has been adopted which provides for the internal and external recruitment of suitable candidates from designated groups. A concerted effort will further be made to increase the level of interest of potential candidates from designated groups in applying for vacancies.

8.1.2 The EEA requires the Municipality to focus on :

- The redrafting of employment application forms and employment contracts so that all discriminatory or prejudicial provisions and clauses are removed.
- An increased awareness of psychometric tests and evaluation methods tend to be culturally un-biased and non- discriminatory.

- The increased use of competency-based recruitment and selection methods, whereby the potential of the candidate and the ability to perform the job plays an increasingly prominent role.
- Compliance with numerical targets and annual benchmarks.
- The advancement of designated groups within the provisions of the EEA
- Recognising that the appointment of members of designated groups will help create a more diverse workforce, which holds social and economic benefits for the Municipality.

Reasonable accommodation of people living with disabilities

The Municipality subscribes to the principles of accommodating people living with disabilities, with specific reference to adapt physical facilities that will be implemented. For this purposes funding will be made available to make the grounds and buildings accessible to people with disabilities. Special attention will be given to the employment and career development of disabled people.

Steps to ensure that the corporate culture of the past is transformed in a way that affirms diversity in the workplace and harnesses the potential of all employees

The consultation forum includes employees from different levels and seniority and is fully representative of all designated and non-designated groups at the Municipality. The Municipality also recognizes the importance of adopting an overall strategy which highlights the importance of managing a diverse, multiracial and multicultural workforce, for the purposes of ensuring the maximum utilization of all employees. This includes reducing negative stereotyping, cultural importance, exclusion and discrimination, creating an acceptable environment, and the integration of affirmative action programmes with general management practices and strategies.

Protection of employees and persons seeking employment (applicant) - no. 66 of 1995: *Labour Relations Act, 1995*.

(1) no person may discriminate against an employee for exercising any right conferred by this act.

(2) without limiting the general protection conferred by subsection (1), no person may do, or threaten to do, any of the following-

  (a) require an employee or a person seeking employment-

    (i) not to be a member of a trade union or workplace forum;

    (ii) not to become a member of a trade union or workplace, forum; or

    (iii) to give up membership of a trade union or workplace forum;

  (b) prevent an employee or a person seeking employment from exercising any right conferred by this act or from participating in any proceedings in terms of this act; or

(c) prejudice an employee or a person seeking employment because of past, present or anticipated-
  (i) membership of a trade union or workplace forum;
  (ii) participation in forming a trade union or federation of trade unions or establishing a workplace forum;
  (iii) participation in the lawful activities of a trade union, federation of trade unions or workplace forum;
  (iv) failure or refusal to do something that an employer may not lawfully permit or require an employee to do;
  (v) disclosure of information that the employee is lawfully entitled or required to give to another person;
  (vi) exercise of any right conferred by this act; or
  (vii) participation in any proceedings in terms of this act.

(3) no person may advantage, or promise to advantage, an employee or a person seeking employment in exchange for that person not exercising any right conferred by this act or not participating in any proceedings in terms of this act. However, nothing in this section precludes the parties to a dispute from concluding an agreement to settle that dispute.

(4) a provision in any contract, whether entered into before or after the commencement of this act, that directly or indirectly contradicts or limits any provision of section 4, or this section, is invalid, unless the contractual provision is permitted by this act.

9. CORRECTIVE MEASURES TO ELIMINATE BARRIERS IDENTIFIED DURING THE ANALYSIS

9.2.1 Employment policies and practices are continuously reviewed by the Municipality in order to remove any possible discriminatory content and to eliminate employment barriers from the policies and practices.

9.2.2 The selection criteria at the Municipality are continuously revised in order to allow for the definition of suitably qualified candidates as contained in the employment equity act to serve as standard for selection.

9.2.3 The affirmative action measures implemented at the Municipality are designed to prevent the creation of absolute barriers for the appointment or promotion of persons from non-designated groups, and care is taken to ensure that the measures adopted does not discriminate in any way against persons from the non-designated groups.

10. NUMERICAL GOALS

10.1 A numerical analysis must be carried out to determine the representation of employees internally in every employment level and job category as well as externally to determine the external representation of the various groups on both a regional and provincial level. This analysis enables the Municipality to set quantitative targets which are realistic and attainable given the particular circumstances of the Municipality as an employer.

10.2 Numerical goals must be developed for the appointment and promotion of people from designated groups in order to address under-representation of the designated groups.

10.3 The following factors must be taken into consideration in developing the numerical goals:

- ❖ The degree of under-representation of designated employees in the various employment categories at the Municipality as determined by the numerical analysis (as per the approved EE Plan).
- ❖ The labour turnover rate at the Municipality as determined by terminations, and determined quarterly.
- ❖ Affirmative action measures as contained in paragraph 4.1 of the policy.

11. CONSENSUS

The representatives on the Employment Equity Committee must be involved in the meaningful consultation processes surrounding the numerical analysis, the review of employment systems and policies and the drafting of the EEP. The parties must strive to reach a high degree of consensus in the consultation process.

12. BUDGET

The municipality is committed yearly to align the staff budget to any approved measures to address the short comings on implementing EE objectives.

13. ASSIGNMENT OF RESPONSIBILITY

The Municipality has nominated the Municipal Manager as Administrative Head in conjunction with the Directors and the Senior Manager: Human Resource Management to accept responsibility for the implementation and monitoring of the Employment Equity process. The Municipal Manager will remain functionally accountable for the implementation of the Employment Equity Process.

14. COMMUNICATION

14.1 A copy of all relevant employment equity documents must be kept at the section of human resources for perusal by employees of the municipality.

14.2 Circulars, messages and notices on notice boards will be utilized in order to inform all employees of the availability of the Employment Equity Documentation referred in above.

15. MONITORING AND EVALUATION

15.1 A report detailing the progress with the implementation of employment equity, with specific reference to achievement of numerical goals, has to be compiled every quarterly by the person with the responsibility for implementation and monitoring and will serve at the Employment Equity Committee meeting for

that quarter.

15.2 EE Targets applicable on the day of the closing the advert will prevail until the appointment is concluded.

16. IMPLEMENTATION OF THE POLICY

The policy shall be implemented after consultation with the Employment Equity Committee and the approval of the Municipal Manager and Council.

Date of Approval:

7.3.5	DRAFT STELLENBOSCH SMART CITY FRAMEWORK

Collaborator No:
IDP KPA Ref No: **Good Governance**
Meeting Date: **08 June 2022**

1. SUBJECT: DRAFT STELLENBOSCH SMART CITY FRAMEWORK

2. PURPOSE

To present the draft Smart City Framework for Stellenbosch Municipality for information and consideration of any input.

3. DELEGATED AUTHORITY

For consideration by the Executive Mayor in consultation with the Executive Mayoral committee.

4. EXECUTIVE SUMMARY

Today's Smart City concepts can be characterized best as constructed by ecosystems of collaborating entities—municipalities, engineers, contractors, developers. These teams can deploy one or more applications and gain economies of scale through repeat sales.

The challenge with this approach is that combining one Smart City feature or application with another one, built according to a different ecosystem, confronts a large integration cost. This cost must then be born as a barrier to achieve the benefits. To achieve a "Smart City" means that the data available and degenerated by different companies/organisations should be available to all and in such a format that it can assist the Municipality to manage the affairs better and provide live information to Residents.

The integration cost can sometimes be prohibitive to deployment of a system to an outside person/company. The proposal to enter into a partnership was borne out of attempting to minimise the financial exposure to the Municipality and Taxpayers to ensure that Taxpayers monies are being responsibly managed and used by the Municipality.

For a Smart City to perform effectively, the system must be able to process and analyse all data from every department across the organisation and some outside organisations. All data must therefore be available on the same platform. The platform will then typically include many micro-services, such as big data, GIS, video analytics, which any business application can utilise. These shared services allow for access to otherwise unaffordable services and simplifies the effort to develop business applications.

Due to the more centralised management of data and applications, changes shall be required in the Municipality to break silos and to have a cooperative and interoperable organisation which performs effectively under usual business condition and operates smoothly when interacting with other departments.

Smart Cities require deployment of interoperable information system components. The components are organized in layers typical of an information system deployment

The Municipality shall explore and implement a Smart City platform of platforms that can provide services and micro services to the business and smart applications. The purpose of the platform for all shared applications, services and data reside on the same cloud platform. The integration of these services are the only viable way to effectively achieve a proactive and efficient smart city.

5. RECOMMENDATIONS:

(a) that the report be noted; and

(b) that the implementation of aspects that will ensure an integrated city be investigated and explored and recommendations be made in a phased approach.

6. DISCUSSION / CONTENTS

6.1 Background

All Municipalities are unique in terms of their geographic layout to their architecture. They do however have common objectives and face common challenges while attempting to remain competitive in securing sufficient resources to maintain and grow the city.

With the emergence of many rapidly growing economies it is a fair statement to make that many Municipalities are at the cross road of velocious development in one shape or another, providing the unique opportunity for Municipalities to innovate and lead a new generation of thinking whilst demonstrating tangible benefits to their citizens and to the world.

6.2 Discussion

The purpose of the Smart Cities Mission is to drive economic growth and improve the quality of life of people by enabling local area development and harnessing technology, especially technology that leads to Smart outcomes.

- **More effective, data-driven decision-making.** - A well-designed data analytics strategy gives Officials the ability to access and analyse a massive amount of information. Effective big data applications and strategies provide a city with information to identify and staff police in high-risk areas.
- **Enhanced citizen and government engagement**. Expanding digital services in communities make smart cities a more attractive place for residents to live and promote a connected citizen experience. Accessible government data, interactive maps, government performance dashboards, transparency into budgeting, live-streamed city hall meetings, and a strong social media presence all assist smart cities in creating closer relationships with citizens. These smart technologies help increase civic engagement and trust in city officials.
- **Safer communities** - A smart city is a safer city. Leveraging technology advances and pursuing private/public partnerships help reduce criminal activity. Technologies such as license plate recognition, gunshot detectors, connected crime centres, all give law enforcement an edge while on the job. The municipality can team up with local businesses to develop a connected cloud video platform that gives law enforcement the ability to access footage from business' security cameras in real-time. Smart agriculture enhances productivity by guiding farmers to expertly invest both time and resources in the appropriate combination to achieve the perfect balance for optimized production.

- **Reduced environmental footprint** – Internet of all things.
- **Improved transportation** - Connected transportation systems have some of the greatest potential to drastically enhance efficiencies throughout a city. From enhanced traffic management to public transit riders' ability to track bus or train locations, smart technologies allow cities to better serve citizens despite often rapidly growing populations. Technologies such as intelligent traffic signals optimize traffic flow, relieving congestion during peak travel times. Other smart transportation technologies, such as smart parking management, allow cities to capitalize on additional revenue streams. Reduced congestion, growth in autonomous vehicles, and efficient vehicle routing all reduce vehicle-related space needs in urban areas, potentially expanding the land use for development.
- **Increased digital equity.** - Smart city technology has the ability to create a more equitable environment for citizens. To ensure digital equity, individuals must have access to high-speed internet services and to affordable devices. The adoption of public Wi-Fi hotspots strategically placed throughout a city can offer reliable internet services to all residents.
- **New economic development opportunities**. - Smart city investments are playing an increasingly important role in enhancing cities' regional and global competitiveness to attract new residents and businesses. Providing an open data platform with access to city information, businesses are better able to make informed decisions through data analytics from integrated smart city technologies.
- **Efficient public utilities**. - With a limited supply of natural resources available to meet human demand, smart technologies are giving cities the tools needed to effectively conserve and reduce the inadvertent waste of water and electricity. Smart sensors now allow cities to quickly identify leaks in pipes and fix damaged segments in a shortened time frame, reducing the amount of water lost. Smart electric grids also allow for two-way communication between electricity providers and consumers to help better identify times of peak usage and outages. Cape Town has used smart metering technology to combat the ongoing water crisis plaguing the city. Its smart meters track water usage for customers and relay that data to their accounts. Cape Town citizens then get an itemized daily bill that displays their water consumption. After the smart metering pilot project launched, residential homes realized a 40 to 60 percent drop in water consumption. Data analytics and smart sensor technology have proven a viable solution to help conserve valuable resources.
- **Improved infrastructure** - Smart technology can provide cities with predictive analytics to identify areas that need to be fixed before there is an infrastructure failure. Smart sensors can transmit data showing adverse structural changes, identify tilts or cracks in buildings and bridges, and send messages to notify personnel of the need for inspections or maintenance. These capabilities present a massive opportunity for cities to save tax and lives — on preventable infrastructure failures.
- **Increased workforce engagement** - A highly effective workforce is an essential criterion for realizing an efficient smart city. Deploying smart technologies helps alleviate the burden of manual tasks that many city employees face every day. The advancement in autonomous agent capabilities, mobile devices, bots, and sensors allow city employees to steer their efforts towards more strategic initiatives, reducing time spent on the day-to-day manual operations.

Smart Cities can transform the work environment by streamlining manual processes and giving employees greater opportunities to reach their full potential while also providing citizens with improved services.

The core infrastructure elements in a smart city would include:

(a) Information in relation to issues with water supply,

(b) Information in relation to issues with electricity supply,

(c) Information in relation to sanitation, including solid waste management,

(d) Information on efficient urban mobility and public transport,

(e) Information in relation to the waiting list and available housing for sale/rent,

(f) robust ICT connectivity and digitalization,

(g) good governance, especially e-Governance and citizen participation and security of data,

(h) Safety and security of citizens.

6.3 Financial Implications

Any implementation should follow a phased approach and the financial implication of the phase should be considered before implementation.

6.4 Legal Implications

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

6.5 Staff Implications

Additional staff may be required, but the impact will only be known once a decision is made as to the implementation and it is supported that it be a phased approach.

6.6 Previous / Relevant Council Resolutions

None

6.7 Risk Implications

There are a lot of data available within the area which can be very valuable for the Municipality and Citizens. How to integrate the data/make it available to the Municipality/how to ensure the security of the data is a challenge.

6.8 Comments from Senior Management

The document served before the Director's meeting and the Director's indicated they have no further input except for the Director Boshoff who provided the following written input.

6.8.1 Director: Community and Protection Services

The Director: Community and Protection Service provided the following feedback:

* *That the Framework Report be revised to reflect a more strategic as opposed to the present detailed, technical approach.*

* *That Stellenbosch moves beyond the "Smart City Triple Bottom line" to include a deliberate focus on the Marginalized and Poor (townships; rural nodes and farm communities) as part of the Smart City project.*

* *That the Smart City Report incorporates a specific section dedicated to the potential "social transformative aspects" of such a smart city project, as relevant and integral to the project.*

* *That the report includes a section that reflects the earlier engagements with potential service providers and the learnings taken from these engagements. This, in my view should be reflected in the recommendations of the report and how the municipality should strategically proceed from here.*

* *That Safety and Security should be afforded greater centrality in the project as its critical importance is not adequately captured in the report. It is indeed one of the key motivations for the implantation of the project as well as one of the major benefits a successful smart city project offers Stellenbosch.*

* *The report should also spend time on the debate around the primacy of focus for Stellenbosch Municipality – whether it should be social-driven or technology-driven? This is fundamental to the project*

* *I would also recommend that the report include a discussion about and reference to the Three-Tier Smart City Development Model, the content there-of and how it can be used to contextualize the status of Stellenbosch with regard to smart city requirements/models.*

* *That the Stellenbosch Smart City Project be very clearly depicted as a Partnership Project (to be defined, designed and shaped in partnership with relevant partners), and NOT as a Stellenbosch Municipal Project.*

* *To this end, I would recommend that the very first step of an implementation strategy should be to establish a Municipal/Private Sector "Think Tank" to kick start this process*

ANNEXURES

Annexure A: Stellenbosch Smart City (Draft)

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REPORT DATE	***2 June 2022***

APPENDIX 1

STELLENBOSCH
STELLENBOSCH • PNIEL • FRANSCHHOEK
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STELLENBOSCH MUNICIPALITY SMART CITY FRAMEWORK

A summary of the vision and primary objectives for Stellenbosch Municipality, the scope and primary elements of a smart city, the considerations and approach to be addressed for a smart city, and a suggested roadmap for the smart city.

PREFACE

This is a proposal providing insight and information for the compilation of this document. The proposal is intended to highlight many of the main aspects towards a smart city and the considerations that are required to be addressed. The smart city should have open-interoperability. Referenced documents and images are identified in footnotes.

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1 INTRODUCTION

1.1 Benefits of Smart Cities

Competitive Cities

Cities are competing for global investments and talent. Efficient cities with low bureaucratic barriers attract both global investments and the world class talent. Some cities focus on key industries such as ICT to improve competitiveness as a business destination.

Efficient Cities

Cities with limited budgets must be more resourceful. An efficient city provides quality services at a reasonable cost to all city stakeholders and manages its available resources prudently. In addition, a smart city can tap into new revenue streams, by allowing enterprises to leverage the smart city infrastructure for innovation.

Safe Cities

A safe city is a thriving city for residents, tourists, businesses, and communities alike.

Resilient Cities

Cities are under tremendous pressure due to growing populations, undesirable environmental changes, natural catastrophes, and increased security challenges. A smart city is a resilient city which can cope, adapt, and grow.

Shared and Co-created cities

Cities are in great transition from top-bottom to higher involvement of citizens and other stakeholders, including the private sector in all aspects of urban life. Cities that cater for partnerships between the municipality, citizens, and the private sector and for joint responsibility and ownership of assets, resources and community services are more efficient, resilient, and better prepared for real urban growth.

Liveable Cities

Liveable cities take into consideration the different categories of residents (levels of physical ability, children, elderly, adults, teenagers) when designing the city and its services.

1.2 Stellenbosch Municipality Profile

Apart from formal settlement areas, the municipal area also includes a number of informal settlements. Stellenbosch town is the second oldest town in South Africa, dating back to 1679 when an island in the Eerste River was named Stellenbosch by the then Governor of the Cape, Simon van der Stel. The first farming activities in the area were started in that year. Today, the area has become primarily known for its extraordinary wines, fruit, world renowned cultural landscapes and exceptional scenic quality. The towns of Stellenbosch and Franschhoek are renowned for various architectural styles such as Dutch, Georgian and Victorian, which reflect their rich heritage and traditions, but also the divisions of the past.

The area houses excellent educational institutions, including the University of Stellenbosch, Boland College, sports and culinary institutions and a number of prestigious schools. It has a strong business sector, varying from major South African businesses and corporations, to smaller enterprises and home industries. The tourism industry alone is responsible for the creation of about 18 000 jobs in the area. The area's numerous wine farms and cellars are very popular and the area is the home of the very first wine route in South Africa.

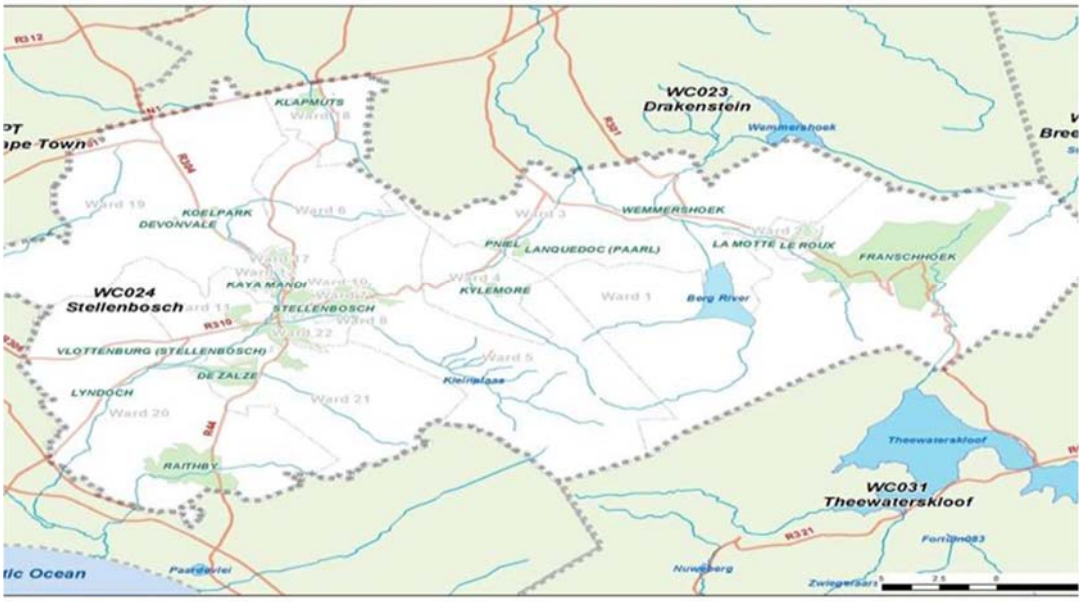
A variety of sport facilities are available. Coetzenburg, with its athletics and rugby stadiums, has hosted star performances over many generations while the Danie Craven Stadium is the home of Maties rugby, the largest rugby club in the world. The municipal area has a number of theatres, which include the University's HB Thom Theatre, Spier Amphitheatre, Dorpstraat Theatre, Aan de Braak Theatre, and Oude Libertas Amphitheatre – well-known for its summer season of music, theatre and dance.

Limited municipal resources require an increase in multi-sectoral partnerships to address the broad spectrum of needs in the community. The Municipality cannot address the challenges of Stellenbosch on its own, not only because of limited resources, but also because it does not control all the variables impacting on development and management in the town. Welfare and community organisations play a leading role in assisting to meet the needs of previously neglected communities. The business sector also play a key role in shaping the economic development of the Municipal area.

1.3 Stellenbosch Municipal Area at a Glance

1.4 Location

The figure below illustrates the Greater Stellenbosch in relation to neighbouring municipalities, within the Western Cape. Stellenbosch Municipality is located in the heart of the Cape Winelands.



Stellenbosch is situated about 50 km from Cape Town and is flanked by the N1 and N2 main routes. The municipal area covers roughly 900 km². According to population growth estimates, of the Community Survey the population figures for Stellenbosch for 2016 indicates a number of 176 523 people and 52 374 households. The Municipality's area of jurisdiction includes the town of Stellenbosch and stretches past Jamestown to Raithby in the South, Bottelary, Koelenhof, and Klapmuts to the North, and over the Helshoogte Pass to Pniel, Kylemore, Groendal and Franschhoek in the East.

1.5 Stellenbosch Municipality Vision Statement

We describe the vision of where we want to be as a Municipality and the Greater Stellenbosch area as the

"Valley of Opportunity and Innovation."

1.6 Stellenbosch Municipality Mission Statement

Our mission is to deliver cost-effective services that will provide the most enabling environment for civil and corporate citizens.

1.7 Stellenbosch Municipality Core Values

In all our work and engagements with the community and other stakeholders, we subscribe to the following values:

Integrity	As servants of the public, we undertake to perform the functions and operations of the Municipality in an honest and ethical manner
Accountability	As responsible public servants, we pledge to perform our duties in a manner that is open to oversight and public scrutiny. This commitment is shaped by our understanding to give an account of our actions to individuals, groups and organizations
Transformation	We, as custodians of hope, will work tirelessly at transforming our Municipality, communities and broader society by unlocking the endless possibilities that our valley holds and treasures. This commitment is shaped by our understanding of the historical, spatial, social and economic inequalities in our valley
Innovation	We will continuously review our systems, procedures and processes to make them less bureaucratic and more responsive to customer needs. We will acknowledge and reward initiatives that show creativity and ingenuity

2 STELLENBOSCH MUNICIPALITY STRATEGY

The figure below illustrates our overarching strategy of Stellenbosch Municipality.

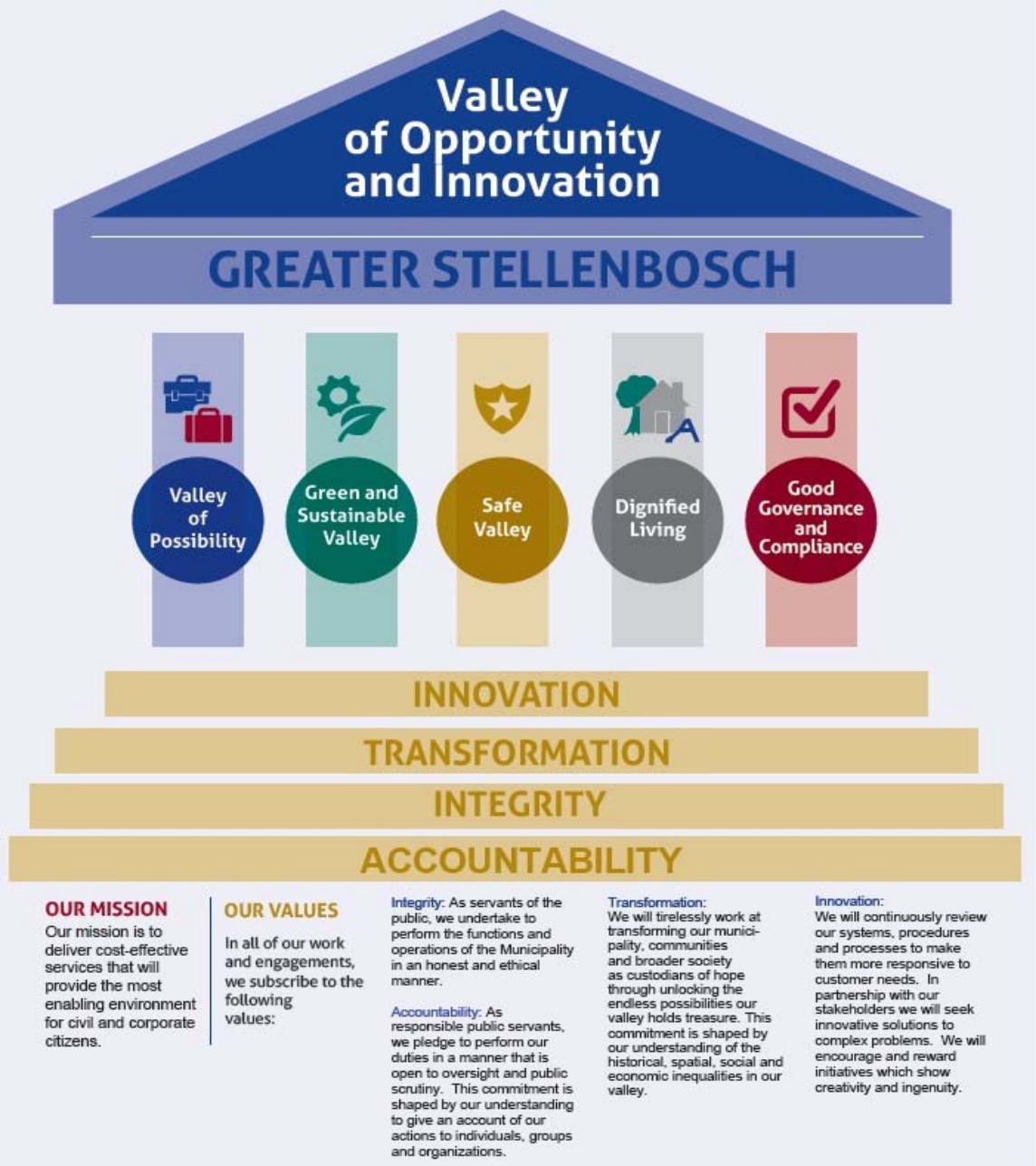


Figure 1: Overarching Strategy of Stellenbosch Municipality

2.1.1 Strategic Focus Area 1: Valley of Possibility

The Stellenbosch area offers ample possibilities to their stakeholders. The unlocking of these possibilities to encourage opportunity for enterprise, creativity and business development in our cities, towns and villages are an urgent issue in South Africa. Unemployment, poverty, income inequality, and skills shortages are major concerns impacting the economy. This strategic focus area has three broad dimensions that addresses these challenges: The first

relates to the provision of services to citizens, and how these services can assist them to facilitate development and job creation. The second relates to the internal working of the Municipality and how municipal procurement of services aids in fostering opportunity for enterprise development and creativity. The third dimension asserts that efficient infrastructure and services lie at the heart of the Municipality's mandate. Infrastructure and services of different kinds fulfil the basic needs of citizens, and also enable enterprise and business development. Without appropriate, well- maintained infrastructure, the greater Stellenbosch area will fail as a place of living, work and learning.

2.1.2 Strategic Focus Area 2: Green and Sustainable Valley

There are a number of dimensions to the environment that underpinned its importance for the greater Stellenbosch area and for the people living within it. The first is an ecological dimension, which recognises that the natural environment and its processes provide the setting in which, and the basic resources with which, human life is played out.

The second is an economic and productive dimension, which recognises that the natural environment underpins a vitally important tourism and agricultural economy. The third is a psychological, social, and recreational dimension, which recognises that human life is qualitatively affected by a sense of place, and the need for places of 'escape' from urban life. The fourth is a cultural dimension, which recognises the inextricable relationship between the characteristics of a place, peoples' activities in that place, and the emergence of cultural expressions and forms.

There are at least three reasons why spatial direction is important. Firstly, we live our lives in geographic spaces; how activities and infrastructure are organised in space fundamentally impact on people's access to opportunity. For example, prioritising new urban development on agricultural land may harm the overall viability of agriculture and food security of an area. Another example is the location of housing for poor people far away from work opportunities, which impacts on disposable income, work productivity and transport infrastructure provision. Secondly, the Municipal strategy has over the last decade taken a strong sectoral approach. The approach looks at development in sectors as reflected in the LED plans, plans for creative industries, small enterprises, tourism, and so on. Unfortunately, much of this work is silent on the impact of space on specific sectors and has assisted to hide spatial inequity in our settlements. Thirdly, municipal government has considerable influence over the space economy of settlements. By virtue of its mandate, local government can determine the nature and location of key infrastructure and where settlement is to occur and where not. Local government cannot grow the economy, but it impacts on economic success through the provision and maintenance of infrastructure and how activities are organised in space.

2.1.3 Strategic Focus Area 3: Safe Valley

Establishing safety and law abiding behaviour in greater Stellenbosch is an absolute priority. All our efforts to improve services, opportunity and sound a financial position – including affordable rates – will come to nothing if by-laws are not respected, our assets are vandalised, or our neighbourhoods, roads, business areas and recreational facilities are not safe. Safety and security, together with cleanliness, are often cited as the most important factors in getting

investment into a city or town. A safe and secure greater Stellenbosch area is thus not only a functional necessity, but underpins elements of economic and social development strategies.

2.1.4 Strategic Focus Area 4: Dignified Living

All our citizens should have access to a dignified life, irrespective of their relative material wealth or their background. By a dignified life we mean, inter alia, access to shelter, ethical administration of municipal housing, and sufficient choice in housing opportunity for different income groups, including young people. We also mean neighbourhoods with accessible public facilities and services. Support for vulnerable groups, including the youth, women and the elderly is critical, as is a close working relationship with other government and social agencies that focus on the needs of these groups.

2.1.5 Strategic Focus Area 5: Good Governance and Compliance

As more people become urbanised, towns and cities have become increasingly important foci of political and economic power and service provision. As the 13th largest economy nationally, the greater Stellenbosch area and Municipality is a significant seat of power and deliverer of services. Deciding what to do, when, where and to whose benefit it is, however, is a difficult task. The range of services to be provided is wide in scope, and the needs of citizens and enterprises vary significantly. Given the depth of need in many communities and limited resources, tough choices have to be made. To succeed, municipalities have to develop appropriate policy- and decision-making structures and plan carefully for the long and short term (across territorial areas and sectors). They should also ensure synergy between the work of the political and administrative spheres of the Municipality, their own work and that of other spheres of government, civil society and the business sector. Municipalities should communicate well; and monitor processes and procedures in a structured manner. It is also important that excellence in service delivery contributions, external and internal to the organisation, needs to be recognised and built upon.

We cannot service the needs of our citizens without a skilled and customer-focused administration in all the different functional areas and at all levels of the Municipality. Given rapid change in all facets of society, the opportunity must exist for staff to develop their skills, whether in specific functional areas or management. To ensure best use of public resources, regular performance management is essential. Information must be readily available, and contact between citizens and the Municipality should be responsive and as efficient as possible.

The facilities that house the administration also need to be organised in a manner that facilitates integrated and joint work among the staff themselves, and between staff, political leadership and other sectors of the community.

A sound financial basis is central to implementing any strategy. The greater Stellenbosch area is no exception. In order to deliver on the needs of its citizens, the Municipality is required to manage revenue streams in a sustainable manner. It also needs to ensure that funds available are utilised for identified projects and that value for money is achieved. In procuring goods and services, ethical conduct is essential to ensure the integrity of the Municipality. It is most

important that the use of municipal resources supports agreed upon objectives; in other words, the municipal budget and on- going expenditure must be strategy-led.

2.2 Global Best Practices

The following table provides a summary of the five strategic objectives.

Valley of Possibility

- With rapid and inclusive economic growth, and falling unemployment

Green and Sustainable Valley

- Environmentally sustainable with optimal benefits from our natural assets. A clean and healthy valley

Safe Valley

- Provide a safe and healthy environment with no crime

Dignified Living

- The spatial divisions and fragmentation of the apartheid past are progressively overcome and township economies have become more productive

Good Governance and Compliance

- A smart and responsive municipality (working with other levels of government) that plans and efficiently delivers high quality services and cost effective infrastructure, without maladministration and political disruptions

Global best practices recommend three primary categories when determining the benefits and priorities for the design and implementation of the smart city Roadmap:

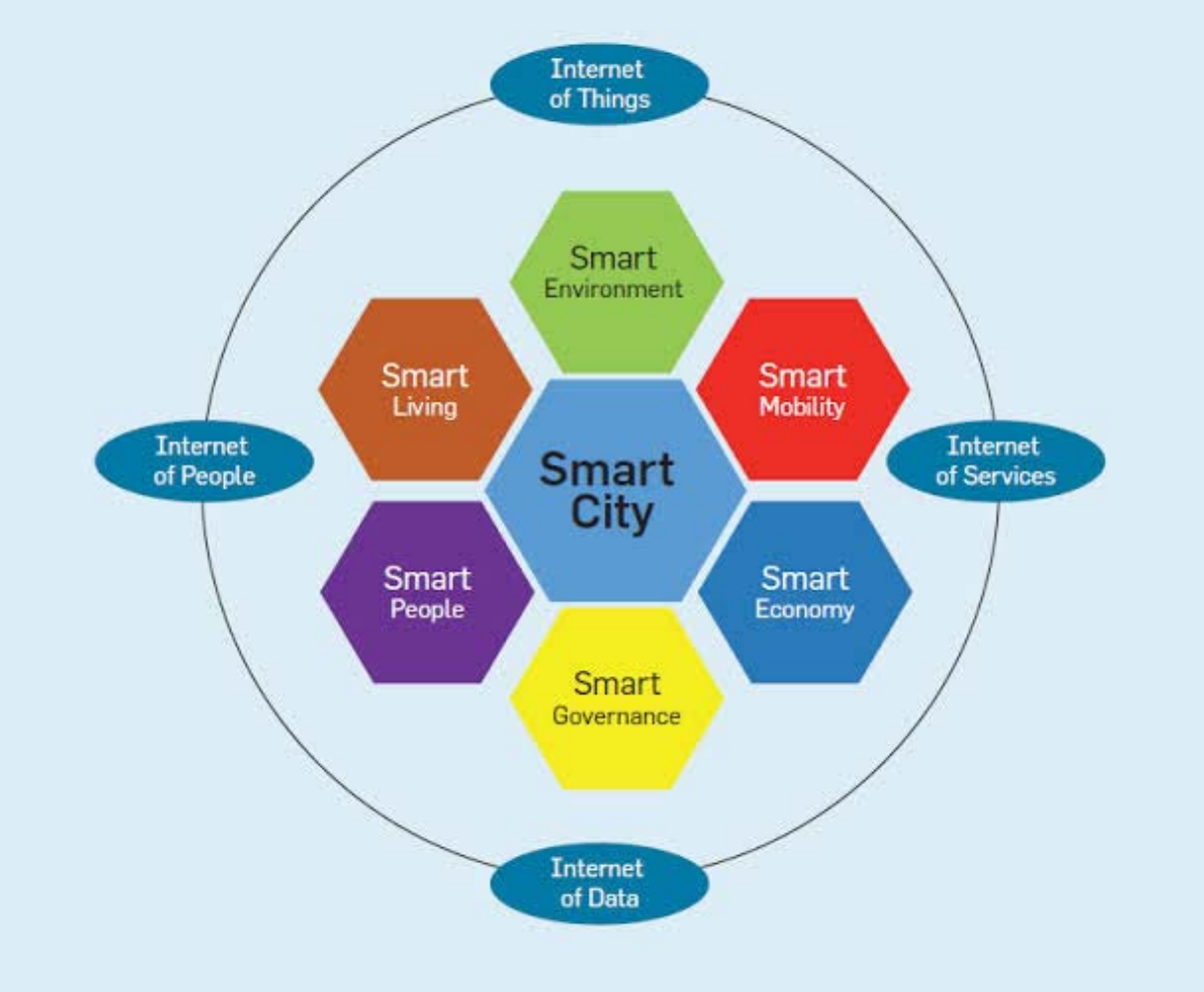


Figure 2: Global Smart City Objectives

2.2.1 Smart Governance

Transform the institutional systems, processes and organisational structure to one of high performance organisation to effectively deliver basic services

2.2.2 Smart Livelihood

Implementation and integration of innovative digital platforms to enable social upliftment

2.2.3 Smart Economy

Grow and diversify the local economy through the attraction of new investment, skills development and facilitation of an enabling environment for small business growth and job creation.

2.3 Smart City Framework

Following in line with these practices, the following structure and categorisation will enable a more focussed and responsive Roadmap.

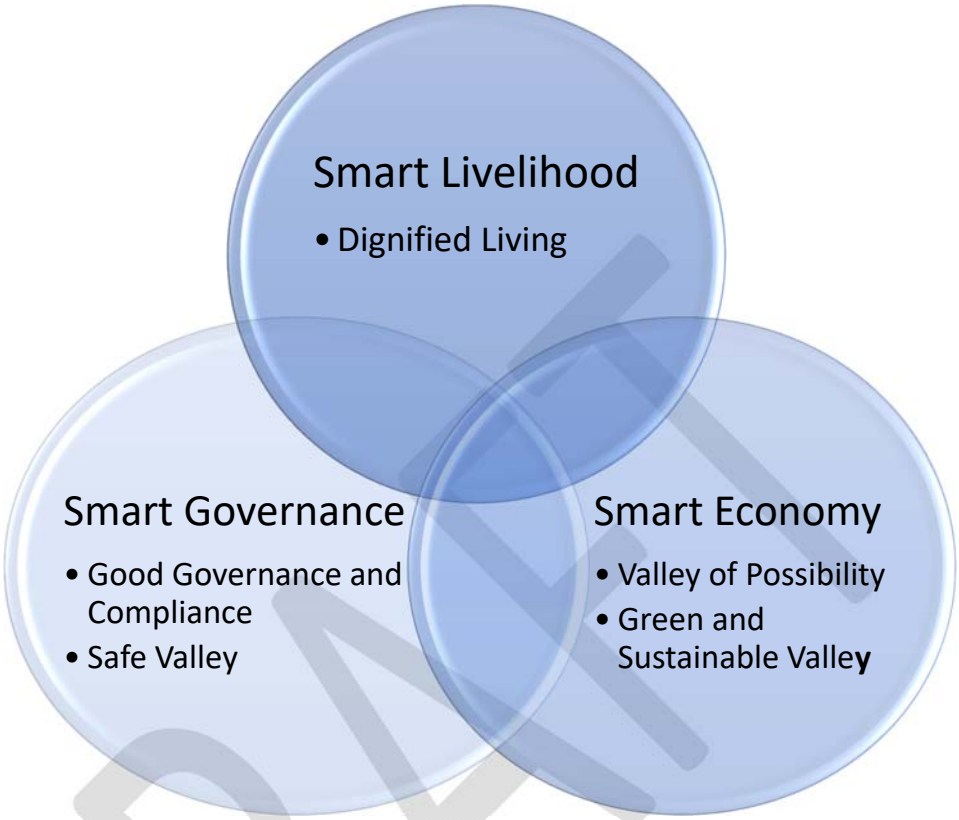


Figure 3: Smart City Objectives

The Following tables provide a breakdown of the predominant solutions that are required and how they relate to the smart city Strategy

Table 1: Smart Livelihood

Smart Livelihood			
Dignified Living	Smart Mobility	Intelligent Transport	Smart Bus Smart Rail
		Smart Roads	Road Safety Traffic Management Smart Traffic Lights
		Smart parking	Auto Payment GIS Application EV Charging
	Smart Education	Basic	Smart classroom
		Tertiary	Industry Training Access to 4IR technology Align to smart city needs and rollout
		Wearables	Continuous monitoring to aid diagnosis

Smart Livelihood			
	Smart Healthcare		Monitor old and infirm in case of illness or injury
		Pharmaceuticals	Smart access to medicine.
		Remote Consultation	To reduce travelling, remote video to specialists
		First Responders	Trained first aiders in community who arrive on scene before ambulances
		Remote Clinic	Remote services provided by nursing staff and video connectivity
	Smart Zoning		an a intelligent and automated Zoning as a planning process for land use by a locality to allocate certain kinds of structures in certain areas
	Smart Mapping		

Table 2: Smart Economy

Smart Economy			
Valley of Possibility	Smart Building	Secure Building	Public buildings and facilities
	Smart agriculture	Crop Monitoring	Maximise yields
		Livestock Monitoring	Reduce theft
		Online Market	Increase revenue potential globally
		Smart Irrigation	Minimise water consumption
	Smart Tourism	Smart Beach	Safe and healthy beaches
		Smart Parks	Safe, informative and risk free
		Museums	Booking, tours, safe and parking
		Recreation	Safe, online, parking,
		Online Guide	Mobile application, routes, help button, language translation, smart payment, news updates
	Smart Retail		Safety Parking Advertising
	Opendata	Publicly exposed data	Transparency Encourage entrepreneurs Increase safety
	Innovation Hubs		Encourage start-ups Develop focussed solutions
Green and Sustainable Valley	Smart Waste	Collection	Automated collection,
		Disposal	Monitored disposal
		Recycling	Enhanced re-use
	Smart Environment	Carbon Emissions	Climate Change

Smart Economy			
		Pollution Monitoring	Ensure healthy environment
		Water Consumption	Reduce impact of future droughts
	Smart Utilities	Smart Meters	Revenue and visibility
		Smart Energy	Renewable energy
		Smart Water	Water conservation
	Smart Buildings	Green Buildings	Energy conservation
	Smart Sanitation	Infrastructure Monitoring	Minimise sewage failures
		Incident Response	Respond and repair

Table 3: Smart Governance

Smart Governance			
Good Governance and Compliance	Citizen Engagement	E-Gov	Digitisation of Municipal Services
			Integrated mobile application
			Responsive
		Community Service Centres	Online Access
			4IR Training
			Community support
	Smart Payment	Cashless Payment Services	Cashless and incentives
			All municipal services
			Retail Outlets
			Grants and short term loans
	Smart Government	Corporate Governance	MSCOA
		Intelligent Operations Centre	Full dashboard visibility
			Real-time reporting
			Historic analysis
			Forecasting
			Emergency management
		E-Gov	Digitisation of all internal services
	Smart Infrastructure	Fibre Broadband	To provide High Speed Internet
		5G and LTE	To provide high speed connectivity
		Cloud Data Centre	Cost effective, scalable infrastructure
		Smart City Platform	Enabled to integrate all City Services
		Disaster Recovery	To ensure minimal impact to business continuity
		Public Wi-Fi	Citizen access point to smart services
Safe Valley	Safe City	Smart Data	AI
			Facial Recognition
			ANPR

Smart Governance			
			Behaviour Analysis
		Smart Lights	Better and safer lighting with cameras, and communications
		Smart Campus	Securing all public facilities to ensure safe comfortable environment
		Public Safety	Metro Police Traffic Police SAPS 10111 handling
		Smart Fire Fighting	Fire Hydrant Emergency Response Health Monitor Vehicle Monitoring
		Disaster Management	Control room Coalition command Sensors Video Communications

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3 CHALLENGES FOR THE MUNICIPALITY

3.1 Climate Change

To date, the implementation of climate change responses to this changed climate has been slow, but it has to be incorporated into every facet of spatial and land use planning, service delivery, infrastructure development and economic planning. Failure would compromise basic service delivery, exacerbate poverty and undermine the most vulnerable communities.

There is a unique opportunity in the immediate short term to radically shift planning and infrastructure development to become climate resilient and to reduce greenhouse gas emissions that are directly driving the problem. The window of opportunity is however short and closing rapidly, implying that climate change response is urgently needed if the Western Cape aims to continue with a thriving local economy and to continue reducing inequality and poverty.

3.2 The 4th Industrial Revolution

The 4IR is the latest global phenomenon that will fundamentally alter the way we live and work. In South Africa we are faced with growing economic decline, increased unemployment and reduced competitiveness as a country desperate to produce a turnaround. The 4IR is a disruptor of immense proportions for the entire globe due to the interconnectedness of the world economies and the largest population ever to face such a phenomenon

The digital economy has taken over our world. Upstarts like Uber, Airbnb, Kickstarter and Square are proving that we live in a world where technology pioneers and the monetisation of disruptive technologies win consumers over with innovative thinking.

The digital economy promises a wealth of decision ready data at the fingertips of companies, governments and even international civil society organisations. What about the social entrepreneurs and small, but impactful, civil society organisations where limited tools are available?

3.3 Globalization

In an African context these initiatives are vital to the development of an expanding population in a world of rapidly changing technology. A failure to address these issues will leave Africa languishing in a scenario of ever increasing poverty. To the contrary, addressing these issues will see both economic and social upliftment rise significantly

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3.4 Urbanization

More than half of the world's population live in cities, where there is a constant struggle to find sustainable solutions to the ever increasing pressure placed on our resources. We need to work smarter and more efficiently to achieve the progress required by urbanization. In this constant drive by the urban landscape to progress, rural communities are left behind and the divide is increasing daily.

3.5 Employment

The tourism industry also makes a large contribution to the economy of the Stellenbosch Municipal area and is valuable to the local economy for the ample job opportunities it can create. It is estimated that this industry contributes up to 10 per cent to the local economy of the Stellenbosch Municipal area (Stellenbosch Municipality, 2018).

The agriculture, forestry and fishing and manufacturing sectors in the Stellenbosch Municipal area reported net job losses (-5 933 and -568 respectively) between 2006 and 2016. There were some job losses reported in the agriculture, forestry and fishing sector in 2016 and 2017 due to the severe drought.

This is a cause for concern considering the considerable contribution of this sector to the Stellenbosch economy as well as its great significance to employment. The sectors which reported the largest increases in jobs between 2006 and 2016 was the wholesale, retail and trade (4 890), financial, real estate and business services (3 721) and community, social and personal services (1 839).

It is estimated that in 2017 employment creation improved compared to 2016, with an estimated net change in employment of 1 750 jobs. This positive change in employment is mostly a result of the 1 710 jobs created in the wholesale and retail trade, catering and accommodation sector. Although the Stellenbosch Municipal area had a higher estimated net change in total employment in 2017, some sectors still shed jobs, such as the agriculture, forestry and fishing sector (311 jobs) and the general government sector (262 jobs).

Skills levels can only be determined for formal employment, and in 2016, 73.1% of workers in the local municipal area were formally employed

In 2016, 54 729 people were formally employed and increased slightly to 54 789 people in 2017. The largest proportion of people who were formally employed in the Stellenbosch Municipal area in 2016 are semi-skilled (42.7%) labour.

Employment for semi-skilled workers has grown at a higher rate (2.4% per annum) over the last five years compared to other skills levels, which indicates a rising demand for semi-skilled workers and highlights the importance of skills development. The higher growth and large proportion of workers who are semi- skilled are in line with the large proportion of workers in the wholesale and retail trade, catering and accommodation sector (24.4%) and the large net change in employment in this sector over the last five years (3 200 workers).

The number of skilled workers increased relatively fast over the 2006 – 2016 period, while growth was marginally slower for semi-skilled workers; low skilled employment however

declined over this period. An improvement in education and economic performance can contribute to further increases in the number of higher skilled workers.

The wholesale and retail trade, catering and accommodation sector contributed the most jobs in the Stellenbosch Municipal area in 2016 (18 284 or 24.4%), followed by finance, insurance, real estate and business services sector (12 539 or 16.7%), agriculture, forestry and fishing sector (11 044 or 14.7 per cent), community, social and personal services (10 464 or 14%) and manufacturing (7 745 or 10.3%).

Combined, these top five sectors contributed 60 076 or 80.2% of the 74 877 jobs in 2016.

3.6 Poverty

Inflation adjusted poverty lines show that food poverty increased from R219 in 2006 to R531 per person per month in 2017. The lower-bound poverty line has increased from R370 in 2006 to R758 per person per month in 2017 while the upper-bound poverty line has increased from R575 in 2006 to R1 138 per person per month in 2017.

The United Nations uses the Human Development Index (HDI)[1] to assess the relative level of socio- economic development in countries. Indicators used to measure human development include education, housing, access to basic services and health indicators. Per capita income is the average income per person of the population per year; per capita income does not represent individual income within the population. The life expectancy and infant mortality rates are other important criteria for measuring development.

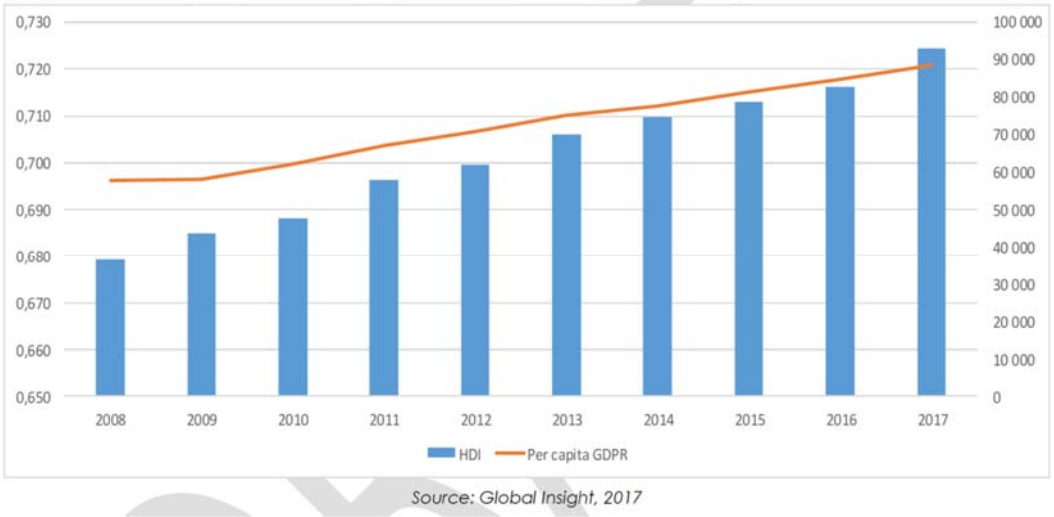

Figure 4: Human Development Index (HCI)

There has been a general increase in the HDI in Stellenbosch, Cape Winelands and the whole of the Western Cape between 2011 and 2015. With the exception of a drop in HDI levels for the Western Cape for 2016. The human development index increased to 0.72 in Stellenbosch, 0.71 in the Cape Winelands District, and 0.73 in the Province.

[1] The HDI is a composite indicator reflecting education levels, health, and income. It is a measure of peoples' ability to live a long and healthy life, to communicate, participate in the community and to have sufficient means to be able to afford a decent living. The HDI is represented by a number between 0 and 1, where 1 indicates a high level of human development and 0 represents no human development

An increase in real GDPR per capita, i.e. GDPR per person, is experienced only if the real economic growth rate exceeds the population growth rate. Even though real GDP per capita reflects changes in the overall well-being of the population, not everyone within an economy will earn the same amount of money as estimated by the real GDPR per capita indicator.

The Stellenbosch Municipal area experienced an increase in the number of indigent households between 2014 and 2016, implying an increased demand for indigent support and additional burden on Municipal financial resources. Similarly, the number of indigent household.

3.7 Crime

South African society is becoming more and more violent. This was confirmed by the 2017/18 crime statistics released by the South African Police Service (SAPS) and Stats SA.

Murder: Within the Stellenbosch area, the number of murders increased marginally from 56 in 2017 to 58 in 2018, while the murder rate (per 100 000 population) remained unchanged at 31; the murder rate for the Cape Winelands District also remained unchanged at 38 in 2017 and 2018. The 2018 murder rate in Stellenbosch is the lowest in the District.

Sexual Offences: In 2018, there were 201 sexual offences in the Stellenbosch area; when comparing to the broader District, at 108, Stellenbosch's rate per 100 000 population was slightly above that of the District's 105.

Drug Related Offences: Drug-related crime within the Stellenbosch area shows an increase in 2018, from 2 272 cases in 2017 to 2 724 cases in 201 8. The Cape Winelands District's trend is also on an increasing trajectory between 2016 & 2018. When considering the rate per 100 000 population, with 1 459 crimes per 100 000 population in 2018, the Stellenbosch area is below that of the District and Province's rates of 1 727 and 1 769 respectively. The Cape Winelands had the lowest district rate in the Province; Stellenbosch had the second lowest (after Drakenstein's 1 328 per 100 000 population) rate within the District.

Driving under the influence: The number of cases of driving under the influence of alcohol or drugs in the Stellenbosch area shows an increase of 58, from 131 in 2017 to 189 in 2018. This translates into a rate of 101 per 100 000 people in 2018, which is above that of the District's 94 per 100 000 people in 2018.

Residential Burglaries: Residential burglary cases within the Stellenbosch area decreased from 1 579 in 2017 to 1 525 in 2018. The rate (per 100 000 population) is considerably above that of the District 628 per 100 000 population.

Fatal Crashes: Fatal crashes involving motor vehicles, motorcycles, cyclists and pedestrians within the jurisdiction of the Stellenbosch Municipality has increased from 37 to 42 between 2015 and 2016, but declined again sharply in 2017 to 32. The number of fatal crashes in the broader Cape Winelands District increased by 37 between 2015 and 2016 before decreasing again by 21 in 2017.

Road User Fatalities: A total of 32 fatal crashes occurred within the Stellenbosch region in 2017. As seen in the table above, a total of 34 road users have died. Both the fatal crashes

as well as number of fatalities in the Stellenbosch Municipal area declined considerably in 2017.

3.8 Economic Outlook

Economic theory suggests that when an economy prospers its households are expected to enjoy an improved standard of living. A declining economy tends to lower the standards of living of people. This section uses indicators in terms of GDP per capita, income inequality and human development to show the current reality of households residing in the Stellenbosch Municipal area.

The deteriorating financial health of households and individuals under the weight of economic pressures, specifically between 2011 and 2015, has resulted in an increase in the poverty levels, according to the Poverty Trends in South Africa report released by Statistics South Africa in 2017. The report cites rising unemployment levels, low commodity prices, higher consumer prices, lower investment levels, household dependency on credit, and policy uncertainty as the key contributors to the economic decline in recent times. These recent findings indicate that the country will have to reduce poverty at a faster rate than planned.

The Cape Winelands District (CWD) is the heart of the provincial wine industry. The CWD is mostly rural in nature with an extensive agricultural industry, however, there are a number of small towns that function as nodes that are highly developed such as Worcester, Paarl and Stellenbosch (Cape Winelands District Municipality, 2017).

The local economies were influenced by the volatile national economy, especially in 2015, 2016 and 2017. The economic growth in these three years has fluctuated sporadically and is still much lower than the average 10-year economic growth rates.

The local economy of the Stellenbosch Municipal area is driven by the wholesale and retail trade sector; the finance, insurance, real estate and business services sector; and the manufacturing sector. Collectively, these sectors contribute 58.7% (R8.6 billion) to the Municipal GDPR. The manufacturing sector in the Stellenbosch Municipal area is highly reliant on the agriculture, forestry and fishing sector, as 40% of manufacturing sector activities are within the food, beverages and tobacco subsector.

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4 SMART CITY PRINCIPLE

4.1 The Current State of Smart City Applications

Today's smart city deployments can be characterized best as constructed by ecosystems of collaborating entities—municipalities, engineers, contractors, developers. These teams can deploy one or more applications and gain economies of scale through repeat sales.

The challenge with this approach is that combining one smart city feature or application with another one, built according to a different ecosystem, confronts a large integration cost. This cost must then be born as a barrier to achieve the benefits. Alternatively, if a set of homogeneous technologies and applications—built by a single ecosystem—were deployed, the same benefits might be achieved without the large integration cost.

This argument makes no judgement about the excellence of the various competing ecosystem teams. It simply results from the fact that, because the teams and ecosystems are different, there is an integration cost. This integration cost can sometimes be prohibitive to deployment. In addition, the organizational dimensions of integration with differing ecosystem teams make integration even more challenging.

4.2 City Roadmap Principles

The following principles are an example of the policies that may be applied to the smart city roadmap:

1) **IDP Alignment:** The roadmap for the smart city shall align with the priorities defined in the IDP and focus the smart technology in accelerating realization of the objectives
2) **National and Provincial:** The smart technology shall align with the priorities and strategies from the district, provincial and national government. Where required integration into other agencies shall be implemented and use of the smart city ICT infrastructure where required. (e.g. healthcare)
3) **Public Safety:** The use of smart technology to improve the safety and security for citizens and tourists is paramount. A smart city cannot be realized unless it is safe and comfortable. Livelihood and economical improvements will only be realized once there is safety.
4) **Revenue:** Smart technology will be employed to improve greater and more accurate collection of revenue. Also smart technologies can be expanded to increase revenue opportunities for the municipality. All collection shall be traceable, erroneous invoicing rapidly corrected and online visibility of costs shall be available to citizens and businesses.
5) **Transport:** Smart transport solutions and traffic management shall be employed in line with the roadmap identified and agreed in the Spatial Development Framework
6) **Data Management:** All data shall be treated and managed in line with the POPI act and GDPR.
7) **Cyber Security:** The cyber security architecture shall be designed and developed intrinsically with the smart city to ensure the highest protection possible from attacks.

8) **System Integration:** The municipality shall have ownership of the integration and ensure all standards and policies are adhered to for effective interoperability

9) **Interoperability:** Open standards shall be applied to all interfaces. Full interoperability to avoid vendor lock in and ensure a more vibrant and progressive environment.

10) **Energy Consumption:** The municipality will become a green city. Smart metering shall be employed to provide visibility of consumption, efficient smart public lighting solutions shall be deployed and infrastructure able to support clean energy generation.

4.3 Smart City implementation principles

Figure 5 is a derivation from the best practices across the globe on the primary activities that are necessary to achieve a successful smart city programme. These principles have been proven by pioneering cities and the municipal governance and structure should be adapted to these concepts.

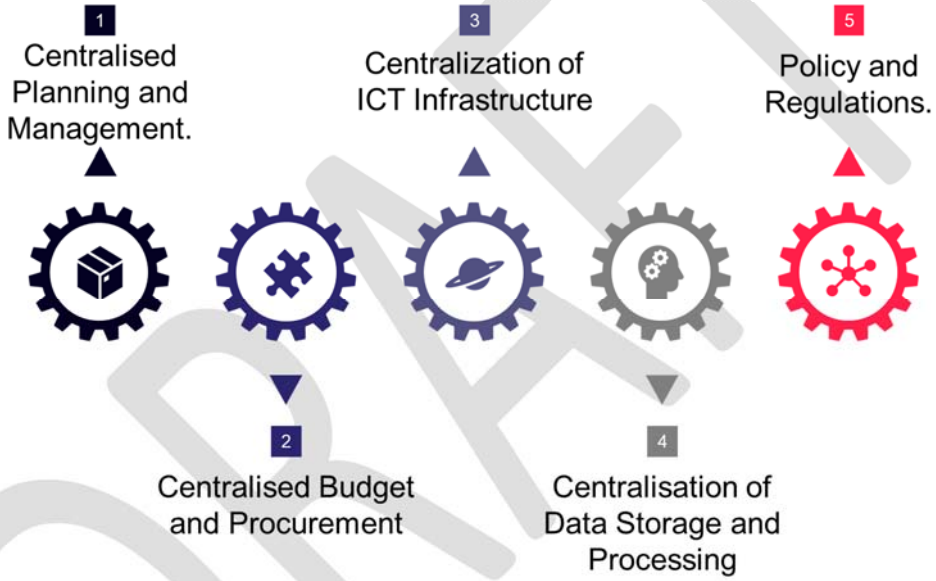

Figure 5: Smart City Principles

4.4 Centralised Planning and Management

- **Unified Plan for all ICT Projects** – To ensure full interoperability and integration, all planning and design for smart city ICT projects need to follow an overall architecture and standards.
- **Step by step construction** – The construction of ICT solutions needs to be implemented in controllable and manageable sections from initial proof of concept to city wide rollout. This ensures that the solution is as stable as possible, problems are identified are addressed early and initial reliability is improved
- **ICT project shall be reviewed by Smart City Committee** – In order to ensure that the ICT is interoperable and compliant, all solutions shall need to undertake a Quality Assurance review for compliance or recording of exceptions. Without this review body, System stability and fragmented and isolated solutions will remain a high probability

- **Strong central leadership** from the mayor and municipal manager's office to ensure realization of the vision
- **Strong smart city operational department** that centrally reviews and monitors compliance to smart city architecture.
- **Unified planning and design** including all departments and stakeholders to ensure maximum buy-in and momentum

4.5 Centralised Budget and Procurement

- Centralize smart city funding/budget from municipal budget where applicable across more than one department
- Centralise investment and procurement for city wide or multi-department ICT equipment or software.
- For all initiatives requiring private partnership or funding, a strong business case with a realistic Return on Investment must be ensured
- The full programme lifecycle costs must be considered. Due to the number of devices to be implemented, and inherent failings or limitations in devices shall result in a dramatic increase in operational expenditure to repair and replace

4.6 Centralisation of ICT Infrastructure

- Centralisation of ICT infrastructure and services allows cost savings due to better pricing of equipment, overall quantity equipment reduced due to the use of cloud virtualization technology and ensures a more available and reliable system to provide all required applications and services
- All It services shall need to be centralized to the cloud infrastructure
- All data will need to be mastered in a data lake
- All solutions must comply with open standards accepted by the Smart City Committee or ICT Steering Committee.
- All solutions must be fully interoperable with the Stellenbosch ICT infrastructure

4.6.1.1 Enterprise Architecture Approach

The ICT Strategy should adopt an Enterprise Architecture based approach as the basis for achieving Business/ICT alignment within the ICT Business Strategy. This approach is based upon the industry best practice framework, TOGAF (The Open Group Architecture Framework).

4.6.1.2 Elimination of ICT Silos

The Business ICT Strategy will encourage the convergence, wherever possible, of business applications onto more corporately aligned collaboration platforms moving away from traditional departmental 'silo' applications that will not deliver the collaboration or value for money necessary to tackle the service delivery challenges facing the Municipality and its

communities. This architecture will further inform the infrastructure requirement based on the applications requirement and have an integrated ICT plan approach

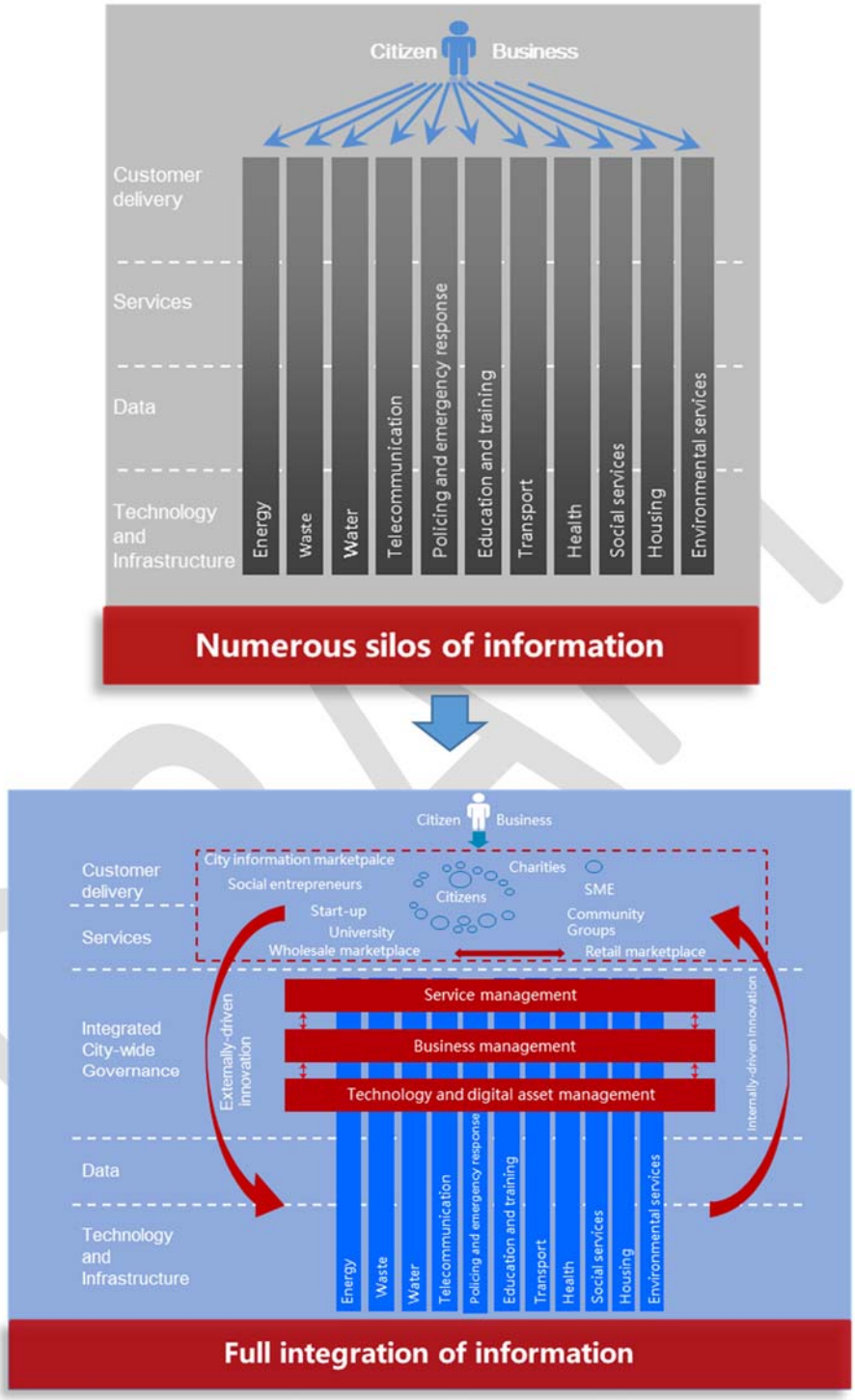

Figure 6: Single Coherent ICT System[2]

[2] BSI PAS 181:2014 Smart city framework – Guide to establishing strategies for smart cities and communities

4.7 Centralisation of Data Storage and Processing

- Each department shall have their own business responsibilities and KPIs
- From an ICT and data context the departments will fully interoperate and integrate with the smart city infrastructure
- Utilisation of a data lake as a shared master data repository enables more optimal use of storage, the ability to better optimize big data infrastructure and analytics as well as providing a more effective AI capability which has the potential to learn faster and become more accurate.
- Coalition command alignment enables centralized management and visibility across several departments in the event of a crisis or event that needs a significant response such as a bush fire or a televised sporting event
- Micro services can be implemented so that the business focused applications required by each department can focus on experience and presentation whilst utilizing such services as AI, big data and GIS to provide a faster and richer experience
- A central smart city platform shall need to be implemented to support the data lake, micro services, coalition command and device connectivity and management.
- Centralisation of the Cyber security capability allows for a more robust and protected solution with a contained and controllable environment

4.8 Policy and Regulations

1) **Environment**: promotion of energy saving, the use of renewable energy, and reduction of environmental pollution, in particular CO2 emissions.
2) **Mobility**: accessible and safe transport; creation of an integrated mobility system with low environmental impact.
3) **Citizenship**: promotion of life-long learning and education; nurturing of cultural diversity; promotion of civic engagement and citizens' creativity.
4) **Living**: safeguarding individual and public health; implementation of welfare, cultural, and tourist policies; promotion of social cohesion.
5) **Government and political participation**: adoption of transparent decision-making; creation of accessible online services; promotion of political participation;
6) **Economy**: creation of a flexible labour market; support for entrepreneurship and innovation, targeting women and young people in particular.

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5 FRAMEWORK

5.1 Smart City Strategic Objectives

From the Strategy for the Stellenbosch Municipality, the following strategic objectives were defined:

Valley of Possibility	With rapid and inclusive economic growth, and falling unemployment
Green and Sustainable Valley	Environmentally sustainable with optimal benefits from our natural assets. A clean and healthy valley
Safe Valley	Provide a safe and healthy environment with no crime
Dignified Living	The spatial divisions and fragmentation of the apartheid past are progressively overcome and township economies have become more productive
Good Governance and Compliance	A smart and responsive municipality (working with other levels of government) that plans and efficiently delivers high quality services and cost effective infrastructure, without maladministration and political disruptions

5.2 Framework Diagram

Figure 7 provides a view of the framework to be applied. Following the approach of the One Smart City platform, one cloud Data Centre and one unified city network across all departments in order to remove silos from and ICT perspective. All departments then would be visible and managed from a central municipal perspective through the intelligent operations centre.

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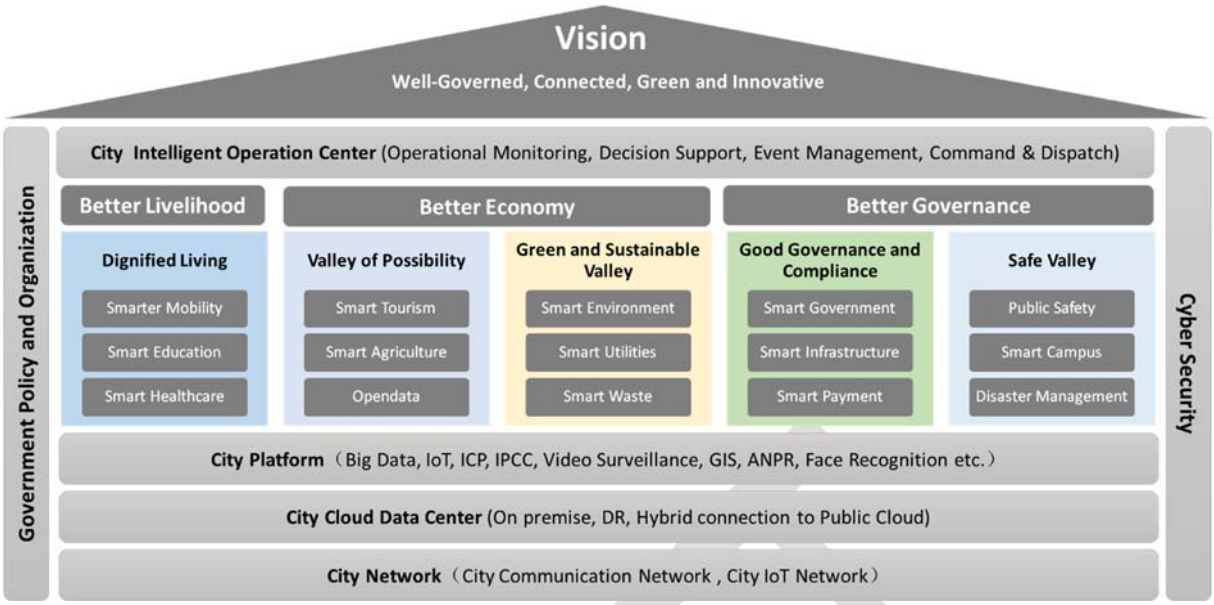

Figure 7: Smart City Framework

5.2.1 City Telecommunications Network

The City network consists of the broadband fibre and wireless services and the narrow-band IoT services that provide monitoring and control.

Robust, reliable and fit for purpose communications networks are critical to the success of smart city as all information is expected to be available on-line in real-time.

The layer also needs to be able to handle traffic from several different communication technologies as wells as addressing the device management of tens of thousands of devices. If this is not focused and addressed, then the operational overhead will become excessive.

5.2.2 Cloud Data Centre

The cloud architecture has proven to be the most flexible and scalable approach to meeting the smart city requirements. It decouples the software from the IT hardware and providing a virtualised environment for each business unit. This results in greater flexibility in scaling and integrating whilst keeping greater control centrally of integration and standards compliance

5.2.3 Smart City Platform

Successful Smart City projects share a common point: They link all smart applications into one smart platform. These applications cover education, healthcare, security supervision, and city management. There are hundreds of these applications, and the number is quickly growing

In a Smart City, systems such as transportation, education, healthcare, energy, environmental protection, government management, and public security are well connected and constantly support each other.

Smart Cities are built to evolve and eventually upgrade. Smart City developments are not just a single project or series of projects, but systematic undertakings with an iterative schedule for evolution

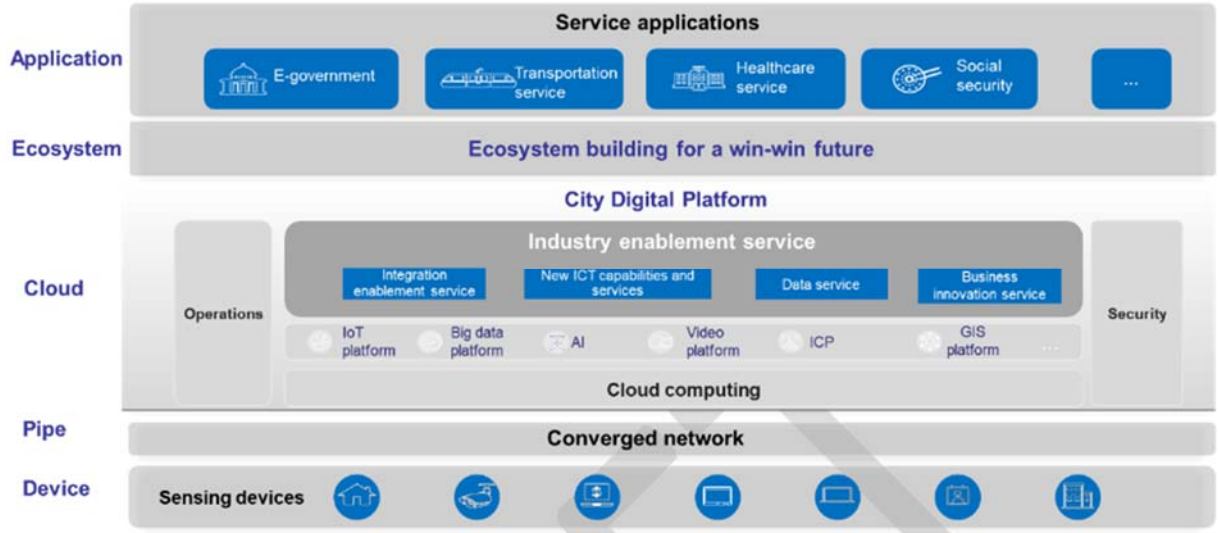

Figure 8: Smart City Digital Platform Architecture

For a smart city to perform effectively, the system must be able to process and analyse all data from every department across the organisation. Thus all data needs to be stored in a centralised data lake.

The platform will then typically include many micro-services, such as big data, GIS, video analytics, which any business application can utilise. These shared services allow for access to otherwise unaffordable services and simplifies the effort to develop business applications

Technological change is much more rapid than organizational change, and yet cities often find themselves locked-in to particular technology solutions. Smart cities need to protect themselves against the downside of rapid technology evolution, by developing a strategic ICT platform that guarantees future agility as markets develop and city priorities change.

Such a platform cannot afford to be locked-in to specific technologies or solutions that prevent or limit such agility. This means that a city should establish a proposal for an open, city-wide, service-oriented, interoperable ICT platform. Such a proposal is not something that would typically be implemented in a big bang or by a single ICT supplier, but would:

- provide an agreed architecture on which city partners and suppliers can converge over time;
- Establish a multi-level competitive landscape at the platform, services and application layers.

5.2.4 Intelligent Operations Centre

The IoC is essentially an AI based GIS visualisation package that provides a real-time view across any cross-section of the city desired. Also it can analyse historic data for forensic analysis or use this data to forecast events and simulate initiatives.

Without the full visualisation and digital twin of the city, proactive actions to address or prevent incidents will be hampered

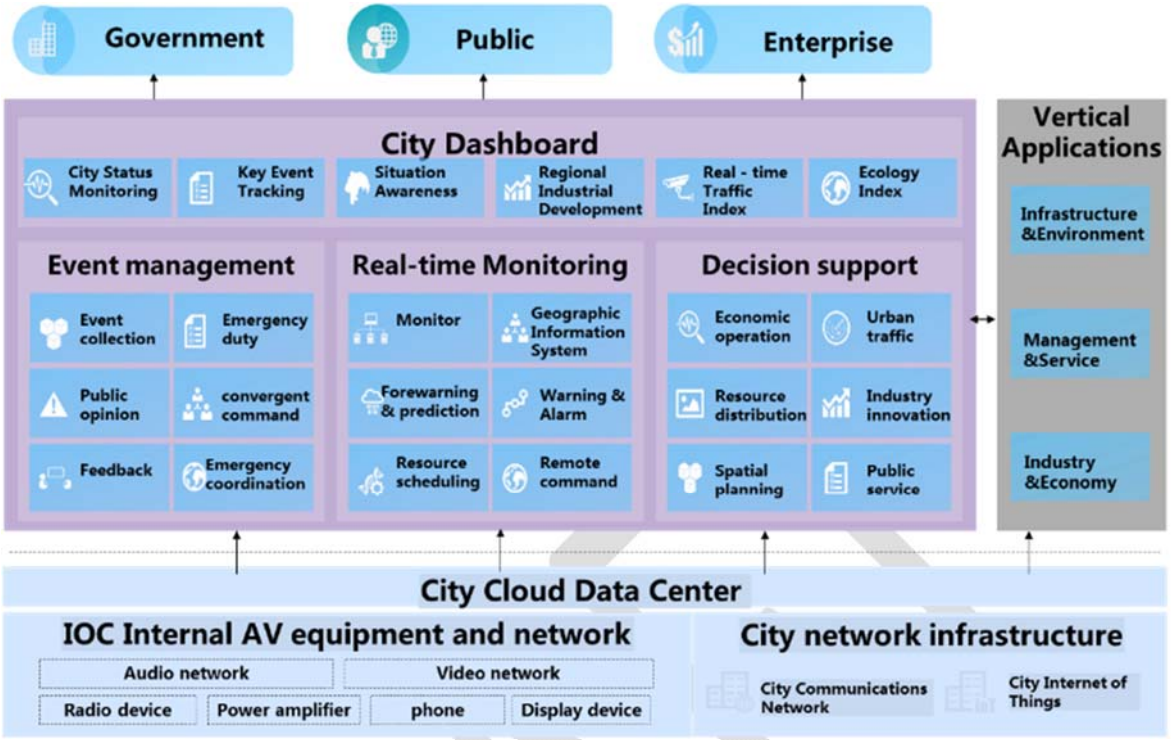

Figure 9: Intelligent Operations Centre Framework Architecture

The Intelligent Operation Center is based on the cloud-based Information and Communications Technology (ICT) infrastructure. The Intelligent Operation Center has comprehensive features such as city management databases, data support and resource services, cross-agency applications.

The Intelligent Operation Center will include:

- **ICT infrastructure**: An cloud platform centrally allocates and manages IT infrastructure and data resources such as computing, storage, and network resources;
- **City management databases**: Population, housing, macro economy, and geographic information support flexible data sharing and decision-making;
- **Data support and resource services**: Exploit the full benefits of Big Data by converging data across geographically-dispersed industries;
- **Cross-agency service applications**: City operations status displays for monitoring and alerts, collaborative handling and command of emergencies, simulation and unified planning, open city data and information services, and cyber security management;
- **City operation centre**: Large-screen display, digital conferencing, sound reinforcement, video and audio switching, central control systems, and other facilities

5.2.5 Six Levels of Intelligent Operations and Maintenance

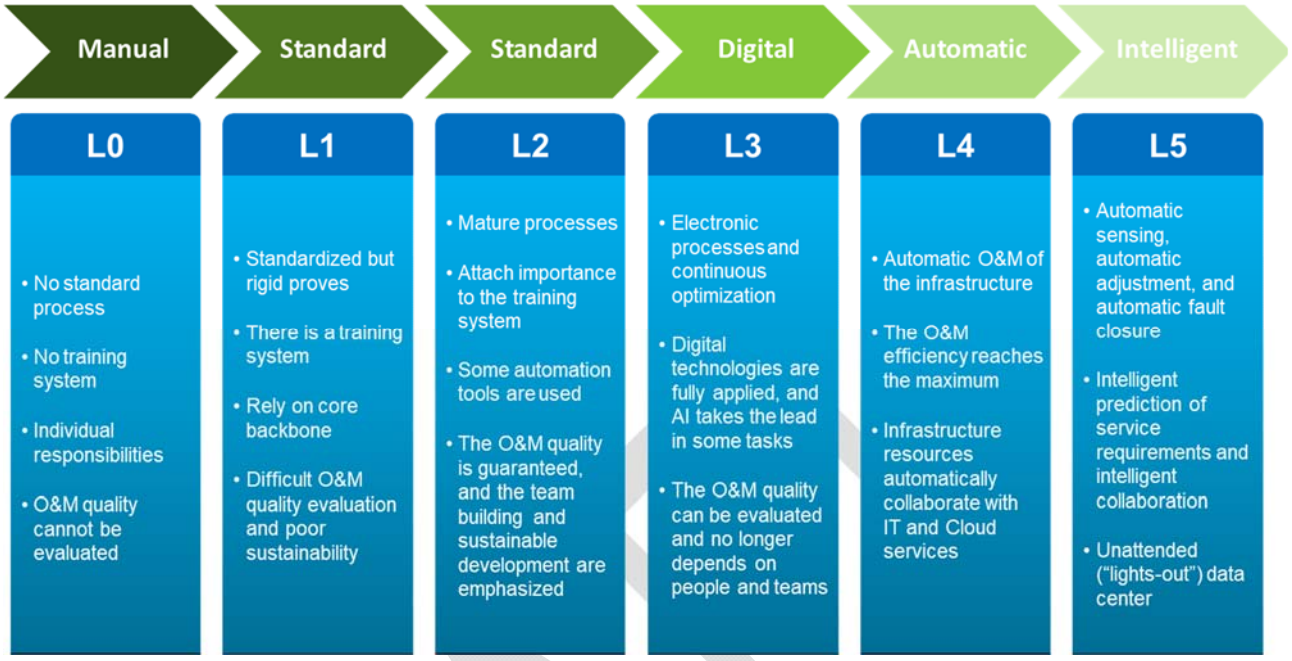

Figure 10: 6 Levels of Intelligent Operations and Maintenance

Availability and reliability of assets is key to the smooth and reliable operations of a smart city with intelligent predictive analysis and mitigation across all domains and departments. As shown in the diagram, the stages and phases of achieving prediction is summarised. The a focussed organisation wide strategy and roadmap shall need to be determined in order to have a 5 year plan to realise the vision. This does not only cover technology, but skills, business processes, KPIs and more strategic partner relationships.

5.2.6 Government and Organisation

Due to the more centralised management of data and applications, changes shall be required in the municipality to break silos and to have a cooperative and interoperable organisation which performs effectively under usual business condition and operates smoothly when interacting with other departments.

5.2.7 Cyber Security[3]

The threat from Cyber-terrorists and hackers is extreme and has to have a very strong focus and high skills. Due to the ever growing complexity of attacks, centralising the Cyber-security team into one unit and to focus on protecting the cloud platform should provide a more challenging target for would be attackers.

[3] The National Cyber Security Centre - https://www.ncsc.gov.uk/

It must be understood that no matter how good the security team are, there is always a risk of a successful attack. To this end, the disaster recovery solution should be in place to limit the potential impact.

Smart City Cyber Security Strategy

The development and transition of a City into a Smart City, cyber security is paramount. The City must assess its ability to deal with the new threat landscape and prepare a. The key objectives of a Smart City Cyber Security Strategy must be to deliver a new or adapted operating model able to effectively direct, monitor and protect the diverse range of city domains, services and its citizens. As part of this, there will be crucial decisions to make as whether to define dedicated security operations, joint or shared security and city operations or outsource all or part of the required capabilities.

The point of becoming a Smart City is to develop and release new connected technologies and services but that has the potential to increase the risk and threat of attacks. The strategy and operating model will then need to reflect the right range of cyber security capabilities to address this. The following are a series of activities required as input to the strategy.

1) Identify Cyber Security Capabilities to meet strategic vision
2) Define the Criteria for each required capability
3) Align Standards and Regulation requirements
4) Define Functions, Actors, Roles and Responsibilities
5) Model the Capability domain
6) Integrate the Technology and Data requirements
7) Define the Service Model and Requirements
8) Define the Operating Model and supporting Views
9) Deliver the strategy through a Transformation Plan
10) Monitor in-life Change, Performance and Maturity development

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6 SMART LIVELIHOOD – DIGNIFIED LIVING

6.1 Smart Mobility

6.1.1 Intelligent Transport (ITS)

Develop an effective and integrated public transport system that promotes access to opportunity through mobility.

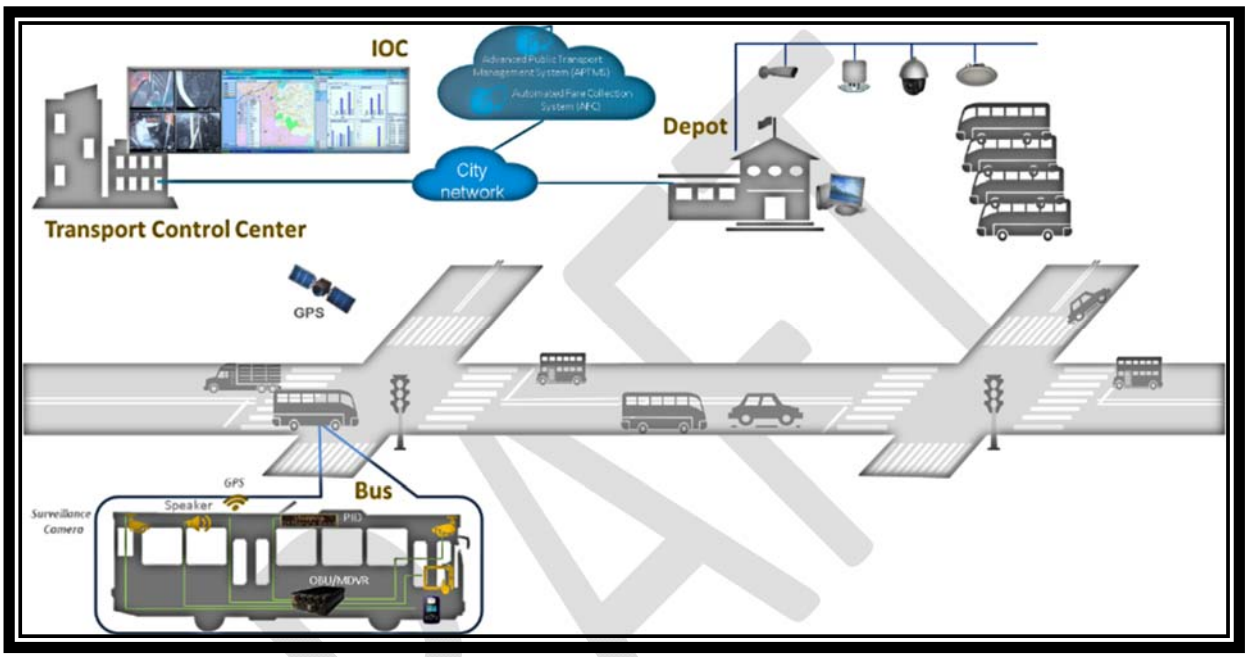

Figure 11: Smart Bus

- Real-time monitoring of bus location in relation to designated routes and prescribed timetable
- Inside and outside bus video surveillance
- Bus health monitoring
- Automated cashless payments systems with no driver interaction
- Integration into the smart city of the ICT systems

6.1.2 Smart Roads

6.1.2.1 Smart Road Safety

Road deaths and road accidents need to be reduced. Using smart technologies to be able to proactively create an environment for drivers to drive more safely and ensure road conditions are managed to help make driving as safe as possible.

- High definition cameras shall be installed to monitor conditions and detect road traffic infringements and provide automated infringement notices via the Municipal web portal and mobile application and SMS to cell phone registered against the vehicles.
- Automated unmanned road traffic infringement systems shall be implemented, including status information of the systems to reduce acquittals on technicalities.
- Number plate recognition to be implemented at all traffic infringement system locations as well as object detection analytics to track and identify vehicles without number plates, have false number plates or are falsely registered on the eNATIS system.
- For detection of potential false number plates, the use of the CCTV network across the municipality to track vehicle stopping points or destinations, so investigation into the vehicles can be improved.
- Potholes, flooding and sinkholes detected by cameras in combination with online reporting from the citizens and communities.
- Pothole locations will be automatically Geo-mapped and recorded in the database. This will be cross correlated with traffic conditions and management. The potholes and related holdup an reported vehicle damage will be available on the IoC platform along with time since discovery, and time to repair along with performance compared to KPIs

6.1.2.2 Traffic Management

The management of the roads to reduce congestion, reduce travel times and maintain the quality of the road surfaces is key to ease costs and pressures on commuters along with improving time lost in travelling by companies and organisations

- Complete the installation of traffic detectors in all strategic roads to provide real- time traffic information
- Introduce pilot intelligent traffic signal systems with sensors for pedestrians and vehicles at road junctions
- Explore the use of crowd management system to facilitate the monitoring of people and vehicle flows during major events
- alleviate traffic congestion and tackle other traffic management and enforcement issues through wider use of technology

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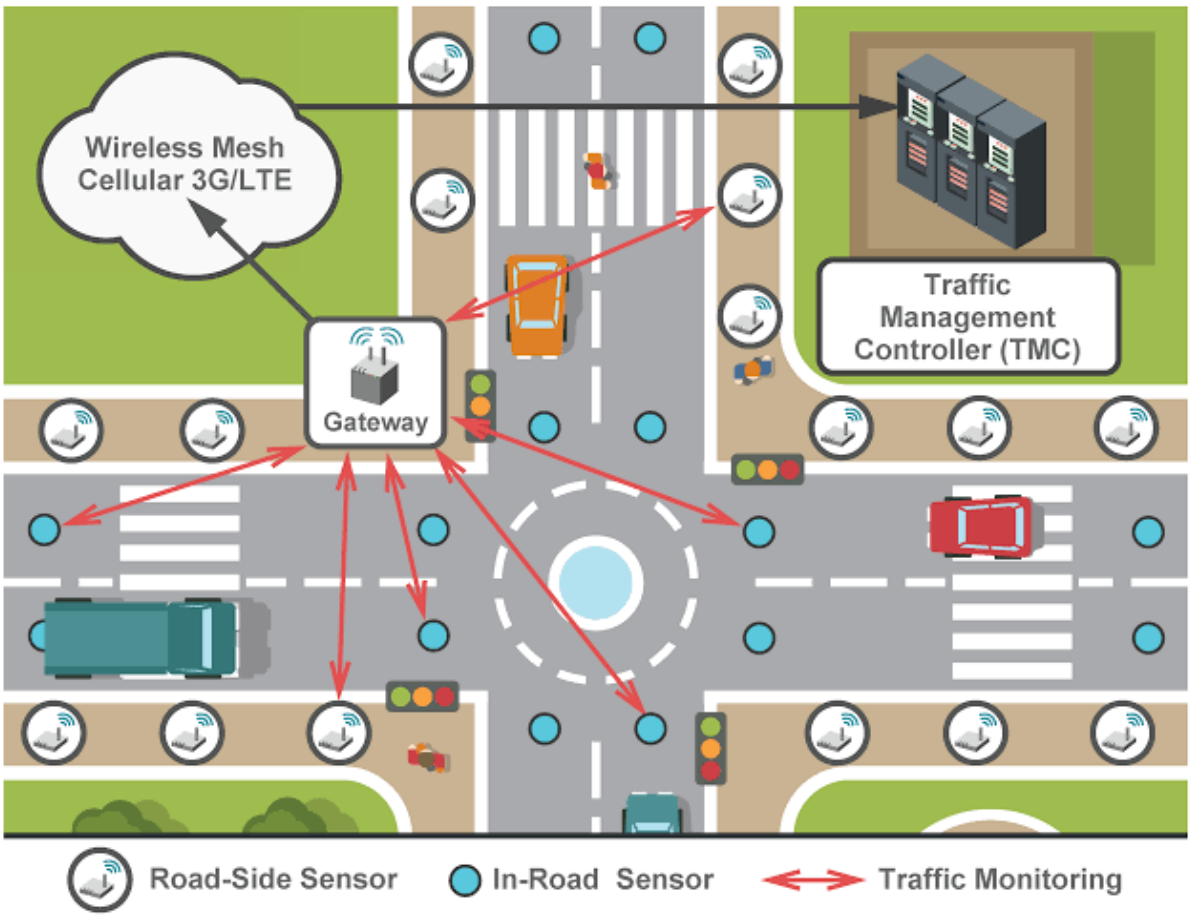

Figure 12: Visual Smart Traffic Management

6.1.2.3 Smart Traffic Lights

Real time and fine grained data of the traffic flow in the city, created by sensors in infrastructure and vehicles, allow intelligent systems to optimize the traffic flow by adjusting traffic lights and other signals. Guide emergency services like ambulances smoothly through the traffic by finding the fastest route, keeping bridges closed and adjusting traffic lights

The intelligent traffic lights shall provide their status and condition in real-time and will be intelligently linked with monitoring cameras and associated information to improve and reduce traffic congestion.

The traffic lights should still function albeit in a default standalone mode if connectivity is lost to the backend servers.

6.1.3 Smart Parking

Finding a free parking space in a city like Stellenbosch is often difficult. Smart solutions can be used to optimize the use of parking spaces. Each parking space is equipped with a sensor that detects whether a car is parked on it or not.

This eliminates the need for driving around looking for a free parking space. Furthermore, if there is no free parking space at all, drivers can decide to change their plans and look for other options. Decongesting the city and increasing traffic flow.

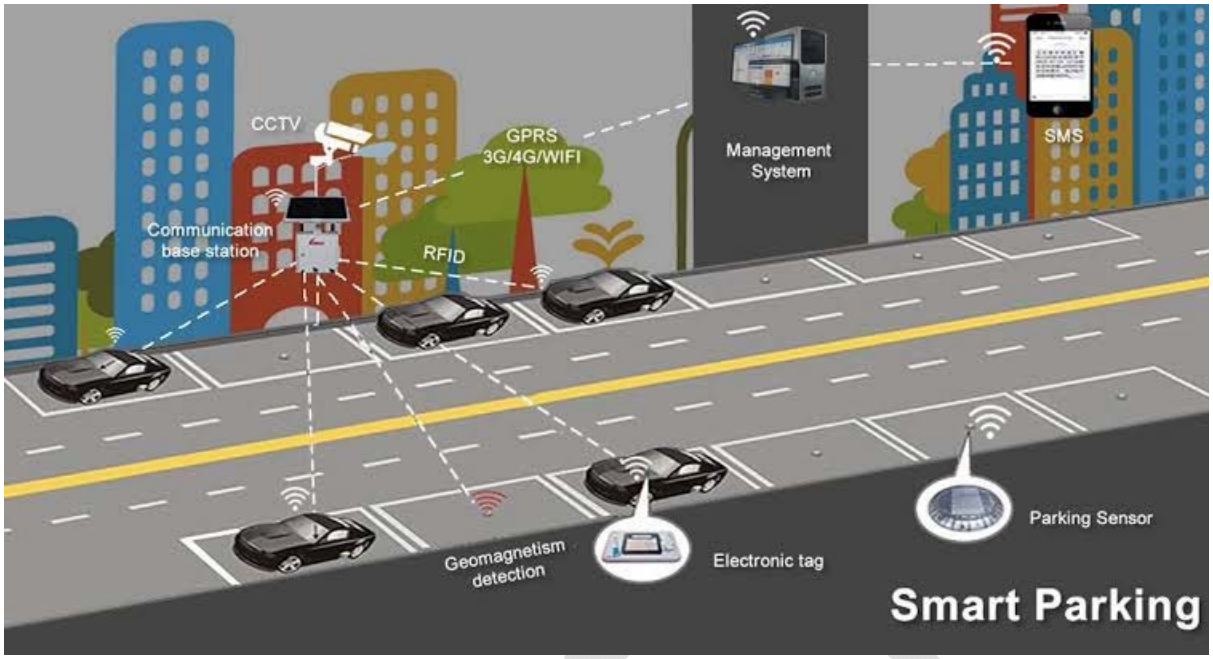

Figure 13: Visual Smart Parking

6.1.3.1 GIS Application

The Municipality shall provide GIS based map information for public parking. This should provide space availability, space reservations, and directions, nearby tourism and municipal sites and online payment.

6.1.3.2 Electric Vehicle Charging

Electric Vehicles shall become more prevalent over the coming 5 to 10 years. Parking spots shall be implemented that will be available to charge Electric Vehicles. In addition this service will only be available to those vehicles known or registered to the municipality so that immediate online invoicing can be performed against electricity consumed.

In addition charging points shall need to be provided at municipal facilities and buildings as well as public car parks.

Sufficient security shall be required on these charging points to ensure that the risk of energy theft is mitigated

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6.1.4 Smart Education

The education needs to also allow for the requirements of 4IR and preparing students for employment in the smart city

- Give access to knowledge and modernizing education in line with the requirements of globalization.
- Organise intensive training programmes on science, technology, engineering and mathematics (STEM) for primary and secondary schools
- Provide enhanced information & communication technology (ICT) training to secondary school students outside normal school curriculum
- Enhance research and development (R&D) capability through collaboration with renowned institutions in other jurisdictions
- Encourage industry to hire STEM graduates for R&D through innovation programmes and enhanced Internship Programmes
- Attract and retain more ICT professionals, especially in data science, artificial intelligence, IoT and cyber security.
- Implement sufficient security to ensure ICT assets are not stolen or removed from premises without permission

6.1.5 Smart healthcare

Smart healthcare is defined by the technology that leads to better diagnostic tools, better treatment for patients, and devices that improve the quality of life for anyone and everyone

Smart Health is based on the following principles:

Classic Health

Health practices based on the traditional approach of the patient being diagnosis directly by the doctor using non-ICT related tools, such as a stethoscope.

eHealth

eHealth relates to the collation and storage of patient records in databases as a unique electronic health records. This coupled with analytical tools can aid diagnosis, determine individual health risks due to location or hereditary factors, along with society based analysis to determine overall health and challenges in defined locations.

mHealth.

mHealth is the provision of medical services to the smart phone. This can provide a myriad of services such as prescriptions collection, medical appointments, collection of vital signs from wearable devices and smart watches along with citizen information on potential health issues (such as Flu) and the symptoms to be aware of along with initial care before access to a medical professional.

WHO identifies the following uses of mHealth:

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- Emergency response systems (e.g. road traffic accidents, emergency obstetric care).
- Disease surveillance and control (e.g. Malaria, HIV/AIDS, TB, Avian Flu, chronic diseases).
- Human resources coordination, management, and supervision.
- Synchronous and asynchronous mobile telemedicine diagnostic and decision support for clinicians at point-of care.
- Remote patient monitoring and clinical care.
- Health extension services, health promotion, and community mobilization.
- Health services monitoring and reporting.
- Health-related m-learning for the general public.

Training and continuing professional development for health care workers

Telemedicine

Telemedicine solutions “designed expressly to deliver a clinical ‘presence’ in remote health services” (when such telemedicine solutions overlap with mhealth.

6.1.5.1 Remote Clinics

Telemedicine centres shall be located in locations where access to medical services are challenging due to distance travelled or correct medial expertise.

Studies indicate that rural citizens also experience greater difficulty accessing quality health care. As a whole, the countries are expected to have a shortage of thousands of physicians by 2020. Faced with these challenges, the smart future community should investigate the use of broadband to bridge the gap between health care availability and rural patients' needs. Broadband-enabled solutions, usually grouped under the term health information technology (HIT), can assist health care practitioners as they strive to serve patients more effectively and efficiently

- The centre will have broadband communications to enable video connectivity to remote medical practitioners, who will be able to make a diagnosis and monitor health recovery or progress
- Online medical equipment shall be supplied to enable the remote doctors to have access to the patients vital signs such as blood pressure, temperature and pulse

6.1.5.2 First Responders

Local first aid responders will be trained and enable to provide rapid onsite lifesaving treatment whilst awaiting arrival of ambulance services.

6.1.6 Smart Zoning

It’s an a intelligent and automated Zoning as a planning process for land use by a locality to allocate certain kinds of structures in certain areas

Faster demarcation of land for industrial, commercial and industrial usage. Integrated with the backend finance system this enables correct billing and property valuation figures

6.1.7 Smart Mapping

Smart mapping is the capability to serve dynamic map layers with unrestricted ability to zoom in, zoom out and focus on certain areas with the layers and the profiles to see patterns and status. This includes the capability to include satellite imagery and video surveillance footage and static digital images.

Based on historic analysis and analytics, scenarios can be simulated on a digital twin of the municipality to show, based on probability, the most like change to the area based on changes to the status quo.

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7 BETTER ECONOMY

7.1 Valley of Possibility

7.1.1 Smart Secure Buildings

A safe secure environment for employees and citizens shall be implemented at all government and public facilities, including the surrounding roads and parking. This will provide a more comfortable venue for business activities and encouraging new business and tourists to come to the Municipality.

Intelligent video based analytics will be the foundation for monitoring and visibility of the venues. Tripwire based perimeter monitoring will be applied where possible with immediate alerts and warnings to security services.

Biometric and RFID based building access will be explored to secure restricted areas and ensure only authorised personnel are allowed access.

All visitor receptions and building entry shall become digitised to enable better analytics, faster service, faster identification of non-desirables and historic analysis to create a better safer environment.

All buildings security solutions should be linked and primarily processed on the Smart City central video management platform. This will provide a complete view across all facilities, reduce the complexity and overhead for ICT systems, provide a second remote view to enhance security activities in the event that the local building occupants are unable to react (for example – armed intruder holding hostages)

The implementation would be for the safety and security of the facilities. The focus of this activity is not for HR monitoring or timekeeping. That will be a responsibility under city governance. The infrastructure will have the capability to be extended with additional applications on the cloud platform to perform additional activities. For change management and solution acceptance, the security should not be hindered by staffed based HR concerns.

7.1.2 Smart Agriculture

Smart agriculture enables farmers to minimize costs and the efforts associated with agricultural activities. Smart agricultural technologies help to optimize various agricultural resources such as seeds, fertilizers and pesticides along with human labour. Advanced technologies enable reduced energy consumption and fuel usage. Smart agriculture enhances productivity by guiding farmers to expertly invest both time and resources in the appropriate combination to achieve the perfect balance for optimized production.

Rapid population growth and competition in agricultural markets force countries to increase their agricultural land areas and yield. In order to satisfy this need, it is necessary to pay attention to Precision Agriculture technology.

Precision Agriculture is the use of technology to maximize the quantity of products received from a unit area.

Smart Farm System transforms traditional agriculture into Precision Agriculture with technologies that improve the end-to-end plant and animal farming

Due to the inherent costs and challenges of the required ICT infrastructure, small scale farmers shall never been in a situation to take advantage of the benefits of technology to improve their yields and market their produce effectively. The cloud infrastructure for the city should be able to provide capacity to support the new farmers.

Due to the limited communications that will be initially available in rural areas, Narrowband IoT technologies will be able to address short term access to data and information. Enhancing broadband connectivity to at least 3G cellular communication shall need to be planned to enable the benefits of smart agriculture.

7.1.2.1 Crop Monitoring

Agrometeorological Station

Agrometeorological Stations should be installed at major locations across the municipal area. Data collected from these stations is should enable:

- Early crop yield prediction
- Regional harvest date prediction
- Establishment of countrywide agricultural early warning system
- Climate change and drought monitoring
- Environmental pollution monitoring

Sensors on the station includes:

a) Temperature
b) Humidity
c) Rain rate
d) Wind speed
e) Wind direction
f) Atmospheric pressure
g) Solar radiation
h) Evapotranspiration
i) Soil moisture
j) Soil temperature
k) Leaf wetness
l) Leaf temperature

Plant Cataloguing, Seed Registration, and Tracking System:

- Production and tracking of certified seeds
- Use of highly efficient seeds

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- Tracking each type of plantation across the country
- Managing product requirements over a unified system
- Creating a product cataloguing structure

Pesticide Cataloguing System:

- Registration of all pesticide manufacturers
- Detection of appropriate pesticide use
- Management of pesticide imports and exports
- Determining the pesticide policies
- Planning pesticide support

Fertilizer Cataloguing System:

- Registration of all fertilizer manufacturers
- Efficient fertilizer production
- Managing the fertilizer economy
- Determining the fertilizer policies
- Planning fertilizer support

Satellite Agriculture Monitoring

Detection and estimation are conducted with satellite technology, airplanes, and drone cameras using remote-sensing techniques and algorithms. Software automatically extracts data using infrared band. Normalized Difference Vegetation Index (NDVI) algorithm is used.

- Identifies the type of crop in the field.
- Detects the crop density in the field
- Analyses the efficiency of the crop
- Identifies phrenological stages of the crop

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Figure 14: Standard Image taken by Drone

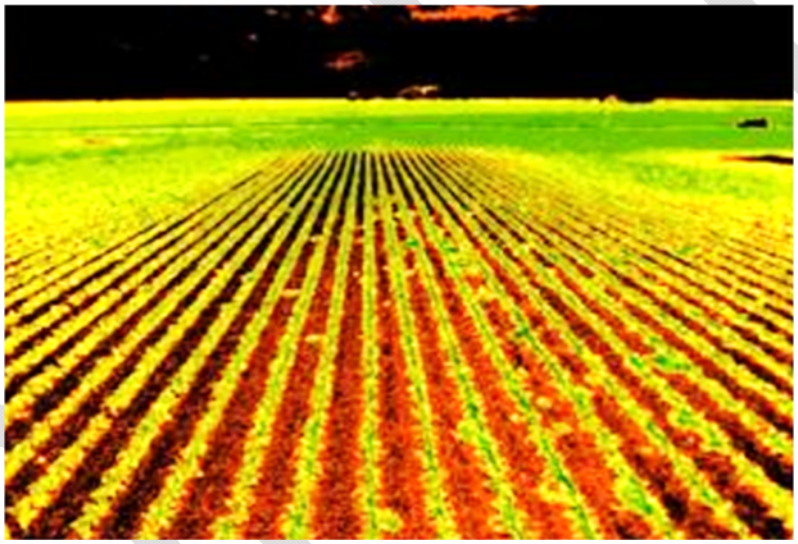

Figure 15: NDVI Image

Based on the NDVI imagery, estimates and determinations are made about whether the plants in the field are healthy or not, and information is given to the farmer. For example, a warning is issued to the farmer that the plant has a disease.

7.1.2.2 Smart Irrigation

Need for Water Conservation – Agriculture consumes nearly 70% of fresh water. Since water scarcity is becoming an increasingly significant problem across the globe, the efficient utilization of water for agricultural activities requires more attention. Proper technologies can help reduce water consumption by 10%. Applications such as smart irrigation systems will help to save water in agricultural applications. Leveraging IoT for water conservation will be a major trend in the future of agriculture

Smart Irrigation System manages and operates irrigation devices automatically. With various types of software and hardware, it provides quantum sufficient water after determining the optimum water amount

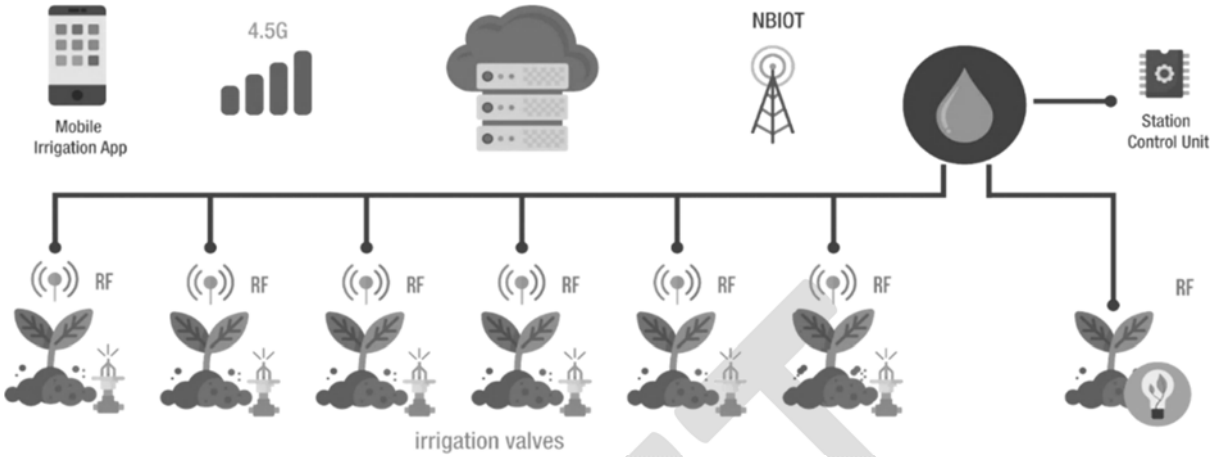

Figure 16: Smart Irrigation

7.1.3 Smart Tourism

To enhance and increase the tourism industry:

- Provide tourist facilitation services through smart technologies, including mobile applications with tourist information, on-site information, broadband communications and security monitoring systems
- Enrich tourists' experiences ay through adoption of smart features using ICT and virtual imagery
- Enhance tourist experience through smart airport, Wi-Fi Connected City initiative and smart lamp posts
- Encourage the tourism trade to leverage on innovative technology to assist in managing visitor flow, providing more personalised tourist services, marketing and promotion, etc. for enhancing its competitiveness

7.1.3.1 Smart Parks

In order to provide a more comfortable and safer leisure environment, the smart park solution will be provide to

- Cameras will be installed in the park to ensure the safety of the park.
- Public Wi-Fi will be installed in the park to give the citizens a good connection to internet.
- Irrigation equipment will be automatically controlled to improve operation and maintenance efficiency
- Online tickets system for some Non-free parks will be online to customers

The Open Space System identified that the Municipal area comprises of designated Protected Areas, areas identified for protection, environmentally sensitive areas (conservancy areas etc.) and sensitive areas associated with water courses and major river systems

7.1.4 Smart Retail

Smart Retail solution will help the Retail shop to improve service level, goods management efficiency and Operation efficiency. The features will include free Wi-Fi, electronic shelf label, Customer analysis, space analysis, ERP system etc.

7.1.5 Open Data

Open up more public and private sector data in digital forms to facilitate research and innovation via the government one- stop Public Sector Information Portal.

- Promote using open data for smart city innovations
- Based on smart city department, data considered applicable to opendata should focus on supporting entrepreneurship and enhance service delivery.

Goals

Upon implementation, citizens will be able to:

- enjoy a much broader scope of user-friendly and more responsive public services delivered digitally
- build more innovative applications and services using open data

Figure 3: Economic Benefits of Open Data

	Drive Revenue through multiple areas	Cut Costs and Drive Efficiency	Generate Employment and develop future-proof skills
Benefit to Government	▪ Increased tax revenues though increased economic activity ▪ Revenues through selling high value added information for a price	▪ Reduction in transactional costs ▪ Increased service efficiency through linked data	▪ Create jobs in current challenging times ▪ Encourage entrepreneurship
Benefit to Private Sector	▪ Drive new business opportunities	▪ Reduced cost by not having to invest in conversion of raw government data ▪ Better decision making based on accurate information	▪ Gain skilled workforce

Figure 17: Economic Benefits of Open data

Key principles underpinning the use of Opendata typically include: opening up the city's data to drive innovation and create new value:

1) all personal data held securely, and under the ownership and control of the individual citizen;

2) all non-personally identifiable public data open for reuse and innovation by third parties;

3) open data designed in to all city procurements

4) commitment by private and voluntary sector partners to open up data where not commercially or personally sensitive; standards, metadata, tools, incentives and business models to facilitate a thriving market in the use of city data by all stakeholders

The data framework for a smart city classifies the data assets as either metadata, reference data or thematic data. The data framework shows how current city data assets are transitioned from the existing siloed service provision to an interoperable data estate. The data framework also supports the collection, processing and analysis for future heterogeneous data streams that will become the norm as we transition to a connected Internet of Things landscape

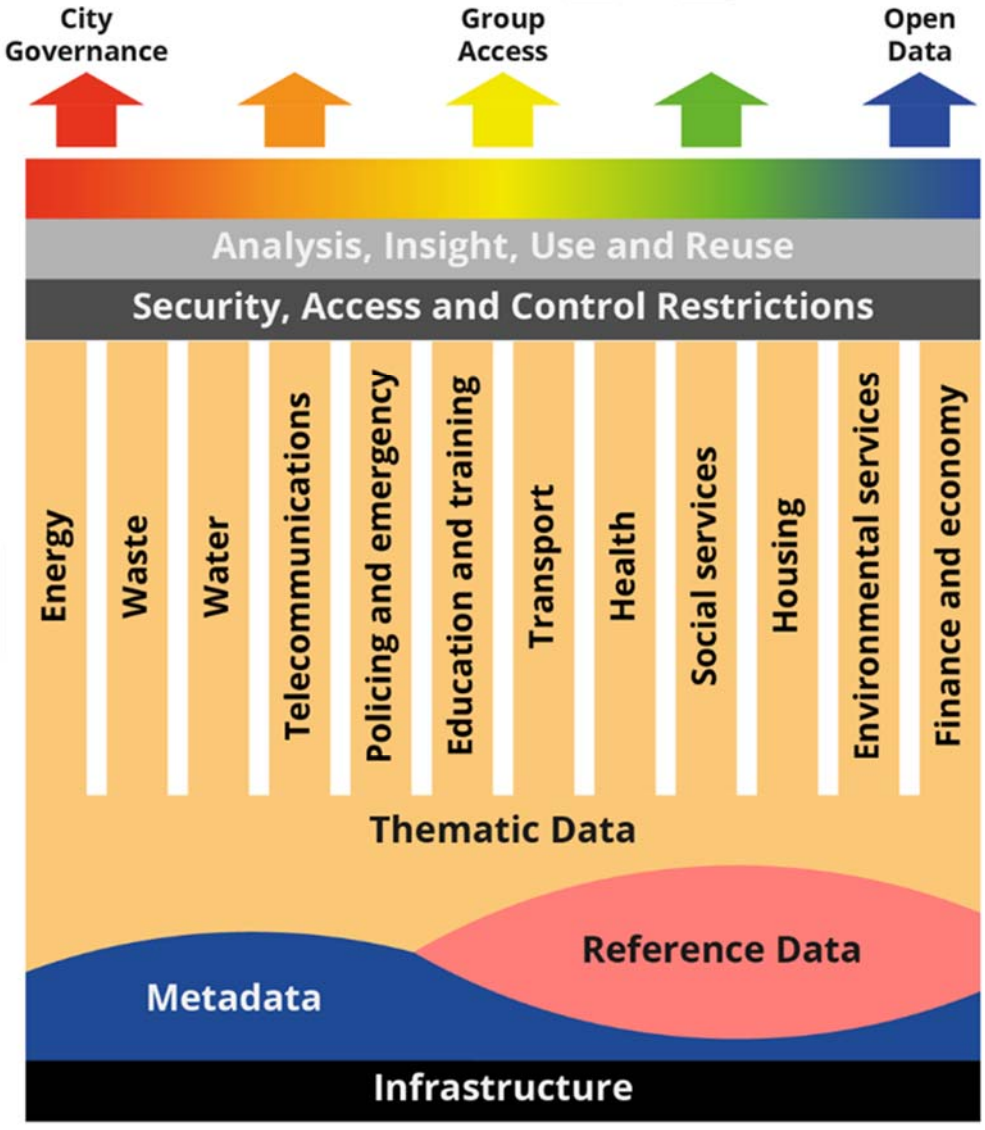

Figure 18: Open Data Framework[4]

[4] PAS 183:2017: Smart cities – Guide to establishing a decision- making framework for sharing data and information services

7.2 Green and Sustainable Valley

7.2.1 Smart Waste

Environmental health work is the important content of government to implement city management. In order to improve the efficiency and service level of garbage removal, a smart sanitation solution will be implemented with the following functions

Use the Internet of Things (IoT) technology to establish connections between dustbins, sanitation vehicles, transfer stations, and treatment plants, track the collection, transportation, and processing of rubbish, and promote real-time and refined supervision of garbage collection, cleaning and cleaning, transit stations, and disposal.

GPS satellite positioning is used to track and monitor the cleaning vehicles, and sanitation operations in real time, and the fuel consumption and efficiency of vehicles are analyzed and evaluated comprehensively.

Effectively control the operation scope and route of the garbage truck, and realize the "direct transportation" mode of collecting, unloading, and sealing transportation in the area, which improves the work efficiency, and reduces the operation cost.

7.2.2 Smart Environment

Development of an environmentally-friendly sustainable city through proactive planning, conservation of resources, natural and built environment

Utilising integrated and digitally managed solutions to maximize on energy efficiencies to produce low carbon economies of the future.

7.2.2.1 Carbon Emissions

CDP is the main global organisation monitoring and reporting on the cities globally and their commitment to becoming Carbon Neutral. Currently Cape Town is the only African City in the A list of top cities in the world to become carbon neutral. Additionally Durban is recognized for its strategy and approach to become carbon neutral.

A focussed strategy and roadmap shall need to be developed taking lessons learnt from Durban and Cape Town. Smart technologies required for this shall need to be determined and built into the smart city roadmap. For example the migration from the internal combustion engine to electric vehicles.

7.2.2.2 Air Quality Management

The poor air quality affects human health, damages the ecosystems and causes deterioration of buildings and monuments. The environmental quality is negatively impacted on by pollutants, generally, associated with urbanization and development growth, reliance on fossil fuels, placing pressurize the natural resources.

The smart street pole can be deployed to actively monitor and report on changes to air quality.

Figure 19: Smart Environment Monitoring Street Light

7.2.2.3 Water Conservation

Water Conservation is a far wider activity that the water utility. Due to increasing impact of drought and water shortages that will only get more challenging with the increasing migration to the cities requiring the need for greater water reserves.

All policies, actions and considerations of the city must take cognisance of water conservation which will drive innovative solutions and technologies to develop or create ways to improve the use of water.

7.2.3 Smart Utilities

Cost effective and reliable supply of water and electricity is essential to the well-being of citizens and profitable performance of companies. With the challenges related to interruptions to the power supply in combination with the disruptive impact of renewable energy which must be employed to supplement the power supply, smart grid is required. In addition, due to the ongoing challenges with water, intelligence is required to detect water leaks rapidly, constrain water usage by effective billing and improve crop irrigation where possible by more efficient approaches.

Utilities shall need to implement smarter and intelligent systems in order to address the following:

- Climate change
- Water and electricity shortages
- Managing renewable energy
- Reduction of losses and theft
- Better monitoring to extend life of aging assets

To this end:

- Electricity and water smart metering implementations must utilise open standards technology
- Connected prepaid metering to reduce non-technical losses and enable greater granularity of data collection for analytics
- Utilize broadband and IP connectivity to create a more efficient, reliable, resilient and responsive network.
- Intelligently detect and resolve problems within the electrical and water system.

Smart infrastructure will provide the consumer with more information and control over his usage and expenditures. As a result, it promises to lessen environmental impacts by reducing overall peak demand for power, successfully integrating renewable energy into the network and supporting the widespread adoption of electric vehicles

7.2.3.1 Smart Meters and Smart Grid

Without investment in the infrastructure and the introduction of intelligence in the grid, the unreliability of the electricity supply will continue. Therefore, without the desired interventions, the cost to the economy as well as the end customers because of distribution-related outages will continue. Furthermore, the current grid is vulnerable to attack (predominantly physical, but potentially also cyber where intelligence is introduced) and natural disaster with limited "self-healing" capability.

The demand for electricity is projected to increase substantially towards 2030 and the cost to build new generation is increasing dramatically. Electricity prices have increased drastically over the past couple of years and the approved tariff plan suggests that above inflation increases will continue into the foreseeable future. Without addressing the grid intelligence i.e. making it smarter, the projected economic growth targets are at risk. The current grid and technology deployed cannot support the projected economic growth or respond effectively to the broader dynamics affecting the grid

South Africa has committed to the declining of CO2 emissions by 2035. To achieve this, necessitate a substantial integration of Renewable Energy into the Electricity Network. It is important to note that the distribution grid, which includes all networks/grids operating at the 132kV level and below, will be critical in the realisation of this objective. Without a substantial level of grid intelligence, the renewable opportunities cannot be effectively pursued.

While the challenge of responding to the changing energy system requirements is not unique to South Africa, the country is well positioned as this coincides with the need for infrastructure investments to maintain a stable platform for current and growing economic activities. Smart Grids are an essential part of these inevitable industry changes (e.g. replacement of aging infrastructure, clean energy, securing supply, introduction of electric vehicles and distributed generation), in addition to the many other challenges at the same time as managing escalating energy costs. Furthermore, being in a position as an industry to give consideration to the most appropriate, collective approach prior to making an investment of this magnitude presents a defining opportunity to leverage global and local knowledge, experience and technology for the most appropriate, integrated solutions before embarking on this journey.

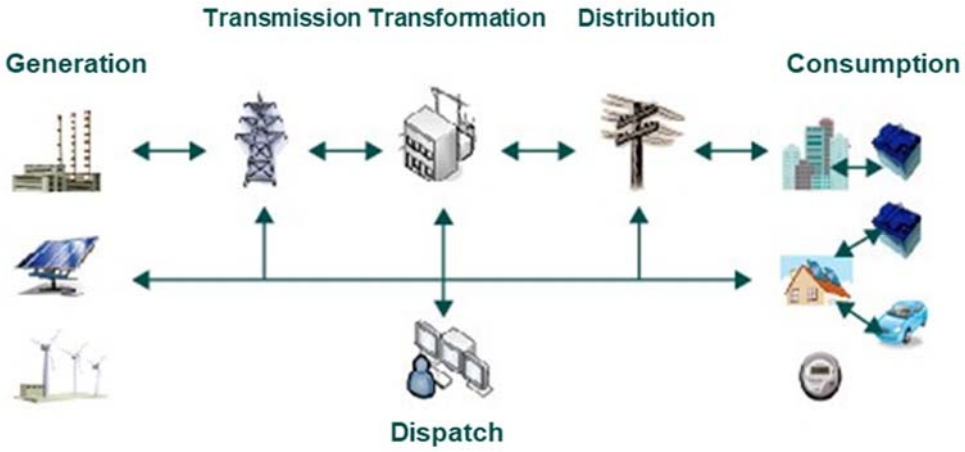

Figure 20: Traditional Power Grid

Smart grids are modern electric power systems developed on the basis of UHV, hierarchical backbone grids. Supported by information and communications platforms, these robust power grids use intelligent control applications to cover all voltage levels and service nodes, including power generation, transmission, transformation, distribution, consumption, and dispatch. With information, automation, and interaction technology, smart grids integrate the electricity, information, and service streams to achieve high reliability, high cost-effectiveness, eco-friendly operations, visual information display, and user-friendly interaction

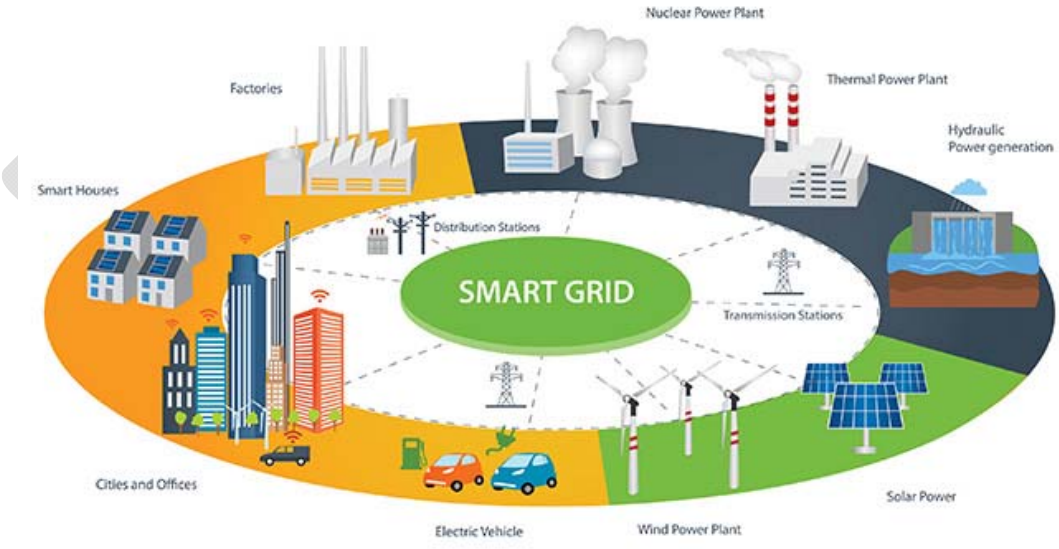

Figure 21: Evolution of Grid to Smart Grid due to Disruptive technologies

The power grid has been designed historically to carry electricity from very large bulk generation plants radially and straight connectivity to end consumers. The technology is predictable, manageable and understanding of a known variables to keep the service running smoothly.

However, due to climate change, renewable technology, concerns on safety of large nuclear stations, cost of electricity, greater stability, and bi-directional flow, the grid is changing dramatically. Where the grid utilisation could be predicted 24 hours ahead based on whether predictions, prior historic data from previous years and other variables, to within a 1% accuracy.

However due to the highly unstable nature of the grid, the impact of localised weather conditions and the health of small scale embedded generation, the grid now has to become monitored in real time and sufficient analytics and control to keep the grid stable and available.

As such the smart meter is an intrinsic component of the overall smart grid solution as it provides with a minimum of a 15 minute resolution if not more frequently:

- Geographic connectivity between service point and substations
- Utilizing the Geographic connectivity, fault locations can be identified almost instantly, accelerating response and repair
- A highly granular view of power and voltage to enable a more focused and balanced grid
- Essential tool for managing localized frequency deviation enabling the municipality to reduce or increase demand without having to load shed which is extremely disruptive to business

But the information from the meters needs be collected continually for complex event analysis and able to receive requests and instructions in order to reduce risk of load shedding. This needs to apply to both prepaid meters, smart meters and bulk supply meters.

Meters must become integral to the Advanced Distribution Management of the power grid and provide robust Outage Management capability as well as the data to perform Asset Performance Management and thus determine assets that are under-designed and need to be re-engineered. (E.g. moving from a 350kVA transformer to a 500kVA transformer).

Smart meters are essentially meters that have 2 way IP communications to the back-end servers. This capability enables the following:

- Automated meter reading
- Real-time demand management
- Remote disconnect and reconnect
- Detect non-technical losses
- Real-time determination of fault location
- Enables energy wheeling
- Real-time view of the grid status to supplement SCADA
- Consumer has visibility and control of their consumption
- Remote payment of prepaid

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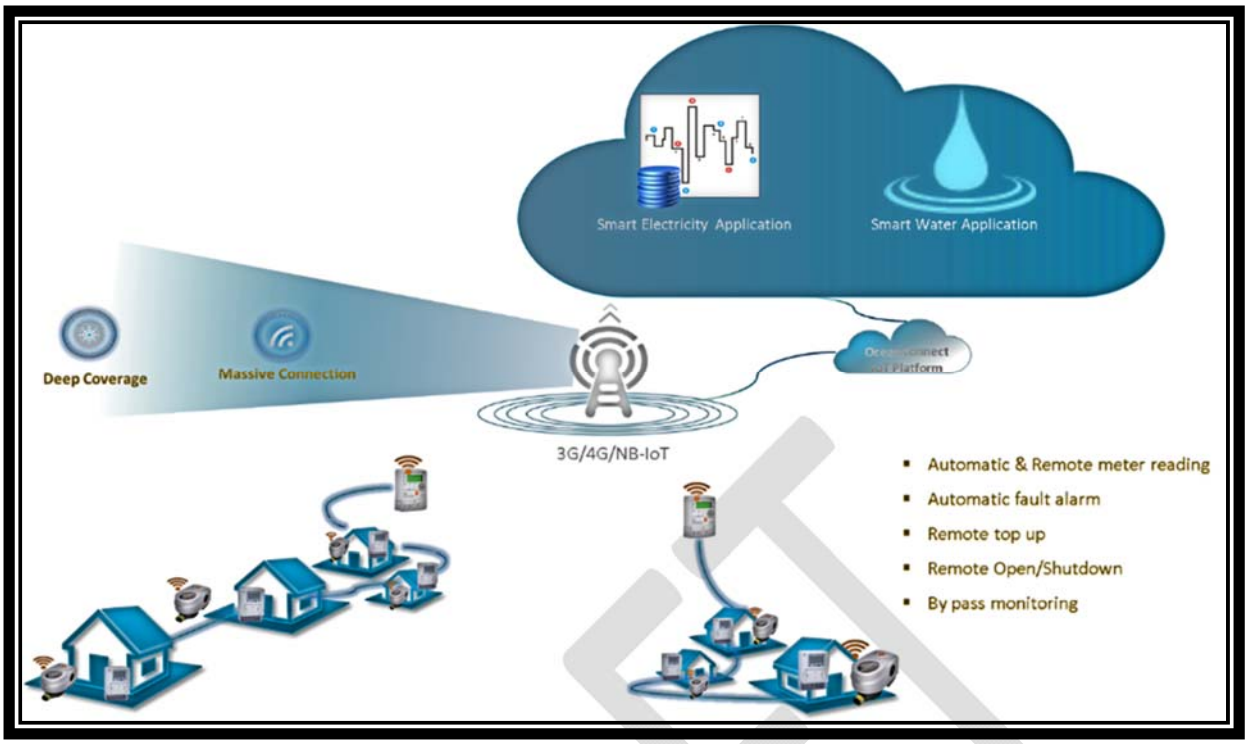

Figure 22: Smart Metering

To enable all of these features, the power utility must have at least real-time visibility of the 15 minute consumption updates from each meter and the Meter Data Management System collates the data and enables the rapid analysis of that data to determine inconsistencies and alarm accordingly.

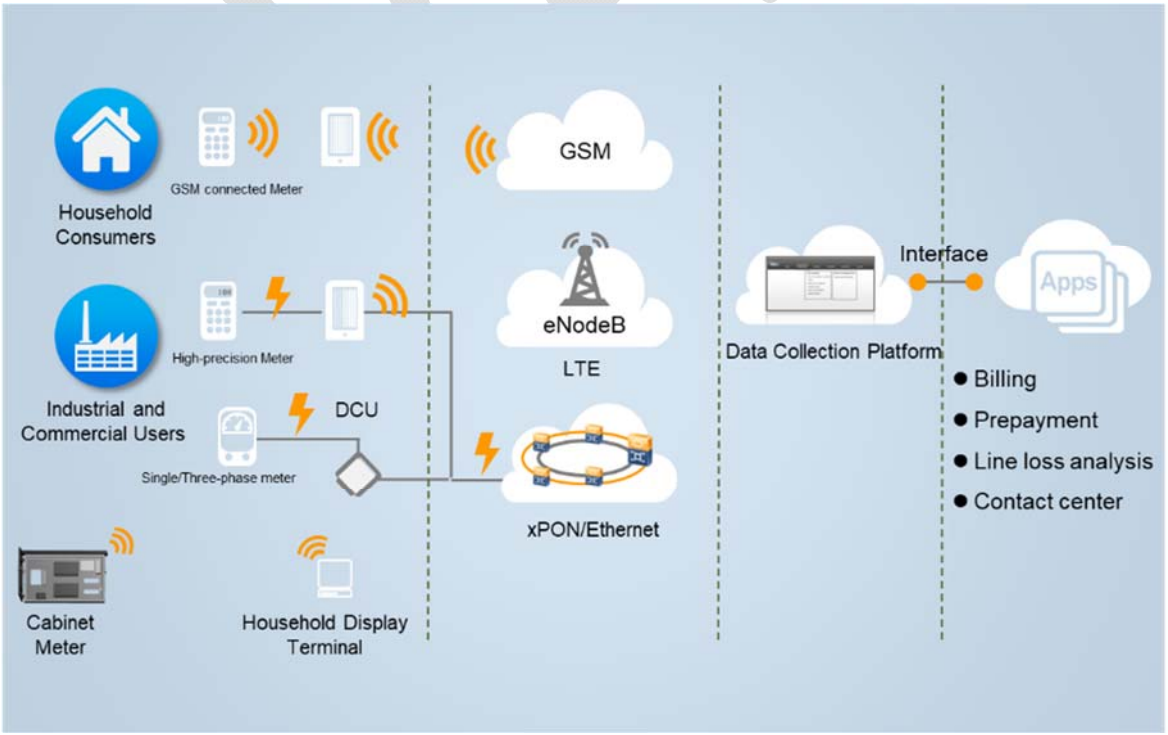

Figure 23: Smart Meter Concept Approach

A multi-vendor head end system is preferred to enable all meters, irrespective of vendor, to connect to a single platform for configuration and communication. This reduces vendor lock in, allows for a more flexible variety of meters for the task in hand and reduces the number of ICT backend systems.

A Meter Data Management System is required to collect all of the time series data from the smart meters, be it electricity or water. This allows for accurate billing as well as structured data repository for grid visibility.

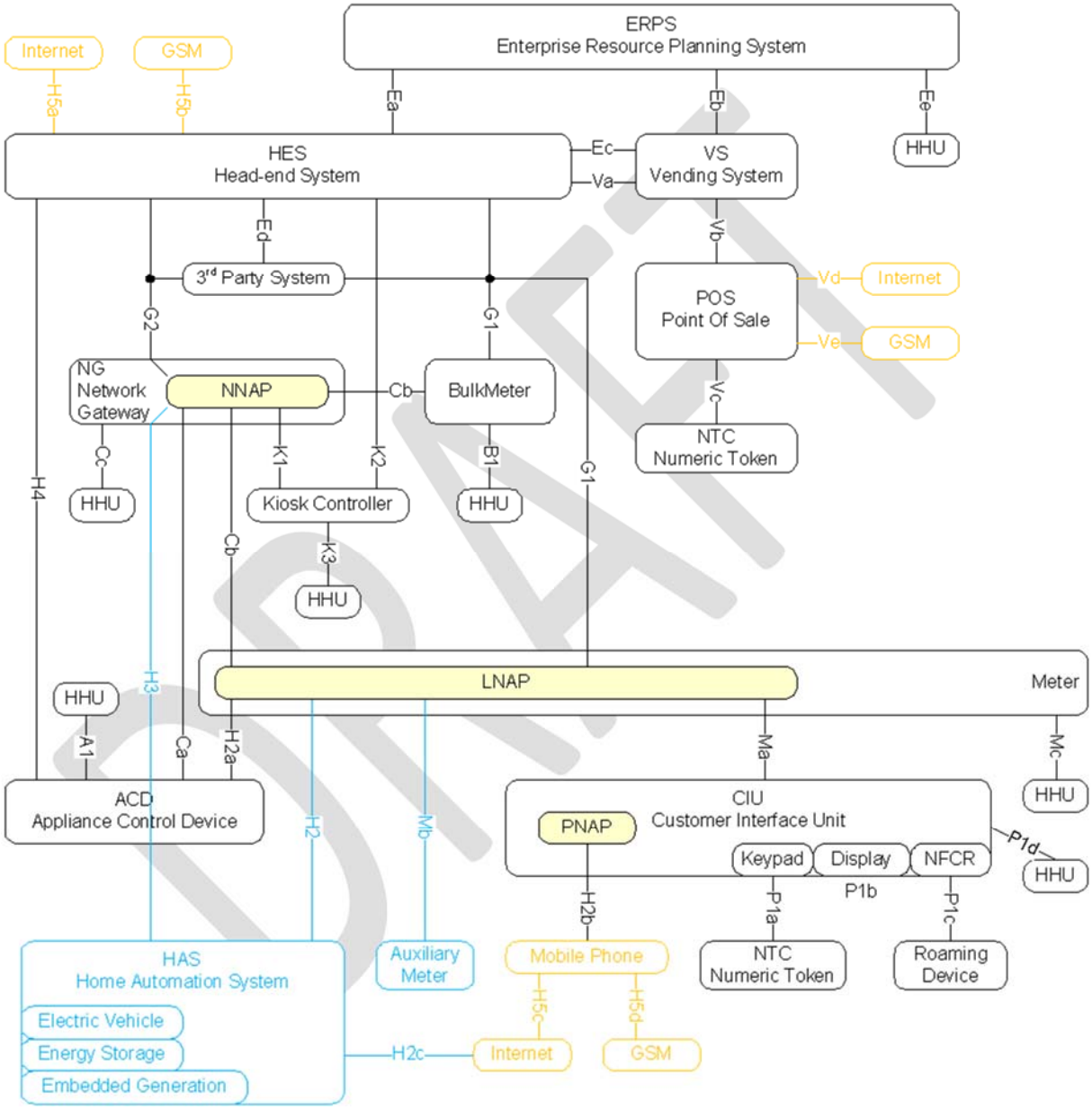

Figure 24: NRS049 Smart Meter Reference Architecture

All smart metering implementations shall where possible align and comply with the guidelines documented in NRS049:2016. Figure 24 shows the logical connectivity between the separate components of the smart metering infrastructure and how they must communicate to ensure full interoperability and localisation.

7.2.3.2 Smart Energy

Due to the nature of the electricity challenges in South Africa and the ever growing impact of climate change, there is an ever increasing need to migrate to alternate energy sources that will alleviate global warming, provide a more reliable supply and be available at an affordable costs.

Solar power will be see greater penetration and put greater strain on the power grid unless the smart grid is implemented in order to address this. The smart grid has to function such that the operating frequency can be easily stabilised, grid voltage is more closely managed and monitored and thus reduce the risk from congestion which could seriously shorten the life of utility assets.

The smart energy grid will not be implemented all at once, but rather in an evolutionary manner.

1) The downstream deployment of a smart meters at the customer's premises connected to a central network
2) Technology that connects and improves the energy distribution system, including the utility's sensors, switches, voltage controls and its monitoring system control and data acquisition (SCADA) systems at substations
3) Remote storage of energy in a decentralized fashion.

Other municipal infrastructure - such as water treatment and distribution plants, wastewater collection and treatment and transportation will also need to use SCADA systems in order to obtain more insight into their operations and control over their systems for their assets. A network-enabled SCADA system provides remote monitoring and control of all areas from a centralized location. In addition to communications infrastructure

7.2.3.3 Smart Water

Maintenance on water infrastructure is expensive and has to be planned carefully. Data can be used to focus maintenance on the parts of the water distribution system and sewer system that need it most. And again Sensors can be used to measure the quality of surface water in real time mode. Traditionally, water quality monitoring required manual actions for sampling and analysing, causing a lag between the emergence of pollution and the detection of it

Water loss management is becoming increasingly important due to population growth and water scarcity. Loose estimation shows that the amount of non-revenue water can be up to 25%. Water related Revenue protection and stability of water supply. Water Quality - Real time water quality monitoring

7.2.4 Smart Green Buildings

Smart buildings use renewable energy like solar panels and thermal energy storage to decrease the net energy usage to a minimum, even to the level where the building creates more energy than it consumes

To this end the following points are critical:

- Promote retro-commissioning and building-based smart/ICT technologies
- Install LED lamps in public lighting systems progressively and encourage retrofitting LED lighting for existing government buildings
- Continue to include requirements, such as green building design, provision of smart water meter system, electric vehicle charging facility and real-time parking vacancy information for new sites, with a view to developing a green and smart community
- Apply renewable energy on a wider and larger scale based on mature and commercially available technologies with the public sector taking the lead
- Further promote energy efficiency and conservation in the community with particular focus on buildings
- Implement other measures to achieve carbon emission reduction by phases

7.2.5 Smart Sanitation

The Stellenbosch sewerage infrastructure condition is of inadequate capacity and needs maintenance and due to the deficiencies (wastewater treatment works) the quality of water resources has, on some occasions, been affected by the pollution.

Action is needed to address the threats to the water quality and to improve the ecological integrity of the Stellenbosch's primary drinking water sources

Wastewater Treatment Plant Water Monitoring

Mobile and web software solutions provide wastewater control over all plants with a discharge capacity of 10,000 m3 per day.

In treatment plants and water channels

- Dissolved oxygen value
- Conductivity analysis
- pH analysis
- Water temperature
- Chemical oxygen need analysis
- Suspended solids analysis
- Discharge flow measurement

By performing discharge flow measurement, stations, devices, and sensors are remotely managed, their data are read, and reports are generated. This procedure is integrated by Ministry of Environment and Urbanization

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8 BETTER GOVERNANCE

8.1 Good Governance and Compliance

Transform the institutional systems, processes and organisational structure to one of high performance to effectively deliver basic services.

Ensure institutional accessibility, effective communication channels for participatory and responsive governance.

Spatial and built developments that promote integrated neighbourhoods, inclusive communities and a well-connected Nelson Mandela Bay.

To improve overall governance, the basics need to be focussed on to ensure the base function and operations of the smart city can meet and address all of the additional services to create a better quality of life

1) **Smart Government** – This should enable an acceleration and improvement of services provided by the city, such as submission of applications and permits. This should ease frustration by citizens as well as keeping them informed of the state of applications which in turn will reduce call centre traffic. In addition it provides visibility of KPIs and performance of customer services

2) **Safe City** – One of the main pillars identified for a city for it to economically grow is citizen safety. If citizens and visitors feel safe and comfortable they will invest and spend more accordingly and consequently create more opportunities for work and increasing the standard of living.

3) **Smart Utilities** – Cost effective and reliable supply of water and electricity is essential to the well-being of citizens and profitable performance of companies. With the challenges related to interruptions to the power supply in combination with the disruptive impact of renewable energy which must be employed to supplement the power supply, smart grid is required. In addition, due to the ongoing challenges with water, intelligence is required to detect water leaks rapidly, constrain water usage by effective billing and improve crop irrigation where possible by more efficient approaches.

Model Framework of Smart City Governance

At present, the main research topics of Smart City governance include ownership, policy objectives, content, and implementation. To build the framework for Smart City governance, we can construct a basic model consisting of the ownership, infrastructure, platform resources, and content layers to better analyse its developmental status and issues.

- **Ownership**: Governance owners include government, enterprises, social organizations, the public, and the media. Through continuous innovation of governance concepts, we need to further clarify the positioning and responsibilities of each subject, accelerate the construction of multi-level governance channels, promote new applications and reward mechanisms, fully mobilize governance owners, and form new multi-owner governance models.

- **Infrastructure**: City governance requires intelligent infrastructures, which include broadband networks, the Internet of Things (IoT), cloud computing centres, and intelligent facilities. The comprehensive deployment of intelligent infrastructures supports resource integration, data sharing, and interconnection — laying a solid foundation for smart management
- **Platform Resources**: Platform resources support and make up the core elements of city governance. Based on city governance requirements, we need to establish unified and shared databases, build integrated service management platforms, and deliver integrated and intelligent city management services through technology convergence and innovation — providing comprehensive support for every aspect of smart governance.
- **Content**: City governance is an inevitable choice for promoting multi-dimensional city management, improving government efficiency, and efficiently solving social problems. We need to take comprehensive measures — including mechanism innovation, intelligent control, and collaborative management — in city operations, social security, ecological systems, and environmental and economic development to enable smarter governance.

8.1.1 Smart Infrastructure

8.1.1.1 Fibre Broadband

The core of all Smart Cities to enable services, transfer of data and creation of a digital twin is to implement high bandwidth, low latency broadband communications.

The access to modern information and communications technology is vital for decreasing locational disadvantage and enhancing Quality Of Life.

Through Strategic Integrated Projects (SIP15), the Government aims to provide broadband access to all households, by 2020 and establish POPs and fibre connectivity.

Currently fibre fixed communications is the most viable and cost effective technology that can be implemented to achieve the objective. The primary cost of fibre rollouts is the trenching and laying of ducts to house the fibre cables. Once this infrastructure is in place, the fibre cabling can be upgraded, replaced or extended as and when required.

Thus once the initial capital expenditure has been utilised, the ongoing provisioning of services and technologies can be provided to citizens at an affordable and relatively effective rate as long as the access panels and break out points are designed and implemented optimally.

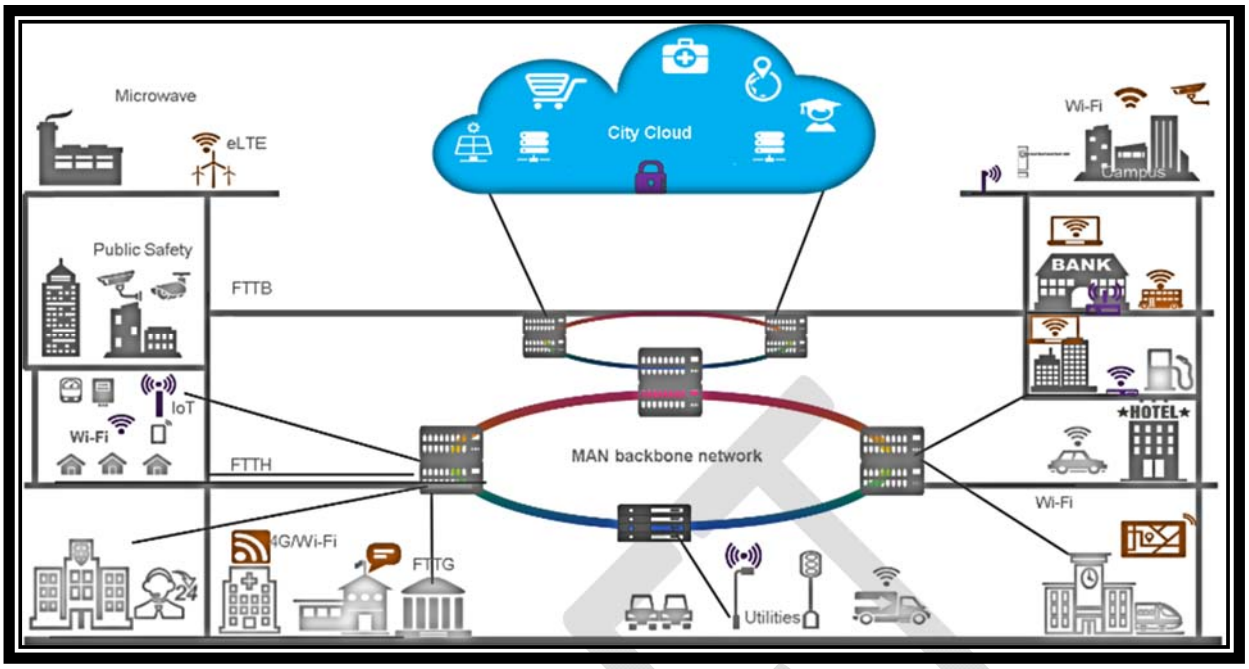

Figure 25: Smart City Network

Agreement on the strategic approach to work in collaboration with third party fibre providers in developing the core infrastructure and offering the communities accessible and flexible communication. Policies need to be defined to ensure that fibre providers who have a monopoly geographically in designated areas with their fibre network do not provide unaffordable services or provides a poor service due to lack of competition.

Figure 25 provides a view of the multiple areas and domains that need to be considered for fibre networks as part of the smart city programme.

8.1.1.2 5G and LTE

It is not possible to cost effectively to connect the fibre network to every device, service point or consumer and thus high bandwidth cellular communications is required to address this requirements.

Cellular communications is differentiated from public Wi-Fi, which is a complementary service, to provide cost effective internet connectivity to citizens.

The cellular network when implemented as 5G will provide a significant enhancement in potential cost effective services. Such as:

1) Instantaneous IoT communications
    - Traffic lights
    - Disaster warning
    - Fire alarms
    - Security breach
    - Environment monitoring

- Traffic management

2) High bandwidth, Low latency communications
    - Driverless vehicles
    - Augmented Reality devices to support maintenance activities
    - Real-time video streaming
    - Mobile disaster management communications

One of the primary features of 5G is that it is a single infrastructure that can be segmented to provide services optimised for the offering rather than rolling out several different wireless networks and then trying to integrate them together and standardise technology.

One of the limitations of 5G is that it has a very limited coverage area and it will not be effective until pervasive fibre communications are rolled out to provide the required backhaul. Consequentially, in the nearer term extension of the LTE network should be prioritised to support critical services primarily in the public safety and intelligent transportation domains.

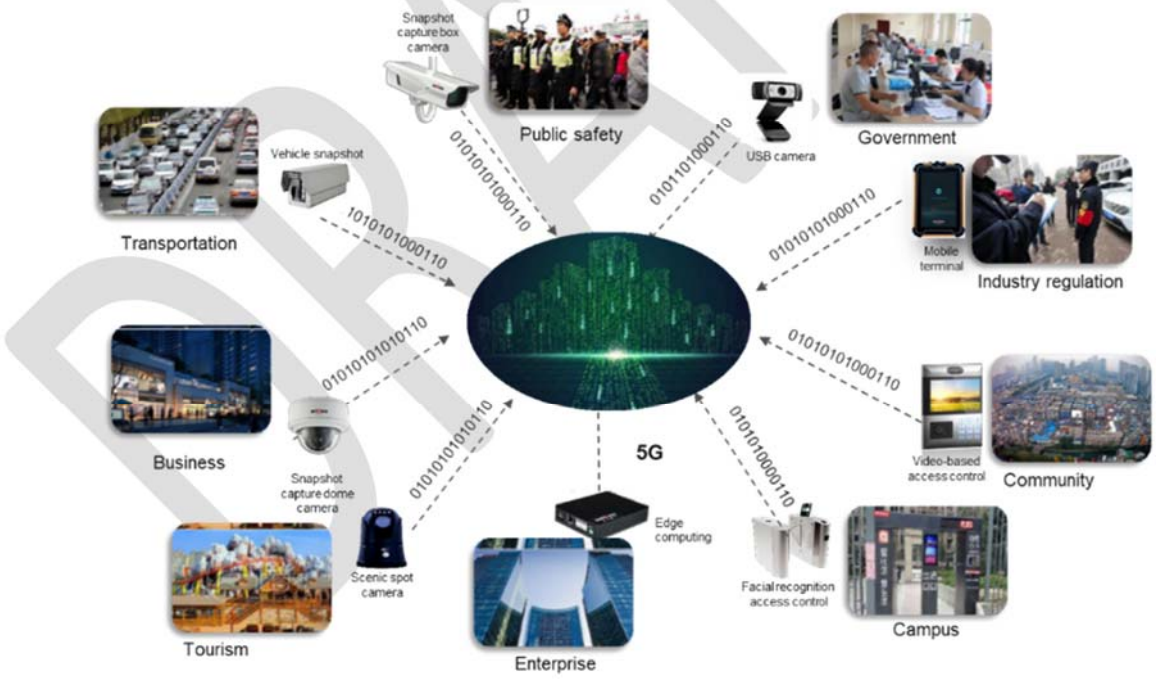

Figure 26: 5G Connectivity

8.1.1.3 Smart City Public Wi-Fi Service

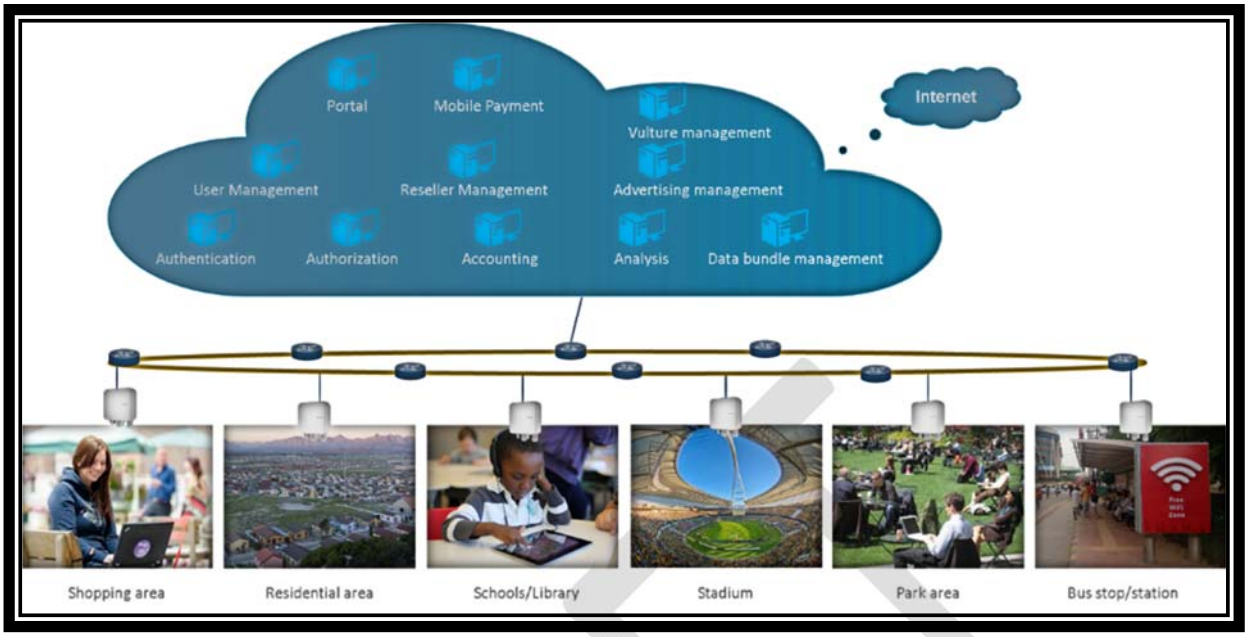

Figure 27: Public Wi-Fi

8.1.1.4 Cloud Data Centre

The cloud data centre shall be designed so that optimal use of processing power can be deployed, thus significantly reducing the number of servers and hardware required to support the requirements for the ICT solutions.

The cloud infrastructure accelerates provisioning of applications, testing and deploying new software or software upgrades with rapid rollback if required. The cloud infrastructure allows for greater scalability allowing for applications to easily scale as well as supporting the requirements on days when high processing is required and scaling back during idle periods. This results in greater utilisation of the hardware.

A key requirement for the transition from 2G, 3G and 4G/LTE towards 5G is for the Network Architecture to be cloud-native. Cloud-native is about network software that's been designed specifically for the cloud, from the ground up. A cloud-native network is essential to meeting the characteristics and network requirements of 5G and the new next-generation core standards have adopted cloud design principles

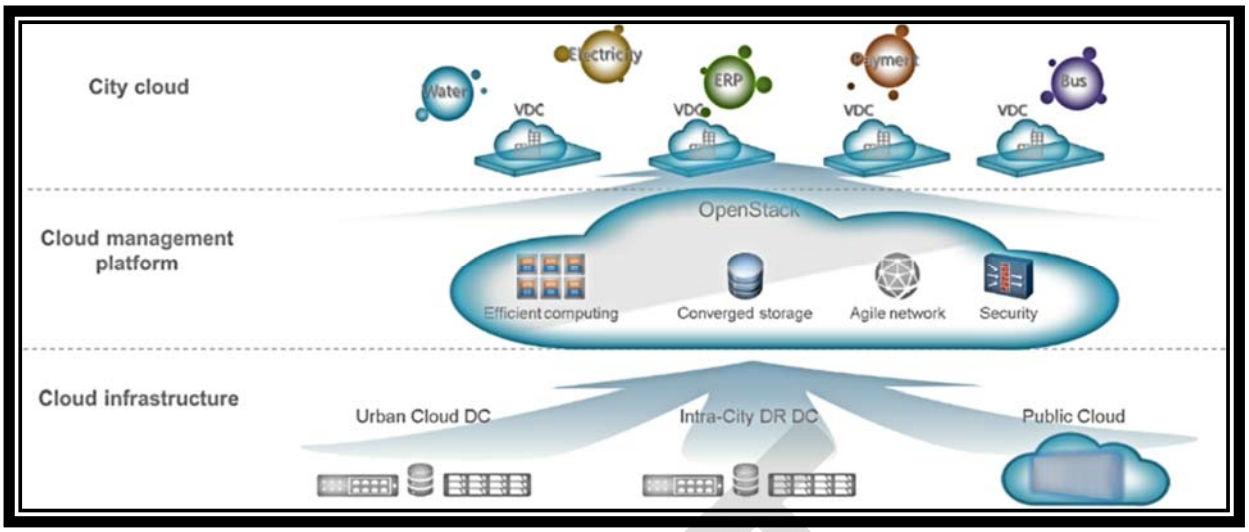

Figure 28: Smart City Data Centre

- Adopt public cloud services with enhanced security features for municipal departments to deliver efficient and agile e-services to the public. This shall be deployed as a hybrid cloud configuration where confidential municipal data shall reside on the municipal cloud infrastructure and public access and unrestricted data to be deployed on the public cloud environment
- The Municipal shall explore and implement a hybrid cloud architecture that utilises the public cloud infrastructure for citizen focussed services. This will reduced the operational and capital expenditure for the municipality and also create a more scalable and reliable service to the citizens.
- Due to the need for access to data not sourced by the municipality, such as privately owned CCTV, the hybrid cloud approach should allow connectivity and collection of data from the primary public cloud solutions available in South Africa. (Azure, Huawei, Google, Amazon, Microsoft, SITA etc.)
- Implement an single municipal wide cloud platform to service as the base platform for all departments to support applications and data services, connectivity and device management
- Implement a secondary cloud based disaster recovery centre that can smoothly transition all services and applications will minimal operational impact
- The Municipal cloud environment shall be configured so that each department has a virtual data centre. All applications shall need to migrate or be provisioned on these virtual data centres

8.1.1.5 Smart City Platform

Smart Cities require deployment of interoperable information system components. The high-level enterprise view of Smart City Components is shown in Figure 29. The components are organized in layers typical of an information system deployment

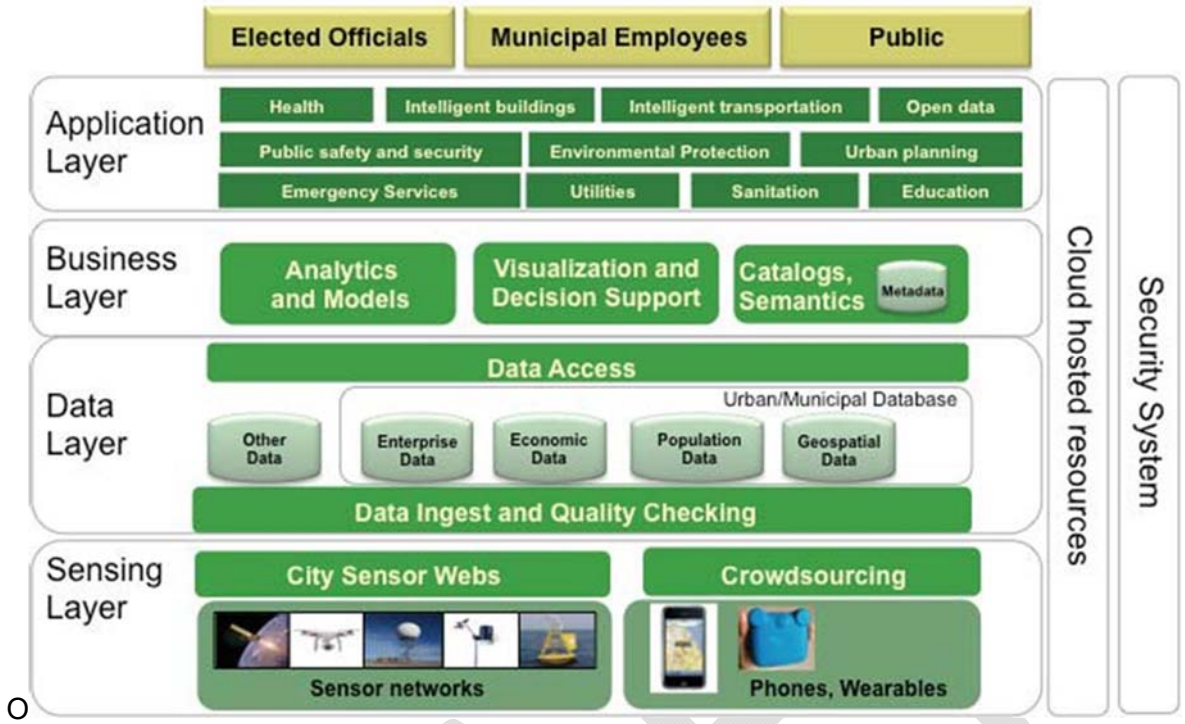

Figure 29: OGC Smart City Enterprise Hierarchical Framework[5]

The municipal shall explore and implement a smart city platform of platforms that can provide services and micro services to the business and smart applications. The purpose of the platform for all shared applications, services and data reside on the same cloud platform. The integration of these services are the only viable way to effectively achieve a proactive and efficient smart city.

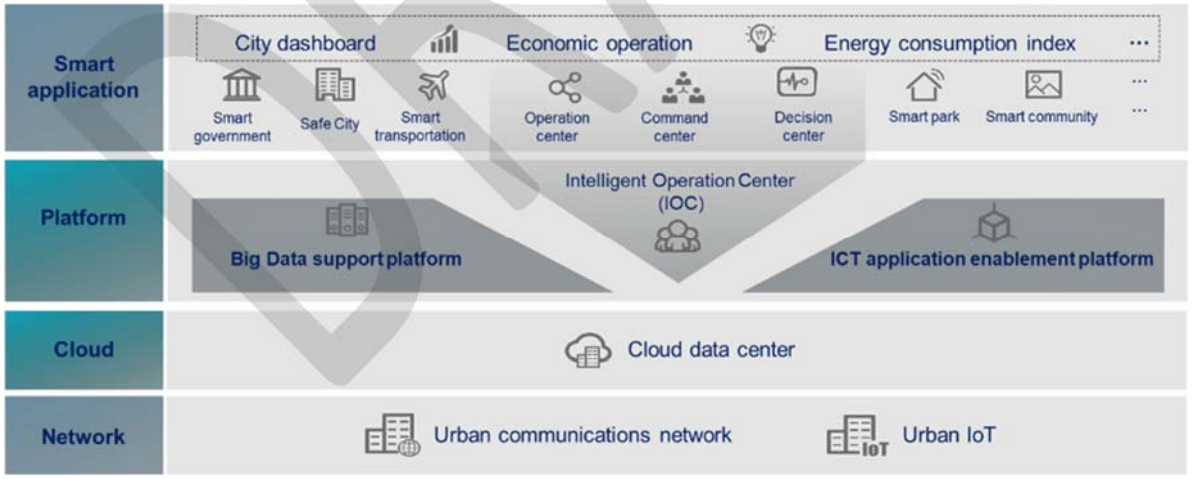

Figure 30: Smart City Platform

- The platform shall be comprised of three main domains, big data, Intelligent Operation Centre and Application Enablement.
- Build a new big data analytics platform which will enable real-time data transmission and sharing among municipal departments

[5] Open Geospatial Consortium-Smart-Cities-Spatial-Information-Framework

- Enable the platform to support micro services for the whole municipality that includes but is not limited to: Geographical Information System, Artificial Intelligence, Video Analytics, Unified Communications, Blockchain, and IoT device management.
- The Municipality shall focus in creating a Master Database in a data lake with structured and unstructured data which shall contain all of the data generated by each department of the municipality which has an overlap, influence or impact on the municipal as a whole.

8.1.1.6 City Intelligent Operation Centre

The IoC platform is an AI based big data visualisation platform that is designed to function as the brain of the municipality as shown in Figure 31. Its focus is to provide visualisation and real-time analytics to the city manager and each department on their operations and business.

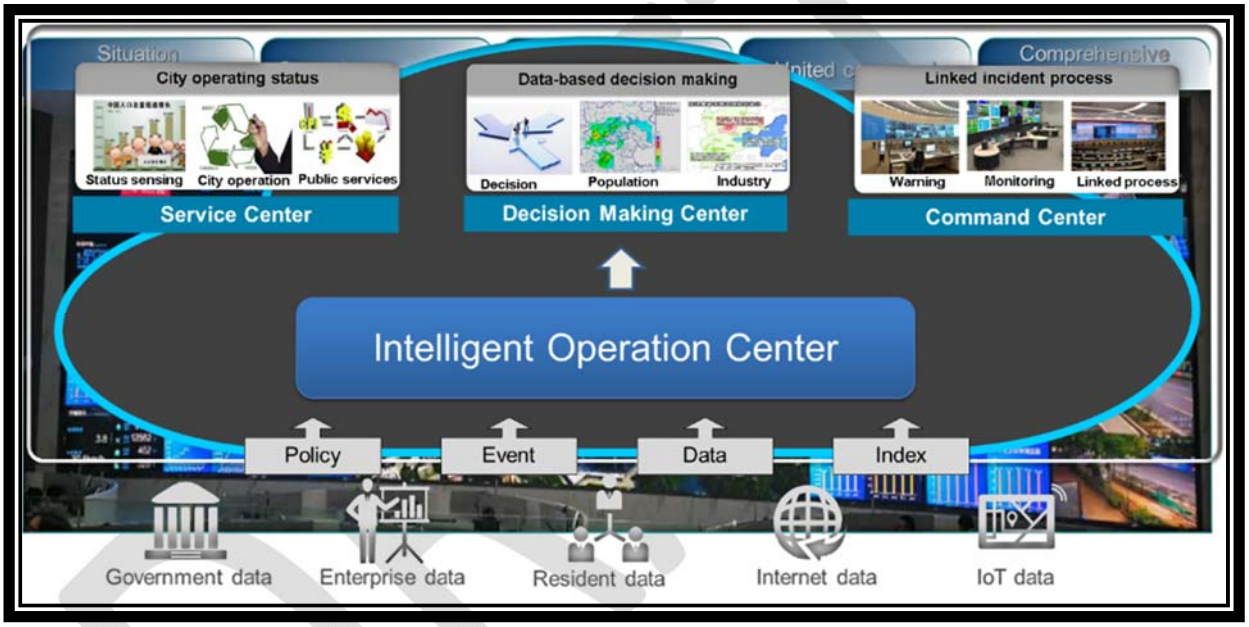

Figure 31: Intelligent Operations Centre

It also doubles as the coalition command centre that can provide interface for video and data feeds as well as workflow and recommendations on addressing incidents.

- The IoC shall provide Real-time visibility of the workings of a city to enable more effective planning and management.
- The IoC shall have a consolidated view of all data collected within the data lake
- The IoC shall provide predictive analytics and forecasting using the historic data contained in the data lake,

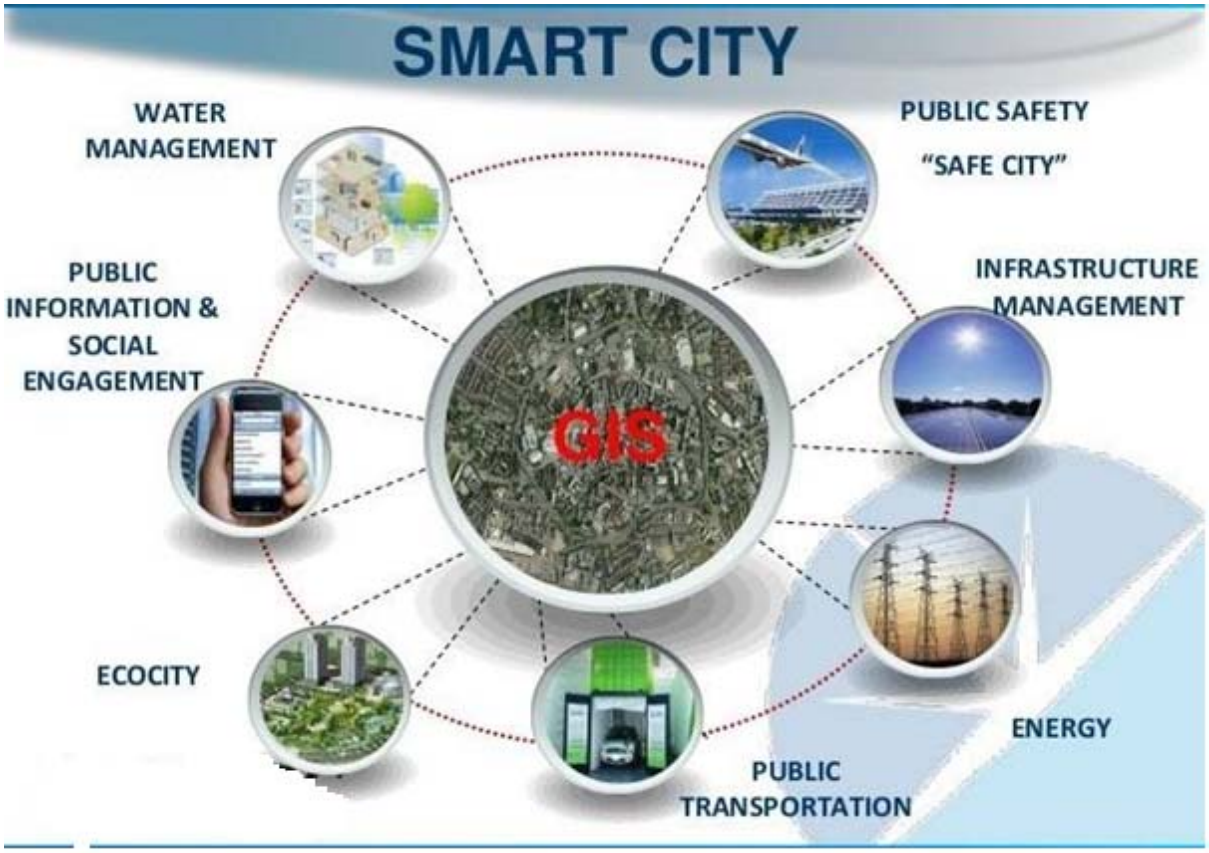

Figure 32: Smart City GIS Visibility

8.1.1.7 ICT Disaster Recovery

It is critical that there is a full disaster fail over capability for the smart city. As time progresses, the city will become more dependent on the infrastructure and any loss of service could bring the city to a standstill.

Thus the disaster recovery and business continuity of the cloud platform, data availability and applications need to almost seamlessly available for real-time services.

Consideration for localised Artificial intelligence, edge and fog computing should be applied where required to enable a smooth transition to an alternative site.

At every location in the municipality there should be redundant internet connectivity, either by fibre, Wi-Fi or LTE/5G. Availability of the services must still be available to citizens by ensuring communications are always available.

Mitigation and action plans to address cyber-attacks and design the architecture such that any successful intrusion shall be contained in a limited controllable area.

8.1.2 Corporate Governance

There is no ideal leadership structure for a smart city programme: the optimal positioning of the leadership team will depend on the context of each city.

However, global experience suggests the following factors are vital to address in whichever way is most appropriate for the specific city context.

A clear focus of accountability within the city authority.

At both the political and administrative levels there should be an explicit functional responsibility for the smart city programme within the city authority. These functions should be occupied by individuals with sufficient authority to shape resource allocation and organizational priorities.

Building a broad-based leadership team across the city.

It is not essential that all city stakeholders are committed to the smart city programme from the very outset. Indeed, a key requirement of building and managing a [B8] smart city roadmap is to work in ways that nurture and grow support for the strategy through the implementation process. However, it is important the smart city programme is not seen as a centralized or top-down initiative led solely by the city authority. Sharing leadership roles for the design and delivery of a programme with senior colleagues across the other sectors and organizations across the city is therefore important.

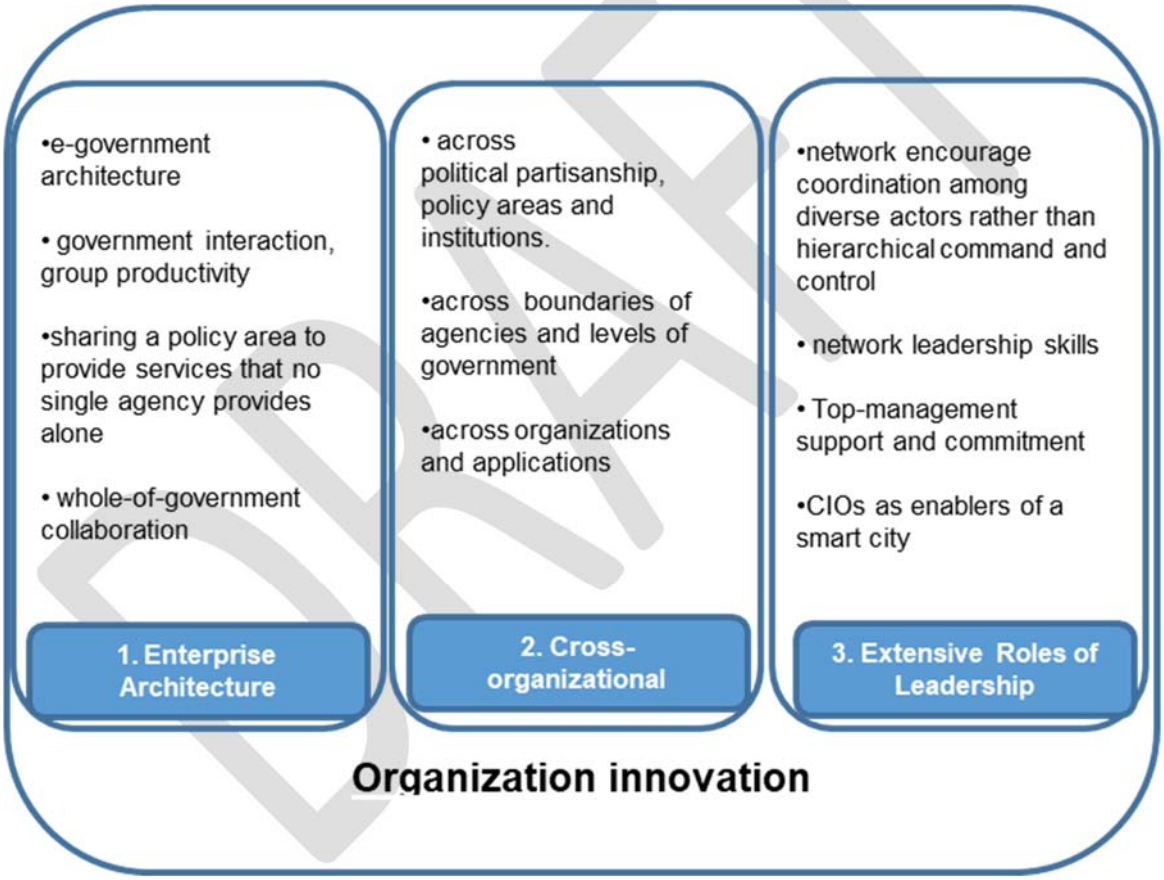

Figure 33: Organisation Innovation

Bringing city leaders together in effective governance arrangements.

City-wide, cross-sectoral governance systems need to be established at two levels:

1. the strategic governance level, focused on defining required outcomes of the smart city programme and ensuring effective benefit realization;
2. The delivery governance level, focused on implementation of the smart city roadmap.

Deployment of formal programme management disciplines.

To deliver effective city-wide transformation, it is vital to develop and manage a portfolio of programmes and projects that together are intended to deliver the smart city vision. While these can be managed by many different actors around the city, they should be brought together into an overall strategic programme of work with:

1. an overall business case, supported by measurement of clear success indicators;
2. prioritization of activities and programme changes, based on performance and feedback criteria linked to the city's guiding principles;
3. common frameworks for managing strategic risks, issues and constraints, bought into by all delivery partners

Ensuring the right skills mix in the leadership team.

Effective leadership of a smart city programme requires the senior accountable leaders to have access to a mix of key skills in the leadership team which they build around them, including: strategy development skills, stakeholder engagement skills, marketing skills, commercial skills and technology management skills. Deployment of a formal competency framework, such as Skills Framework for the Information Age (SFIA), can be helpful in identifying and building the right skill sets.

Allowing for organizations' evolution over time.

Contributions by private and voluntary stakeholders are likely to be subject to engagement lifecycles. Organizations are created, evolve and eventually merge or decline. The continuity of smart city assets and services needs to be actively managed throughout this evolutionary process.

Ensuring an open and transparent governance process.

Transparency is important in order to build trust, strengthen accountability for delivery of the smart city programme, and to facilitate openness and collaboration with all stakeholders. This means that the leadership of a smart city programme should aim to publish all key vision and strategy documents, make names and contact details of programme leaders publically available, and publish regular updates of performance and delivery against the smart city roadmap

8.1.3 Smart Government

Smart Government should enable an acceleration and improvement of services provided by the city, such as submission of applications and permits. This should ease frustration by citizens as well as keeping them informed of the state of applications which in turn will reduce call centre traffic. In addition it provides visibility of KPIs and performance of customer services

- E-government will be implemented to make agencies more transparent and accountable to their citizens. By breaking down the traditional "red tape" and communications barriers, the web can empower citizens to become active participants in the governance process.

- The municipality shall explore providing all current paper based applications and services online in order to improve and accelerate services from a single portal. These services shall be trackable and be able to provide progress updates to citizens via email and SMS.
- Enhance the municipal cyber security capability to address new security risks, facilitate collaboration among stakeholders to promote awareness and incident response capability in the community

8.1.3.1 E-Government

The e-government best practises is based on the South African ICT House of Values principles, which was the foundation for the sets of general and delivery principles depicted in this section.

To avoid a frequent confusion of terms used in the context of e-government, definitions of the concepts used in this strategy document: e-government, e-governance and m-government.

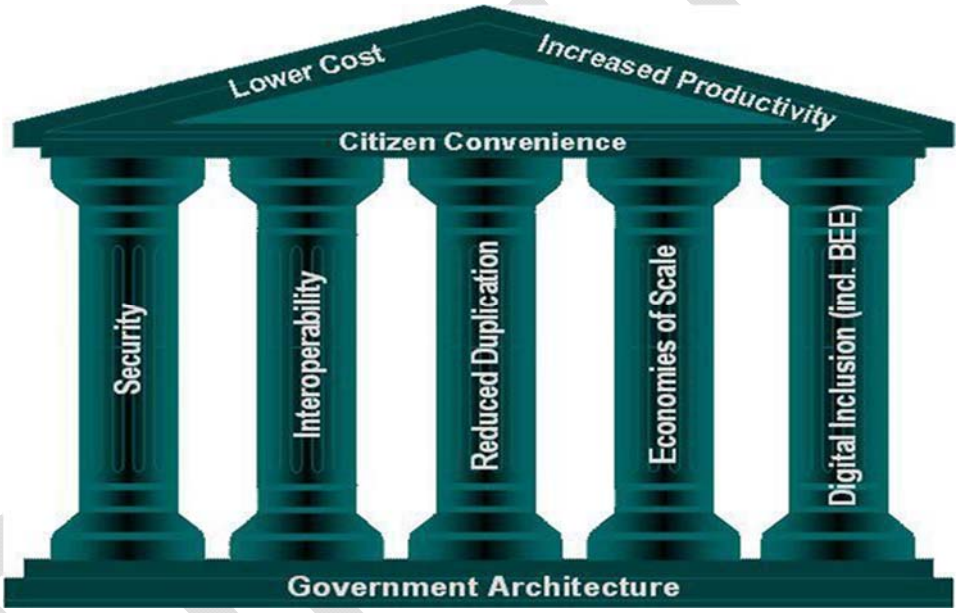

Figure 34: South African ICT House of Values Principles

E-Government

E-Government is the sustainable use of ICT to enable improved information and service delivery as well as encourage citizen participation in decision making. This term is often used interchangeably with similar notion of e-governance.

E-Governance

Governance is the societal synthesis of politics, policies, and programs. In that regard, e-governance is defined as the application of ICT to the system of governance to ensure a wider participation and deeper involvement of all stakeholders within the Municipality and the citizens.

M-Government

“M-Government” is the extension of e-government to mobile platforms, such as laptops, tablets and other forms of mobile devices. The main advantage of the mobile platform is its ubiquity,

that is, the potential availability of services anytime, anywhere. Due to its mobile characteristic, m-government can be particularly useful for emergency situations, such as signing and attending to responsibilities outside of the municipality in improving service delivery, in the provision of disaster warnings or dissemination of vital information to all stakeholders easily.

8.1.3.2 Smart City Procurement

There shall be a need to review procurement policies to ensure they align with smart city contracting principles:

1) focus on procuring business outcomes: specify what the supplier should achieve, not how it should achieve it (in general, this includes procuring services not assets);
2) build open data into all procurements: be clear that all data is to be owned by the city not the supplier, or establish clear requirements for the supplier to make data available via open standards and fair, reasonable and non-discriminatory terms;
3) incentivize innovation and collaboration: ensure that contractual arrangements encourage collaboration with others to create new value, and the sharing of common city assets;
4) avoid supplier lock-in, by integrating interoperability requirements into all ICT procurement, using commercial off-the-shelf products and open standards wherever possible, and factoring in the costs of exit from the outset;

Nurture an innovation ecosystem across the city and its suppliers, by:

1) publishing the city's procurement policies, ensuring that all changes following the review are widely known;
2) publishing and updating a pipeline of major city procurement opportunities;
3) early and iterative engagement with potential suppliers, including local and other SMEs, to benefit from innovation and stimulate the market;
4) stimulating SME-led innovation, including through use of competitions and placing SME-engagement requirements on large suppliers;
5) Driving forward the internal cultural and behavioural changes entailed by the recommendations given in 1) to 4).

Table 4: Traditional vs Smart City Procurement

Traditional City Procurement		Smart City Procurement
Silo-based procurement, with requirements set by individual business units within the city …	▶	An integrated strategic approach to the commissioning of services, across the city council and in partnership with other city service delivery organizations
… and with little ability to fund solutions that benefit multiple organizations	▶	Budget alignment mechanisms enable effective provision of common good platforms and services

Traditional City Procurement	Smart City Procurement
The city defines the technology and other inputs it wants to buy, and the immediate outputs it wants these to deliver	The city defines the outcomes and service levels it wants to achieve
Requirements are developed internally by the city	Requirements are developed iteratively, in partnership between customer, commissioner and supplier
The city brings its requirements to the market in a piecemeal manner	Published pipelines of future requirements help to stimulate the market and enable suppliers to propose new cross-cutting solutions to deliver multiple requirements (both within and across cities)
Cities define their requirements in isolation from each other	Joint procurement initiatives, facilitated by shared pipelines, enable shared services across more than one city and also stimulate the market for standardized and replicable city solutions (including via G-Cloud in the UK)
Procurement and contracting is based around purchaser–provider, client–agent relationships	A range of more innovative delivery models are deployed, including city companies, joint ventures, and partnerships between cities, industry and academia that promote collaborative solutions while safeguarding the intellectual property of each
Procurement decisions focus primarily on price	Procurement decisions focus primarily on long-term value for money, including: • total cost of ownership (including costs of exit); • the suppliers' ability to innovate; • Confidence in delivering the expected business benefits.
ICT as a capital investment	ICT as a service
Long-term, inflexible contracts	Short-term, on-demand purchasing

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Traditional City Procurement	Smart City Procurement
Bespoke, vertically-integrated solutions for each line of business	▶ Sharing and re-using standardized components, drawing on best-of-breed building blocks and commercial-off-the-shelf products
City systems are unable to interoperate, due to over-reliance on proprietary systems	▶ Interoperability based on open standards is designed into all procurements from the outset
Important city data-sets cannot be opened up because they are owned by suppliers	▶ Standard contractual arrangements ensure that all city suppliers make city data available via open standards and either for free or, where appropriate, on fair, reasonable and non-discriminatory terms
No incentives on suppliers to share, collaborate and innovate with other city stakeholders	▶ Contractual arrangements encourage collaboration with others to create new value, and the sharing of common city assets, with benefits being shared between the city and its suppliers
The city buys from a limited pool of large suppliers	▶ The city buys from a large pool of small suppliers, plus strategic relations with one or a few platform suppliers who themselves integrate with many SMEs

8.1.3.3 Municipal Standard Chart of Accounts (MSCOA)

Section 216(1) of the Constitution states that: “national legislation must establish a national treasury and prescribe measures to ensure both transparency and expenditure control in each sphere of government.

SCOA is an acronym for a Standard Chart of Accounts which is a National reform that has been promulgated by Gazette No. 37577 dated 22 April 2014, called the Standard Chart of Accounts for Local Government Regulations, 2014. The "m” in the acronym distinguishes between a Municipal Standard Chart of Accounts and a Provincial/National Standard Chart of Accounts.

Local Government: Municipal Finance Management Act (56/2003): Municipal Regulations on Standard Chart of Accounts (Gazette No. 37577)

Key Objectives

- improved data quality and credibility;
- the achievement of a greater level of standardization;

- the development of uniform data sets critical for 'whole-of-government' reporting;
- the standardization and alignment of the 'local government accountability cycle' by the regulation of not only the budget and in-year reporting formats but also the annual report and annual financial statement formats;
- the creation of the opportunity to standardize key business processes with the consequential introduction of further consistency in the management of municipal finances;
- improved transparency, accountability and governance through uniform recording of transactions at posting account level detail;
- enabling deeper data analysis and sector comparisons to improve financial performance; and
- the standardization of the account classification to facilitate mobility in financial skills within local government and between local government and other spheres as well as the private sector and to enhance the ability of local government to attract and retain skilled personnel.

MSCOA has been commissioned by National Treasury for all Third-party system to integrate seamlessly to the financial systems. All third-party systems are to integrate seamlessly.

MSCOA for Smart City

The architecture and design of the smart city architecture must have MSCOA as an integral component to ensure clear and transparent visualisation and control of the accounts and finances are available and fully auditable.

Tracking and tracing the expenditure for the municipality will need to be digitised and integrated. This will enable the municipality to have a clearer view of the economic status of the municipality and thus will be able to rapidly address or improve areas of economic concern.

8.1.4 Citizen Engagement

Stakeholder engagement is critical to the success of the smart city. All stakeholders have to be engaged and supportive of all activities and changes. The stakeholder mix involved in planning, delivering and sustaining a smart city programme is extensive and complex. There can be many different types of stakeholders with different objectives, requirements and levels of commitment. These can include:

a) Promoters

Those with an interest in actively promoting the programme, including:

- local elected representatives
- central and provincial government
- Consumer groups (including: business, suppliers to the programme and the media)
- Citizens

Also in the stakeholders with a negative agenda (negative promoters).

b) Investors

Those investing resources into the programme, including:

- financial institutions
- central government
- citizens
- Businesses who stand to improve their return on investment through the programme's outcomes (including suppliers)

c) Deliverers

Those involved in delivery of the programme, including:

- the city authority's internal business units
- partners, including business, education and not-for-profit sectors
- suppliers

d) Consumers

Those who will be affected by the programme, including:

- residents (individuals, communities and organizations)
- businesses
- those who work and live in, as well as visit, the city

e) External

Those not directly involved in the programme but who will be affected by it directly or indirectly, including: central government; other local government and public sector organizations; businesses with an interest in the impact of the programme; the media.

Recommendation

A high priority and adequate resources to, a formal managed stakeholder engagement programme is recommended globally. This should be led by a senior executive and be integrated into the roles all those involved in delivering the smart city programme, and should cover:

a) **stakeholder participation**: ensuring that all stakeholders (users, suppliers, delivery partners elsewhere in the public, private and voluntary sector, politicians, the media, etc.) have a clear understanding of the smart city programme and how they will benefit from it, and have effective and inclusive routes (including through use of digital media) to engage with and participate in the programme;

b) **cross-sectoral partnership**: engaging effectively with stakeholders from the private, public and voluntary sectors to deliver the programme in a way that benefits all sectors;

c) **engagement with other cities** to learn lessons and exchange experience

8.1.4.1 Community Service Centres

The community centre shall become a focal point to provide access and availability to each community to 4IR technology and to motivate the youth to learn new skills in an exciting, academic free environment

- Access to devices to provide online access to city services portal
- Basic orientation in common devices such as smart phones and web browsers
- Technical events, presentations and competitions (e.g. robot wars, hackathon)
- Availability of computers to enable citizens to access municipal online services

8.1.5 Smart Payment

Mobile payments via smartphones combined with biometric authentication, are expected to result in complete eliminated of cash money in the end. The Municipality may take advantage of this opportunity to facilitate easy payment of services, by citizens

Fast digitization of payments offers opportunities for Citizens to avoid queues and enable for faster Payments. The slow payments problem experienced in the municipality can be dealt with.

Digitisation of money will remove the requirement to accept cash payment for public transportation, purchase of essentials and access to Municipal services and amenities. The provisioning of grants and other benefits can be accessed via smart payment, this will enable residents to get their money without travelling long distances to collect cash and thus free up more money for their needs.

It can be looked at as a facility with the potential to provide access to short term funds without the risk of the high interest rates from loan sharks.

8.2 Safe City

The safety and security of local communities, residents, visitors, tourists and holidaymakers is a key focus area of the Municipality. To make the city safer, the municipality shall provide a broad spectrum of services. The emergency services that are provided to ensure the safety of all communities and visitors include disaster management, fire and emergency and security services as well as traffic and licensing services as shown in Figure 35

- Deliver well-resourced and capacitated policing and emergency services in order to ensure the safety of communities and visitors
- Provide infrastructure that improves the safety of communities and visitors
- Improve the safety and security of Nelson Mandela Bay through community, industry and civic organization partnerships
- High definition IP video cameras that support facial recognition, behaviour recognition and number plate recognition shall be gradually implemented across the Municipality.

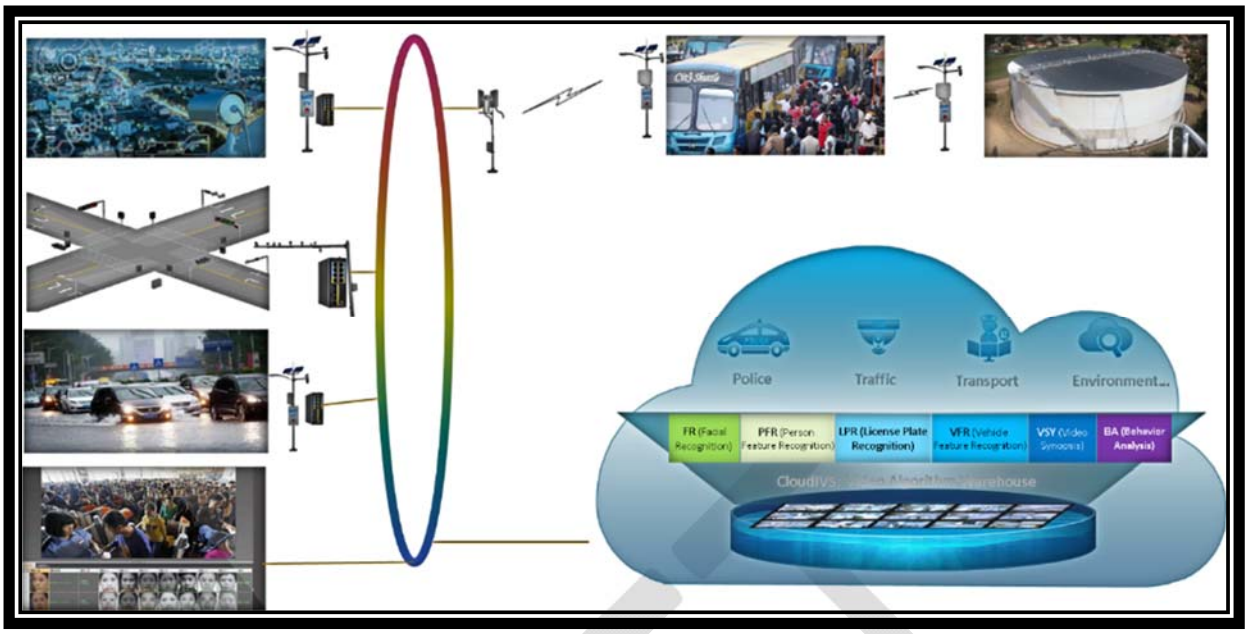

Figure 35: Safe City

Criminality in all ranks of life is widespread, like in any other city. The issues of Safety and Security extend to the safety of individuals, people in their communities and to businesses in urban and rural contexts. The impact of crime on visitor arrivals can be devastating for the tourism-dependent economies.

8.2.1 Smart Data

Data analytics, combined with techniques like real-time facial recognition and license plate scanning, can be used to find out where a crime is most likely to take place on a specific day and time

These insights can be used to focus police officers patrols to areas with high likelihoods of crime

8.2.2 Smart Streetlights

The smart streetlight platform shall be employed as a foundational component of the safe and smart city providing high definition video, Wi-Fi hotspots, information boards, voice communications and support wireless broadband communications, as shown in Figure 36.

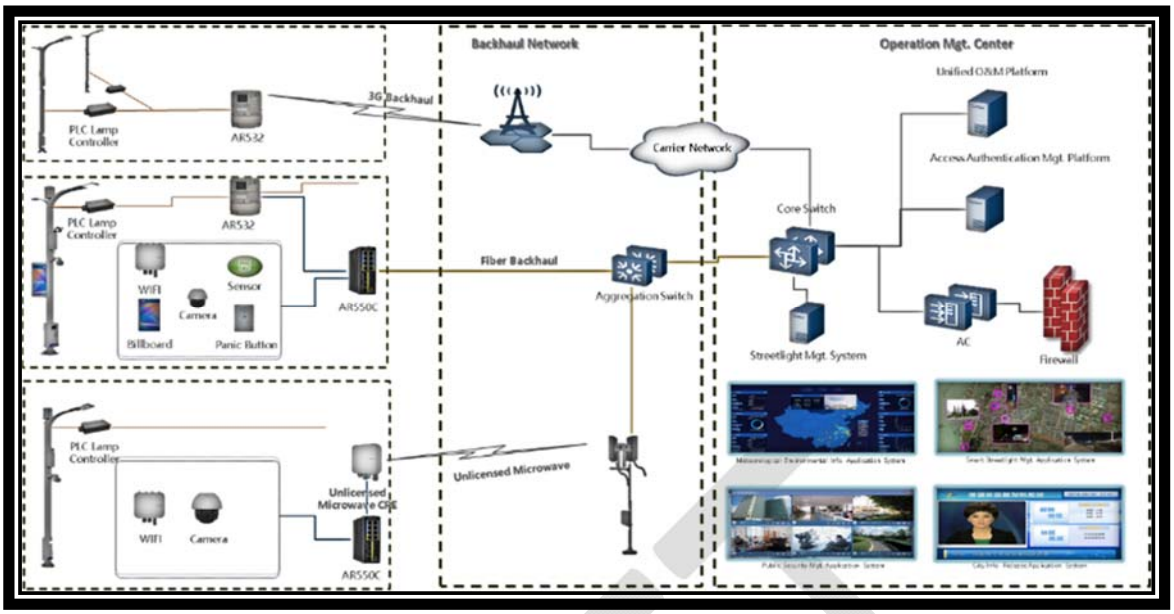

Figure 36: Smart Street Light Architecture

- Implement the multi-functional smart lampposts pilot scheme starting from 2019 to facilitate collection of real-time city data to enhance city management and other public services
- The smart street lights shall be modular in design and shall supplement existing street light installations
- Install intelligent LED lamps in new and legacy public lighting systems
- Broadband communications should be available at all smart streetlight installations where video analytics and Wi-Fi communications are required (5G or fibre as a minimum).

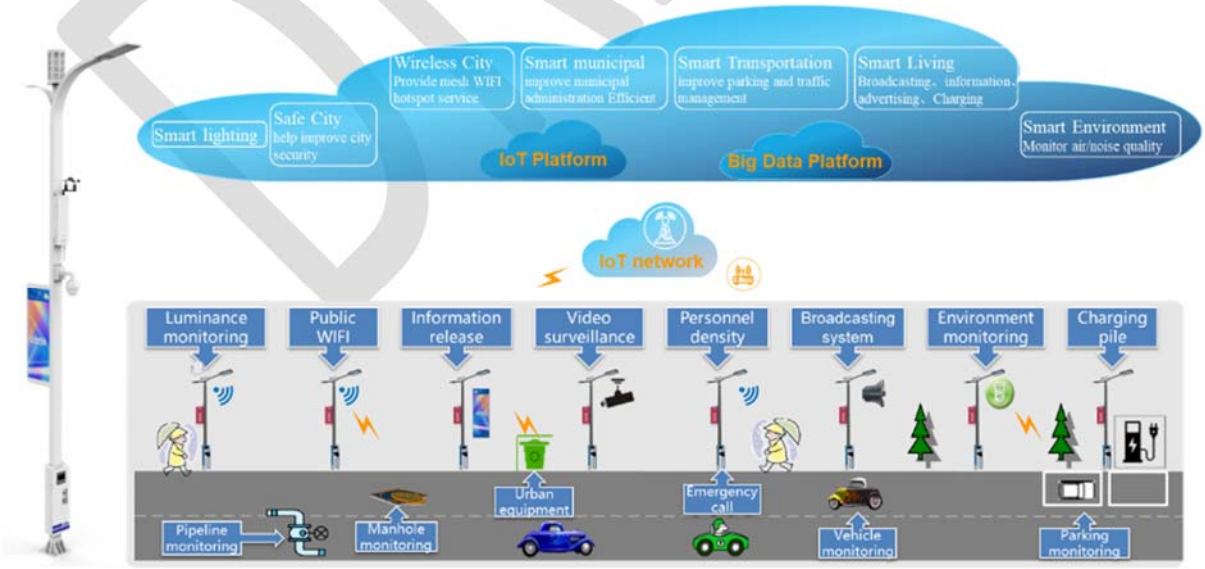

Figure 37: Smart Streetlight Functionality

8.2.3 Smart Campus

Smart Campus solutions will help the municipal buildings, public service buildings such as hospitals, libraries, schools, warehouses and reservoirs etc. safer and more efficiency. And the solution also can be used for the commercial office campus.

The solution will include campus network, video surveillance platform, smart building (access control, energy management, assets management, light control, Wi-Fi, fire monitor etc.), perimeter, parking management, visitor management etc.

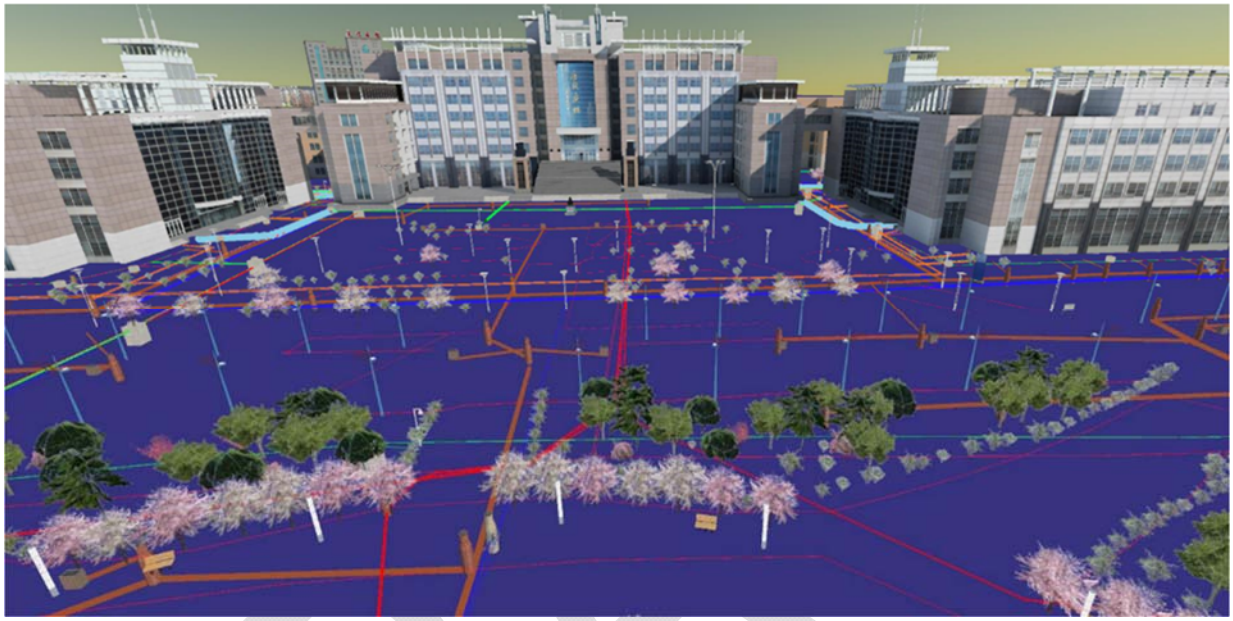

Figure 38: Smart Campus

8.2.4 Public Safety

Public safety is focussed on the activities to respond to emergencies and extreme events where the safety of the public is compromised.

- Where HD cameras are required, fibre connectivity must be provided as a priority. As an interim, unlicensed Microwave communications shall be employed to ensure the quality and capability of the necessary video analytics are not compromised.
- All video data will be transferred to a central video data lake
- A dedicated video analysis platform will be implemented to perform AI and big data analytics such as but not limited to: FR, ANPR, Behaviour Analysis, etc.
- The smart future community should have the capability to operate an advanced, public safety wireless broadband network that is reliable and interoperable with other local, regional and national first responders.
- The public safety network shall enable emergency management personnel to send and receive critical voice, video and data information. During regional or national disasters, all emergency management personnel shall communicate and be managed centrally in a coalition command centre

- The next-generation public safety network shall allow public safety managers to track, in real-time, police, fire and ambulance resources.
- When responding to a safety threat, police will have real-time access to criminal databases and on-site video surveillance feeds via their handheld wireless devices.
- Each patrol car shall be outfitted with high-speed mobile Internet access, allowing maps and crime scene information to be transferred between headquarters and officers in the field. It shall be possible to monitor the live video feed of an incident or remotely turn on lights in the area

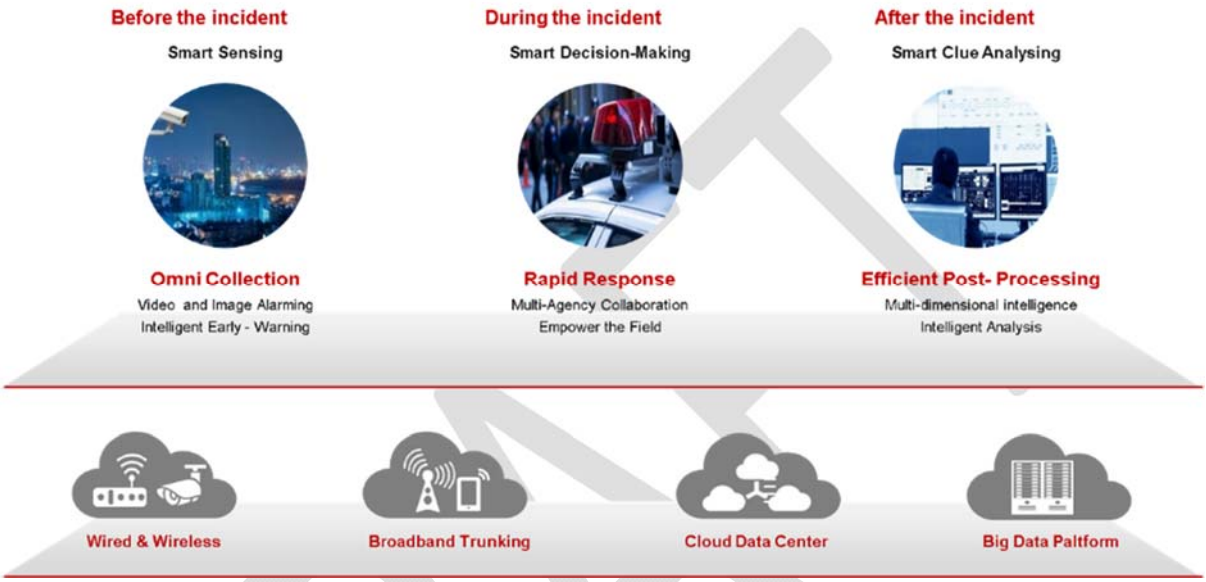

Figure 39: Public Safety Incident Analysis

- As shown in Figure 39, the Command and Control Centre shall be able to capture and process data to pre-emptively determine and address any potential incidents with the suitable activity or response.
- The Command and Control Centre shall be able to view incidents in real-time and be able to coordinate and provide more rapid response based on location and status of first responders.
- Post incident analytics shall be required to determine root cause analysis, determine mechanisms to mitigate or respond faster to similar future incidents and also to audit and collate all documentation and information required for any judicial service requirements.

As an addition, some of the poles mounted with Wi-Fi and CCTVs will also have an SOS button linked to police and metro law enforcement officials, especially close to areas where there was likely to be an influx of people.

Data Storage and Processing power

It is critical as part of the solution design for an integrated video solution to determine the storage requirements of the system. Without sufficient storage, the ability to capture the requisite data and then perform intelligent analytics on it will be severely restricted resulting in missing evidence,

Solid state storage should be primarily implemented to enable speed of writing data to storage, and more critically higher speed reading to provide faster analytics.

The intelligent Video Solution should pro-actively raise alarms and notify operators if there are any issues with storage, recording of data, degradation of captured image, and failure of UPS or issues with the camera.

Private CCTV

An ever growing approach globally to ensure greater visibility of the city and to provide better coverage is to integrate the CCTV from the general public, private enterprises, security companies and vehicle cameras.

This provides a greater wealth of information to the emergency services. Also the citizens feel more secure and should be safe due to the fact that their location and situation is visible at the control room in real-time enabling fast and focussed response.

Integration of the private CCTV shall need to be considered in detail due to the variety of cameras and ownership. Included in this will be the need to extend the hybrid cloud capability for the on premise private cloud to receive data from all of the public cloud platforms that will be utilised by the public to process their data and provide online connectivity.

8.2.5 Smart Firefighting

To reduce the fire accidents and improve the Firefighting efficiency,

- Provide smoke and fire sensors in the builds, to detect the fire risk in advance
- Provide smoke and fire sensors in the Firefighting equipment, to make sure all the equipment work well, and if there is a fault, it can be discovered and alarmed in time.
- All the monitor data will be transferred to the cloud data centre for data analysis.
- Use IOC as the joint command centre, and will connect to the firefighting team, police, ambulance, video surveillance and all other related departments and equipment
- All the fire trucks will be connected to the IOC with smart devices and mobile network.
- All the firefighters will be connect to the IOC with smart devices and mobile network

8.2.6 Cyber Security

In the Smart City, all the data is connected together. This will help the municipality work more efficiency, the citizens get more high-level public services, and make the city get better economy. But with this will be more cyber risks.

In Cyber security risk concern and protect design will run through all aspects of the project.

It will include

- Management Security: include employee management, security management processes, security access process, assets management process etc.

- Data Center Security: including prevention of management security, access security, Virtual private cloud security, remote management security etc.
- Network Security: including prevention of access risk, transfer risk, internet access risk, Illegal intrusion risk, DDoS risk etc.
- Data Security: including prevention of access risk, tampering risk, abuse risk, stealing risk etc.
- Platform Security: including prevention of unauthorized access, data tampering risk etc.
- Application security: including prevention of tampering with risks, illegal access risks, virus risks etc.

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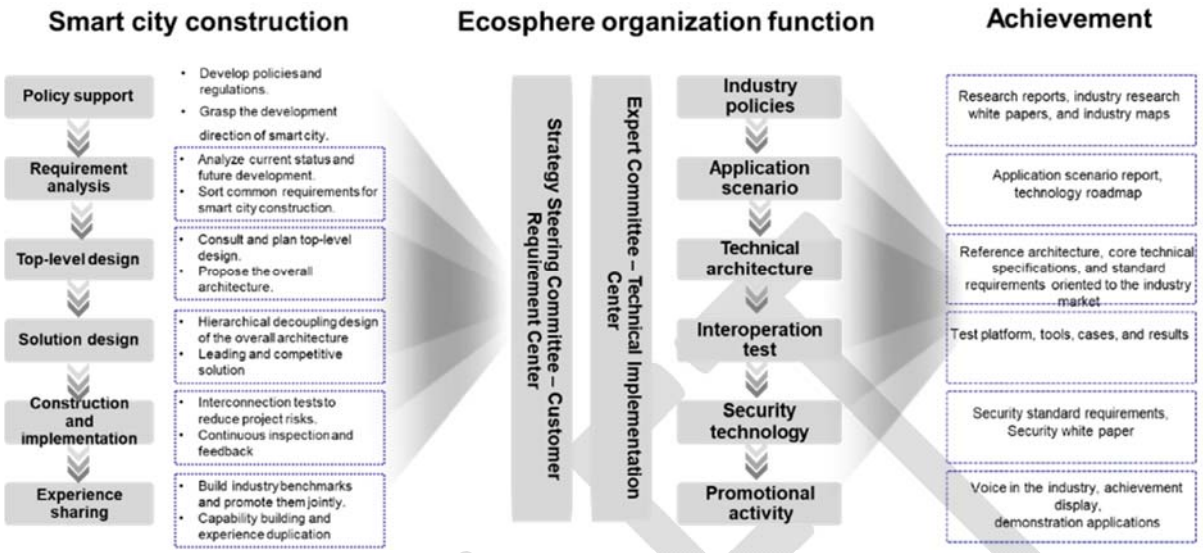
9 STANDARD AND APPROACH

9.1 Smart City Construction



9.2 Smart City Framework –PAS 181:2014

Guide to establishing strategies for smart cities and communities

The Smart City Framework can be seen schematically in Figure 1. At the top-level, it is made up of four components:

Guiding principles: a statement of values which city leaders can use to steer business decision-making as they seek to implement a smart city strategy;

Key cross-city governance and delivery processes: a set of practical guidance notes on how to address city-wide challenges of joining-up across city silos;

Benefit realization strategy: guidance on how to ensure that the intended benefits of a smart city strategy are clearly articulated, measured, managed, delivered and evaluated in practice;

Critical success factors: a checklist of issues which a city should regularly monitor to ensure that it is on track in the successful delivery of its smart city programme, and that it is managing the major strategic risks effectively

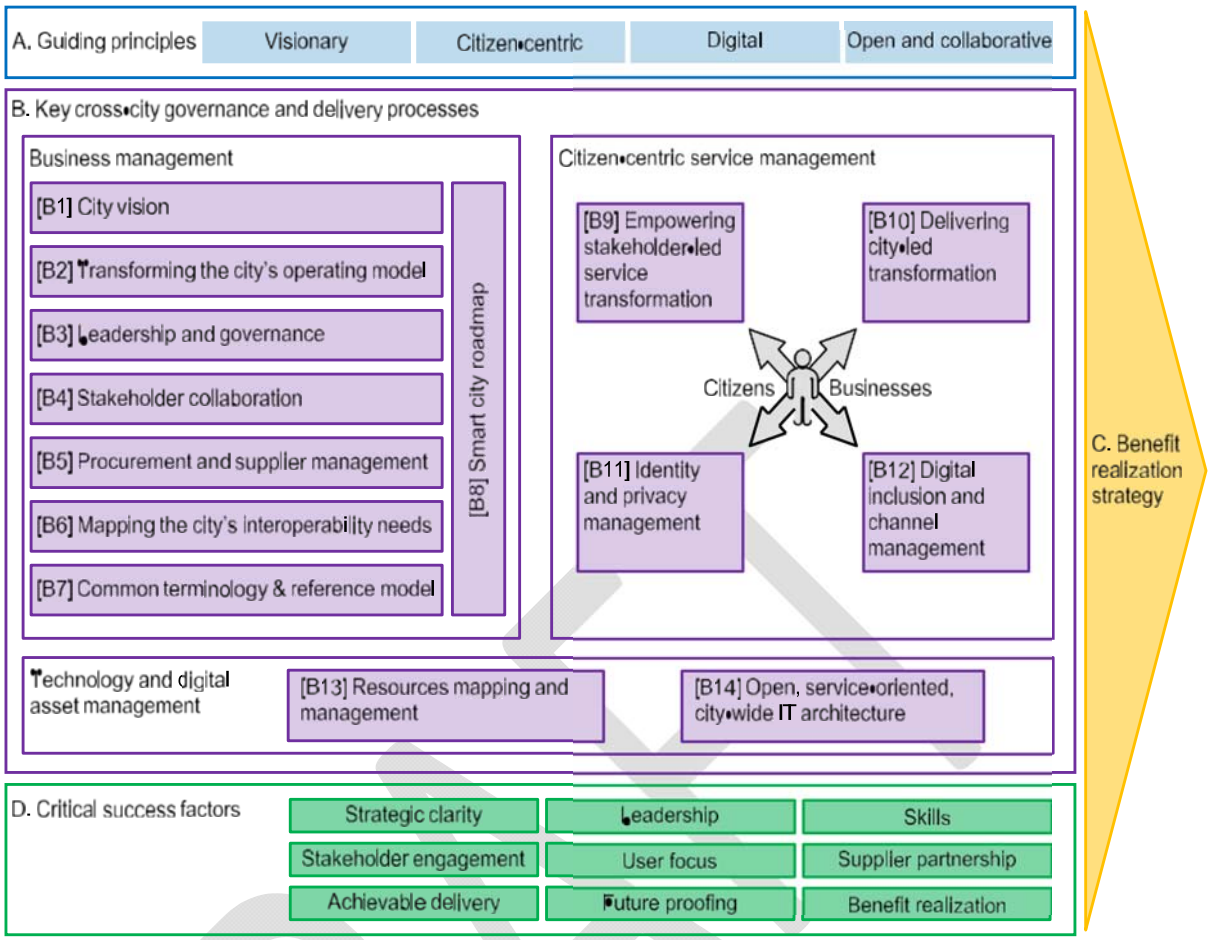


Figure 40: Smart City Framework – BSI PAS 181:2014

[A] Guiding principles

a) Collaborate with city stakeholders to develop and agree a set of guiding principles for the smart city strategy that include, as a minimum, the need to:

   1) establish a clear, compelling and inclusive vision for the city;

   2) take a citizen-centric approach to all aspects of service design and delivery;

   3) enable a ubiquitous, integrative and inclusive digitization of city spaces and systems;

   4) Embed openness and sharing in the way the city works.

b) Use the SCF guiding principles given in Annex A as a key input and starting point for that process.

[B1] City vision

Create a vision of "what good looks like" for the city, today and in the future, that:

a) is developed in an iterative and collaborative manner (that is, inclusive of all city stakeholder groups and informed by user research and engagement, with social media and other technologies used to enable public participation in the process);

b) embraces the opportunities opened up by smart technologies, smart data and smart collaboration;

c) does so in a way that integrates these with the core socio-economic, political and environmental vision and purpose for the city's future, rather than seeing them as somehow separate from the city's core strategic objectives;

d) Is measurable.

[B2] Transforming the city's operating model

Ensure that their [B1] city vision includes the need to develop an integrated city operating model, which is focused around citizen and business needs, not just the city's organizational structure.

[B3] Leadership and governance

Establish leadership and governance arrangements that ensure:

a) a clear focus of accountability within the city authority;

b) a broad-based leadership team across the city;

c) city leaders are brought together on a cross-sectoral basis into effective governance arrangements, at both the strategic and delivery levels;

d) deployment of formal programme management disciplines;

e) the right skills mix in the leadership team;

f) an ability to manage organizational evolution among city partner organizations;

g) An open and transparent governance process, including through digitally-enabled models of public participation.

[B4] Stakeholder collaboration

Establish, and give high priority and adequate resources to, a formal managed stakeholder engagement programme. This should be led by a senior executive and integrated into the roles all those involved in delivering the smart city programme, and should cover:

a) stakeholder participation;

b) cross-sectoral partnership;

c) Engagement with other cities to learn lessons and exchange experience.

[B5] Procurement and supplier management

a) Take an integrated view of the city's procurement requirements.

b) Review procurement policies to ensure they align with smart city contracting principles (focus on outcomes, open data, incentives for innovation and collaboration, avoidance of lock-in).

c) Work to nurture an innovation ecosystem across the city and its suppliers.

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[B6] Mapping the city's interoperability needs

Use the smart city interoperability matrix as a tool to:

a) help identify key barriers to interoperability in the city;

b) establish policies and actions to address these, drawing on international, European and national standards where possible;

c) Promote commonality of approaches and easier linkages with other cities and other local and national authorities.

[B7] Common terminology and reference model

a) Ensure that all stakeholders have a clear, consistent and common understanding of the key concepts involved in smart city development; how these concepts relate to each other; how they can be formally modelled; and how such models can be leveraged and integrated into new and existing information architectures.

b) Seek agreement among stakeholders to establish and maintain an agreed and shared common terminology and reference model.

[B8] Smart city roadmap

a) Establish a phased smart city roadmap.

b) Work with stakeholders to identify a set of services and initial smart city deliverables that represent quick wins for the city.

c) Give priority to changes that can be delivered quickly, at low cost and low risk.

d) Establish systems to learn from early customer experience, to improve services in the light of this, and then to drive higher levels of take-up.

e) Work with early adopters within the city authority and partner organizations in order to create exemplars and internal champions, and thus learn from experience and drive longer-term transformation

[B9] Empowering stakeholder-led service transformation

Empower stakeholders to create new sorts of services and value, by opening up city data via open platforms, and by driving forward the internal culture changes and the external market enablers that are needed to create a flourishing city information marketplace.

[B10] Delivering city-led service transformation

a) Provide citizens and businesses with public services that are accessible in one stop, over multiple channels, and built around user needs not the city's organizational structures.

b) Establish an integrated business and information architecture to support this, enabling a whole-of-city view of specific customer groups for city services.

c) Do so in a phased, low-cost and low-risk way, by rolling out a number of agile, cross-city, virtual franchise businesses that are based around specific customer segments and that sit within the existing delivery structures of the city.

[B11] Identity and privacy management

Embed an approach to identity and privacy management that is based on:

a) an open and federated business model;

b) a service-oriented ICT architecture; and

c) a citizen-centric trust model

[B12] Digital inclusion and channel management

Establish a digital inclusion and channel management strategy that includes:

a) a clear audit of what existing channels are currently used to deliver city services, and the costs and service levels associated with these;

b) the vision and roadmap for developing a new channel management approach, which:

1) is centred on the needs and behaviour of citizens and businesses;

2) identifies the opportunities for current services to be engineered out through the introduction of new smart connectivity directly between city assets and digital devices;

3) Encourages access and use of digital services by stakeholder groups currently excluded from these for whatever reason.

[B13] Resources mapping and management

Map out major information and ICT system resources across the Stellenbosch region, prioritize those with the greatest potential for reuse, and establish governance processes and usage policies aimed at maximizing asset reuse by city partners.

[B14] Open, service-oriented, city-wide ICT architecture

Work with stakeholders (including ICT suppliers, SMEs and academic partners) to establish an open, service-oriented, city-wide ICT architecture, and to develop a phased migration plan towards that architecture

[C] Benefit realization

Establish a benefit realization strategy to ensure a clear line-of-sight between actions and vision, and that the intended benefits from the smart city programme are delivered in practice. The strategy should be built around the three pillars of:

a) Benefit mapping;

b) Benefit tracking; and

c) Benefit delivery.

[D] Critical success factors

Establish processes to ensure that critical success factors are identified, measured and managed.

9.3 Smart City Reference Architecture - IEEE P2413.1

This standard defines an architectural framework for the Internet of Things (IoT), including descriptions of various IoT domains, definitions of IoT domain abstractions, and identification of commonalities between different IoT domains. The architectural framework for IoT provides a reference model that defines relationships among various IoT verticals (e.g., transportation, healthcare, etc.) and common architecture elements.

It also provides a blueprint for data abstraction and the quality "quadruple" trust that includes protection, security, privacy, and safety." Furthermore, this standard provides a reference architecture that builds upon the reference model.

The reference architecture covers the definition of basic architectural building blocks and their ability to be integrated into multi-tiered systems. The reference architecture also addresses how to document and, if strived for, mitigate architecture divergence. This standard leverages existing applicable standards and identifies planned or ongoing projects with a similar or overlapping scope.

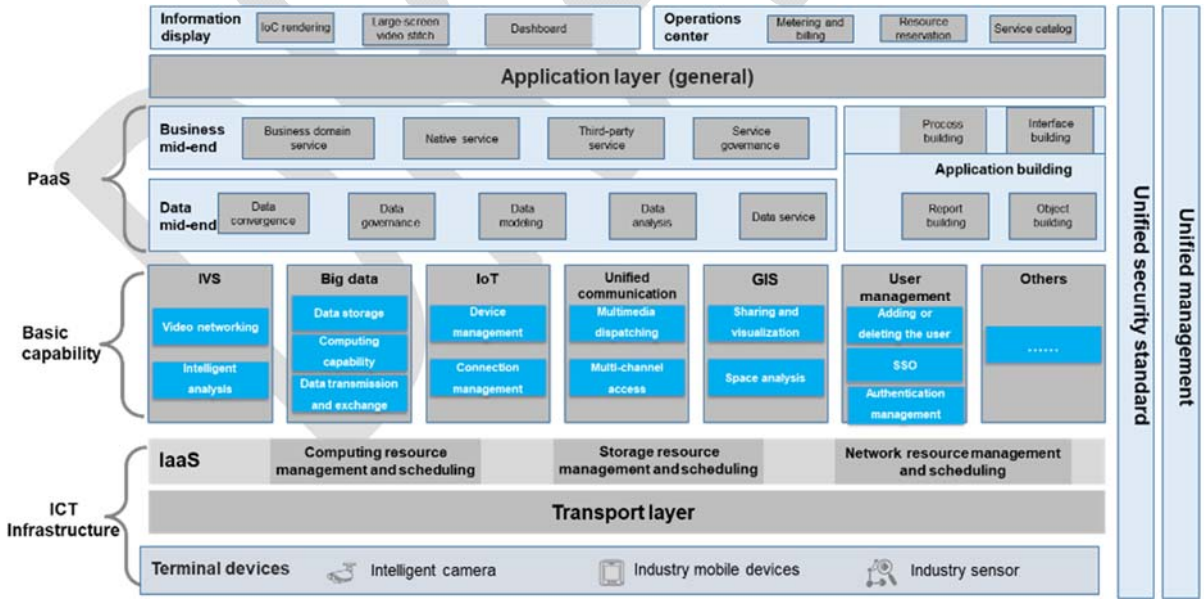

Figure 41: Architecture of Digital Transformation in Vertical Industries: IEEE P2413.1

Appendix 1 Critical Success Factors – BSI PAS 181:2014

Cities need to identify critical success factors for their smart city programme and track progress against them.

In delivering a smart city roadmap, cities should ensure that they are managing the major strategic risks effectively. Typically, these risks are not related to smart technologies (which are increasingly mature and proven) but rather to business and cultural changes. Such changes are integral to the city-wide approaches to business management, service management and technology management.

However, there is now an increasing body of research that seeks to understand why some ICT-enabled transformation programmes succeed and why others fail. The SCF therefore includes nine critical success factors that reflect and respond to the findings of such research, validated through consultation with stakeholders internationally. The nine critical success factors are summarized below.

1) Strategic Clarity	
a) Clear vision	
Our vision has been developed collaboratively.	✔
All stakeholders have a clear and common understanding of what our smart city programme is seeking to achieve.	✔
This vision is underpinned by guiding principles on how we work together to deliver the vision in practice.	✔
b) Strong business case	
We know what outcomes we want to achieve, and have established clear, evidence-based measures of success.	✔
There is a clear and quantified baseline of the costs and performance of current service delivery systems across the city, against which we can compare the impact of the smart city programme.	✔
c) Focus on results	
We focus on taking concrete, practical steps in the short to medium term.	✔
The programme is delivering significant benefits to stakeholders (including citizens and businesses) now.	✔
We are not spending money on technology before having identified the key organizational and business changes needed for it to help deliver our vision.	✔

2) Leadership	
a) Sustained support	
Political leaders and senior management from all city stakeholders are committed to the smart city programme for the long term.	✔
b) Leadership skills	
Our leadership team has the skills needed to drive ICT-enabled business transformation at a city-wide level.	✔
Our leadership team has access to external support, including engagement with leaders of smart city initiatives elsewhere in the UK and internationally.	✔
c) Collaborative governance	
Leaders from the local authority and all major city partners are motivated for the smart city programme to succeed and are engaged in clear and collaborative governance mechanisms to manage key risks and issues.	✔
There is unambiguous accountability as to which partner has the lead role on each aspect of roadmap delivery.	✔
3) User focus	
a) A holistic view of the city's citizen and business customers	
We have a whole-of-city view of the customers for city services and understand their needs on a segmented basis.	✔
Customer insight is informed by both on research and analysis of city data.	✔
Customer insight is pooled at a city-wide level, not managed within individual city silos.	✔
b) Customer-centric delivery	
Citizens and businesses can access all city public services through a one-stop service.	✔
This is available over multiple channels, but we use common web-based services to join it all up, provide a single view of the customer and reduce infrastructure duplication.	✔
We are proactively working to encourage take-up of services through digital channels, and to help those who are currently digitally excluded to benefit from these services.	✔

2) Leadership	
c) Stakeholder empowerment	
We engage customers directly in service design and delivery.	✔
We provide all stakeholders with access to city data and support to use it to create new commercial and public value.	✔
4) Stakeholder engagement	
a) Stakeholder communication	
All our stakeholders (users, suppliers, delivery partners elsewhere in the public, private and voluntary sector, politicians, the media, etc.) have a clear understanding of our smart city programme, how they can engage with it and how they will benefit from it.	✔
b) Cross-sectoral partnership	
The smart city programme is engaging effectively with stakeholders in the public, private and voluntary sectors.	✔
The smart city programme is delivering clear benefits for all stakeholder groups.	✔
c) Engagement with other cities	
Our smart city programme is engaging systematically with other cities to learn lessons and exchange experience.	✔
5) Skills	
a) Skills mapping	
We have mapped out the skills we need to deliver the smart city programme, and have established clear plans for acquiring and maintaining them.	✔
b) Skills integration	
We have effective mechanisms in place to maximize value from all the skills available across the partners involved in delivery of the smart city roadmap.	✔

2) Leadership	
6) Supplier partnership	
a) Smart supplier selection	
The city's procurement and contracting policies are aligned with smart city procurement principles (focus on outcomes, open data, incentives for innovation and collaboration, avoidance of lock-in).	✔
The city selects suppliers based on long-term value for money rather than price, and in particular based on our degree of confidence that the chosen suppliers will secure delivery of the expected business benefits.	✔
b) Supplier integration	
We manage the relationship with strategic suppliers at the level of top management on both sides of the partnership, aiming to develop win-win alignment behind our city vision.	✔
7) Future-proofing	
a) Interoperability	
Wherever possible we use interoperable, open standards that are well supported in the market place.	✔
b) Web-centric delivery	
We use SOA principles in order to support all of our customer interactions, from face-to-face interactions by frontline staff to online self-service interactions.	✔
c) Agility and resilience	
We deploy technology using common building blocks that can be reused to enable flexibility, resilience and adaptiveness.	✔
d) Shared services	
We manage key building blocks as city-wide resources (in particular common customer data sets; common applications and application interfaces; and core ICT infrastructure).	✔
e) Support and maintenance	
We have support and maintenance arrangements in place that can take over responsibility for assets developed and/or managed by stakeholders who leave the smart city's ecosystem for whatever reason.	✔

2) Leadership	
We have a process in place that can engage with replacement stakeholders when existing stakeholders deemed to provide value leave the smart city's ecosystem or become disengaged.	✔
8) Achievable delivery	
a) Phased implementation	
We avoid a big bang approach to implementation, reliant on significant levels of simultaneous technological and organizational change.	✔
b) Continuous improvement	
We expect not to get everything right first time, but have systems that enable us to understand the current position, plan, move quickly and learn from experience.	✔
c) Risk management	
We have clarity and insight into the consequences of transformation and mechanisms to assess risk and handle monitoring, recovery and roll-back.	✔
Our smart city programme benefits from regular external healthchecks.	✔
9) Benefits realization	
a) Benefit mapping	
Every aspect of our work and investment has clear line-of-sight through to the strategic outcomes being targeted by the city.	✔
Every major delivery partner involved in the smart city programme has a clear and quantified view of the benefits that the smart city programme will deliver specifically for that partner.	✔
The benefits that the smart city programme is seeking to achieve are documented in a strategic business case that has been agreed with city partners.	✔
b) Benefit tracking	
Clear baselines for all benefits have been established (that is, we know where we are starting from).	✔
Measurable success criteria have been agreed for each benefit in the business case (that is, we know where we want to get to).	✔

2) Leadership	
An effective measurement framework of key performance indicators is in place to track progress in delivering each benefit (that is, we know how well we are doing).	✔
c) Benefit delivery	
Governance arrangements are in place to ensure clear accountabilities for the delivery of every intended outcome.	✔

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7.3.6	FACILITIES MANAGEMENT PLAN

Collaborator No:
IDP KPA Ref No: **Good Governance**
Meeting Date: **08 June 2022**

1. SUBJECT: FACILITIES MANAGEMENT PLAN

2. PURPOSE

To submit a Facilities Management Plan with a focus on internal facilities. (KPI on SDBIP)

3. DELEGATED AUTHORITY

In terms of KPI 52 "*A revised* Facility Management Plan must be submitted to the Executive Mayoral Committee*".

***Please note** that there are no existing Facilities Management Plan, so what is submitted to Mayco is not a revised plan, but a Facilities Management Plan. The Plan is submitted for information purposes and is regarded as an operational plan that is a living document and changes annually.

4. EXECUTIVE SUMMARY

In terms of the approved Organogram (Sept 2019) the Properties Management and Municipal Buildings Maintenance Department is responsible for: -

(a) **Contract Administration** with regard to all municipal land and building (Acquisition-, Management and Disposal of Municipal land and building and rights in such land);

(b) **Maintenance of municipal buildings**; and

(c) **Project Management** (Including the initiation, planning; construction and project management) of new buildings and/or alterations/upgrade of municipal buildings.

In order for these functions to be managed/performed on a planned, pro-active basis, rather than on an *ad-hoc* basis, the Department was requested to develop a Facilities Management Plan. The facilities under discussion refer to all facilities that holds municipal offices, Beltana and Klapmuts Multipurpose centre. Two positions were created on the 2019 revised structure to oversee all the maintenance, but none of them have been funded yet and has therefore not been funded. The department was instructed to ensure that when

tenders are put out for the maintenance of a facility, to also provide a 10-year maintenance plan for that facility. It is envisaged that by 2024 we will have a maintenance plan for each facility providing for set time frames for upgrades on the buildings in question. That will provide a better mechanism to determine the money needed and plan for the years' work.

5. RECOMMENDATIONS

For information

6. DISCUSSION / CONTENT

6.1 Background

In terms of the approved Organogram (Sept 2019) the Properties Management and Municipal Buildings Maintenance Department is responsible for: -

- Contract Administration with regard to municipal land and buildings (Acquisition-, Management and Disposal of Municipal land, buildings and rights of such land);
- Maintenance of municipal buildings including the;
    - Project Management (Including the initiation, planning; construction and project management) of new buildings and/or alterations/upgrade of municipal buildings); and
    - Maintenance of all buildings registered in the name of the municipality that houses municipal offices and the multi-use facilities such as Beltana and Klapmuts Multipurpose centre.

6.2 Discussion

6.2.1 Framework for Facilities Management Plan

The following framework will be used:

1. Inventory of Municipal Buildings that falls under Corporate Services for maintenance purposes

1.1 Office buildings
1.1.1 Multi-departmental use
1.1.2 Departmental use
1.2 Libraries
1.3 Fire Stations
1.4 Commercial leased properties

1. INVENTORY OF MUNICIPAL BUILDINGS/FACILITIES

1.1 Office buildings

1.1.1 Multi-departmental use

The following multi-departmental use Office Buildings are managed and maintained by this Department:

- ***Franschhoek offices**, situated in Huguenot Street, Franschhoek;*
- ***Pniel offices**, situated off Helshoogte Road in Pniel;*
- ***Stellenbosch Head Offices**, situated in Plein Street, Stellenbosch; and*
- ***NPK Building** (newly acquired).*
- ***Beltana***
- ***Klapmuts Multipurpose centre***

1.1.2 Departmental use

The following single departmental use offices are managed and maintained by this department:

- ***Community Services Offices*** *(3 units), situated in Upper-Merriman Avenue (Jan Marais), Stellenbosch;*
- ***Community Services (Sport) Offices*** *situated in Simonsberg Street, Stellenbosch;*
- ***Law-Enforcement Offices****, situated in Hoffman Street, Stellenbosch;*
- ***Housing Administration Offices****, situated in Drukkerslaan Stellenbosch;*
- ***Various Engineering (PMU) Offices*** *in Dorp Street (temporary arrangements), Stellenbosch;*
- ***Traffic Offices****, situated in Joubert Street, Stellenbosch;*
- ***Municipal court*** *situated in Mark Street, Stellenbosch; and*
- ***Ward offices*** *at PMU Building, Stellenbosch*

1.2 Community Halls

The following Community Halls, some of which are used for Ward-offices as well, are maintained by this Department:

- ***Franschhoek Town Hall*** *(part of the Office building complex), situated in Huguenote Street, Franschhoek;*
- ***Groendal Community Hall****, situated in Stiebeul Street, Groendal;*
- ***La Motte Community Hall****, situated in Berg-en- Dal Street, La Motte;*
- ***Wemmershoek Community Hall****, situated in Prins Alfred Drive, Wemmershoek;*
- ***Millenium Hall****, situated off Helshoogte Road, Pniel;*
- ***Kylemore Community Hall****, situated in Skool Street, Kylemore;*
- ***Klapmuts Multi-purpose Centre****, situated in Merchant Street, Klapmuts;*
- ***Makapula Hall****, situated in Makapula Street, Kayamandi;*
- ***Eike Hall****, situated off Long Street, Cloetesville; and*
- ***Stellenbosch Town Hall*** *(part of the Office Complex), situated in Plein Street, Stellenbosch.*

1.3 Libraries

The following libraries are maintained by this Department:

- ***Franschhoek Library****, situated in Huguenote Street, Franschhoek;*
- ***Groendal Library****, situated in Stiebeul Street, Groendal;*
- ***Pniel Library*** *(Part of office complex), situated off Helshoogte Road, Pniel;*
- ***Stellenbosch Library (****part of Office Complex), situated in Plein Street, Stellenbosch;*

- ***Jamestown Library*** *(Part of the Clinic/Ward office Complex), situated in Pajero Road, Jamestown; and*
- ***Kayamandi Library****, situated in Masithandane Street, Kayamandi.*

1.4 Fire Stations

The following three (3) fire station buildings are maintained by this department

- ***La Motte Fire station****, situated off the Robertsvlei Road, La Motte;*
- ***Klapmuts Fire station*** *situated on the Sport grounds, Klapmuts; and*
- ***Stellenbosch Fire Station*** *situated at the corner of Cluver- and Helshoogte Roads, Stellenbosch.*

1.5 Municipal depots

The following municipal depots are maintained by this department

- ***Franschhoek Depot****, situated in Fabriek Street, Franschhoek;*
- ***Parks Depot****, situated in Reservoir Street, Franschhoek;*
- ***La Motte Depot****, situated off the Robertsvlei Road, La Motte; and*
- ***Beltana Depot****, situated off the Helshoogte Road, Stellenbosch*

1.6 Public toilets/amenities *situated at the various* ***cemeteries*** *in Groendal, Onder Papegaaiberg, Jamestown;*

- ***Campsite in Jonkershoek****;*
- ***Buildings*** *at* ***Jan Marais and Mount Rochelle Nature Reserve****; and*
- ***Training Centre****, situated in Paradyskloof forest.*
- ***Transfer Station****, situated on the Old Paarl Road, Klapmuts.*

1.7 Leased Properties (Municipal owned buildings)

1.7.1 L.E.D Hubs

This department is responsible for the structural maintenance of the following L.E.D Hubs:

- ***Mooiwater Opstal****, situated off Beaucop De L'eau Street, Mooiwater (currently vacant and vandalised);*
- ***Triangle site****, situated at the corner of Daniel Hugo and Reservoir Streets, Franschhoek;*
- ***Agricultural Hall****, Noordwal, Stellenbosch;*
- ***Old Clinic Building in Victoria Street****, Stellenbosch (currently vacant and vandalised); and*
- ***Kayamandi Corridor*** *Building situated off Masithande Street, Kayamandi.*

1.7.2 Other Buildings

This department is responsible for the structural Maintenance of the following facilities, currently on lease out:

- ***Franschhoek Bowling club Clubhouse**, situated off Lamprecht Street, Franschhoek;*
- ***Franschhoek Tennis Club Clubhouse**, situated off Reservoir Street, Franschhoek;*
- ***Ex-Life Craft Centre building**, situated in Huguenote Road, Franschhoek;*
- ***Old Clinic building**, situated off Merchant Street, Klapmuts, now used as a ECD facility;*
- ***ECD facility** situated off Hani Road Kayamandi;*
- ***ECD facility** situated off Stiebeul Street, Groendal;*
- ***Animal Hospital**, situated off Banghoek Road, Stellenbosch;*
- ***SPCA building**, situated off the Devon Valley Road, Stellenbosch;*
- ***SPCA building**, situated off Santa Rosa Street, Groendal;*
- ***Bergzicht Training Centre**, situated off Bird Street, Stellenbosch;*
- ***Voorgelegen Museum**, situated off Dorp Street, Stellenbosch;*
- ***Rhenish Complex**, situated in Mark Street, Stellenbosch;*
- ***Old Tourism Offices** (currently vacant), situated in Mark Street, Stellenbosch;*
- ***ECD Centre** (currently vacant and vandalised) situated on the LAP-land flats site, Stellenbosch;*
- ***Safehouse**, situated in Simonsberg Road, Stellenbosch; and*
- ***Safe house**, situated off Robertsvallei Road, La Motte (currently vacant).*

1.8 DAY-TO-DAY MAINTENANCE

The Maintenance Team of this Department currently consisting of 1 Asst Superintendent, three (3) artisans and 9 general workers are responsible for the day-to-day maintenance of all the facilities set-out above.

The day-to-day maintenance is ongoing and is mostly done on an ad hoc/as and when needed basis.

The department was therefore instructed to ensure that in the next two financial years maintenance plans are developed for the general and continuous maintenance to prevent the ad hoc operations. Ad hoc maintenance will still be required daily as it is inevitable that breakages occur on a daily basis, but it will give more structure as to general maintenance.

1.9 PLANNED STRUCTURAL MAINTENANCE/UPGRADES (5 YEARS)

1.9.1 Completed

Over the past 15 + years the following planned maintenance/upgrade were done/undertake

- ***Office Space***

-	*Office complex in Plein Street, Stellenbosch*	:	*2008*
-	*Traffic offices in Stellenbosch*	:	*2016*
-	*Office complex in Franschhoek*	:	*2018*
-	*Office complex in Pniel*	:	*2019*

- ***Community Halls***

-	*Millenium Hall in Pniel*	:	*2008*
-	*Groendal Community Hall*	:	*2009*
-	*Wemmershoek Community Hall*	:	*2010*
-	*Kylemore Community Hall*	:	*2017*
-	*La Motte Community Hall*	:	*2018*
-	*Eike Hall*	:	*2020*

- ***Sport Facilities***

-	*Groendal Sport Clubhouse*	:	*2007*
-	*Klapmuts Sport Clubhouse*	:	*2015*
-	*Raithby Clubhouse*	:	*2018*

- ***Public Rental units***

-	*Kayamandi Apartments (17 blocks)*	:	*2007*
-	*Cloetesville Maisonette (4 Blocks)*	:	*2008*
-	*Rhode Street Flats (4 blocks)*	:	*2009*
-	*LAPland Flats (3 blocks)*	:	*2010*
-	*Kloof and Long Street flats (10 blocks)*	:	*2011 and 2020/21*

- ***Housing Rental stock***

-	*Op die Bult and Bellerieve (8 blocks)*	:	*2008*
-	*House in Reservoir Street, F/Hoek*	:	*2015*

- ***Municipal Depots***

-	*Beltana depot (all units)*	:	*2015-2017*

- ***LED facilities***

-	*Mooiwater postal*	:	*2008*
-	*Agricultural Hall*	:	*2018*

- ***Lease Units***

-	*Clinic in La Motte*	:	*2007*
-	*Bergzicht Training Center*	:	*2008*
-	*Voorgelegen*	:	*2008*
-	*Rhenish Complex*	:	*2008*
-	*Kayamandi Police Station*	:	*2018*

1.9.2 Planned Maintenance over the next 5 years

- ***Office buildings***

-	*Plein Street office complex*	:	*2022/23*
-	*Hoffman Street offices*	:	*2022*
-	*Simonsberg street offices (Community Serv.*	:	*2021/22*
-	*NPK Buildings*	:	*2021/22*

- ***Community Halls***

-	*Makapula Hall*	:	*2023/24*
-	*Groendal Hall*	:	*2021/24*
-	*Millenium Halls*	:	*2023/24*
-	*Kylemore Hall*	:	*2024/25*
-	*Wemmerhoek*	:	*2025/26*

- ***Libraries***
  - *Kayamandi* : *2021/22*

- ***Municipal depots***
  - *Franschhoek depot (specs completed)* : *2022*
  - *Beltana* : *2023/24*

- ***Lease Units***
  - *Bergzicht Training Center* : *2021/22*
  - *Voorgelegen & Rhenish Complex* : *2021/22*
  - *Kayamandi Corridor* : *2021/22*

1.9.3 PLANNED CAPITAL PROJECTS (NEW BUILDINGS)

Provision has been made for a number of planned capital projects on the CP3 System (10 years)

These include; inter alia:-

- *New MPC: Kayamandi*
- *New Community Hall: Idas Valley*
- *New Community Hall: Jamestown*
- *Upgrade of Traffic Offices in Stellenbosch*
- *Wemmershoek Clubhouse*
- *MPC: Ex-Kleine Libertas Site*
- *ECD: Klapmuts*

1.9.4 MANAGEMENT OF MULTI-PURPOSE BUILDINGS

As indicated above, this Department was not responsible for the day-to-day management of Multi-purpose facilities, except office buildings.

With the approval of the new Organogram, a new focus area has now been included to also manage multi-use facilities, i.e. where more than one department is utilising the facility, such as Beltana, Klapmuts MPC, Cloetesville Eike Hall, etc.

Provision has also, been made on this department operational budget (as from 2020/21) for the maintenance of grounds of these facilities.

Until such time as the new positions on the 2019 structure is budgeted and filled is a challenge to manage the maintenance of all facilities under corporate services.

1.9.5 TERM TENDERS

Taking into account the limited resources (staff) at the Department's disposal, we have tried to put term-tenders in place, for the outsourcing of certain work or for the acquisition of services/materials.

The following term tenders are already in place:

- *Fencing tender;*
- *Plumbing material and irrigation material; and*
- *Sanitary Services*

Specifications for the following term tenders have been compiled, but await approval:

- *Appointment of a panel of contractors for small capital work and day-to-day maintenance;*
- *Supply and installation of geysers (in progress);*
- *Maintenance of grounds/landscaped areas at various multi-purpose facilities (in consultation with Community Services) (in progress); and*
- *10-year maintenance plans on municipal buildings housing offices*

Once these term tenders are in place, it will ease the procurement of services/ materials.

1.9.6 OUTSOURCING OF MAINTENANCE WORK

Going forward, consideration should be given to the outsourcing of the maintenance and management of specific buildings or categories of buildings (e.g historic buildings).

1.10 MAINTENANCE BUDGET

In terms of international standards for facilities maintenance, the annual budget for facilities maintenance should be between 2-4% of the capital replacement value of these facilities.

*During a recent (2019) valuation of Municipal building, the value of municipal buildings was estimated at R1 630 757 261**

**Information provided by Snr Manager: Finance Services.*

If the above information is used to calculate what the maintenance budget for municipal buildings should be (at 2% of replacement value) it means that an annual maintenance budget of R32.6M should be budgeted for, whereas the current maintenance budget is ±R7M., i.e. 22% of what is should be.

6.3 Financial Implications

Maintenance of buildings is not sustainable in the current situation and the Municipality must consider how this process is taken forward. Provincial and National Departments will have to make a bigger contribution for the maintenance of the facilities used for their services and council will have to consider the maintenance requirements of current and future properties.

6.4 Legal Implications

There is an obligation on the Municipality to provide a safe environment to Staff and Lessees w.r.t their building portfolio.

6.5 Staff Implications

The current Staff compliment cannot do all the maintenance. It is therefore important that measures be put in place to deal with the maintenance and departments take responsibility for their day-to-day maintenance with staff appointed within the department and that work at the facilities.

6.6 Previous / Relevant Council Resolutions

None

6.7 Risk Implications

Proper maintenance within the available and sustainable budget is a challenge.

6.8 Comments from Senior Management

The Senior Management is involved in the tenders that is put out and the maintenance aspects were discussed at a strategic session in Franschhoek in 2019. It is a subject of discussion also at Directors' meetings from time to time.

ANNEXURES

None

FOR FURTHER DETAILS CONTACT:

NAME	**Annalene de Beer**
POSITION	***Director***
DIRECTORATE	***Corporate Services***
CONTACT NUMBERS	***021-8088018***
E-MAIL ADDRESS	***Annalene.deBeer@stellenbosch.gov.za***
REPORT DATE	***2022 -06-03***

ADDITIONAL ITEMS

7.11	**ITEMS SUBMITTED BY THE MUNICIPAL MANAGER**

7.11.1	**CONSIDERATION ON APPLICATIONS RECEIVED: 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 2022 / 2023: (Provision of training to Small Micro Medium Enterprises ("SMME")**

Collaborator No:
IDP KPA Ref No:
Meeting Date: **Grants Committee: 2022-06-06 & Mayco: 2022-06-08**

1. SUBJECT: CONSIDERATION ON APPLICATIONS RECEIVED: 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 2022 / 2023: (Provision of training to Small Micro Medium Enterprises ("SMME")

2. PURPOSE OF MEETING

To discuss and consider the funding applications for the 2022 / 2023 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

Council

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 notices of the applications for the funding of bodies performing a municipal function were advertised in the Eikestadnuus and the Paarl Post dated 21 April 2022, attached as **APPENDIX 1** of which the closing date to submit such applications was at 12:00 midday on 13 May 2022.

The following bodies submitted applications by the closing date for funding to perform the SMME Training function for Council for the 2022 / 2023 financial year:

Applicant	**2022 / 2023 Funding Requested in Rand Value**
Stellenbosch Network	235 000.00
Ranyaka	253 000.00
Total Funding Requested	**488 000.00**

With due regard for the importance of the Development and Training of Small Micro and Medium Enterprises ("SMME's) 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.

5. RECOMMENDATIONS

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

(a) that the amount of R235 000.00 be allocated to Stellenbosch Network for the 2022 / 2023 financial year; and

(b) that the amount of R253 000.00 be allocated to Ranyaka Community Transformation NPC for the 2022 / 2023 financial year.

6. DISCUSSION / CONTENTS

The following applications for the funding to provide SMME Training were received.

6.1 Stellenbosch Network (APPENDIX 2)

Stellenbosch Network		**% of Funding**
Training Programmes for SMME	185 000.00	79%
Database for SMME	50 000.00	21%
TOTAL		**235 000.00**

6.2 Compliance checks

Stellenbosch Network		Amount requested: R235 000.00
The following MUST accompany this application:		
1. A copy of the latest, audited financial statements.	✓	31 December 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. • Existing SMME Database	✓	

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 Stellenbosch Network programmes description of the programmes; objective to be achieved; the deliverables; the potential outcomes; and the budget sought for the 2022 / 2023 financial year in the below table:

AIM / OBJECTIVES	DESCRIPTION	AMOUNT in Rand	Other Funding & Source	DEPARTMENTAL COMMENT	Recommended Funding
Improved Business Knowledge & Skills	USB Mentorship training during SBA programme	25 000.00		The Department **support and recommend the funding.**	Funding amount supported.
	Stellenbosch Network Mentorship (2022 Programme)	25 000.00	20 000.00 (Department of Science & Innovation)		
	Design and Creative Thinking Workshop	17 500.00			
Sub-total		**67 500.00**			***67 500.00***
Improved Operational Management & Efficiency	Legal Support (IP Registration)	17 500.00	No co-funding.	**It is recommended that this programme be funded.**	
	Digital Marketing	8 000.00			
	Google App Training (Technology)	50 000.00			
Sub-Total		**75 500.00**			***75 500.00***
Increased Customer Profile	Access to Market through Business Network Subscription	8 000.00	No co-funding	**It is recommended that this programme be funded**.	
	Optimise your business on Google (Marketing)	8 000.00			
	Google my Business Profile (Marketing)	26 000.00			
Sub-Total		**42 000.00**			***42 000.00***

SMME Database	Co-Funding of the platform that serve as a database of Stellenbosch Businesses	50 000.00	100 000.00 (Department of Science and Innovation)	Funding recommended.	
Sub-Total		**50 000.00**			***50 000.00***
TOTAL FUNDING		235 000.00			**235 000.00**

Stellenbosch Network included all the required documentation and information to be considered and therefore it is thus proposed that the programmes as noted in the above table be funded in terms of the said policy for the of the 2022 / 2023 financial year which amount to **R235 000.00.**

6.3 Ranyaka Community Transformation (APPENDIX 3)

Ranyaka		**% of Funding**
Training Programmes for SMME	253 000	100%
TOTAL		**253 000.00**

Compliance checks

Stellenbosch Network		Amount requested: R235 000.00
The following MUST accompany this application:		
1. A copy of the latest, audited financial statements.	✓	29 February 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. • Existing SMME Database	✓	
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 Ranyaka Community Transformation NPC programmes description of the programmes; objective to be achieved; the deliverables; the potential outcomes; and the budget sought for the 2022 / 2023 financial year in the below table:

AIM / OBJECTIVES	DESCRIPTION	AMOUNT in Rand	Other Funding & Source	DEPARTMENTAL COMMENT	Recommended Funding
Product Showcase	Venue hire and catering (Identifying new businesses in Stellenbosch)	10 000.00	0.00	The Department **support and recommend the funding.**	Funding amount supported.
Sub-total		**10 000.00**	*0.00*		***10 000.00***
Need based training	SARS Training Costing and Pricing Retailing and wholesaling Marketing training Business Plan Training	85 000.00	No Co-funding	**It is recommended that this programme be funded.**	Funding amount support.
Sub-Total		**85 000.00**	*0.00*		***85 000.00***
Access to Market (Access to Business premises)	Subsidizing hot – desking for SMME's to rent hot desking space (10 pax per month R500pm / pp for one year)	60 000.00		**Programmes at no cost to the Municipality**	
Sub-Total		**60 000.00**	*0.00*		***60 000.00***
Facilitating Supply – Chain Inclusion	Business Compliance Support and CDS Registration support (Compliance Officer)	45 000.00		**It is recommended that this programme be funded.**	It is recommended that funding be supported.
Sub-Total		***45 000.00***	*0.00*		***45 000.00***
Monitoring and Evaluation Officer		30 000.00		It recommended that funding be supported.	
Ranyaka Management Fee		23 000.00			
Sub-Total		**53 000.00**			***53 000.00***
TOTAL FUNDING		**253 000.00**	0.00		**253 000.00**

Ranyaka included all the required documentation and information to be considered for funding.

6.4 Evaluation of funding requests

Based on the factors mentioned in point 5 & 6 of this report, it is clear that the two (2) organisations that have submitted applications, also qualify to be considered for funding, which is Stellenbosch Network and Ranyaka Community Transformation NPC.

6.5 Financial Implications

A current available budget approved for the allocation of external bodies performing a function of Council is R999 848.00 under LED direct support to SMME's. The proposed budget to be allocated to Stellenbosch Network and Ranyaka Community Transformation is R488 000.00. The Department therefore has sufficient budget for the 2022 / 2023 financial year to fund the proposals.

6.6 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 quarterly reports reflecting accurately the application of the funds allocated and using the reporting template which will be

provided by Council to them as specified in the Memorandum of Agreement ("MOA") which they are required to enter into with the Municipality.

6.7 Staff Implications

None

6.8 Risk Implications

Stellenbosch Network and Ranyaka Community Tranformation NPC are entities funded to undertake a function of Council and is therefore also subject to reporting to the Auditor-General in terms of their Annual Financial Statements ("AFS") in terms of the Municipal Finance Management Act, Act 56 of 2000. Therefore, the Department will draft a reporting template to ensure that the financial reporting will be in accordance with the required financial reporting in terms of the relevant Generally Recognised Accounting Practices ("GRAP") and the MOA as signed with Council.

GRANTS-IN-AID COMMITTEE MEETING: 2022-02-18: ITEM 3.1

RECOMMENDATIONS

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

(a) that the amount of R235 000.00 be allocated to Stellenbosch Network for the 2022 / 2023 financial year; and

(b) that the amount of R253 000.00 be allocated to Ranyaka Community Transformation NPC for the 2022 / 2023 financial year.

APPENDICES

Appendix 1: Advertisement
Appendix 2: Stellenbosch Network Submission
Appendix 3: Ranyaka Community Transformation NPC Submission

FOR FURTHER DETAILS, CONTACT:

NAME	Lesley van Gensen
POSITION	Manager: Economic Development and Tourism
DIRECTORATE	PLANNING AND ECONOMIC DEVELOPMENT
CONTACT NUMBERS	021 808 8179
E-MAIL ADDRESS	Lesley.vangensen@stellenbosch.gov.za
REPORT DATE	17 May 2022

APPENDIX 1

STELLENBOSCH

STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Municipal Notice 41 / 2022

NOTICE: APPLICATIONS FOR THE FUNDING OF EXTERNAL BODIES PERFORMING A MUNICIPAL FUNCTION 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 2022 / 2023

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, Act 32 of 2000, and who qualify for financial assistance, to apply in line with the aforementioned policy of the Stellenbosch Municipality.

Only organisations within the Stellenbosch (WC024) Municipality's administrative boundaries that provide the respective Municipal Functions of:

- Local Tourism;
- Management and updating the Stellenbosch Municipal Heritage Inventory; and
- Training of Small Medium and Micro Enterprises ("SMME") with a minimum of six (6) training programmes, and the Updating of the SMME Database for the Stellenbosch (WC024) Municipal Area, respectively.

Only applications received on the prescribed application form and accompanied by the required information, documentation, financial statements, covering letter, and supporting documentation received by the Office of the Manager: Economic Development & Tourism by no later than 12:00 midday on 13 May 2022 will be considered.

Applicants may also be required to conduct a presentation, as noted in the application form, to the Evaluation Panel.

Copies of the said policy and application from is available during office hours from the Offices of the Section: Economic Development & Tourism located at:

- 127 Dorp Street, Stellenbosch, 7600

Or by Email from:

- Sharon Pedro (Sharon.Pedro@stellenbosch.gov.za) / 021 808 8974

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

GARALDINE METTLER
MUNICIPAL MANAGER
Notice No: 41 / 2022

Munisipale Kennisgewing 41 / 2022

KENNISGWING: AANSOEK 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 MUNISIPAL FUNKSIE VERRIG, SAAMGELEES MET ARTIKEL 80(2) VAN DIE WET OP PLAASLIKE REGERING: MUNISIPALE STELSELSWET, WET 32 VAN 2000 VIR DIE 2022 / 2023 FINANSIELE JAAR

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

Slegs organisasies binne die Stellenbosch (WC024) Munisipale administratiewe grense wat die volgende onderskeie funksies verrig:

- Plaaslike Toerisme;
- Bestuur en Opdatering van die Stellenbosch Munisipale Erfenis Inventaris; en
- Verskaffing van ten minste ses (6) opleidingsprogramme vir Kleiner, Medium en Mikro Ondernemings ("SMME") en die opdatering van 'n SMME Databasis vir die Stellenbosch (WC024) Munisipale Area.

Slegs aansoeke wat op die voorgeskrewe aansoekvorm ingedien word en vergesel word van al die gevraagde inligting, dokumentasie, finansiele state, dekkingsbrief, en stawende dokumentasie wat ontvang word by die Kantoor van die Bestuurder: Ekonomiese Ontwikkeling & Toerisme teen 12:00 middag op 13 Mei 2022 sal oorweeg word. Aansoekers sal ook verlang word 'om 'n voorlegging te doen, soos aangetoon op die aansoekvorm, aan die Evalueringspaneel.

Afskrifte van die betrokke beleid en aansoekvorm is beskikbaar gedurende kantoorure by die Kantore van die Afdeling: Ekonomiese Ontwikkeling & Toerisme gelee te:

- Dorpstraat 127, Stellenbosch, 7600

Of per epos by:

- Sharon Pedro (Sharon.Pedro@stellenbosch.gov.za) / 021 808 8974

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

GARALDINE METTLER
MUNISIPALE BESTUURDER
Kennisgewing Nr: 41 / 2022

APPENDIX 2

STELLENBOSCH
ST EL LEN BOSCH • P NIEL • FRA NSCH HOEK
Municipality • Umasipala • Munisipaliteit

APPENDIX A

APPLICATION: FUNDING OF EXTERNAL BODIES PERFORMING A MUNICIPAL FUNCTION 2021/2022

NOTE: ONLY APPLICATIONS ON THIS PRESCRIBED FORM SHALL BE CONSIDERED

PLEASE COMPLETE THE FOLLOWING:

A	**REGISTERED NAME OF ORGANISATION:** **...Stellenbosch Network NPC.....**
B	**DATE AND YEAR IN WHICH THE ORGANISATION WAS FOUNDED OR INCORPORATED (INCLUDE BRIEF DESCRIPTION OF BUSINESS OR ACTIVITIES OF ORGANISATION):** Stellenbosch Network NPC was registered as an entity in December 2019. **The Stellenbosch Network** is a cross sector and inter-disciplinary membership organisation that brings people together – from industry, government, society and academia. Our aim is to share ideas, meet each other, encourage collaboration and partnership in support of inclusive economic growth for the greater Stellenbosch area. The role-players in the Stellenbosch Network include innovators, entrepreneurs, SMMEs, investors, locally-based corporations, social entrepreneurship enterprises, knowledge institutions and government.
C	**ADDRESS:** (i) Street ...15 De Beer St..... .....Stellenbosch..... .....7600..... (ii) Postal .....15 De Beer St..... .....Stellenbosch..... .....7600..... Contact details: Name and Surname: .....Hanli Brink..... Title/Position held: .....Operations Director..... Tel: ...082 536 5847... E-mail: ...hanli@stellenboschnetwork.co.z.....
D	**LIST ALL THE BOARD / COMMITTEE MEMBERS OF THE ORGANIZATION:** Name and Surname: ...Hanli Brink..... Position: ...Operations Director..... Contact Address and tel. no: 082 536 5847 / 5 Drommedaris St, Stellenbosch, 7600

Name and Surname: ...Dr Leslie van Rooi.....

Position: .....Director.....

Contact Address and tel. no: ...071 194 2324 Simonberg Residence, 79 Merriman Avenue, Stellenbosch, 7600

Name and Surname: ...Roux de Villiers.....

Position: .....Director.....

Contact Address and tel. no: ...082 302 4942...Wildepaardejacht Farm, Paarl

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: All Stellenbosch wards

Is the organisation a non-profit company? Yes X No

If yes, provide company registration number: 2019/609161/08 -

Is the organisation a non-profit organisation as contemplated in section 13 of the Non-Profit Organisation Act, 1997? Yes No X

If yes, provide registration number: _____ -

Is the organisation a public benefit organisation as contemplated in terms of the Income Tax Act, 1962? Yes No X

If yes, provide registration number: _____ -

Is funding required for a specific project / progarmme? Yes X No

If yes, attach details separately.

Budget amount of projects / programmes: ...R185 000 + R50 000 = R235 000.00

Duration of project / programme: ...1 year.....

Is funding required for general support? Yes No X

If yes, attach a copy of the organisation's overall budget and business plan.

E CATEGORY

Please categorise your application (mark with x):

Training Programmes for SMME ination Marketing n [X]

Database for SMME's [X]

[ ]

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.

.....

.....See supporting documents attached.....

.....

.....

.....

.....

.....

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 / programme 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 / programme.
   - Information on the total cost of the project / programme 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.
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.
10. A valid Tax Clearance Certificate issued by SARS.
11. **List and contact details of existing SMME's within the database.**
12. **Proof of hosting or facilitating SMME training sessions (e.g. Photographs, attendance register, etc.)**

G THE FOLLOWING SHALL APPLY:

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 where and for which purpose the funding will be allocated.
2. The funding must be exclusively used for the purpose defined and motivated, 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 must 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 *inter alia* stipulates that the organisation or body has to:-

    - 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.

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 / programme applied for. For this purpose, organisations must submit financial statements and budget for the ensuing financial year.

15. Organisations who received funding from Stellenbosch Municipality during the previous financial year, are required to attach such proof to the 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).

16. SMME Training' funding applicants must be able to demonstrate that the following may be achieved within their 2021 / 2022:
    - Minimum of five (5) training opportunities must be held
    - The applicants must possess an existing database of SMME's within the Stellenbosch Municipal Area

(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 13 day of May 2022

_____

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 (Attention: Ms L van Gensen)
P O Box 17
Stellenbosch
7599

Or delivered to:

127 Dorp 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.

STELLENBOSCH NETWORK

Director: Planning and Economic Development
Ms Lesley van Gensen
PO Box 17
Stellenbosch, 7588

11 May 2022

Dear Ms van Gensen,

RE: Municipal Notice 117/2021
Stellenbosch Network funding application for external bodies performing a municipal function
Training programmes for SMME's
Database management of SMME's

The Stellenbosch Network is a cross-sector interdisciplinary networking organisation that brings together people from local industry, academia and government to scope and implement innovative programmes, platforms, and events in order to encourage, support and further develop the levels of local innovation and entrepreneurship while also encouraging collaboration and partnership between local innovation actors. Key stakeholders in the network include Stellenbosch University, Wesgro, local industry and Stellenbosch Municipality.

Stellenbosch Network is now in our third year of operation and the network has grown tremendously during the past years. We have in excess of 195 Stellenbosch Network members. Since establishment the network, through its various events, the mentorship programme, innovation competitions, social media, newsletters and day-to-day introductions and recommendations, has helped a large number of SME's based in Stellenbosch and surrounds, including innovators from under-served areas in Stellenbosch.

Stellenbosch Network would like to apply for funding as follow:

Training programmes for SME's = R185 000.00 (see budget with application)

Database for SME's = R50 000.00 (see budget with application)

Total = R235 000.00

STELLENBOSCH NETWORK

Training Programmes for SMME's:

Mentorship Programme:

Stellenbosch Network has successfully run and managed our Entrepreneurial Mentorship programme for three years. The programme could accommodate up to 20 small entrepreneurs. The outcomes of the mentorship programme include business growth (through revenue growth or number of employees) or else survival during poor economic climates. The funding is used for facilitation sessions that will be held, marketing of the programme and specific training courses for mentees on the programme, tailored to the needs of the mentees. The key facilitator for the programme will be JP Cronje, who has extensive experience in ensuring successful and sustainable mentorship matchmaking and facilitation. JP Cronje is also the lead mentorship facilitation for the University of Stellenbosch Business School and manages the mentorship programme for Allan Gray Orbis Foundation. This is a 8 month programme. R25 000.00 budget.

USB Mentorship during SBA Programme:

With the assistance of Distell and Stellenbosch University the Small Business Academy programme have been hosted in Stellenbosch in 2021 and 2022. We ask for funding of the mentorship programme that forms part of the SBA programme during 2023. Budget R25 000.00

Design & Creative Thinking workshop:

A workshop to stimulate creative thinking and business ideas for small business owners = R17 500.00 budget

Basic Intro to Intellectual Property (IP):

This will be presented in person during a morning session and the presenter will be a patent lawyer. Budget R17 500.00

Digital Marketing Tools & Design Training:

An online workshop focussing on social media design marketing training. Budget R8 000.00

Google Training: 5 x morning sessions workshops:

This will consist of 5 separate morning sessions hosted by Mido Technologies covering Google Level training: Chrome books, Gmail, Sheets, Calendar, Drive, Docs, Slides and forms. Budget R50 000.00

Business Network Subscription Stellenbosch Network:

Training to list your business on the Stellenbosch Network procurement platform. This will consists of 1 sessions to train you to list and to manage your profile. R8 000.00 Budget

Optimise your business on Google training:

An online session showing you how to ensure your business is optimised in Google Searches. Presented by Adbot. Budget R8 000.00

Google my Business Ads sponsored:

Sponsoring advertisements on Google for a few SME's and teaching them how to optimise their marketing via Google. This will be done through Adbot. Budget R25 000.00

SME's Database / Procurement Platform:

Stellenbosch Network with funding assistance from Dept of Science and Innovation has established a Procurement Platform build via blockchain technology.

The scoped platform features of phase 1 of the platform, which is now live on our website www.stelenboschnetwork.co.za, are listed as follows:

1. Map local suppliers and their capabilities and match these suppliers to the needs of larger local medium-large procurers (such as locally-based multinationals, Stellenbosch University, Stellenbosch Municipality etc.). The solution under development incorporates blockchain and automated technology allows for automated verification and compliance, competitive bidding. It is noted that the database required for successful LED supplier matchmaking needs to be of

STELLENBOSCH NETWORK

a critical and substantial size and various stakeholders are being engaged continually to determine the variables and selection criteria for appropriate matchmaking and for future updates to the platform such that it meets useability requirements.

2. Directory of local events related to innovation and entrepreneurship.
3. Continued listing of current local upskilling and capacity building programmes for supplier development. SN will as a value-added service as part of its matchmaking programme, match non-compliant suppliers to a suitable supplier development programme to ensure future capacity building to enable future compliance.

Stellenbosch Network is asking for funding for R50 000.00 as co-funding of the platform that will serve as a database of Stellenbosch businesses. The businesses will all be vetted by the platform and Stellenbosch Network would allocate a portion of this funding towards the vetting and management fees.

Do not hesitate to contact me should you need any further information.

Yours sincerely

Hanli Brink

Operations Director, Stellenbosch Network
hanli@stellenboschnetwork.co.za

Stellenbosch Network Training Sessions

OUTCOME	Category	Intervention / Programme		Service Provider	Stellenbosch Municipality Budget	Other Funding	Co-Funder
IMPROVED BUSINESS KNOWLEDGE & SKILLS	Mentorship	USB Mentorship during SBA programme	Mentorship included in training	Stellenbosch Network	R25 000		
IMPROVED BUSINESS KNOWLEDGE & SKILLS	Mentorship	Stellenbosch Network Mentorship	2022 Mentorship Programme	Stellenbosch Network	R25 000	R20 000	DSI
IMPROVED BUSINESS KNOWLEDGE & SKILLS	Marketing	Design & Creative Thinking Workshop	Morning session, event	Stellenbosch Network	R17 500		
IMPROVED OPERATIONAL MANAGEMENT & EFFICIENCY	Legal support	Basic intro to Intellectual Property	Morning session, event	Stellenbosch Network	R17 500		
IMPROVED OPERATIONAL MANAGEMENT & EFFICIENCY	Marketing	Digital Marketing Tools and Design	Social Media design marketing training, online event	Stellenbosch Network	R8 000		
IMPROVED OPERATIONAL MANAGEMENT & EFFICIENCY	Technology	Google training: 5 morning Sessions	Google App Training (Gmail, Docs, Sheets, Slides) over 5 sessions	Stellenbosch Network	R50 000		
INCREASED CUSTOMER PROFILE	Access to Market	Business Network subscription: Stellenbosch Network	Training to register/manage profile	Stellenbosch Network	R8 000		
INCREASED CUSTOMER PROFILE	Marketing	Optimise your business on Google	Presented by Adbot	Stellenbosch Network	R8 000		
INCREASED CUSTOMER PROFILE	Marketing	Google my Business Profile	Sponsoring 5 SME's Google profile for 6 months	Stellenbosch Network	R26 000		
Total Budget required by Stellenbosch Network for training Sessions					**R185 000**		

Stellenbosch Network SME's Database management

Intervention / Programme	Service Provider	Stellenbosch Mu	Other Funding	Co-Funder
Business Network subscription: Stellenbosch Network procurement platform	Stellenbosch Network	R50 000	R100 000	DSI
		R50 000		

STELLENBOSCH NETWORK

12 May 2022
History of events and training workshops hosted:

The following events were hosted by Stellenbosch Network during the past months:

Entrepreneurial Mentorship Programme / April 2022 – November 2022
The SN Entrepreneurial Mentorship Programme is an eight-month mentorship programme providing a matchmaking framework for prospective entrepreneurship mentors and mentees. Through the Year 3 programme, fifteen micro-enterprise entrepreneurs from under-served areas around Stellenbosch (***See Table*** below for a detailed breakdown of the mentees currently on the programme) are currently being mentored by mentors sourced by the mentorship programme facilitator of the University of Stellenbosch Business School's Small Business Academy. The programme provides black-owned microenterprise and entrepreneurs with extensive and in-depth mentorship on how to manage and grow their businesses, how to apply new innovations and/or survive difficult times. The SN has received very positive feedback from the innovators currently enrolled in this programme on the value of the programme for their businesses.

Name	Gender	Area	Business
Basil Wiliams	M	Kylemore	Hydroponic farming
Antoinette Mralasi	F	Stellenbosch	Vertical Farming
Leigh Desai	F	Klapmuts	Digital design & marketing
Lunga Momoza	M	Stellenbosch	App development: Food distribution
Bevin Mazevenza	M	Stellenbosch	Online marketplace
Vusi Makoena	M	Kayamandi	Rooibos farming & technology
Mhlengi Ngcobo	M	Stellenbosch	Coffee roasting technology
Ashipe Cosa	F	Kayamandi	Plumbing
Anga Bobongo	M	Kayamandi	Distribution
Micky Sticks (vd Hoven)	M	Stellenbosch	Leather products
Phelisa Bekwa	F	Kayamandi	Beauty industry
Wanga Ncise	M	Stellenbosch	Fastfood
Wardah Cassiem	F	Idas Valley	Fastfood
Zintle Nomavuko	F	Kayamandi	Restaurant & entertainment
Rinae Musekene & Ibrahim Sururu	M	Stellenbosch	Maintenance software

Technology Training Workshop, Webinar, 28th July 2021
Presenters: Aphindile Govuza, Senior Associate at Cliffe Dekker Hofmeyr & Tiaan van Zyl, Digital Analytics Lead at Traffic Brand.
Topic: POPI Act – What now?
On 1 July, the Protection of Personal Information Act (POPIA) came into full effect and introduced new regulations to protect one's personal information and constitutional rights to privacy and access to information. Businesses began sending out POPIA-related mailers, reminding users of their ability to 'opt-out' – but many were left wondering 'what now?'. Silicon Cape and Stellenbosch Network hosted *POPI Act: What Now?* - a practical webinar for business owners unpacking next steps and the resources needed to take to properly manage your digital channels, marketing, and customer data. Attendees: 180 Registrations

Technology Training Workshop, Event 22nd September 2021 hosted at SU Launchlab
Presenters: Panel discussion with Aisha Pandor (SweepSouth), Kobus Ehlers (Radar; previously SnapScan), Leánne Viviers (Mintor) and Mike-Alec Kearney (CubeSpace). Led by Kabous Meiring
Topic: Technology Entrepreneurs and their solutions to South African Challenges.
Stellenbosch Network, in partnership with Stellenbosch University LaunchLab and the SA Innovation Summit, hosted an in-person event for university students and young entrepreneurs to learn from some of the best business builders in the country. The audience joined us as the panelists discussed what it takes to be an entrepreneur in South Africa and learn how South African technology solutions are playing a key role in addressing some of the world's most pressing challenges, today. The event was followed by networking opportunity which was welcomed by all attendees. Attendees: 60 Registrations

We have launched a **Stellenbosch Network YouTube Channel** where we aim to share recordings of some of our events. This will allow people who could not attend the event to view it afterwards but we believe that we could also further the reach of Stellenbosch Network with this channel. The link to the recording of the event can be found here:

https://youtu.be/OOZPRK6jX8I

STELLENBOSCH NETWORK

Technology Training Workshop, Online workshop, 28th July 2021
Presenters: Anton Pretorius, Sologix, 25th October 2021
Topic: A business and Innovative thinking coaching session for all entries for this years #Ideasforchange entries. Focussing on the GrowthWheel online toolkit to evaluate your idea and how to develop this into a business model.
Presenter: Anton Pretorius, CEO Sologix
Attendees: 8 Ideasforchange challenge participants

Technology Training Workshop, Individual 30 – 60 minute Value Proposition Masterclass Feedback sessions for the Top 3 Ideasforchange Challenge, November 2021
Topic: Based on the Value Proposition Masterclass session hosted by Sologix on the 25th October, they offered a further individual session with each participant to discuss the potential of turning their ideas into a business
Presenter: Anton Pretorius, CEO Sologix

Technology Training Workshop, Adbot – Artificial Intelligence Google campaign manager training, November 2021.
Topic: Google marketing & search engine optimisation. Adbot assists SMEs to advertise online, functioning as an AI campaign manager and saving SME owners up to 75 hours a week to focus on growing their businesses. This workshop's purpose was to show entrepreneurs how they can optimise Google marketing and search engine optimisation.
Presenter: Michelle Greere, CEO Adbot
Attendees: Mentees and some mentors

Smart City Lecture Series Webinar, 4th August 2021, Webinar
Presenter: Geoff McDonald & Chrizelda Walters (FAB Consulting)
Topic: Mental Health Awareness in the Workplace. During these trying COVID times SN decided to host an event for our member companies' wellbeing. They learned about the power of being able to speak up and ask for support, and how to break the stigma of mental ill-health. Moreover, they explored the steps needed to elevate the wellbeing of those around you, and how a healthy working environment can unlock competitive advantages for your business. Led by Geoff McDonald, an internationally renowned mental wellness expert.
Attendees: 274 Registrations

Technology Training Event, April 2022, Venue: SU Launchlab
Exploring Data Science & Entrepreneurship. Panel discussion with Neil Rankin, Tiffany Woodley and Berno Greyling. Attendees: 150 entrepreneurs and students

Networking Event, April 2022, Venue: STIAS
Cape Town / Stockholm Connect Stellenbosch Event
A networking event hosted by Stellenbosch Network and Business Sweden where 50 Swedish companies attended and networked with Stellenbosch business owners and entrepreneurs.

Technology Training Event (5 sessions), May & June 2022, Venue: CoCreate HUB
Google training event for SMME's
A digital google training event over 5 sessions focussing on how to digitise your business. Session will focus on training of Google Level 1: Chrome, Gmail, Calendar, Drive, Docs, Slides, Forms, Sheets

SN Funding received from Stellenbosch Municipality for 2021/2 (previous year)

Category	Intervention / Programme		Date presented	Budget
Mentorship	USB Mentorship during SBA programme	Mentorship included in training	Apr - Nov 2022	R20 000
Mentorship	Stellenbosch Network Mentorship	2022 Mentorship Programme	Apr - Nov 2022	R20 000
Marketing	CANVA design Digital design	Morning session, online event	May-22	R7 500
Legal support	IP Registrations	Morning session, event	Jun-22	R15 000
Technology	Google training: 5 morning Sessions	Google App Training (Gmail, Docs, Sheets, Slides) over 5 sessions	May - Jun 2022	R50 000
Access to Market	Business Network subscription: Stellenbosch Network	Training to register/manage profile	Jun-22	R15 000
Marketing	Google my Business Profile	Presented by Adbot and monthly marketing sponsored	Jun-22	R7 500
Marketing	Google my Business Profile	Sponsoring 5 SME's Google profile for 10 months	Start June 2022	R35 000
				R170 000

Category	Intervention / Programme		Date presented	Budget
Marketing	**Digital Marketing**	**Website | Social Media marketing | Digital design, online event**	**Jul-22**	**R7 500**
Business training	**Website /App design and/or update**	**Website designing and/or App design training**	**Jul-22**	**R7 500**

08/05/2020

MEMORANDUM OF INCORPORATION

of

STELLENBOSCH NETWORK (NPC)

A NON-PROFIT COMPANY

(Registration Number: 2019/609161/08)

The Company is a Non-Profit Company with Members and, in support of entrepreneurs and innovators in Stellenbosch and surrounding communities, the main objectives of the Company are to:

(1) catalyse purposeful local partnerships;

(2) create opportunities for interdisciplinary interaction;

(3) enable knowledge sharing; and

(4) promote inclusive economic growth.

section 24(4) and section 50(1) of the Act and referred to in item 4 of Schedule A of this Memorandum of Incorporation;

1.1.10 "**Voting Member**" means a Member with voting rights as further described in item 1 of Schedule A.

1.2 Words and expressions defined in the Act and which are not defined herein shall have the meanings given to them in the Act.

1.3 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.

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; and

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.

3 INCORPORATION AND NATURE OF THE COMPANY

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 an object relating to one or more cultural or social activities, or communal or group interests as required by item 1 (1) of Schedule 1 to the Act; and,

3.1.2 its income and property are not distributable to its incorporators, Members, Directors, officers or persons related to any of them, except to the extent permitted by item 1(3) of Schedule 1 to the Act.

4 OBJECTS OF THE COMPANY

4.1 The Company's main objectives are:

5.3.4 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; and

5.3.5 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 of the Company or of a related or inter-related company, or to any person related to such Director unless such action is in accordance with item 5 of Schedule 1 of the Act .

5.4 However, nothing contained in clause 5.3 shall prevent:

5.4.1 The Company 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, for the following reasons:

5.4.1.1 the payment of reasonable remuneration to any employee, office bearer or other person for goods delivered or services delivered to, or at the direction of the Company;

5.4.1.2 the reasonable payment of, or reimbursement for expenses incurred to advance the stated object of the Company;

5.4.1.3 the 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;

5.4.1.4 the 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; and

5.4.1.5 payment in respect of any legal obligation that is binding on the Company;

5.4.2 the Company from acquiring and holding securities issued by a profit company;

9.1.2 The Board shall not be required to call any meeting of Voting Members other than those specifically required by the Act and

9.1.2.1 whenever required in terms of the Act to fill a vacancy on the Board; or

9.1.2.2 if 1 (one), or more written and signed demands calling for such a meeting are delivered to the Company and:

9.1.2.2.1 each such demand describes the specific purpose for which the meeting is proposed; and,

9.1.2.2.2 such demand is made and signed by Voting Members holding at least 10% (ten percent) of the voting power all the Voting Members of the Company.

9.2 **Location of members meetings**

The Board may determine the location of any Voting Members' meeting, and the Company may hold any such meeting in the Republic, or in any foreign country, and the authority of the Board and the Company in this regard is not limited or restricted by this Memorandum of Incorporation.

9.3 **Notice of members meetings**

9.3.1 The minimum number of days for the Company to deliver a notice in writing of a Voting Members' meeting is 15 (fifteen) business days before the meeting is to begin, as provided for in section 62 (1) of the Act.

9.3.2 The notice must set out the date, time and place for the meeting, the general purpose of the meeting, as well as, any specific purpose for which the meeting has been called if requisitioned by the Voting 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.

9.3.3 Where there is a material defect in giving notice of any meeting to any particular Voting 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.

10 MEMBERS ACTING OTHER THAN AT A MEETING

Any resolution which could be voted on at a Voting Members' meeting may instead be submitted for consideration by the Voting Members and be voted on in writing in terms of section 60 of the Act.

11 REPRESENTATION BY PROXY

11.1 Any Voting Member may at any time appoint any natural person, including a natural person who is not a Voting Member, as a proxy to:

11.1.1 participate in, and speak at a Voting Members' meeting on behalf of that Voting Member, and vote on behalf of a Voting Member; or

11.1.2 give or withhold written consent on behalf of that Voting Member to a decision contemplated in clause 9.

11.2 A proxy appointment must be in writing, dated and signed by the Voting Member and remains valid for 1 (one) year after the date on which it was signed, or 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 remaining provisions of the Act relating to the appointment and revocation of proxies and the rights of proxies shall apply, subject to the limitations, restrictions and/or variations set out below:

11.3.1 a Voting Member shall only be entitled to appoint 1 (one) person as proxy at any given time to act on his, or her behalf;

11.3.2 a Voting Member's proxy may not delegate his, or her authority to act on behalf of a Voting Member to another person;

11.3.3 a proxy is only entitled to exercise, or abstain from exercising any voting rights of a Voting Member, or give or withhold written consent on behalf of that Voting Member to a decision contemplated in clause 9, in accordance with the instruction of that Voting Member and is not entitled to make such decision of his or her own volition.

11.4 A Voting 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 Voting Member's rights.

the chairperson is not present or willing to act as chairperson thereof within 15 (fifteen) minutes of the time appointed for holding the meeting, the Board present shall choose one of their number to be chairperson of such meeting.

12.9 The Board has the power to:

12.9.1 consider any matter and/or adopt any resolution other than at a meeting as set out in section 74 of the Act 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;

12.9.2 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) of the Act; and

12.9.3 determine the manner and form of providing notice of its meetings as set out in section 73(4) of the Act, provided that:

12.9.3.1 the notice period for the convening of any meeting of the Board will be at least 7 (seven) business days;

12.9.3.2 an agenda of the matters to be discussed at the meeting shall be given to each Director;

12.9.3.3 the Board has the power to proceed with a meeting despite a failure or defect in giving notice of the meeting, as provided in section 73(5) of the Act and allowed for below,

and the powers of the Board in respect of the above matters are not limited or restricted by this Memorandum of Incorporation.

12.10 At a Directors' meeting: the quorum requirement for the meeting to begin (including an adjourned meeting), the voting rights to be exercised at such meeting, and the requirements for approval of a resolution at such meeting are in accordance with section 73(5) of the Act and so accordingly:

12.10.1 if all of the Directors of the Company acknowledge actual receipt of the notice convening a meeting, are present at a meeting, or waive notice of a meeting, the meeting may proceed even if the Company failed to give

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.

14.2 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.

14.3 The committee appointed by the Board must report to the Board on a bi-annual basis and whenever requested by the Board.

15 AMENDMENT OF MEMORANDUM OF INCORPORATION

This Memorandum of Incorporation may only be altered or amended accordance with the Act and the Company will submit a copy of any amendment(s) to this Memorandum of Incorporation to the Commissioner for the South African Revenue Service (if applicable).

16 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.

17 NOTICES

17.1 All notices intended or required to be given by the Company to any Member of the Company shall be given in writing in any manner authorised by the Regulations and particularly Table CR 3 annexed to the Regulations.

17.2 Each Member of the Company:

17.2.1 shall notify in writing to the Company an address, which address shall be his registered address for the purposes of receiving written notices from the Company by post and if he has not named such an address he shall be deemed to have waived his right to be so served with notices; and

17.2.2 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.

17.3 Any Members whose address in the Register is an address not within the Republic of South Africa, and who shall from time to time furnish the Company with an address within the Republic of South Africa at which notices can be

18.2 By the chairperson of the Bar Council provided that the person so nominated shall be an advocate or attorney of not less than 15 (fifteen) years standing as such.

18.3 The decision by the arbitrator at conclusion of the arbitration proceedings shall be final and binding without appeal.

18.4 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.

18.5 Any party to arbitration in terms of this clause 18 shall treat the details of the dispute or difference submitted to arbitration, the conduct of the arbitration proceedings and the outcome of the arbitration as confidential.

18.6 This clause 18 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.

18.7 The written demand by a party to the dispute in terms of this clause 18 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.

2.4 Membership fees for Non-Voting Members as at the Signature Date are set out below. These fees may be adjusted by the Board from time to time.

2.4.1

Entrepreneurs / Organisations with 1 – 5 Employees / Natural Persons	R500 / yr
Organisations with 6 – 20 Employees	R1000 / yr
Organisations with 21 – 30 Employees	R3000 / yr
Organisations with 31 – 50 Employees	R5000 / yr
Organisations with >50 Staff	R10000 / yr

2.5 Rights and obligations

2.5.1 Non-Voting Members shall be entitled to receive notice of and attend and participate in functions held by the Company free of charge or else at a discounted charge; request advertisement of their own events on the Stellenbosch Network website provided such events are aligned with the company's objectives.

2.5.2 Non-Voting Members shall not be entitled to attend meetings of the Company where any matters including but not limited to the appointment of directors are to be voted on.

2.5.3 Non-Voting Members may from time to time be invited by the Board to become a Voting Member provided payment of the voting membership contribution per annum is paid and any other criteria required by the Board is met.

3. TERMINATION OF MEMBERSHIP

Membership of the Company shall be terminated if:

3.1 a Member submits written notice of his/her resignation to the Board. In the case of a Non-Voting Member immediately upon resignation and in case of a Voting Member on 3 (three) months written notice;

3.2 a Member fails to pay his/her/its membership fee due in any given year;

3.3 the Member is removed by the Board by majority vote;

3.4 a Member ceases to comply with any criteria for membership in the sole discretion of the Board;

SCHEDULE B

DIRECTORS

1. Appointment of Directors

1.1 The Board of the Company shall consist of a minimum of 3 (three) and a maximum of 7 (seven) directors appointed in the following manner:

1.1.1 Three (3) directors shall be elected by Voting Members of the Company of which at least 1 (one) must be an employee of Stellenbosch University and at least 1(one) must be appointed as the Chief Executive Officer of the Company;

1.1.2 Additional directors may be co-opted by the Board. It is important that diversity of the necessary expertise be obtained, by co-opting persons with a proven expertise or relevant background, in order to achieve the defined aims of the Company.

1.2 In the event of the directors elected by the Voting Members, the Voting Members should vote for each person nominated as a director separately until all vacancies have been filled;

1.3 The persons elected as directors by Voting Members will be decided by a simple majority of votes by the Voting Members;

1.4 If, at any time, a vacancy arises on the board of directors, the Voting Members should call a meeting and appoint a new director;

1.5 All founding directors will serve as directors for an initial period of 2 (two) years, after which they may be re-appointed for 1 (one) year periods;

1.6 All directors elected by Voting Members should be re-appointed annually at a meeting of the Voting Members;

1.7 A maximum of 1/3 (one third) of elected and co-opted directors may end their duty and vacate their office in any given year.

Companies and Intellectual Property Commission

COMPANIES AND INTELLECTUAL PROPERTY COMMISSION
REPUBLIC OF SOUTH AFRICA

FORM COR 14.3 - REGISTRATION CERTIFICATE

Issue date:	04/12/2019
Print date:	04/12/2019
Customer code:	SPOTAS
Tracking number:	9216018912

Concerning

STELLENBOSCH NETWORK NPC 2019/609161/08

The above company has been registered in terms of section 14 of the Companies Act, 2008.

In accordance with the Notice of Incorporation, the registration of the company takes effect on 04/12/2019.

In conjunction with this certificate, the Commission has not issued another notice contemplated in section 12 (3).

Commissioner: CIPC

About this Notice

This Notice is issued in terms of section 14 of the Companies Act, 2008, and Regulation 14 of the Companies Regulations, 2011.
If the Commission has altered the name of the company, in terms of section 14 (2) (b), the company may file an amended Notice of Incorporation to change the name.
If the Commission has issued a Notice of a Potentially Contested Name in conjunction with the Certificate, the company must serve that Notice on each person identified in the Notice, and any such person has the right to challenge the use of the name, by the company.

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

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Certificate issued by the Companies and Intellectual Property Commission on Wednesday, December 04, 2019

Registration Certificate

Companies and Intellectual Property Commission
a member of the dti group

Registration number 2019/609161/08

Enterprise name STELLENBOSCH NETWORK NPC

Auditors

Directors

Surname and first names	Status	ID number or date of birth	Director type	Appointment date	Addresses
VAN ROOI, LESLIE BERNARD	ACTIVE	8210105137084	DIRECTOR	04/12/2019	**Postal** ADMIN A STELLENBOSCH UNIVERSITY, RYNEVELD STREET, STELLENBOSCH, WESTERN CAPE, 7600 **Residential** SIMONSBERG RESIDENCE, 79 MERRIMAN AVENUE, STELLENBOSCH, WESTERN CAPE, 7600
DE VILLIERS, ROUX	ACTIVE	6803095115086	DIRECTOR	04/12/2019	**Postal** PO BOX 1423, SOUTHERN PAARL, SOUTHERN PAARL, WESTERN CAPE, 7624 **Residential** WILDEPAARDEJACHT FARM, PAARL, PAARL, WESTERN CAPE, 7630
BRINK, HANLI	ACTIVE	7505150125087	DIRECTOR	04/12/2019	**Postal** 5 DROMMEDARIS AVENUE, SIMONSWYK, STELLENBOSCH, WESTERN CAPE, 7600 **Residential** 5 DROMMEDARIS AVENUE, SIMONSWYK, STELLENBOSCH, WESTERN CAPE, 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

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Stellenbosch Network NPC
(Registration number 2019/609161/08)
Financial statements
for the year ended 31 December 2020

Stellenbosch Network NPC

(Registration number: 2019/609161/08)
Financial Statements for the year ended 31 December 2020

Index

The reports and statements set out below comprise the financial statements presented to the directors:

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Directors' Responsibilities and Approval	3
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Directors' Report	5
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Statement of Comprehensive Income	7
Statement of Changes in Equity	8
Statement of Cash Flows	9
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Notes to the Financial Statements	11
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FINLEYS
OUTSOURCED BUSINESS SERVICES

Independent Reviewer's Report

To the directors of Stellenbosch Network NPC

We have reviewed the financial statements of Stellenbosch Network NPC, set out on pages 6 to 11, which comprise the statement of financial position as at 31 December 2020 and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and the notes, comprising a summary of significant accounting policies.

Directors' Responsibility for the Financial Statements

The company's directors are responsible for the preparation and fair presentation of these financial statements in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act 71 of 2008, 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.

Independent Reviewer's Responsibility

Our responsibility is to express a conclusion on these financial statements. We conducted our review in accordance with International Standard on Review Engagements (ISRE) 2400 (Revised), Engagements to Review Historical Financial Statements (ISRE 2400 (Revised)). ISRE 2400 (Revised) requires us to conclude whether anything has come to our attention that causes us to believe that the financial statements, taken as a whole, are not prepared in all material respects in accordance with the applicable financial reporting framework. This Standard also requires us to comply with relevant ethical requirements.

A review of financial statements in accordance with ISRE 2400 (Revised) is a limited assurance engagement. The independent reviewer performs procedures, primarily consisting of making inquiries of management and others within the entity, as appropriate, and applying analytical procedures, and evaluates the evidence obtained.

The procedures performed in a review are substantially less than those performed in an audit conducted in accordance with International Standards on Auditing. Accordingly, we do not express an audit opinion on these financial statements.

Unqualified Conclusion

Based on our review, nothing has come to our attention that causes us to believe that these financial statements do not present fairly, in all material respects the financial position of Stellenbosch Network NPC as at 31 December 2020, 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 71 of 2008.

Other reports required by the Companies Act

The financial statements include the Directors' Report as required by the Companies Act 71 of 2008. The directors are responsible for the Directors' Report. Our conclusion on the financial statements does not cover the Directors' Report and we do not express any form of assurance conclusion thereon.

In connection with our independent review of the financial statements, we have read the Directors' Report and, in doing so, considered whether the Directors' Report is materially inconsistent with the financial statements or our knowledge obtained in the independent review, or otherwise appears to be materially misstated. if, based on the work we have performed, we conclude that there is a material misstatement of the Directors' Report, we will report that fact. we have nothing to report in this regard.

HC Truter CA(S.A.)
Finleys Outsourced Business Services (Pty) Ltd

15 December 2021

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Stellenbosch Network NPC

(Registration number: 2019/609161/08)
Financial Statements for the year ended 31 December 2020

Statement of Financial Position as at 31 December 2020

	Notes	2020 R
Assets		
Current Assets		
Trade and other receivables	2	27 600
Cash and cash equivalents	3	110 438
		138 038
Total Assets		**138 038**
Equity and Liabilities		
Equity		
Accumulated Surplus		57 270
Liabilities		
Current Liabilities		
Trade and other payables	4	74 455
Current tax payable		6 313
		80 768
Total Equity and Liabilities		**138 038**

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Stellenbosch Network NPC

(Registration number: 2019/609161/08)
Financial Statements for the year ended 31 December 2020

Statement of Changes in Equity

	Accumulated Surplus R	Total equity R
Profit for the year	57 270	57 270
Other comprehensive income	-	-
Total comprehensive income for the year	**57 270**	**57 270**
Balance at 31 December 2020	**57 270**	**57 270**

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Stellenbosch Network NPC

(Registration number: 2019/609161/08)
Financial Statements for the year ended 31 December 2020

Accounting Policies

1. Basis of preparation and summary of significant accounting policies

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 71 of 2008. 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

Critical judgements in applying accounting policies

Management did not make critical judgements in the application of accounting policies, apart from those involving estimations, which would significantly affect the financial statements.

1.2 Financial instruments

Initial measurement

Financial instruments are initially measured at the transaction price (including transaction costs except in the initial measurement of financial assets and liabilities that are measured at fair value through profit or loss) unless the arrangement constitutes, in effect, a financing transaction in which case it is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial instruments at amortised cost

These include loans, trade receivables and trade payables. Those debt instruments which meet the criteria in section 11.8(b) of the standard, are subsequently measured at amortised cost using the effective interest method. Debt instruments which are classified as current assets or current liabilities are measured at the undiscounted amount of the cash expected to be received or paid, unless the arrangement effectively constitutes a financing transaction.

At each reporting date, the carrying amounts of assets held in this category are reviewed to determine whether there is any objective evidence of impairment. If there is objective evidence, the recoverable amount is estimated and compared with the 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.

Financial instruments at cost

Equity instruments that are not publicly traded and whose fair value cannot otherwise be measured reliably without undue cost or effort are measured at cost less impairment.

1.3 Tax

Current tax assets and liabilities

Current tax for current and prior periods is, to the extent unpaid, recognised as a liability. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess is recognised as an asset.

The tax liability reflects the effect of the possible outcomes of a review by the tax authorities.

Tax expenses

Tax expense is recognised in the same component of total comprehensive income or equity as the transaction or other event that resulted in the tax expense.

1.4 Revenue

Revenue from sponsorships and fundraising is recorded when received.

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Stellenbosch Network NPC

(Taxpayer reference number 9855328176)
(Registration number 2019/609161/08)
Financial Statements for the year ended 31 December 2020

Tax Computation

	2020 R
Net profit per income statement	79 542
Taxable income for 2020	**79 542**
Tax thereon @ 28% in the Rand	**22 272**
Reconciliation of tax balance	
Tax owing/(prepaid) for the current year:	
Normal tax	
Per calculation	22 272
1st provisional payment	-
2nd provisional payment	(15 959)
Other payments	-
	6 313
Amount owing/(prepaid) at the end of year	**6 313**

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Management Report

Stellenbosch Network NPC

31 December 2021

Prepared by Finleys Outsourced Business Services (Pty) Ltd

Executive Summary

Stellenbosch Network NPC
For the month of December 2021

	Dec 2021	Nov 2021	Variance
Cash			
Cash received	3,000	-	0.0%
Cash spent	119,998	67,123	78.8%
Cash surplus (deficit)	(116,998)	(67,123)	-74.3%
Closing bank balance	102,526	219,524	-53.3%
Profitability			
Income	3,000	-	0.0%
Direct costs	-	-	0.0%
Gross profit (loss)	3,000	-	0.0%
Other Income	-	-	0.0%
Expenses	153,644	76,177	101.7%
Profit (loss)	(150,644)	(76,177)	-97.8%
Balance Sheet			
Debtors	-	-	0.0%
Creditors	(13,800)	50,600	-127.3%
Net assets	11,966	162,610	-92.6%
Income			
Number of invoices issued	2.0	0.0	0.0%
Average value of invoices	1,500	-	0.0%
Performance			
Gross profit margin	100.0%		0.0%
Net profit margin	-5021.5%		0.0%
Return on investment (p.a.)	-15106.8%	-562.2%	-2587.3%
Position			
Average debtors days	0.0	0.0	0.0%
Average creditors days	-2.8	19.9	-114.0%
Short term cash forecast	13,800	(50,600)	127.3%
Current assets to liabilities	1.1	3.9	-70.6%
Term assets to liabilities			0.0%

Profit and Loss

	Dec-21	Nov-21	Oct-21	Sep-21	Aug-21	Jul-21	Jun-21	May-21	Apr-21	Mar-21	Feb-21	Jan-21	YTD
Salaries : Employer Contributions	177	177	177	177	177	177	177	149	149	149	-	-	1,686
SARS Interest	-	-	1	-	-	-	-	-	-	-	-	-	1
SARS Penalties	-	-	705	-	-	-	-	-	-	-	-	-	705
Subscriptions	1,056	999	954	950	970	957	909	922	938	922	259	1,001	10,836
Total Operating Expenses	**153,644**	**76,177**	**89,962**	**66,029**	**44,907**	**40,815**	**40,863**	**55,506**	**41,007**	**40,756**	**4,928**	**5,690**	**660,285**
Net Profit	**(150,644)**	**(76,177)**	**(89,962)**	**(56,029)**	**(44,907)**	**(40,815)**	**(40,863)**	**(53,526)**	**(41,007)**	**559,244**	**(4,928)**	**(5,690)**	**(45,305)**

Aged Payables

Stellenbosch Network NPC
December 2021

	Current	November	October	September	Older	Total
Payables						
Finleys Outsourced Business Services	(13,800)	-	-	-	-	(13,800)
Total Payables	**(13,800)**	**-**	**-**	**-**	**-**	**(13,800)**
	Current	**November**	**October**	**September**	**Older**	**Total**
Total Expense Claims	**-**	**-**	**-**	**-**	**-**	**-**
Total	**(13,800)**	**-**	**-**	**-**	**-**	**(13,800)**
	100.0%	0.0%	0.0%	0.0%	0.0%	

SARS

TAX COMPLIANCE STATUS

PIN Issued

STELLENBOSCH NETWORK NPC
PO BOX 7417
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: 9855328176

Always quote this reference number when contacting SARS

Issue Date: 2022/05/13

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	Stellenbosch Network Npc
Trading Name	STELLENBOSCH NETWORK NPC
Tax Reference Number(s)	IT - 9855328176 PAYE - 7590809879
Purpose of Request	Good Standing
Request Reference Number	0045606938GS1305220837277
PIN	GD6343C23E
PIN Expiry Date	13/05/2023

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

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 / GEREGISTREERDE NAAM	STELLENBOSCH NETWORK NPC
PHYSICAL STREET ADDRESS / FISIESE STRAAT ADRES:	POSTAL ADDRESS / POS ADRES: (If different to physical address)
STREET NAME: 15 DE BEER ST SUBURB: TOWN: STELLENBOSCH POSTAL CODE: 7600	PO BOX TOWN POSTAL CODE:
TEL: 021 - 808 3826	FAX / FAKS:

PERSON

CREDITOR CONTACT PERSON DETAIL / KREDITEURE KONTAK PERSOON BESONDERHEDE

NAME AND SURNAME / NAAM EN VAN	HANLI BRINK	
TEL: 021 808 3826	FAX / FAKS:	CELL / SEL: 0825365847
EMAIL / EPOS: hanli@stellenboschnetwork.co.za		

BANK DETAILS

CREDITOR BANKING DETAIL / KREDITEURE BANK BESONDERHEDE:

NAME OF BANK / NAAM VAN BANK	NEDBANK		
BANK ACCOUNT NAME / BANK REKENING NAAM	STELLENBOSCH NETWORK NPC		
BANK ACCOUNT NUMBER / BANK REKENING NOMMER	1201705703		BANK STAMP BANK STEMPEL
BRANCH NUMBER / TAKKODE:	198765		
ACCOUNT TYPE / TIPE REKENING	CHEQUE / TJEK	X	
	SAVING / SPAAR		
	TRANSM		
VAT REGISTERED / BTW GEREGISTREER	YES / JA		VAT / BTW NO:
	NO / NEE	X	

SIGNATURE / HANDTEKENING: Brink

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:

25/04/2022

STELLENBOSCH NETWORK NPC
PO BOX 3135
MATIELAND
STELLENBOSCH
SOUTH AFRICA
07602

Nedbank Limited
135 Rivonia Road, Sandown, 2196
PO Box 1144, Johannesburg, 2000
Retail & Business Banking Contact Centre: 0860 116 400
Nedbank VAT registration number: 4320116074
25/04/2022

To STELLENBOSCH NETWORK NPC

Confirmation of account details

Account number			1201705703
Account holder	STELLENBOSCH NETWORK NPC	**Account name**	STELLENBOSCH NETWORK NPC
Registration number	201960916108	**Branch code**	198765
Account type	Current Account	**Branch name**	STELLENBOSCH
Account opened	25/02/2020	**SWIFT code**	NEDSZAJJ

Important information

If you have any questions regarding the content of this letter, please feel free to call us on 0860 116 400.

Yours sincerely
Nedbank

see money differently

NEDBANK

Directors: PM Makwana (Chairperson) MWT Brown (Chief Executive) HR Brody (Lead Independent Director) BA Dames NP Dongwana EM Kruger P Lange ni RAG Leith Prof T Marwala L Makalima
Dr MA Matooane MH Davis (Chief Financial Officer) MC Nkuhlu (Chief Operating Officer) S Subramoney
Company Secretary: J Katzin 22.03.2022

Nedbank Ltd Reg No 1951/000009/06. Authorised financial services and registered credit provider (NCRCP16).

Stellenbosch Network Members		
Business Name	**Name**	**Surname**
Herbal View Nursery	Basil	Williams
Wrap it up PR & Communications	Lynne	Rippenaar-Moses
Grandeur Giftery	Maambela	Khosa
Eagle Towers SA	Avril	van Rheede
Amazink	Odwa	Nomavuka
Pretti Sweet Treats	Faeeza	Arnolds
Kaymandi Recycling	Lwando	Bottomane
Letz	Thabo	Dube
Davene Pool Beauty Studio	Davene	Pool
Zenobia Thys Couture	Zenobia	Thys
NBW Consulting	Natasha	Boks
Ateljee Will Hammers	Will	Hammers
iTorho	Njabulo	Khulu
Mido Technologies	Dale	Simons
Lierolac	Raymond	Brinkhuis
Eco Africa Digital	Lizanne	du Plessis
Teambix	Remmone	
EJC Consulting	Enrico	Cupido
Ubungcweti Technologies	Sabelwesihle	Ngcobo
training4changeS	Daniel	Thomae
Acu-Temp	Garnet	Christian
Meraki Cleaning & Training	Tenisee	Henkeman
Rinaibra	Rinae	Musekene
Pathways outa Poverty	Guy	Harris
Plumb Line Organisation Development	Wickus	Guelpa
Polymorph Systems	Richard	Barry
Silverstone Financial Solutions	Cecil	Jordaan
Van der Merwe Robertson	Roelf	van der Merwe
Cliffe Dekker	Christoff	Pienaar
Xuviate	Matthias	Tölken
Ergopak	Nico	Treurnicht
Blue Equity Holdings	Hans	de Nysschen
Action Coach	Harry	Welby-Cooke
African Data Technologies	Wihan	Bekker
Atter	Mike	Atter
African Sun Media	Walter	Barnes
Innovation 4 Life	Pieter	
RLActive	Richard	
HB Interiors	Jean-Marie	Smith
Eikestad Mall	Andre	
HeniZ	Heni	
JD Creations	Joyce	
Premium Solar Energy	Pieter	Fourie
Upstyle Events	Luciano	

Hello Work - Coworking Stellenbosch	Hilda	Joubert
DPK	Megan	Gannon
Uys Accounting & Consulting	Uys	
Teliospace	Fairchance	Ncube
Green X Engineering	Mario	Roos
Osmond Lange Architects And Planners	Francois	Nortje
RSG Service	Ronald	
GiGTECH GLOBAL SOLUTIONS	Zee	Gwebu
New Door Property Group	Hannes	Basson
Jwalang Development	Lucky	Nkhoma
Workshop 17	Antonette	Benting
Supply Block	Werner	Coetzee
The Kindbrush	Chrismare	Barnardt
LakayMedya	Carol	Lakay
Elo House	Sharl	
EJC Consulting	Enrico	Cupido
FAB Consulting	Chrizelda	Walters
Tendai ICT	Andrew	Maringa
Biocode Technologies	Resia	Pretorius
Immobazyme	Ethan	Hunter
SWART	Derick	Swart
Agrigistics	Cilliers	Geldenhuys
Amplifind Service Technologies	Andries	Bekker
Bonsolo Trading	Anga	Bobongo
Vertical Farming	Antoinette	Mralasi
JSM Plumbing & Projects	Asiphe	Cosa
Innativ Studio	Leigh	Desai
Basket App	Lunga	Momoza
Coffe MM	Mhlengi	Ngcobo
Savoia	Micky	van der Hoven
Phel's Hair	Phelisa	Bekwa
Mavusana	Vusi	Makoena
Waga's Fries	Wanga	Ncise
Rasheda's pastries	Wardah	Cassiem
Homehelper	Bevin	Mazevenza
Amazink	Zintle	Nomavuka
Neville's Carwash	Neville	Gaculla

ST

LETTER OF

TO: STELLEN

RE: STELLENB

FROM: JEANN

9 May 2022

To whom it may c

This letter serves t
in the developmen
contribution and im

We work collaborati
complimentary and v
Stellenbosch. We the
for funding.

We value the opportun
funding attached herew

Regards

Jeanneret Momberg
CEO Visit Stellenbosch

APPENDIX 2

STELLENBOSCH APPENDIX A

ST EL LEN BOSCH • P NIEL • FRA NSCH HOEK

Municipality • Umasipala • Munisipaliteit

APPLICATION: FUNDING OF EXTERNAL BODIES PERFORMING A MUNICIPAL FUNCTION 2021/2022

NOTE: ONLY APPLICATIONS ON THIS PRESCRIBED FORM SHALL BE CONSIDERED

PLEASE COMPLETE THE FOLLOWING:

A	**REGISTERED NAME OF ORGANISATION:** **...Stellenbosch Network NPC.....**
B	**DATE AND YEAR IN WHICH THE ORGANISATION WAS FOUNDED OR INCORPORATED (INCLUDE BRIEF DESCRIPTION OF BUSINESS OR ACTIVITIES OF ORGANISATION):** Stellenbosch Network NPC was registered as an entity in December 2019. **The Stellenbosch Network** is a cross sector and inter-disciplinary membership organisation that brings people together – from industry, government, society and academia. Our aim is to share ideas, meet each other, encourage collaboration and partnership in support of inclusive economic growth for the greater Stellenbosch area. The role-players in the Stellenbosch Network include innovators, entrepreneurs, SMMEs, investors, locally-based corporations, social entrepreneurship enterprises, knowledge institutions and government.
C	**ADDRESS:** (i) Street: ...15 De Beer St..... / .....Stellenbosch..... / .....7600..... (ii) Postal: .....15 De Beer St..... / .....Stellenbosch..... / .....7600..... Contact details: Name and Surname: .....Hanli Brink..... Title/Position held: .....Operations Director..... Tel: ...082 536 5847... E-mail: ...hanli@stellenboschnetwork.co.z.....
D	**LIST ALL THE BOARD / COMMITTEE MEMBERS OF THE ORGANIZATION:** Name and Surname: ...Hanli Brink..... Position: ...Operations Director..... Contact Address and tel. no: 082 536 5847 / 5 Drommedaris St, Stellenbosch, 7600

Name and Surname: ...Dr Leslie van Rooi.....

Position: .....Director.....

Contact Address and tel. no: ...071 194 2324 Simonberg Residence, 79 Merriman Avenue, Stellenbosch, 7600

Name and Surname: ...Roux de Villiers.....

Position: .....Director.....

Contact Address and tel. no: ...082 302 4942...Wildepaardejacht Farm, Paarl

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: All Stellenbosch wards

Is the organisation a non-profit company? Yes X No

If yes, provide company registration number: 2019/609161/08 -

Is the organisation a non-profit organisation as contemplated in section 13 of the Non-Profit Organisation Act, 1997? Yes No X

If yes, provide registration number: _____ -

Is the organisation a public benefit organisation as contemplated in terms of the Income Tax Act, 1962? Yes No X

If yes, provide registration number: _____ -

Is funding required for a specific project / progarmme? Yes X No

If yes, attach details separately.

Budget amount of projects / programmes: ...R185 000 + R50 000 = R235 000.00

Duration of project / programme: ...1 year.....

Is funding required for general support? Yes No X

If yes, attach a copy of the organisation's overall budget and business plan.

E	CATEGORY Please categorise your application (mark with x): Training Programmes for SMME ination Marketing n ☒ Database for SMME's ☒ ☐ 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. ....See supporting documents attached..... ....
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 / programme 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 / programme. • Information on the total cost of the project / programme 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.
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.
10. A valid Tax Clearance Certificate issued by SARS.
11. **List and contact details of existing SMME's within the database.**
12. **Proof of hosting or facilitating SMME training sessions (e.g. Photographs, attendance register, etc.)**

G THE FOLLOWING SHALL APPLY:

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 where and for which purpose the funding will be allocated.
2. The funding must be exclusively used for the purpose defined and motivated, 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 must 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 *inter alia* stipulates that the organisation or body has to:-

    - 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.

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 / programme applied for. For this purpose, organisations must submit financial statements and budget for the ensuing financial year.

15. Organisations who received funding from Stellenbosch Municipality during the previous financial year, are required to attach such proof to the 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).

16. SMME Training' funding applicants must be able to demonstrate that the following may be achieved within their 2021 / 2022:
    - Minimum of five (5) training opportunities must be held
    - The applicants must possess an existing database of SMME's within the Stellenbosch Municipal Area

(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 13 day of May 2022

_____

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 (Attention: Ms L van Gensen)** **P O Box 17** **Stellenbosch** **7599** Or delivered to: **127 Dorp 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.

STELLENBOSCH NETWORK

Director: Planning and Economic Development
Ms Lesley van Gensen
PO Box 17
Stellenbosch, 7588

11 May 2022

Dear Ms van Gensen,

RE: Municipal Notice 117/2021
Stellenbosch Network funding application for external bodies performing a municipal function
Training programmes for SMME's
Database management of SMME's

The Stellenbosch Network is a cross-sector interdisciplinary networking organisation that brings together people from local industry, academia and government to scope and implement innovative programmes, platforms, and events in order to encourage, support and further develop the levels of local innovation and entrepreneurship while also encouraging collaboration and partnership between local innovation actors. Key stakeholders in the network include Stellenbosch University, Wesgro, local industry and Stellenbosch Municipality.

Stellenbosch Network is now in our third year of operation and the network has grown tremendously during the past years. We have in excess of 195 Stellenbosch Network members. Since establishment the network, through its various events, the mentorship programme, innovation competitions, social media, newsletters and day-to-day introductions and recommendations, has helped a large number of SME's based in Stellenbosch and surrounds, including innovators from under-served areas in Stellenbosch.

Stellenbosch Network would like to apply for funding as follow:

Training programmes for SME's = R185 000.00 (see budget with application)

Database for SME's = R50 000.00 (see budget with application)

Total = R235 000.00

15 De Beer Street, Stellenbosch, 7600
Private Bag X1, Matieland, 7602
NPC no 2019/609161/08
Tel: +27 21 808 9067 | www.stellenboschnetwork.co.za

STELLENBOSCH NETWORK

Training Programmes for SMME's:

Mentorship Programme:

Stellenbosch Network has successfully run and managed our Entrepreneurial Mentorship programme for three years. The programme could accommodate up to 20 small entrepreneurs. The outcomes of the mentorship programme include business growth (through revenue growth or number of employees) or else survival during poor economic climates. The funding is used for facilitation sessions that will be held, marketing of the programme and specific training courses for mentees on the programme, tailored to the needs of the mentees. The key facilitator for the programme will be JP Cronje, who has extensive experience in ensuring successful and sustainable mentorship matchmaking and facilitation. JP Cronje is also the lead mentorship facilitation for the University of Stellenbosch Business School and manages the mentorship programme for Allan Gray Orbis Foundation. This is a 8 month programme. R25 000.00 budget.

USB Mentorship during SBA Programme:

With the assistance of Distell and Stellenbosch University the Small Business Academy programme have been hosted in Stellenbosch in 2021 and 2022. We ask for funding of the mentorship programme that forms part of the SBA programme during 2023. Budget R25 000.00

Design & Creative Thinking workshop:

A workshop to stimulate creative thinking and business ideas for small business owners = R17 500.00 budget

Basic Intro to Intellectual Property (IP):

This will be presented in person during a morning session and the presenter will be a patent lawyer. Budget R17 500.00

Digital Marketing Tools & Design Training:

An online workshop focussing on social media design marketing training. Budget R8 000.00

Google Training: 5 x morning sessions workshops:

This will consist of 5 separate morning sessions hosted by Mido Technologies covering Google Level training: Chrome books, Gmail, Sheets, Calendar, Drive, Docs, Slides and forms. Budget R50 000.00

Business Network Subscription Stellenbosch Network:

Training to list your business on the Stellenbosch Network procurement platform. This will consists of 1 sessions to train you to list and to manage your profile. R8 000.00 Budget

Optimise your business on Google training:

An online session showing you how to ensure your business is optimised in Google Searches. Presented by Adbot. Budget R8 000.00

Google my Business Ads sponsored:

Sponsoring advertisements on Google for a few SME's and teaching them how to optimise their marketing via Google. This will be done through Adbot. Budget R25 000.00

SME's Database / Procurement Platform:

Stellenbosch Network with funding assistance from Dept of Science and Innovation has established a Procurement Platform build via blockchain technology.

The scoped platform features of phase 1 of the platform, which is now live on our website www.stelenboschnetwork.co.za, are listed as follows:

1. Map local suppliers and their capabilities and match these suppliers to the needs of larger local medium-large procurers (such as locally-based multinationals, Stellenbosch University, Stellenbosch Municipality etc.). The solution under development incorporates blockchain and automated technology allows for automated verification and compliance, competitive bidding. It is noted that the database required for successful LED supplier matchmaking needs to be of

STELLENBOSCH NETWORK

a critical and substantial size and various stakeholders are being engaged continually to determine the variables and selection criteria for appropriate matchmaking and for future updates to the platform such that it meets useability requirements.

2. Directory of local events related to innovation and entrepreneurship.
3. Continued listing of current local upskilling and capacity building programmes for supplier development. SN will as a value-added service as part of its matchmaking programme, match non-compliant suppliers to a suitable supplier development programme to ensure future capacity building to enable future compliance.

Stellenbosch Network is asking for funding for R50 000.00 as co-funding of the platform that will serve as a database of Stellenbosch businesses. The businesses will all be vetted by the platform and Stellenbosch Network would allocate a portion of this funding towards the vetting and management fees.

Do not hesitate to contact me should you need any further information.

Yours sincerely

Hanli Brink

Operations Director, Stellenbosch Network
hanli@stellenboschnetwork.co.za

Stellenbosch Network Training Sessions

OUTCOME	Category	Intervention / Programme		Service Provider	Stellenbosch Municipality Budget	Other Funding	Co-Funder
IMPROVED BUSINESS KNOWLEDGE & SKILLS	Mentorship	USB Mentorship during SBA programme	Mentorship included in training	Stellenbosch Network	R25 000		
IMPROVED BUSINESS KNOWLEDGE & SKILLS	Mentorship	Stellenbosch Network Mentorship	2022 Mentorship Programme	Stellenbosch Network	R25 000	R20 000	DSI
IMPROVED BUSINESS KNOWLEDGE & SKILLS	Marketing	Design & Creative Thinking Workshop	Morning session, event	Stellenbosch Network	R17 500		
IMPROVED OPERATIONAL MANAGEMENT & EFFICIENCY	Legal support	Basic intro to Intellectual Property	Morning session, event	Stellenbosch Network	R17 500		
IMPROVED OPERATIONAL MANAGEMENT & EFFICIENCY	Marketing	Digital Marketing Tools and Design	Social Media design marketing training, online event	Stellenbosch Network	R8 000		
IMPROVED OPERATIONAL MANAGEMENT & EFFICIENCY	Technology	Google training: 5 morning Sessions	Google App Training (Gmail, Docs, Sheets, Slides) over 5 sessions	Stellenbosch Network	R50 000		
INCREASED CUSTOMER PROFILE	Access to Market	Business Network subscription: Stellenbosch Network	Training to register/manage profile	Stellenbosch Network	R8 000		
INCREASED CUSTOMER PROFILE	Marketing	Optimise your business on Google	Presented by Adbot	Stellenbosch Network	R8 000		
INCREASED CUSTOMER PROFILE	Marketing	Google my Business Profile	Sponsoring 5 SME's Google profile for 6 months	Stellenbosch Network	R26 000		
Total Budget required by Stellenbosch Network for training Sessions					**R185 000**		

Stellenbosch Network SME's Database management

OUTCOME	Category	Intervention / Programme	Service Provider	Stellenbosch Mu	Other Funding	Co-Funder
INCREASED CUSTOMER PROFILE	Access to Market	Business Network subscription: Stellenbosch Network procurement platform	Stellenbosch Network	R50 000	R100 000	DSI
Total Budget for Database management				**R50 000**		

STELLENBOSCH NETWORK

12 May 2022
History of events and training workshops hosted:

The following events were hosted by Stellenbosch Network during the past months:

Entrepreneurial Mentorship Programme / April 2022 – November 2022
The SN Entrepreneurial Mentorship Programme is an eight-month mentorship programme providing a matchmaking framework for prospective entrepreneurship mentors and mentees. Through the Year 3 programme, fifteen micro-enterprise entrepreneurs from under-served areas around Stellenbosch (***See Table*** below for a detailed breakdown of the mentees currently on the programme) are currently being mentored by mentors sourced by the mentorship programme facilitator of the University of Stellenbosch Business School's Small Business Academy. The programme provides black-owned microenterprise and entrepreneurs with extensive and in-depth mentorship on how to manage and grow their businesses, how to apply new innovations and/or survive difficult times. The SN has received very positive feedback from the innovators currently enrolled in this programme on the value of the programme for their businesses.

Name	Gender	Area	Business
Basil Wiliams	M	Kylemore	Hydroponic farming
Antoinette Mralasi	F	Stellenbosch	Vertical Farming
Leigh Desai	F	Klapmuts	Digital design & marketing
Lunga Momoza	M	Stellenbosch	App development: Food distribution
Bevin Mazevenza	M	Stellenbosch	Online marketplace
Vusi Makoena	M	Kayamandi	Rooibos farming & technology
Mhlengi Ngcobo	M	Stellenbosch	Coffee roasting technology
Ashipe Cosa	F	Kayamandi	Plumbing
Anga Bobongo	M	Kayamandi	Distribution
Micky Sticks (vd Hoven)	M	Stellenbosch	Leather products
Phelisa Bekwa	F	Kayamandi	Beauty industry
Wanga Ncise	M	Stellenbosch	Fastfood
Wardah Cassiem	F	Idas Valley	Fastfood
Zintle Nomavuko	F	Kayamandi	Restaurant & entertainment
Rinae Musekene & Ibrahim Sururu	M	Stellenbosch	Maintenance software

Technology Training Workshop, Webinar, 28th July 2021
Presenters: Aphindile Govuza, Senior Associate at Cliffe Dekker Hofmeyr & Tiaan van Zyl, Digital Analytics Lead at Traffic Brand.
Topic: POPI Act – What now?
On 1 July, the Protection of Personal Information Act (POPIA) came into full effect and introduced new regulations to protect one's personal information and constitutional rights to privacy and access to information. Businesses began sending out POPIA-related mailers, reminding users of their ability to 'opt-out' – but many were left wondering 'what now?'. Silicon Cape and Stellenbosch Network hosted *POPI Act: What Now?* - a practical webinar for business owners unpacking next steps and the resources needed to take to properly manage your digital channels, marketing, and customer data. Attendees: 180 Registrations

Technology Training Workshop, Event 22nd September 2021 hosted at SU Launchlab
Presenters: Panel discussion with Aisha Pandor (SweepSouth), Kobus Ehlers (Radar; previously SnapScan), Leánne Viviers (Mintor) and Mike-Alec Kearney (CubeSpace). Led by Kabous Meiring
Topic: Technology Entrepreneurs and their solutions to South African Challenges.
Stellenbosch Network, in partnership with Stellenbosch University LaunchLab and the SA Innovation Summit, hosted an in-person event for university students and young entrepreneurs to learn from some of the best business builders in the country. The audience joined us as the panelists discussed what it takes to be an entrepreneur in South Africa and learn how South African technology solutions are playing a key role in addressing some of the world's most pressing challenges, today. The event was followed by networking opportunity which was welcomed by all attendees. Attendees: 60 Registrations

We have launched a **Stellenbosch Network YouTube Channel** where we aim to share recordings of some of our events. This will allow people who could not attend the event to view it afterwards but we believe that we could also further the reach of Stellenbosch Network with this channel. The link to the recording of the event can be found here:

https://youtu.be/OOZPRK6jX8I

Technology Training Workshop, Online workshop, 28th July 2021
Presenters: Anton Pretorius, Sologix, 25th October 2021
Topic: A business and Innovative thinking coaching session for all entries for this years #Ideasforchange entries. Focussing on the GrowthWheel online toolkit to evaluate your idea and how to develop this into a business model.
Presenter: Anton Pretorius, CEO Sologix
Attendees: 8 Ideasforchange challenge participants

Technology Training Workshop, Individual 30 – 60 minute Value Proposition Masterclass Feedback sessions for the Top 3 Ideasforchange Challenge, November 2021
Topic: Based on the Value Proposition Masterclass session hosted by Sologix on the 25th October, they offered a further individual session with each participant to discuss the potential of turning their ideas into a business
Presenter: Anton Pretorius, CEO Sologix

Technology Training Workshop, Adbot – Artificial Intelligence Google campaign manager training, November 2021.
Topic: Google marketing & search engine optimisation. Adbot assists SMEs to advertise online, functioning as an AI campaign manager and saving SME owners up to 75 hours a week to focus on growing their businesses. This workshop's purpose was to show entrepreneurs how they can optimise Google marketing and search engine optimisation.
Presenter: Michelle Greere, CEO Adbot
Attendees: Mentees and some mentors

Smart City Lecture Series Webinar, 4th August 2021, Webinar
Presenter: Geoff McDonald & Chrizelda Walters (FAB Consulting)
Topic: Mental Health Awareness in the Workplace. During these trying COVID times SN decided to host an event for our member companies' wellbeing. They learned about the power of being able to speak up and ask for support, and how to break the stigma of mental ill-health. Moreover, they explored the steps needed to elevate the wellbeing of those around you, and how a healthy working environment can unlock competitive advantages for your business. Led by Geoff McDonald, an internationally renowned mental wellness expert.
Attendees: 274 Registrations

Technology Training Event, April 2022, Venue: SU Launchlab
Exploring Data Science & Entrepreneurship. Panel discussion with Neil Rankin, Tiffany Woodley and Berno Greyling. Attendees: 150 entrepreneurs and students

Networking Event, April 2022, Venue: STIAS
Cape Town / Stockholm Connect Stellenbosch Event
A networking event hosted by Stellenbosch Network and Business Sweden where 50 Swedish companies attended and networked with Stellenbosch business owners and entrepreneurs.

Technology Training Event (5 sessions), May & June 2022, Venue: CoCreate HUB
Google training event for SMME's
A digital google training event over 5 sessions focussing on how to digitise your business. Session will focus on training of Google Level 1: Chrome, Gmail, Calendar, Drive, Docs, Slides, Forms, Sheets

SN Funding received from Stellenbosch Municipality for 2021/2 (previous year)

Category	Intervention / Programme		Date presented	Budget
Mentorship	USB Mentorship during SBA programme	Mentorship included in training	Apr - Nov 2022	R20 000
Mentorship	Stellenbosch Network Mentorship	2022 Mentorship Programme	Apr - Nov 2022	R20 000
Marketing	CANVA design Digital design	Morning session, online event	May-22	R7 500
Legal support	IP Registrations	Morning session, event	Jun-22	R15 000
Technology	Google training: 5 morning Sessions	Google App Training (Gmail, Docs, Sheets, Slides) over 5 sessions	May - Jun 2022	R50 000
Access to Market	Business Network subscription: Stellenbosch Network	Training to register/manage profile	Jun-22	R15 000
Marketing	Google my Business Profile	Presented by Adbot and monthly marketing sponsored	Jun-22	R7 500
Marketing	Google my Business Profile	Sponsoring 5 SME's Google profile for 10 months	Start June 2022	R35 000
				R170 000

Category	Intervention / Programme		Date presented	Budget
Marketing	**Digital Marketing**	**Website | Social Media marketing | Digital design, online event**	**Jul-22**	**R7 500**
Business training	**Website /App design and/or update**	**Website designing and/or App design training**	**Jul-22**	**R7 500**

08/05/2020

MEMORANDUM OF INCORPORATION

of

STELLENBOSCH NETWORK (NPC)

A NON-PROFIT COMPANY

(Registration Number: 2019/609161/08)

The Company is a Non-Profit Company with Members and, in support of entrepreneurs and innovators in Stellenbosch and surrounding communities, the main objectives of the Company are to:

(1) catalyse purposeful local partnerships;

(2) create opportunities for interdisciplinary interaction;

(3) enable knowledge sharing; and

(4) promote inclusive economic growth.

section 24(4) and section 50(1) of the Act and referred to in item 4 of Schedule A of this Memorandum of Incorporation;

1.1.10 "**Voting Member**" means a Member with voting rights as further described in item 1 of Schedule A.

1.2 Words and expressions defined in the Act and which are not defined herein shall have the meanings given to them in the Act.

1.3 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.

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; and

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.

3 INCORPORATION AND NATURE OF THE COMPANY

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 an object relating to one or more cultural or social activities, or communal or group interests as required by item 1 (1) of Schedule 1 to the Act; and,

3.1.2 its income and property are not distributable to its incorporators, Members, Directors, officers or persons related to any of them, except to the extent permitted by item 1(3) of Schedule 1 to the Act.

4 OBJECTS OF THE COMPANY

4.1 The Company's main objectives are:

5.3.4 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; and

5.3.5 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 of the Company or of a related or inter-related company, or to any person related to such Director unless such action is in accordance with item 5 of Schedule 1 of the Act .

5.4 However, nothing contained in clause 5.3 shall prevent:

5.4.1 The Company 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, for the following reasons:

5.4.1.1 the payment of reasonable remuneration to any employee, office bearer or other person for goods delivered or services delivered to, or at the direction of the Company;

5.4.1.2 the reasonable payment of, or reimbursement for expenses incurred to advance the stated object of the Company;

5.4.1.3 the 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;

5.4.1.4 the 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; and

5.4.1.5 payment in respect of any legal obligation that is binding on the Company;

5.4.2 the Company from acquiring and holding securities issued by a profit company;

9.1.2 The Board shall not be required to call any meeting of Voting Members other than those specifically required by the Act and

9.1.2.1 whenever required in terms of the Act to fill a vacancy on the Board; or

9.1.2.2 if 1 (one), or more written and signed demands calling for such a meeting are delivered to the Company and:

9.1.2.2.1 each such demand describes the specific purpose for which the meeting is proposed; and,

9.1.2.2.2 such demand is made and signed by Voting Members holding at least 10% (ten percent) of the voting power all the Voting Members of the Company.

9.2 **Location of members meetings**

The Board may determine the location of any Voting Members' meeting, and the Company may hold any such meeting in the Republic, or in any foreign country, and the authority of the Board and the Company in this regard is not limited or restricted by this Memorandum of Incorporation.

9.3 **Notice of members meetings**

9.3.1 The minimum number of days for the Company to deliver a notice in writing of a Voting Members' meeting is 15 (fifteen) business days before the meeting is to begin, as provided for in section 62 (1) of the Act.

9.3.2 The notice must set out the date, time and place for the meeting, the general purpose of the meeting, as well as, any specific purpose for which the meeting has been called if requisitioned by the Voting 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.

9.3.3 Where there is a material defect in giving notice of any meeting to any particular Voting 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.

10 MEMBERS ACTING OTHER THAN AT A MEETING

Any resolution which could be voted on at a Voting Members' meeting may instead be submitted for consideration by the Voting Members and be voted on in writing in terms of section 60 of the Act.

11 REPRESENTATION BY PROXY

11.1 Any Voting Member may at any time appoint any natural person, including a natural person who is not a Voting Member, as a proxy to:

11.1.1 participate in, and speak at a Voting Members' meeting on behalf of that Voting Member, and vote on behalf of a Voting Member; or

11.1.2 give or withhold written consent on behalf of that Voting Member to a decision contemplated in clause 9.

11.2 A proxy appointment must be in writing, dated and signed by the Voting Member and remains valid for 1 (one) year after the date on which it was signed, or 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 remaining provisions of the Act relating to the appointment and revocation of proxies and the rights of proxies shall apply, subject to the limitations, restrictions and/or variations set out below:

11.3.1 a Voting Member shall only be entitled to appoint 1 (one) person as proxy at any given time to act on his, or her behalf;

11.3.2 a Voting Member's proxy may not delegate his, or her authority to act on behalf of a Voting Member to another person;

11.3.3 a proxy is only entitled to exercise, or abstain from exercising any voting rights of a Voting Member, or give or withhold written consent on behalf of that Voting Member to a decision contemplated in clause 9, in accordance with the instruction of that Voting Member and is not entitled to make such decision of his or her own volition.

11.4 A Voting 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 Voting Member's rights.

the chairperson is not present or willing to act as chairperson thereof within 15 (fifteen) minutes of the time appointed for holding the meeting, the Board present shall choose one of their number to be chairperson of such meeting.

12.9 The Board has the power to:

12.9.1 consider any matter and/or adopt any resolution other than at a meeting as set out in section 74 of the Act 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;

12.9.2 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) of the Act; and

12.9.3 determine the manner and form of providing notice of its meetings as set out in section 73(4) of the Act, provided that:

12.9.3.1 the notice period for the convening of any meeting of the Board will be at least 7 (seven) business days;

12.9.3.2 an agenda of the matters to be discussed at the meeting shall be given to each Director;

12.9.3.3 the Board has the power to proceed with a meeting despite a failure or defect in giving notice of the meeting, as provided in section 73(5) of the Act and allowed for below,

and the powers of the Board in respect of the above matters are not limited or restricted by this Memorandum of Incorporation.

12.10 At a Directors' meeting: the quorum requirement for the meeting to begin (including an adjourned meeting), the voting rights to be exercised at such meeting, and the requirements for approval of a resolution at such meeting are in accordance with section 73(5) of the Act and so accordingly:

12.10.1 if all of the Directors of the Company acknowledge actual receipt of the notice convening a meeting, are present at a meeting, or waive notice of a meeting, the meeting may proceed even if the Company failed to give

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.

14.2 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.

14.3 The committee appointed by the Board must report to the Board on a bi-annual basis and whenever requested by the Board.

15 AMENDMENT OF MEMORANDUM OF INCORPORATION

This Memorandum of Incorporation may only be altered or amended accordance with the Act and the Company will submit a copy of any amendment(s) to this Memorandum of Incorporation to the Commissioner for the South African Revenue Service (if applicable).

16 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.

17 NOTICES

17.1 All notices intended or required to be given by the Company to any Member of the Company shall be given in writing in any manner authorised by the Regulations and particularly Table CR 3 annexed to the Regulations.

17.2 Each Member of the Company:

17.2.1 shall notify in writing to the Company an address, which address shall be his registered address for the purposes of receiving written notices from the Company by post and if he has not named such an address he shall be deemed to have waived his right to be so served with notices; and

17.2.2 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.

17.3 Any Members whose address in the Register is an address not within the Republic of South Africa, and who shall from time to time furnish the Company with an address within the Republic of South Africa at which notices can be

18.2 By the chairperson of the Bar Council provided that the person so nominated shall be an advocate or attorney of not less than 15 (fifteen) years standing as such.

18.3 The decision by the arbitrator at conclusion of the arbitration proceedings shall be final and binding without appeal.

18.4 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.

18.5 Any party to arbitration in terms of this clause 18 shall treat the details of the dispute or difference submitted to arbitration, the conduct of the arbitration proceedings and the outcome of the arbitration as confidential.

18.6 This clause 18 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.

18.7 The written demand by a party to the dispute in terms of this clause 18 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.

2.4 Membership fees for Non-Voting Members as at the Signature Date are set out below. These fees may be adjusted by the Board from time to time.

2.4.1

Entrepreneurs / Organisations with 1 – 5 Employees / Natural Persons	R500 / yr
Organisations with 6 – 20 Employees	R1000 / yr
Organisations with 21 – 30 Employees	R3000 / yr
Organisations with 31 – 50 Employees	R5000 / yr
Organisations with >50 Staff	R10000 / yr

2.5 Rights and obligations

2.5.1 Non-Voting Members shall be entitled to receive notice of and attend and participate in functions held by the Company free of charge or else at a discounted charge; request advertisement of their own events on the Stellenbosch Network website provided such events are aligned with the company's objectives.

2.5.2 Non-Voting Members shall not be entitled to attend meetings of the Company where any matters including but not limited to the appointment of directors are to be voted on.

2.5.3 Non-Voting Members may from time to time be invited by the Board to become a Voting Member provided payment of the voting membership contribution per annum is paid and any other criteria required by the Board is met.

3. TERMINATION OF MEMBERSHIP

Membership of the Company shall be terminated if:

3.1 a Member submits written notice of his/her resignation to the Board. In the case of a Non-Voting Member immediately upon resignation and in case of a Voting Member on 3 (three) months written notice;

3.2 a Member fails to pay his/her/its membership fee due in any given year;

3.3 the Member is removed by the Board by majority vote;

3.4 a Member ceases to comply with any criteria for membership in the sole discretion of the Board;

SCHEDULE B

DIRECTORS

1. Appointment of Directors

1.1 The Board of the Company shall consist of a minimum of 3 (three) and a maximum of 7 (seven) directors appointed in the following manner:

1.1.1 Three (3) directors shall be elected by Voting Members of the Company of which at least 1 (one) must be an employee of Stellenbosch University and at least 1(one) must be appointed as the Chief Executive Officer of the Company;

1.1.2 Additional directors may be co-opted by the Board. It is important that diversity of the necessary expertise be obtained, by co-opting persons with a proven expertise or relevant background, in order to achieve the defined aims of the Company.

1.2 In the event of the directors elected by the Voting Members, the Voting Members should vote for each person nominated as a director separately until all vacancies have been filled;

1.3 The persons elected as directors by Voting Members will be decided by a simple majority of votes by the Voting Members;

1.4 If, at any time, a vacancy arises on the board of directors, the Voting Members should call a meeting and appoint a new director;

1.5 All founding directors will serve as directors for an initial period of 2 (two) years, after which they may be re-appointed for 1 (one) year periods;

1.6 All directors elected by Voting Members should be re-appointed annually at a meeting of the Voting Members;

1.7 A maximum of 1/3 (one third) of elected and co-opted directors may end their duty and vacate their office in any given year.

Companies and Intellectual Property Commission
a member of the dti group

COMPANIES AND INTELLECTUAL PROPERTY COMMISSION
REPUBLIC OF SOUTH AFRICA

FORM COR 14.3 - REGISTRATION CERTIFICATE

Issue date: 04/12/2019
Print date: 04/12/2019
Customer code: SPOTAS
Tracking number: 9216018912

Concerning

STELLENBOSCH NETWORK NPC 2019/609161/08

The above company has been registered in terms of section 14 of the Companies Act, 2008.

In accordance with the Notice of Incorporation, the registration of the company takes effect on 04/12/2019.

In conjunction with this certificate, the Commission has not issued another notice contemplated in section 12 (3).

Commissioner: CIPC

About this Notice

This Notice is issued in terms of section 14 of the Companies Act, 2008, and Regulation 14 of the Companies Regulations, 2011.
If the Commission has altered the name of the company, in terms of section 14 (2) (b), the company may file an amended Notice of Incorporation to change the name.
If the Commission has issued a Notice of a Potentially Contested Name in conjunction with the Certificate, the company must serve that Notice on each person identified in the Notice, and any such person has the right to challenge the use of the name, by the company.

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

K2019600161

9216018912

Certificate issued by the Companies and Intellectual Property Commission on Wednesday, December 04, 2019

Registration Certificate

Companies and Intellectual Property Commission
a member of the dti group

Registration number 2019/609161/08

Enterprise name STELLENBOSCH NETWORK NPC

Auditors

Directors

Surname and first names	Status	ID number or date of birth	Director type	Appointment date	Addresses
VAN ROOI, LESLIE BERNARD	ACTIVE	8210105137084	DIRECTOR	04/12/2019	**Postal** ADMIN A STELLENBOSCH UNIVERSITY, RYNEVELD STREET, STELLENBOSCH, WESTERN CAPE, 7600 **Residential** SIMONSBERG RESIDENCE, 79 MERRIMAN AVENUE, STELLENBOSCH, WESTERN CAPE, 7600
DE VILLIERS, ROUX	ACTIVE	6803095115086	DIRECTOR	04/12/2019	**Postal** PO BOX 1423, SOUTHERN PAARL, SOUTHERN PAARL, WESTERN CAPE, 7624 **Residential** WILDEPAARDEJACHT FARM, PAARL, PAARL, WESTERN CAPE, 7630
BRINK, HANLI	ACTIVE	7505150125087	DIRECTOR	04/12/2019	**Postal** 5 DROMMEDARIS AVENUE, SIMONSWYK, STELLENBOSCH, WESTERN CAPE, 7600 **Residential** 5 DROMMEDARIS AVENUE, SIMONSWYK, STELLENBOSCH, WESTERN CAPE, 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

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Stellenbosch Network NPC
(Registration number 2019/609161/08)
Financial statements
for the year ended 31 December 2020

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Stellenbosch Network NPC

(Registration number: 2019/609161/08)
Financial Statements for the year ended 31 December 2020

Index

The reports and statements set out below comprise the financial statements presented to the directors:

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FINLEYS
OUTSOURCED BUSINESS SERVICES

Independent Reviewer's Report

To the directors of Stellenbosch Network NPC

We have reviewed the financial statements of Stellenbosch Network NPC, set out on pages 6 to 11, which comprise the statement of financial position as at 31 December 2020 and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and the notes, comprising a summary of significant accounting policies.

Directors' Responsibility for the Financial Statements

The company's directors are responsible for the preparation and fair presentation of these financial statements in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act 71 of 2008, 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.

Independent Reviewer's Responsibility

Our responsibility is to express a conclusion on these financial statements. We conducted our review in accordance with International Standard on Review Engagements (ISRE) 2400 (Revised), Engagements to Review Historical Financial Statements (ISRE 2400 (Revised)). ISRE 2400 (Revised) requires us to conclude whether anything has come to our attention that causes us to believe that the financial statements, taken as a whole, are not prepared in all material respects in accordance with the applicable financial reporting framework. This Standard also requires us to comply with relevant ethical requirements.

A review of financial statements in accordance with ISRE 2400 (Revised) is a limited assurance engagement. The independent reviewer performs procedures, primarily consisting of making inquiries of management and others within the entity, as appropriate, and applying analytical procedures, and evaluates the evidence obtained.

The procedures performed in a review are substantially less than those performed in an audit conducted in accordance with International Standards on Auditing. Accordingly, we do not express an audit opinion on these financial statements.

Unqualified Conclusion

Based on our review, nothing has come to our attention that causes us to believe that these financial statements do not present fairly, in all material respects the financial position of Stellenbosch Network NPC as at 31 December 2020, 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 71 of 2008.

Other reports required by the Companies Act

The financial statements include the Directors' Report as required by the Companies Act 71 of 2008. The directors are responsible for the Directors' Report. Our conclusion on the financial statements does not cover the Directors' Report and we do not express any form of assurance conclusion thereon.

In connection with our independent review of the financial statements, we have read the Directors' Report and, in doing so, considered whether the Directors' Report is materially inconsistent with the financial statements or our knowledge obtained in the independent review, or otherwise appears to be materially misstated. if, based on the work we have performed, we conclude that there is a material misstatement of the Directors' Report, we will report that fact. we have nothing to report in this regard.

HC Truter CA(S.A.)
Finleys Outsourced Business Services (Pty) Ltd

15 December 2021

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Stellenbosch Network NPC

(Registration number: 2019/609161/08)
Financial Statements for the year ended 31 December 2020

Statement of Financial Position as at 31 December 2020

	Notes	2020 R
Assets		
Current Assets		
Trade and other receivables	2	27 600
Cash and cash equivalents	3	110 438
		138 038
Total Assets		**138 038**
Equity and Liabilities		
Equity		
Accumulated Surplus		57 270
Liabilities		
Current Liabilities		
Trade and other payables	4	74 455
Current tax payable		6 313
		80 768
Total Equity and Liabilities		**138 038**

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Stellenbosch Network NPC

(Registration number: 2019/609161/08)
Financial Statements for the year ended 31 December 2020

Statement of Changes in Equity

	Accumulated Surplus R	Total equity R
Profit for the year	57 270	57 270
Other comprehensive income	-	-
Total comprehensive income for the year	**57 270**	**57 270**
Balance at 31 December 2020	**57 270**	**57 270**

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Stellenbosch Network NPC

(Registration number: 2019/609161/08)
Financial Statements for the year ended 31 December 2020

Accounting Policies

1. Basis of preparation and summary of significant accounting policies

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 71 of 2008. 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

Critical judgements in applying accounting policies

Management did not make critical judgements in the application of accounting policies, apart from those involving estimations, which would significantly affect the financial statements.

1.2 Financial instruments

Initial measurement

Financial instruments are initially measured at the transaction price (including transaction costs except in the initial measurement of financial assets and liabilities that are measured at fair value through profit or loss) unless the arrangement constitutes, in effect, a financing transaction in which case it is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial instruments at amortised cost

These include loans, trade receivables and trade payables. Those debt instruments which meet the criteria in section 11.8(b) of the standard, are subsequently measured at amortised cost using the effective interest method. Debt instruments which are classified as current assets or current liabilities are measured at the undiscounted amount of the cash expected to be received or paid, unless the arrangement effectively constitutes a financing transaction.

At each reporting date, the carrying amounts of assets held in this category are reviewed to determine whether there is any objective evidence of impairment. If there is objective evidence, the recoverable amount is estimated and compared with the 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.

Financial instruments at cost

Equity instruments that are not publicly traded and whose fair value cannot otherwise be measured reliably without undue cost or effort are measured at cost less impairment.

1.3 Tax

Current tax assets and liabilities

Current tax for current and prior periods is, to the extent unpaid, recognised as a liability. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess is recognised as an asset.

The tax liability reflects the effect of the possible outcomes of a review by the tax authorities.

Tax expenses

Tax expense is recognised in the same component of total comprehensive income or equity as the transaction or other event that resulted in the tax expense.

1.4 Revenue

Revenue from sponsorships and fundraising is recorded when received.

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Stellenbosch Network NPC

(Taxpayer reference number 9855328176)
(Registration number 2019/609161/08)
Financial Statements for the year ended 31 December 2020

Tax Computation

	2020 R
Net profit per income statement	79 542
Taxable income for 2020	**79 542**
Tax thereon @ 28% in the Rand	**22 272**
Reconciliation of tax balance	
Tax owing/(prepaid) for the current year:	
Normal tax	
Per calculation	22 272
1st provisional payment	-
2nd provisional payment	(15 959)
Other payments	-
	6 313
Amount owing/(prepaid) at the end of year	**6 313**

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Management Report

Stellenbosch Network NPC

31 December 2021

Prepared by Finleys Outsourced Business Services (Pty) Ltd

Executive Summary

Stellenbosch Network NPC
For the month of December 2021

	Dec 2021	Nov 2021	Variance
Cash			
Cash received	3,000	-	0.0%
Cash spent	119,998	67,123	78.8%
Cash surplus (deficit)	(116,998)	(67,123)	-74.3%
Closing bank balance	102,526	219,524	-53.3%
Profitability			
Income	3,000	-	0.0%
Direct costs	-	-	0.0%
Gross profit (loss)	3,000	-	0.0%
Other Income	-	-	0.0%
Expenses	153,644	76,177	101.7%
Profit (loss)	(150,644)	(76,177)	-97.8%
Balance Sheet			
Debtors	-	-	0.0%
Creditors	(13,800)	50,600	-127.3%
Net assets	11,966	162,610	-92.6%
Income			
Number of invoices issued	2.0	0.0	0.0%
Average value of invoices	1,500	-	0.0%
Performance			
Gross profit margin	100.0%		0.0%
Net profit margin	-5021.5%		0.0%
Return on investment (p.a.)	-15106.8%	-562.2%	-2587.3%
Position			
Average debtors days	0.0	0.0	0.0%
Average creditors days	-2.8	19.9	-114.0%
Short term cash forecast	13,800	(50,600)	127.3%
Current assets to liabilities	1.1	3.9	-70.6%
Term assets to liabilities			0.0%

Profit and Loss

	Dec-21	Nov-21	Oct-21	Sep-21	Aug-21	Jul-21	Jun-21	May-21	Apr-21	Mar-21	Feb-21	Jan-21	YTD
Salaries : Employer Contributions	177	177	177	177	177	177	177	149	149	149	-	-	1,686
SARS Interest	-	-	1	-	-	-	-	-	-	-	-	-	1
SARS Penalties	-	-	705	-	-	-	-	-	-	-	-	-	705
Subscriptions	1,056	999	954	950	970	957	909	922	938	922	259	1,001	10,836
Total Operating Expenses	**153,644**	**76,177**	**89,962**	**66,029**	**44,907**	**40,815**	**40,863**	**55,506**	**41,007**	**40,756**	**4,928**	**5,690**	**660,285**
Net Profit	**(150,644)**	**(76,177)**	**(89,962)**	**(56,029)**	**(44,907)**	**(40,815)**	**(40,863)**	**(53,526)**	**(41,007)**	**559,244**	**(4,928)**	**(5,690)**	**(45,305)**

Aged Payables

Stellenbosch Network NPC
December 2021

	Current	November	October	September	Older	Total
Payables						
Finleys Outsourced Business Services	(13,800)	-	-	-	-	(13,800)
Total Payables	**(13,800)**	**-**	**-**	**-**	**-**	**(13,800)**
	Current	**November**	**October**	**September**	**Older**	**Total**
Total Expense Claims	**-**	**-**	**-**	**-**	**-**	**-**
Total	**(13,800)**	**-**	**-**	**-**	**-**	**(13,800)**
	100.0%	0.0%	0.0%	0.0%	0.0%	

SARS

TAX COMPLIANCE STATUS
PIN Issued

STELLENBOSCH NETWORK NPC
PO BOX 7417
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: 9855328176

Always quote this reference number when contacting SARS

Issue Date: 2022/05/13

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	Stellenbosch Network Npc
Trading Name	STELLENBOSCH NETWORK NPC
Tax Reference Number(s)	IT - 9855328176 PAYE - 7590809879
Purpose of Request	Good Standing
Request Reference Number	0045606938GS1305220837277
PIN	GD6343C23E
PIN Expiry Date	13/05/2023

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

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 / GEREGISTREERDE NAAM:	STELLENBOSCH NETWORK NPC
PHYSICAL STREET ADDRESS / FISIESE STRAAT ADRES:	POSTAL ADDRESS / POS ADRES: (If different to physical address)
STREET NAME: 15 DE BEER ST SUBURB: TOWN: STELLENBOSCH POSTAL CODE: 7600	PO BOX TOWN 4 POSTAL CODE:
TEL: 021 - 808 3826	FAX / FAKS:

PERSON

CREDITOR CONTACT PERSON DETAIL / KREDITEURE KONTAK PERSOON BESONDERHEDE

NAME AND SURNAME / NAAM EN VAN	HANLI BRINK	
TEL: 021 808 3826	FAX / FAKS:	CELL / SEL: 0825365847
EMAIL / EPOS: hanli@stellenboschnetwork.co.za		

BANK DETAILS

CREDITOR BANKING DETAIL / KREDITEURE BANK BESONDERHEDE:

NAME OF BANK / NAAM VAN BANK	NEDBANK		
BANK ACCOUNT NAME / BANK REKENING NAAM	STELLENBOSCH NETWORK NPC		
BANK ACCOUNT NUMBER / BANK REKENING NOMMER	1201705703		BANK STAMP BANK STEMPEL
BRANCH NUMBER / TAKKODE:	198765		
ACCOUNT TYPE / TIPE REKENING	CHEQUE / TJEK	X	
	SAVING / SPAAR		
	TRANSM		
VAT REGISTERED / BTW GEREGISTREER	YES / JA		VAT / BTW NO:
	NO / NEE	X	

SIGNATURE / HANDTEKENING: Brink

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:	

25/04/2022

STELLENBOSCH NETWORK NPC
PO BOX 3135
MATIELAND
STELLENBOSCH
SOUTH AFRICA
07602

Nedbank Limited
135 Rivonia Road, Sandown, 2196
PO Box 1144, Johannesburg, 2000
Retail & Business Banking Contact Centre: 0860 116 400
Nedbank VAT registration number: 4320116074
25/04/2022

To STELLENBOSCH NETWORK NPC

Confirmation of account details

Account number			1201705703
Account holder	STELLENBOSCH NETWORK NPC	**Account name**	STELLENBOSCH NETWORK NPC
Registration number	201960916108	**Branch code**	198765
Account type	Current Account	**Branch name**	STELLENBOSCH
Account opened	25/02/2020	**SWIFT code**	NEDSZAJJ

Important information

If you have any questions regarding the content of this letter, please feel free to call us on 0860 116 400.

Yours sincerely

Nedbank

Directors: PM Makwana (Chairperson) MWT Brown (Chief Executive) HR Brody (Lead Independent Director) BA Dames NP Dongwana EM Kruger P Lange ni RAG Leith Prof T Marwala L Makalima
Dr MA Matooane MH Davis (Chief Financial Officer) MC Nkuhlu (Chief Operating Officer) S Subramoney
Company Secretary: J Katzin 22.03.2022

Nedbank Ltd Reg No 1951/000009/06. Authorised financial services and registered credit provider (NCRCP16).

Stellenbosch Network Members		
Business Name	**Name**	**Surname**
Herbal View Nursery	Basil	Williams
Wrap it up PR & Communications	Lynne	Rippenaar-Moses
Grandeur Giftery	Maambela	Khosa
Eagle Towers SA	Avril	van Rheede
Amazink	Odwa	Nomavuka
Pretti Sweet Treats	Faeeza	Arnolds
Kaymandi Recycling	Lwando	Bottomane
Letz	Thabo	Dube
Davene Pool Beauty Studio	Davene	Pool
Zenobia Thys Couture	Zenobia	Thys
NBW Consulting	Natasha	Boks
Ateljee Will Hammers	Will	Hammers
iTorho	Njabulo	Khulu
Mido Technologies	Dale	Simons
Lierolac	Raymond	Brinkhuis
Eco Africa Digital	Lizanne	du Plessis
Teambix	Remmone	
EJC Consulting	Enrico	Cupido
Ubungcweti Technologies	Sabelwesihle	Ngcobo
training4changeS	Daniel	Thomae
Acu-Temp	Garnet	Christian
Meraki Cleaning & Training	Tenisee	Henkeman
Rinaibra	Rinae	Musekene
Pathways outa Poverty	Guy	Harris
Plumb Line Organisation Development	Wickus	Guelpa
Polymorph Systems	Richard	Barry
Silverstone Financial Solutions	Cecil	Jordaan
Van der Merwe Robertson	Roelf	van der Merwe
Cliffe Dekker	Christoff	Pienaar
Xuviate	Matthias	Tölken
Ergopak	Nico	Treurnicht
Blue Equity Holdings	Hans	de Nysschen
Action Coach	Harry	Welby-Cooke
African Data Technologies	Wihan	Bekker
Atter	Mike	Atter
African Sun Media	Walter	Barnes
Innovation 4 Life	Pieter	
RLActive	Richard	
HB Interiors	Jean-Marie	Smith
Eikestad Mall	Andre	
HeniZ	Heni	
JD Creations	Joyce	
Premium Solar Energy	Pieter	Fourie
Upstyle Events	Luciano	

Hello Work - Coworking Stellenbosch	Hilda	Joubert
DPK	Megan	Gannon
Uys Accounting & Consulting	Uys	
Teliospace	Fairchance	Ncube
Green X Engineering	Mario	Roos
Osmond Lange Architects And Planners	Francois	Nortje
RSG Service	Ronald	
GiGTECH GLOBAL SOLUTIONS	Zee	Gwebu
New Door Property Group	Hannes	Basson
Jwalang Development	Lucky	Nkhoma
Workshop 17	Antonette	Benting
Supply Block	Werner	Coetzee
The Kindbrush	Chrismare	Barnardt
LakayMedya	Carol	Lakay
Elo House	Sharl	
EJC Consulting	Enrico	Cupido
FAB Consulting	Chrizelda	Walters
Tendai ICT	Andrew	Maringa
Biocode Technologies	Resia	Pretorius
Immobazyme	Ethan	Hunter
SWART	Derick	Swart
Agrigistics	Cilliers	Geldenhuys
Amplifind Service Technologies	Andries	Bekker
Bonsolo Trading	Anga	Bobongo
Vertical Farming	Antoinette	Mralasi
JSM Plumbing & Projects	Asiphe	Cosa
Innativ Studio	Leigh	Desai
Basket App	Lunga	Momoza
Coffe MM	Mhlengi	Ngcobo
Savoia	Micky	van der Hoven
Phel's Hair	Phelisa	Bekwa
Mavusana	Vusi	Makoena
Waga's Fries	Wanga	Ncise
Rasheda's pastries	Wardah	Cassiem
Homehelper	Bevin	Mazevenza
Amazink	Zintle	Nomavuka
Neville's Carwash	Neville	Gaculla

Cabernet House East
Brandwacht Office Park
Trumali Street
Stellenbosch
7600
Email: admin@ranyaka.co.za

Ranyaka
Activating Communities

ATTENTION
Director: Planning and Economic Development
Ms Lesley van Gensen
PO Box 17
Stellenbosch
7588

12 May 2022

Dear Ms van Gensen

RE: Reference letter for Stellenbosch Network

It is with great pleasure that I write this reference letter for Stellenbosch Network.

From Ranyaka Community Transformation's perspective, we are incredibly grateful for the work done by the Network during the last two years, investing in growing a much-needed business network in Stellenbosch. We believe it is the most inclusive business network in town, representing businesses from all Stellenbosch communities.

Their effort to bring the Stellenbosch University Small Business Academy programme to Stellenbosch has resulted in several local businesses receiving much needed formal business training. In 2022 a number of our entrepreneurs are enrolled in this programme.

Their mentorship programme this is again is supporting the Ranyaka entrepreneurs, therefore once again, there was no need for us to run our own mentorship programme.

Ranyaka and Stellenbosch Network's funding proposals complement each other, and our collaborative approach means there are no duplication of services.

We have enjoyed collaborating with Stellenbosch Network and will continue this collaboration into 2022/2023.

Warm regards

Marli Goussard
Enterprise Development Manager
Ranyaka Community Transformation

STELLENBOSCH

LETTER OF REFFERENCE

TO: STELLENBOSCH NETWORK

RE: STELLENBOSCH NETWORK

FROM: JEANNERET MOMBERG

9 May 2022

To whom it may concern

This letter serves to state that Visit Stellenbosch is working cooperatively with Stellenbosch Network in the development of SMME's in Stellenbosch. We recognise and value Stellenbosch Network's contribution and impact in this field and have partnered with them in various ways.

We work collaboratively with Stellenbosch Network, as our services to beneficiaries are complimentary and we share the same goal of a unified solution for enterprise development in Stellenbosch. We therefore support Stellenbosch Network's application to Stellenbosch Municipality for funding.

We value the opportunity to work with Stellenbosch Network and support their application for funding attached herewith.

Regards

Jeanneret Momberg
CEO Visit Stellenbosch

APPENDIX 3

STELLENBOSCH **APPENDIX A**

ST EL LEN BOSCH • P NIEL • FRA NSCH HOEK

Municipality • Umasipala • Munisipaliteit

APPLICATION: FUNDING OF EXTERNAL BODIES PERFORMING A MUNICIPAL FUNCTION 2021/2022

NOTE: ONLY APPLICATIONS ON THIS PRESCRIBED FORM SHALL BE CONSIDERED

PLEASE COMPLETE THE FOLLOWING:

A	**REGISTERED NAME OF ORGANISATION:** RANYAKA COMMUNITY TRANSFORMATION NPC
B	**DATE AND YEAR IN WHICH THE ORGANISATION WAS FOUNDED OR INCORPORATED (INCLUDE BRIEF DESCRIPTION OF BUSINESS OR ACTIVITIES OF ORGANISATION):** 21/02/2013 Ranyaka develops and implements transformation strategies for towns and neighbourhoods across South Africa. Our approach is place-based, collaborative and geared towards restoring the eco-system within which socio-economic challenges affect community well-being.
C	**ADDRESS:** (i) Street 1st Floor, Cabernet House West Brandwacht Office Park Trumali Street Stellenbosch 7600 (ii) Postal 21 Rokewood Avenue Stellenbosch 7600 Contact details: **Name and Surname:** Marli Goussard **Title/Position held:** Social Impact / Enterprise Development Advisor **Tel:** 084 212 2000 **E-mail:** marli@ranyaka.co.za
D	**LIST ALL THE BOARD / COMMITTEE MEMBERS OF THE ORGANIZATION:** **Name and Surname:** …Johan Olivier …… **Position:** ……Executive Director …… **Contact Address and tel. no**: ……082 787 7713……

Name and Surname: ...William Bila.....

Position: .....Director.....

Contact Address and tel. no: ...0732175828.....

Name and Surname: ...Matjale Matsuang.....

Position: .....Director.....

Contact Address and tel. no: ...0727473640.....

D INDICATE IN WHICH WARD THE ORGANISATION IS ACTIVE:

Ward: All

Is the organisation a non-profit company? Yes X No

If yes, provide company registration number: 2013/029973/08 -

Is the organisation a non-profit organisation as contemplated in section 13 of the Non-Profit Organisation Act, 1997? Yes X No

If yes, provide registration number: 133-223 -

Is the organisation a public benefit organisation as contemplated in terms of the Income Tax Act, 1962? Yes X No

If yes, provide registration number: 930064087 -

Is funding required for a specific project / progarmme? Yes X No

If yes, attach details separately.

Budget amount of projects / programmes: R253 000

Duration of project / programme: July 2022 – June 2023

Is funding required for general support? Yes No X

If yes, attach a copy of the organisation's overall budget and business plan.

E CATEGORY

Please categorise your application (mark with x):

Database for SMME's	☐
Training Programmes for SMME	☒
	☐

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.

.....

.....Training of SMMEs

.....

.....

.....

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 / programme 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 / programme.
    - Information on the total cost of the project / programme 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.
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.
10. A valid Tax Clearance Certificate issued by SARS.
11. **List and contact details of existing SMME's within the database.**
12. **Proof of hosting or facilitating SMME training sessions (e.g. Photographs, attendance register, etc.)**

G THE FOLLOWING SHALL APPLY:

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 where and for which purpose the funding will be allocated.
2. The funding must be exclusively used for the purpose defined and motivated, 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 must 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 *inter alia* stipulates that the organisation or body has to:-

    - 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.

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 / programme applied for. For this purpose, organisations must submit financial statements and budget for the ensuing financial year.

15. Organisations who received funding from Stellenbosch Municipality during the previous financial year, are required to attach such proof to the 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).

16. SMME Training' funding applicants must be able to demonstrate that the following may be achieved within their 2021 / 2022:
    - Minimum of five (5) training opportunities must be held
    - The applicants must possess an existing database of SMME's within the Stellenbosch Municipal Area

(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 12th day of May 2022

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:

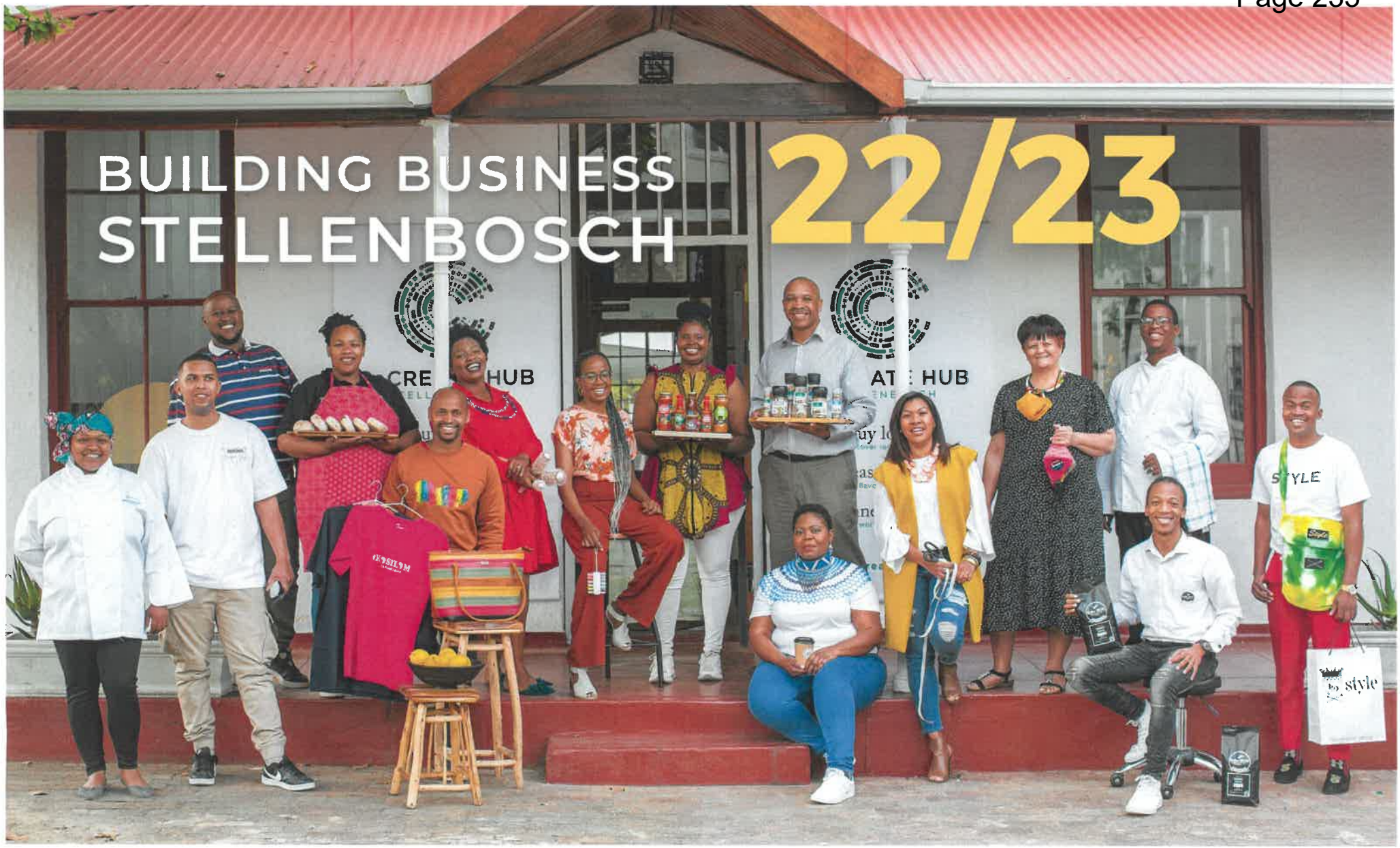
Director: Planning and Economic Development (Attention: Ms L van Gensen)
P O Box 17
Stellenbosch
7599

Or delivered to:

127 Dorp 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.



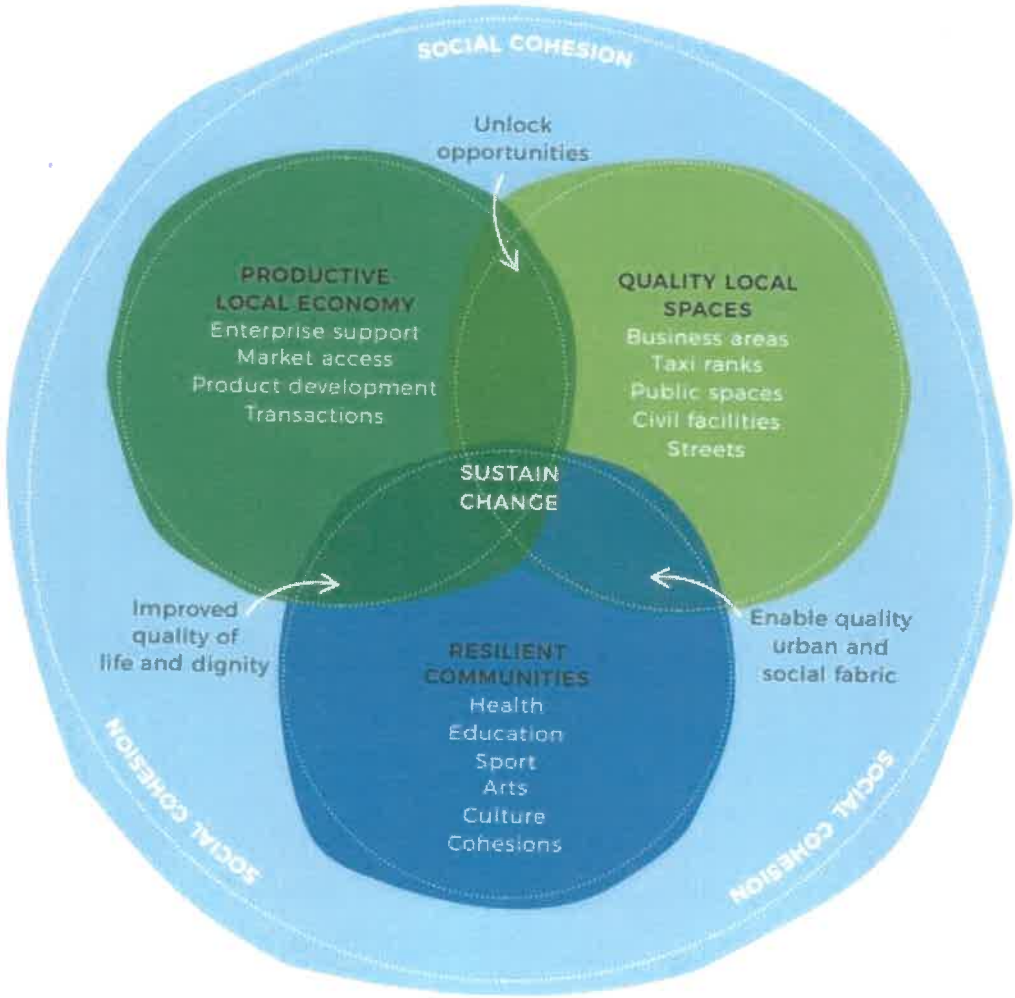
Funding Proposal to Stellenbosch Municipality

Ranyaka
Activating Communities

Thriving Communities

Ranyaka follows an urban planning and whole-systems development approach. The approach is firstly built on relationships, and secondly combines the power of three fundamental elements that have been found to form the foundation of successful and thriving communities and towns. The three fundamental elements include:

Productive local economies
Quality local spaces
Resilient communities



Ranyaka
Activating Communities

Ranyaka Building Business (RBB) Programme

The Ranyaka Building Business Programme aims to enable localized economic inclusion for small and growing businesses (SGBs) from under-resourced areas by increasing accessibility to affordable market-centered trading spaces, needs-based training and business support services, local mentors, local supply chain inclusion support and local investors.

A good example of such economic inclusion is the 10-year lease that was secured through the Stellenbosch Municipality to turn one of its vacant and dilapidated centrally located properties into an entrepreneurial development trading and training hub in 2021.

Through this venture and Ranyaka's Building Business Programme, approximately 40 - 50 SGBs from the area received access to previously untapped markets through trading spaces, improved their client profile, received training and practical business and digital support, matched with local mentors and most importantly received support with business compliance and local supply-chain registration.

Ranyaka follows a specific *economic inclusion* process illustrated here.

Our Building Business Programme facilitates collaboration amongst multi sector stakeholder groups during this process, taking a needs-based approach to the development of local enterprises, using local resources.

Ranyaka
Activating Communities

Ranyaka
Activating Communities

Enterprise Development Beneficiaries

TRADES PER INDUSTRY EXAMPLES

LIFESTYLE
- Barber
- Beauty
- Hair styling
- Fashion design
- Furniture design
- Pet shop
- CMT

PROFESSIONAL SERVICES
- Graphic design
- Cleaning services
- Gardening and tree felling
- Film-making
- Photography
- Events Management

AGRICULTURE
- Small scale farming
- Agro processing

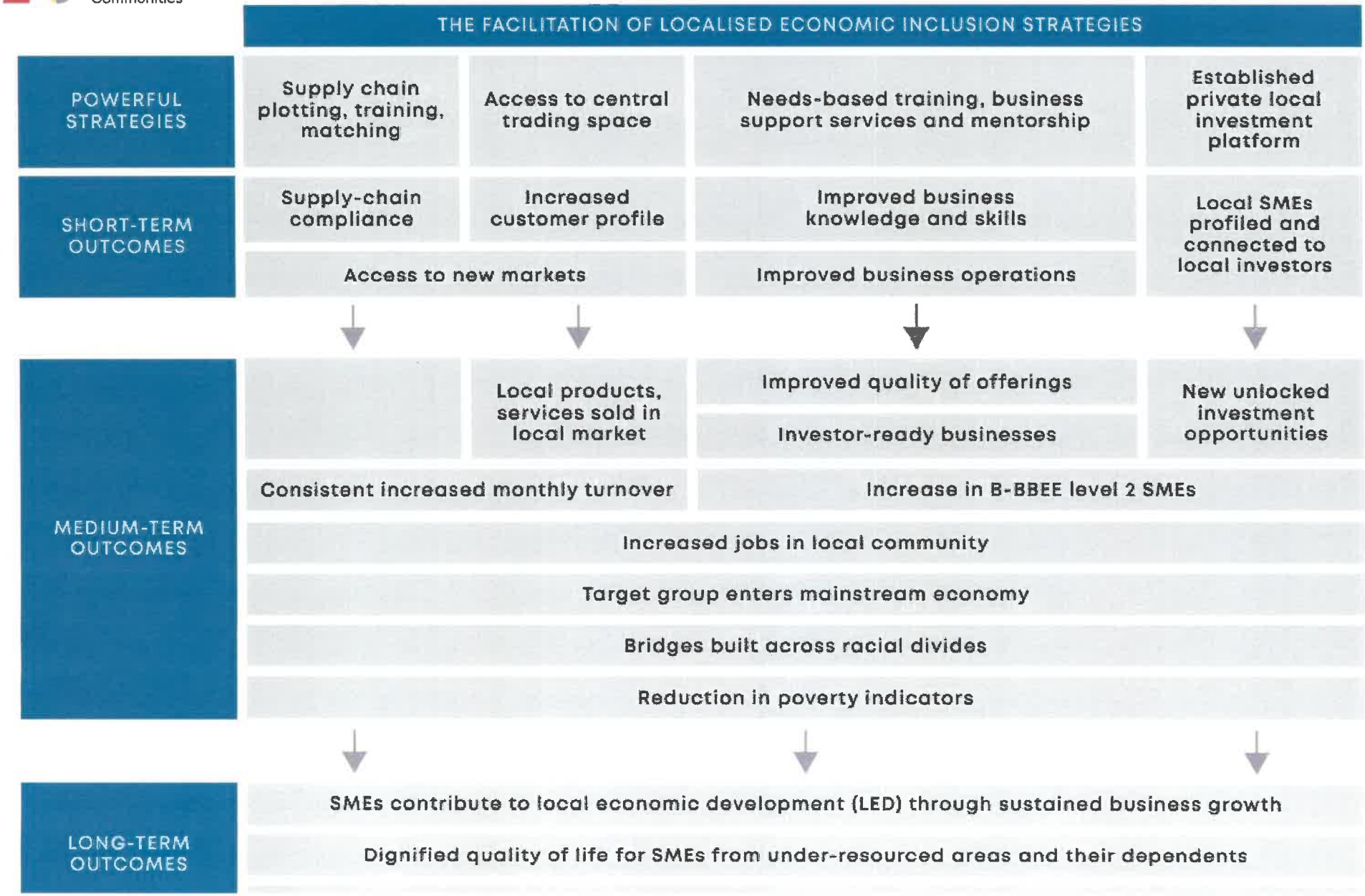
TOURISM
- Shuttle services
- Accommodation
- Crafts
- Artists
- Performing Arts

HOSPITALITY
- Catering
- Fast foods
- Baking and confectionary
- Hiring and decor
- Restaurants

CONSTRUCTION
- Building
- Carpentry
- Plumbing

Ranyaka
Activating Communities

RBB Programme Theory of Change



HISTORY of SMME DEVELOPMENT

2018 - 2019
Enterprise Development Programme funded by Distell
10 Businesses

2018 - 2020
Establishment of the CoCREATE Hub, 7 Victoria Street, Stellenbosch
43 Businesses

2020 - 2021
Enterprise Development Programme funded by Nedbank
23 Businesses

2021 - 2022
Enterprise Development Programme funded by Stellenbosch Municipality & Nedbank
20 Businesses direct
50 plus training attendees

Total database:
100 plus Stellenbosch-based businesses from all Stellenbosch communities

Ranyaka
Activating Communities

RBB Programme: 2021 Impact Achieved

of Participants at the start
25

# of Participants at the end
23

% Participants whose monthly turn-over increased
75%

% of Businesses assets increased since inception
95%

Total full time jobs created
3

Total part-time jobs created
5

Total jobs created
10

% Participants with increased customer profile
100%

% Participants with improved business skills
100%

% Participants with improved financial recordkeeping
92%

% Participants with tax clearance at the end of programme
63%

Costing models improved
87%

Improved access to credit
50%

RBB Programme: 2021/2022 Activities

funded by Stellenbosch Municipality

Beneficiaries: 20 - 50 per session

Training Programmes hosted

- SARS Compliance training
- Financial Recordkeeping training
- Costing, Pricing, Breakeven training
- Retailing & Wholesaling session 1
- Marketing Plan Development training for CoCREATE Hub Vendors

- Marketing Plan Development training - general (July 22)
- Retailing & Wholesaling session 2,3,4 training (July – Aug22)
- Business Plan development training (July 22)
- Business Compliance support (June – Aug 22)
- CSD Registration support (Aug 22)

Ranyaka
Activating Communities

2022/2023 RBB Programme Overview

July 2022 - June 2023

VENDOR CRITERIA

- Micro Enterprises or Small Enterprises with a B-BBEE status level 1 or 2 (majority black ownership)
- Business or residential address within the Municipal boundary of Stellenbosch.
- Minimum 1 year trade experience
- Registered businesses or sole proprietors
- 0-5 employees
- Active business
- Existing product / service with existing customer base, regardless of its size

OBJECTIVES

- Improved access to market
- Improved business skills & operations
- Improved Business compliance
- Supply-chain inclusion

ACTIVITIES

- Database development
- Business training: 5 sessions
- Compliance support
- Supply-chain registration
- Access to business premises

BENEFICIARIES

- **15** to receive business support
- 30 - 40 to be trained

2022/2023 PROPOSAL

Proposal element (see diagram on page 3)	Costs	Budget
Step 1: Product Showcase Identifying new businesses in Stellenbosch	Venue hire & Catering	R10 000
Step 2 & 3: Need-based training SARS Training | Costing & Pricing Retailing & Wholesaling | Marketing training | Business plan training (R17 000 per session)	Training Facilitator Venue hire Catering	R85 000
Step 4: Access to Market Subsidizing hot-desking for SMMEs to rent ho-desking space (10 pax per month R500 pm / pp for one year)	Access to workspace at CoCReATE Hub	R60 000
Step 5: Facilitating Supply-Chain Inclusion Business Compliance support CDS Registration support	Compliance Officer	R45 000
Monitoring & Evaluation fees		R30 000
Management fee	15%	R23 000
TOTAL		R253 000

Ranyaka
Activating
Communities

FOR MORE INFORMATION

Please contact
Marli Goussard

084 212 2000
marli@ranyaka.co.za

Ranyaka Community Transformation
NPC registration 2013/029973/08
NPO registration 133-233 NPO
Section 18A / PBO status

Cabernet House East
Brandwacht Office Park
Trumali Street
Stellenbosch
7600
Email: admin@ranyaka.co.za

Ranyaka
Activating Communities

ATTENTION
Director: Planning and Economic Development
Ms Lesley van Gensen
PO Box 17, Stellenbosch, 7588

12 May 2022

Dear Ms van Gensen

RE: Application: funding: FY 22/23 Training of SMMEs

Herewith please find an application from Ranyaka Community Transformation as an external body performing a municipal function provided by the policy for the funding of bodies performing a municipal function section 80(2) of the local government: Systems Act, 32 of 2000, Financial year 2021/2022: Training of SMMEs. Below please find an Executive Summary of our application and project proposal (project proposal attached).

Relevant Municipal Function applied for:	Training of SMMEs. *Note: We are not applying to Establish and Update the SMME Database for the Stellenbosch Municipal Area.*
Timeframe	July 2022 – June 2023
Beneficiaries benefiting	15 - 20 Business support services 50 plus for training
Amount requested	R253 000
Funding request for: training Workshops	1. Product Showcase 2. Costing & Pricing 3. Business Plan Development 4. Marketing Plan Development 5. SARS Compliance 6. Retailing & Wholesaling
Business Support Services	1. Market Access / Access to business premises 2. Business Compliance support 3. CSD Registration support
Supporting documents included in the application	1. Project Proposal 2. Audited Financial Statements 3. Reference letters 4. Copy of creditors control form 5. CIPC Registration form 6. NPO Registration form 7. Copy of Memorandum of Incorporation 8. Tax Clearance Certificate 9. 2021/2022 Roll-over budget

Kindly note: Contact details of businesses can only be shared once an agreement has been reached with the Stellenbosch Municipality in line with the POPIA Act. However a full list of the business names has been included in this application. We trust you find this application sufficient and acceptable.

Warm regards

Marli Goussard
Enterprise Development Manager, Ranyaka Community Transformation

RANYAKA COMMUNITY TRANSFORMATION NPC
NPO: 133-223
PBO: 930064087
Registration number: 2013/029973/08

FINANCIAL STATEMENTS
for the year ended 29 February 2020

RANYAKA COMMUNITY TRANSFORMATION NPC
FINANCIAL STATEMENTS
on 29 February 2020

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Declaration of responsibilities by the directors	1
Audit report	2 - 3
Balance sheet	4
Income statement	5 - 6
Notes to the financial statements	7 - 9

RANYAKA COMMUNITY TRANSFORMATION NPC
DECLARATION OF RESPONSIBILITIES BY THE DIRECTORS
for the year ended 29 February 2020

The directors are responsible for the maintenance of adequate accounting records and the preparation and integrity of the financial statements and related information. The financial statements are compiled in accordance with generally accepted accounting practice.

The directors are also responsible for the organisation's system of internal financial control. These controls are designed to provide reasonable, but not absolute, assurance as to the reliability of the financial statements, and to adequately safeguard, verify and maintain accountability of assets, and to prevent and detect misstatement and to ensure effective functioning of these controls, procedures and systems has occurred during the year under review. No matter came to the attention of the directors that indicated any material shortcoming in the functioning of these controls, procedures and systems during the year under review.

The financial statements have been prepared on the going concern basis, since the directors of Ranyaka Community Transformation NPC have every reason to believe that the company has adequate resources in place to continue in operation for the foreseeable future.

APPROVAL OF FINANCIAL STATEMENTS

We approve the financial statements on pages 4 - 9 and confirm that we have provided all records and information for the purpose of the preparation of the financial statements.

JLW Olivier

BW Bila

CG Ndlovu

Date: 30/7/2021

Emma Pardoe
CHARTERED ACCOUNTANT (SA)
REGISTERED AUDITOR

Independent Auditor's Report

To the stakeholders of Ranyaka Community Transformation NPC

Unqualified Opinion

We have audited the annual financial statements of Ranyaka Community Transformation NPC set out on pages 4 - 9, which comprise the statement of financial position as at 29 February 2020, and the statement of comprehensive income for the year then ended, and notes to the annual financial statements, including a summary of significant accounting policies.

In our opinion, the annual financial statements present fairly, in all material respects, the financial position of Ranyaka Community Transformation NPC as at 29 February 2020, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act 71 of 2008.

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 annual financial statements section of our report. We are independent of the company in accordance with the sections 290 and 291 of the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (Revised January 2018), parts 1 and 3 of the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (Revised November 2018) (together the IRBA Codes) and other independence requirements applicable to performing audits of annual financial statements in South Africa. We have fulfilled our other ethical responsibilities, as applicable, in accordance with the IRBA Codes and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Codes 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 information included in the document titled "Ranyaka Community Transformation NPC annual financial statements for the year ended 29 February 2020", which includes the Directors' Report as required by the Companies Act 71 of 2008 and the Detailed Income Statement, which we obtained prior to the date of this report. The other information does not include the annual financial statements and our auditor's report thereon.

Our opinion on the annual 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 annual financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the annual financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, 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 annual financial statements in accordance with International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act 71 of 2008, and for such internal control as the directors determine is necessary to enable the preparation of annual financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the annual 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 annual 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 annual financial statements.

As part of an audit in accordance with International Standards on Auditing, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the annual 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 annual 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 annual financial statements, including the disclosures, and whether the annual 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.

E.S. Pardoe CA(SA)
Emma Pardoe
Chartered Accountant (SA)
Registered Auditor

21 July 2021
Date

RANYAKA COMMUNITY TRANSFORMATION NPC
BALANCE SHEET
on 29 February 2020

	Notes	2020 R	2019 R
ASSETS			
Non-current assets			
Plant and equipment	2.	64,032	56,602
Current assets			
Cash and cash equivalents	3.	1,034,720	1,225,217
Total assets		1,098,752	1,281,819
EQUITY AND LIABILITIES			
Equity			
Capital fund	4.1	618,514	1,079,862
Paarl Community fund	4.3	86,475	161,794
Nelspruit Community fund	4.4	41,943	-
Polokwane Community fund	4.5	98,606	-
Rustenburg Community fund	4.6	98,464	-
Mamelodi Community fund	4.7	7,312	-
Port Elizabeth Community fund	4.8	(10)	-
Stellenbosch Community fund	4.9	4,864	-
Magaliesburg Community fund	4.10	87,734	-
		1,043,902	1,241,656
Current liabilities			
Trade and other payables	5.	54,850	40,163
Total equity and liabilities		1,098,752	1,281,819

RANYAKA COMMUNITY TRANSFORMATION NPC
INCOME STATEMENT
for the year ended 29 February 2020

	Notes	2020 R	2019 R
INCOME			
Donations received: Nedbank		5,318,075	3,352,765
Donations received: Distell		707,000	150,000
Donations received: Mergon Foundation Trust		50,000	100,000
Donations received: General		149,458	158,660
Consulting income		30,000	68,513
Rental income		-	7,500
		6,254,533	3,837,438
EXPENSES		(6,452,063)	(3,350,783)
Accounting fees		12,765	13,850
Bank charges		31,848	12,860
Books and magazines		1,884	3,306
Catering expenses		69,324	33,148
Cleaning		8,382	-
Community development and hub expenses			
General		325,760	-
Magaliesburg		7,640	75,275
Paarl		52,752	233,505
Stellenbosch		81,132	107,117
Community mapping		18,438	22,275
Computer expenses		70,588	31,538
Consulting fees		2,062,882	1,153,719
Courier and postage		-	370
Depreciation		11,347	-
Donations paid		150,462	495,542
Electricity and water		2,563	-
Entertainment expenses - office		24,420	58,385
Entertainment expenses - meetings		57,324	27,659
Insurance		4,430	170
Interest paid		142	-
Interest and penalties : SARS		11,986	1,174
Legal fees		4,576	-
Marketing and exposure expenses		283,457	136,235
Motor vehicle expenses		71,444	50,547
Other expenses		55,350	-
Printing and stationary		80,086	27,469
Ranyaka programmes			
Early childhood development		126,238	71,766
Strong Schools		23,441	-
People Development		307,606	-
Community Safety		27,151	-
Sport & Recreation		4,400	-

RANYAKA COMMUNITY TRANSFORMATION NPC
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 29 February 2020

		2020 R	2019 R
Land and property		-	125,052
Collaboration Initiatives		5,000	-
Building business		412,427	597
Registration fees		11,190	7,256
Rent paid			
Premises		134,765	91,290
Other rentals		41,633	16,943
Repairs and maintenance		7,218	5,099
Salaries and wages		1,578,587	374,447
Security		12,140	-
Staff welfare		171	1,400
Telephone and internet expenses		24,069	5,137
Training and development		19,750	-
Travel and accommodation		215,295	167,652
Surplus / (loss) on activities		(197,530)	486,655
Fund transfers	4.	(325,534)	(61,939)
Tax	6.	-	-
Net surplus / (loss) to capital fund		(523,064)	424,716

RANYAKA COMMUNITY TRANSFORMATION NPC
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 29 February 2020

1. ACCOUNTING POLICIES

1.1. Basis of preparation

The financial statements are prepared under the historical cost convention. The policies are unchanged from the previous year.

1.2. Revenue recognition

Subsidies and donations received are recognised when the money is received.
Interest income - as it accrues.
Other income - as and when it is received.

	2020 R	2019 R
2. PLANT AND EQUIPMENT		
Furniture		
Cost price	56,602	56,602
Accummulated depreciation	(7,769)	-
	48,833	56,602
Computer equipment		
Cost price	18,999	-
Accummulated depreciation	(3,800)	-
	15,199	-
	64,032	56,602
3. CASH AND CASH EQUIVALENTS		
Standard Bank Bizlaunch 30-330-355-7	609,332	1,063,423
Nedbank 1148130055 - Paarl Community Fund	86,475	161,794
Nedbank 1188485490 - Nelspruit Community Fund	41,943	-
Nedbank 1188485180 - Polokwane Community Fund	98,606	-
Nedbank 1188484621 - Rustenburg Community Fund	98,464	-
Nedbank 1188483870 - Mamelodi Community Fund	7,312	-
Nedbank 1188485717 - Port Elizabeth Community Fund	(10)	-
Nedbank 1194883370 - Stellenbosch Community Fund	4,864	-
Nedbank 1194884512 - Magaliesburg Community Fund	87,734	-
	1,034,720	1,225,217
Less: Allocated to funds	(425,388)	(161,794)
Total available cash and cash equivalents	609,332	1,063,423

RANYAKA COMMUNITY TRANSFORMATION NPC
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 29 February 2020

		2020 R	2019 R
4.	**CAPITAL AND RESERVES**		
4.1	**Capital fund**		
	Balance at the beginning of the year	1,079,862	655,146
	Net surplus / (loss) for the year	(523,064)	424,716
	Previous year adjustment	61,716	-
	Balance at the end of the year	618,514	1,079,862
4.2	**Nedbank fund**		
	Balance at the beginning of the year	-	-
	Fund transfers	-	-
	Balance at the end of the year	-	-
4.3	**Paarl Community fund**		
	Balance at the beginning of the year	161,794	99,855
	Fund transfers	(75,319)	61,939
	Balance at the end of the year	86,475	161,794
4.4	**Nelspruit Community fund**		
	Balance at the beginning of the year	-	-
	Fund transfers	41,943	-
	Balance at the end of the year	41,943	-
4.5	**Polokwane Community fund**		
	Balance at the beginning of the year	-	-
	Fund transfers	98,606	-
	Balance at the end of the year	98,606	-
4.6	**Rustenburg Community fund**		
	Balance at the beginning of the year	-	-
	Fund transfers	98,464	-
	Balance at the end of the year	98,464	-

RANYAKA COMMUNITY TRANSFORMATION NPC
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 29 February 2020

		2020 R	2019 R
4.	**CAPITAL AND RESERVES (continued)**		
4.7	**Mamelodi Community fund**		
	Balance at the beginning of the year	-	-
	Fund transfers	7,312	-
	Balance at the end of the year	7,312	-
4.8	**Port Elizabeth Community fund**		
	Balance at the beginning of the year	-	-
	Fund transfers	(10)	-
	Balance at the end of the year	(10)	-
4.9	**Stellenbosch Community fund**		
	Balance at the beginning of the year	-	-
	Fund transfers	4,864	-
	Balance at the end of the year	4,864	-
4.10	**Magaliesburg Community fund**		
	Balance at the beginning of the year	-	-
	Fund transfers	87,734	-
	Balance at the end of the year	87,734	-
	Total capital and reserves	1,043,902	1,241,656
5.	**TRADE AND OTHER PAYABLES**		
	Other payables	13,040	31,046
	SARS: PAYE payable	41,810	9,117
		54,850	40,163

6. TAX

The organisation is registered as an approved welfare organisation in terms of article 30 of the Income Tax Act, PBO number 930064087. All income will be exempt of income tax in terms of article 10(1)(cN) of the Income Tax Act.

COMPANIES AND INTELLECTUAL PROPERTIES COMMISSION

REPUBLIC OF SOUTH AFRICA

In accordance with s 16(1)(c)

MEMORANDUM OF INCORPORATION

OF

RANYAKA COMMUNITY TRANSFORMATION NPC
Registration Number: 2013/029973/08
('the Company')

The Company is a non-profit company without members, and with the following object:

To tackle poverty and unemployment in local areas effectively and coherently, by creating, facilitating, implementing and supporting collaborative, sustainable community-transformation plans and processes which propel communities to assume responsibility for their own development.

The participants are defined as the community members who participate in and/or benefit from the work of the Company and they shall be made up of at least 85% persons who are 'black' as defined in the Code/s of Good Practice and Verification Manual issued in terms of the Broad-based Black Economic Empowerment Act, No. 53 of 2003, as amended from time to time ('the Codes'). The Participants shall benefit from 100% of the work of the Company.

Adoption of Memorandum of Incorporation

This Memorandum of Incorporation was adopted by the Company, in accordance with section 16(1)(c) of the Companies Act, 2008 ('the Act'), as evidenced by the special resolution to which this Memorandum of Incorporation is annexed.

In this Memorandum of Incorporation:

a) *A reference to a section by number refers to the corresponding section of the Act; and*

b) *Words that are defined in the Act bear the same meaning in this Memorandum as in the Act.*

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1. INCORPORATION

1.1 The Company is a non-profit company, as defined in the Act.

1.2 The Company is governed by:

1.2.1 the unalterable provisions of the Act that are applicable to non-profit companies;

1.2.2 the alterable provisions of the Act that are applicable to non-profit companies, subject to any limitation, extension, variation or substitution set out in this Memorandum; and

1.2.3 the provisions of this Memorandum of Incorporation.

2. OBJECTS AND POWERS OF THE COMPANY

2.1 The objects of the Company are as set out on the first page of this Memorandum of Incorporation.

2.2 The Company shall have all the legal powers and capacity of an individual:

2.2.1 except to the extent necessarily implied by its stated objects;

2.2.2 except to the extent that a juristic person is incapable of exercising such a power or having such a capacity; and

2.2.3 subject to such restrictive conditions (as contemplated in section 15(2)(b)) and other limitations or qualifications contained in this Memorandum of Incorporation.

2.3 The powers of the Company may only be executed in accordance with the main object of the Company.

2.4 The Company may not:

2.4.1 amalgamate or merge with, or convert to, a profit company; or

2.4.2 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 disposal of an asset occurs in the ordinary course of the activities of the Company.

2.5 All of the activities of the Company shall be carried out in a non-profit manner and with an altruistic or philanthropic intent and no such activity shall be intended to directly or indirectly promote the economic self-interest of any director, officer or employee of the Company, otherwise than by way of reasonable remuneration payable to that director, officer or employee.

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3. MEMORANDUM OF INCORPORATION AND COMPANY RULES

3.1 This Memorandum of Incorporation of the Company may be altered or amended in the manner set out in section 16, 17, 60 or 152(6)(b), subject to the following:

3.1.1 if the Company is exempted from payment of normal tax a copy of any such amendment shall be sent to the Commissioner for the South African Revenue Service or his/ her authorised representative;

3.1.2 if the Company is registered as a nonprofit organisation then a copy of any amendments shall be sent to the Directorate of NonProfit Organisations.

3.2 This Memorandum of Incorporation shall be made available, on request, to any current Participant in an official language with which that Participant is familiar.

3.3 The authority of the Company's Board of directors to make rules for the Company, is limited or restricted to the extent that the powers of the Company are limited by this Memorandum.

3.4 The Board shall publish any rules made by delivering a copy of those rules to each director by ordinary mail, or by electronic communication, if the directors concerned have consented to the delivery of such communication by electronic mail.

3.5 The Company shall publish a notice of any alteration of the Memorandum of Incorporation or the Rules by delivering a copy of these to each director by ordinary mail or electronic mail if the directors concerned have consented to the delivery of such communication by electronic mail.

4. OPTIONAL PROVISIONS OF THE ACT

4.1 The Company elects, in terms of section 34(2), to comply voluntarily with some of the provisions of Chapter 3 of the Act, in that the Company:

4.1.1 may determine, from time to time, to appoint a company secretary, to carry out those of the duties set out in sections 86 to 89 which are appropriate; and

4.1.2 may, by vote of directors from year to year, elect to be audited.

5. COMPANY NOT TO HAVE MEMBERS

5.1 As contemplated in Item 4(1) of Schedule 1 of the Act, the Company has no members.

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6. COMPOSITION OF THE BOARD OF DIRECTORS

6.1 The number of directors shall be a minimum of three:

6.1.1 three of whom are not 'connected persons' [as defined in the Income Tax Act 58 of 1962, as amended ("the Income Tax Act")] in relation to one another;

6.1.2 at least 50% of whom are independent persons having no employment with or direct interest in the Company;

6.1.3 at least 50% of whom shall be 'black' as defined in the Codes; and

6.1.4 at least 25% of whom shall be 'black women' as defined in the Codes.

6.2 No single person shall, directly or indirectly, control the decision-making powers of the Company.

6.3 The Executive Director, Financial Director and Operations Director shall serve as directors of the Company, *ex officio*.

6.4 Directors, except for *ex officio* directors, shall serve terms of three years each beginning from the date of their appointment, and shall retire at the meeting of directors following the expiry of their term of office.

6.5 Directors retiring in terms of clause 6.4 shall be eligible for re-election.

6.6 At the meeting at or following which a member of the Board has vacated office because his/her term of office has expired, the remaining directors may fill the vacated office by electing an eligible person. If the Board does not do so, the retiring member of the Board shall, if offering himself for re-election, be deemed to have been re-elected, unless such meeting resolves not to fill the vacated office or resolves that the retiring member should not be re-elected.

6.7 The directors shall have the power at any time to appoint any other person as a director either to fill a casual vacancy or as an addition to the Board.

6.8 The office of a director shall *ipso facto* be vacated:

6.8.1 if by one month's written notice to the Company, the director resigns from office;

6.8.2 if the director ceases to be a director by virtue of the Act;

6.8.3 if he/she is a director *ex officio* and ceases to occupy the relevant position or office, unless the remaining directors decide otherwise;

6.8.4 if the director is directly or indirectly interested in any contract or proposed contract with the Company and fails to declare her/his interest and the nature thereof in the manner required by the Act;

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6.8.5 if the director is removed from office by resolution signed by not less than two thirds of the directors; or

6.8.6 if the director fails to attend three consecutive meetings of directors, without being excused therefrom by the remaining directors, and the remaining directors resolve to exclude him/her from office.

7. AUTHORITY OF THE BOARD OF DIRECTORS

7.1 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 limited or restricted to the extent that the powers of the Company are limited in this Memorandum.

8. BOARD OF DIRECTORS MEETINGS

8.1 No less than 50% of the directors (or at least two directors, whichever is greater) may requisition a meeting of the Board.

8.2 The Company's Board of directors may determine the manner and form of providing notice of its meetings.

8.3 The Company's Board of directors may conduct a meeting entirely by electronic communication, or to provide for participation in a meeting by electronic communication so long as the electronic communication facility employed ordinarily enables all persons participating in that meeting to communicate concurrently with each other without an intermediary, and to participate effectively in the meeting.

8.4 The Board of Directors may proceed with a meeting despite a failure or defect in giving notice of the meeting, if all of the directors of the Company:

8.4.1 acknowledge actual receipt of the notice;

8.4.2 are present at a meeting; or

8.4.3 waive notice of the meeting.

8.5 The directors shall appoint a Chairperson, from their number, who shall be an independent director and who shall preside over all meetings of the Board and perform the tasks set out in this Memorandum and all the other normal functions of a chairperson of the Company. If no chairperson is elected, or if the Chairperson is not present at a meeting within fifteen minutes after the time appointed for holding it, the directors present may choose one of their number to preside at that meeting.

8.6 The rules for directors' meetings are as follows:

8.6.1 The directors shall meet not less often than 3 times *per annum* for the dispatch of business, but shall otherwise regulate their meetings as they think fit.

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8.6.2 The quorum necessary for the transacting of business of the Board shall be half plus one of the directors when the number of directors exceeds three and, when the number does not exceed three, shall be two directors.

8.6.3 Each director shall have one vote on a matter before the Board, except as provided in 8.9;

8.6.4 The directors shall aim to reach consensus through discussion when making decisions, but, if this is not possible then, except as otherwise provided in this document, a majority of the votes cast on a resolution will be sufficient to approve that resolution and in the case of a tied vote, the matter being voted on shall fail; and

8.6.5 For a special resolution to be adopted at a meeting of directors, it must be supported by at least 75 % of the directors who voted on the resolution.

8.7 The Company's Board of directors may consider a matter other than at a meeting, and the directors may, instead of voting to make a decision at a meeting, adopt a decision by written consent of the directors, given in person or by electronic communication, provided that each director has received notice of the matter to be decided upon. For a resolution to be adopted by written vote of directors it must be supported by:

8.7.1 More than 50% of the total number of directors, in the case of an ordinary resolution; or

8.7.2 at least 75% of the total number of directors, in the case of a special resolution.

A decision so made shall have the same effect as if it had been approved at a meeting. Each decision so made shall be recorded in writing and tabled for ratification at the next ensuing meeting of directors.

8.8 A special resolution is only required for those matters set out in section 65 (11), being the amending of the Memorandum of Incorporation, ratifying actions by the Company or directors in excess of their authority, approving an application to transfer the registration of the Company to a foreign jurisdiction, amalgamating or merging with another non-profit company, approving the voluntary winding up of the Company, or disposing of all or a greater part of the assets of the Company.

8.9 If a matter in which any director (or any person in relation to whom a director is a 'connected person' (as defined in the Income Tax Act)), has a personal financial interest is placed upon the agenda of a meeting or arises during the course of meetings or correspondence of directors, the relevant director shall:

8.9.1 immediately and in advance of the matter being dealt with, disclose the fact and nature of such personal financial interest;

8.9.2 inform the relevant meeting of material information and answer questions concerning the personal financial interest;

8.9.3 not take part in any consideration of any matter involving, and leave the relevant meeting after disclosure concerning, the personal financial interest; and

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8.9.4 not be entitled to vote on or sign any document in relation to the matter in which the personal financial interest arises.

8.10 The Company shall keep minutes of the meetings of the Board, and any of its committees, and include in the minutes:

8.10.1 any declaration given by notice or made by a director as required by section 75 with reference to the personal financial interests of the director, whether it be an advance declaration of interests, or a specific declaration with reference to a specific matter; and

8.10.2 every resolution adopted by the Board, which resolutions shall be dated, sequentially numbered, and will be effective from the date of the resolution, unless the resolution states otherwise.

8.11 Copies of the minutes of every meeting shall be dispatched by the person appointed by the Board from time to time, to all directors within 30 days of the holding of the meeting.

9. OFFICERS, COMMITTEES AND STAKEHOLDERS

9.1 The Board of directors may appoint any officers it considers necessary to better achieve the objects of the Company.

9.2 The Board of Directors shall appoint an Executive Director and other executives and managers to manage the day to day affairs and business of the Company, and such persons shall have delegated to him/her such powers as may be necessary to fulfil his/her duties, subject to such limits as may be laid down by the Board from time to time.

9.3 The Board of directors may appoint committees of directors, and delegate to any such committee any of the authority of the Board, and/or include in any such committee persons who are not directors.

9.4 The authority of a committee appointed by the Company's Board, as set out in section 72 (2)(b) and (c) is limited and restricted to the extent that the powers of the Company are limited by this Memorandum of Incorporation.

9.5 The Board of directors may invite such stakeholders as it sees fit to form an advisory council of the Company. The Board may consult with such advisory council on matters of vision, policy and other matters which concern the stakeholders represented by such council from time to time.

10. ACCOUNTING RECORDS, BANKING AND RECEIPT OF DONATIONS

10.1 The directors shall cause such accounting records as are prescribed by section 28 to be kept.

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10.2 The accounting records shall be kept in 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.

10.3 The financial transactions of the Company shall be administered via one or more bank accounts which shall be opened in the name of the Company.

10.4 The Company shall be prohibited from accepting any donation which is revocable 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 representation with regard to the tax deductibility thereof in terms of section 18A of the Income Tax Act: Provided that a donor (other than a donor which is an approved public benefit organisation or an institution or body which is exempt from tax in terms 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) may not impose conditions which could enable such donor or any connected person in relation to such donor to derive some direct or indirect benefit from the application of such donation.

11. EXPENDITURE AND USE OF RESOURCES

11.1 The income and property of the Company, whencesoever derived, shall be applied solely towards the promotion of its main object or invested and no funds will be distributed to any person other than in the course of undertaking any 'public benefit activity' (as defined in the Income Tax Act) and no portion of the income or assets of the Company may be paid or transferred, directly or indirectly, to the directors or persons appointing directors of the Company; provided that this shall not prevent:

11.1.1 the payment in good faith of reasonable remuneration to any officer or servant of the Company, for any services rendered to the Company;

11.1.2 payment of an amount due and payable by the Company in terms of a *bona fide* agreement between the Company and that person;

11.1.3 payment in respect of any rights of that person, to the extent that such rights are administered by the Company to advance a stated object of the Company; or

11.1.4 payment in respect of any legal obligation binding on the Company.

11.2 The Company shall be required to perform all of its work for the benefit of the Participants, as defined, and to allocate at least 85% of the value of benefits granted or care given in terms of its objects, to persons who are 'black' as defined in the Codes, and the directors shall have no discretion in this regard.

11.3 No remuneration (as defined in the Fourth Schedule to the Income Tax Act) shall be paid to any employee, office bearer, director or other person which is excessive, having regard to what is generally considered reasonable in the appropriate sector and in relation to the service rendered, and no person shall be economically benefitted in any way which is not consistent with the objects of the Company.

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11.4 The Company shall 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 any such director, unless it

11.4.1 is in the ordinary course of the Company's business and for fair value;

11.4.2 constitutes an accountable advance to meet

11.4.2.1 legal expenses in relation to a matter concerning the Company; or

11.4.2.2 anticipated expenses to be incurred by the person on behalf of the Company;

11.4.3 is to defray the person's expenses for removal at the Company's request; or

11.4.4 is in terms of an employee benefit scheme generally available to all employees or a specific class of employees.

11.5 The Company shall not use its resources, directly or indirectly, to support, advance or oppose any political party.

11.6 No expenditure shall be incurred by or on behalf of the Company except on authority of the Board or of the person or persons to whom the Board has generally or specifically delegated the power to authorise expenditure. The Board shall establish and maintain a delegation framework which shall record such delegation of its powers.

12. ANNUAL FINANCIAL STATEMENTS AND RETURNS

12.1 The directors shall, in accordance with sections 29 and 30, cause to be prepared and laid before the Board such annual financial statements as are referred to in those sections which annual financial statements shall:

12.1.1 be prepared within 6 months of the end of each financial year;

12.1.2 if the directors so determine, be audited voluntarily, as provided in this Memorandum;

12.1.3 if audited, include an auditor's report;

12.1.4 include a report by the directors as to the activities and financial state of the Company;

12.1.5 be presented annually to those who were Participants for the relevant period at a meeting to be called for this purpose; and

12.1.6 be approved by the Board and signed by an authorised director.

12.2 A copy of the annual financial statements shall, at least 21 days prior to the relevant board meeting, be sent to every director of the Company.

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12.3 The Company shall file annual returns with the Companies and Intellectual Property Commission within 30 business days of each anniversary of its date of incorporation, along with such payment, documents and information as may be required from time to time.

13. REMUNERATION OF AND CONTRACTS WITH DIRECTORS

13.1 The directors shall not be remunerated for their services as such but may be paid a stipend or seating allowance in line with the financial policy of the Company. The stipend may be paid to a director who attended a meeting as per the roll call or attendance register.

13.2 Executive Board directors will receive no additional fees by virtue of their membership of the Board, but will be paid as employees of the Company in accordance with their contracts of employment.

13.3 Directors may be paid such reasonable travelling, hotel and other expenses properly incurred by them in or about the performance of their duties as directors, including those of attending and travelling to and from meetings of the directors or of any committee of the directors, as are expressly approved by the directors and recorded in the minutes.

13.4 The Company may pay any director who serves on any committee or who devotes special attention to the business of the Company, or otherwise performs services which in the opinion of the directors are outside the scope of the ordinary duties of a director, such extra remuneration as they may determine, subject to the provisions clause 11.3 and provided that such remuneration is expressly approved by the directors and recorded in the minutes.

13.5 Directors shall be entitled to contract with the Company and with any entity in which the Company may be interested provided that they may not vote on such contract or on any other matter in which they are interested, directly or indirectly.

13.6 Directors shall be entitled to act in their professional capacity on behalf of the Company and perform professional services for the Company and to charge a reasonable fee therefor.

14. NONPROFIT ORGANISATIONS ACT

14.1 The directors may apply for the Company to be registered as a nonprofit organisation and shall, if so registered, ensure that the Company complies with all the requirements of the Nonprofit Organisations Act No.71 of 1997.

15. INDEMNIFICATION OF DIRECTORS

15.1 Every director and officer of the Company, and every member of any committee of the Company shall be indemnified by the Company against all liability incurred by him/ her as such director or officer in defending any proceedings, whether civil or criminal, in which judgment is given in his/ her favour, or in which s/he is acquitted, or in respect of any proceedings which are abandoned or in connection with any application under Section 77(9) in which relief is granted to him/ her by the Court.

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15.2 No director, officer or employee of the Company shall be liable for:

15.2.1 loss or expense incurred by the Company through the insufficiency or deficiency of any security in or upon which any of the monies of the Company are invested;

15.2.2 any loss or damage arising from the bankruptcy, insolvency or delictual acts of any persons with whom monies, securities or effects shall be deposited;

15.2.3 any loss or damage occasioned by any error of judgment or oversight on his/her part; or

15.2.4 any other loss, damage or misfortune whatever which shall happen in the execution of the duties of his/her office, or in relation thereto,

unless the same happened through his/her own gross negligence, gross default, gross breach of duty or wilful misconduct or wilful breach of trust.

15.3 The authority of the Company's Board of directors to advance expenses to a director, or indemnify a director, in respect of the defence of legal proceedings, to indemnify a director in respect of liability and to purchase insurance to protect the Company or a director, as set out in sections 78 (3), 78 (5) and 78 (6), is not limited or restricted by this Memorandum of Incorporation.

16. WINDING UP, DEREGISTRATION OR DISSOLUTION

16.1 Upon its winding up, deregistration or dissolution no past or present director of the Company, or person appointing a director of the Company, is entitled to any part of the net value of the Company, but the assets of the Company and all accumulated interest remaining after the satisfaction of all its liabilities shall be given or transferred to some other organisation or organisations to be determined by the directors of the Company at or before the time of its dissolution, or failing such determination, by the court and which:

16.1.1 are non-profit,

16.1.2 have objects similar to its main object;

16.1.3 have more than 85% black beneficiaries as defined in the Codes, on the same basis as set out in 11.2; and

16.1.4 if the Company is exempt from income tax, donations tax and estate duty, under the relevant laws of the country is/are a similar public benefit organisation, which has been approved in terms of section 30 of the Income Tax Act and which shall be required to use such assets solely for the purpose of carrying on such public benefit activities as are similar to the objects of the Company.

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STELLENBOSCH

LETTER OF REFFERENCE

TO: STELLENBOSCH MUNICIPALITY

RE: RANYAKA ENTERPRISE DEVELOPMENT

FROM: JEANNERET MOMBERG

9 May 2022

To whom it may concern

This letter serves to state that Visit Stellenbosch is working cooperatively with Ranyaka in the development of SMME's in Stellenbosch. We recognise and value Ranyaka's contribution and impact in this field and have partnered with them in various ways.

We work collaboratively with Ranyaka, as our services to beneficiaries are complimentary and we share the same goal of a unified solution for enterprise development in Stellenbosch. We therefore support Ranyaka's application to Stellenbosch Municipality for funding.

We value the opportunity to work with Ranyaka and support their application for funding attached herewith.

Regards

Jeanneret Momberg
CEO Visit Stellenbosch

STELLENBOSCH NETWORK

Director: Planning and Economic Development
Ms Lesley van Gensen
PO Box 17
Stellenbosch, 7588

11 May 2022

Dear Ms van Gensen,

RE: Reference letter for Ranyaka

Ranyaka is one of Stellenbosch Network's founding members and has been part of the growth of Stellenbosch Network from the start. Ranyaka is also part of our Steering Committee.

Stellenbosch Network collaborates with Ranyaka as much as possible and we value their input and contribution the Network.

Ranyaka assists Stellenbosch Network to identify Small Businesses in the greater Stellenbosch area, these businesses then form part of our Entrepreneurial Mentorship Programme. Ranyaka also assisted in marketing the University of Stellenbosch Business School's Small Business Academy that has been hosted in Stellenbosch in 2021 and again in 2022.

Ranyaka organises and hosts many training workshops for Small Businesses that is of great value to the Stellenbosch community. The Building business programmes that Ranyaka offers are extremely valuable to SME's and these have resulted in the growth of many businesses. Through the Cocreate Hub they have given many entrepreneurs the opportunity to sell their products and offer their services in the centre of Stellenbosch to a much wider clientele.

Stellenbosch Network and Ranyaka's funding proposals complement each other, and our collaborative approach means there are no duplication of services.

Stellenbosch Network and Ranyaka will continue to work together in 2022/3 and we look forward to working together and growing SMME's and entrepreneurs in the greater Stellenbosch area.

Do not hesitate to contact me should you need any further information.

Yours sincerely
HB
Hanli Brink
Operations Director, Stellenbosch Network
hanli@stellenboschnetwork.co.za

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 / GEREGISTREERDE NAAM	Ranyaka Community Transformation NPC
PHYSICAL STREET ADDRESS / FISIESE STRAAT ADRES:	POSTAL ADDRESS / POS ADRES: (If different to physical address)
STREET NAME: 1st Floor, Cabernet House West SUBURB: Bergwacht Office Park, Trumali Str TOWN: Stellenbosch POSTAL CODE: 7600	PO BOX TOWN POSTAL CODE:
TEL: 084 212 2000	FAX / FAKS:

PERSON

CREDITOR CONTACT PERSON DETAIL / KREDITEURE KONTAK PERSOON BESONDERHEDE

NAME AND SURNAME / NAAM EN VAN	Diane Pritchard	
TEL: 071 871 0544	FAX / FAKS:	CELL / SEL:
EMAIL / EPOS: diane@ranyaka.co.za		

BANK DETAILS

CREDITOR BANKING DETAIL / KREDITEURE BANK BESONDERHEDE:

NAME OF BANK / NAAM VAN BANK	Nedbank	
BANK ACCOUNT NAME / BANK REKENING NAAM	Ranyaka Community Transformation NPC	
BANK ACCOUNT NUMBER / BANK REKENING NOMMER	1205275673	
BRANCH NUMBER / TAKKODE:	198765	
ACCOUNT TYPE / TIPE REKENING	CHEQUE / TJEK	X
	SAVING / SPAAR	
	TRANSM	
VAT REGISTERED / BTW GEREGISTREER	YES / JA	VAT / BTW NO:
	NO / NEE	X

Nedbank Limited
Reg No. 1951/000009/06
STELLENBOSCH
25 APR 2022
SBS MANAGER (071)
16 - 99 - 45

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:

Cabernet House East
Brandwacht Office Park
Trumali Street
Stellenbosch
7600
Email: admin@ranyaka.co.za

Ranyaka
Activating Communities

ATTENTION
Director: Planning and Economic Development
Ms Lesley van Gensen
PO Box 17
Stellenbosch
7588

5 May 2022

Dear Ms van Gensen

RE: Funding disbursement: FY 21/22 Training of SMMEs

Thank you for the payment received for training of SMMEs for the 2021/2022 financial year. The funding was received on the 3rd of May 2022. Due to the funds only being received on this date, we have had to adjust our implementation schedule accordingly and will only be able to fit five of the six training sessions into the 2021/2022 financial year. Below please find a new schedule indicating which of the funded activities will stand over to the 2022/2023 financial year.

Relevant Municipal Function applied for:	Training of SMMEs. *Note: We are not applying to Establish and Update the SMME Database for the Stellenbosch Municipal Area.*
Original timeframe	January – June 2022
Adjusted timeframe	May – Aug 2022
Amount received	R228 600
2021/2022 Training Workshops & Support services	1. Training: SARS Compliance (May) 2. Training & Support: Financial Recordkeeping support (May) 3. Training: Costing, Pricing, Breakeven (June) 4. Training: Retailing & Wholesaling session 1 (June) 5. Training: Marketing Plan Development CoCREATE Hub vendors (June)
2022/2023 Training Workshops & Support services	1. Training: Marketing Plan Development (General) July 2. Training: Retailing & Wholesaling session 2,3,4 (July – Aug) 3. Training: Business Plan development (July) 4. Support Business Compliance (June – Aug) 5. Support CSD Registration (Aug)

We trust you find this application sufficient and acceptable.

Warm regards

Marli Goussard
Enterprise Development Manager
Ranyaka Community Transformation

Budget spending FY 21/22

Category	Intervention	FY21/22	FY23 Roll-over	
Compliance support	SARS Workshop	R15 000		
Business training	Costing, Pricing & Breakeven	R15 000		
Business plan development	Business Plan Training		R15 000	
Retail & Wholesailing training	Training series for Hub participants	R7 500	R7 500	
Marketing plan development	2-day Workshop	R10 000	R10 000	
Financial Management	Record-keeping support: 2-hour consulting session	R12 000	R12 000	
Compliance support	**Compliance Support - as listed below**	R15 000	R30 000	
Compliance support	CIPC / Business Registration			
Compliance support	PAYE Registration			
Compliance support	UIF & Ufiling			
Compliance support	Registration			
Compliance support	CIPC annual returns			
Compliance support	B-BEEE affidavit/certificate			
Compliance support	Workers compensation			
Compliance support	SARS annual returns			
Compliance support	Tax Clearance certificate			
Compliance support	Industry compliance			
Financial Management	Statements historic			
Financial Management	Annual Financial Statements			
Access to Market	supply-chains		R15 000	
Sub-total		**R74 500**	**R89 500**	
Monitoring & Evaluation Officer		R40 000		
Ranyaka Management fee		R24 600		
Grand total		**R139 100**	**R89 500**	**R228 600**

COR21.1

Certificate issued by the Companies and Intellectual Property Commission on Friday, March 04, 2022 10:56
Certificate of Confirmation

Companies and Intellectual Property Commission
a division of the dti group

Registration number	**2013 / 029973 / 08**
Enterprise Name	**RANYAKA COMMUNITY TRANSFORMATION NPC**
Enterprise Shortened Name	**None provided.**
Enterprise Translated Name	**None provided.**
Registration Date	**21/02/2013**
Business Start Date	**21/02/2013**
Enterprise Type	**Non Profit Company**
Enterprise Status	**In Business**
Financial year end	**February**
Main Business/Main Object	
Postal address	**1ST FLOOR CABERNET HOUSE WEST BRANDWACHT OFFICE PARK - TRUMALI ST STELLENBOSCH WESTERN CAPE 7600**
Address of registered office	**1ST FLOOR CABERNET HOUSE WEST BRANDWACHT OFFICE PARK - TRUMALI ST STELLENBOSCH WESTERN CAPE 7600**

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 086 100 2472, Website www.cipc.co.za

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9 3 6 0 8 8 6 1 5 2

COR21.1

Certificate issued by the Companies and Intellectual Property Commission on Friday, March 04, 2022 10:56
Certificate of Confirmation

Companies and Intellectual Property Commission
a member of the dti group

Registration number	**2013/029973/08**
Enterprise Name	**RANYAKA COMMUNITY TRANSFORMATION NPC**
Name	
Postal Address	

Active Directors / Officers

Surname and first names	ID number or date of birth	Director type	Appoint-ment date	Addresses
MATSAUNG, RAMOLOKWANE MATJALE	8002280322080	Director	27/01/2021	Postal: PO BOX 13732, HATFIELD, HATFIELD, GAUTENG, 0028 Residential: 24 MULBURRY GATE, 418 THE VILLAGE ROAD, MENLO PARK, GAUTENG, 0081
OLIVIER, JOHANNES LODEWIJK WIJNAND	6803145125085	Director	21/02/2013	Postal: 21 ROKEWOOD ROAD, DIE BOORD, STELLENBOSCH, WESTERN CAPE, 7600 Residential: 21 ROKEWOOD ROAD, DIE BOORD, STELLENBOSCH, WESTERN CAPE, 7600
BILA, BABALALA WILLIAM	7006205409089	Non Executive Director	21/02/2013	Postal: 40 TANJA STREET, THE REEDS, CENTURION, GAUTENG, 0158 Residential: 40 TANJA STREET, THE REEDS, CENTURION, GAUTENG, 0158

COR21.1

Companies and Intellectual Property Commission
a division of the dti group

Date: 24/02/2022 Our Reference: 9360886152

WILLEM SCHALK LUBBE
E-mail: pty@asl.co.za
POSTNET SUITE 408
PRIVATE BAG X15
SOMERSET WEST
7129

RE: Amendment to Company Information
Company Number: 2013/029973/08
Company Name: RANYAKA COMMUNITY TRANSFORMATION NPC

We have received a COR21.1 (Address Change) from you dated 24/02/2022.

The COR21.1 was accepted and placed on file.

With effect from 04/03/2022, the registered address was changed to:
1ST FLOOR CABERNET HOUSE WEST
BRANDWACHT OFFICE PARK - TRUMALI ST
STELLENBOSCH
WESTERN CAPE
7600

Yours truly

Commissioner: CIPC

Please Note:

The attached certificate can be validated on the CIPC web site at www.cipc.co.za.
The contents of the attached certificate was electronically transmitted to the South African Revenue Services.

CERTIFICATE OF REGISTRATION OF NONPROFIT ORGANIZATION

In terms of the Nonprofit Organisation Act, 1997, I am satisfied that

Ranyaka Community Investment Managers

(name of the organisation)

meets the requirements for registration.

The organisation's name was entered into the register on **06 February 2014**
(date)

Registration number **133-223 NPO**

Department of Social Development

Director's signature

Tax Exemption Unit

South African Revenue Service

Office
Head Office

Enquiries
Emmanuel Gumbi

Telephone
012 483 1733

Facsimile
010 208 3301

PBO Reference No.
930064087

Income Tax Reference No.
9293065182

Date
14 March 2019

THE PUBLIC REPRESENTATIVE
RANYAKA COMMUNITY TRANSFORMATION
PO BOX 920
STELLENBOSCH
7599

271 Veale Street
Brooklyn, Pretoria
PO Box 11955, Hatfield, 0028
Tel: +27 (12) 483-1700
www.sars.gov.za
teu@sars.gov.za

Dear Sir / Madam

INCOME TAX EXEMPTION APPROVED: RANYAKA COMMUNITY TRANSFORMATION

The South African Revenue Service (SARS) would like to confirm that your application for exemption from income tax has been approved as it meets the requirements of a Public Benefit Organisation (PBO) set out in section 30(3) of the Income Tax Act No 58 of 1962 (the Act). Your Income Tax Exemption has been granted in terms of section 10(1)(cN) of the Act with effect from 01 March 2014. Annual receipts and accruals will therefore be subject to the provisions of section 10(1)(cN) of the Act and accruals and receipts from trading or business activities which fall outside the parameters of section 10(1)(cN) will be subject to tax.

The following exemptions also apply and are limited to:

1. The public benefit organisation has been approved for purposes of section 18A(1)(a) of the Act and donations to the organisation will be tax deductible in the hands of the donors in terms of and subject to the limitations prescribed in section 18A of the Act with effect from 14 March 2019.
2. Donations made to or by the PBO are exempt from Donations Tax in terms of section 56(1)(h) of the Income Tax Act.
3. Exemption from the payment of Estate Duty in terms of section 4(h) of the Estate Duty Act No.45 of 1955.

In order to maintain your exempt status, the following conditions must be complied with:

1. When issuing a tax deductible receipt it must include the following information:
   a) The reference number (the PBO number quoted on this letter).
   b) The date of the receipt of the donation.
   c) The name and address of the organisation issuing the receipt to which enquiries may be directed.
   d) The name and address of the donor.
   e) The amount or nature of the donation if not in cash.

f) Certification that the receipt is issued for the purpose of section 18A and that the donation will be used exclusively for the activities which are approved for section 18A purposes.

g) The receipt must be issued in the year when the donation is received by the organisation approved for purposes of section 18A.

2. Furthermore, given the S18A approval granted; you must submit with your annual tax return, audit certificate stating that 18A funds for which 18A certificate were issued are utilised for 18A activities and supporting documentation which include the full particulars of all the receipts issued in respect of deductible donations and how these funds were spent.

3. Submit an annual Income Tax Return (IT12EI) by the due date via SARS eFiling or manually. Your IT12EI can be obtained by
   - Registering online at www.sarsefiling.co.za to access, request and submit the IT12EI electronically
   - Calling the SARS Contact Centre on 0800 00 SARS (7277)
   - Requesting an IT12EI by contacting the TEU on teu@sars.gov.za or calling (012) 483 1700
   - Requesting an IT12EI by visiting your local SARS branch.

4. Tax deductible receipts may only be issued for *bona fide* donations. Refer to Annexure A for more information in this regard.

5. The exemption approval as contained in this letter is subject to review on an annual basis by the TEU upon receipt of annual income tax return and S18A supporting documentation.

6. SARS must be informed in writing within 21 working days of any change in registered particulars (e.g. representative, change of name, address, trustee details, office bearers, etc.).

For further information or assistance, email your query to teu@sars.gov.za, visit the SARS website www.sars.gov.za, call the TEU on 012 483 1700 or visit the TEU offices. Kindly ensure that you have your ID and tax reference number on hand to enable SARS to assist you.

Sincerely

Emmanuel Gumbi
Tax Exemption Unit
ISSUED ON BEHALF OF THE COMMISSIONER FOR THE SOUTH AFRICAN REVENUE SERVICE

Annexure A: Information pertaining to S18A donations

What is considered a *bona fide* donation for S18A purposes?

A *bona fide* donation is a voluntary, gratuitous gift disposed of by the donor out of liberality or generosity, where the donee is enriched and the donor impoverished. There may be no *quid pro quo*, no reciprocal obligations and no personal benefit for the donor. If the donee gives any consideration at all it is not a donation. The donor may not impose conditions which could enable him or any connected person in relation to himself to derive some direct or indirect benefit from the application of the donation.

Examples of what does **NOT** constitute a *bona fide* donation for purposes of section 18A?

1. Donation of services rendered such as a professional person renders a skill free of charge.
2. An amount paid for attending a fundraising dinner, dance or charity golf day.
3. The amount paid for the successful bid of goods auctioned to raise funds by an organisation and Memorabilia, paintings, etc, donated to be auctioned to raise funds
4. Amounts paid for raffle or lottery tickets.
5. Amounts paid for school fees, entrance fees for school admittance or compulsory school levies.
6. Value of free rent, water and electricity provided by a lessor to the lessee which is an approved PBO.
7. Payments in respect of debt due

SARS

TAX COMPLIANCE STATUS

PIN Issued

RANYAKA COMMUNITY
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: 9293065182

Always quote this reference number when contacting SARS

Issue Date: 2022/02/09

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	Ranyaka Community Transformation
Trading Name	RANYAKA COMMUNITY INVESTMENT MANAGERS NPC
Tax Reference Number(s)	IT - 9293065182 PAYE - 7680802164
Purpose of Request	Good Standing
Request Reference Number	0030632496GS0902221149188
PIN	2BG57322EE
PIN Expiry Date	09/02/2023

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

7.11.2	**CONSIDERATION OF APPLICATIONS RECEIVED: 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 2022 / 2023: (**Local Tourism Organisations "LTO")

Collaborator No:
IDP KPA Ref No:
Meeting Date: **Grants Committee: 2022-06-06 & Mayco: 2022-06-08**

2. SUBJECT: CONSIDERATION OF APPLICATIONS RECEIVED: 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 2022 / 2023: (Local Tourism Organisations "LTO")

3. PURPOSE OF MEETING

To discuss and consider the funding applications for the 2022 / 2023 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.

4. DELEGATED AUTHORITY

Council

5. 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.

The notices of the applications for the funding of bodies performing a municipal function was advertised in the Eikestadnuus and the Paarl Post dated 21 April 2022, attached as **APPENDIX 1** of which the closing date to submit such applications was at 12:00 midday on 13 May 2022.

The following bodies submitted applications by the closing date for funding to perform the Tourism function for Council for the 2022 / 2023 financial year:

Applicant	**2022 / 2023 Funding Requested in Rand Value**
Franschhoek Wine Valley Tourism Association NPC	R2 424 149.00
Visit Stellenbosch NPC	R4 808 000.00
Total Funding Requested	**R7 232 149.00**

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

6. RECOMMENDATIONS

That Council approves the following allocations

a) that the amount of R1 940 918.00 be allocated to Franschhoek Wine Valley Tourism Association NPC for the 2022 / 2023 financial year; and

b) that the amount of R3 775 000.00 be allocated to Visit Stellenbosch NPC for the 2022 / 2023 financial year.

7. DISCUSSION /CONTENTS

The following applications for the funding were received.

6.1 Franschhoek Wine Valley Tourism Association NPC (Appendix 2)

Franschhoek Wine Valley Tourism Association NPC	
Tourism Functions	R2 424 149.00
Other Funding Sources	None indicated
TOTAL	**R2 424 149.00**

Compliance checks

Franschhoek Wine Valley Tourism Association NPC		Amount requested: R2 424 149.00
The following MUST accompany this application:		
1. A copy of the latest, audited financial statements.	✓	30 June 2021
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 Franschhoek Wine Valley Tourism Association NPC programmes description of the programmes; objective to be achieved; the deliverables; the potential outcomes; and the budget sought for the 2022 / 2023 financial year in the below table:

Key Strategic Objective 1:	**Performance Targets / Deliverables**	**Amount in Rand**	**Departmental Comment**	**Recommended Funding**
Branding – Create destination brand awareness with stakeholders and core domestic and foreign consumers.	Marketing collateral i.e of leisure events.	410 048.00	The Department supports the deliverable, as it does aim to facilitate the promotion of tourism within the area.	***410 048.00***
	Website maintenance to integrate with constant social media trends.			
	Measuring social media developments, better visuals, user friendly mobi site.			
	Continuous online brochure updates including wine route maps.			
	Production and dissemination of brochures			
	Schedule of tradeshows and exhibitions attended and type of exposure created and number of engagements: Franschhoek Bastille Festival Franschhoek Roof Top Event Art Franschhoek Cap Classique and Champagne Festival Franschhoek Open Gardens Franschhoek Summer Wines Franschhoek Winter Wines Winter Sculpture Fair Franschhoek Culinary Collective Franschhoek Classic Car Festival Franschhoek Fridays Franschhoek Mystery Weekends			

Key Strategic Objective 2:	Performance Targets / Deliverables	Amount in Rand	Departmental Comment	Recommended Funding
Sustainable Development - An inclusive tourism industry by facilitating tourism development and growth.	Develop / maintain 8 community tourism products / projects Create a marketing platform for emerging entrepreneurs, facilitating enterprise growth and development. Establish linkages between emerging entrepreneurs and established tourism business to integrate SMME development programmes. Development of geographical routes to enable the distribution of tourists throughout the municipal geographical area, encouraging the geographic spread of tourist activities.	483 231.00	The Department does not support the proposed deliverables, as the municipality already has a programme for training of Small Medium and Micro Enterprises ("SMME")	***Funding not supported***

Key Strategic Objective 3:	Performance Targets / Deliverables	Amount in Rand	Departmental Comment	Recommended Funding
Visitor Information Centre and Member Liaison – World Class Visitor Information Centre at the new office location. Better visibility and accessibility on Huguenot Road.	Increase tourist enquiries and bookings by 15%. Networking functions. Monthly membership meetings with all sectors.	1 530 870.00	The ongoing operations of the Visitors Centre is a core component of tourism or marketing of tourism within the area, and therefore the funding of this deliverables is supported. The Department do however need to note that there may exist a saving, dependent on whether the LTO will be using the municipal building.	***1 530 870.00***

Franschhoek Wine Valley Tourism Association NPC included all the required documentation and information to be considered and therefore it is thus proposed that the programmes as noted in the above table be funded in terms of the said policy for the of the 2022 / 2023 financial year which amount to **R1 940 918.00.**

6.2 Visit Stellenbosch NPC (APPENDIX 3)

Visit Stellenbosch NPC	
Tourism Functions	R4 808 000.00
Other Funding Sources	R2 650 000.00
TOTAL	**R7 458 000.00**

Compliance checks

Visit Stellenbosch NPC		Amount requested: R4 808 000.00
The following MUST accompany this application:		
1. A copy of the latest, audited financial statements.	✓	29 February 2021
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 2022 / 2023 financial year in the below table:

Key Strategic Objective 1	Performance Targets / Deliverables	Amount in Rand	Departmental Comment	Recommended Funding
Tourism Business Support / Stakeholder Support Programme – Business support programme is a mentoring, assessment and booster programme designed for tourism stakeholders to build resilient, sustainable tourism business and take steps towards recovering from economic insecurity.	Revive, support and mentor specialised tourism products, focussing on walking tours in Jamestown and Ida's Valley.	40 000.00	The project that entails the development of tourism products, that does not reside within the ambit of the municipal tourism function, and therefore the Department is partially supporting this project, and therefore only the marketing component.	***10 000.00***
	The services of a local community guide will enhance a visitor experience and need to be polished on an ongoing basis. Guides to be properly trained by an accredited service provider and registered accordingly.	60 000.00	The Department does not support this proposal, as it aims to providing training to tour guides, that is a function that could be dealt with through Council's SMME training programmes.	***Funding not supported.***
	First Aid refresher courses: registered guides have to complete first aid training every 3 years to retain their registrations. Train 10 guides at R2 800.00 each	28 000.00		
	Tourism professionalism coaching. Coaching for 20 tourism entrepreneurs at R1500.00 each.	30 000.00		
	Direct Sales and hosting of tourism educationals. Direct sales to 60 new potential clients including schools, corporates and tourism companies.	30 000.00	The Department supports the funding of this programmes, as it aims to promote the tourist industry especially to the youth.	***30 000.00***
	Website directory and product info pages for qualifying tourism businesses integrated with primary Visit Stellenbosch website.	15 000.00	The Department supports this proposal and requires that the website be continuously updated.	***15 000.00***
	Bags4Bread: Campaigns to collect bags, and then package, market and sell the products to support sustainability narrative.	20 000.00	The Department notes the intention of this project, but this project does not resort within the functional mandate for tourism and is therefore not supported.	***Funding not supported.***
	Ida's Valley marketplace consultation and business plan development.	40 000.00	The Department does not support the project, as this relates to the use of municipal infrastructure (informal trading site), and this function does not fall within the tourism function.	***Funding not supported.***
Sub total		***263 000.00***		***55 000.00***

Social Cohesion: use events and activation to unite communities around a central theme and goal.	Host two historical tours at R5000.00 per area: Kayamandi, Dwarsrivier, Die Vlakte, Stellenbosch University, Ida's Valley and Jamestown.	60 000.00	The Department supports this proposal as it does link with the spatial transformation objective of the municipality.	***60 000.00***
	Hope and Healing social justice walks.	45 000.00	The Department must note that the motivation for this programme does not create any linkages to tourism and is more motivated in respect of a social development project and does not directly relate to tourism, and therefore the project is not support.	***Funding not supported.***
	Host and promote two Amazink Stellenbosch FC watch parties in Kayamandi.	30 000.00	Although, the project is not directly related to tourism, but rather a sporting event, it must be noted that the impact of the football club in Stellenbosch may have direct spin-offs for tourism, luring tourists to Stellenbosch, therefore the project is supported.	***30 000.00***
Sub total		**135 000.00**		***90 000.00***

Key Strategic Objective 2	**Performance Targets / Deliverables**	**Amount in Rand**	**Departmental Comment**	**Recommended Funding**
Events and Projects – Wine Town Stellenbosch is a decentralised wine festival, creating opportunities for all tourism sectors, such as wine, restaurants, accommodation and experiences.	Logistics and coordination of a programme of events to attract visitors to Stellenbosch in the low season.	50 000.00	The Department notes that currently a number of events are occurring within the municipal area, and therefore a plethora of permitting applications and approvals are required. Therefore, the funding aims to coordinate the applications and also ensures that such applications are submitted timeously to the required authorities. The NPC will thus be required to provide Council with a list of such events, as well as the progress reports on a quarterly basis and therefore the funding is supported.	***50 000.00***
	Stellenbosch Wine Festival hosted in the Stellenbosch Town Hall is a two-day celebration of the best that Stellenbosch has to offer. This will provide a platform for 50 – 60 producers to show their wines. +/-500 tickets will be sold.	150 000.00	The Department support this project.	***150 000.00***
	Extensive marketing and communication plan, position Wine Town Stellenbosch as the annual must-do event.	50 000.00	The Department supports this project.	***50 000.00***
Sub total		***250 000.00***		***250 000.00***

Lifestyle Events	Performance Targets / Deliverables	Amount in Rand	Departmental Comment	Recommended Funding
Events have the potential to attract high level tourism. They provide opportunities for marketing, employment and promotion of products and services.	Stellenbosch Street Soiree: these popular, bi- weekly, pop up wine festivals held during the summer months earning a lot of publicity, create economic opportunities for wine farms, provide jobs and stimulate the restaurant activity.	80 000.00	The Department supports this project.	***80 000.00***
	Annually, the Stellenbosch Wine Routes collaborates with the Woordfees to offer and host a range of events during the festival.	50 000.00	The Department support this Project.	***50 000.00***
	Harvest Parade: Annual parade celebrating the upcoming harvest event and the contributions made by agri- workers.	120 000.00	The Department supports this project.	***120 000.00***
Sub Total		***250 000.00***		***250 000.00***
Events: Business of Wine Tourism Conference – host destination of choice for the Business of Wine Tourism Conference bid.	Bring the Business of Wine Tourism back to Stellenbosch	50 000.00	The Department notes that this proposal is aimed at preparing a bid for hosting the Wine Tourism Conference. It must be noted that the conference aims at hosting ±100 delegates, which may have an impact on luring other conferences.	***50 000.00***
Sub-Total		***50 000.00***		***50 000.00***
Event: Garden Town Stellenbosch. Linked to the established National activation Garden Day.	Coordinate a 10-day programme of Garden Tours, Open Gardens, activations in the CBD and Speakers Programme, tours and walks, providing support to private gardens that open for visitors.	100 000.00	The Department partially supports the project, specifically as the Garden Week event has had major successes previously. The Department however does not support spending municipal funds for proving support to privately owned gardens.	***50 000.00***
	Package Stellenbosch: create packages with accommodation, meals and activities from the programme to make it easy for visitors to stay over and experience Stellenbosch.	20 000.00	The Department supports this project.	***20 000.00***
	Community teas: Several Dorpies will host a tea for community groups and link to the Best Garden Competition.	10 000.00	The Department supports this project.	***10 000.00***
	Extensive Marketing programme: Press releases, social media, digital campaigns, influence engagement.	50 000.00	The Department supports this project.	***50 000.00***
Sub-Total		***180 000.00***		***130 000.00***

Key Strategic Objective 3	Performance Targets / Deliverables	Amount in Rand	Departmental Comment	Recommended Funding
Project: Stay in Stellenbosch. Increase overnight stays in Stellenbosch during peak and off-peak periods.	Stay Stellenbosch Campaign: Dedicated marketing campaign to encourage overnight stays and promote the Stay Stellenbucks activation.	50 000.00	The Department support this project, as it is aimed at luring tourists to the region.	***50 000.00***
	Increased and accelerated hosting of inbound tour operators.	70 000.00	The Department supports this project.	***70 000.00***
	Stay and Play Campaigns. Marketing campaigns to drive the message that Stellenbosch is a convenient and warm-hearted destination for the hyper local to visit, stay and play.	50 000.00	The project and its description is seemingly similar to the Stay Stellenbosch and the Experience Stellenbosch Campaigns and therefore it is seen as a duplication.	***Funding is not supported.***
Sub-Total		***170 000.00***		***120 000.00***
Project Taste Stellenbosch: Promote and position Stellenbosch as the leading culinary destination in South Africa.	Restaurant Focus: create top of mind awareness and maximise support and interest for the Taste Stellenbosch Restaurant activation and its related activities.	80 000.00	The Department supports this project.	***80 000.00***
Sub-Total		***80 000.00***		***80 000.00***
Experience Stellenbosch: Make Stellenbosch the destination of choice for sport, adventure and outdoor enthusiasts.	Digital campaign to position Stellenbosch as the destination for outdoor adventures, adrenalin junkies, mountain bikers and casual cyclists.	80 000.00	The Department supports this project, but limited the funding in accordance to the other projects.	***50 000.00***
	Expand collaboration with cycling clubs, bringing together cycling initiatives and organisations to promote cycling activities and events in and around town.	80 000.00	The project does have the potential to create opportunities for tourism, especially in respect of the hospitality offerings Stellenbosch possesses. The project indicates the necessary motivation in this regard, but it is not within the mandate of the municipality.	***Funding is not supported.***
	Large event bid support.	60 000.00	The Department does not support this project, as it is a speculative project with no clear targeted sporting event identified.	***Funding is not supported.***
Sub-Total		***220 000.00***		***50 000.00***
Meet in Stellenbosch: Continue to capitalise on the 2nd tier status to Cape Town MICE and increase to top 5 in Africa in ICCA ranking.	Host Business Tourism Showcase reintroducing Stellenbosch as a Business Tourism Destination.	150 000.00	The Department notes that funding was allocated to the 2021 / 2022 financial year to test the need for such conferencing facilities in Stellenbosch, as currently all large events are held in Cape Town at the CTICC and Century City, although the LTO has indicated that	***Funding is not supported.***

			conferences were placed on their website, no clear indication or evidence was submitted that substantiate the need for large conferencing in Stellenbosch, therefore the funding is not supported.	
	Host more DMC Familiarisation trips to Stellenbosch.	50 000.00	The Department supports the funding to promote Stellenbosch to Destination Management Companies "DMC".	***50 000.00***
Sub Total		***200 000.00***		***50 000.00***

Key Strategic Objective 3	**Performance Targets / Deliverables**	**Amount in Rand**	**Departmental Comment**	**Recommended Funding**
Visit Stellenbosch Visitor Centre: Offer and operate a Visitor Information Centre providing a frictionless visitor Experience.	Operate a visitor centre 362 days of the year: The visitor services centre provide information and aid to any current or potential tourists within a destination and its surrounding areas.	1 950 000.00	The Department supports the daily operations of the Visitors Centre.	***1 950 000.00***
	High level international marketing campaign to promote Stellenbosch to key source markets, including Germany, UK, USA etc.	350 000.00	The Department supports this project, but only the same amount as the 2021 / 2022 financial year.	***100 000.00***
Sub-Total		***2 300 000.00***		***2 050 000.00***
Dwarsrivier Projects / Visitor Centre: Offer and operate a Visitor Information Centre providing a frictionless visitor experience.	Develop full marketing and communication plan based on the brand plan. Implement and roll out brand elements and assets, complete marketing toolkit.	100 000.00	The Department supports this project.	***100 000.00***
	Revamp social media channels and drive digital presence and advancement.	50 000.00	The Department supports this project.	***50 000.00***
Sub-Total		***150 000.00***		***150 000.00***
Dwarsrivier: Information Centre – Offer and operate a Visitor Information Centre providing a frictionless visitor experience.	Operate a visitor centre: the Visitor services centre provide information and aid to any current or potential tourists with a destination and its surrounding areas.	250 000.00	The Department supports this project as the funding is required to ensure that the Pniel Tourism office remains operational.	***250 000.00***
	Marketing: invest in marketing opportunities, printed and digital collateral to support the promotion of Destination Dwarsrivier.	100 000.00	The Department does not support this project, as it is already funded as part of the Dwarsrivier Projects under the Visitors Centre.	***Funding is not supported.***
Sub-Total		***350 000.00***		***250 000.00***

Key Strategic Objective 4	Performance Targets / Deliverables	Amount in Rand	Departmental Comment	Recommended Funding
Dwarsrivier: Projects – Garden Week and other events. Linking in with garden day and Garden Week, Stellenbosch, Dwarsrivier plans to activate on various fronts.	Garden tours: Assist and support private gardeners to get their gardens ready to be included in the Private Garden Tours, signage, collateral, maps, admin and logistical arrangements.	50 000.00	The Department partially supports the project, specifically as the Garden Week event has had major successes previously. The Department however does not support spending municipal funds for providing support to privately owned gardens.	***30 000.00***
	Programme and workshops: offer a speaking programme and several showcases such as a chrysanthemum growing workshop.	20 000.00	The project is not supported by the Department, although the Garden Week is supported, this relates to the growing of plants and therefore this function forms part of the Department: Greening and not this Department.	***Funding is not supported.***
	Community social cohesion: Activate several celebratory events, celebrating gardening on 17th September.	20 000.00	The project is linked to Garden Week and is therefore supported.	***20 000.00***
Sub-Total		**90 000.00**		***50 000.00***
Event: Other Events: Use events to drive positioning, economic opportunities and destination visibility for Dwarsrivier.	Adam Small Festival: a celebration of Small's contribution to afrikaans; paying tribute to the life and times of Adam Small and celebrating Small's contribution to Afrikaans by various poets, writers and more.	35 000.00	Supported. Funding was increased as this festival has a big impact on tourism, luring tourists to Stellenbosch therefor the project budget was increased.	***50 000.00***
	Chrysanthemum Festival: the day includes the exhibition and selling of the beautiful chrysanthemums, info sessions and delicious home-made treats for sale.	35 000.00	Supported. Funding was increased as this festival has a big impact on tourism, luring tourists to Stellenbosch therefor the project budget was increased.	***50 000.00***
	Slawedag / Slaveday	50 000	Supported	***50 000.00***
Sub-Total		***120 000.00***		***R150 000.00***

Other sources of funding:

Donations	R250 000.00
Grants (CWDM / Wesgro)	R250 000.00
Grants (CWDM / Wesgro) for donations	R200 000.00
Marketing sponsorships	R0
Wine Member: Contributions	R800 000.00
Other Members: Contributions	R350 000.00
Stellenbosch Publicity Marketing	R800 000.00
Commercial Activities	R0
Total	R2 650 000.00

Visit Stellenbosch included all the required documentation and information to be considered for funding.

6.3 Evaluation of funding requests

Based on the factors mentioned in point 5 & 6 of this report, it is clear that the two (2) organisations that have submitted applications, also qualify to be considered for funding, which is Franschhoek Wine Valley Tourism Association NPC and Visit Stellenbosch NPC.

6.4 Financial Implications

A current available budget approved for the allocation of external bodies performing a function of Council is R5 771 368.00 as per ukey 20210705087386. The proposed budget to be allocated to Franschhoek Wine Valley Tourism Association NPC and Visit Stellenbosch NPC is R5 715 918.00. The Department therefore has sufficient budget for the 2022 / 2023 financial year to fund the proposals.

6.5 Legal Implications

The recommendations in this report complies with Council's policies and applicable legislation.

The successful applicants are required to submit quarterly reports reflecting accurately the application of the funds allocated and using the reporting template which will be provided by Council to them as specified in the Memorandum of Agreement ("MOA") which they are required to enter into with the Municipality.

6.6 Staff Implications

None

6.7 Risk Implications

Franschhoek Wine Valley Tourism Association NPC and Visit Stellenbosch NPC are entities funded to undertake a function of Council and is therefore also subject to reporting to the Auditor-General in terms of their Annual Financial Statements ("AFS") in terms of the Municipal Finance Management Act, Act 56 of 2000. Therefore, the Department will draft a reporting template to ensure that the financial reporting will be in accordance with the required financial reporting in terms of the relevant Generally Recognised Accounting Practices ("GRAP") and the MOA as signed with Council.

GRANTS-IN-AID COMMITTEE MEETING: 2022-05-06: ITEM 3.2

RECOMMENDATIONS

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

a) that the amount of R1 940 918.00 be allocated to Franschhoek Wine Valley Tourism Association NPC for the 2022 / 2023 financial year; and

b) that the amount of R3 775 000.00 be allocated to Visit Stellenbosch NPC for the 2022 / 2023 financial year.

APPENDICES

Appendix 1: Advertisement
Appendix 2: Franschhoek Wine Valley Tourism Association NPC submission
Appendix 3: Visit Stellenbosch NPC submission

FOR FURTHER DETAILS, CONTACT:

NAME	Lesley van Gensen
POSITION	Manager: Economic Development and Tourism
DIRECTORATE	PLANNING AND ECONOMIC DEVELOPMENT
CONTACT NUMBERS	021 808 8179
E-MAIL ADDRESS	Lesley.vanGensen@stellenbosch.gov.za
REPORT DATE	31 May 2022

APPENDIX 1

STELLENBOSCH

STELLENBOSCH • PNIEL • FRANSCHHOEK
MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Municipal Notice 41 / 2022

NOTICE: APPLICATIONS FOR THE FUNDING OF EXTERNAL BODIES PERFORMING A MUNICIPAL FUNCTION 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 2022 / 2023

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, Act 32 of 2000, and who qualify for financial assistance, to apply, in line with the aforementioned policy of the Stellenbosch Municipality.

Only organisations within the Stellenbosch (WC024) Municipality's administrative boundaries that provide the respective Municipal Functions of:

- Local Tourism;
- Management and updating the Stellenbosch Municipal Heritage Inventory; and
- Training of Small Medium and Micro Enterprises ("SMME") with a minimum of six (6) training programmes, and the Updating of the SMME Database for the Stellenbosch (WC024) Municipal Area, respectively.

Only applications received on the prescribed application form and accompanied by the required information, documentation, financial statements, covering letter, and supporting documentation received by the Office of the Manager: Economic Development & Tourism by no later than 12:00 midday on 13 May 2022 will be considered.

Applicants may also be required to conduct a presentation, as noted in the application form, to the Evaluation Panel.

Copies of the said policy and application from is available during office hours from the Offices of the Section: Economic Development & Tourism located at:

- 127 Dorp Street, Stellenbosch, 7600

Or by Email from:

- Sharon Pedro (Sharon.Pedro@stellenbosch.gov.za) / 021 808 8974

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

GARALDINE METTLER
MUNICIPAL MANAGER
Notice No: 41/2022

Munisipale Kennisgewing 41 / 2022

KENNISGWING: AANSOEK 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 MUNISIPAL FUNKSIE VERRIG, SAAMGELEES MET ARTIKEL 80(2) VAN DIE WET OP PLAASLIKE REGERING: MUNISIPALE STELSELSWET, WET 32 VAN 2000 VIR DIE 2022 / 2023 FINANSIELE JAAR

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

Slegs organisasies binne die Stellenbosch (WC024) Munisipale administratiewe grense wat die volgende onderskeie funksies verrig:

- Plaaslike Toerisme;
- Bestuur en Opdatering van die Stellenbosch Munisipale Erfenis Inventaris; en
- Verskaffing van ten minste ses (6) opleidingsprogramme vir Kleiner, Medium en Mikro Ondernemings ("SMME") en die opdatering van 'n SMME Databasis vir die Stellenbosch (WC024) Munisipale Area.

Slegs aansoeke wat op die voorgeskrewe aansoekvorm ingedien word en vergesel word van al die gevraagde inligting, dokumentasie, finansiele state, dekkingsbrief, en stawende dokumentasie wat ontvang word by die Kantoor van die Bestuurder: Ekonomiese Ontwikkeling & Toerisme teen 12:00 middag op 13 Mei 2022 sal oorweeg word. Aansoekers sal ook verlang word 'om n voorlegging te doen, soos aangetoon op die aansoekvorm, aan die Evalueringspaneel.

Afskrifte van die betrokke beleid en aansoekvorm is beskikbaar gedurende kantoorure by die Kantore van die Afdeling: Ekonomiese Ontwikkeling & Toerisme gelee te:

- Dorpstraat 127, Stellenbosch, 7600

Of per epos by:

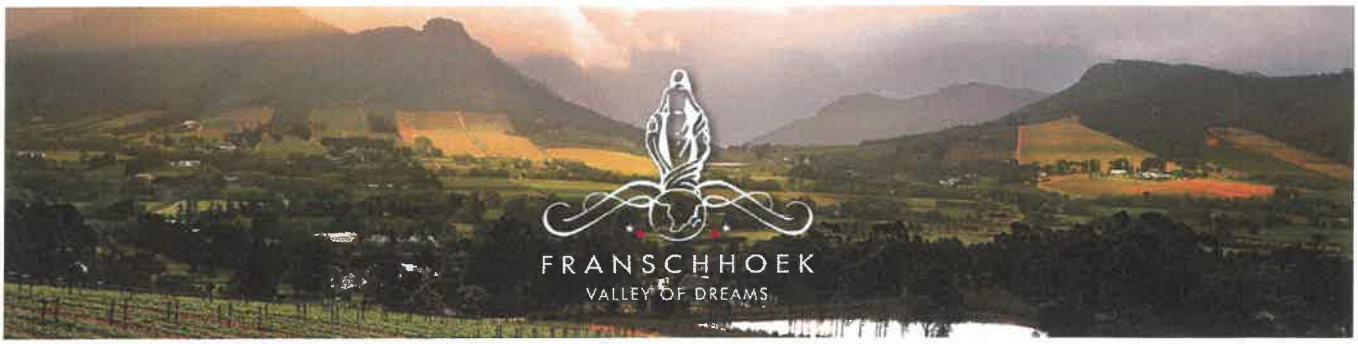
- Sharon Pedro (Sharon.Pedro@stellenbosch.gov.za) / 021 808 8974

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

GARALDINE METTLER
MUNISIPALE BESTUURDER
Kennisgewing Nr: 41 / 2022

XTXTBKNR-EN210422

APPENDIX 2



FRANSCHHOEK WINE VALLEY

ANNEXURE A: TOURISM PERFORMANCE INDICATORS FOR 2022/2023 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

Current Tourism Situation FWV

Tourism adds major value to Franschhoek and is a job intensive industry. FWV is predominantly an international tourism destination and suffered greatly during the Covid period. Our focus switched to local tourism which sustained our valley over weekends only for the past 2 years.

Global tourism growth trends suggests that the international tourism environment is fast changing and to compete with the leading tourism cities in the world Franschhoek should capitalize on and stay ahead of changes in technology, consumer tastes and travel patterns, environmental management and mounting safety and security concerns.

The challenge remains in visitors' Average Length of Stay and Real Daily Expenditure coupled with continued high seasonality are of concern and need to be addressed going forward.

KEY STRATEGIC OBJECTIVE 1: BRANDING total budget R 410 048

STRATEGIC GOALS	PERFORMANCE TARGETS	DELIVERABLES	KEY ACTIVITIES	TIMEFRAME
Increase Franschhoek Brand Awareness Executing (Valley of Dreams) all year round promotional campaign Ensuring visitor comfort Improving and	Create destination brand awareness with: • Stakeholders • Core trade • Core domestic consumers • Core foreign consumers • Focus on North American affluent market • New foreign	Marketing collateral i.e. of leisure and events Website maintenance to integrate with constant social media trends. Measuring social media developments, better visuals, user-friendly mobi site. Continuous online brochure updates including wine route maps	Project Plan of activities and timeframes on how to create marketing and branding awareness	All Project Plans due end January 2023 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 May / June 2023
			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	Project plan of timeframe for producing events calendars and distribution list due October / November 2022.

diversifying products and experiences Stimulate demand	markets i.e. Africa, Arabic/South East Asia		to various markets.	
Generate community involvement and support	Franschhoek Valley of Dreams Campaign	Target Gauteng Western Cape and KZN through paid advertising and targeted social media campaigns	Maintenance of website, reporting on number of hits per month, the most visited section As well as demographics of website visitors for data analysis	Project Plan due November 2022
Organizing effectively for growth	Franschhoek PR and Media. (Indication of where distributed.)	Number of events awareness	Identify events and awareness Franschhoek Bastille Festival Franschhoek Roof Top Event in Johannesburg Art Franschhoek Franschhoek Cap Classique & Champagne Festival Franschhoek Open Gardens Franschhoek Summer Wines Franschhoek Winter Wines Winter Sculpture Fair Franschhoek Culinary Collective Franschhoek Classic Car Festival Franschhoek Fridays Franschhoek Mystery Weekends	Action plan due October / November 2022
		Production and dissemination of brochures	Develop and updating of brochures and including the municipal logo and innovation capital logo	Action plan on development of brochures due September / October 2022

	To profile the Greater Stellenbosch as a tourism destination internationally and domestically through exhibitions and tradeshows	Schedule of Tradeshows and exhibitions attended and type of exposure created and number of engagements	Schedule of tradeshows and events envisaged to attend with budget implications Getaway Show Somerset West WTM Africa Cape Town Indaba Durban We are Africa Cape Town Provide feedback report on tradeshows 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.	Action plan on envisaged tradeshows and events to attend due January 2023 Action plan of including SMME's and emerging entrepreneurs to the events and tradeshows
				Action plan December 2022 **Monthly progress report on the milestones achieved in terms of key strategic objective 1**

KEY STRATEGIC OBJECTIVE 2: SUSTAINABLE DEVELOPMENT TOTAL BUDGET R 483 231

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	Develop vibrant economic hub Grow tourism route in the area – re-structuring of Rond en Bont Heritage & Culture Celebration SMME social media business marketing training Wine & Hospitality training Hospitality Tourism Training Academy for entrepreneurships Farmworker of the Year Awards – Elsenberg College School projects/educationals Franschhoek Literary Festival School choir project Training and skills development of guides and trail builders at Berg River Dam and assisting them in starting their own businesses Early Learning Centre (ELC)	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 Rond en Bont to be completely overall and re-initiated	Action plan on marketing support initiatives and implementation plan due November 2022 to February 2023

		financial assistance to secure the safety and security of all learners. Upgrade of facilities and assistance with skills development Assisting Live Craft Centre occupants by setting up a workshop in township for arts and craft Emergency medical services for Franschhoek Community by assisting supplier with lifesaving equipment Establishing a safety and security cluster to ensure the safety of residents and visitors alike		
	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 tradeshows and event, facilitation and assistance with deals etc. Bastille Festival Market 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 September / October 2022**
Creative and effective generic external stakeholder network	Establish linkages between emerging entrepreneurs and established tourism business to integrate SMME development programmes	Annexure of engagements and compilation of a plan of action for development of support programme indicating the possible placements and services that can be procured from SMME's	Support programme for development initiatives for tourism entrepreneurs with public and private stakeholders. Identification of relevant stakeholders to engage with to discuss support programme	List of possible stakeholders to form part of support programme Action plan of engagements and implementation of programme due September / October 2022
Destination Development	**Development of geographical routes to enable the distribution of tourist throughout the municipal geographic area, encouraging the**	**Re-instate and put new structures in place for Rond en Bont for the development and implementation of the Covid depleted route**	**Research on the identification of possible new routes and products and the maintaining of existing routes and products and the development of an implementation plan**	**Action plan of research due October / November 2022**

	geographic spread of tourist activities			

KEY STRATEGIC OBJECTIVE 3: VISITOR INFORMATION CENTRE AND MEMBER LIAISON R 1 530 870

STRATEGIC GOALS	PERFORMANCE TARGETS	DELIVERABLES	KEY ACTIVITIES	TIMEFRAME
World Class Visitor information Centre at the new office location better visibility and accessibility on Huguenot Road	Increase tourist enquiries and bookings by 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 2022
Membership	**Networking functions Monthly membership meetings with all sectors**	**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 2022**

KEY STRATEGIC OBJECTIVE 4: LEGISLATIVE COMPLIANCE

STRATEGIC GOALS	PERFORMANCE TARGETS	DELIVERABLES	KEY ACTIVITIES	TIMEFRAME
	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. 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.	Activities that will ensure compliance with the Policy for Bodies Performing a Municipal Function.	
				Compilation of annual report at end of

				financial year of milestones accomplished in terms of strategic objectives set.

I, Ruth Hilda McCourt, hereby agree to the set deliverables given to Franschhoek Wine Valley for the application for Bodies Performing a Municipal Function 2022/2023 financial year.

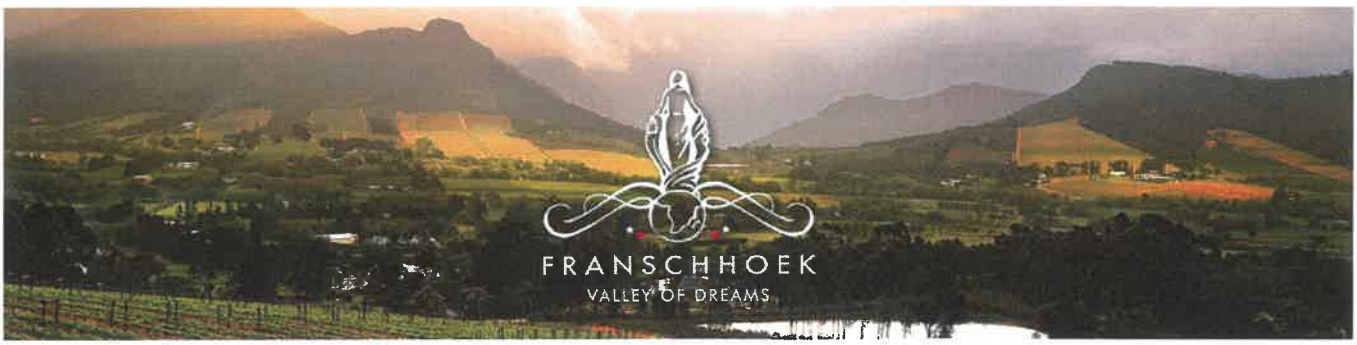
Signed.....RH McCourt.....

Name in full...RUTH HILDA MCCOURT.....

Witness signature.....

Witness name in full.....CYNTHIA BARNARD.....

Date .....12/5/2022.....



REPUBLIC OF SOUTH AFRICA
COMPANIES ACT, 1973

ARTICLES OF ASSOCIATION
OF A COMPANY WITHOUT A SHARE CAPITAL
NOT ADOPTING SCHEDULE 1
(Article 60(1); regulation 18)

Revised articles adopted by a special resolution passed at the annual general meeting of the association held on 29 November 2006.

Registration number of company: 2003/026592/08

NAME OF THE COMPANY
FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATION
(Association incorporated under Section 21)

A. The articles of Table A contained in Schedule 1 to the Companies Act 1973 shall not apply to the company.

B. The articles of the company are as follows:

1. DEFINITIONS

1.1 In these articles, unless inconsistent with the subject or context, the following expressions shall have the meaning as indicated hereunder:

"Act"	means the Companies Act, No 61 of 1973 as amended;
"articles"	means the articles of association of the company as set out herein;
"business day"	means any day of the week other than a Saturday, Sunday or public holiday in the Republic;
"board "	means the board established in terms of the articles;
"company"	**FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATION** (an association incorporated under Section 21 of the Act);
"director "	means a member of the board elected or appointed as provided for in the articles;
"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;
"in writing"	means written, printed or partly written and partly printed;
"member"	means a person whose name is listed as such in the register;
"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;

"register"	means the register of members of the company kept in terms of the Statutes;
"TGCSA"	Tourism Grading Council of South Africa;
"Republic"	the Republic of South Africa;
"Statutes"	the Act and any and every other statute or ordinance from time to time in force concerning companies and necessarily affecting the company;

1.2 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.

1.3 Headings to a clause or series of clauses shall not be considered in interpreting such clauses.

1.4 Where any term is defined within the context of any particular article in these articles, the term so defined, unless it is clear from the article in question that the term so defined has limited application to the relevant article, shall bear the meaning ascribed to it for all purposes in terms of these articles, notwithstanding that that term has not been defined in this definition clause.

1.5 Subject to the above definitions, words and expressions defined in the Act shall have the same meaning when used in these articles as in the Act.

1.6 If the provisions of these articles are in any way inconsistent with, or in conflict with, the provisions of the Statutes, the provisions of the Statutes shall prevail, and these articles shall be interpreted in all respects as being subject to the Statutes.

1.7 A reference to an article by number means the relevant article in these articles.

2. MEMBERSHIP

2.1 The members of the company shall be initially the subscribers to the memorandum of association who shall be deemed to be members, and such other persons, bodies or associations admitted to membership in accordance with these articles.

2.2.1 Subject to the provisions of Articles 2.2.2 and 2.2.3 those eligible to be members of the company shall consist of:-

(a) tourist establishments within the Franschhoek Valley;

(b) a vineyard that is a member of the Vignerons de Franschhoek;

(c) members of the general public resident in the Franschhoek Valley;

(d) business organisations within the Franschhoek Valley;

(e) any other tourist establishment, vineyard, member of the general public or business organisation that was a member on 1st July 2006.

2.2.2 A tourist establishment that:-

(a) Provides accommodation for tourists shall not be eligible for membership unless at the time of its application for membership or renewal of membership on or after 1st July 2007 it has a current Grading Certificate issued by the TGCSA;

(b) Is a restaurant or provides any other products, facilities or services for tourists (as well as to others) for which TGCSA issues Grading Certificates shall not be eligible for membership from the commencement of such membership year as may be determined by the Board;

(c) That has not previously been a member and has applied to TGCSA for a Grading Certificate (if required in terms article 2.2.2 (a) or (b) to be eligible for membership) may at the discretion of the Board be admitted as an associate member with the benefits of the rights but subject the restrictions specified in Article 2.4 for a period of not more than 6 (six) months or until the date on which a Grading Certificate is issued by TGCSA for that tourist establishment (whereupon such associate member shall become a full member) or is refused if earlier;

2.2.3 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.

2.3.1 The names of those admitted to membership and their status shall be entered in the register

2.3.2 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.

2.3.3 The membership of a member who fails to pay the annual membership fee in accordance with Article 2.3.2 shall be automatically suspended until payment thereof has been made in full.

2.3.4 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.

2.3.5 Notice of any increase in fees shall be given to members not later than 28 days before the commencement of each membership year.

2.4 The admittance of members (except a tourist establishment to which Article 2.2.2 (c) applies) in addition to the members stipulated in article 2.2.1 shall be at the discretion of the board by invitation only. Such members and tourist establishments to which Article 2.2.2 (c) applies 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.

2.5 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.

2.6 There is no limitation on the number of members of the company.

2.7 The board shall be entitled to terminate the membership of a member who failed to pay his membership fee within the 14 (fourteen) day period stipulated in article 3.1.2 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.

2.8 The rights, benefits, privileges and obligations of membership are not transferable.

2.9 Members shall treat as confidential all information concerning the company acquired on that basis.

2.10 The board of the 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 to 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.

3. **TERMINATION OF MEMBERSHIP**

3.1 A member shall cease to be a member of the company:

3.1.1 upon receipt by the chairman of the company of written notice from the member of his resignation from the company;

3.1.2 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;

3.1.3 If the board decides to terminate the membership of that member and gives written notice to that member of such termination:-

(a) On grounds considered reasonable in their discretion; or

(b) 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 of notice being given to that member by the board requiring that member to do so; or

(c) A number of complaints of a similar nature are made against that member; or

(d) 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

3.1.4 If that member:-

(a) is declared insolvent or of unsound mind by a competent court;

(b) 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

(c) dies

3.2 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.

4. ANNUAL GENERAL MEETING AND OTHER GENERAL MEETINGS

4.1 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.

4.2 Not more than 15 (fifteen) months shall elapse between the date of the 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.

4.3 All general meetings other than the annual general meeting shall be referred to simply as general meetings.

5. CALLING OF MEETINGS OF MEMBERS

5.1 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 181 of the Act, failing which such a meeting may be convened by the requisitionists themselves in accordance with the provisions of the aforesaid section 181.

5.2 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. TIME PERIODS TO CALL GENERAL MEETINGS

6.1 An annual general meeting and a meeting called for the passing of a special resolution shall be called on 21 (twenty-one) clear days notice in writing. A meeting of the company other than an annual general meeting and other than a meeting for the passing of a special resolution shall be called on 14 (fourteen) clear days notice in writing.

6.2 The period of notice shall be exclusive of the day on which it is served or deemed to be served and of the day for which it is given, and shall specify the place, the day and hour of the meeting, and in the case of special business, the general nature of such business.

6.3 Notice shall be given in a manner hereinafter mentioned or in such other manner, if any, as may be prescribed by the company in general meeting to such persons as are under the articles entitled to receive such notice.

6.4 The notice convening each annual general meeting of the company shall state:-

6.4.1 Which directors will then be retiring and whether they are offering themselves for re-election as directors;

6.4.2 That nominations to fill any vacancies as directors there may then be or will be following the retirement of directors in terms of article 10.3 must be made in writing endorsed with 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 not later than 14 clear days before the date of that annual general meeting;

6.5 Not less than five (5) business days before the date of that annual general meeting the company shall give members notice of any nominations made in terms of article 6.4.2 (but any failure to do so 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 always that such statement is not in the opinion of the board defamatory or otherwise objectionable.

6.6 A meeting of the company, notwithstanding that it is called by shorter notice than that specified in this article, 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.

6.7 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.

7. PROCEEDINGS AT GENERAL MEETINGS

7.1 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 (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.

7.2 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, 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.

7.3 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 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 199 of the Act as regards the requirements for the adoption of a special resolution.

7.4 Where a meeting has been adjourned as aforesaid or pursuant to article 7.7 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:

7.4.1 the date, time and place to which the meeting has been adjourned;

7.4.2 the matter before the meeting when it was adjourned; and

7.4.3 the ground for the adjournment.

7.5 The chairman of the board shall preside as chairman at every general meeting of the company.

7.6 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.

7.7 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 7.3 and 7.4 above shall mutatis mutandis apply to such adjournment.

7.8 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:

7.8.1 by the chairman of the meeting; or

7.8.2 by at least 5 (five) members present in person or by proxy having the right to vote at the meeting; or

7.8.3 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.

7.9 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.

7.10 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.

7.11 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.

7.12 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.

7.13 Subject to article 2.4 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.

7.14 Subject to article 7.15 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.

7.15 The membership fees due and paid by associate members shall not be taken into account in determining the total number of votes.

7.14 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.

7.15 On a poll votes may be given either personally or by proxy.

7.16 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.

7.17 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.

7.18 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.

7.19 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.

7.20 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.

7.21 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.

7.22 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. CONDUCT OF AFFAIRS OF THE COMPANY BY THE DIRECTORS

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 these articles, required to be exercised by the company in general meeting, subject nevertheless to any of these articles, to the provisions of the Act and to such regulations not inconsistent with the aforesaid articles 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. In particular, without limitation, the drawing up and implementation of the budget each year shall be the responsibility of the board of directors.

9. BORROWING POWERS

Subject to paragraph 5.4 of the memorandum of association of the company, the board may in their discretion, from time to time, raise or borrow from the members or other persons any sums of money for the purposes of the company. The directors may raise or secure the repayment of such moneys in such manner and upon such terms and conditions in all respects as they think fit, and in particular may mortgage or bind all or part of the undertaking, property and rights of the company, both present and future.

10. APPOINTMENT OF DIRECTORS

10.1 Subject to the provisions of article 12 the number of directors shall be not 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 and any person who is duly appointed as managing director or chief executive officer as an employee of the company in terms of article 11.1.

10.2 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.

10.3 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.

10.4 A person need not be a member of the company to qualify for appointment as director of the company.

10.5 A retiring director shall be eligible for re-election.

10.6 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 10.

10.7 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 7.3 and 7.4 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.

10.8 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.

10.9 Unless the members otherwise determine in general meeting, any casual vacancy occurring on the board (including in terms of article 10.12below) 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.

10.10 The directors shall 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 articles.

10.11 A director appointed in terms of articles 10.10 or 10.11 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.

10.12 The company may by ordinary resolution of which special notice has been given in accordance with section 220 of the Act remove any director before the expiration of his period of office, notwithstanding anything to the contrary contained in the articles or in any agreement between the company and such director.

10.13 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.

10.14 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.

10.15 The board shall elect , immediately after the annual general meeting at which these articles are 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.

10.16 If a 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

11. EXECUTIVE DIRECTORS

11.1 The board shall from time to time appoint an executive director or a chief executive officer, from 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 or the terms and conditions of any existing employment agreement in respect of an employee of the company. A director appointed accordingly shall not, while 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 11 below.

11.2 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.

11.3 Any executive director appointed in terms of article 11.1 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.

11.4 Subject to paragraph 5.14 of the memorandum of association of the company, the remuneration of a director appointed to any post or executive office in terms of article

11.4.1 shall be determined by an impartial quorum of the board of directors;

11.4.2 shall be paid to him over and above or instead of any normal remuneration he receives as director of the company, whatever the board may determine;

11.4.3 may comprise a salary or a commission or partially in one manner and partially in the other, whatever the board may determine.

12. DELEGATION OF POWERS TO EXECUTIVE COMMITTEE

12.1 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 restrictions 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.

12.2 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.

13. EXPENSES OF DIRECTORS

Subject to paragraph 5.14 of the memorandum of association of the company and excluding the remuneration payable in terms of article 11.4 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.

14. VACATING OF OFFICE

14.1 The office of a director shall be vacated if the director concerned :

14.1.1 ceases to be a director by virtue of section 218(1) of the Act;

14.1.2 becomes insolvent or makes an arrangement or composition with his creditors generally;

14.1.3 becomes in the discretion of the other directors so mentally or otherwise defective that he can no longer properly execute his office;

14.1.4 resigns his office by giving notice in writing to the company;

14.1.5 is restrained from being a director by reason of any order made under section 219 of the Act;

14.1.6 absents himself from 4 (four) consecutive meetings of the board without special leave of absence and it is resolved that his office be vacated;

14.1.7 is removed from office by resolution duly passed pursuant to section 220 of the Act;

14.1.8 was a member at 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.

15. MINUTES

15.1 The board shall cause minutes to be made in books provided for the purpose :

15.1.1 of all appointments of officers made by the board of directors;

15.1.2 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;

15.1.3 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 in such minutes.

15.2 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.

16. PROCEEDINGS OF THE BOARD OF DIRECTORS

16.1 The board may meet for the despatch of business, adjourn and otherwise regulate their meetings, as they think fit, provided that :

16.1.1 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

16.1.2 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.

16.2 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 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.

16.3 Unless absent from the Republic every director shall be entitled to receive notice of all meetings of the board of directors.

16.4 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 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.

16.5 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.

16.6 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.

17. COMMITTEES

17.1 The board may delegate any of its powers to committees consisting of such persons, 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 board of directors.

17.2 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 5 (five) minutes after the time appointed for holding the same, the members present may choose one of their number to be chairman.

17.3 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.

17.4 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 such 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.

18. VALIDITY OF ACTS

18.1 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.

18.2 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.

19. WRITTEN RESOLUTIONS

Subject to the Statutes :

19.1 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 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);

19.2 in the case of matters requiring urgent resolution or, if for any reason it is impracticable to meet as contemplated in the articles or pass a resolution as contemplated in article 19.1 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.

20. REGISTER OF MEMBERS

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 :

20.1 the names and addresses of the members;

20.2 the date at which the name of any person was entered in the register as a member;

20.3 whether the member is an associate or full member;

20.4 the membership fee due from such member and the date on which such fee was paid;

20.5 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.

21. ACCOUNTS

21.1 The board shall cause such accounting records to be kept as are prescribed by section 284 of the Act.

21.2 The accounting records shall be kept in the registered office of the company or at such other place in the Republic as the directors think fit, and shall always be open to the inspection of directors.

21.3 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 for the inspection of members not being directors and no member (not being a director) shall have any right of inspecting any account or book or document or record of the company except as conferred by statute or authorised by the board or by the company in general meeting.

21.4 The board shall from time to time in accordance with sections 286 and 288 of the Act, cause to be prepared and laid before the company in general meeting annual financial statements and group annual financial statements (if any).

21.5 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 21 (twenty-one) 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.

22. **AUDIT**

Auditors shall be appointed and their duties regulated in accordance with the Act.

23. **NOTICES**

23.1 A notice by the company to a member or a director and any document accompanying such notice may be:-

23.1.1 Given personally; or

23.1.2 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

23.1.3 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

23.1.4 Sent by email to such email address as he may have supplied to the company.

23.2 Notice of every general meeting shall be given in manner hereinbefore provided to :

23.2.1 every member of the company registered as such at the date of giving of such notice; and

23.2.2 every director of the company; and

23.2.3 the auditor of the company for the time being.

23.3 No other person shall be entitled to receive notices of general meetings.

23.4 Any notice shall be deemed to have been duly served, unless the contrary is proved, if:

23.4.1 delivered by hand during business hours on a business day on the day of delivery;

23.4.2 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;

23.4.3 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

23.4.4 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

23.5 The signature to any notice given by the company may be written or printed, or partly written and partly printed.

23.6 Notwithstanding anything to the contrary contained in the articles 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 boards, internet web sites and computer networks.

23.7 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.

24. INDEMNITY AND RESPONSIBILITY

24.1 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 became 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.

24.2 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.

25. 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.

AMENDMENT ONE

VIGNERONS DE FRANSCHHOEK CRITERIA FOR MEMBERSHIP INCORPORATED INTO THE FRANSCHHOEK WINE VALLEY CONSTITUTION AT THE ANNUAL GENERAL MEETING HELD ON 21 NOVEMBER 2013

The following are the criteria for membership of VdeF, together with the rationale for each:

1. ***the applicant produces wine.***
- it is unlikely that anyone would wish to be a member without meeting this criterion
- there is intentionally no definition of where the wines are vinified since a number of members elect to use wineries outside Franschhoek.

2. ***the applicant uses some grapes from the FWV geographic area.***
- one cannot insist that all grapes used are from the area; a number of members import grapes and wine from other areas as part of their proprietary business strategy
- the area must be the FWV geographic area since one cannot insist that VdeF members use Franschhoek Wine of Origin area grapes
- this would entitle the applicant to produce Wine of Origin Franschhoek wines which, together with the other criteria, should qualify them for membership.

3. ***the applicant owns or rents property located within the defined FWV geographic area.***
- the property would be expected to be vineyards, a winery or a tasting room, but could be any provided that it offers a powerful association with Franschhoek
- by definition, the geographic area must be synonymous with that of FWV of which VdeF is a part
- by definition, this area differs from that of the Franschhoek Wine of Origin and Wards one, two and three of the Stellenbosch municipal area.

4. ***the applicant must associate itself with Franschhoek.***

All applications will be assessed against the above four criteria. In the event that an applicant does not meet these criteria, the application will be adjudicated by Vignerons de Franschhoek leadership who will have the power to override these criteria in exceptional situations.

Republiek van Suid-Afrika
Maatskappywet 1973
(Artikel 64)

Republic of South Africa
Companies Act 1973
(Section 64)

Vorm/Form CM 3

FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATIO N .atskappy/Registration No. of Company

2003/026592/08

SERTIFIKAAT VAN INLYWING
van 'n Maatskappy sonder aandelekapitaal

CERTIFICATE OF INCORPORATION
of a Company without a share capital

Hierby word gesertifiseer dat/This is to certify that

FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATION

(Association incorporated under Section 21)

vandag ingelyf is kragtens die Maatskappywet, 1973 (Wet 61 van 1973) en dat die maatskappy 'n maatskappy beperk deur garansie is/en ingelyf is kragtens artikel 21 van die Wet.

was this day incorporated under the Companies Act, 1973 (Act 61 of 1973), and the company is a company limited by guarantee/and is incorporated under section 21 of the Act.

Geteken en geseël te Pretoria op hede die/Signed and sealed at Pretoria this 23

dag van/day of OCTOBER Tweeduisend en Drie (2003)/

Two Thousand and Three (2003)

Registrateur van Maatskappye/Registrar of Companies

Seël van die Registrasiekantoor vir Maatskappye.
Seal of Companies Registration Office

Hierdie sertifikaat is nie geldig nie, tensy geseël deur die seël van die Registrasiekantoor vir Maatskappye.
This certificate is not valid unless sealed by the seal of the Companies Registration Office.

NOTARIAL CERTIFICATE

I, the undersigned,

IAN VAN ZYL

Notary Public of PAARL, in the Cape Province, by lawful authority duly admitted and sworn, do hereby certify and attest unto all whom it may concern that I have collated and compared with the original the hereto annexed copy of the Certificate of Incorporation and the Memorandum and Articles of Association of

FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATION

(Association incorporated under Section 21)

AND I, the said Notary, do further certify and attest that the same is a true and faithful copy of the said original, and agree therewith in every respect. An act whereof being required, I have granted these presents under my Notarial Form and Seal to serve and avail as the occasion shall or may require.

THUS DONE AND PASSED at PAARL aforesaid, on this the 29th day of SEPTEMBER 2003.

NOTARY PUBLIC

NOTARIS / NOTARY PUBLIC • IAN VAN ZYL •

Notice of meeting of the Members of
Franschhoek Wine Valley Tourist Association NPC
("the Company")
Registration number: 2003/026592/08
13th July 2016

In terms of Article 6.1 of the Articles of Association of the Company, notice is hereby given of a general meeting of members.

The meeting of members will take place on **Thursday, 18th August 2016 at 16h00** and will take place at **Leopard's Leap Family Vineyards, Franschhoek.**

The purpose of the meeting is to consider and adopt a new Memorandum of Incorporation ("MOI") for the Company. The Companies Act of 2008 (Act 71 of 2008) requires companies to adopt a new MOI to replace the current Memorandum and Articles of Association.

The South African Revenue Services (SARS) has advised the Company that their current tax exemption granted in terms of section 10 (1)(d)(iii) has been amended. The main change that has been introduced, is that the Company's **founding document** must meet the requirements as set out in Section 30B of the Income Tax Act. The current Memorandum and Articles of Association do not contain all these requirements.

A revised MOI has been compiled to include all SARS requirements in order that the Company may register a new MOI with the Companies and Intellectual Properties Commission, therefore maintaining its tax exempt status with SARS.

1. Special Resolution
IT WAS RESOLVED THAT, in terms of section 60(1)(c)(ii) of the Companies Act of 2008 (Act 71 of 2008), as amended, ("the Companies Act") the company hereby approves and adopts in terms of section 60(5)(a) of the Companies Act, a new Memorandum of Incorporation, a copy of which has been tabled at this general meeting of members and initialed by the chairman of the general meeting for identification purposes, in substitution for the existing Memorandum and Articles of Association. The date on which the Memorandum of Incorporation becomes effective will be the date that this special resolution approving the Memorandum of Incorporation is adopted, irrespective of the date of filing thereof with the Companies and Intellectual Properties Commission.

IT WAS FURTHER RESOLVED that the Company be and is hereby incorporated in accordance with and governed by:
- the unalterable provisions of the Act; and
- the alterable provisions of the Act, subject to the limitations, extensions, variations or substitutions set out in this Memorandum of Incorporation; and
- the other provisions of this Memorandum of Incorporation.

2. Ordinary Resolution
IT WAS RESOLVED THAT, the chairman of the Meeting of Members held on Thursday, 18th August 2016 at 16h00 at Leopards' Leap Family Vineyards, Franschhoek, be and is hereby authorised to sign the Special Resolution on behalf of the members, whereby the Memorandum of Incorporation is approved and adopted.

A copy of the proposed MOI is attached to this Notice of Meeting of Members.

Chairman of the Board of Directors
Date: _____

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 71of 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 bodes 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 form 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 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 delivery, 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 filed 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 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 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 substation 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 became liable for by reason of any contract entered into or actor o 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 if 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: _____

STELLENBOSCH **APPENDIX A**

ST EL LEN BOSCH • P NIEL • FRA NSCH HOEK

Municipality • Umasipala • Munisipaliteit

APPLICATION: FUNDING OF EXTERNAL BODIES PERFORMING A MUNICIPAL FUNCTION 2022/2023

NOTE: ONLY APPLICATIONS ON THIS PRESCRIBED FORM SHALL 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 2003.. INFORMATION CENTRE AND TOURISM SERVICES TO LOCAL AND INTERNATIONAL VISITORS... DESTINATION MARKETING FOR ALL MEMBERS OF ASSOCIATION INCLUDING VIGNERONS DE FRANSCHHOEK, ACCOMMODATION, RESTAURANTS, RETAIL, ART GALLERIES AND SERVICES SOCIAL DEVELOPMENT PROJECTS AND TRAINING ARE UNDERTAKEN
C	**ADDRESS:** (i) Street (ii) Postal **62 HUGUENOT ROAD**..... .....**PO BOX 178**..... **FRANSCHHOEK**..... .....**FRANSCHHOEK**..... **7690**..... .....**7690**..... Contact details: Name and Surname: ...**RUTH McCOURT**..... Title/Position held: .....**CEO**..... Tel: **021 876 2861**..... E-mail: ceo@franschhoek.org.za.....
D	**LIST ALL THE BOARD / COMMITTEE MEMBERS OF THE ORGANIZATION:** Name and Surname: .....**HEIN KOEGELENBERG**..... Position: ..... **CHAIRMAN**..... Contact Address and tel. no: **LA MOTTE – 021 876 3119**..... Name and Surname: .....**JAN VAN HUYSSTEEN**..... Position: ..... **FINANCIAL DIRECTOR**..... Contact Address and tel. no: **RICKETY BRIDGE – 021 876 2129**.....

Name and Surname: .....**REG LASCARIS**.....

Position: .....**BOARD MEMBER**.....

Contact Address and tel. no: **ROSE COTTAGE - 0836263618**.....

Name and Surname: ..... **ANN FERREIRA**.....

Position: .....**BOARD MEMBERS**.....

Contact Address and tel. no: annferreira01@gmail.com - **0829091116**

Name and Surname: .....**RAYMOND NDLOVU**.....

Position: .....**BOARD MEMBER**.....

Contact Address and tel. no: **BLACK ELEPHANT VINTNERS – 021 876 2903**...

Name and Surname: .....**GORDON FRAZER**.....

Position: ..... **BOARD MEMBER**.....

Contact Address and tel. no: **AUBERGE CLERMONT - 021 876 3700**.....

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: ..... **RYNO BAKKES**.....

Position: ..... **BOARD MEMBER**.....

Contact Address and tel. no: **FRANSCHHOEK CELLAR – 021 876 2086**.....

Name and Surname: ..... **JEREMY DAVIDS**.....

Position: ..... **BOARD MEMBER**.....

Contact Address and tel. no: **FRANSCHHOEK HOSPITALITY ACADEMY – 0824725156**

Name and Surname: ..... **GERARD HOLDEN**.....

Position: ..... **VIGNERONS CHAIR**.....

Contact Address and tel. no: **HOLDEN MANZ - 021 876 2738**.....

E CATEGORY

Please categorise your application (mark with x):

1. Local Tourism **X**
2. Management and updating the Stellenbosch Municipal Heritage Inventory ☐
3. Training of SMME's and the Updating of the SMME Database for Stellenbosch Municipality **X** ☐

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.

IN ORDER TO CREATE A SUSTAINABLE, CREDIBLE AND CARING TOWN BY EMPOWERING AND BUILDING COMMUNITIES, PROMOTING GROWTH AND SHARING THROUGH PARTNERSHIPS, LOCAL ECONOMIC DEVELOPMENT AND TOURISM

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 / programme 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 / programme.
   - Information on the total cost of the project / programme 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.
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.
10. A valid Tax Clearance Certificate issued by SARS.
11. List and contact details of existing SMME's within the database.
12. Proof of hosting or facilitating SMME training sessions (e.g. Photographs, attendance register, etc.)

G THE FOLLOWING SHALL APPLY:

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 where and for which purpose the funding will be allocated.
2. The funding must be exclusively used for the purpose defined and motivated, 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 must 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 *inter alia* stipulates that the organisation or body has to:-

    - 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.

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 / programme applied for. For this purpose, organisations must submit financial statements and budget for the ensuing financial year.

15. Organisations who received funding from Stellenbosch Municipality during the previous financial year, are required to attach such proof to the 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).

16. SMME Training' funding applicants must be able to demonstrate that the following may be achieved within their 2022 / 2023:
    - Minimum of six (6) training opportunities must be held
    - The applicants must possess an existing database of SMME's within the Stellenbosch Municipal Area

(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 10th day of May 2022

R H Mc Court

Chairperson / Authorised Representative

Secretary

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 (Attention: Ms L van Gensen)
P O Box 17
Stellenbosch
7599

Or delivered to:

127 Dorp Street
Stellenbosch
7600

(ii) That the closing date for the submission of applications is: at

(iii) That **neither late nor incomplete applications** shall be considered.

FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATION NPC
(Registration number 2003/06592/08)
ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)
Annual Financial Statements for the year ended 30 June 2021

Contents

The reports and statements set out below comprise the annual financial statements presented to the shareholder:

Contents	Page
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Statement of Changes in Equity	9
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Notes to the Annual Financial Statements	15 - 18
The following supplementary information does not form part of the annual financial statements and is unaudited:	
Detailed Income Statement	19 - 20

Level of assurance

These 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 were prepared by LDP Compliance Proprietary Limited with assistance from JH van Huyssteen.

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)
Annual Financial Statements for the year ended 30 June 2021

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 annual financial statements and related financial information included in this report. It is their responsibility to ensure that the annual 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 annual 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 directors set 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 annual 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 2022 and, in the light of this review and the current financial position, they are satisfied that the company has or will have 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 annual financial statements set out on pages 5 to 20, which have been prepared on the going concern basis, were approved by the directors on ..... 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 18, which comprise the statement of financial position as at 30 June 2021, 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 annual 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 2021, 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 (ISAs). 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 Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards). We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Material uncertainty related to going concern

We draw attention to note 18 to the financial statements, which indicates that the company incurred a net loss of R1 232 507 during 2020 and is still in the process of recovering from the impact Covid-19 had on the tourism industry. As stated in note 18, these events or conditions, along with other matters as set forth in note 18, indicate that a material uncertainty exists that may cast significant doubt on the company's ability to continue as a going concern. Our opinion is not modified in respect of this matter.

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 20. The 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 on the other information obtained prior to the date of this auditor's report, 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.

GAUTENG: Regency Pavilion, Route 21 Corporate Park, Irene • T: +27 (0) 12 450 3860 • F: +27 (0) 12 345 3777
WESTERN CAPE: De Waterkant, 10 Helderberg Street, Stellenbosch • T: +27 (0) 21 888 5600 • F: +27 (0) 12 888 5697/8

info@ldp.co.za • www.ldp.co.za

LDP CHARTERED ACCOUNTANTS AND AUDITORS INC • Reg nr 1994/001617/21

Responsibilities of the directors for the 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 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 Chartered Accountants and Auditors Incorporated
Registered Auditor
HF Joubert
Director

Stellenbosch
Date:.....

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 2021

Directors' Report

The directors have pleasure in submitting their report on the annual financial statements of Franschhoek Wine Valley Tourist Association NPC for the year ended 30 June 2021.

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:

Directors	Changes
HF Koegelenberg (Chairman)	
GR Frazer	
N Friedman	Resigned Monday, 30 November 2020
L Coltart	Resigned Saturday, 31 October 2020
RGR Lascaris	
RSM Ndlovo	
MT Rutherford	Resigned Sunday, 28 February 2021
CJ Malherbe	
AH Kleinhans-Curd	
C Mullineux	
B Garner	Resigned Monday, 30 November 2020
A Ferreira	
F Schaefer	Appointed Sunday, 01 November 2020
R Bakkes	Appointed Sunday, 01 November 2020
JE Davids	Appointed Sunday, 01 November 2020
JH van Huyssteen	Appointed Monday, 01 March 2021

3. Events after the reporting period

The Covid-19 pandemic continues to have a severe impact on the South African and global economy and will undoubtedly impact the company's operations in the future. The directors are actively monitoring the impact and taking steps to address the risk.

Other than the above 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 annual financial statements have been prepared on a going concern basis.

The economic impact of the Covid-19 pandemic is still playing out and the directors acknowledge that there is still a possibility of challenges in the 2022 financial year. The directors have satisfied themselves that the company is in a sound financial position and that it has access to sufficient cash or borrowing facilities to meet its foreseeable cash requirements. In addition the company has implemented a number of cost saving mechanisms to ensure they are able to remain liquid and solvent. 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.

The company was able to turn a profit during 2021 in contrast to the net loss of R1 232 507 that was incurred during 2020. The company has undergone significant changes in their strategy to service the tourism industry and stay afloat during these challenging times. The aim of the company has shifted from planning and managing festivals to marketing for the tourism industry. Through cutting costs and managing the cash flows intensively, the company was able to survive the lock downs imposed by the South African Government and is slowly recovering. The directors believe the company will continue to be a going concern in the foreseeable future.

Directors' Report

5. 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.

6. Secretary

The company had no secretary during the year.

7. Accounting policies

The International Financial Reporting Standards for Small and Medium-sized Entities was used in the current year. This is consistent with the prior year.

8. Non-current assets

There were no changes in the nature of the non-current assets of the company during the years as well as the policy relating to its use. Additions and disposals during the current period is set out in note 2 to the financial statements.

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)
Annual Financial Statements for the year ended 30 June 2021

Statement of Financial Position as at 30 June 2021

Figures in Rand	Notes	2021	2020
Assets			
Non-Current Assets			
Property, plant and equipment	2	24 549	19 360
Intangible assets	3	32 587	29 475
		57 136	**48 835**
Current Assets			
Inventories	4	20 553	26 030
Trade and other receivables	5	679 250	156 883
Cash and cash equivalents	6	1 371 718	446 213
		2 071 521	**629 126**
Total Assets		**2 128 657**	**677 961**
Equity and Liabilities			
Equity			
Retained income		584 929	292 859
Liabilities			
Current Liabilities			
Trade and other payables	7	1 526 923	202 007
Provisions	8	16 805	183 095
		1 543 728	**385 102**
Total Equity and Liabilities		**2 128 657**	**677 961**

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)
Annual Financial Statements for the year ended 30 June 2021

Statement of Profit or Loss and Other Comprehensive Income

Figures in Rand	Notes	2021	2020
Revenue	9	3 624 331	8 022 996
Cost of sales	10	(1 377 426)	(6 303 197)
Gross profit		**2 246 905**	**1 719 799**
Other income		170 910	669 625
Operating expenses		(2 147 335)	(3 675 317)
Operating profit (loss)	11	**270 480**	**(1 285 893)**
Investment revenue	12	21 590	53 386
Profit (loss) for the year		**292 070**	**(1 232 507)**
Other comprehensive income		-	-
Total comprehensive income (loss) for the year		**292 070**	**(1 232 507)**

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)
Annual Financial Statements for the year ended 30 June 2021

Statement of Changes in Equity

Figures in Rand	Retained income	Total equity
Balance at 01 July 2019	**1 525 366**	**1 525 366**
Loss for the year	(1 232 507)	(1 232 507)
Other comprehensive income	-	-
Total comprehensive loss for the year	**(1 232 507)**	**(1 232 507)**
Balance at 01 July 2020	**292 859**	**292 859**
Profit for the year	292 070	292 070
Other comprehensive income	-	-
Total comprehensive income for the year	**292 070**	**292 070**
Balance at 30 June 2021	**584 929**	**584 929**

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)
Annual Financial Statements for the year ended 30 June 2021

Statement of Cash Flows

Figures in Rand	Notes	2021	2020
Cash flows from operating activities			
Cash receipts from customers		3 101 964	8 884 396
Cash paid to suppliers and employees		(2 170 208)	(9 663 148)
Cash generated from (used in) operations	15	931 756	(778 752)
Interest income		21 590	53 386
Net cash from / (used in) operating activities		**953 346**	**(725 366)**
Cash flows from investing activities			
Purchase of property, plant and equipment	2	(14 998)	(9 999)
Purchase of intangible assets	3	(12 843)	-
Net cash used in investing activities		**(27 841)**	**(9 999)**
Total cash movement for the year		**925 505**	**(735 365)**
Cash at the beginning of the year		446 213	1 181 578
Total cash at end of the year	6	**1 371 718**	**446 213**

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)
Annual Financial Statements for the year ended 30 June 2021

Accounting Policies

1. Basis of preparation and summary of significant accounting policies

The annual 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 annual 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

Critical judgements in applying accounting policies

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

Useful lives of property, plant and equipment

The company reviews the estimated useful lives of property, plant and equipment when changing circumstances indicate that they may have changed since the most recent reporting date. During the current year, the directors determined that the useful lives of property, plant and equipment remains unchanged.

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 profit or loss and other comprehensive income, the company makes judgement as to whether there is observable data indicating a measurable decrease in the estimate future cash flows from a financial asset.

The impairment for the financial assets measured at cost and amortised cost is calculated on a portfolio basis, based on the 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.

1.2 Property, plant and equipment

Property, plant and equipment are tangible assets which the company holds for its own use or for rental to others and which are expected to be used for more than one period.

Property, plant and equipment is initially measured at cost.

Cost includes 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.

Expenditure incurred subsequently for major services, additions to or replacements of parts of property, plant and equipment are capitalised if it is probable that future economic benefits associated with the expenditure will flow to the company and the cost can be measured reliably. Day to day servicing costs are included in profit or loss in the period in which they are incurred.

Property, plant and equipment is subsequently stated at cost less accumulated depreciation and any accumulated impairment losses, except for land which is stated at cost less any accumulated impairment losses.

Depreciation of an asset commences when the asset is available for use as intended by management. Depreciation is charged to write off the asset's carrying amount over its estimated useful life to its estimated residual value, using a method that best reflects the pattern in which the asset's economic benefits are consumed by the company.

Leased assets are depreciated in a consistent manner over the shorter of their expected useful lives and the lease term.

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)
Annual Financial Statements for the year ended 30 June 2021

Accounting Policies

1.2 Property, plant and equipment (continued)

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Depreciation method	Average useful life
Other fixed assets	Straight line	3 years
Office furniture and fixtures	Straight line	3 years
Office equipment	Straight line	6 years
IT equipment	Straight line	3 years

When indicators are present that the useful lives and residual values of items of property, plant and equipment have changed since the most recent annual reporting date, they are reassessed. Any changes are accounted for prospectively as a change in accounting estimate.

Impairment tests are performed on property, plant and equipment when there is an indicator that they may be impaired. When the carrying amount of an item of property, plant and equipment is assessed to be higher than the estimated recoverable amount, an impairment loss is recognised immediately in profit or loss to bring the carrying amount in line with the recoverable amount.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its continued use or disposal. Any gain or loss arising from the derecognition of an item of property, plant and equipment, determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item, is included in profit or loss when the item is derecognised.

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 straight-line basis, as follows:

Item	Depreciation method	Average useful life
Trademarks	Straight line	10 years

1.4 Financial instruments

Initial measurement

Financial instruments are initially measured at the transaction price (including transaction costs except in the initial measurement of financial assets and liabilities that are measured at fair value through profit or loss) unless the arrangement constitutes, in effect, a financing transaction in which case it is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial instruments at amortised cost

These include loans, trade receivables and trade payables. Those debt instruments which meet the criteria in section 11.8(b) of the standard, are subsequently measured at amortised cost using the effective interest method. Debt instruments which are classified as current assets or current liabilities are measured at the undiscounted amount of the cash expected to be received or paid, unless the arrangement effectively constitutes a financing transaction.

At each reporting date, the carrying amounts of assets held in this category are reviewed to determine whether there is any objective evidence of impairment. If there is objective evidence, the recoverable amount is estimated and compared with the 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.

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 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 and contingencies

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.

Accounting Policies

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.

1.11 Revenue

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.

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 2021

Notes to the Annual Financial Statements

Figures in Rand	2021	2020

2. Property, plant and equipment

	2021			2020		
	Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
Other fixed assets	-	-	-	114 758	(114 758)	-
Furniture and fixtures	6 436	(5 721)	715	6 436	(3 576)	2 860
Office equipment	50 448	(28 228)	22 220	35 449	(26 561)	8 888
IT equipment	202 143	(200 529)	1 614	202 143	(194 531)	7 612
Total	**259 027**	**(234 478)**	**24 549**	**358 786**	**(339 426)**	**19 360**

Reconciliation of property, plant and equipment - 2021

	Opening balance	Additions	Depreciation	Closing balance
Furniture and fixtures	2 860	-	(2 145)	715
Office equipment	8 888	14 998	(1 666)	22 220
IT equipment	7 612	-	(5 998)	1 614
	19 360	**14 998**	**(9 809)**	**24 549**

Reconciliation of property, plant and equipment - 2020

	Opening balance	Additions	Depreciation	Closing balance
Furniture and fixtures	5 006	-	(2 146)	2 860
Office equipment	907	9 999	(2 018)	8 888
IT equipment	16 472	-	(8 860)	7 612
	22 385	**9 999**	**(13 024)**	**19 360**

3. Intangible assets

	2021			2020		
	Cost	Accumulated amortisation	Carrying value	Cost	Accumulated amortisation	Carrying value
Trademarks	137 735	(105 148)	32 587	124 892	(95 417)	29 475

Reconciliation of intangible assets - 2021

	Opening balance	Additions	Amortisation	Total
Trademarks	29 475	12 843	(9 731)	32 587

Reconciliation of intangible assets - 2020

	Opening balance	Amortisation	Impairment loss	Total
Trademarks	44 750	(12 025)	(3 250)	29 475

4. Inventories

Merchandise	20 553	26 030

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)
Annual Financial Statements for the year ended 30 June 2021

Notes to the Annual Financial Statements

Figures in Rand	2021	2020

5. Trade and other receivables

Trade receivables	663 168	139 833
Security project	-	1 250
Deposits	8 400	8 400
Bastille 2020	4 000	-
Franschhoek Strenght Together Campaign	-	3 500
Netcash retension	3 682	3 900
	679 250	**156 883**

6. Cash and cash equivalents

Cash and cash equivalents consist of:

Cash on hand	4 425	31 521
Bank balances	1 367 293	414 692
	1 371 718	**446 213**

7. Trade and other payables

Trade payables	187 594	55 106
Franschhoek Theatre - Movies	-	7 877
Value-added taxation	22 369	932
Dwarsrivier loan account	42 756	35 964
Bastille 2020	-	34 000
Vignerons DSTV Rate Race Video	13 043	-
Winelands Trails	2 309	-
Vignerons Technical Benchmarking	9 835	9 835
Restaurant 2021 Relief Fund	883 726	-
Mystery Weekend	354 410	19 145
Berg River Dam Trails	820	33 500
Mont Rochelle permit sales	4 965	5 648
Christmas Lights Project	5 096	-
	1 526 923	**202 007**

8. Provisions

Reconciliation of provisions - 2021

	Opening balance	Additions	Utilised during the year	Total
Provisions for leave pay	183 095	16 805	(183 095)	16 805

Reconciliation of provisions - 2020

	Opening balance	Additions	Reversed during the year	Total
Provisions for leave pay	156 225	183 095	(156 225)	183 095

Provision for leave pay is calculated by applying the pay rate per day for each employee to the number of leave days outstanding at year end, as set out in the Company policy.

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)
Annual Financial Statements for the year ended 30 June 2021

Notes to the Annual Financial Statements

Figures in Rand	2021	2020
9. Revenue		
Sale of goods	71 760	42 158
Membership fees and other income	1 035 900	1 306 772
Dwarsrivier tourism	276 006	114 388
Municipal grant	1 475 000	1 654 489
Development income	45 000	181 500
Promotions and events	387 130	4 723 689
Mystery weekends	333 535	-
	3 624 331	**8 022 996**
10. Cost of sales		
Rendering of services		
Overheads	-	17 632
Maps Tourism Routes	3 200	60 494
Marketing	13 461	23 496
E-Commerce	81 223	41 325
Development	82 557	278 100
Promotions and events	885 657	5 293 738
Sundry purchases	11 572	2 384
Dwarsrivier tourism	276 006	586 028
Franschhoek networking	23 750	-
	1 377 426	**6 303 197**
11. Operating profit (loss)		
Operating profit (loss) for the year is stated after accounting for the following:		
Operating lease charges		
Equipment		
• Contractual amounts	106 135	124 526
Loss on disposal of trademark	-	(2 461)
Amortisation on intangible assets	9 731	12 814
Depreciation on property, plant and equipment	9 809	13 024
Employee costs	1 273 390	2 096 047
12. Investment revenue		
Interest revenue		
Bank	21 590	53 386
13. Taxation		
Major components of the tax expense		
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. Direct marketing costs		
Advertising	9 700	19 015
Members' benefits	-	10 073
Promotion	393	769
Public relations	89 999	253 800
	100 092	**283 657**

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)
Annual Financial Statements for the year ended 30 June 2021

Notes to the Annual Financial Statements

Figures in Rand	2021	2020
15. Cash generated from (used in) operations		
Profit (loss) before taxation	292 070	(1 232 507)
Adjustments for:		
Depreciation and amortisation	19 540	25 838
Loss on sale of assets	-	2 461
Interest received	(21 590)	(53 386)
Movements in provisions	(166 290)	26 870
Changes in working capital:		
Inventories	5 477	(18 408)
Trade and other receivables	(522 367)	861 400
Trade and other payables	1 324 916	(391 020)
	931 756	**(778 752)**

16. Directors' remuneration

No emoluments were paid to the directors or any individuals holding a prescribed office during the year (2020: RNill).

17. Comparative figures

Certain comparative figures have been reclassified, the effect of which is not material.

18. Going concern

The directors believe that the company has adequate financial resources to continue in operation for the foreseeable future and accordingly the annual financial statements have been prepared on a going concern basis.

The economic impact of the Covid-19 pandemic is still playing out and the directors acknowledge that there is still a possibility of challenges in the 2022 financial year. The directors have satisfied themselves that the company is in a sound financial position and that it has access to sufficient cash or borrowing facilities to meet its foreseeable cash requirements. In addition the company has implemented a number of cost saving mechanisms to ensure they are able to remain liquid and solvent. 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.

The company was able to turn a profit during 2021 in contrast to the net loss of R1 232 507 that was incurred during 2020. The company has undergone significant changes in their strategy to service the tourism industry and stay afloat during these challenging times. The aim of the company has shifted from planning and managing festivals to marketing for the tourism industry. Through cutting costs and managing the cash flows intensively, the company was able to survive the lock downs imposed by the South African government and is slowly recovering. The directors believe the company will continue to be a going concern in the foreseeable future.

19. Events after the reporting period

The Covid-19 pandemic continues to have a severe impact on the South African and global economy and will undoubtedly impact the company's operations in the future. The directors are actively monitoring the impact and taking steps to address the risk.

Other than the above the directors are not aware of any material event which occurred after the reporting date and up to the date of this report.

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)
Annual Financial Statements for the year ended 30 June 2021

Detailed Income Statement

Figures in Rand	Notes	2021	2020
Revenue			
Sale of goods		71 760	42 158
Membership fees and other income		1 035 900	1 306 772
Dwarsrivier tourism		276 006	114 388
Municipal grant		1 475 000	1 654 489
Mystery weekends		333 535	-
Development income		45 000	181 500
Promotions and events		387 130	4 723 689
	9	**3 624 331**	**8 022 996**
Cost of sales	10	**(1 377 426)**	**(6 303 197)**
Gross profit		**2 246 905**	**1 719 799**
Other income			
Commissions received		20 049	8 633
Franschhoek networking		8 843	-
Other income		-	299
Tourism levies		142 018	660 693
		170 910	**669 625**
Expenses (Refer to page 20)		**(2 147 335)**	**(3 675 317)**
Operating profit (loss)	11	**270 480**	**(1 285 893)**
Investment income	12	21 590	53 386
Profit (loss) for the year		**292 070**	**(1 232 507)**

The following supplementary information does not form part of the annual financial statements and is unaudited.

Franschhoek Wine Valley Tourist Association NPC

(Registration number: 2003/06592/08)
Annual Financial Statements for the year ended 30 June 2021

Detailed Income Statement

Figures in Rand	Notes	2021	2020
Operating expenses			
Accounting fees		12 313	4 037
Auditor's remuneration		67 488	65 100
Bad debts		25 439	172 578
Bank charges		25 632	29 664
Cleaning		44 864	44 379
Computer expenses		38 301	57 108
Consulting and professional fees		42 000	41 604
Consumables		4 856	6 474
Depreciation, amortisation and impairments		19 540	25 838
Development and corporate social responsibility		(14)	12 889
Direct marketing cost	14	100 092	283 656
Employee costs		1 273 390	2 096 047
Entertainment		4 744	5 060
Festival expenditures		59 653	264 642
Fines and penalties		221	-
Insurance		15 718	46 668
Lease rentals on operating lease		106 135	124 526
Legal expenses		12 703	51 907
Municipal expenses		24 049	26 957
Postage		130	-
Printing and stationery		8 232	14 650
Profit and loss on sale of assets and liabilities		-	2 461
Rent paid		112 805	119 180
Repairs and maintenance		12 397	13 180
Security		4 973	5 151
Subscriptions		62 232	33 766
Telephone and fax		50 180	63 709
Training		-	2 168
Travel - local		5 527	28 872
Website maintenance		13 735	33 046
		2 147 335	**3 675 317**

The following supplementary information does not form part of the annual financial statements and is unaudited.

TAX COMPLIANCE STATUS

Verification

FRANSCHHOEK WINE VALLEY TOURIST
ASSOCIATION NPC
P O BOX 178
FRANSCHHOEK
FRANSCHHOEK
7690

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: 7780749422

Always quote this reference number when contacting SARS

Issue Date: 2022/05/10

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
Tax Reference Number(s)	9121691159
PIN	B53222621R
Date of Verification	2022/05/10
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

STELLENBOSCH

STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNICIPALITY • UMASIPALA • MUNISIPALITEIT

CREDITOR CONTROL FORM / KREDITEURE KONTROLE VORM

NAAM/NAME Franschhoek Wine Valley Tourisk Assoc Municipal Acc

ADRES/ADDRESS 62 Huguenot Road
Franschhoek

POSKODE/POST CODE 7690

POSTAL ADRES PO Box 178
POSADDRESS Franschhoek

POSKODE/POST CODE 7690

TEL 021 876 2861

FAX/FAKS 021 876 2768

CONTACT PERSON/ KONTAKPERSOON
Ruth H. Mc Court

CELL/SEL 083 390 2891

E-MAIL / E-POS ceo@franschhoek.org.za

BANK: Nedbank

ACCOUNT NO. / REK NR. 1670013243

BRANCH CODE/TAKKODE 167005

Nedbank Limited
Reg No. 1951/000009/06
FRANSCHHOEK
10 MAY 2022
T2
16 - 70 - 05

BANK ACCOUNT NAME
BANKREKENING NAAM Franschhoek Wine Valley Tourisk Assoc Municipal Acc Money Market

ACCOUNT TYPE / TIPE REK | CHEQUE/TJEK | X | SAVINGS/SPAAR | | TRANSM | |

VAT REGISTERED / BTW GEREGISTREER | YES/JA | | NO/NEE | | VAT/BTW NO _____

SIGNATURE / HANDTEKENING R H Mc Court

OFFICE USE/KANTOORGEBRUIK

KREDITEUR NR / CREDIT NO .....

Create a new creditor/Skep van nuwe Krediteur ☐
Changing of creditors details/Verandering op Krediteurinligting ☐
Deleting of creditor/Uitwis van Krediteur ☐

AANGEVRA DEUR
REQUESTED BY: _____ **DATE/ DATUM** _____

DEPARTEMENT
DEPARTMENT: _____

MOTIVATION
MOTIVERING: _____

ENTERED BY
INGEVOER DEUR: _____ **DATE/ DATUM** _____

CHECKED BY
GEKONTROLEER DEUR _____ **DATE/ DATUM** _____

FRANSCHHOEK

VALLEY OF DREAMS

FRANSCHHOEK
MANIFESTO

ASPIRATIONAL:

An unrivalled village, offering the very best in food, wine and art. Internationally acclaimed restaurants and chefs will delight your tastebuds with their culinary creations, served together with globally award winning wines grown on the scenic slopes of this beautiful valley.

Alternatively, explore the exclusive shops and boutiques dotted along the picturesque main road, as well as artisanal delights and craft breweries within the valley.

Franschhoek offers unparalleled class and comfort. It's an elegant escape from the city in a place where international excellence and elegance meet small town charm.

ACCESSIBLE:

Tucked away, but easy to get to, Franschhoek is a small town that sits large on the map.

A range of accommodation is available, both within the village itself or in the wider surrounding valley. Enjoy extravagant opulence in some of the best hotels around, or opt for more down-to-earth and quaint accommodation to suit all pockets.

A place to refresh your soul and revive your spirits, far removed from the hustle and bustle of urban life. Embrace nature, whether hitting exquisite mountain trails by bike or foot or taking a more serene approach and absorbing the sights, sounds and smells that permeate the valley.

UNIQUE:

As one of SA's oldest towns and rich in history, it juxtaposes the old and the new – beautiful Cape Dutch Architecture alongside cutting edge wineries – all nestled into a valley of striking natural beauty.

Wonder at the majestic views that the first French settlers saw and stayed to make their home among the rugged mountains on the tip of Africa.

Franschhoek, the Valley of Dreams.

A place like no other.

TAX EXEMPTION UNIT

ENQUIRIES
MRS. RM GOMES

TELEPHONE
012 422-8823

FACSIMILE
012 422-8830 / 50

EMAIL

EXEMPTION NO*
930 014 075

OUR REFERENCE NO*

DATE
27 October 2008

South African Revenue Service

Tax Exemption Unit (TEU)
Pro Equity Court
1250 Pretorius Street
Hatfield, 0083

PO Box 11955
Hatfield, 0028

SARS online: www.sars.gov.za
Email: teu@sars.gov.za
Switchboard: (012) 422 8800

* Please quote both reference numbers in your correspondence with the TEU

Ms. A van Deventer
LDP Business Advisors and Auditors
PO Box 920
STELLENBOSCH
7599

Dear Madam

INCOME TAX EXEMPTION: FRANSCHOEK WINE VALLEY TOURISM ASSOCIATION

We write with reference to your facsimile transmission dated 7 October 2008.

The exemption from income tax provided in sections 10(1)(d)(iii) / (iv)(aa) / (iv)(bb) of the Income Tax Act (the Act), which came into operation on 15 July 2001, is subject to approval by the Commissioner and such conditions as the Minister may prescribe by way of regulation. This means the Minister has a discretionary power to publish regulations. To date, no regulations have yet been published. It is, however, the Minister's intention to publish such regulations.

1. In view of the aforementioned it is therefore confirmed that: -

   1.1 the receipts by or accruals to the Association are exempt from income tax in terms of section 10(1)(d)(iii) of the Act;

   1.2 donations by or to the Association are exempt from donations tax in terms of section 56(1)(h) of the aforementioned Act.

2/...

2. Kindly note that the relevant exemptions are subject to the following conditions:

   2.1 Income Tax Returns must be submitted to the Tax Exemption Unit annually, together with financial statements and supporting documentation showing how the income has been expended.

   2.2 **The exemptions approved in paragraph 1 above will be reviewed once the regulations and/or possible new legislation relating to section 10(1)(d)(iii) and (iv) of the Act comes into operation.**

Sincerely

RMGomes

Mrs. RM Gomes
Tax Exemption Analyst
for THE COMMISSIONER SOUTH AFRICAN REVENUE SERVICE

Certificate issued by the Commissioner of Companies & Intellectual Property Commission on Tuesday, September 18, 2018 at 11:07

Disclosure Certificate: Companies and Close Corporations

Registration Number: 2003 / 026592 / 08
Enterprise Name: FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATION

Companies and Intellectual Property Commission
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
KOEGELENBERG, 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

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, September 18, 2018 at 11:07

Disclosure Certificate: Companies and Close Corporations

Companies and Intellectual Property Commission
a member of the dti group

Registration Number: **2003 / 026592 / 08**
Enterprise Name: **FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATION**

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 HUGUENOT 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,

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

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a member of the dti group

Disclosure Certificate: Companies and Close Corporations

Registration Number: **2003 / 026592 / 08**
Enterprise Name: **FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATION**

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 = SNYMAN
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

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

Development Members

Cape Winelands Biospere Reserve	Mark Heistein	797474632	info@capewinelandsbioshpere.co.za / cwbioreserve@gmail.com
Die Teesakkie	Ruth Paulse	021 876 3751	ruthpaulse1@gmail.com
First Class Tours	Joshua Juries	723005165	info@firstclasstours.co.za
Foto Artist Studio	Eddie Wilson	823944423	eddie@fotoartiststudio.com
Franschhoek High School		218762079	admin@franschhoekhs.wcape.school.za
Franschhoek Hospitality School	Michaela Julian	810095157	michaela@fhalc.co.za
Franschhoek Live Craft		218764029	benjif@absamail.co.za
Franschhoek Medicinal Garden	Judah	072 46 92240	No email
Groot Drakenstein Games Club	Richard von Hoesslin	845101496	grootdrak@telkomsa.net
Hugeunot Memorial Museum		218762532	admin@museum.co.za
Mary's Kitchen	Mary Arendse	021 876 3623	maryarendse54@gmail.com
Mont Rochelle Nature Reserve	Rosanna Lambrechts	824808037	Lambrechts <rnl@telkomsa.net>
The Franschhoek Trust	Siegfried Schafer	823915327	siegfried.schafer@gmail.com
Trevor Jefthas Transport	Trevor Jefthas	822566784	tjafthas@gmail.com

FRANSCHHOEK WINE VALLEY MUNICIPAL GRANT IN AIDE 2021/2023

	Municipal Grant 2022 / 2023 R 2 424 149
REVENUE : GRANTS	**2 424 149**
Grants	2 424 149
TOTAL INCOME	**2 424 149**
EXPENDITURE	
ADMINISTRATION	**658 446**
Audit	80 250
Computer Maintenance & Expenses	130 295
Electricity, Water & Refuse	68 500
Telephone and Fax	91 164
Rent, security & maintenance	153 906
Rental - Office Equipment	134 331
LED	**483 231**
Development Tourism Route	96 600
Franschhoek Choir Project	54 837
Emerging Businesses Mentorship	145 000
School Projects	35 000
Community Festival Development	41 793
Hospitality Tourism Training & Dev	110 000
MARKETING	**410 048**
Brochures & Maps	76 505
Outdoor Routes Project	34 606
Website & Digital Management	144 100
Trade Shows	100 000
Signage & Branding	54 837
STAFF COSTS	**872 424**
Salaries	689 069
SDL & UIF & PAYE	156 058
Staff training and other	14 000
Staff Expenses	6 000
Workmens Compensation	7 297
TOTAL EXPENDITURE	**2 424 149**
Net Profit / (Loss)	**0**

ANNEXURE A: TOURISM PERFORMANCE INDICATORS FOR 2021/22 FINANCIAL YEAR - YEAR END FINANCIALS 2022

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

STRATEGIC GOALS	PERFORMANCE TARGETS	DELIVERABLES	KEY ACTIVITIES	TIMEFRAME	APR 2022 PROGRESS	BUDGET SPENT
Increase Franschhoek Brand Awareness	Create destination brand awareness with: • Stakeholders • Core trade • Core domestic consumers • Core foreign consumers	Marketing collateral i.e. of leisure and events Website re-development to integrate social media, measure social media, better visuals, mobi-site, online brochure using latest technology	Project Plan of activities and timeframes on how to create marketing and branding awareness	All Project Plans due end November Execution of projects to commence and end in line with each initiative	Strategic planning meeting took place in November; reviewed in March/April	
			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 December 2021	Launched Brand Manifesto and Valley of Dreams on 24 March at Le Franschhoek Hotel & Spa – 120 of our members attended Launched new video and Franschhoek Branded Clothing **We are proud of the fact that everything will be locally manufactured and designed by community members**	
			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 October / November 2021 All festival dates have been finalized	Festival dates for 2022 finalised Format of festivals changed due to Covid FH Lit Festival – 13 – 15 May 2022 All accommodation establishments offering	R60000

					festival goers 10-15% discount on rates	
		Number of social media targets	Maintenance of website, reporting on number of hits per month, the most visited section Fam Trip – North American Journalist as arranged during Indaba 2022	Project Plan due October 2021 to June 2022 6 USA journalist together with SATSA representative will spend Monday 9 May in Franschhoek and will also Visit Warwick Itinerary – Babylonstoren Anthonij Rupert Motor Museum Wine Tram Lunch and wine tasting at Grande Provence and wine tastings at Rickety Bridge and Franschhoek Cellar	Ongoing; **New website designed – website will go live on 21 Jan 2022** **Newsletter format changed as well as layout** **Reached 50 000 followers in November** **Instagram followers: 50200** **Reach 306376** **Facebook: 24613** **Engagements 663189** **New website is live and migration is completed** **Hosted SATSA tour operator group on 5th March** **Franschhoek Chamber Music festival hosted in February was a huge success** **Literary Festival 13 – 15 May 2022**	R 156112.19
	Franschhoek PR and Media.	Number of events awareness	Identify events and awareness Franschhoek Cap Classique & Champagne Festival Franschhoek Summer Wines Franschhoek Literary Festival Bastille Festival	Action plan due October 21 / May 2022 Various live interviews on Cape Talk as well as Breakfast TV show	Festivals are to resume from July 2022. Summer wines held on the 5th March 22 was a huge success with 700 attendees	

			Culinary Collective Restaurant Week – date to be confirmed 26 – 28 August 2022 Winter Wines Art in Wine together with Open Gardens Classic Car Festival – hosted at L'Ormarins Motor Museum as well as in the town Roof Top Event in Johannesburg Media Educational on the 27th May – 3 media personalities has been invited and will be hosted by FWV PR The theme of this year media educational is Food and Wine		Bastille Festival 14-15 July – new format with smaller numbers than previous year – instead of large marquees it will take place in and along Huguenot Road Currently awaiting permission to close Huguenot Road for 2 hours for barrel- and waiters race 2 new events planned for June and October Culinary Collective with all top chefs participating On 16 & 17 June Art in Wine – 27 Oct to coincide with Open Gardens Festival Cap Classique & Champagne Festival 4 – 5 Dec 22 Roof Top event in Hyde Park in Johannesbur3-4 Nov 22 FWV secured stands at Bastille festival for a number of our SMME food vendors to showcase their fare Event will take place in the main road with different pods at	

					Franschhoek Square and Franschhoek Cellar to adhere to Covid protocols Hosting the festival in the main road will ensure that all Franschhoek businesses benefit from the festival FWV have contracted with Dogs and All for extra security throughout the 2 days and in the evening Extra ablution facilities will be set up throughout the area. Medical staff will also be on hand throughout the day	
		Production and dissemination of brochures	Develop and updating of brochures Live video feeds available on the websiste and the Chat Box is also live on the website	Action plan on development of brochures due Nov 21 April 2022	All route maps have now been digitized and available for download from our new website Office prints maps for tourist walking into office	

	To profile the Greater Stellenbosch as a tourism destination internationally and domestically through exhibitions and tradeshows	Schedule of Tradeshows and exhibitions attended and type of exposure created and number of engagements	Schedule of tradeshows and events envisaged to attend with budget implications Getaway Show Somerset West WTM Africa Cape Town Indaba Durban Provide feedback report on tradeshows 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.	Action plan on envisaged tradeshows and events to attend due November 21 /May 2022 Action plan of including SMME's and emerging entrepreneurs to the events and tradeshows All SMME's will be invited to showcase their products at the festivals Monthly print advertising in Franschhoek Life as well as Tatler All social media platforms will be ringfenced to ensure we reach a larger audience Currently discussing contract with Social media expert to increase our footprint	Vigneron members participating in Cape Wine 2022 – 8 slots have been booked for smaller wineries Franschhoek Fridays has become very popular with locals and visitors. Wine estates pouring on the evening get the opportunity to showcase their wines at the newly refurbished Franschhoek Square Participating at Wesgro stand at WTM as well as Indaba 2 x new videos to showcase what Franschhoek has on offer Have received a many meeting requests for WTM from European as well as Arab countries Africa's Tourism Indaba was a huge success for Franschhoek and surrounds 42 meetings with buyers in 3 days Requests from Lodge owners in Botswana (Maun) and Lagos for wines from our region	

					Wine tasting at activation stand at Indaba generated a number of requests for a continued supplied of top of the range wines	

KEY STRATEGIC OBJECTIVE 2: SUSTAINABLE DEVELOPMENT – JUNE 2022

STRATEGIC GOALS	PERFORMANCE TARGETS	DELIVERABLES	KEY ACTIVITIES	TIMEFRAME	APR 2022 PROGRESS	BUDGET SPENT
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 Hospitality training with current matriculants in March 2022	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 Maintenance of hiking and cycling trails around the BergRiver Dam –	Action plan on marketing support initiatives and implementation plan due GoogleAds funding established to assist members. Training sessions will be set up during April to teach members on how to utilise the funding	Preparation for Farm Workers Awards and prizegiving awards for 2022 This year event will be hosted by Paul Siqcua from Klein Goederust – first black owned wine estate in Franschhoek – will be a great incentive for all farm worker participants	R352665

			Supplied Golden Leaf Trail Builders uniforms and equipment	Connect Media has been contracted for the training Social Sustainability will be our focus going forward creating a market to reduce unemployment	Hosting a learner workshop for matriculants interested in Tourism industry at the Academy during March/April school holidays – Jeremy Davids assisted with the training at the Franschhoek Hospitality Academy Exco meeting with Chamber of Commerce to create a synergy to benefit the entire community	
	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 tradeshows and event, facilitation and assistance with deals etc. Rond en Bont Tourism Route Trails SA will assist with the training of 3 Guides from the previously disadvantage community FWV will then assist them with setting up small businesses and will be promoting their business to our visitors	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 November 21 / April 2022	Re-establishment of Rond & Bont is a work in progress which will require extensive review post COVID-19 Assisting with re-design of route Committee to be established to assist SMME with management of project CPUT student currently doing his thesis on Rond and Bont and will come up with a proposal Joshua Juries Shuttles have been brought into	

					the FWV fold as an LED member	

KEY STRATEGIC OBJECTIVE 3: VISITOR INFORMATION CENTRE AND MEMBER LIAISON - JUNE 2022

STRATEGIC GOALS	PERFORMANCE TARGETS	DELIVERABLES	KEY ACTIVITIES	TIMEFRAME	APR 2022 PROGRESS	BUDGET SPENT
World Class Visitor information Centre	Increase tourist enq uiries by 15%	Increased visitor bookings and walk in, by 10%	Identification of possible partners. FWV Audit Computer maintenance Office rental Electricity, Water and Refuse Salaries Vaccination Drive with assistance of DOH and private partners, Clicks and Incon.	Partnership establishment for joint marketing initiatives Currently in negotiations with Stellenbosch for new FWV offices which is more visible and accessible from street Level It has been agreed in principle that the office will move to the current Live Craft Centre FWV will be responsible for the costs of refurbishing of the building to ensure a World Class visitors centre New company have been contracted to ensure Hiking and Cycling trails are of world class standards	We have definitely noticed an influx of foreign visitors to Franschhoek. Looking at the trends as far as bookings are concerned we are hoping for a bumper winter season Currently the American market is heading up the list off tourists entering Franschhoek Wine ambassador training (tasting room staff) started on 1 March 2022 and will continue until end April 2022 The very popular Mystery Weekend dates for 2022 has been set and already we have received many reservations – this	R2131356

					initiative include all the sectors in Franschhoek First Mystery Weekend will take place on 3-5 June – thus far 50 couples have booked for the experience	
Membership	Networking functions	Identification of 4 joint marketing initiatives and an implementation plan. Members Forum Monthly sector meetings	Increase networking functions and must include all members and non-members	Action plan of possible activities to ensure spread of visitors- Monthly sector meetings as well as one on one meetings with members as well as non-members Exco was formed in March 2021 and meet once a month to discuss and implement new initiatives Sector Committees Meeting monthly to discuss sector specific initiatives Monthly cocktail parties hosted by FWV board to interact with members/non members	Marketing efforts ongoing Snapscan Restaurant initiative was a huge success and generate above expectation results for our restaurant sector Franschhoek Friday initiative started on 21 January until end March to assist Vignerons in marketing their wines to public FF will resume later in 2022 again FWV has seen an increase in membership numbers for the 21/22 FY New CEO are hosting monthly tea parties with small groups to listen and discuss FWV vision going forward Country Grand opened on 25 March at Dieu Donne Kilmana – 5* guest house opened in Roux Street Checkers opened in Huguenot Street on 31	

					March – employment for local residents	

KEY STRATEGIC OBJECTIVE 4: LEGISLATIVE COMPLIANCE – JUNE 2022

STRATEGIC GOALS	PERFORMANCE TARGETS	DELIVERABLES	KEY ACTIVITIES	TIMEFRAME	MAR 2022 PROGRESS	BUDGET SPENT
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. 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.	Activities that will ensure compliance with the Policy for Bodies Performing a Municipal Function.	July 2021 – June 2022	Audit completed and Financial Statements discussed with members and board. Copy of Financial emailed to Municipal Manager. Currently busy with interviews for new auditing firm as the cost of the current auditor has become unsustainable for the organisation. Had discussion with 3 auditing firms and a decision will be made shortly.	R90895

APPENDIX 3A

STELLENBOSCH **APPENDIX A**

ST EL LEN BOSCH • P NIEL • FRA NSCH HOEK

Municipality • Umasipala • Munisipaliteit

APPLICATION: FUNDING OF EXTERNAL BODIES PERFORMING A MUNICIPAL FUNCTION 2022/2023

NOTE: ONLY APPLICATIONS ON THIS PRESCRIBED FORM SHALL 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):**
2019/304510/08
Visitor Information Service

C **ADDRESS:**

(i) Street
47 Church Str
Stellenbosch
7600

(ii) Postal
Suite 224
Posnet X 5061
Stellenbosch
7599

Contact details:
Name and Surname: Jeanneret Momberg
Title/Position held: CEO
Tel: 0218864310 E-mail: jeanneret@visitstellenbosch.org

D **LIST ALL THE BOARD / COMMITTEE MEMBERS OF THE ORGANIZATION:**
Name and Surname: Michael Stansfield Ratcliffe
Position: Chairperson
Contact Address and tel. no: little Wedge farm, Idas Valley Stellenbosch
Name and Surname: Jeanneret Momberg
Position: Board Memberg

Contact Address and tel. no: Middelvlei Wynlandgoed

Name and Surname: Jakobus Wilhelm Bosser

Position: Board Member

Contact Address and tel. no: Kleine Zalze Estate, STB

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: W024

Is the organisation a non-profit company? [X] Yes [ ] No

If yes, provide company registration number: 2019/304510/08

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? [X] Yes [ ] No

If yes, provide registration number: 9597737189

Is funding required for a specific project / progarmme? [ ] Yes [ ] No

If yes, attach details separately.

Budget amount of projects / programmes: R4 808 000

Duration of project / programme: 2022 - 2023

Is funding required for general support? [ ] Yes [ ] No

If yes, attach a copy of the organisation's overall budget and business plan.

E	CATEGORY Please categorise your application (mark with 1. Local Tourism ☒ 2. Management and updating the Stellenbosch Municipal Heritage Inventory ☐ 3. Training of SMME's and the Updating of the SMME Database for Stellenbosch Municipality ☐ 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. ....
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 / programme 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 / programme. • Information on the total cost of the project / programme 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.
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.
10. A valid Tax Clearance Certificate issued by SARS.
11. List and contact details of existing SMME's within the database.
12. Proof of hosting or facilitating SMME training sessions (e.g. Photographs, attendance register, etc.)

G THE FOLLOWING SHALL APPLY:

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 where and for which purpose the funding will be allocated.
2. The funding must be exclusively used for the purpose defined and motivated, 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 must 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 *inter alia* stipulates that the organisation or body has to:-

    - 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.

	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 / programme applied for. For this purpose, organisations must submit financial statements and budget for the ensuing financial year. 15. Organisations who received funding from Stellenbosch Municipality during the previous financial year, are required to attach such proof to the 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). 16. SMME Training' funding applicants must be able to demonstrate that the following may be achieved within their 2022 / 2023: • Minimum of six (6) training opportunities must be held • The applicants must possess an existing database of SMME's within the Stellenbosch Municipal Area (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 13 day of May 2022 _____ **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 (Attention: Ms L van Gensen)
P O Box 17
Stellenbosch
7599

Or delivered to:

127 Dorp 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.

VISIT STELLENBOSCH NPC
(Registration number 2019/304510/08)
ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021

Visit Stellenbosch NPC

(Registration number: 2019/304510/08)
Annual Financial Statements for the year ended 30 June 2021

Contents

The reports and statements set out below comprise the annual financial statements presented to the members:

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The following supplementary information does not form part of the annual financial statements and is unaudited:	
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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 have been prepared by LDP Compliance Proprietary Limited

AUDIT | ADVISORY | TAX

Independent Auditor's Report

To the members of Visit Stellenbosch NPC

Opinion

We have audited the financial statements of Visit Stellenbosch NPC (the company) set out on pages 6 to 18, which comprise the statement of financial position as at 30 June 2021, 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 the notes to the annual 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 Visit Stellenbosch NPC as at 30 June 2021, 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 Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards). 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 as set out on pages 19 to 21, which we obtained prior to the date of this report. The other information does not include the annual financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not and will 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 on the other information obtained prior to the date of this auditor's report, 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 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.

GAUTENG: Regency Pavilion, Route 21 Corporate Park, Irene • T: +27 (0) 12 450 3800 • F: +27 (0) 12 345 3777
WESTERN CAPE: De Waterkant, 10 Helderberg Street, Stellenbosch • T: +27 (0) 21 888 5600 • F: +27 (0) 12 888 5697/8

info@ldp.co.za • www.ldp.co.za

LDP CHARTERED ACCOUNTANTS AND AUDITORS INC • Reg nr 1994/001617/21

Auditor's responsibilities for the audit of the 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 Chartered Accountants and Auditors Incorporated
Registered Auditor
J Goosen
Director

Stellenbosch
Date:.....

10 Helderberg Street
Stellenbosch
7600

Visit Stellenbosch NPC

(Registration number: 2019/304510/08)
Annual Financial Statements for the year ended 30 June 2021

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 annual financial statements and related financial information included in this report. It is their responsibility to ensure that the annual 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 auditors are engaged to express an independent opinion on the annual financial statements.

The annual 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 directors set 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 annual 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 2022 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 annual financial statements. The annual financial statements have been examined by the company's external auditor and this report is presented on pages 2 and 3.

The annual financial statements set out on pages 5 to 21, which have been prepared on the going concern basis, were approved by the directors on ..... and were signed on their behalf by:

MS Ratcliffe

J Momberg

JW Basson

Visit Stellenbosch NPC

(Registration number: 2019/304510/08)
Annual Financial Statements for the year ended 30 June 2021

Directors' Report

The directors have pleasure in submitting their report on the annual financial statements of Visit Stellenbosch NPC for the year ended 30 June 2021.

1. Nature of business

Visit Stellenbosch NPC was incorporated in South Africa and is engaged in the marketing and development of tourism and visitor information services of Stellenbosch. The company operates in South Africa.

There have been no material changes to the nature of the company's business from the prior year.

2. Review of financial results and activities

The annual financial statements have been prepared 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. The accounting policies have been applied consistently compared to the prior year.

Full details of the financial position, results of operations and cash flows of the company are set out in these annual financial statements.

3. Directors

The directors in office at the date of this report are as follows:

Names
MS Ratcliffe
J Momberg
JW Basson

There have been no changes to the directorate for the period under review.

4. 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.

5. Going concern

The directors believe that the company has adequate financial resources to continue in operation for the foreseeable future and accordingly the annual 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.

6. Auditors

LDP Chartered Accountants and Auditors Incorporated continued in office in accordance with section 90(6) of the Companies Act of South Africa No. 71 of 2008, as amended.

Visit Stellenbosch NPC

(Registration number: 2019/304510/08)
Annual Financial Statements for the year ended 30 June 2021

Statement of Financial Position as at 30 June 2021

Figures in Rand	Notes	2021	2020
Assets			
Non-Current Assets			
Property, plant and equipment	2	14 175	23 058
Intangible assets	3	30 537	53 871
Deferred tax	4	33 168	-
		77 880	**76 929**
Current Assets			
Trade and other receivables	5	471 634	1 130 169
Cash and cash equivalents	6	2 385 793	2 121 396
		2 857 427	**3 251 565**
Total Assets		**2 935 307**	**3 328 494**
Equity and Liabilities			
Equity			
Accumulated loss		(159 713)	(237 846)
Liabilities			
Non-Current Liabilities			
Loan from group company	7	2 402 695	1 930 871
Current Liabilities			
Trade and other payables	8	652 107	1 634 511
Current tax payable		9 018	958
Provisions	9	31 200	-
		692 325	**1 635 469**
Total Liabilities		**3 095 020**	**3 566 340**
Total Equity and Liabilities		**2 935 307**	**3 328 494**

Visit Stellenbosch NPC

(Registration number: 2019/304510/08)
Annual Financial Statements for the year ended 30 June 2021

Statement of Profit or Loss and Other Comprehensive Income

Figures in Rand	Notes	2021	2020
Revenue	10	5 089 960	3 903 557
Cost of sales	11	-	(26 809)
Gross profit		**5 089 960**	**3 876 748**
Other income	12	-	1 760
Operating expenses		(5 035 971)	(4 115 396)
Operating profit / (loss)	13	**53 989**	**(236 888)**
Profit / (loss) before taxation		**53 989**	**(236 888)**
Taxation	14	24 144	(958)
Profit / (loss) for the year		**78 133**	**(237 846)**
Other comprehensive income		-	-
Total comprehensive income / (loss) for the year		**78 133**	**(237 846)**

Visit Stellenbosch NPC

(Registration number: 2019/304510/08)
Annual Financial Statements for the year ended 30 June 2021

Statement of Changes in Equity

Figures in Rand	Accumulated loss	Total equity
Loss for the year	(237 846)	(237 846)
Other comprehensive income	-	-
Total comprehensive loss for the year	**(237 846)**	**(237 846)**
Balance at 01 July 2020	**(237 846)**	**(237 846)**
Profit for the year	78 133	78 133
Other comprehensive income	-	-
Total comprehensive income for the year	**78 133**	**78 133**
Balance at 30 June 2021	**(159 713)**	**(159 713)**

Visit Stellenbosch NPC

(Registration number: 2019/304510/08)
Annual Financial Statements for the year ended 30 June 2021

Statement of Cash Flows

Figures in Rand	Notes	2021	2020
Cash flows from operating activities			
Cash (used in) / generated from operations	15	(206 463)	295 475
Tax paid		(964)	-
Net cash (used in) / from operating activities		**(207 427)**	**295 475**
Cash flows from investing activities			
Purchase of property, plant and equipment	2	-	(34 950)
Purchase of other intangible assets	3	-	(70 000)
Net movement in loan from group company		471 824	1 930 871
Net cash from investing activities		**471 824**	**1 825 921**
Total cash movement for the year		**264 397**	**2 121 396**
Cash at the beginning of the year		2 121 396	-
Total cash at end of the year	6	**2 385 793**	**2 121 396**

Visit Stellenbosch NPC

(Registration number: 2019/304510/08)
Annual Financial Statements for the year ended 30 June 2021

Accounting Policies

1. Basis of preparation and summary of significant accounting policies

The annual 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 annual 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 Property, plant and equipment

Property, plant and equipment are tangible assets which the company holds for its own use or for rental to others and which are expected to be used for more than one period.

An item of property, plant and equipment is recognised as an asset when it is probable that future economic benefits associated with the item will flow to the company, and the cost of the item can be measured reliably.

Property, plant and equipment is initially measured at cost.

Cost includes 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.

Expenditure incurred subsequently for major services, additions to or replacements of parts of property, plant and equipment is capitalised if it is probable that future economic benefits associated with the expenditure will flow to the company and the cost can be measured reliably. Day to day servicing costs are included in profit or loss in the period in which they are incurred.

Property, plant and equipment are subsequently stated at cost less accumulated depreciation and any accumulated impairment losses, except for land which is stated at cost less any accumulated impairment losses.

Depreciation of an asset commences when the asset is available for use as intended by management. Depreciation is charged to write off the asset's carrying amount over its estimated useful life to its estimated residual value, using a method that best reflects the pattern in which the asset's economic benefits are consumed by the company.

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Depreciation method	Average useful life
IT equipment	Straight-line	3 years

When indicators are present that the useful lives and residual values of items of property, plant and equipment have changed since the most recent annual reporting date, they are reassessed. Any changes are accounted for prospectively as a change in accounting estimate.

Impairment tests are performed on property, plant and equipment when there is an indicator that they may be impaired. When the carrying amount of an item of property, plant and equipment is assessed to be higher than the estimated recoverable amount, an impairment loss is recognised immediately in profit or loss to bring the carrying amount in line with the recoverable amount.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its continued use or disposal. Any gain or loss arising from the derecognition of an item of property, plant and equipment, determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item, is included in profit or loss when the item is derecognised.

Accounting Policies

1.2 Intangible assets

An intangible asset is an identifiable non-monetary asset without physical substance.

Intangible assets are initially recognised at cost and subsequently at cost less accumulated amortisation and accumulated impairment losses.

Amortisation is provided to write down the intangible assets, on a straight-line basis, as follows:

Item	Depreciation method	Average useful life
Website	Straight-line	3 years

In cases where management is unable to make a reliable estimate of the useful life of an intangible asset, its best estimate is applied, limited to 10 years.

The residual value, amortisation period and amortisation method for intangible assets are reassessed when there is an indication that there is a change from the previous estimate.

1.3 Financial instruments

Initial measurement

Financial instruments are initially measured at the transaction price (including transaction costs except in the initial measurement of financial assets and liabilities that are measured at fair value through profit or loss) unless the arrangement constitutes, in effect, a financing transaction in which case it is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial instruments at amortised cost

These include loans, trade receivables and trade payables. Those debt instruments which meet the criteria in section 11.8(b) of the Standard, are subsequently measured at amortised cost using the effective interest method. Debt instruments which are classified as current assets or current liabilities are measured at the undiscounted amount of the cash expected to be received or paid, unless the arrangement effectively constitutes a financing transaction.

At each reporting date, the carrying amounts of assets held in this category are reviewed to determine whether there is any objective evidence of impairment. If there is objective evidence, the recoverable amount is estimated and compared with the 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.

Financial instruments at cost

Equity instruments that are not publicly traded and whose fair value cannot otherwise be measured reliably without undue cost or effort are measured at cost less impairment.

1.4 Tax

Current tax assets and liabilities

Current tax for current and prior periods is, to the extent unpaid, recognised as a liability. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess is recognised as an asset.

The tax liability reflects the effect of the possible outcomes of a review by the tax authorities.

Tax expenses

A tax expense is recognised in the same component of total comprehensive income or equity as the transaction or other event that resulted in the tax expense.

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 Impairment of assets

The company assesses at each reporting date whether there is any indication that an asset 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 related assets) in prior years. A reversal of impairment is recognised immediately in profit or loss.

1.7 Employee benefits

Short-term employee benefits

The costs 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.

1.8 Provisions and contingencies

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.

Provisions are measured at the present value of the amount expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as interest expense.

Provisions are not recognised for future operating losses.

1.9 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.

Grants are measured at the fair value of the asset received or receivable.

Accounting Policies

1.10 Revenue

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.

Visit Stellenbosch NPC

(Registration number: 2019/304510/08)
Annual Financial Statements for the year ended 30 June 2021

Notes to the Annual Financial Statements

Figures in Rand	2021	2020

2. Property, plant and equipment

	2021			2020		
	Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
IT equipment	34 950	(20 775)	14 175	34 950	(11 892)	23 058

Reconciliation of property, plant and equipment - 2021

	Opening balance	Depreciation	Closing balance
IT equipment	23 058	(8 883)	14 175

Reconciliation of property, plant and equipment - 2020

	Opening balance	Additions	Depreciation	Closing balance
IT equipment	-	34 950	(11 892)	23 058

3. Intangible assets

	2021			2020		
	Cost	Accumulated amortisation	Carrying value	Cost	Accumulated amortisation	Carrying value
Website	70 000	(39 463)	30 537	70 000	(16 129)	53 871

Reconciliation of intangible assets - 2021

	Opening balance	Amortisation	Total
Website	53 871	(23 334)	30 537

Reconciliation of intangible assets - 2020

	Opening balance	Additions	Amortisation	Total
Website	-	70 000	(16 129)	53 871

Visit Stellenbosch NPC

(Registration number: 2019/304510/08)
Annual Financial Statements for the year ended 30 June 2021

Notes to the Annual Financial Statements

Figures in Rand	2021	2020

4. Deferred tax

The major components of the deferred tax balance are as follows:

Deferred tax asset		
Arising as a result of temporary differences on:		
Income received in advance	24 432	-
Provisions	8 736	-
Total deferred tax asset	**33 168**	**-**
Reconciliation of deferred tax asset		
Recognised in profit or loss:		
Movement in temporary differences on income received in advance	24 432	-
Movement in temporary differences on provisions and accruals	8 736	-
	33 168	**-**
At the end of the year	**33 168**	**-**

5. Trade and other receivables

Trade receivables	354 100	1 026 375
Support Stellenbosch	117 534	-
Other receivable	-	103 794
	471 634	**1 130 169**

6. Cash and cash equivalents

Cash and cash equivalents consist of:

Cash on hand	2 646	1 646
Bank balances	2 383 147	2 119 750
	2 385 793	**2 121 396**

7. Loans from group company

Other group company

Die Stellenbosse Wynroetes NPC	(2 402 695)	(1 930 871)

The unsecured loan bears interest as agreed upon by the parties from time to time and has no fixed terms of repayment. No capital repayments are required in the next 12 months.

8. Trade and other payables

Trade payables	422 468	112 411
Income received in advance	87 253	142 896
Value-added taxation	96 486	99 204
Stellenbosch Unite	-	1 200 000
Safety Control Reserve	45 900	-
Cape Winelands District Municipality - deferred funding	-	80 000
	652 107	**1 634 511**

Visit Stellenbosch NPC

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Annual Financial Statements for the year ended 30 June 2021

Notes to the Annual Financial Statements

Figures in Rand	2021	2020

9. Provisions

Reconciliation of provisions - 2021

	Opening balance	Additions	Total
Provision for audit fees	-	31 200	31 200

10. Revenue

Sale of merchandise	2 255	20 805
Funding received - Cape Winelands District Municipality	84 082	44 000
Membership fees	332 060	133 587
Funding received - Dwarsrivier Municipality	502 000	-
Funding received - The Municipality of Stellenbosch	3 090 000	2 528 511
SWR funding	200 000	320 000
Stay funding	753 945	800 000
Commissions received	-	56 654
Other income	125 618	-
	5 089 960	**3 903 557**

11. Cost of sales

Sale of goods		
Cost of merchandise sold	-	26 809

12. Other income

Other income	-	1 760

13. Operating profit / (loss)

Operating profit / (loss) for the year is stated after accounting for the following:

Operating lease charges		
Premises		
• Contractual amounts	143 966	124 369
Amortisation on intangible assets	23 333	16 129
Depreciation on property, plant and equipment	8 883	11 892
Employee costs	2 032 153	2 067 491

Visit Stellenbosch NPC

(Registration number: 2019/304510/08)
Annual Financial Statements for the year ended 30 June 2021

Notes to the Annual Financial Statements

Figures in Rand	2021	2020

14. Taxation

Major components of the tax (income) expense

Current taxation		
South African normal tax	9 024	958
Deferred taxation		
South African deferred tax - current year	(33 168)	-
	(24 144)	**958**

Reconciliation of the tax expense

Reconciliation between accounting profit and tax expense.

Accounting profit (loss)	53 989	(236 888)
Tax at the applicable tax rate of 28% (2020: 28%)	15 117	(66 329)
Tax effect of adjustments on taxable income		
Exempt income		
Donations	750	27 276
Income received in advance - prior year	(40 011)	40 011
	(24 144)	**958**

15. Cash (used in) generated from operations

Profit / (loss) before taxation	53 989	(236 888)
Adjustments for:		
Depreciation and amortisation	32 217	28 021
Movements in provisions	31 200	-
Changes in working capital:		
Trade and other receivables	658 535	(1 130 169)
Trade and other payables	(982 404)	1 634 511
	(206 463)	**295 475**

16. Related parties

Relationships

Directors	MS Ratcliffe J Momberg JW Basson
Company with mutual directors	Die Stellenbosse Wynroetes NPC

Related party balances

Loan accounts - Owing to related parties		
Die Stellenbosse Wynroetes NPC	2 402 695	1 930 871

Visit Stellenbosch NPC

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Annual Financial Statements for the year ended 30 June 2021

Notes to the Annual Financial Statements

Figures in Rand	2021	2020

17. Directors' remuneration

Executive

2021

	Emoluments	Total
J Momberg	681 813	681 813

2020

	Emoluments	Total
J Momberg	551 636	551 636

18. Going concern

The directors believe that the company has adequate financial resources to continue in operation for the foreseeable future and accordingly the annual 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 material non-compliance with statutory or regulatory requirements or of any pending changes to legislation which may affect the company.

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Annual Financial Statements for the year ended 30 June 2021

Detailed Income Statement

Figures in Rand	Notes	2021	2020
Revenue			
Sale of merchandise		2 255	20 805
Funding received - Cape Winelands District Municipality		84 082	44 000
Membership fees		332 060	133 587
Funding received - Dwarsrivier Municipality		502 000	-
Stay funding		753 945	800 000
Commissions received		-	56 654
Other income		125 618	-
Funding received - The Municipality of Stellenbosch		3 090 000	2 528 511
Income received - SWR		200 000	320 000
	10	**5 089 960**	**3 903 557**
Cost of sales	11	-	**(26 809)**
Gross profit		**5 089 960**	**3 876 748**
Other income			
Other income		-	1 760

The following supplementary information does not form part of the annual financial statements and is unaudited.

Visit Stellenbosch NPC

(Registration number: 2019/304510/08)
Annual Financial Statements for the year ended 30 June 2021

Detailed Income Statement

Figures in Rand	Notes	2021	2020
Operating expenses			
Accommodation booking expenses		69	-
Accounting fees		227 904	17 220
Advertising		1 032 507	701 216
Auditor's remuneration		61 200	-
Bad debts		40 734	-
Bank charges		6 796	11 049
Cape Winelands District Municipality General Projects		60 102	43 689
Cape Winelands District Municipality Project Expenses		72 763	-
Consumables		29 215	49 724
Depreciation and amortisation		32 217	28 021
Donations		2 683	97 415
Dwarsrivier Municipality Project Expenses		363 950	-
Employee costs		2 032 153	2 067 491
Entertainment		51 630	81 720
Event expense		320 000	450 000
General expense		3 835	1 212
Insurance		19 622	16 606
Lease rentals on operating lease		143 966	124 369
Legal expenses		-	43 074
Office expense		23 239	51 015
Parking		12 000	-
Printing and stationery		27 787	23 791
Professional fees - consulting		11 000	176 353
Professional fees - general		18 602	14 069
Rent paid: Storage		14 348	-
Repairs and maintenance		5 853	26 675
Security		21 726	28 395
Social Economic Development costs		333 042	-
Staff welfare		16 830	1 097
Subscriptions		9 100	-
Telephone and internet		29 419	41 545
Training		-	370
Travel - foreign		3 348	-
Travel - local		8 330	19 280
		5 035 970	**4 115 396**
Profit / (loss) before taxation		**53 990**	**(236 888)**
Taxation	14	24 144	(958)
Profit / (loss) for the year		**78 134**	**(237 846)**

The following supplementary information does not form part of the annual financial statements and is unaudited.

Visit Stellenbosch NPC

(Taxpayer reference number 9597737189)
(Registration number: 2019/304510/08)
Annual Financial Statements for the year ended 30 June 2021

Tax Computation

Figures in Rand	2021
Net profit per income statement	53 989
Permanent differences (Non-deductible/Non taxable items)	
Donations	2 683
Income received in advance - prior year	(142 896)
	(140 213)
Temporary differences	
Provisions not deductible current year	31 200
Income received in advance - current year	87 253
	118 453
Taxable income for 2021	**32 229**
Tax thereon @ 28% in the Rand	**9 024**
Reconciliation of tax balance	
Amount owing/(prepaid) at the beginning of year	958
Prior year interest	6
Amount refunded/(paid) in respect of prior year	(964)
Amount owing/(prepaid) in respect of prior year	**-**
Tax owing/(prepaid) for the current year:	
Normal tax	
Per calculation	9 024
1st provisional payment	-
2nd provisional payment	-
Amount owing/(prepaid) at the end of year	**9 024**

The supplementary information presented does not form part of the annual financial statements and is unaudited

MEMORANDUM OF INCORPORATION

of

VISIT STELLENBOSCH NPC

A NON-PROFIT COMPANY WITH MEMBERS

(hereinafter "the Company")

1. OBJECTS OF THE COMPANY

The Company is a non-profit company with members, with the objects as set out in Schedule A hereto.

2. ADOPTION OF MEMORANDUM OF INCORPORATION

This Memorandum of Incorporation was adopted by the incorporators of the Company, in accordance with section 13(1), as evidenced by the following signatures made by each of them, or on their behalf.

NAME OF INCORPORATOR	IDENTITY NUMBER	SIGNATURE	DATE
Michael Stansfield Ratcliffe	721030 5173 08 8		14 JUN 2019
Jeanneret Momberg	680716 0026 08 6		14 JUN 2019
Jakobus Wilhelm Basson	580704 5119 08 1		14 JUN 2019

3. INTERPRETATION

3.1 In this Memorandum of Incorporation –

3.1.1 a reference to a section by number refers to the corresponding section of the Companies Act, No. 71 of 2008 (as amended) (hereinafter "the Act");

3.1.2 words that are defined in the Act bear the same meaning in this Memorandum as in the Act; and

3.1.3 words appearing to the right of an optional check line are void unless that line contains a mark to indicate that it has been chosen as the applicable option.

3.2 The Schedule(s) attached to this Memorandum are part of the Memorandum of Incorporation.

4. INCORPORATION AND JURISTIC PERSONALITY

4.1 The Company is incorporated as a Non-Profit company, as defined in the Act.

4.2 The Company is incorporated in accordance with, and governed by–

4.2.1 the unalterable provisions of the Companies Act, 2008 that are applicable to Non-Profit companies;

4.2.2 the alterable provisions of the Companies Act, 2008 that are applicable to Non-Profit companies, subject to any limitation, extension, variation or substitution set out in this Memorandum; and

4.2.3 the provisions of this Memorandum of Incorporation.

5. POWERS OF THE COMPANY

5.1 The Company has all of the legal powers and capacity contemplated in the Act, and no provision contained in this Memorandum of Incorporation should be interpreted as limiting or restricting those powers in any way whatsoever.

5.2 The legal powers and capacity of the Company are not subject to any restrictions, limitation or qualifications, as contemplated in section 19(1) (b) (ii).

5.3 The company is not subject to any provisions contemplated in Section 15(2) (b) or (c).

5.4 Upon winding up, deregistration or dissolution, the assets of the Company remaining after satisfaction of all its liabilities shall be transferred to some other association or intuition having similar objects, or failing such determination, by the Court.

5.5 The power of the Company is limited by the tax conditions as contemplated in terms of section 30 of the Income Tax Act of 1962 (hereinafter "ITA") in terms whereof the Company will:

5.5.1 submit to the Commissioner for the South African Revenue Service a copy of any amendment to the Memorandum of Incorporation for the Company within 30 (thirty) days of such amendment;

5.5.2 not pay any remuneration to any employee, office bearer, member or other person, which is excessive, having regard to what is generally considered reasonable in the sector and in relation to the service rendered;

5.5.3 has not and will not use its resources directly or indirectly to support, advance or oppose any political party; and

5.5.4 comply with such reporting requirements as may be determined by the Commissioner for the South African Revenue Service.

5.6 The Company is not knowingly and will not knowingly become a party to, and does not knowingly and will not knowingly permit itself to be used as part of an impermissible avoidance arrangement contemplated in Part IIA of Chapter III, or a transaction, operation or scheme contemplated in section 103(5) of the ITA.

6. OPTIONAL PROVISIONS

The Company does not elect, in terms of Section 34(2), to comply voluntarily with the extended accountability provisions set out in Chapter 3 of the Act.

7. MEMBERS OF THE COMPANY

The Company has members who are all in a single class, being voting members, each of whom has one vote in any matter to be decided by the members of the Company.

8. MEMBERS' AUTHORITY TO ACT

If, at any time, every member of the Company is also a director as contemplated in section 57(4), the authority of the members to act without notice or compliance with any other internal formalities is not limited or restricted by this Memorandum of Incorporation.

9. MEMBERS' RIGHT TO INFORMATION

In addition to the rights to access information set out in section 26 (1), membership shall confer upon each member the right to:

9.1 nominate and elect the directors of the Company;

9.2 receive copies of the annual financial statements of the Company; and

9.3 receive notice of, attend, speak and vote at a general meeting of the Company.

10. PROXIES AND RESPRESENTATIVES

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, a 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 lease 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, a 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 die 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 that 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 at 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

A1.1 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 sakkie.

2. Indien u van adres verander het, of indien besonderhede van u huidige adres, bv straatnaam en/of -nommer, ens. verander het, moet die vorm KENNISGEWING VAN ADRESVERANDERING, wat in die sakkie agter in die identiteitsdokument is, gebruik word om die verandering aan te meld en moet dit ingedien word by of gepos 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

1

I D.No. 721030 5173 08 8

S.A.BURGER/S.A.CITIZEN

VAN/SURNAME
RATCLIFFE

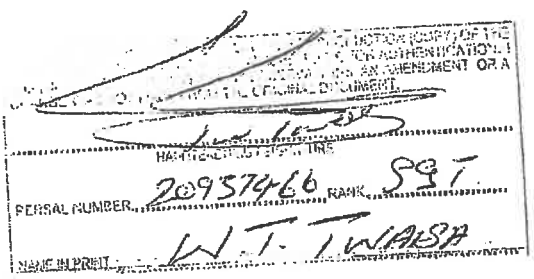
VOORNAME/FORENAMES
MICHAEL STANSFIELD

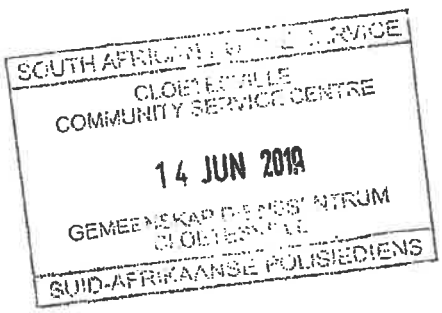
GEBOORTEDISTRIK OF LAND/
DISTRICT OR COUNTRY OF BIRTH
SOUTH AFRICA

1972-

DATUM UITGEREIK/
DATE ISSUED
2009-06-30

HANDTEKENING VAN HOUER/
SIGNATURE OF HOLDER





NOTICE OF PERSONAL PARTICULARS

1. Any changes to the personal particulars in your ID Book must be communicated to all relevant parties.

NOTICE OF CHANGE OF ADDRESS

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.
2. Hand in at or post to the nearest regional/district office of the DEPARTMENT OF HOME AFFAIRS

I.D. No. 680716 0026 086

S.A.CITIZEN

SURNAME
MOMBERG

FORENAMES
JEANNERET

COUNTRY OF BIRTH
SOUTH-WEST AFRICA

DATE OF BIRTH
1968-07-16

DATE ISSUED
2013-06-25

ISSUED BY AUTHORITY OF
THE DIRECTOR-GENERAL
HOME AFFAIRS

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 OORSPRONKLIKE.
CERTIFIED A TRUE COPY OF THE ORIGINAL.

REPUBLIC OF SOUTH AFRICA
NATIONAL IDENTITY CARD

Surname
BASSON
Names
JAKOBUS WILHELM
Sex
M
Nationality
RSA
Identity Number
6807045119081
Date of Birth
04 JUL 1968
Country of Birth
RSA
Status
CITIZEN

Signature

Conditions:
This card has been issued by the Department of Home Affairs in terms of the Identification Act, Act 68 of 1997
If found please return to the Department of Home Affairs
For enquiry or verification purposes contact 0800 60 11 90

Date of Issue:
17 APR 2019

110477878

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 OORSPRONKLIKE.
CERTIFIED A TRUE COPY OF THE ORIGINAL.

REPUBLIC OF SOUTH AFRICA
NATIONAL IDENTITY CARD

Surname:
VAN ZIJL
Names:
JOHANNA JACOMINA
Sex:
F
Nationality:
RSA
Identity Number:
7710190003084
Date of Birth:
19 OCT 1977
Country of Birth:
RSA
Status:
CITIZEN

Signature:

Conditions:

This card has been issued by the Department of Home Affairs in terms of the Identification Act, Act 68 of 1997

If found please return to the Department of Home Affairs
For enquiry or verification purposes contact 0800 60 11 90

Date of Issue:
22 SEP 2018

108759298

Gesertifiseer 'n ware afskrif van die oorspronklike dokument. Daar is geen aanduiding dat die oorspronklike dokument deur onregmagtige persone gewysig is nie.
Certified a true copy of the original document. There is no indication that the original document had been altered by unauthorized persons.
Signature: _____
Kommissaris van ede / 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: _____

10 APR 2019

REPUBLIC OF SOUTH AFRICA
NATIONAL IDENTITY CARD

Surname:
DU PLESSIS
Names:
CATHERINA DORA
Sex:
F
Nationality:
RSA
Identity Number:
5212200167084
Date of Birth.
20 DEC 1952
Country of Birth.
RSA
Status:
CITIZEN

Signature:

Conditions:

This card has been issued by the Department of Home Affairs in terms of the Identification Act, Act 68 of 1997

If found please return to the Department of Home Affairs
For enquiry or verification purposes contact 0800 60 11 90

Date of Issue:
28 MAY 2018

107794331

Gesertifiseer 'n ware afskrif van die oorspronklike dokument. Daar is geen aanduiding dat die oorspronklike dokument deur onregmagtige 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 ede / 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 2019

STELLENBOSCH

A DYNAMIC DESTINATION MARKETING APPROACH FOR STELLENBOSCH

2022/2023

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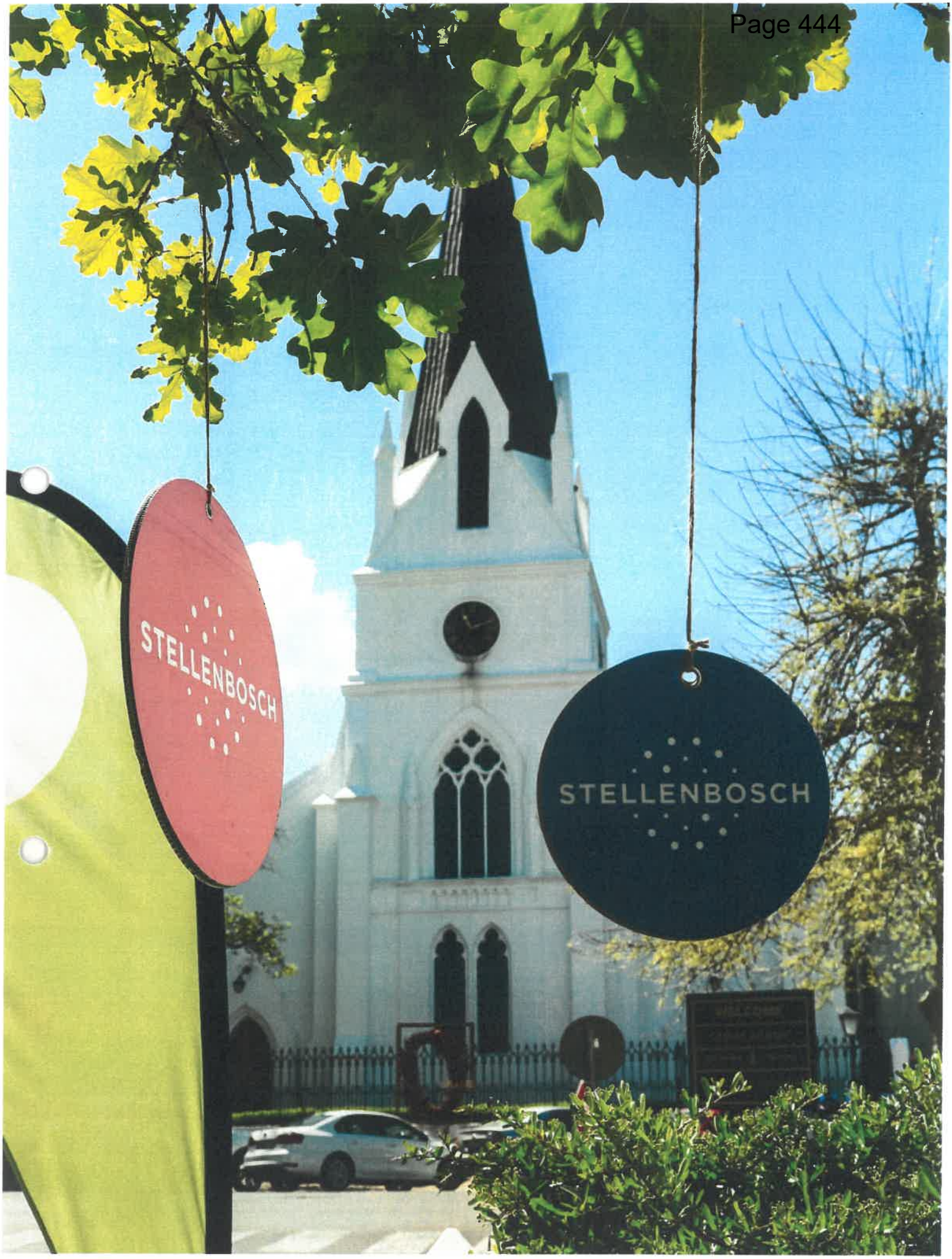

STELLENBOSCH
STELLENBOSCH

VISIT STELLENBOSCH

About

Visit Stellenbosch, the official DMO for Stellenbosch, **connects, supports** and **promotes** all tourism sectors, **creating** a compelling and unique place experience for locals and visitors throughout the year.

Centralising the operational functions and resources of Stellenbosch stakeholders in wine, food, accommodation, experiences, Visit Stellenbosch's long-term tourism plan is aimed at improving service excellence, driving business support and development, unlock economic opportunities, promoting and marketing the tourism destination 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 for the benefit of tourism enterprise support and growth.

Visit Stellenbosch is committed to bringing about **sustainable and measurable economic progress through tourism.** An enlarged and accelerated tourism sector will support more enterprises and subsequently more employment and trade opportunities.

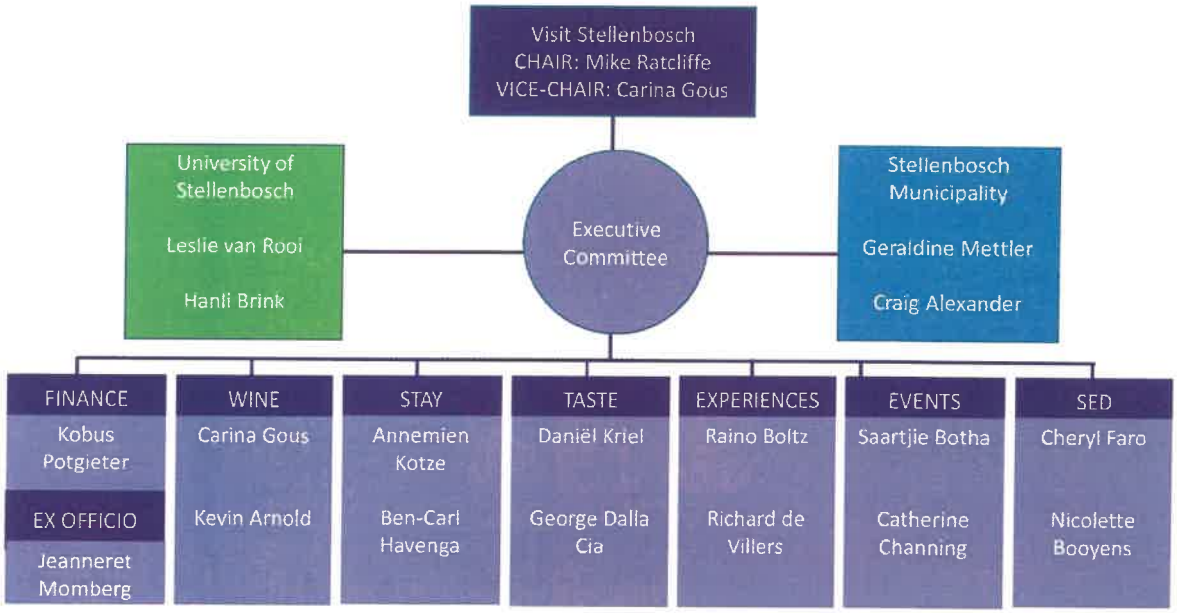
Our goal is to create an enabling environment for increased job opportunities and economic advancement. This can be achieved, not only by inspiring visitors to stay longer, do more and visit us again, but by driving targeted and focussed efforts to support and promote all tourism businesses.

Visit Stellenbosch implemented 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.

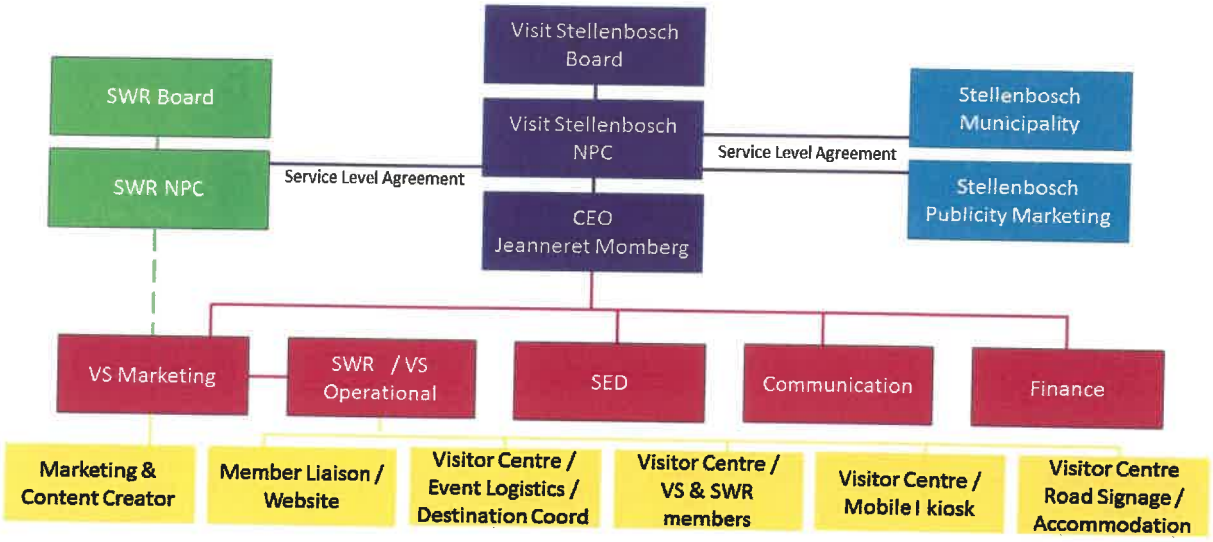
Corporate Governance and Institutional Development

Visit Stellenbosch has a healthy financial cash flow status and is overseen by a financial committee represented on the board. The board of directors represents each sector as well as our two strategic partners, Stellenbosch Municipality and Stellenbosch University. Board meetings are held quarterly and monthly Management Reports are circulated to the board.

Visit Stellenbosch Board Structure



Stellenbosch is a diverse, authentic destination, which exudes tangible warmth and generosity, and is driven by a focused vision to ensure sustainable growth and benefits to all communities.

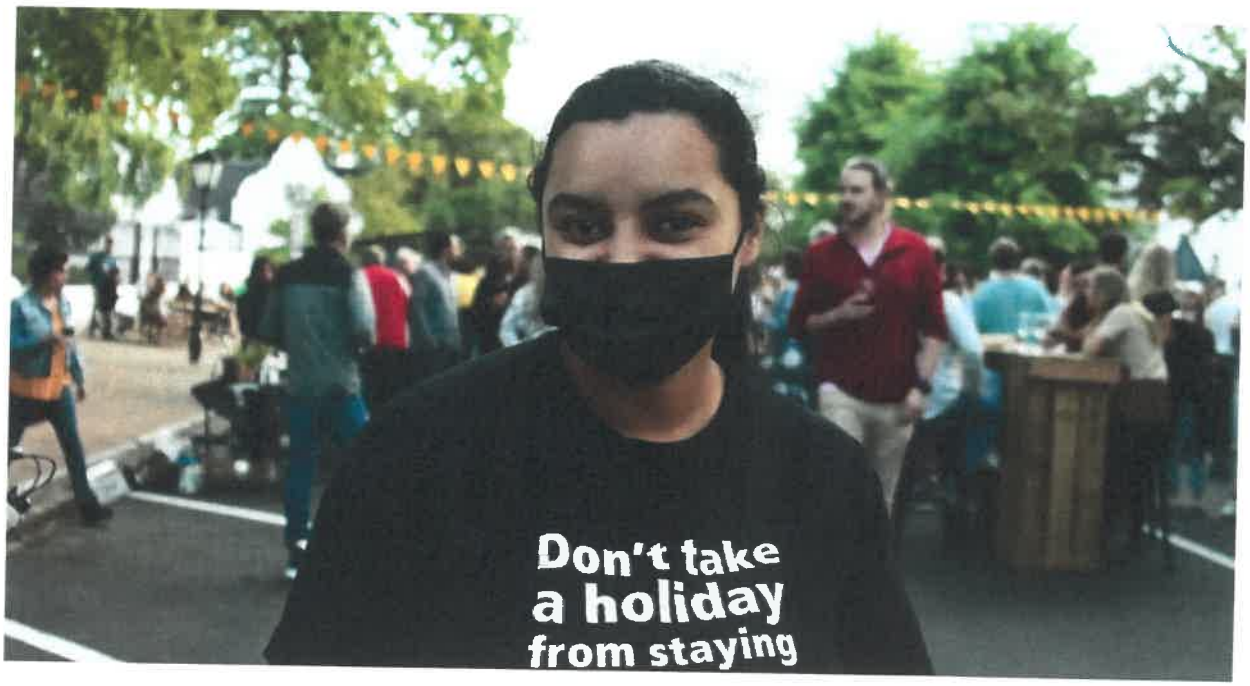


Visit Stellenbosch meaningfully invests resources with board approval, supporting thriving projects which are enabling productive team dynamics.

Visit Stellenbosch adheres to all labour and operational requirements and continually review and enhance HR policies.

Visit Stellenbosch continues to deliver industry orientation and service excellence training through reputable service providers for the skills development programmes we promote.

Visit Stellenbosch continues 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 provides a destination marketing function and brand that encompasses all aspects of the tourism economy in Stellenbosch.

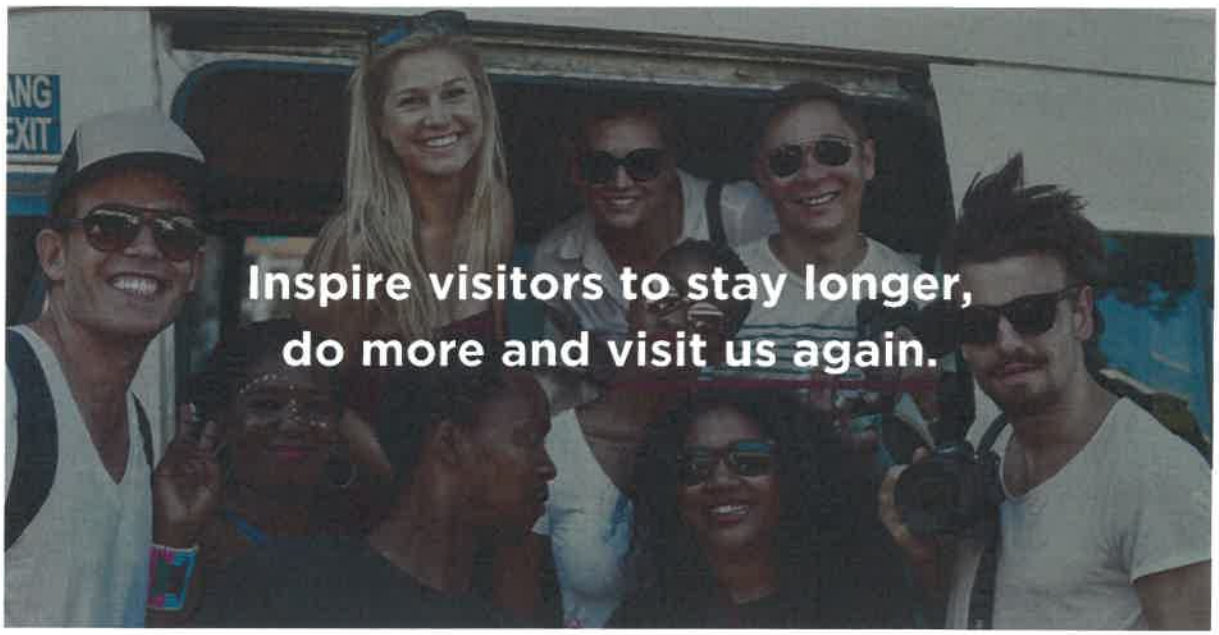
This brand goes beyond our history and scenery and captures the energy and soul of Stellenbosch – a place where people come to discover, learn, create, start up, launch and bring into being.

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 goal is to create an enabling environment for increased job opportunities and economic advancement.

Visit Stellenbosch aims to find ways to connect, equip, and bring about sustainable and measurable growth through tourism, as economic opportunities are not absorbed equally by community based, previously disadvantaged and marginalised enterprises. Our goal is to widen the tourism economic stream and bring about systemic change in our town through deliberate efforts to drive tourism-led solutions for the benefit of all tourism sectors.

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 primary mandate for Visit Stellenbosch remains the implementation of an integrated, strategic **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 and promoting brand Stellenbosch and as a result growing the tourism economy for all.

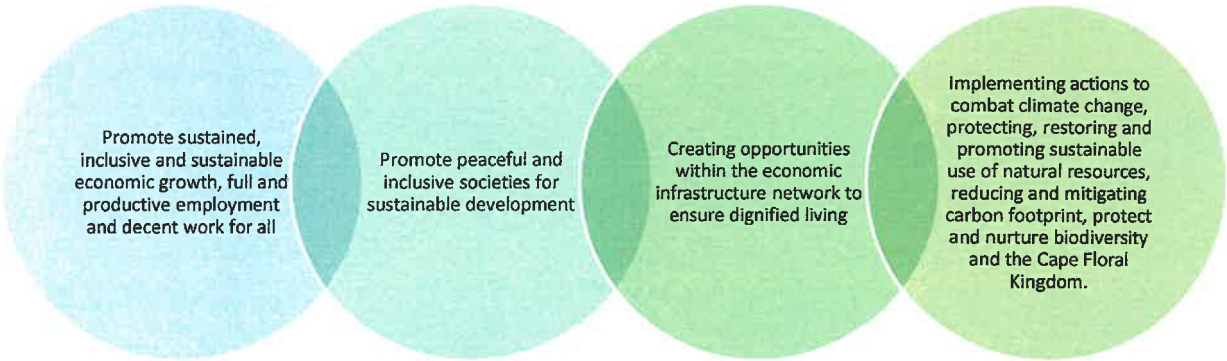
We continue with our **business support** mandate by creating an enabling environment for economic growth and recovery. Although the Stellenbosch tourism sector is bouncing back, full recovery - reaching pre-covid levels – will not be achieved in the near future. Our immediate focus is to revive, rebuild and recover.

Road To Economic Recovery

Alignment with the Strategic Objectives of Local, Regional, Provincial and National Governments

The Visit Stellenbosch strategy is **aligned with the strategic objectives of the Stellenbosch Municipality,** reinforcing the vision of positioning Stellenbosch as Innovation Capital of South Africa.

Visit Stellenbosch supports 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 people.



As part of the National Tourism directive, Visit Stellenbosch supports and encourages the tourism development agenda. In conjunction with this approach, we primarily 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 the lives of people sustained by tourism.

The Visit Stellenbosch tourism marketing strategy is also aligned with the Local Economic Development Strategy objectives. We work with the Stellenbosch Municipality to improve the dispersal of visitors across Stellenbosch, beyond the traditional tourism sites to include townships and community-based offerings.

Our plan is also aligned with the vision of the Western Cape Tourism Blueprint 2030: "to boldly build a thriving visitor economy that increases its contribution to the provincial economy while creating a sustainable and competitive destination for years to come."

Strategic Relations

Partnerships and collaboration are essential to ensure that opportunities and resources are maximised. Visit Stellenbosch's strategic partners 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

Dwarsrivier Tourism

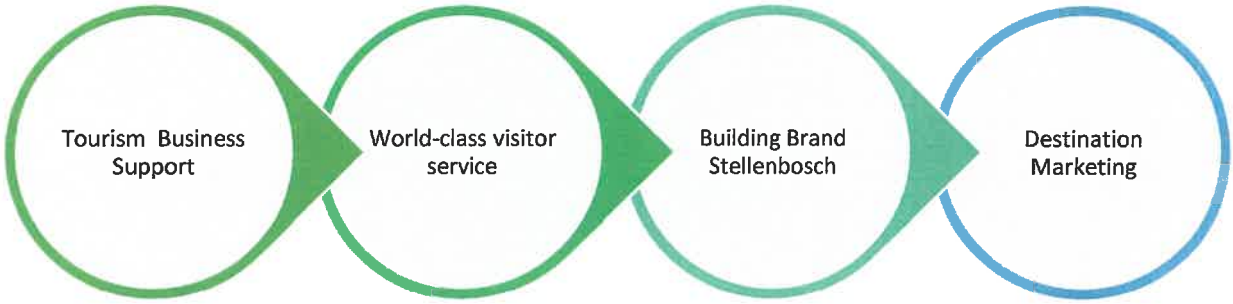
Visit Stellenbosch is responsible for the destination marketing and management of Dwarsrivier. The complexity of their past socio-political relationship with Stellenbosch is recognised and through extensive consultation and a sensitive and inclusive approach, great advances have been made to lay a solid foundation to unlock the tourism potential of this budding destination. We are focused on realising meaningful social impact through economic development objectives which will hold notable benefit for all the Dwarsrivier communities.

Dwarsrivier tourism enterprises are developed and supported to become thriving and sustainable businesses, keeping the distinct Dwarsrivier personality and charm of their offerings intact. This process is guided by the Dwarsrivier Brand Strategy (Annexure A) The products and stories of Dwarsrivier and its people are told with authenticity and compassion.

VISIT STELLENBOSCH: STRATEGIC OBJECTIVES AND DELIVERABLES

The Visit Stellenbosch strategic plan is a "living document" and does not stand in isolation. Various national, provincial, regional and local legislations, policies, and plans were analysed and considered in drafting and implementation of the strategy.

The high-level vision for tourism and economic growth in all Stellenbosch communities provide the focus and framework of the following strategic objectives:



Tourism Business Support

Effective tourism business support will not only result in more visitors, but more investment, more sustainable jobs and ultimately a better place to live for all the people of Stellenbosch.

- Support stakeholders under a joint destination strategy.
- To bring about opportunities by growing the total value of the tourism sector in Stellenbosch and creating more economic opportunities.
- To offer support and a marketing platform to community-based tourism entrepreneurs through various partnerships and networks as aligned with our Socio-Economic Development strategy. (Annexure B)
- To facilitate 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 activities and engagements that promote inter-cultural dialogue, commercial opportunities and a spirit of solidarity.
- To develop, support and grow the Dwarsrivier tourism sector, cultivating social cohesion and integrating the regions' personality and products with the greater Stellenbosch tourism offering.
- Present and promote events as a driver for positive economic impact, amplified by integrated promotion strategy to boost the destination's image and the lives of the people of Stellenbosch.
- Position Stellenbosch as a dynamic destination for business tourism with a good selection of venues, access to infrastructure and proximity to airport and Cape Town.

World-class visitor service.

There is a strong correlation between Visit Stellenbosch's success and great guest services. Visit Stellenbosch continues to ensure that we meet a high standard of customer service and provide memorable visitor experiences that will generate new and repeat visitation. Satisfied customer service cycle generates increased customer loyalty.

- To improve every touchpoint of the customer journey and help locals and visitors to have an experience worth travelling for and raving about.
- Pulling the buying power of locals to support community and small businesses across the tourism sector.
- Inspires a culture of solidarity, community and unity through its Support Stellenbosch platform and specific campaigns, such as Stay & Play Stellenbosch, I am a Boscher and Things you didn't know – rediscovery campaign.
- Positive personal travel experiences, will help to tell the right stories to the right people who will share them with the world.

Building Brand Stellenbosch

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'.

- Enhance our national and international image
- Create awareness of Stellenbosch as an innovation hub and an outstanding place to visit and live.
- Impact visitor brand perception by investing in improving products through mentorship, education and sharing of resources.
- Support the inclusive co-creation of our destination
- Extract value from the visitors already visiting our region.
- Support the common goals and principles that unite stakeholders and produce a long-term destination strategy.
- Position Stellenbosch as a preferred tourism destination that leverages on our strong brand recognition as a leading wine tourism region.
- Capitalising on the 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'.

Destination Marketing

Visit Stellenbosch broke away from traditional destination marketing, taking Stellenbosch into a new era with innovative, marketing done in partnership with the private and public sectors.

- Implement plans and campaigns, generating value for the tourism economy all-year-round
- Capitalise on Stellenbosch's proximity to Cape Town.
- Collaborate with tourism role players to optimally amplify the Stellenbosch message
- Position Stellenbosch as the hub from where to explore the surrounding Cape Winelands.
- Spotlight local communities to unlock the unique selling points and stories of the different clusters and niche sectors in the greater Stellenbosch.
- Package experiences in an attractive way that will encourage visitors to explore Stellenbosch beyond the obvious and well-established tourism routes.

Strategic Programmes

To deliver on the strategic objective and deliverables, Visit Stellenbosch will focus on the following key programmes:

Key Strategic Programmes

VISIT STELLENBOSCH STRATEGIC PROGRAMMES

Tourism Business Support / Stakeholder Support Programme

BUSINESS SUPPORT PROGRAMMES AND CAMPAIGNS			
AIM / OBJECTIVE	PERFORMANCE TARGETS	TIMELINE	BUDGET
Business support programme is a mentoring, assessment and booster programme designed for tourism stakeholders to build resilient, sustainable tourism businesses and take steps towards recovering from economic insecurity.	Revive, support and mentor specialised tourism products, focussing on walking tours in Jamestown and Ida's Valley. Analyse the product, invest in shaping the scripts on local history, geology and tourism for a cohesive narrative; provide marketing support and collateral; focussed campaign for cultural niche products	July 2022 - December 2022	R 40,000
	Professional tour guides are assets and ambassadors to a destination and is employed by individuals and travel companies to conduct tours of the area, historical sites and attractions. The services of a local community guide will enhance a visitor experience and need to be polished on an ongoing basis. It is further essential to ensure the guides properly trained by an accredited service provider and registered accordingly. Assessments programme and sharpening of product knowledge.	January 2023 - June 2023	R 60,000
	First Aid refresher courses: registered guides have to complete first aid training every three years to retain their registrations. Maintain accreditation of existing guides. 10 Guides @ R2800 each	January 2023 - June 2023	R 28,000
	Tourism professionalism coaching: essential to tailor customer service to achieve specific objectives and fix issues related to service delivery and tourism products. Coaching for 20 tourism entrepreneurs @ R1 500 each	January 2023 - June 2023	R 30,000
	Direct sales and hosting of tourism educationals. Direct sales to 60 new potential clients including schools, corporates and tourism companies	July 2022 - October 2022	R 30,000
	Website directory and product info pages for qualifying tourism business integrated with primary Visit Stellenbosch website; appropriate marketing material.	July 2022 - June 2023	R 15,000
	Bags4Bread: Dedicated campaigns to collect bags; and then to package, market and sell the products, include in Business tourism	July 2022 - June 2023	R 20,000

	bid documents to support sustainability narrative.		
	Ida's Valley marketplace Ida's Valley marketplace consultation and business plan development	July 2022 - March 2023	R 40,000
SUB TOTAL – BUSINESS			R 263,000
SOCIAL COHESION			
AIM / OBJECTIVE	PERFORMANCE TARGETS	TIMELINE	BUDGET
Social Cohesion: Addressing social cohesion is particularly critical in South Africa given the context of widening inequality, growing unemployment, and persistent racial inequalities. Use events and activations to unite communities around a central theme and goal and start the redress journey	Host two historical tours each in Kayamandi, Dwarsrivier, Die Vlakte, Stellenbosch University, Ida's Valley and Jamestown @ R5 000 each	July 2022 - June 2023	R 60,000
	Hope and Healing social justice walks incorporating elements of fund raising, involving stakeholders from different communities to spend time together and start building bridges and address the divides.	August 2022, September 2022, June 2023	R 45,000
	Stellenbosch FC watch parties at Amazink. Host and promote two Amazink Stellenbosch FC watch parties in Kayamandi	July 2022 – June 2023	R 30,000
SUB TOTAL – SOCIAL COHESION			R 135,000
TOTAL – BUSINESS / STAKEHOLDER SUPPORT			R 398,000

Events and Projects

EVENTS: WINE TOWN STELLENBOSCH			
AIM / OBJECTIVE	PERFORMANCE TARGETS	TIMELINE	BUDGET
Wine Town Stellenbosch is a decentralised wine festival, creating opportunities for all tourism sectors, such as wine, restaurants, accommodation and experiences. The event is planned for 5-9 August and will attract visitors and guests to Stellenbosch in the slow season as part of the long-	Logistics and coordination of a programme of events, activations and offerings across tourism sectors which will attract visitors to Stellenbosch in the low-season and the Wine Routes for the benefit of all.	August 2022	R 50,000
	Stellenbosch Wine Festival hosted in the Stellenbosch Town Hall is a two-day celebration of the best that Stellenbosch has to offer. Strategically positioned between lunch and dinner times, will	August 2022	R 150,000

term economic and tourism stimulation strategy.	leave time for festival goers to still go to restaurants before or after the event. The festival aims to provide a platform for 50-60 producers to show their wines and will make 500+ tickets available to be sold.		
	Extensive marketing and communication plan, position Wine Town Stellenbosch as the annual must-do event. This year targeting wine loving / lifestyle niche audiences across the country and preparing the foundation to promote this globally in the years to come.	June 2022 - August 2022	R 50,000
SUB TOTAL WINE TOWN STELLENBOSCH			R 250,000

LIFESTYLE EVENTS: STELLENBOSCH STREET SOIREE AND OTHER EVENTS			
AIM / OBJECTIVE	PERFORMANCE TARGETS	TIMELINE	BUDGET
Events have the potential to attract high-value tourism. They provide opportunities for marketing, employment and promotion of products and services. The close links and benefits between events and tourism are clear to see so Stellenbosch Wine Routes are hosting various events to create economic opportunities and to remain visible and top of mind as a destination brand and to drive the wine tourism narrative.	**Stellenbosch Street Soirees**: these popular, bi-weekly, pop-up wine festivals held during the summer months earning a lot of publicity, create economic opportunities for wine farms, provide jobs and stimulate the restaurant industry.	November 2022 - March 2023	R 80,000
	Woordfees activations: Annually, the Stellenbosch Wine Routes collaborates with the Woordfees to offer and host a range of events during the festival. These events include a Street Soiree, Wynskool (wine edutainment at is best – local personality leads a panel of winemakers to discover everything wine) and the tasting safari benefits a range of wine bars and restaurants when passport holders hop between different restaurants to taste wine paired with a snack.	October 2022	R 50,000
	Harvest Parade: Annual parade celebrating the upcoming harvest and the contributions made by agri-workers. The event remains a high-light on the annual calendar and provides a lot of marketing coverage.	January 2023 - February 2023	R 120,000
SUB TOTAL - LIFESTYLE EVENTS			R 250,000

EVENTS: BUSINESS OF WINE TOURISM CONFERENCE			
AIM / OBJECTIVE	PERFORMANCE TARGETS	TIMELINE	BUDGET
Host destination of choice for the Business of Wine Tourism Conference bid. Bring the conference to Stellenbosch.	Bring the Business of Wine Tourism Conference back to Stellenbosch. The content specialised in the business of wine tourism, The conference attracts a number of international speakers and is attended by 100+ delegates plugging into the circular economy. Travelling to Stellenbosch, some of them will stay over, eat at our restaurants and support our wine farms.	May 2023	R 50,000

	Delegates can also join virtually from all over the world which will keep Stellenbosch region and brand top of mind.		
TOTAL - STELLENBOSCH WINE			R 550,000.00

EVENT: GARDEN TOWN STELLENBOSCH			
AIM / OBJECTIVE	PERFORMANCE TARGETS	TIMELINE	BUDGET
Linked to the established national activation Garden Day, Stellenbosch will coordinate a programme of events under Garden Town Stellenbosch, enabling visitors to celebrate the beautiful public and private gardens and parks and drive interest / demand for overnight stays paired with programme events and dining in Stellenbosch. The event will aim to drive social cohesion and encourage all the communities of Stellenbosch to come together.	Coordinate a 10-day programme of Garden Tours, Open Gardens, Activations in the CBD and Speakers Programme, tours and walks, providing support to private gardens that open for visitors The potential of Garden Town Stellenbosch is enormous as it unlocked a niche for our beautiful town.	October 2022	R 100,000
			Los in
	Package Stellenbosch: Create packages with accommodation, meals and activities from the programme to make it easy for visitors to stay over and experience Stellenbosch (stay longer, do more).	September 2022 - October 2022	R 20,000
	Community teas: Several dorpies will host a tea for community groups and link to the Best Garden Competition.	October 2022	R 10,000
	Extensive Marketing programme: Press releases, social media, digital campaigns, Influencer engagement, etc.	August 2022 - October 2022	R 50,000
SUB TOTAL - GARDEN TOWN			R 180,000

PROJECT: STAY IN STELLENBOSCH			
AIM / OBJECTIVE	PERFORMANCE TARGETS	TIMELINE	BUDGET
Increase over-night stays in Stellenbosch during peak and off-peak periods.	Stay Stellenbucks Campaign: Dedicated marketing campaign to encourage overnight stays and promote the Stay Stellenbucks activation. Packaging Stellenbosch, making it easier for visitors to stay longer and do more.	Ongoing 2022/2023	R 50,000
	Increased and accelerated hosting of inbound tour operators. In order to promote and position Stellenbosch as a multiday destination. It is crucial to host inbound tour operators and inbound operators. Invite groups of operators, to experience Stellenbosch educational style to understand how they can sell Stellenbosch to their groups and clients.	Ongoing 2022 / 2023	R 70,000
	Stay and Play Campaigns Marketing campaigns to drive the message that Stellenbosch is a convenient	Ongoing 2022/2023	R 50,000

	and warm-hearted destination for hyper locals to visit, stay and play. The campaigns will bring digital and social media exposure for maximum benefit of all the tourism sectors of Stellenbosch		
SUB TOTAL – STAY STELLENBOSCH			R 170,000

PROJECT: TASTE STELLENBOSCH			
AIM / OBJECTIVE	PERFORMANCE TARGETS	TIMELINE	BUDGET
Promote and position Stellenbosch as the leading culinary destination in South Africa. More than 200 eateries 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 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	Restaurant Focus: create top of mind awareness and maximise support and interest for the Taste Stellenbosch Restaurant activation and its related activities. Maximise exposure prior to, during and after the promotional events in print and electronic media (including blogs) to ensure good support and awareness of the Stellenbosch culinary focus; the wine region as one of the country's finest wine and food destinations; the participating restaurants (highlighting the diversity and quality), and the chefs.	July 2022 - August 2022	R 80,000
SUB TOTAL – TASTE STELLENBOSCH			R 80,000

EXPERIENCE STELLENBOSCH			
AIM / OBJECTIVE	PERFORMANCE TARGETS	TIMELINE	BUDGET
Make Stellenbosch the destination of choice for sport, adventure and outdoor enthusiasts. Research shows that visitors and tourists prefer outdoor activities, fresh air and wide open spaces. Stellenbosch has this in abundance, it's a great USP and an activity available throughout the year.	Digital campaign to position Stellenbosch as the destination for outdoor adventures, adrenalin junkies, mountain bikers and casual cyclists. Stellenbosch boasts more than 500km of mountain bike trails, running trails and hiking trails.	Ongoing 2022/2023	R 80,000
	Expand collaboration with cycling clubs, bringing together cycling initiatives and organisations to promote cycling activities and events in and around town.	Ongoing 2022/2023	R 80,000
	Large event bid support. Supporting event organisers with destination concierge, pulling in accommodation, restaurants and wine farm experiences.	Ongoing 2022/2023	R60,000
SUB TOTAL			R 220,000

MEET IN STELLENBOSCH			
AIM / OBJECTIVE	PERFORMANCE TARGETS	TIMELINE	BUDGET
Continue to capitalise on 2nd tier status to Cape Town for MICE and increase to top 5 in Africa in ICCA ranking.	Host Business Tourism Showcase reintroducing Stellenbosch as a Business Tourism Destination. Invite PCO's and service providers to a 2-day educational introducing all the facilities Stellenbosch has to offer including accommodation, restaurants, venues, etc. Includes a speaking programme, educational and networking.	May 2023 - June 2023	R 150,000
	Host more DMC Familiarisation trips to Stellenbosch. DMCs are essentially a link to Stellenbosch guests and clients, so building a relationship with them will be key to making sure travellers understand the value and benefits of choosing Stellenbosch.	Ongoing 2022/2023	R 50,000
SUB TOTAL			R 200,000
TOTAL EVENTS & PROJECTS			**R 1,798,000**

Visit Stellenbosch Visitor Centre

STELLENBOSCH VISITOR INFORMATION CENTRE			
AIM / OBJECTIVE	PERFORMANCE TARGETS	TIMELINE	BUDGET
Offer and operate a Visitor Information Centre providing a frictionless visitor Experience	Operate a visitor centre 362 days of the year: The Visitor services centre provide information and aid to any current or potential tourists within a destination and its surrounding areas. The centre acts as the main point of contact for tourists' travel planning inquiries, as well as a place where local businesses and travel agencies can go to promote their products and services. The visitors centre is staffed by four Visitor Information Liaison, all upskilled to provide additional admin and event support. The visitor centre collects key data (visitor numbers, requirements, destination of origin, etc) Shared operational costs including premises, telephone, internet, cleaning, security, etc.	Ongoing 2022/2023	R 1,950,000

	High-Level international marketing campaign to promote Stellenbosch to key source markets, including Germany, UK, USA, etc. Develop messaging and collateral, including video and photography elements for different target audiences, rolled out on digital platforms; market access opportunities, tour operator and trade show activations.	Ongoing 2022/2023	R 350,000
TOTAL VISITOR CENTRE			R 2,300,000

DWARSRIVIER PROJECTS / VISITOR CENTRE

DWARSRIVIER TOURISM RESEARCH, COMMUNICATION			
AIM / OBJECTIVE	PERFORMANCE TARGETS	TIMELINE	BUDGET
Offer and operate a Visitor Information Centre providing a frictionless visitor Experience	Develop full marketing and communication plan based on the brand plan. Implement and roll out brand elements and assets, complete marketing toolkit.	September 2022	R 100,000
	Revamp social media channels and drive digital presence and advancement.	September 2022	R 50,000
TOTAL RESEARCH AND DEVELOPMENT			R 150,000

Dwarsrivier: Information Centre

DWARSRIVIER INFORMATION CENTRE			
AIM / OBJECTIVE	PERFORMANCE TARGETS	TIMELINE	BUDGET
Offer and operate a Visitor Information Centre providing a frictionless visitor Experience	Operate a visitor centre: The Visitor services centre provide information and aid to any current or potential tourists within a destination and its surrounding areas. The centre acts as the main point of contact for tourists' travel planning inquiries, as well as a place where local businesses and travel agencies can go to promote their products and services. The visitors centre is staffed by a Visitor Information Liaison, all upskilled to provide additional admin and event support. The visitor centre collects key data (visitor numbers, requirements, destination of origin, etc)	Ongoing 2022/2023	R 250,000

	Shared operational costs including telephone, internet, cleaning, security, etc.		
	Marketing: invest in marketing opportunities, printed and digital collateral to support the promotion of Destination Dwarsrivier	July 2022	R 100,000
TOTAL VISITOR CENTRE			R 350,000

Dwarsrivier: Projects – Garden Week & Other Events

EVENT: GARDEN WEEK			
AIM / OBJECTIVE	PERFORMANCE TARGETS	TIMELINE	BUDGET
Linking in with garden day and Garden Week Stellenbosch, Dwarsrivier plans to activate on various fronts. Using events to create economic opportunities and showcase the treasures of the valley.	Garden Tours: Assist and support private gardeners to get their gardens ready to be included in the Private Garden Tours, signage, collateral, maps, admin and logistical assistance.	October 2022	R 50,000
	Programme and workshops: Offer a speaking programme and several showcases such a chrysanthemum growing workshop, open garden at Johannesdal and other well-known gardens in the area.		R 20,000
	Community social cohesion: Activate several celebratory events, celebrating gardening on 17 September. Invite members of the communities and general public to attend an event to share cultures and experiences and customs.	August 2022-October 2022	R 20,000
SUB TOTAL – GARDEN WEEK			R 90,000

EVENT: OTHER EVENTS			
AIM / OBJECTIVE	PERFORMANCE TARGETS	TIMELINE	BUDGET
Use events to drive positioning, economic opportunities and destination visibility for Dwarsrivier.	**Adam Small Festival:** A celebration of Small's contribution to Afrikaans; paying tribute to the life and times of Adam Small and celebrating Small's contribution to Afrikaans by various poets, writes and more. Event logistics and collateral, marketing, photography, speakers programme	January 2023 - February 2023	R 35,000
	Chrysanthemum Festival: A highlight on the Dwarsrivier calendar - young and old, should attend the Chrysanthemum Exhibition held at the Pniel Tea Garden and Museum. The day includes the exhibition and selling of the beautiful chrysanthemums, info sessions and delicious home-made treats for sale.	April 2023 - May 2023	R 35,000

	Event logistics and collateral, marketing, photography, speakers programme.		
	Slawedag / Slaveday: Create a three-day event to showcase the history and culture introduced by early-day slave settlements and mix with lifestyle activities such as a walk, cycling, dining events all blended with storytelling and sharing of stories and cultures. Event logistics and collateral, marketing, photography, speakers programme.	November 2022 - December 2022	R 50,000
SUB TOTAL			R 120,000
TOTAL DWARSRIVIER			R 710,000

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 4,808,000** in 2022/2023 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 2022/2023 will total **R 250,000**.
- Cape Winelands District Municipality (grants) ringfenced for specific projects and not part of operation income/expenditure of **R 250,000** for Stellenbosch and **R200,000** for Dwarsrivier.

Marketing Sponsorships

- Project sponsorships are actively being sought. Covid-19 legislation will determine to what extent events are permitted. Sponsorships and supplementary funding are sought on event or project basis.

Members

- The total income from Wine Tourism Membership for 2022/2023 is estimated to be **R 800,000**.
- Income from **other members** (accommodation, restaurants, local business etc) is estimated to reach **R 350,000**
- **R 800,000** Contribution form SPM (Stellenbosch Publicity Marketing)

Commercial Activities

Unfortunately, the scope for income from commercial activities is remains weak in the 2022/2023 financial year.

Total Estimated Income For 2022/2023: R7,458 000

Commercial Income Development:
The following areas of activity seem to have the greatest potential for growth in income for Visit Stellenbosch. These channels remain under pressure as businesses are still in a reviving and rebuilding cycle:

- Increased membership participation in product programmes
- Event packaging
- Website Sales (commission, packages, deals, events) - SUSPENDED
- Stellenbosch specific merchandising and retail
- Commercial marketing partners

Budget Overview

The budget in this proposal reflects the 3-year budget and funding requirement from Stellenbosch Municipality to execute and implement the key programmes which will support the delivery of the key priorities and objectives of the integrated destination marketing plan for Visit Stellenbosch.

PROJECTED INCOME:		2022/2023
Municipal Funding / Grant	R	4,098.000
Municipal Grant (Dwarsrivier)	R	710.000
Donations	R	250.000
Grands (CWDM / Wesgro)	R	250.000
Grands (CWDM / Wesgro) for Dwarsrivier	R	200.000
Marketing Sponsorships	R	-
Wine Members: Contributions	R	800.000
Other Members: Contributions	R	350.000
Stellenbosch Publicity Marketing	R	800.000
Commercial Activities	R	-
Total Income	**R**	**7,458,000**

ESTIMATED PROGRAMME EXPENSES		
Visitor Information Centre	R	2,300,000
Business Support & Programmes	R	398,000
Stellenbosch Wines (Wine Route)	R	550,000
Dwarsrivier	R	710,000
Taste Stellenbosch (Restaurants)	R	80,000
Stay in Stellenbosch (Accommodation)	R	170,000
Garden Week Stellenbosch	R	180,000

Experience Stellenbosch (Sport, Outdoor & Adventure)	R	220,000
Meet in Stellenbosch (Business Tourism)	R	200,000
	R	4,808,000

ESTIMATED OPERATING EXPENSES

Management, Programme Delivery & Administration	R	932,000
Operating Expenses	R	733,000
Marketing & Communication	R	935,000
Miscellaneous	R	80.000
	R	2,680.000

Surplus / Shortfall	R	- 30.000,00

Business Support		
Operating Expenses	R	263,000
Marketing & Communication	R	135,000
Total	R	398,000

Dwarsrivier, Events & Projects		
Research, Comms Plan implementation	R	150,000
Events & Experiences	R	210,000
Marketing, Communication & Promotions	R	100,000
Operations & Logistics	R	250,000
Total	R	710,000

Stay in Stellenbosch (Accommodation)		
Collateral	R	40,000
Marketing, Communication & Promotions	R	100,000
Operations & Logistics	R	30.000
Total	R	170,000

Tasting Stellenbosch (Restaurants)		
Collateral	R	10,000
Marketing, Communication & Promotions	R	60,000
Operations & Logistics	R	10,000
Total	R	80.000

Experience Stellenbosch (Adventure & Sport)		
Collateral, Large bid support	R	80,000
Marketing, Communication & Promotions	R	90,000
Operations & Logistics	R	50.000

Total	R	220,000

Meet in Stellenbosch (Business Tourism)		
Events & Experiences	R	100.000
Marketing, Communication & Promotions	R	50.000
Operations & Logistics	R	50.000
Total	R	200,000

Garden Town		
Collateral	R	50,000
Marketing, Communication & Promotions	R	50,000
Operations & Logistics	R	80,000
Total	R	180.000

Visitor Information		
Events & Experiences	R	100.000
Marketing, Communication & Promotions	R	100.000
Operations & Logistics	R	-
Programme Execution: Consulting & Administration	R	50.000
Total	R	2,300,000

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.

Western Cape Tourism Blueprint 2030

The Western Cape Tourism Blueprint 2030 (TBP) is the destination management and comprehensive long-term strategy for tourism that provides a structural framework for success in the development, marketing, management and monitoring of tourism while pre-empting problems and mitigating impacts. The Tourism Blueprint is an essential component of Western Cape as a sustainable tourism destination, and looks at the 'big picture', providing a blueprint to bring individual strategies together to serve one vision.

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.

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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 / GEREGISTREERDE NAAM	Visit Stellenbosch NPC
PHYSICAL STREET ADDRESS / FISIESE STRAAT ADRES: 47	POSTAL ADDRESS / POS ADRES: (If different to physical address)
STREET NAME: Church Street SUBURB: Stellenbosch TOWN: POSTAL CODE: 7600	PO BOX TOWN POSTAL CODE:
TEL: 021 8864310	FAX / FAKS:

PERSON

CREDITOR CONTACT PERSON DETAIL / KREDITEURE KONTAK PERSOON BESONDERHEDE

NAME AND SURNAME / NAAM EN VAN	Jeanneret Manberg	
TEL: 021 8864310	FAX / FAKS:	CELL / SEL:
EMAIL / EPOS: jeanneret@visitstellenbosch.org		

BANK DETAILS

CREDITOR BANKING DETAIL / KREDITEURE BANK BESONDERHEDE:

NAME OF BANK / NAAM VAN BANK	Nedbank		
BANK ACCOUNT NAME / BANK REKENING NAAM	Visit Stellenbosch NPC		
BANK ACCOUNT NUMBER / BANK REKENING NOMMER	1191201414		Nedbank Limited Reg No. 1951/000009/06 STELLENBOSCH 12 MAY 2022 SALES CONSULTANT (071) 16 - 99 - 45
BRANCH NUMBER / TAKKODE:	198765		
ACCOUNT TYPE / TIPE REKENING	CHEQUE / TJEK	X	
	SAVING / SPAAR		
	TRANSM		
VAT REGISTERED / BTW GEREGISTREER	YES / JA	X	VAT / BTW NO: 4710289002
	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:

Stellenbosch Municipality

Reporting Summary of events until end April 2022

1. Events: Wine Tourism

Events: Wine Tourism	Budget for the period 01/07/2021 to 30/06/2022	Actual for the period 01/07/2021 to 30/04/2022
Municipal grant	R145 000.00	R145 000.00
Expenses	R - 145 000.00	R- 145 000.00
Net income / (loss)	-	-

Breakdown of Wine Town Expenses included the following:

- Operating Costs: Municipality Events Application, Liquor Applications for Events licence, glasses, armbands, Tokens
- Staffing: Security at 3 different events, Covid Officers, Waiters, Ambulance Services
- Rental: Venues, Furniture and Decor
- PR and Marketing: Press Releases, social media promotions, Printing, website design, photographers

PR Exposure: The advertising value equivalent (AVE) stated below equate to what it would have cost if the space was paid for. PR value on the other hand is calculated at four times the AVE value, as editorial exposure holds far more credibility than paid for material, carrying strong editorial endorsement from trusted journalists/publications. This is usually space, which cannot be bought

Grand Total AVE: R 305 837.96 I **Grand Total PR Value:** R1 223 351.84

2. Events: Stellenbosch Street Soiree and Other Events

Events: Stellenbosch Street Soiree and Other Events	Budget for the period 01/07/2021 to 30/06/2022	Actual for the period 01/07/2021 to 30/04/2022
Municipal grant	R180 000.00	R180 000.00
Expenses	R - 180 000.00	R- 180 000.00
Net income / (loss)	-	-

The Grant received was used for the following expenses on events:

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STELLENBOSCH STREET SOIREES:

- Operating costs: Municipality Events Application, Liquor Applications for Events licence, glasses, armbands, Tokens
- Staffing: Security Officers and Manager, Covid Marshalls, Staffing Runners, Musicians, Photographer, Ambulance Service
- Rental: Furniture and Fencing
- PR and Marketing: Press Releases, social media promotions, Printing, photographers

PR Exposure: The advertising value equivalent (AVE) stated below equate to what it would have cost if the space was paid for. PR value on the other hand is calculated at four times the AVE value, as editorial exposure holds far more credibility than paid for material, carrying strong editorial endorsement from trusted journalists/publications. This is usually space, which cannot be bought

Grand Total AVE: R 414 545.94 l **Grand Total PR Value:** R1 658 183.76

WOORDFEES ACTIVATIONS

Stellenbosch Wine Routes made a documentary in celebration of their 50th Birthday for the Woordfees Pop Up channel on DSTV 150 called, ***Pioniers Stellenbosch Wyn Roete.*** Here is a link to their full programme: https://www.woordfees.co.za/eng/woordfees-tv-program/pioniers-stellenbosch-wynroete-1971-2021/

PR Exposure for the Total Editorial 50th Anniversary Coverage: The advertising value equivalent (AVE) stated below equate to what it would have cost if the space was paid for. PR value on the other hand is calculated at four times the AVE value, as editorial exposure holds far more credibility than paid for material, carrying strong editorial endorsement from trusted journalists/publications. This is usually space, which cannot be bought

Grand Total AVE: R1 866 849.09l **Grand Total PR Value:** R7 467 396.36

HARVEST PARADE

- Production Expenses: 8 Entertainment Groups, 3 Audio Technicians, Prizes
- Staffing: 10 Security Officers and Manager, Covid Marshalls, 10 Staffing Runners, 1 Photographer, Ambulance Service
- Catering: Refreshments
- PR and Marketing: Press Releases, diary notices, social media, printing

PR Exposure: The advertising value equivalent (AVE) stated below equate to what it would have cost if the space was paid for. PR value on the other hand is calculated at four times the AVE value, as editorial exposure holds far more credibility than paid for material, carrying strong editorial endorsement from trusted journalists/publications. This is usually space, which cannot be bought

Grand Total AVE: R352 329.26 l **Grand Total PR Value:** R1 409 317.04

3. Events: Garden Week Stellenbosch

Events: Garden Week Stellenbosch	Budget for the period 01/07/2021 to 30/06/2022	Actual for the period 01/07/2021 to 30/04/2022
Municipal grant	R100 000.00	R100 000.00
Expenses	R - 100 000.00	R- 100 000.00
Net income / (loss)	-	-

Breakdown of Garden Week Expenses included the following:

- Production Expenses for the Flower Parade: Entertainment, Audio Technicians, Master of Ceremonies, Prizes
- Staffing: 10 Security Officers and 1 Manager, 10 Covid Marshalls, 10 Staffing Runners, 15 Open Garden Ambassadors, Photographers, Ambulance Service, Entertainment
- Audio and Visual Expenses: Garden Week Flag Banners, Printing, T shirts, signage, website and map design
- Events: Support on the Rama School Program, community teas,
-Marketing: Press Releases, diary notices, influencer invites, social media promotions, prizes

PR Exposure: The advertising value equivalent (AVE) stated below equate to what it would have cost if the space was paid for. PR value on the other hand is calculated at four times the AVE value, as editorial exposure holds far more credibility than paid for material, carrying strong editorial endorsement from trusted journalists/publications. This is usually space, which cannot be bought

Grand Total AVE: R 1 885 139.44 l **Grand Total PR Value:** R 7 540 557.76

DWARSRIVIER PROJECTS / VISITOR CENTRE

4. Dwarsrivier Projects – Garden Week and Other Events

Dwarsrivier Projects – Garden Week and Other Events	Budget for the period 01/07/2021 to 30/06/2022	Actual for the period 01/07/2021 to 30/04/2022
Municipal grant	R 30 000.00	R 30 000.00
Expenses	R - 30 000.00	R- 30 000.00
Net income / (loss)	-	-

Breakdown of Dwarsrivier Garden Week and Other Events Expenses included the following:

- Event Expenses: Assisted 7 different Programmes and workshops for the Valley as part of the programs., supported private gardeners to get the gardens ready

- Staffing: 10 Security Officers and 1 Manager, 10 Covid Marshalls, 10 Staffing Runners, 15 Open Garden Ambassadors, Photographers, Ambulance Service, Entertainment
- Audio and Visual Expenses: Garden Week Flag Banners, Printing, T shirts, signage, website and map design
- Marketing: Press Releases, diary notices, influencer invites, social media promotions, prizes

5. Other Events within the Dwarsrivier Region

Other Events within the Dwarsrivier Region	Budget for the period 01/07/2021 to 30/06/2022	Actual for the period 01/07/2021 to 30/04/2022
Municipal grant	R 67 000.00	R 67 000.00
Expenses	R - 67 000.00	R- 67 000.00
Net income / (loss)	-	-

ADAM SMALL FESTIVAL EXPENSES BREAKDOWN:

- Entertainment: 10 Speakers, Musicians,
- Staffing: Security Officers, Covid Marshalls, Runners, Photographer, Ambulance Service
- Audio and Visual Expenses: Programs and Flyers designing, T shirts, signage, website design, social media promotions, Printing,
- Catering: Refreshments
- Marketing: Press Releases, diary notices, influencer invites, prizes

CHRYSANTHEMUM FESTIVAL EXPENSES BREAKDOWN:

Event Expenses: Assisted 7 different Programmes and workshops for the Valley as part of the programs., supported private gardeners to get the gardens ready

- Staffing: 10 Security Officers and 1 Manager, 10 Covid Marshalls, 10 Staffing Runners, 15 Open Garden Ambassadors, Photographers, Ambulance Service, Entertainment
- Audio and Visual Expenses: Garden Week Flag Banners, Printing, T shirts, signage, website and map design

-Marketing: Press Releases, diary notices, influencer invites, social media promotions, prizes

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VISIT STELLENBOSCH:
MUNICIPALITY REPORT

JANUARY TO MARCH 2022

January to March 2022 report - Stellenbosch Municipality

1. Socio Economic Development Programmes

Trade and enterprise development for emerging community-bases tourism service providers/entrepreneurs. Joint strategy with education partners and employers.

- Completion of market readiness development of 14 products/service providers

Actively develop tourism products and gain market access for participating service providers/entrepreneur.

- Design and launch international and local promotional campaigns focussed on the sale and promotion of our niche products
- Initiate a direct sales service to procure group and event bookings

Introduction

The report is written to illustrate progress in each of the categories specified in the SLA. The VS enterprise development project is delivered by Visit Stellenbosch in partnership with the Township and Village tourism social enterprise. Herewith an update on our progress to date and an overview of our planning for the remainder of the grant period.

Overview

With Covid-19 being less of an international threat and focus, we have seen an increase in tourism in Stellenbosch. The more relaxed regulations are also allowing for bigger events numbers and less reluctance on the side of organisers. Having said this, we are still a long way away from the tourism levels that first attracted our development in this sector.

Psychologically the tourism entrepreneurs are feeling more optimistic, and we are thankful for having survived the pandemic with all the participants that we had when going into it. Our focus is now on a full recovery and reaching financial sustainability.

In 2022 we have seen individual travellers booking online, usually in groups of 2. In addition, we have had several events and group booking enquiries that seem to be planned for later in the year and 2023.

Herewith find a summary of the development highlights:

- In the last quarter we have developed two new products in Dwarsrivier, including a Living History walking tour, and a range of custom nature hikes.

- We hosted a tour guide training workshop and networking event where all the guides, (from 6 different communities) shared their historical knowledge and insight into the various histories that our tours represent.
- Dr. Leslie van Rooi and our team of tour guides have walked both the Vlakte and Redress tours together as part of their training. Dr. van Rooi will also be walking the Kayamandi on Foot tour with the team, and collectively we are integrating all the historical pictures together, to help the guides to formulate a complete history of Stellenbosch, across cultural lines.
- We entered a partnership with Co-Create Hub and two tours will start and end at this venue. In addition, we will include the Co-Create Hub in our corporate marketing, as an events and group venue.
- Our online booking service is showing positive results, showing that our wider tourism marketing efforts are starting to pay off.
- Our website has evolved and the tourism resources that are available for visitors are growing into a very professional and comprehensive offering. We continue to build onto this offering.
- We started the Bread Bag project, where crafters are crocheting lanyard strings, water bottle holders and wine bottle holders for conferences and events. These products are crocheted from bread bag plastic and is creating a direct income for crafters in our programme.
- Our social media offering has grown as we are now able to publish more regularly due to regular tour groups using our services.

Please find a report below, based on the deliverables stipulated in the grant.

Herewith a summary of progress to date.

Direct Sales	We are progressing with this initiative and is currently working through a direct marketing project. We have designed specific marketing material for each of the target audiences, which is being used to directly reach the following marketing targets: Schools (60), Travel operators (30) Corporate companies (60) All the targeted organisations are entered into our data base for follow up once initial contact is concluded.

Design and launch international and local promotional campaign	We have integrated the Township and Village offering into the overall VS promotional campaign. The offering is being promoted locally and internationally as a core part of the promotion of Stellenbosch. A range of dedicated marketing collateral, photos, maps, and booklets have been produced to enable the ongoing promotion of the Township and Village products.
Product Market Readiness	This entails the completion of the market readiness development of our products, including compliancy, tour scripts, host/guide development and related activities. To date we have developed 21 products. There are several factors that guide the delivery of this component. VS conducted a product readiness 'audit' on the T&V products and graded them in three categories of readiness. Based on this assessment a process was initiated to develop the needed components for all products to be deemed 'market ready'. We aim to complete this process by June 2022 Herewith a summary of the products and their current grading. **Grading guide**: A – Market Ready, enter further development B – Progressing well, specific development elements identified for finalisation C – In development – product is new or in specific project phase **Township and Village Products:** Tours and Experiences **Kayamandi on Foot – A** Although finalised and popular, this tour is being researched deeper and a few additions will be made. Dr. Leslie van Rooi will be joining our

	Kayamandi tour, together with all our other tour guides to learn and experience Kayamandi in a deeper way and to integrate this piece of history, with the bigger Stellenbosch history. This product is well tested and market ready. **Pniel on Foot – A** This product is well tested and market ready. **University Redress Walking Tour A** – Upgraded from a B to an A in this quarter. Dr. Leslie van Rooi lead a tour as the final part of the tour guide training process and this product is completed. **Vlakte on Foot- A** Upgraded from a B to an A in this quarter. The Vlakte Forum signed off on our tour script and Dr. Leslie van Rooi co-hosted a tour, together with Vlakte Forum, as the final part of the tour guide training. **Stellenbosch Wine Walks – A.** This product is developed and have been sold regularly, we are however busy researching deeper into the Ida's Valley Nature Area history and the Ida's Valley Community Trails team have indicated that they want to work closer with Township and Village. We are currently building relationship with them. **Local is Lekker – A** **Journey of Hope and Healing- A** **Gembe Drumming – A** **Living History Tour – B** This is a new product that is in the final stages of development. **Custom Hikes – B** This is a new product that is in the final stages of development. **Amazink Cast – B** New outfits and a refreshed show design is needed for this performing group. **Home Dining** Kayamandi Home Dining - A Kylemore Home Dining - A Pniel Home Dining - A

	Spice Experience - B **Corporate and Group Events - A** We placed a big focus on this in the last quarter and have designed an enhanced offering. Please see: https://townshipandvillage.co.za/corporate-events-and-conferences/ **Schools and Educational Institutions – A** We created a new combined product offering – see: https://townshipandvillage.co.za/school-and-educational-experiences/ **Amazink – A** We have made great strides with Amazink's development. Amazink has been selected to receive a "make over" on Bertus Bassons's reality programme "In die Sop". In addition, we have procured grants to the value of R190 000, which are being applied as follows: - R100 000 - Renovation of Amazink (fridges, electricity, plumbing, stoves, gas lines etc) - R30 000 – development of craft and info kiosk inside Amazink - R60 000 – Installation of TV screens to enable FC Stellenbosch soccer viewing of away games **Pniel Tea Garden – B** Although still rated a B, we are making good progress. PEKT have appointed a new operator of the Pniel Museum Tea Garden. We have procured a grant of R25 000 for marketing and equipment and is busy working with their team towards operating the tea garden sustainably. The tea garden is currently open four days a week. **Co-create Hub – A** The Co-Create Hub is a new partner and we have agreed to let two tours start and end at this venue (Vlakte and University Redress). In addition, we will also be promoting their conference and group offering. **SEED Beads – B** This project will be further developed once the Amazink craft centre is finalised.

2. Events: Wine Tourism

Wine Town Stellenbosch will coordinate a programme of events both across the Stellenbosch CBD as well as winelands. The content will showcase innovation and leadership of the Stellenbosch wine industry through a series of smaller events and affirm the message that Stellenbosch is the wine (wine tourism) capital of South Africa.

- Coordinate a Wine Town programme including sporting events, big bottle party, Braaibroodjie competition and a selection of daily events organised by various industry partners, members of the Stellenbosch Wine Routes, and the restaurant sector to create demand over a focussed 10-day period.
- Stellenbosch Fine Wine and Food Showcase: an upmarket activation specifically showcasing the best of Stellenbosch wines with the best of Stellenbosch dining. The event will cater for an intimate audience in a modern (anti-covid) format
- Extensive marketing and communication plan, position Wine Town Stellenbosch as the annual must-do event. This year targeting wine loving / lifestyle niche audiences across the country and preparing the foundation to promote this globally in the years to come.

- **Wine Town – project completed**

  WineTown was a focused celebration of wine in and around Stellenbosch and occured from the 3rd until the 7th of November 2021.

  Events included the following and many more:

  - ✓ Stellenbosch Wine Routes 5 Decades Tasting at Spier (Private invite only event)
  - ✓ Stellenbosch Wine Routes Founding Members Dinner
  - ✓ Celebrate Chenin Blanc at Jordan Estate
  - ✓ The Stellenbosch Cabernet Collective presents 'Cabernet through the Ages' at Ernie Els Wines
  - ✓ Old Vine Technical Tasting at Kaapzicht Estate on
  - ✓ The Cap Classique 50-year Celebration at Simonsig
  - ✓ Big Bottle, Braaibroodjies and Bow Ties in Hofmeyr hall
  - ✓ And many more other events on the wine route

  2022 dates has been identified and planning will start in May.

3. Events: Stellenbosch Street Soiree and Other Events

Events have the potential to attract high-value tourism. They provide opportunities for marketing, employment and promotion of products and services. The close links and

benefits between events and tourism are clear to see so Stellenbosch Wine Routes are hosting various events to create economic opportunities and remain visible as a destination brand and drive the wine tourism narrative.

- Stellenbosch Street Soirees: bi-weekly, pop-up wine festivals held during the summer months earning a lot of publicity, create economic opportunities for wine farms, provide jobs and stimulate the restaurant industry.
- Woordfees activations: Annually, the Stellenbosch Wine Routes collaborate with the Woordfees to offer a range of events during the festival. These events include a Street Soiree, Wynskool (wine edutainment at is best – local personality leads a panel of winemakers to discover everything wine) and the tasting safari benefits a range of restaurants when passport holders hops between different restaurants to taste wine paired with a snack.
- Harvest Parade: Annual parade celebrating the upcoming harvest and the contributions made by agri workers. The event culminates in a craft expo where agri workers and community entrepreneurs sell hand-made goods and pantry items.

- **Stellenbosch Street Soirees**

  The ever-popular, Stellenbosch Street Soirees returned to the streets after a quick December break, on Wednesday 26 January, 9 & 23 February and 9 & 23 March 2022. The last events for the season and winter nears, the next dates will start in November again.

  Stellenbosch Wine Routes has adopted a policy of trying to ensure that every consumer touchpoint showcases the very best of what we have to offer be it our wines, tasting rooms, and food experiences. The Street Soirées is gradually move towards a more premium presentation in both the range of food stalls that will be featured, supporting more local entrepreneurs, and most importantly, the wines that we wish to show to our visitors.

- **Woordfees activations**

  Awaiting on dates for 2022 but the annual Flikker and Flash Street Soiree will return with all COVID protocols in place.

Stellenbosch Wine Routes (with Visit Stellenbosch) is Officially a Silver Tiers partner of Woordfees in 2022. The very first activation took place at Langtafel event on 14 march, Stellenbosch Wine Routes was the official wine partner for this event.

📷: Nanette Photography

- **Harvest Parade:**
  The Harvest Parade will officially happen on the 9th of April 2022.

4. Events: Garden Week Stellenbosch

Linked to the established national activation Garden Day, Stellenbosch will coordinate a programme of events under Garden Week Stellenbosch, enabling visitors to celebrate the beautiful public and private gardens and parks and drive interest / demand for overnight stays paired with programme events and dining in Stellenbosch. The event will aim to drive social cohesion and include all the communities of Stellenbosch

- Coordinate a **10-day programme** of Garden Tours, Open Gardens, Activations in the CBD and Speakers Programme. Design a map and microsite to support the programme.
- **Schools Programme**: Invite all schools across the Stellenbosch District to introduce an educational element to Garden Week. Roll out a small growing project (micro greens) accessible to all.
- **Community teas:** On 17 October with Garden Day, several dorpies will host a tea for community groups
- **Extensive Marketing programme:** Press releases, social media, digital campaigns, Influencer engagement, etc.

- **10-day programme – project completed and new dates for 2022 will be released soon**
  A garden week microsite page was designed with all the information and booking platform regarding Garden week
  https://www.visitstellenbosch.org/gardenweek/

  The Map that has been designed and distributed, link to the map is here

- **Extensive Marketing programme**
  Herewith a summary (15/09/2021) of the Garden Week Stellenbosch editorial exposure so far:
  Total value of online exposure: (EXCLUDING social media) = R730 792.80
  Total value of print exposure: (newspapers and magazines) = R177 739.47
  Total value of broadcast media (TV & Radio) = R296 196.73
  GRAND TOTAL editorial coverage achieved based on the advertising value equivalent (AVE) = a monetary value of R1 204 729.00 which equates to what it would have cost Visit Stellenbosch if the space had been paid for.
  PR Value = R4 818 916.00

5. Project: Stay Stellenbosch

Stay Stellenbosch Campaign:

- Dedicated digital campaign to encourage overnight stays. Packaging Stellenbosch, making it easier for visitors to stay longer and do more.

- ***Boscher and Stay and Play in Stellenbosch campaign***

  What kind of Boscher are you? Take our quick quiz to find out what type of Boscher you are!
  Noun: A Stellenbosch connoisseur/addict/fan/buff

  These 2 campaign are ongoing and part of our social media plan, Any and all hostings link to a type of boscher. The Stay and Play in Stellenbosch is where we load all the special packages or Accommodation offers. Stay and play page is being updated regularly with specials.

- Stellenbosch Playbook: The latest playbooks is a go-to member (and benefit) resource that includes everything you or your guests may need to know about packaging and enjoying Stellenbosch. It is a Vibey and Vibrant quick index themed in Chapters for easy searching. This book is updated monthly with new members, listing and any new related information

- Hello Maties
  Members submitted some great special the students, next round of offers will be updated at the start of the term.
  https://www.visitstellenbosch.org/plan-your-visit/packages/hello-maties/

6. Project: Taste Stellenbosch

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

- Restaurant Month: create top of mind awareness and maximise support and interest for the Taste Stellenbosch Restaurant Month and its related activities. Maximise exposure prior to, during and after the month-long event in print, radio, TV and electronic media (including blogs) to ensure good support and awareness of the Stellenbosch Restaurant Month; the wine route as one of the country's finest wine and food destinations; the participating restaurants (highlighting the diversity and quality), and the chefs.
- Support Stellenbosch: An annual restaurant rewards scheme to stimulate the circular economy, and boosting the restaurant sector when most needed. Update infrastructure, websites, collateral, etc

- **Restaurant Month**
  Restaurant week is starting again from 1 April to 1 May 2022.

  16 offers from our Restaurant members are listed on the restaurant week website.

- **Support Stellenbosch**
  This campaign is on hold for now as we are onboarding a new partner and need to finalise the logistics regarding this to make it more sustainable in the future, planning is still ongoing.

  Launch date moved to winter for the May/June/July season.

7. Experience Stellenbosch:

Make Stellenbosch the destination of choice for sport, adventure and outdoor enthusiasts.

- Digital campaign to position Jonkershoek as a 2nd tier destination to Table Mountain National Park. Stellenbosch is an outdoor lover's paradise with more than 500km of mountain bike trails, running trails and hiking trails.
- Unite the various cycling initiatives and organisations under an umbrella body to promote cycling activities and events in and around town Develop an easy-to-use cycling and hiking map for the entire area.

- **Digital campaign**
  During July and August meetings was held with Ernst Gouws to get more research, having exploratory meeting and finalising concepts for the next phase of the Project that will include the Route maps and marketing of Jonkershoek – ongoing

  Boscher Campaign also forms part of this experience:
  Outdoorsy Boscher Itinerary Inspirations

- **Develop an easy-to-use cycling and hiking map for the entire area.**
  This is ongoing, Guided hiking routes has been packaged as part of the Stellenbosch Wine Walks. The Wine Walk will start from May again, exact date is to be confirmed.

8. Meet in Stellenbosch:

Capitalise on 2nd tier status to Cape Town for MICE and increase to top 5 in Africa in ICCA ranking.

- Host Business Tourism Showcase reintroducing Stellenbosch as a Business Tourism Destination. Invite PCO's and service providers to a 2-day educational introducing all the facilities Stellenbosch has to offer including accommodation, restaurants, venues, etc. Including a speaking programme.
- Host shoulder events to main tourism events in Cape Town & Durban (e.g. WTM and Indaba) where applicable. Capitalise on media, operators, corporates, etc which will be in the area and invite them to promotional experiences in Stellenbosch.

- **Business Tourism Showcase**
  The Business Travel website has been launched with 4 conferences coming to Stellenbosch this year. - ongoing

  https://businesstravel.visitstellenbosch.org/

  We hosted the DMC Micato Safaris in March for a 1 day educational.

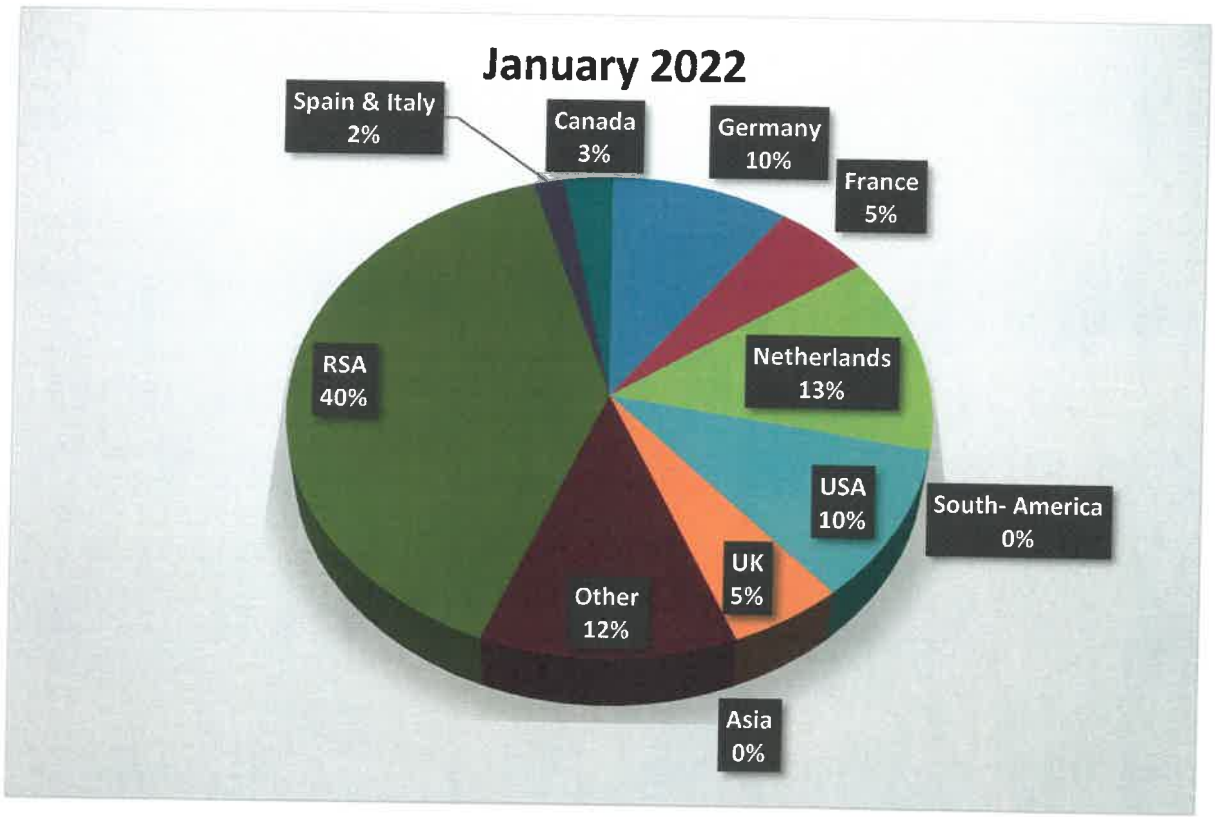
- ***Tourism Events***
  We are hosting a private event for SATSA conference attendees in April – ongoing
  There is also a WTM and Cape Wine Hosting in the plans.

9. Stellenbosch Visitor Information Centre

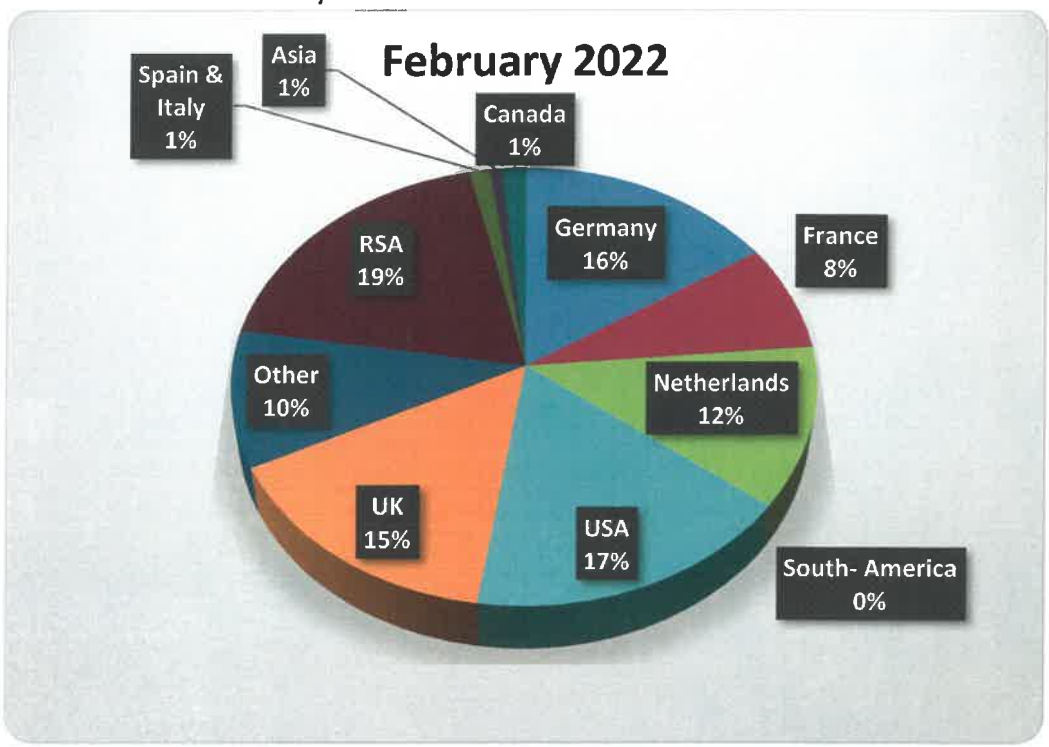
Offer and operate a Visitor Information Centre providing a frictionless visitor Experience.

- Operate a visitor centre 362 days of the year: The Visitor services centre provide information and aid to any current or potential tourists within a destination and its surrounding areas.
- The centre acts as the main point of contact for tourists' travel planning inquiries, as well as a place where local businesses and travel agencies can go to promote their products and services.
- The visitor's centre is staffed by four Visitor Information Liaison, all upskilled to provide additional admin and event support.
- The visitor centre collects key data (visitor numbers, requirements, destination of origin, etc)
- Shared operational costs including premises, telephone, internet, cleaning, security, etc.

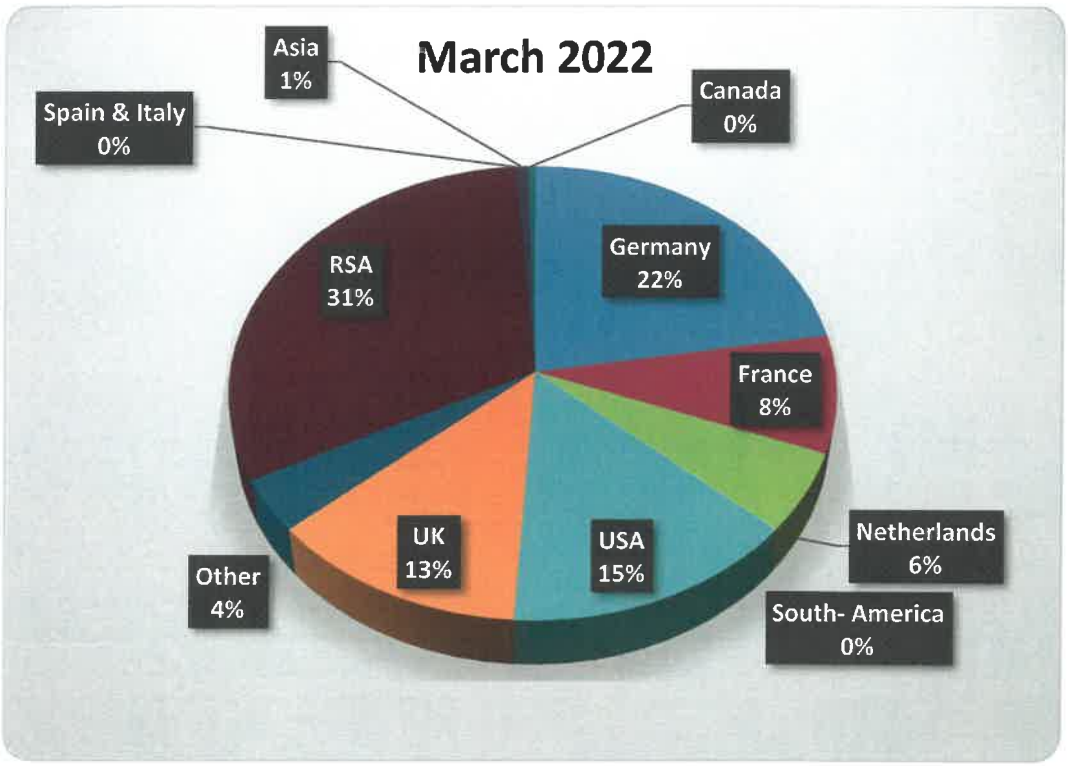
- Visitor Stats for January 2022



- Visitor Stats for February 2022



- Visitor Stats for March 2022



- High-Level international marketing campaign to promote Stellenbosch to key source markets, including Germany, UK, USA, etc.
- Develop messaging and collateral, including video and photography elements for different target audiences, rolled out on digital platforms; market access opportunities, tour operator and trade show activations.

- **High-Level international marketing campaign**
  In process, ongoing

- **Messaging and collateral**
  In process, ongoing

DWARSRIVIER PROJECTS / VISITOR CENTRE

10. Dwarsrivier Tourism Research, Brand Development and Marketing/ Communication Strategy

Offer and operate a Visitor Information Centre providing a frictionless visitor Experience.

- Develop a Destination brand and strategy extensive research must be completed with the regards the resources, products and service providers. Secondary research must be done to understand the source markets and visitor personas to develop an effective marketing plan. Research will determine what products and skills are available and to what extent these can be packaged or alternatively require training, development or market readiness assistance.
- Compile a full Brand DNA report including mission, vision, objectives, goals, define audiences, target markets, brand personality, tone of voice, ambitions, etc.
- Develop all brand elements and assets in a toolkit, include logo, taglines, key messaging, imagery, etc.
- Refresh a website and implement a website marketing strategy, etc.
- Refresh social media channels and drive presence.

- Destination brand and strategy process has been delayed due to COVID, 3 Research sessions and meetings took place in July, August and September.

  Strategy and Brand DNA work session took place in December. Management had a meeting with all the stakeholders for feedback and another strategy session took place at the end of March – ongoing process

11. Dwarsrivier Information Centre

Offer and operate a Visitor Information Centre providing a frictionless visitor Experience.

- Operate a visitor centre: The Visitor services centre provide information and aid to any current or potential tourists within a destination and its surrounding areas.
- The centre acts as the main point of contact for tourists' travel planning inquiries, as well as a place where local businesses and travel agencies can go to promote their products and services.
- The visitor's centre is staffed by a Visitor Information Liaison, all upskilled to provide additional admin and event support.
- The visitor centre collects key data (visitor numbers, requirements, destination of origin, etc)
- Shared operational costs including telephone, internet, cleaning, security, etc.
- Marketing: invest in marketing opportunities, printed and digital collateral to support the promotion of Destination Dwarsrivier

12. Dwarsrivier Projects – Garden Week and Other Events

Linking in with garden day and Garden Week Stellenbosch, Dwarsrivier plans to activate on various fronts. Using events to create economic opportunities and showcase the treasures of the valley.

- Garden Tours: Assist and support private gardeners to get their gardens ready to be included in the Private Garden Tours, signage, collateral, maps, admin and logistical assistance.
- Programme and workshops: Offer a speaking programme and several showcases such a chrysanthemum growing workshop, open garden at Johannesdal and other well-known gardens in the area.
- Community social cohesion: Activate several celebratory events, celebrating gardening on 17 September. Invite members of the communities and general public to attend an event to share cultures and experiences and customs.

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13. Other Events within the Dwarsrivier Region

Use events to drive positioning, economic opportunities and destination visibility for Dwarsrivier.

- **Adam Small Festival: Jan/Feb 2022**

A celebration of Small's contribution to Afrikaans; paying tribute to the life and times of Adam Small and celebrating Small's contribution to Afrikaans by various poets, writes and more. Event logistics and collateral, marketing, photography, speakers programme

- **Chrysanthemum Festival: April/May 2022**

A highlight on the Dwarsrivier calendar - young and old, should attend the Chrysanthemum Exhibition held at the Pniel Tea Garden and Museum. The day includes the exhibition and selling of the beautiful chrysanthemums, info sessions and delicious home-made treats for sale.

Event logistics and collateral, marketing, photography, speakers programme.

- Still in planning phase

- **Adam Small Festival: 26 February 2022**

A celebration of Small's contribution to Afrikaans; paying tribute to the life and times of Adam Small and celebrating Small's contribution to Afrikaans by various poets, writes and more.

A website was designed for the festival: https://adamsmallfees.co.za/

Photo: 1 & 3 Faith Stubbs and Photo 2: Darryl David

Articles:
https://www.bolanderlifestyle.co.za/news/adam-small-fees-bring-hulde-aan-welbekende-digter-
https://www.litnet.co.za/fotoblad-adam-small-fees-2022

14. Social Media

Facebook Stats for December, January and February:

Information	Dec	Jan	Feb
Users	12270	9642	11257
Sessions	14765	11352	13314
Session per user	1,2	1,18	1,18
Page Views	44382	37037	43838
Page Sessions	3,01	3,26	3,29
Average Sess Duration	1:24	1:41	1:35
Bounce Rate	0,65%	0,91%	0,51%

- Still awaiting on the official March Social Media Report

Top Performing Posts for December

Recent content	Type		Reach	Likes and reactions	Comments
What a dreamy setting for a summ... Dec 29, 2021	Post		1,286	1	0
In Stellenbosch we are all #FreeTo... Dec 29, 2021	Post		1,051	5	0
😷We all have a responsibility to ta... Dec 28, 2021	Post	Boost post	3,010	24	1
New Year's Eve 2021: 6 places to c... Dec 27, 2021	Post	Boost post	3,340	14	0
Wishing you all a festive season an... Dec 25, 2021	Post	Boost post	612	7	0

Top Performing Posts for January

Recent content	Type		Reach	Likes and reactions	Comments
The Quick Reference Guide to the ... Thu Jan 27, 1:38am	Post	Boost post	3,094	9	0
What a year January has been! Don... Mon Jan 24, 10:23am	Post	Boost post	2,678	2	0
Discover These New Wine Bars in ... Sat Jan 22, 12:56am	Post	Boost post	10,823	140	14
Our vibrant Winelands town ranks ... Fri Jan 21, 5:59am	Post	Boost post	4,112	43	0
Enjoy some epic food & drinks whil... Thu Jan 20, 2:12am	Post	Boost post	2,055	5	0

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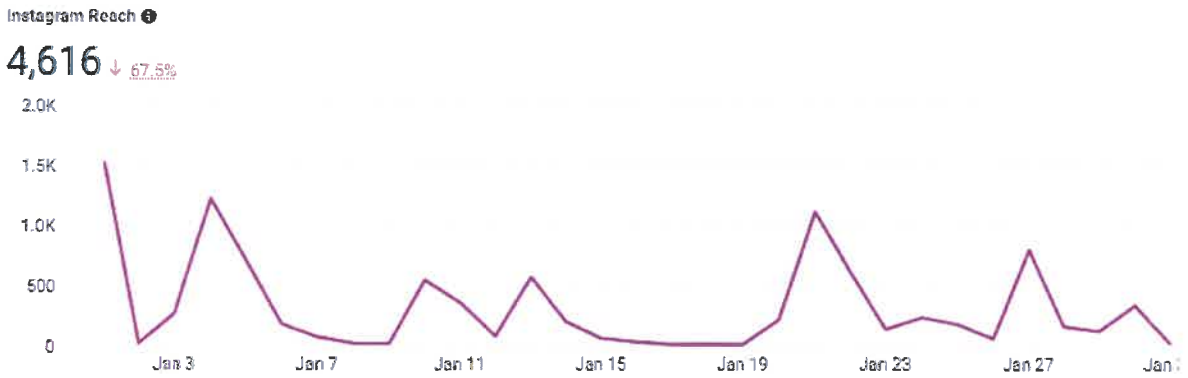
Top Performing Posts for February

Recent content	Type		Reach	Likes and reactions	Comments
Let's not waste a single day of sum... Fri Feb 25, 11:00pm	Post	Boost post	2,366	26	1
YOUR WEEKEND ENTERTAINMENT... Thu Feb 24, 2:57pm	Post	Boost post	1,362	4	0
ADAM SMALL BoJazzed will get yo... Tue Feb 22, 9:55am	Post	Boost post	16,409	85	13
No, the fairies don't maintain the bi... Tue Feb 22, 7:21am	Post	Boost post	1,147	8	0
RESTAURANT SPECIALS IN STELL... Sun Feb 20, 11:59pm	Post	Boost post	5,431	37	12

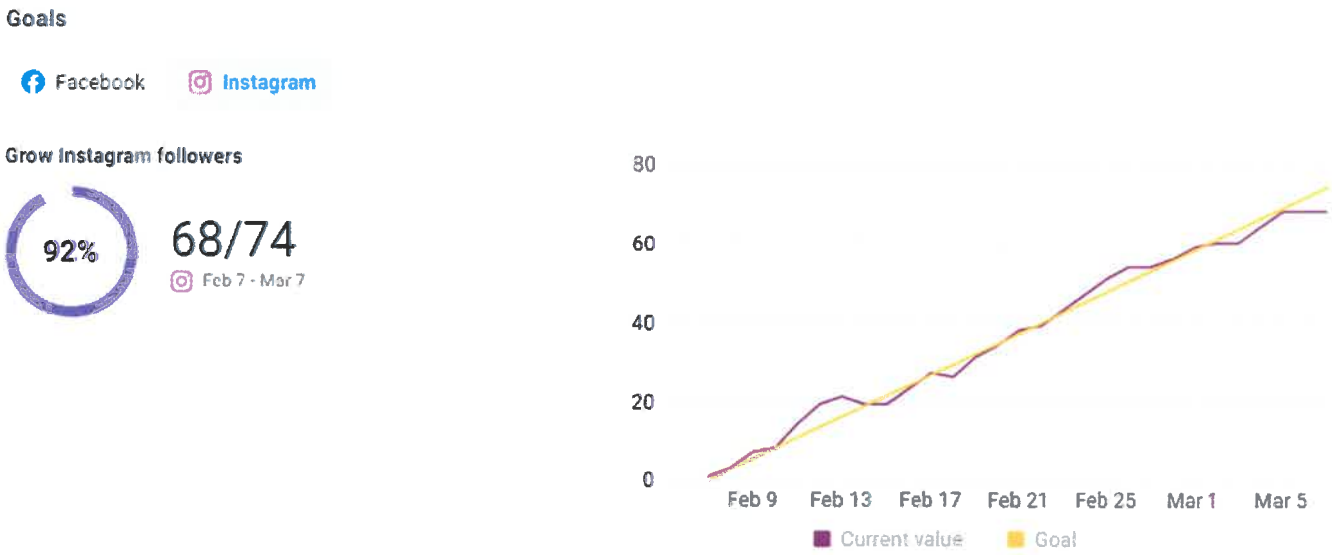
Top Performing Posts for March

Recent content	Type		Reach	Likes and reactions	Comments
Never a blue monday when you get... Mon Mar 28, 6:13am	Post	Boost post	1,173	16	0
Well done to Francois Swart and R... Fri Mar 25, 8:58am	Post		2,559	16	1
Make your way to Stellenbosch, it's... Thu Mar 24, 3:30pm	Post	Boost post	3,168	6	0
Kamers vol geskenke is back in Ste... Wed Mar 23, 7:55am	Post	Boost post	2,219	12	2
What words pop into your head wh... Tue Mar 22, 8:00am	Post	Boost post	1,588	6	0

Instagram Stats for January



Instagram Stats for February



Audience

- Still awaiting on the official March Social Media Report

Top Performing Instagram Posts for January

Recent content	Type	Reach	Likes and reactions	Comments
It's street soiree time 😜#freeToBe... Thu Jan 27, 1:20pm	Post	975	36	2
We have been ranked #23 of the 10... Fri Jan 21, 8:55am	Post	1,995	141	8
Is it just us or can you also hear th... Thu Jan 13, 1:36pm	Post	749	34	0
Hopefully those 🎉2022 New Year ... Mon Jan 10, 6:10am	Post	890	31	0
FOODIE ALERT.. meet @rykaartsst.. Thu Jan 6, 6:00am	Post	1,178	51	4

Top Performing Instagram Posts for February

Recent content	Type	Reach	Likes and reactions	Comments	Sh
A freshly baked croissant for break... Sat Feb 26, 12:20pm	Post	1,026	38	0	
Love is in the Stellenbosch air😍. ... Mon Feb 14, 8:31am	Post	613	22	0	
Who are we seeing tonight at the #... Wed Feb 9, 9:48am	Post	2,019	98	3	
Have you tried it yet? #foodieBosc... Mon Feb 7, 9:34am	Post	1,110	48	2	
Do you remember the feeling of gra... Thu Feb 3, 10:18am	Post	1,049	53	1	

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Top Performing Instagram Posts for March

Recent content	Type	Reach	Likes and reactions	Comments
Monday's diet has been postponed... Mon Mar 28, 6:35am	Post	772	27	0
Here's one for all our #ArtsyBosch... Fri Mar 25, 8:24am	Post	612	13	0
Anyone for some spakly? #Capriof... Thu Mar 24, 3:20pm	Post	500	15	0
We love it when food not only look... Fri Mar 18, 8:43am	Post	849	37	0
We think @dorpwaronmarkt have the ... Thu Mar 10, 2:57pm	Post	713	30	2

Thank You

Visit Stellenbosch

Management Statements for the period 01/07/2021 – 30/06/2022

Note	Budget for the period 01/07/2021 to 30/06/2022	Actual for the period 01/07/2021 to 31/03/2022	Variance for the period 01/07/2021 to 31/03/2022
Socio Economic Development Programmes			
Municipal grant -	*R 270 000,00*	R 200 000,00	R 70 000,00
Expenses	*R -270 000,00*	R -185 000,00	R -85 000,00
Net income / (loss)	*R -*	R 15 000,00	R- -15 000,00
Events: Wine Tourism			
Municipal grant	*R 145 000,00*	R 115 000,00	R 30 000,00
Expenses	*R -145 000,00*	R -130 000,00	R -15 000,00
Net income / (loss)	*R -*	R -	R- 15 000,00
Events: Stellenbosch Street Soiree and Other Events			
Municipal grant	*R 180 000,00*	R 135 000,00	R 45 000,00
Expenses	*R -180 000,00*	R -135 000,00	R -45 000,00
Net income / (loss)	*R -*	R -	R- -
Events: Garden Week Stellenbosch			
Municipal grant	*R 100 000,00*	R 100 000,00	R -
Expenses	*R -100 000,00*	R -100 000,00	R -
Net income / (loss)	*R -*	R -	R- -
Project: Stay Stellenbosch			
Municipal grant	*R 50 000,00*	R 43 500,00	R 6 500,00
Expenses	*R -50 000,00*	R -45 000,00	R -5 000,00
Net income / (loss)	*R -*	R -1 500,00	R- 1 500,00
oject: Taste Stellenbosch			
Municipal grant	*R 80 000,00*	R 60 000,00	R 20 000,00
Expenses	*R -80 000,00*	R -60 000,00	R -20 000,00
Net income / (loss)	*R -*	R -	R- -
Experience Stellenbosch			
Municipal grant	*R 100 000,00*	R 88 500,00	R 11 500,00
Expenses	*R -100 000,00*	R -85 000,00	R -15 000,00
Net income / (loss)	*R -*	R 3 500,00	R- -3 500,00

Visit Stellenbosch

Management Statements for the period 01/07/2021 – 30/06/2022

Note	Budget for the period 01/07/2021 to 30/06/2022	Actual for the period 01/07/2021 to 31/03/2022	Variance for the period 01/07/2021 to 31/03/2022
Meet in Stellenbosch			
Municipal grant	R 100 000,00	R 90 000,00	R 10 000,00
Expenses	R -100 000,00	R -70 000,00	R -30 000,00
Net income / (loss)	R -	R 20 000,00	R- -20 000,00
Stellenbosch Visitor Information Centre			
Municipal grant	R 1 900 000,00	R 1 381 818,18	R 518 181,82
Expenses	R -1 900 000,00	R -1 863 636,36	R -36 363,64
Net income / (loss)	R -	R -481 818,18	R- 481 818,18
Dwarsrivier Tourism Research, Brand Development and Marketing/ Communication Strategy			
Municipal grant	R 1 900 000,00	R 1 381 818,18	R 518 181,82
Expenses	R -1 900 000,00	R -1 863 636,36	R -36 363,64
Net income / (loss)	R -	R -481 818,18	R- 481 818,18
Dwarsrivier Information Centre			
Municipal grant	R 280 000,00	R 203 636,36	R 76 363,64
Expenses	R -280 000,00	R -203 636,36	R -76 363,64
Net income / (loss)	R -	R -	R- -
Dwarsrivier Projects – Garden Week and Other Events			
Municipal grant	R 30 000,00	R 30 000,00	R -
Expenses	R -30 000,00	R -30 000,00	R -
Net income / (loss)	R -	R -	R- -
Other Events within the Dwarsrivier Region			
Municipal grant	R 67 000,00	R 52 000,00	R 15 000,00
Expenses	R -67 000,00	R -37 000,00	R -30 000,00
Net income / (loss)	R -	R 15 000,00	R- -15 000,00
*Preliminary Balance carried over on 01/04/2022		R -468 318,18	
		R -2 752 272,73	

Certificate issued by the Commissioner of Companies & Intellectual Property Commission on Tuesday, July 23, 2019 at 11:44

Companies and Intellectual Property Commission
a member of the dti group

Disclosure Certificate: Companies and Close Corporations

Registration Number: 2019 / 304510 / 08
Enterprise Name: VISIT STELLENBOSCH

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: MIDDELVLEI 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:

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

SEKR 01

Companies and Intellectual Property Commission
Republic of South Africa

Form CoR 14.1

- This form is issued in terms of section 13 of the Companies Act, 2008, and Regulation 14 of the Companies Regulations, 2011.
- A profit company may be incorporated by an organ of state, or by one or more persons. A non-profit company may be incorporated by an organ of state, a juristic person, or by three or more persons.
- To each of paragraphs 1, 2, 3, 6 and 7, you must select one option, by ticking the appropriate box.
- Annexure A must be completed and attached.
- Annexure B is required only if you tick the 3rd option at paragraph 6.
- Annexure C is required only if you tick the 2nd option at paragraph 7.
- The basic filing fee is R175 if the company's Memorandum of Incorporation is in Form 15.1A or 15.1C, or R475 in any other case.
- An MOI in Form CoR 15.1A, 15.1B, 15.1C, 15.1D or 15.1E or unique to the company must be attached.
- A company is not registered until the Commission has issued a Registration Certificate in Form CoR 14.3.

Contacting the Commission

The Companies and Intellectual Property Commission of South Africa

Postal Address
PO Box 429
Pretoria 0001
Republic of South Africa
Tel: 086 100 2472

www.cipc.co.za

Notice of Incorporation

Customer Code: SEKR01

From:

(Name, address and identity or registration number of Incorporator)
(If there are multiple incorporators, each must be listed. Use a separate sheet :)

Name: MICHAEL STANSFIELD RATCLIFFE
Address: LITTLE WEDGE FARM, IDAS VALLEY, STELLENBOSCH, WESTERN CAPE, 7600
Identity/Reg No: 721030 5173 088

1. The incorporators have incorporated a juristic person to be registered as a:
   - [ ] State Owned Company
   - [ ] Public Company
   - [ ] Personal Liability Company
   - [ ] Private Company
   - [X] Non Profit Company
2. The incorporation of the company is to take effect on
   - [X] The date of the registration certificate is issued
   - [ ] _____, if later than the registration date.
3. The company's first financial year will end on JUNE.
4. The company's registered office address is
   47 CHURCH STREET, STELLENBOSCH, WESTERN CAPE, 7600
   SUITE 224, POSTNET X 5061, STELLENBOSCH, WESTERN CAPE, 7599
5. There are 3 initial directors of the company, as listed in Annexure A.
6. The company name is to be:
   - [ ] The company's registration number, followed by the elements required by section 11 (3).
   - [X] The name currently reserved or registered under # 9188276569 for use by SEKRETARI (VISIT STELLENBOSCH)
   - [ ] The first of the names set out on annexure B that proves to be eligible, in terms of Regulation 14 (1) (b)(iii).
7. The company's Memorandum of Incorporation, attached in Form CoR 15.1 E (indicate form number) or unique [ ] (tick if appropriate)
   - [X] 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:**

This form is prescribed by the Minister of Trade and Industry in terms of section 223 of the Companies Act, 2008 (Act No. 71 of 2008).

SEKR 01

Companies and Intellectual Property Commission
Republic of South Africa

Form CoR 14.1

- This form is issued in terms of section 13 of the Companies Act, 2008, and Regulation 14 of the Companies Regulations, 2011.
- A profit company may be incorporated by an organ of state, or by one or more persons. A non-profit company may be incorporated by an organ of state, a juristic person, or by three or more persons.
- To each of paragraphs 1, 2, 3, 6 and 7, you must select one option, by ticking the appropriate box.
- Annexure A must be completed and attached.
- Annexure B is required only if you tick the 3rd option at paragraph 6.
- Annexure C is required only if you tick the 2nd option at paragraph 7.
- The basic filing fee is R175 if the company's Memorandum of Incorporation is in Form 15.1A or 15.1C, or R475 in any other case.
- An MOI in Form CoR 15.1A, 15.1B, 15.1C, 15.1D or 15.1E or unique to the company must be attached.
- A company is not registered until the Commission has issued a Registration Certificate in Form CoR 14.3.

Contacting the Commission

The Companies and Intellectual Property Commission of South Africa

Postal Address
PO Box 429
Pretoria 0001
Republic of South Africa
Tel: 086 100 2472

www.cipc.co.za

Notice of Incorporation

Customer Code: SEKR01

From:

(Name, address and identity or registration number of Incorporator)
(If there are multiple incorporators, each must be listed. Use a separate sheet :)

Name: JEANNERET MOMBERG
Address: MIDDELVLEI WYNLANDGOED, FLAMINGO STREET, STELLENBOSCH, WESTERN CAPE, 7600
Identity/Reg No: 680716 0026 086

1. The incorporators have incorporated a juristic person to be registered as a:
   - [ ] State Owned Company
   - [ ] Public Company
   - [ ] Personal Liability Company
   - [ ] Private Company
   - [X] Non Profit Company
2. The incorporation of the company is to take effect on
   - [X] The date of the registration certificate is issued
   - [ ] _____, if later than the registration date.
3. The company's first financial year will end on JUNE.
4. The company's registered office address is
   47 CHURCH STREET, STELLENBOSCH, WESTERN CAPE, 7600
   SUITE 224, POSTNET X 5061, STELLENBOSCH, WESTERN CAPE, 7599
5. There are 3 initial directors of the company, as listed in Annexure A.
6. The company name is to be:
   - [ ] The company's registration number, followed by the elements required by section 11 (3).
   - [X] The name currently reserved or registered under # 9188276569 for use by SEKRETARI (VISIT STELLENBOSCH)
   - [ ] The first of the names set out on annexure B that proves to be eligible, in terms of Regulation 14 (1) (b)(iii).
7. The company's Memorandum of Incorporation, attached in Form CoR 15.1 E (indicate form number) or unique [ ] (tick if appropriate)
   - [X] 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: _____

This form is prescribed by the Minister of Trade and Industry in terms of section 223 of the Companies Act, 2008 (Act No. 71 of 2008).

SEKR 01

Companies and Intellectual Property Commission
Republic of South Africa

Form CoR 14.1

- This form is issued in terms of section 13 of the Companies Act, 2008, and Regulation 14 of the Companies Regulations, 2011.
- A profit company may be incorporated by an organ of state, or by one or more persons. A non-profit company may be incorporated by an organ of state, a juristic person, or by three or more persons.
- To each of paragraphs 1, 2, 3, 6 and 7, you must select one option, by ticking the appropriate box.
- Annexure A must be completed and attached.
- Annexure B is required only if you tick the 3rd option at paragraph 6.
- Annexure C is required only if you tick the 2nd option at paragraph 7.
- The basic filing fee is R175 if the company's Memorandum of Incorporation is in Form 15.1A or 15.1C, or R475 in any other case.
- An MOI in Form CoR 15.1A, 15.1B, 15.1C, 15.1D or 15.1E or unique to the company must be attached.
- A company is not registered until the Commission has issued a Registration Certificate in Form CoR 14.3.

Contacting the Commission

The Companies and Intellectual Property Commission of South Africa

Postal Address
PO Box 429
Pretoria 0001
Republic of South Africa
Tel: 086 100 2472

www.cipc.co.za

Notice of Incorporation

Customer Code: SEKR01

From:

(Name, address and identity or registration number of Incorporator)
(If there are multiple incorporators, each must be listed. Use a separate sheet :)

Name: JAKOBUS WILHELM BASSON
Address: KLEINE ZALZE ESTATE, STELLENBOSCH, WESTERN CAPE, 7600
Identity/Reg No: 580704 5119 081

1. The incorporators have incorporated a juristic person to be registered as a:
   - [ ] State Owned Company
   - [ ] Public Company
   - [ ] Personal Liability Company
   - [ ] Private Company
   - [X] Non Profit Company
2. The incorporation of the company is to take effect on
   - [X] The date of the registration certificate is issued
   - [ ] _____, if later than the registration date.
3. The company's first financial year will end on JUNE.
4. The company's registered office address is
   47 CHURCH STREET, STELLENBOSCH, WESTERN CAPE, 7600
   SUITE 224, POSTNET X 5061, STELLENBOSCH, WESTERN CAPE, 7599
5. There are 3 initial directors of the company, as listed in Annexure A.
6. The company name is to be:
   - [ ] The company's registration number, followed by the elements required by section 11 (3).
   - [X] The name currently reserved or registered under # 9188276569 for use by SEKRETARI (VISIT STELLENBOSCH)
   - [ ] The first of the names set out on annexure B that proves to be eligible, in terms of Regulation 14 (1) (b)(iii).
7. The company's Memorandum of Incorporation, attached in Form CoR 15.1 E (indicate form number) or unique [ ] (tick if appropriate)
   - [X] 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:**

This form is prescribed by the Minister of Trade and Industry in terms of section 223 of the Companies Act, 2008 (Act No. 71 of 2008).

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

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)

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

For Commission Use only | **Commission file number:** | **Date filed:**

This form is prescribed by the Minister of Trade and Industry in terms of section 223 of the Companies Act, 2008 (Act No. 71 of 2008).

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

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)

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

For Commission Use only | **Commission file number:** | **Date filed:**

This form is prescribed by the Minister of Trade and Industry in terms of section 223 of the Companies Act, 2008 (Act No. 71 of 2008).

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

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)

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

For Commission Use only | **Commission file number:** | **Date filed:**

This form is prescribed by the Minister of Trade and Industry in terms of section 223 of the Companies Act, 2008 (Act No. 71 of 2008).

COR9.4

Companies and Intellectual Property Commission

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

POWER OF ATTORNEY TO REGISTER A NEW COMPANY

I / We, the undersigned directors

MICHAEL STANSFIELD RATCLIFFE ID 7210305173088

Jeannerct Momberg ID 6807160026086

Jakobus W Bassan ID 580704 5119 081

_____ 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. RATCLIFFE

J. Momberg

JW. BASSON

DIRECTOR SIGNATURES:

SWORN AFFIDAVIT – B-BBEE QUALIFYING SMALL ENTERPRISE – SPECIALISED ENTITY - GENERAL

I, the undersigned,

Full name & Surname	Jeanneret Montberg
Identity number	680716 0026 088

Hereby declare under oath as follows:

1. The contents of this statement are to the best of my knowledge a true reflection of the facts.

2. I am a Director of the following enterprise and am duly authorised to act on its behalf:

Enterprise Name:	Visit Stellenbosch NPC
Trading Name (If Applicable):	Visit Stellenbosch
Registration Number:	2019/304510/08
Enterprise Physical Address:	47 Church Street Stellenbosch 1600
Type of Entity (NPO, PBO etc.):	Non Profit Company
Nature of Business:	Visitor Centre / Tourism office
Definition of "Black People"	As per the Broad-Based Black Economic Empowerment Act 53 of 2003 as Amended by Act No 46 of 2013 "Black People" is a generic term which means Africans, Coloureds and Indians – (a) Who are citizens of the Republic of South Africa by birth or descent; or (b) Who became citizens of the Republic of South Africa by naturalization- i. Before 27 April 1994; or On or after 27 April 1994 and who would have been entitled to acquire citizenship by naturalization prior to that date

3. I hereby declare under Oath that:

- The Enterprise has 40 % Black Beneficiaries as per Amended Code Series 100 of the Amended Codes of Good Practice issued under section 9 (1) of B-BBEE Act No 53 of 2003 as Amended by Act No 46 of 2013,
- The Enterprise has 10 % Black Woman Beneficiaries as per Amended Code Series 100 of the Amended Codes of Good Practice issued under section 9 (1) of B-BBEE Act No 53 of 2003 as Amended by Act No 46 of 2013,
- The Enterprise has 5 % Black Designated Group Beneficiaries as per Amended Code Series 100 of the Amended Codes of Good Practice issued under section 9 (1) of B-BBEE Act No 53 of 2003 as Amended by Act No 46 of 2013,

- Based on the Financial Statements/Management Accounts and other information available on the latest financial year-end of 2021, the annual Total Revenue/Allocated Budget/Gross Receipts was between R10,000,000.00 (Ten Million Rands) and R50,000,000.00 (Fifty Million Rands)

- Please confirm on the table below the B-BBEE level contributor, **by ticking the applicable box.**

At Least 75% Black Beneficiaries	**Level One** (135% B-BBEE procurement recognition level)	
At Least 51% Black Beneficiaries	**Level Two** (125% B-BBEE procurement recognition level)	✓

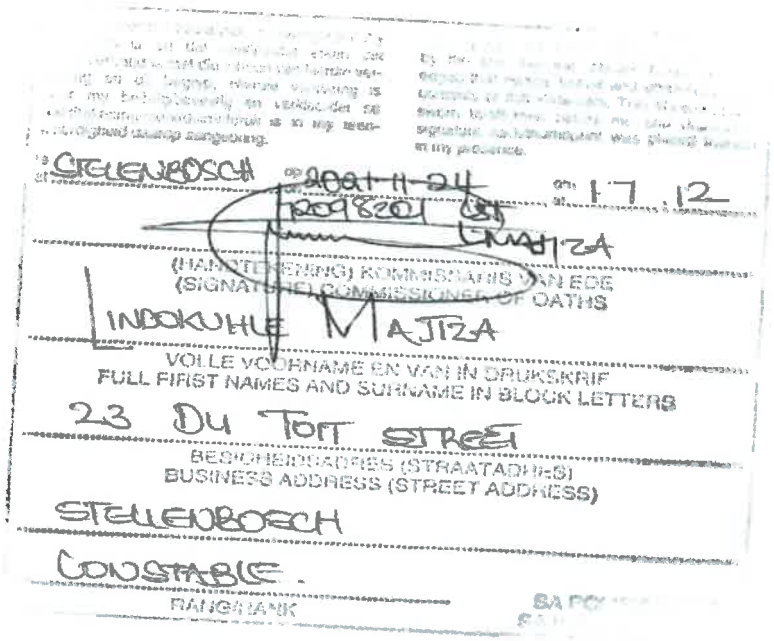
4. I know and understand the contents of this affidavit and I have no objection to take the prescribed oath and consider the oath binding on my conscience and on the owners of the enterprise which I represent in this matter.

5. The sworn affidavit will be valid for a period of 12 months from the date signed by commissioner.

Deponent Signature: _____

Date: 24/11/21

Commissioner of Oaths
Signature & stamp



APPENDIX 3B

TAX COMPLIANCE STATUS
PIN Issued

VISIT STELLENBOSCH NPC
POSTNET SUITE 224
PRIVATE BAG X5061
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: 9597737189

Always quote this reference number when contacting SARS

Issue Date: 2022/03/11

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	Visit Stellenbosch Npc
Trading Name	VISIT STELLENBOSCH
Tax Reference Number(s)	IT - 9597737189 Vat - 4710289002 PAYE - 7150806836
Purpose of Request	Good Standing
Request Reference Number	0043935858GS1103220955350
PIN	F8153872EE
PIN Expiry Date	11/03/2023

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.

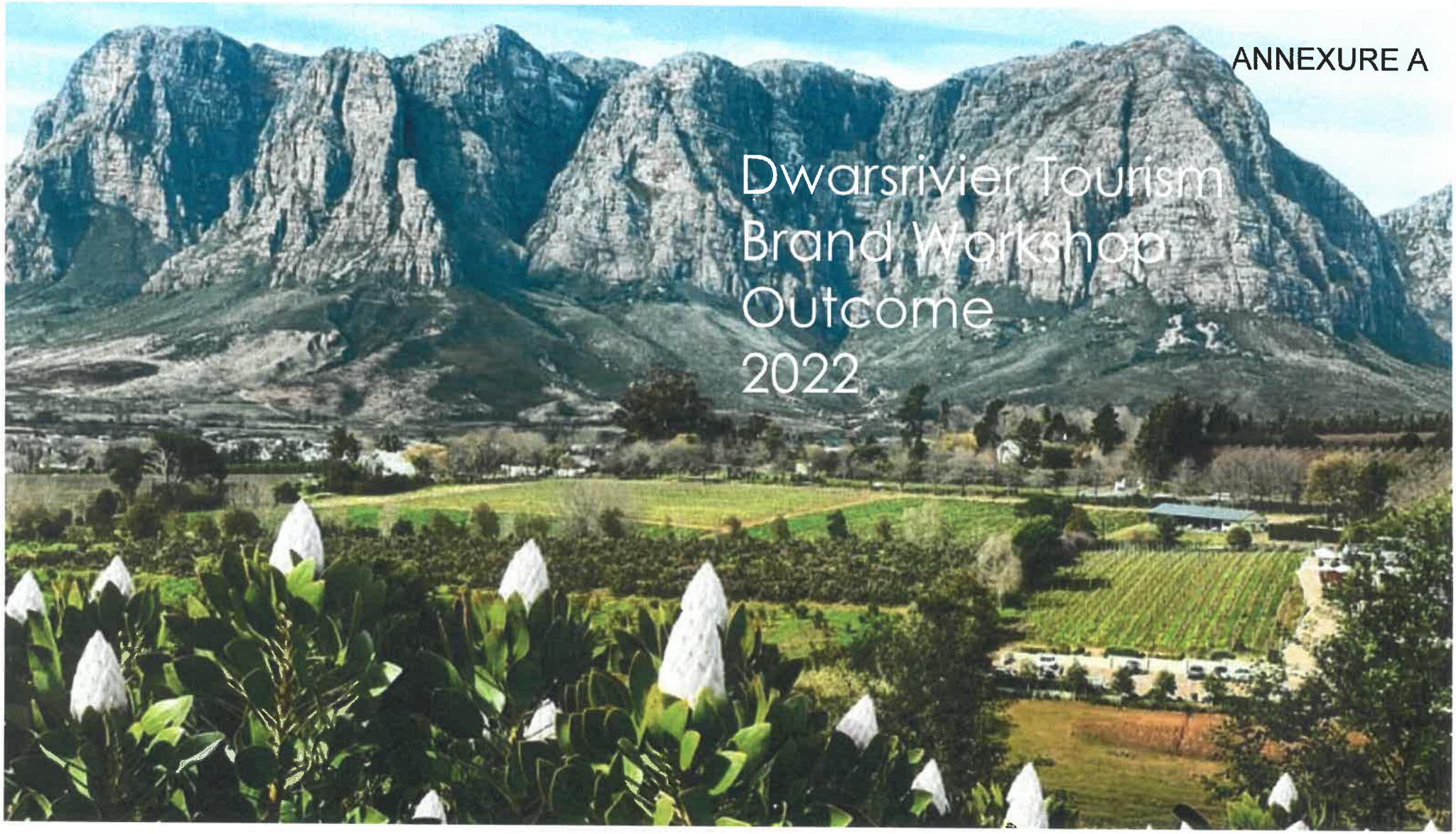
You may cancel this PIN at any time before the expiry date reflected above. Once cancelled, a third party will not be able to verify your TCS.

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

ANNEXURE A



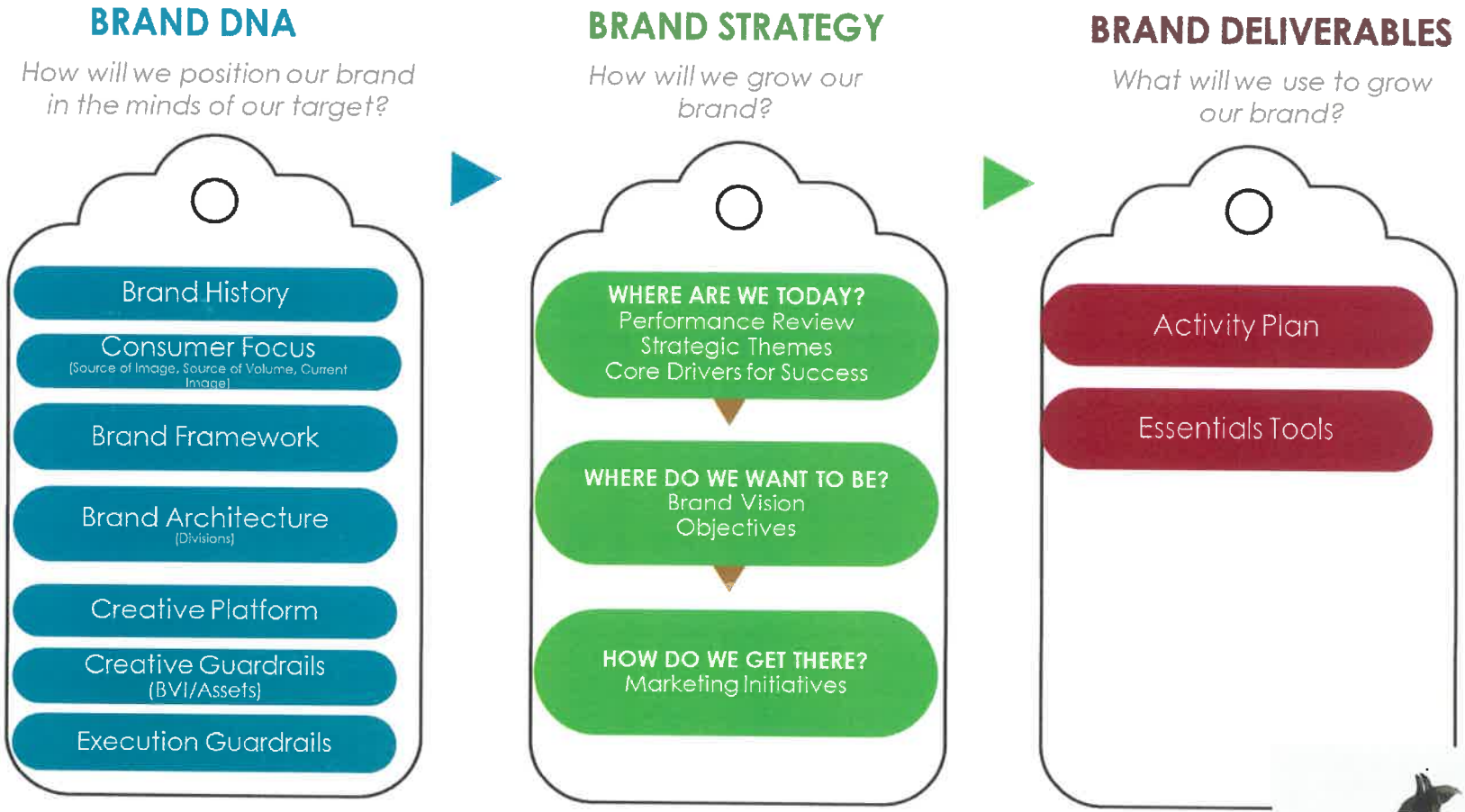
The marketing objective...

...indisputably the Dwarsrivier area is a hidden gem and a grossly under exposed tourism destination with huge potential, waiting to be unlocked. The aim is to build a strong and distinctive brand that:

- encapsulates the various brand strengths
- that resonates with target consumers
- embodies the spirit and soul of Dwarsrivier
- that is future fit
- will grow revenue and job opportunities from tourism for current and future generations

DWARSRIVIER TOURISM
CAPE WINELANDS SOUTH AFRICA

The three elements of brand creation



DWARSRIVIER TOURISM
CAPE WINELANDS · SOUTH AFRICA

Brand DNA

Brand History

DWARSRIVIER TOURISM
CAPE WINELANDS SOUTH AFRICA

Brand DNA

Consumer Focus

DWARSRIVIER TOURISM
CAPE WINELANDS SOUTH AFRICA

Source Markets

EXISTING CORE

1. Domestic
2. Germany
3. UK
4. USA
5. South Africa

DWARSRIVIER TOURISM
CAPE WINELANDS SOUTH AFRICA

Target Markets

German Market

Demographics	• 50-64 years • Couples • Price savvy • Highly digitised households
When do they travel (in general)?	1. August 2. July 3. June
What do they do when they travel?	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?	• Lifetime experiences • Feeling pampered • Cultural experiences. • Influenced by perceptions of safety • Value for money • Like outdoors and adventure
Where do they get their information?	• Content from destinations and travel brands • Top online sources include OTAs and SE • Book through OTAs + high reliance on traditional travel channels
Opportunity	• 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	• 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?	• Outdoors and adventure (nature and wildlife) • Value for money • Sustainability • Friendly and welcoming locals
Where do they get their information?	• Friends and family • Online travel inspiration – most of travel bought online • Package deals through travel agents • Independents buy direct through suppliers online
Opportunity	• 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	• 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)?	1. August 2. September 3. July
What do they do when they travel?	1. Holiday (64%) 2. VFR (21%) 3. Business (12%)
What's important to them when they travel?	• Weather • Good food and wine • Friendly open citizens • Influenced by perceptions of safety • Value for money
Where do they get their information?	• OTAs have the most significant reach in the UK • Online information sites, such as Tripadvisor.com, Nationalgeographic.
Opportunity	• 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

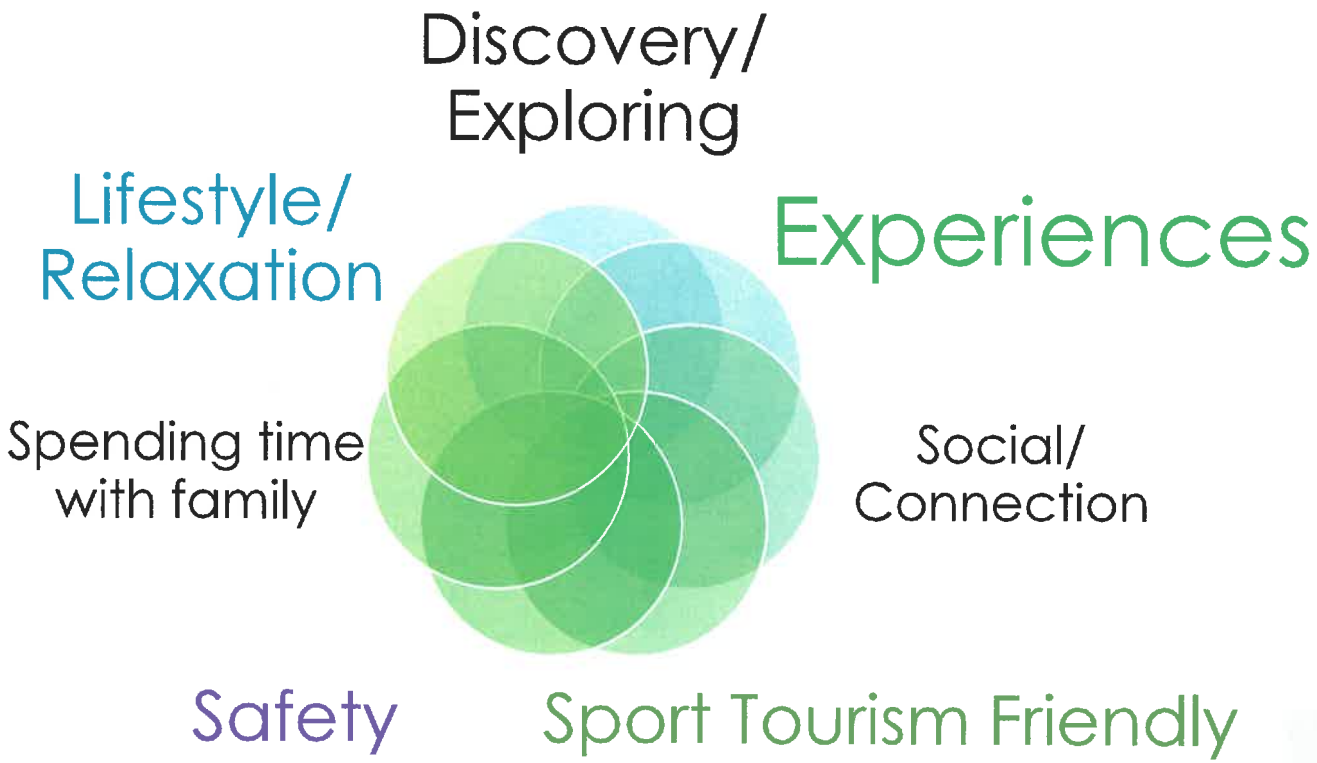
USA Market

Demographics	• 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?	1. Holiday (64%) 2. VFR (21%) 3. Business (12%)
What's important to them when they travel?	• Value for money • Safety and security • Nature and Wildlife • Good food and wine • Friendly open citizens
Where do they get their information?	• Search engines • Recommendations from friends and family
Opportunity	• 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 beforeTop • 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	• 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?	1. Business 2. VFR 3. Holiday
What's important to them when they travel?	• Value for money • Outdoor & nature-based destinations • VFR travel
Where do they get their information?	• Search engines • Recommendations from friends and family • Peer review through social • Travel review • Traditional travel agents • Travel suppliers (online)
Opportunity	• Growing black middle class > spend on luxury items • Strong appetite for status • Year-round travel – opportunity for winter travel • Business travel

Shared needs across consumer groups



DWARSRIVIER TOURISM
CAPE WINELANDS SOUTH AFRICA

Brand DNA

Brand Framework

DWARSRIVIER TOURISM
CAPE WINELANDS SOUTH AFRICA

Brand Framework

- Develop a positioning that captures the essence of the brand
- Use to make sure brand message is consistent
- Use to stay on track through all development and communication

Brand Framework - job to be done

Define and document **what the brand is** and craft a **brand positioning** framework that is:

- Future proof
- Relevant
- Distinctive
- Credible

The positioning needs to:

- align to macro trends i.e. future proof
- be relevant to all stakeholders
- distinctive from what competitors are offering
- credible for the brand to deliver

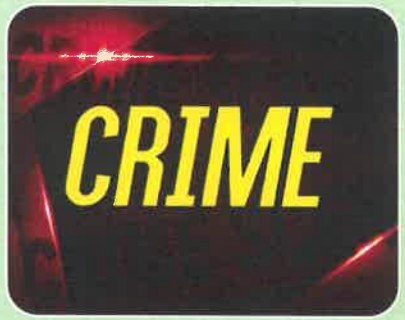
Future proof

Relevant

Distinctive

Credible

External Environment



Political & Legal

- Global instability = uncertainty
- ANC turmoil - negative impact on economy and tourism
- Transformation agenda in SA leads to investment uncertainty
- Crime a serious threat to tourism

Economical

- Downgrading of investment status
- Low/no economic growth
- High unemployment in South Africa
- European economies also struggling
- China recovering
- Brazil struggling

Sociological & Environmental

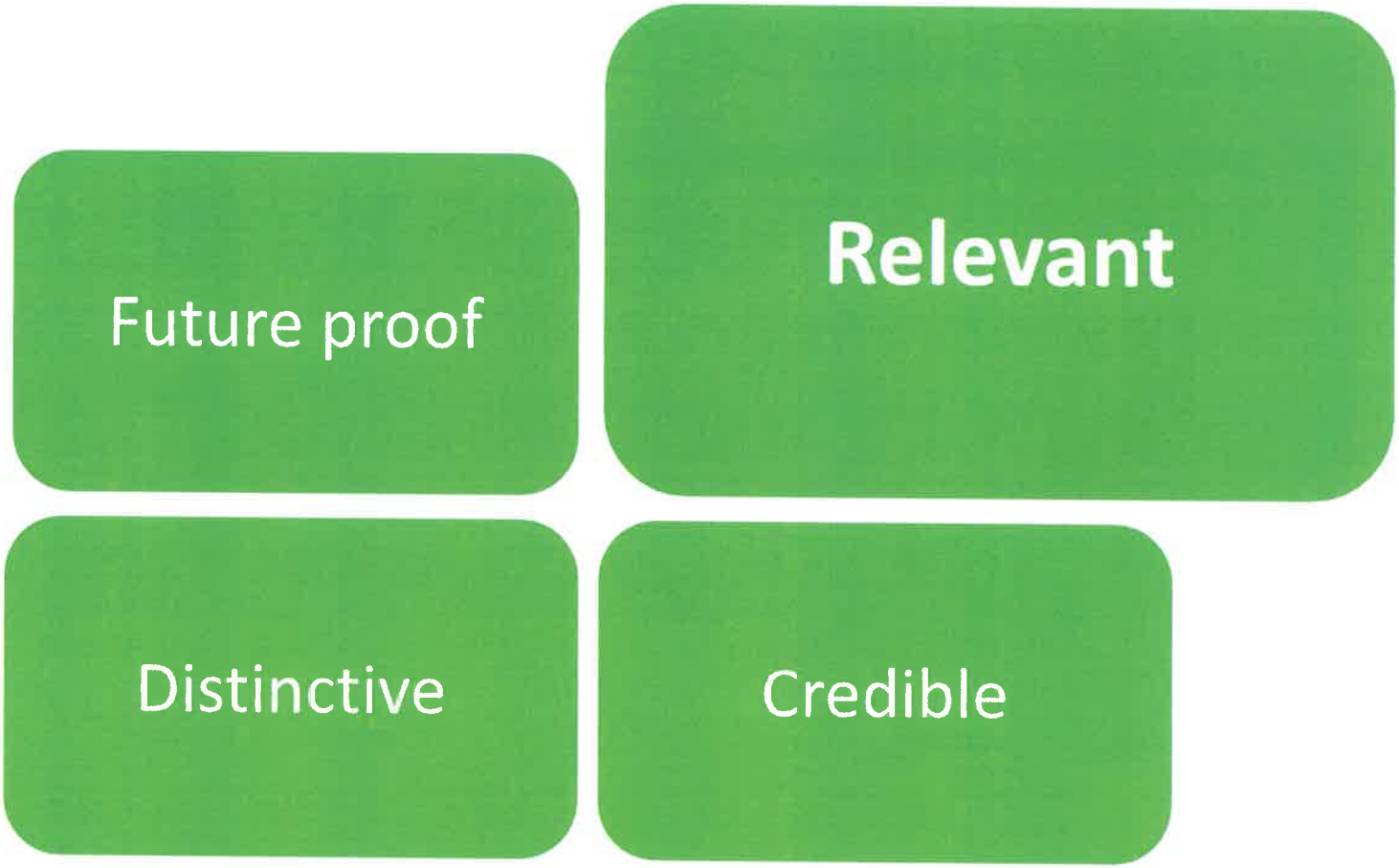
- Health and wellness trends globally
- Value experiences over possessions
- Environmental concerns might impact especially air travel
- Carbon footprint
- Sustainability high on agenda

Technological

- Always on consumer culture
- Power of social media; new platforms developing
- On-line marketing/shopping
- Artificial intelligence
- Data mining

So What?
Implications of trends/themes

- Increasing political instability globally and tougher trading conditions. **Ensure continuous dialog with global business partners** to adapt strategy if needed
- High number of South Africans living abroad. "Tourists" visiting family and friends offers a significant opportunity
- Developing **middle class** in South Africa and other emerging markets with a new aspirational lifestyle offers a great consumer opportunity vs traditional, mostly European visitors. Do we target them?
- **Gauteng sells a significant percentage of high value wine** products; how do we attract these consumers as tourists?
- We have **authentic products with a sense of place/terroir/experiences** desired by consumers.
- **Technology** offers affordable mediums for **communication and on-line marketing.** How do we fully capitalise on this?


Future proof
Relevant
Distinctive
Credible

Be relevant to all Stakeholders

Consumers

- International and local leisure tourists
- Sport and culture tourists
- Business tourists
- Visiting family and friends

Media

- International journalists and bloggers
- Local journalists and bloggers
- Consumer generated media

SA Travel Trade

- Destination Marketing Company
- SATSA

International Travel Trade

- Trade shows

Key Influencers

- Celebrities
- Community leaders

Community

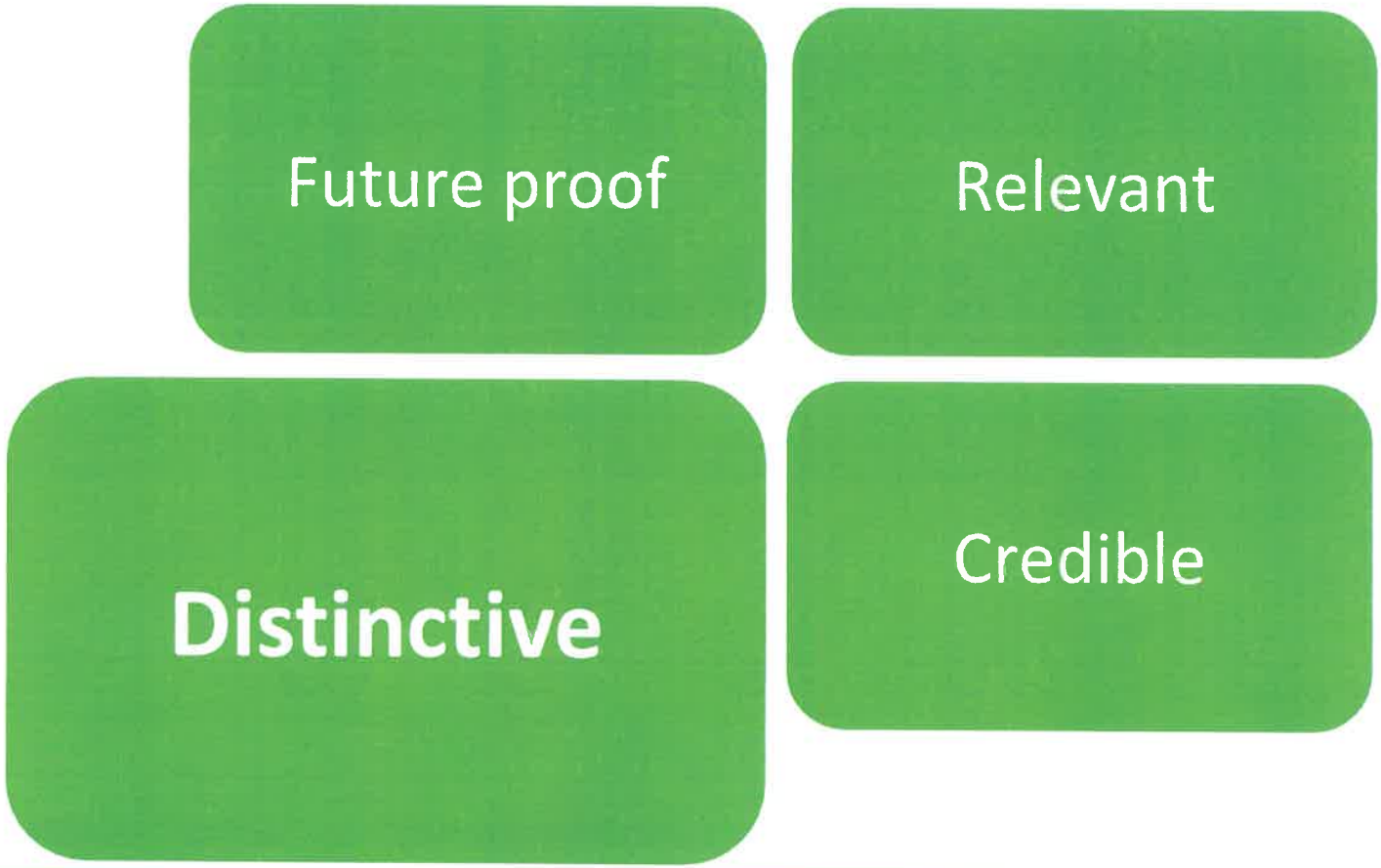
- Local residents
- Businesses

Local Partners

- Visit Stellenbosch
- Municipality
- CWDM
- Stellenbosch University

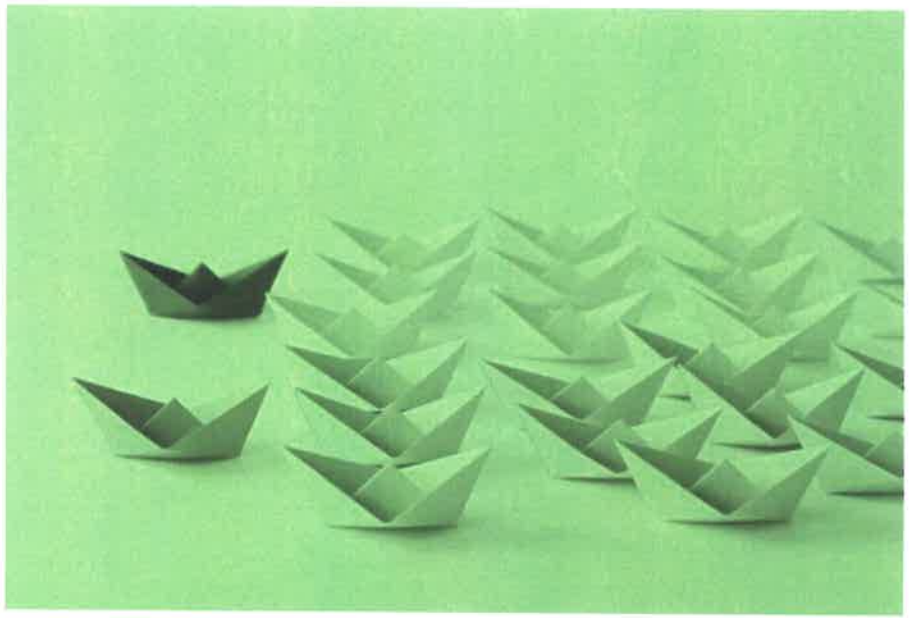
Industry Partners

- VINPRO
- Wesgro
- WOSA
- DEDAT



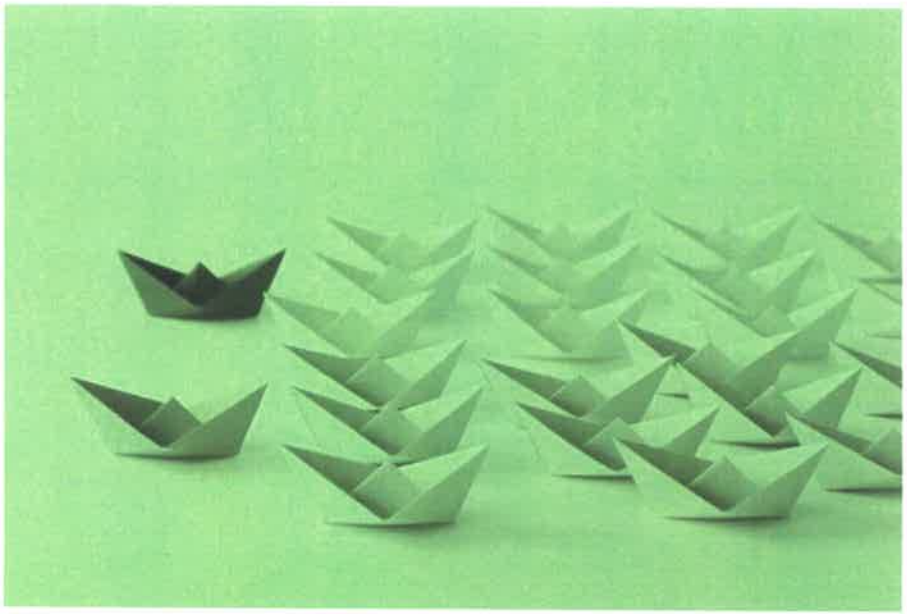
DWARSRIVIER TOURISM
CAPE WINELANDS · SOUTH AFRICA

Who are our regional competitors?

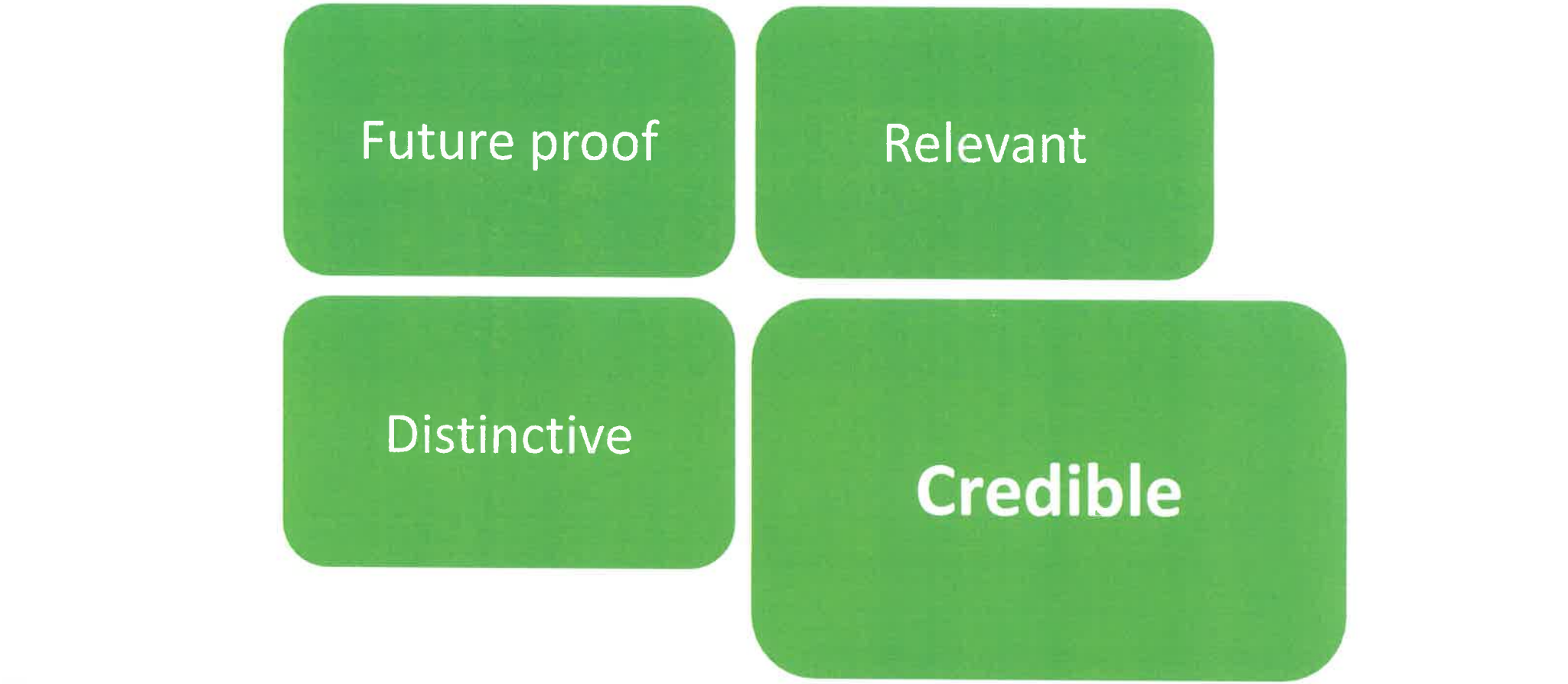


- Stellenbosch
- Hermanus
- Franschhoek
- Paarl
- Cape Town

Our competitors' selling propositions?



- Tourism Resources
- Tourism Support Services
- Demand Conditions
- Industry Capacity


Future proof
Relevant
Distinctive
Credible

BRAND STRENGTHS
1
• Incredible natural beauty of the area
2
• Outdoors and Adventure infrastructure
3
• History, heritage and culture
4
• Established wine tourism offerings

Dwarsrivier toerisme bates

(Insette van vergadering)

1. Ryk Geskiedenis
2. Erfenis instellasies
3. Kultuur produkte
4. Skatkis van stories
5. Natuurskoonheid
6. Trails
7. Wyntoerisme produkte
8.
9.
10.

What is the consumer insight that informs our positioning framework?

Consumer Insight

People travel to break the bounds of their every day, to **discover** places, people and experiences that **enrich** them and ensure they return home a **better version** of themselves, to **restore** mind, body and soul, to relax and feel pampered. They appreciate **ease of travel**, **authenticity**, **newness** and **quality**.

DWARSRIVIER TOURISM
CAPE WINELANDS SOUTH AFRICA

What are our proof points & how do they benefit the consumer?

Feature/Truth	Attribute	Functional Benefit	Emotional Benefit
Incredible natural beauty	A lush, biodiverse valley featuring extraordinary views, sweeping mountains, fynbos and vineyards	An opportunity to explore an area of exceptional natural beauty, its plant and animal life and sweeping valley and mountain views	Connect with nature and feel restored, refreshed and inspired by the great outdoors, enriched by what you've learnt from Mother Nature
Soft adventure and outdoors experiences	Kilometres of hiking and mountain biking trails set against the backdrop of an extraordinarily beautiful natural setting	Explore on foot or by bike with varying levels of fitness required with a diversity of trails through varied terrain on offer	Feel happy, invigorated, healthy and challenged after a day in the outdoors
Cultural and Heritage landmarks and experiences	A distinctive heritage and culture stemming from religious roots as a mission station for recently freed slaves in the 19th century	Learn about the distinctive history of the freed slaves who settled here and the proud traditions passed on through the generations	Feel enriched having learnt about the distinct heritage and culture of one of South Africa's most extraordinary settlements and the traditions they still hold
Wine tourism	A world-class wine tourism offer with diverse activities experiences all within close proximity of each other	Enjoy a world-class wine tourism experience, featuring an array of varietals, different backdrops and offers for specific segments	Be pampered and indulged, crafting memories with loved ones as you celebrate quality in beautiful surrounds; leaving with a deeper appreciation and understanding of wine

Consumer Insight: People travel to break the bounds of their every day, to discover places, people and experiences that enrich them and ensure they return home a better version of themselves, to restore mind, body and soul, to relax and feel pampered. They appreciate ease of travel, authenticity, newness and quality.

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What makes Dwarsrivier different from competitors?

Nobody else can claim…

A rich combination of natural beauty, outdoors and adventure, distinct heritage and excellent wine in one valley.

Consumer Insight: People travel to break the bounds of their every day, to discover places, people and experiences that enrich them and ensure they return home a better version of themselves, to restore mind, body and soul, to relax and feel pampered. They appreciate ease of travel, authenticity, newness and quality.

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Differentiator: A rich combination of natural beauty, adventure and outdoors, good wine and distinct heritage in one valley.

What is Dwarsrivier's personality?

considerate

considerate

/kən sɪd(ə)rət/

adjective

1. careful not to inconvenience or harm others.
   "she was unfailingly kind and considerate"

   Similar: attentive thoughtful concerned solicitous mindful heedful

2. **ARCHAIC**
   showing careful thought.
   "be considerate over your handwriting"

Afrikaans: bedagsaam

generous

generous

/ˈdʒɛn(ə)rəs/

adjective

1. showing a readiness to give more of something, especially money, than is strictly necessary or expected.
   "a generous benefactor to the University"

   Similar: liberal lavish magnanimous munificent giving open-handed

2. (of a thing) larger or more plentiful than is usual or necessary.
   "a generous helping of pasta"

   Similar: lavish plentiful copious ample liberal munificent bountiful

Afrikaans: vrygewig

respectful

respectful

/rɪˈspɛk(t)fʊl,rɪˈspɛk(t)f(ə)l/

adjective

adjective: **respectful**

feeling or showing deference and respect.
"they sit in respectful silence"

Similar: deferential reverent admiring humble reverential dutiful

Afrikaans: respekvol

dignified

dignified

/ˈdɪgnɪfʌɪd/

adjective

having or showing a composed or serious manner that is worthy of respect.
"she maintained a dignified silence"

Similar: stately noble courtly majestic kingly distinguished proud

Afrikaans: waardig

Consumer Insight: People travel to break the bounds of their every day, to discover places, people and experiences that enrich them and ensure they return home a better version of themselves, to restore mind, body and soul, to relax and feel pampered. They appreciate ease of travel, authenticity, newness and quality.

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Differentiator: A rich combination of natural beauty, adventure and outdoors, good wine and distinct heritage in one valley.

Personality: Considerate Generous Respectful Dignified

Values to live by?

VIRTUE

virtue

/ˈvəːtʃuː, ˈvəːtjuː/

noun

1. behaviour showing high moral standards.
   "paragons of virtue"

   Similar: goodness virtuousness righteousness morality ethicalness

2. (in traditional Christian angelology) the seventh-highest order of the ninefold celestial hierarchy.

Afrikaans: deug

INTEGRITY

integrity

/ɪnˈtɛgrɪti/

noun

1. the quality of being honest and having strong moral principles.
   "a gentleman of complete integrity"

   Similar: honesty uprightness probity rectitude honour honourableness

2. the state of being whole and undivided.
   "upholding territorial integrity and national sovereignty"

   Similar: unity unification wholeness coherence cohesion undividedness

Afrikaans: integriteit

HOSPITABILITY

friendly and generous to guests

1 : **friendly and generous to guests and visitors**. 2 : willing to deal with something new They were hospitable to the changes. Other Words from hospitable. hospitably \ -blē \ adverb.

Afrikaans: gasvry

DIGNITY

dignity

/ˈdɪgnɪti/

noun

1. the state or quality of being worthy of honour or respect.
   "the dignity of labour"
2. a composed or serious manner or style.
   "he bowed with great dignity"

Similar: stateliness nobleness nobility majesty regalness regality

Afrikaans: waardigheid

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Considerate
Generous
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Values:
Virtue
Integrity
Hospitability
Dignity

What is the essence?

Brand Proposition

Dwarsrivier offers a beautifully scenic natural environment with a distinctive heritage and culture, diverse outdoors and adventure activities and a world-class wine offer.

DWARSRIVIER TOURISM
CAPE WINELANDS SOUTH AFRICA

Consumer Insight: People travel to break the bounds of their every day, to discover places, people and experiences that enrich them and ensure they return home a better version of themselves, to restore mind, body and soul, to relax and feel pampered. They appreciate ease of travel, authenticity, newness and quality.

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Brand Proposition:
Dwarsrivier offers a beautifully scenic natural environment with a distinctive heritage and culture, diverse outdoors and adventure activities and a world-class wine offer.

Essence: Informed elation (shareable, captivating, remarkable, memorable, cultured, enriched, inspired)

Brand DNA

Brand Architecture

DWARSRIVIER TOURISM
CAPE WINELANDS SOUTH AFRICA

Brand Architecture

Divisions

- Add the different groupings under the main brand

Brand DNA

Creative Platform

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CAPE WINELANDS SOUTH AFRICA

Creative Platform

FUNCTIONAL BENEFIT
A multitude of excellent, world-class offerings in one place

CREATIVE PLATFORM

EMOTIONAL BENEFIT
Experiences that enrich and inspire you

PAYOFF LINE

Brand DNA

Creative Guardrails

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Brand DNA

Execution Guardrails

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CAPE WINELANDS · SOUTH AFRICA

The three elements of brand creation

BRAND DNA

How will we position our brand in the minds of our target?

- Brand History
- Consumer Focus (Source of Image, Source of Volume, Current Image)
- Brand Framework
- Brand Architecture (Divisions)
- Creative Platform
- Creative Guardrails (BVI/Assets)
- Execution Guardrails

BRAND STRATEGY

How will we grow our brand?

- **WHERE ARE WE TODAY?** Performance Review, Strategic Themes, Core Drivers for Success
- **WHERE DO WE WANT TO BE?** Brand Vision, Objectives
- **HOW DO WE GET THERE?** Marketing Initiatives

BRAND DELIVERABLES

What will we use to grow our brand?

- Activity Plan
- Essentials Tools

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Brand Strategy

DWARSRIVIER TOURISM
CAPE WINELANDS · SOUTH AFRICA

Brand Strategy

Brand Strategy

Where are we today?

- Performance
- Financial/Commercial
- Brand Health/Other

Dwarsrivier se uitdagings

1. Onherkenbaarheid vd naam
2. Onduidelike logo
3. Moelik om enkele kultuur produk te bemark
4. Gebrek aan toere
5. Gebrek aan samewerking tussen stakeholders
6. Kwaliteit van bestaande produkte
7. Vuil publieke areas
8. Beskadigde natuurlike omgewing
9. Swak verhouding met omgewings vennote
10. Onduidelike grense

Dwarsrivier se uitdagings (vervolg)

11. Die posisie vd toerisme kantoor

12. Munisipale dienslewering

13. Kos aanbiedings

14.

15.

16.

17.

18.

19.

20.

Brand Strategy

Where do we want to be?

- Set Vision (clear statement of aspiring dream with numbers)
- Set Objectives (tangible and measurable Commercial and Consumer targets that will achieve the vision)

Vision

- a clear statement of what we want to achieve over medium and long term (financial/commercial and non-financial/consumer driven)

- needs to be measurable in order to track performance and progress

Vision

Build a strong tourism offer in Dwarsrivier so that visitors are aware of and are inspired to access its depth of experiences, in turn creating economic opportunities for the local community.

Brand Strategy

How do we get there?

Key strategic themes

- Identify bold focussed core actions that will shift the needle
- Craft the initiatives/key activities that will drive delivery on each of the core actions

The three elements of brand creation

BRAND DNA

How will we position our brand in the minds of our target?

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Brand Deliverables

DWARSRIVIER TOURISM
CAPE WINELANDS SOUTH AFRICA

Activity Plan

Core Campaign

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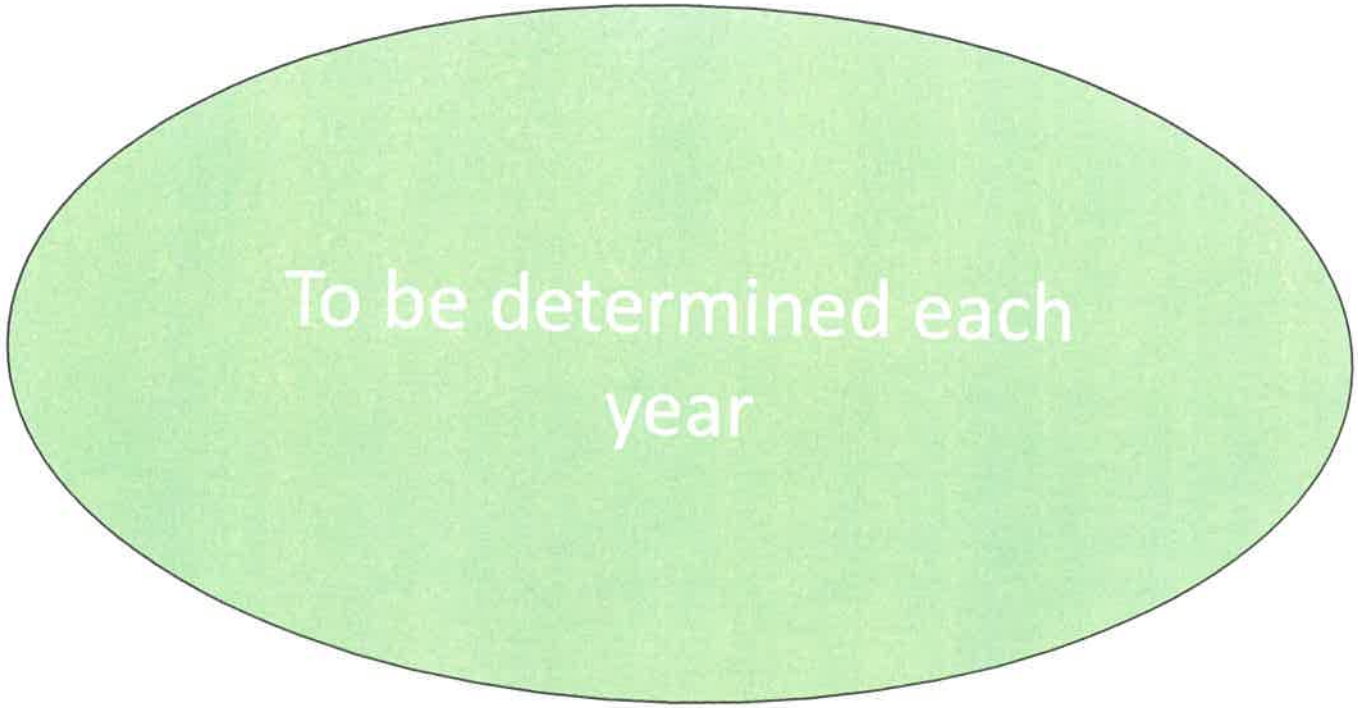
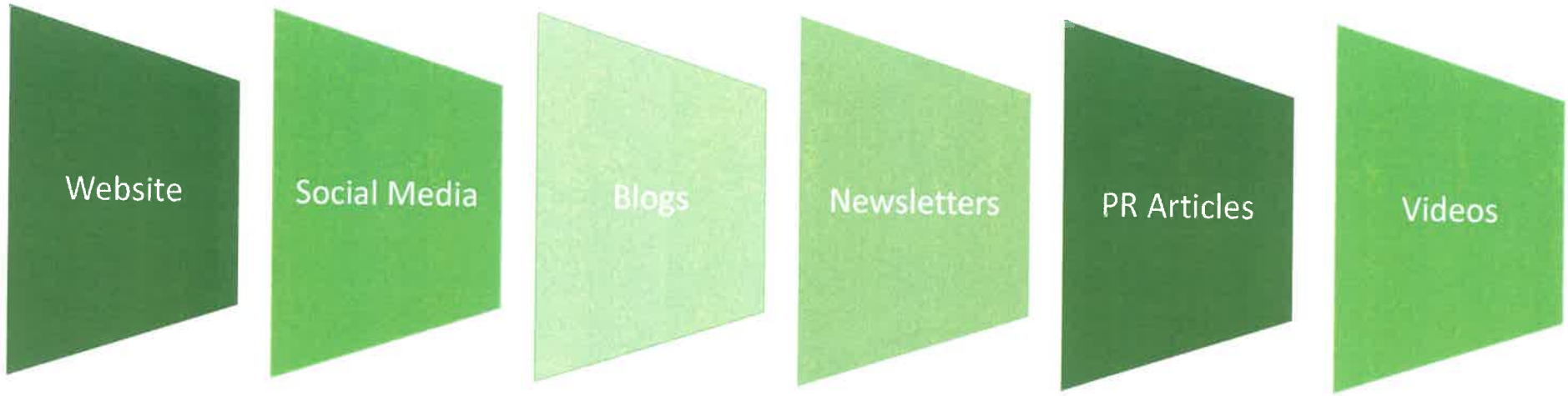
Tactical Campaigns



Essential Tools

Tactics


Website
Social Media
Blogs
Newsletters
PR Articles
Videos

7.11.3	REPORT ON A PUBLIC FACILITY MANAGEMENT PLAN FOR THE DIRECTORATE: COMMUNITY AND PROTECTION SERVICES

Collaborator No:
IDP KPA Ref No:
Meeting Date: **Mayco: 2022-06-08**

1. SUBJECT: REPORT ON A PUBLIC FACILITY MANAGEMENT PLAN FOR THE DIRECTORATE: COMMUNITY AND PROTECTION SERVICES

2. PURPOSE

To report on the finalisation of the Key Performance Indicator D2602, namely updating of a Public Facility Management Plan for the Directorate Community and Protection Services.

3. DELEGATED AUTHORITY

Council

7. EXECUTIVE SUMMARY

One of the Key Performance Indicators for the Directorate for the 2021/2022 financial year is that a Public Facility Management Plan for the Directorate Community and Protection Services must be compiled. The due date is 30 June 2022. The report has been finalised. The Plan will be attached as Annexure A.

8. RECOMMENDATIONS

That Council takes note of the Public Facility Management Plan for the Directorate Community and Protection Services.

9. DISCUSSION / CONTENTS

The plan will focus on all three departments within the Directorate Community and Protection Services, namely Community Development, Community Services and Protection Services.

The following table gives an indication of the sections within the Directorate Community and Protection Services.

SECTIONS WITHIN THE DIRECTORATE COMMUNITY AND PROTECTION SERVICES
NATURE RESERVES, NATURAL AREAS AND WETLANDS
LIBRARY SERVICES
CEMETERIES
PLAYGOURNDS & PARKS
ORNAMENTAL HORTICULTURE
SPORT FACILITIES
HALLS
SWIMMING POOLS
PICNIC SITES
TRAFFIC SERVICES
DISASTER MANAGEMENT & FIRE SERVICES
LAW ENFORCEMENT & SECURITY
COMMUNITY DEVELOPMENT

The Public Facility Management Plan includes an overview of each of the sections within the Directorate Community and Protection Services. The maintenance plan for each of these sections is described in detail.

Emphasis is placed on the planned maintenance for the financial year 2022/23. These planned activities can change due to factors unknown when the planning was conducted. Other factors such as unforeseen maintenance requirements may also influence the planned programme.

Historically all maintenance on municipal facilities was done by the Property Management Department. Currently discussions are ongoing regarding taken some of the responsibilities away from the Facility Maintenance Department and place these responsibilities within the department responsible for managing the facility.

10. IMPLICATIONS

7.1 Financial Implications

Additional responsibility on the line department results in additional funds needed by the line department. Each line department had made provision on their 2022/23 maintenance budget to be able to perform this function.

7.2 Legal Implications

The PFMP complies with all relevant municipal policies and legislation.

7.3 Staff Implications

No staff implications.

7.4 Risk Implications

None.

11. PREVIOUS / RELEVANT COUNCIL RESOLUTIONS

None.

ANNEXURES

Annexure A: Public Facility Management Plan for the Directorate: Community and Protection Services

FOR FURTHER DETAILS CONTACT:

NAME	***Albert van der Merwe***
POSITION	***Senior Manager: Community Services***
DIRECTORATE	***Community and Protection Services***
CONTACT NUMBERS	***8161***
E-MAIL ADDRESS	***Albert.vandermerwe***
REPORT DATE	

DIRECTOR: COMMUNITY AND PROTECTION SERVICES

The contents of this report have been discussed with the Portfolio Committee Chairperson and the Councillor agrees with the recommendations.

APPENDIX 1

PUBLIC FACILITY MANAGEMENT PLAN

Directorate: Community and Protection Services

REF: KPI D2602

TABLE OF CONTENTS

CHAPTER 1

1.1 BACKGROUND
1.2 LOCATION OF STELLENBOSCH

CHAPTER 2

2.1 STRUCTURE OF DIRECTORATE COMMUNITY AND PROTECTION SERVICES
(Provide overview of the Directorate)

2.2. DEPARTMENTS

2.2.1 COMMUNITY SERVICES

NATURE RESERVES, NATURAL AREAS AND WETLANDS
- Overview
- Maintenance Plan

LIBRARY SECTION
- Overview
- Maintenance Plan

CEMETERIES
- Overview
- Maintenance Plan

PLAYGROUNDS & PARKS
- Overview
- Maintenance Plan

ORNAMENTAL HORTICULTURE
- Overview
- Maintenance Plan

RECREATION, SPORTS GROUNDS, SWIMMING POOL AND HALLS
- Overview
- Maintenance Plan

2.2.2 PROTECTION SERVICES

TRAFFIC SERVICES
- Overview
- Maintenance Plan

DISASTER MANAGEMENT & FIRE SERVICES
- Overview
- Maintenance Plan

LAW ENFORCEMENT & SECURITY
- Overview
- Maintenance Plan

2.2.3 COMMUNTY DEVELOPMENT

- Overview
- Maintenance Plan

1.1 BACKGROUND

The report will focus on the management of the different facilities within the directorate Community and Protection Services.

The following table gives an indication of the sections within the directorate Community and Protection Services.

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PICNIC SITE
TRAFFIC SERVICES
DISASTER MANAGEMENT & FIRE SERVICES
LAW ENFORCEMENT & SECURITY
COMMUNITY DEVELOPMENT

Figure 1: Sections within the Directorate: Community and Protection Services

1.2 LOCATION OF STELLENBOSCH

Figure 2 illustrates the Greater Stellenbosch in relation to neighbouring municipalities, within the Western Cape. Stellenbosch Municipality is located in the heart of the Cape Winelands.

Stellenbosch is situated about 50 km from Cape Town and is flanked by the N1 and N2 main routes. The municipal area covers approximately 900 km² and has a population of approximately 155 000 people according to the 2011 Census data, but according to population growth estimates, done by the Department of Social Development, and based on the 2.6% population growth (between 2001 and 2011), the population figures for Stellenbosch for 2016 indicates a number of 173 419 people. The Municipality's area of jurisdiction includes the town of Stellenbosch and stretches past Jamestown to Raithby in the south, Bottelary, Koelenhof, and Klapmuts to the north, and over the Helshoogte Pass to Pniel, Kylemore, Groendal and Franschhoek in the east.

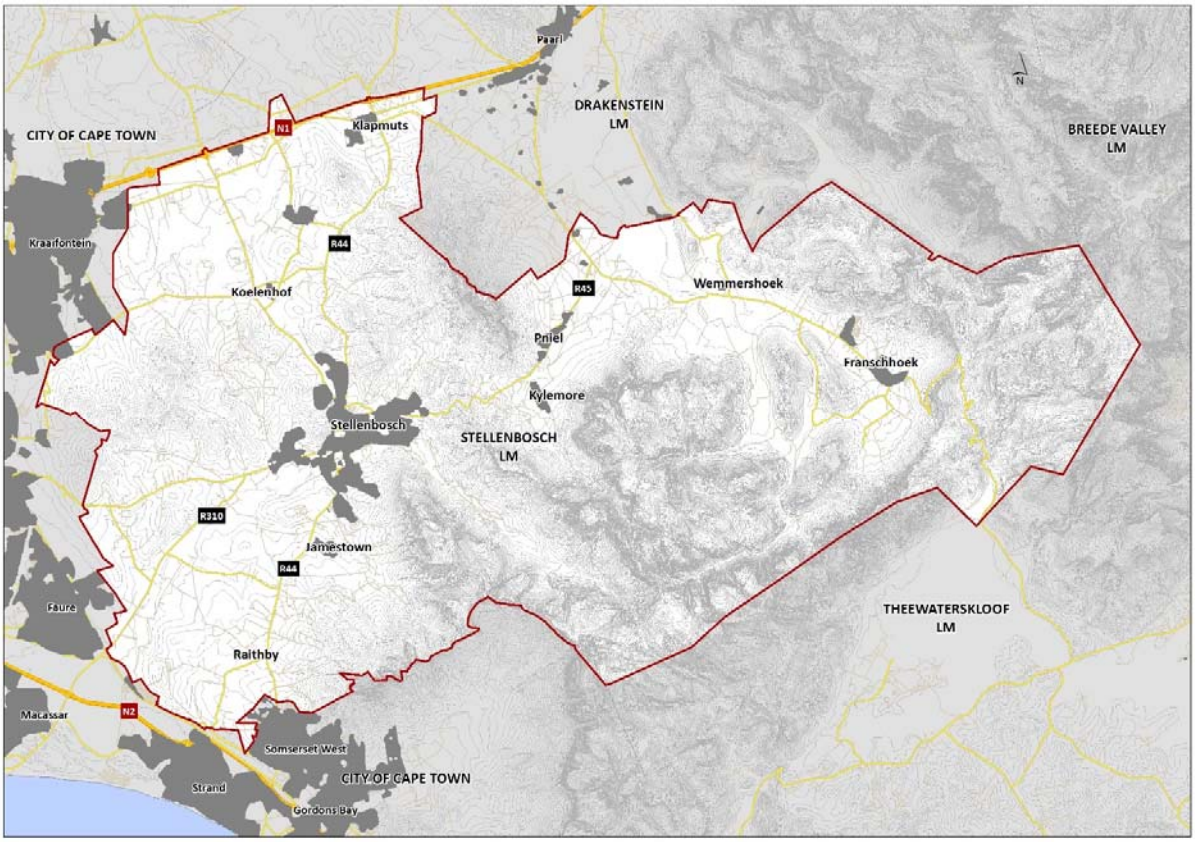


Figure 2

2.2.1 NATURE RESERVES, NATURAL AREAS AND WETLANDS

OVERVIEW

The section Environmental Management is sub-divided into 4 sub-sections. Environmental Planning, Environmental Management, Urban Forestry and Small Plant Maintenance Section. Three of the four sections have a dedicated budget to maintain its buildings and facilities under the areas of responsibility.

The three sections namely: Environmental Management, Urban Forestry and Small Plant Maintenance Section has funding provisions to ensure maintenance and upkeep is conducted in at the respective facilities and buildings to ensure the longevity of the buildings and facilities for utilisation thereof.

MAINTENANCE PLAN

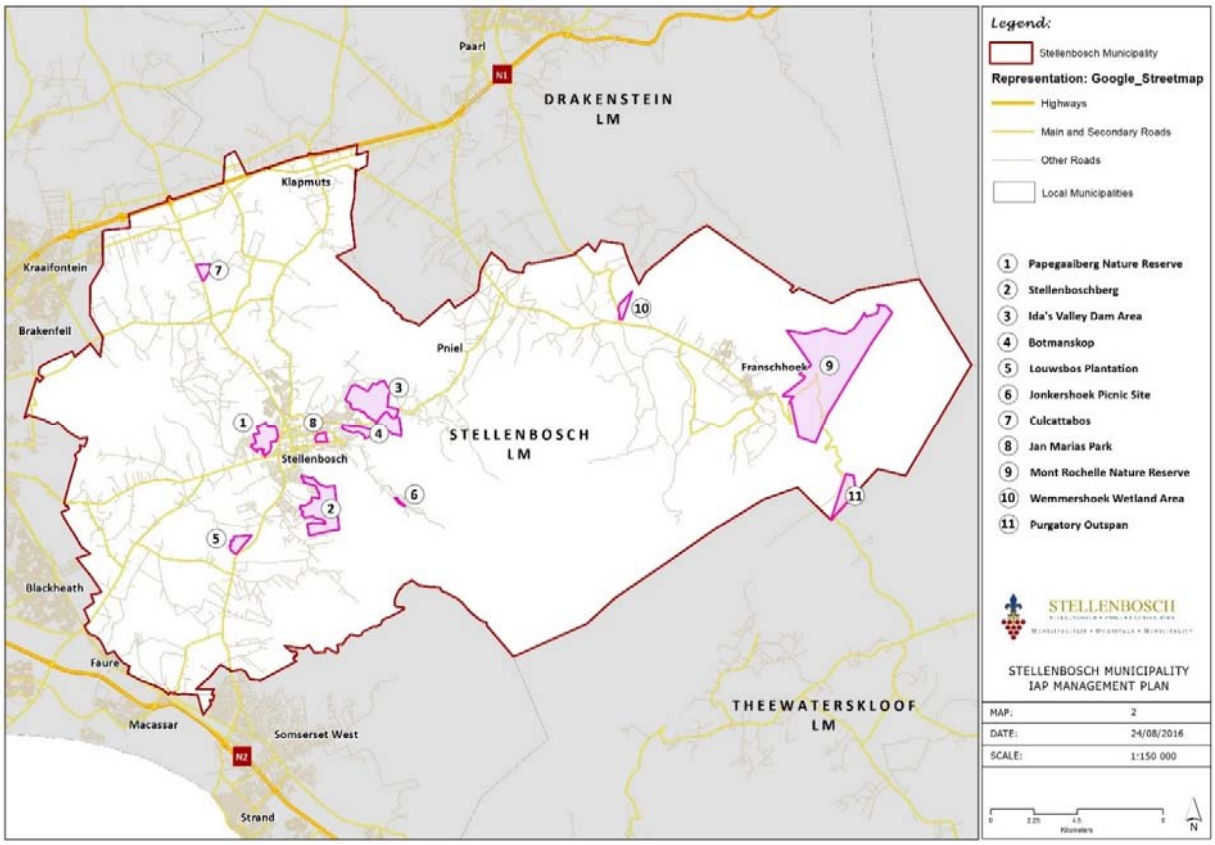
Environmental Management is continuingly developing its capacity to protect the integrity of its buildings and facilities within its natural environment and within its boundaries to strive for continues upkeep, maintenance and upgrading of buildings and facilities as and when required. The section recognises the vital importance of maintenance and upkeep of existing buildings to create and provide buildings and facilities according to health and safety standards of a healthy and safe working environment for its employees and public users. Maintenance plans is subjected to our implementation plan that focuses on the operational and capital budgets which is managed sustainability and fulfils the needs of all concerned.

The section has management plans for its Nature areas, Nature areas and associated operational management plans namely: Invasive Alien Plant Management Plan, the Fire Integrated Management Plan. These focuses on the maintenance in the natural environment to ensure environmental compliance. Furthermore, the various EMPs was specifically prepared to guide environmental management on the following areas or properties under Municipal ownership:

- Papegaaiberg Nature Reserve
- Paradyskloof, including the areas of Stellenboschberg and Brandwacht
- Ida's Valley Nature Area
- Botmaskop Nature Area
- Louwsbos Nature Area
- Culcattabos
- Jan Marais Nature Reserve
- Mont Rochelle Nature Reserve
- Wemmershoek Wetland Area
- Purgatory Outspan

Stellenbosch Municipality owns various properties as stated above. Three of these areas have formally been designated to be conservation areas, these are Mont Rochelle Nature Reserve, Jan Marais Park (Nature Reserve) and Papegaaiberg Nature Reserve. The section has successfully managed to implement the environmental management plans (EMPs) for all these areas, including areas that are not formally declared as protected areas. The status of these is as follow:

- Mont Rochelle Nature Reserve –Approved by Council.
- Ida's Valley and Botmaskop Nature Area – First draft being finalised after which it will be advertised for public input with Council's permission Draft phase.



MAINTENANCE WITHIN THE NATURAL ENVIRONMENT

Rank	Action	Area	Reason	FY 2022/23
1	Firebreak	All	Legal requirement. Firebreaks as included in the Stellenbosch Municipality Integrated Fire Management Plan as well as additional breaks created during 2021/22.	Follow-up of Firebreaks will be conducted from September- March 2023
2	Alien clearing (follow-up and initial)	Ida's Valley / Botmaskop. Brandwacht Paradyskloof	Area cleared with previous tender. Thereafter expand clearing to uncleared blocks in an order as per the above criteria and that prescribed by the Stellenbosch Municipality Invasive Alien Management Plan.	Follow-up of initial work will be conducted from August 2022 until August 2023.

		Louw's Bos Papegaaiberg		
5	Alien clearing (follow-up)	Raithby (Farm 502)	Area cleared with previous tender.	Follow-up to be conducted from August 2022 until August 2023.
6	Alien clearing (follow-up and initial)	Mont Rochelle Nature Reserve	Contains an endangered indigenous biodiversity. High recreational value as the area is visited by hikers and other users on a frequent basis.	Follow-up to be conducted from August 2022 until August 2023.
7	Erosion control	Idas Valley/ Botmaskop	Access / internal roads, trail network and drainage ditches to be assessed and maintained / repaired. Work executed in the months of March/ April/May	Grading of roads in Idas Valley are currently underway until 30June 2022.Grading of roads in Botmaskop will be conducted in June 2022 until August 2022/2023.

MAINTENANCE IN THE URBAN / BUILT-UP ENVIRONMENT

Action		Area	Timing	Frequency	Monitoring	Budget	Document reference
No.	Description						
10.1	Develop appropriate facilities and infrastructure.	Papegaaiberg: - Fence Jan Marais: - Eco centre - Office		-As required	Community Services (Environmental Management).	-Capital Budget	Papegaaiberg Jan Marais Mont Rochelle Paradyskloof
		Mont Rochelle: - Gate house	June 2022 July 2022/23	As required	Upgrading of existing gatehouse.		
		Paradyskloof: - Club House - Fence					
		Ida's Valley and Botmaskop - Fence	July 2022/23				Ida's Valley and Botmaskop Nature Area – First draft being finalised after which it will be advertised for public input with Council's permission Draft phase.
10.2	Ensure appropriate management of the facilities and infrastructure.	Papegaaiberg Jan Marais Mont Rochelle Paradyskloof	On-going in 2023	On-going	Community Services (Environmental Management).	-	Papegaaiberg Nature Reserve EMP Jan Marais Nature Reserve EMP Mont Rochelle Nature Reserve EMP

		Ida's Valley and Botmaskop					Paradyskloof Nature Area EMP
10.3	Conduct an annual reserve / nature area infrastructure audit to determine infrastructure maintenance needs and requirements.	Papegaaiberg Jan Marais Mont Rochelle Paradyskloof Ida's Valley and Botmaskop	End of financial year 30 June 2023	Annually	Community Services (Environmental Management).	-	Papegaaiberg Nature Reserve EMP Jan Marais Nature Reserve EMP Mont Rochelle Nature Reserve EMP Paradyskloof Nature Area EMP
10.4	Ensure that development within the reserve fits with the scale, landscape and use of the area.	Papegaaiberg Jan Marais Mont Rochelle Paradyskloof Ida's Valley and Botmaskop	Throughout the FY 2022/23	On-going	Environmental Planner	-	Papegaaiberg Nature Reserve EMP Jan Marais Nature Reserve EMP Mont Rochelle Nature Reserve EMP Paradyskloof Nature Area EMP
10.5	Erect barriers and pathways/ board walks to regulate movement at sensitive sites.	Papegaaiberg Jan Marais Mont Rochelle Paradyskloof Idas Valley and Botmaskop	As required in the FY 2022/23	-On-going	Community Services (Environmental Management).	-	Papegaaiberg Nature Reserve EMP Jan Marais Nature Reserve EMP

							Mont Rochelle Nature Reserve EMP Paradyskloof Nature Area EMP
10.6	Regulate the construction of roads, trails, and other facilities.	Papegaaiberg Jan Marais Mont Rochelle Paradyskloof	September 2022/23	On-going	Community Services (Environmental Management).	-	Papegaaiberg Nature Reserve EMP Jan Marais Nature Reserve EMP Mont Rochelle Nature Reserve EMP Paradyskloof Nature Area EMP
10.7	Maintain the clubhouse in good order.	Paradyskloof	October 2022/23	On-going	Community Services (Environmental Management).	-	Paradyskloof Nature Area EMP
10.8	Maintain a 15-meter cleared area around the clubhouse to act as a firebreak. This area is to be kept clear of any form of biomass.	Paradyskloof	September 2022/23	On-going	Community Services (Environmental Management).	-	Paradyskloof Nature Area EMP
10.9	Conduct inspection of the clubhouse following each event / function.	Paradyskloof	Immediately	On-going, post events.	Community Services (Environmental Management).	-	Paradyskloof Nature Area EMP

LIBRARY SERVICES

OVERVIEW

Stellenbosch municipality has 10 libraries within the WCO24. Two of these libraries are part of school. These school /community libraries service the Klapmuts and Koelenhof areas. These buildings are maintained by the Western Cape Education Department (WCED). Due to the serious state of disrepair to Kayamandi and Jamestown Libraries, DCAS included Repairs and Maintenance funds of R 700 000 to assist with the repairs and maintenance at these libraries. Unfortunately, the funds were used to complete outstanding issues only at Kayamandi and due to the delay receiving the structural engineer's report Jamestown library repairs and maintenance remains incomplete. In order to complete the repairs at Jamestown additional funding will need to be provided for in our repair's maintenance of municipal buildings budget. Due to the proviso that these funds must be spent within this financial year, permission was secured from DCAS to spend the remaining funds to install new and service existing air-conditioners in 8 of the 10 libraries. We are currently using the existing tender to complete this project. Other small repairs and maintenance issues remain outstanding due to various issues such as, insufficient maintenance staff capacity or insufficient stock at stores.

MAINTENANCE PLAN

Library	Item NO.	Outstanding repairs and maintenance issues	Comment	2022/23
GROENDAL LIBRARY	**1**	Plastering of exterior wall / Cracks interior & exterior. Cracked tiles outside of the library needs replacement.	Status Quo remains. Property management in discussions with construction company responsible for repairs	Project will be completed during the 2021/22 financial year
	2	Alarm codes still being shared by staff. Awaiting SCM reply on acquisition of new codes. Matter is outstanding for two years.	Status Quo remains for Franschoek and Groendal Libraries.	Project will be continuing as part of 2022/23 maintenance plan.
	3	Cannot access the switch to Sprinkler system – switch too deep into the ground.	Issue resolved (January 2022)	Project will be completed during the 2021/22 financial year
	4	Cracked window at ECD section and emergency exit door (incl. replacement of tinting on the window and door)	Status Quo remains. Matter has been reported several times to Property Management	Project will be completed during the 2021/22 financial year

IDA'S VALLEY LIBRARY	**1**	Repair of wheelchair ramp-site meeting scheduled for Tuesday 20 July	Project completed (November 2021)	Project will be completed during the 2021/22 financial year
	2	Drainage of water from roof	Project completed (October 2021)	Project will be completed during the 2021/22 financial year
	3	Cupboard locks in office & lockers need replacement.	Status Quo remains	Project will be continuing as part of 2022/23 maintenance plan.
	4	Carpet tiles are loose and could cause injury to both staff and patrons.	Project completed by Library staff (November 2021)	Project will be completed during the 2021/22 financial year
JAMESTOWN LIBRARY	**1**	Cracks on exterior and interior walls of building	Status Quo remains Awaiting engineers report and further funding. Property management assisting with the project	Project will be completed during the 2021/22 financial year
	2	Toilets flush mechanisms was temporarily repaired- still needs to be permanently repaired.	Status Quo remains	Project will be continuing as part of 2022/23 maintenance plan.
	3	Delay in SCM acquiring alarm codes for staff. Currently codes are shared among staff.	Status Quo remains	Project will be completed during the 2021/22 financial year
	4	Major structural and electrical building repairs	Status Quo remains Awaiting engineers report and further funding. Property management assisting with the project Status Quo remains	Project will be completed during the 2021/22 financial year
	5	Loose light fittings and covers which do not remain securely in place	Status Quo remains	Project will be continuing as part of 2022/23 maintenance plan.

		can cause injury to staff and patrons.		
	6	Loose cornice on ceiling. Danger it may come loose and cause an injury.	Status Quo remains Awaiting engineers report and further funding. Property management assisting with the project	Project will be completed during the 2021/22 financial year
PLEIN STREET LIBRARY	**1**	Windows need repairs and replacement	Status Quo remains until Plein Street library upgrade is completed	Project will be completed during the 2021/22 financial year
	2	Geyser needs replacing		Project will be completed during the 2021/22 financial year
	3	Broken and cracked tiles in foyer at entrance of the library needs replacing		Project will be completed during the 2021/22 financial year
	4	Handrail at the front entrance steps outside the library needs to be replaced		Project will be completed during the 2021/22 financial year
	5	Light bulbs throughout the library to be replaced		Project will be continuing as part of 2022/23 maintenance plan.
	6	Wooden window frames throughout the library needs replacing		Project will be continuing as part of 2022/23 maintenance plan.
	7	Female restroom toilet has been leaking since 2019. Continuous loss of water.		Project will be completed during the 2021/22 financial year
	8	Air conditioners –need servicing. Outstanding since 2019		Project will be completed during the 2021/22 financial year
	9	Tiles and metal strips loose on stairway inside the body of the library and staircase in the main		Project will be completed during the 2021/22 financial year

		entrance foyer needs replacing		
	10	Leaks in roof in the upstairs foyer and Reference sections		Project will be completed during the 2021/22 financial year
CLOETESVILLE LIBRARY	**1**	Replacement of drain cover	Status Quo remains. Cover has been replaced twice (during 2021) and stolen again each time it was replaced.	Project will be completed during the 2021/22 financial year
	2	Replacement of cracked windows	Status Quo remains	Project will be continuing as part of 2022/23 maintenance plan.
	3	Redirecting drain away from library entrance	Status Quo remains	Project will be completed during the 2021/22 financial year
	4	Replacement of Concrete fence slabs	Status Quo remains. Slabs were replaced twice and stolen again each time	Project will be completed during the 2021/22 financial year
	5	Servicing and repairing Air-conditioning units	Currently acquiring quotes to repair and service air conditioners. (DCAS Maintenance and Repairs funds)	Project will be completed during the 2021/22 financial year
	6	Repairs and replacement of lights and covers	Still outstanding Reason given: Insufficient stock at stores	Project will be continuing as part of 2022/23 maintenance plan.
KAYAMANDI LIBRARY	**1** **2**	Repair and servicing Air-conditioning units Water leaks throughout library	Awaiting Quotes from Service provider (DCAS Funds)	Project will be continuing as part of 2022/23 maintenance plan

	3 **4**	Painting Retiling	Completed in October 2021 (DCAS Funds)	
PNIEL LIBRARY	**1**	Roof leaks in various sections of the library	Status Quo remains	Project will be completed during the 2021/22 financial year
	2	Walls need painting – result of water damage	Status Quo remains	Project will be continuing as part of 2022/23 maintenance plan.
	3	Servicing and repairs of Air conditioning units	Currently acquiring quotes to service and repair air conditioners (DCAS Funds)	Project will be continuing as part of 2022/23 maintenance plan.
	4	Loose carpets at ICT area needs to be refitted	Status Quo remains.	Project will be completed during the 2021/22 financial year

PARKS, CEMETERIES AND ORNAMENTAL HORTICULTURE

OVERVIEW

The Parks, Cemeteries and Ornamental Horticulture section has a range of benefits to not only the ratepayers of Stellenbosch but has a global responsibility in relation to the aesthetics of the town due to the many tourists that visit Stellenbosch daily. The burial sites within the WC024 are well kept and managed. Many Stellenbosch Gardens, parks and cemeteries are landscaped & designed to attract all ages and its multifunctional uses caters vastly.

CEMETERIES

Stellenbosch currently has 6 (six) cemeteries, namely Jamestown Cemetery situated alongside the R44 towards Somerset west. The Onderpapegaaiberg cemetery situated on the Distillery Road and Flamingo Road and towards the R310 Stellenbosch Arterial Road. Onderpappegaaiberg cemetery caters for all religious denominations including Muslims and Jewish faiths. The Wemmershoek cemetery situated close to t the R45 and caters for the Meerlust, Wemmershoek and surrounding areas. Dwarsriver has Pniel Cemetery. Franschhoek North. (Known as Groendal Cemetery) which has reached its capacity but caters for reopening's and Franschhoek South. The active cemeteries currently in operation are Jamestown Cemetery which is used extensively for all current bookings Pniel in the Dwarsriver which has almost reached its capacity and Franschhoek South situated on the border of the CBD which is the current active cemetery for the surrounding areas.

Due to the National challenge with Cemetery space the Stellenbosch cemeteries have a higher rate applicable to residents who reside outside the boundaries of the WC024.

MAINTENANCE PLAN GROENDAL CEMETERY

CEMETERY	Item NO.	Outstanding repairs and maintenance issues	Comment	2022/23
GROENDAL CEMETERY	**1**	Replacing of roof	Contractor is on site Concrete Roof has been replaced	Project completed
	2	Alarm needs to be installed	Listed for when windows and burglar bars are completed.	Discussing new alarm beam method with Law enforcement to probably use for this site
	3	Ablution facilities require repairs	Listed for when alarm is installed and Repaired - working	Ablution facility repairs.Project has been completed
	4	Repair/replace doors/windows	Listed for when alarm is installed and	Planning to repair windows
	5	Mess room for staff requiring repairs	Listed for when alarm is installed and	Planning to repair mess room
	6	Safety gates and burglar bars to be repaired	Listed for when alarm is installed and	Planning to repair safety gates.
	7	Replacement of fencing	Vandalism high crime area	No fencing planned for this area yet due to high crime area.
	8	Cables of electricity has been stolen needs to be repaired	High risk area	Will discuss way forward with electricity section.

MAINTENANCE PLAN PNIEL CEMETERY

CEMETERY	Item NO.	Outstanding repairs and maintenance issues	Comment	2022/23
PNIEL CEMETERY	**1**	Painting of building	Scheduled for after Winter	Planning to have building repainted

MAINTENANCE PLAN ONDERPAPPEGAAIBERG

CEMETERY	Item NO.	Outstanding repairs and maintenance issues		Comment	2022/23
	1	Painting of building			Planning to have building repainted
	2	Refurbishing of cemetery house			Discussions to be had with Housing section
	3	Resealing of roads			Portions of the resealing of roads is planned.
	4	Fencing			No fencing planned for this site yet.
	5	Signage		Received an order	Signage was delivered in April 21/22

MAINTENANCE PLAN JAMESTOWN CEMETERY

CEMETERY	Item NO.	Outstanding repairs and maintenance issues	Comment	2022/23
	1	Irrigation pipe in front of garage - Leakage		In discussion to having repairs done in 2021/22
	2	Entrance Toilets - Repairs needed		Planned to have repairs done in 2022/23
	3	Entrance Gate - Repairs needed/refurbishing		Planning repairs for 2022/23
	4	Safety gate bar – needs repair		Planned for 2022/23
	5	Cameras not connected	High risk area	Awaiting Electricity dept to assist
	6	Alarms system at Care takers house to be reconnect and monitor	High risk area	Still in discussions with Law enforcement for alarm beams

PLAYGROUNDS & PARKS

OVERVIEW

Stellenbosch (WC024) has 98 developed play parks, whilst Franschhoek and Dwarsriver have 33 parks These parks enjoy a 6 weekly mowing cycle in all areas. Most of the play parks are in superb condition and in recent times outdoor gym installations are attracting many people outdoors to exercise whilst the kids are having fun on the well maintained and new play equipment. Parks section has creatively designed some integrated parks to ensure that we keep up to date with the. The Stellenbosch areas are surrounded with rivers and streams; hence this municipality do not irrigate the lawn areas of the parks due to the high-water table and wet areas except for “DIe Braak” that is situated in the CBD and extensively used for events and marketing.

The parks section has a monthly Play equipment checklist whereby all play items is inspected and checked for faults or damages to ensure that we do not encounter and public liabilities.

MAINTENANCE PLAN PARKS CENTRAL

PARKS CENTRAL	Item NO.	Outstanding repairs and maintenance issues	Comment	2022/23
	1	Painting of building		Planned for 2022/23
	2	Camera installation for Parks offices and storage container		Project has commenced in 2021/22
	3	Ablution facility repairs		
	4	Tar road installation at Parks Depot		

MAINTENANCE PLAN PARKS FRANSCHHOEK

PARKS FRANSCHHOEK	Item NO.	Outstanding repairs and maintenance issues	Comment	2022/23
	1	Painting of building		Planned for 2022/23
	2	Cameras for stores		Project has commenced in 2021/22
	3	Flushing of sewer drain		Project remains ongoing
	4	Sealing of building to prevent flooding		This project must be investigated by Property management in 2021/22.
	5	Replacing of inside building doors		Project needs to be investigated

ORNAMENTAL HORTICULTURE

The Ornamental Horticulture section caters for the beautification of the CBD, town entrances, municipal gardens, irrigation for these gardens and beds. This section also caters for Floral arrangements for Municipal events, memorial functions, propagation and growing of vegetation for use in our municipality whilst caretaking the nursery section in Beltana.

MAINTENANCE PLAN BELTANA NURSERY ORNAMENTAL HORTICULTURE

ORNAMENTAL HORTICULTURE	Item NO.	Outstanding repairs and maintenance issues	Comment	2022/23
	1	Painting of building	Incomplete	Project will be communicated with Property manager for further input and advice 2022/23
	2	Painting of mess rooms and stores	Partially complete	Project will be communicated with Property manager for further input and advice 2022/23
	3	Resealing of roads towards nursery	Gravel road is scrapped periodically by engineers	Beltana managements team to advise on plans
	4	Fencing	50% complete	Beltana managements team to advise on plans
	5	Signage	Incomplete	Signage commences 2022/23

RECREATION, SPORTS GROUNDS, SWIMMING POOL & HALLS

OVERVIEW

Stellenbosch municipality has 15 (fifteen) sport facilities and one community swimming pool. Nine of the fifteen sports facilities have stadia which includes club houses and ablution facilities and 1 picnic site (Jonkershoek).

The Stellenbosch WC024 has 11 (eleven) halls. The versatile space caters for various functions and events. The main hall is Stellenbosch Town Hall. One of the tourist attractions in Stellenbosch is the Mandela Statue in front of Stellenbosch Town Hall. These halls include:

- Stellenbosch Town Hall
- Kayamandi Community Hall
- Eikestad Hall
- Cloetesville Banquet Hall
- Klapmuts Multi-purpose Centre
- Franschhoek Town Hall
- Groendal Community Hall
- La Motte Community Hall

- Wemmershoek Community Hall
- Pniel Banquet Hall
- Kylemore Community Hall

MAINTENANCE PLAN FOR SPORTS GROUNDS

The following sport grounds and facilities have a Maintenance of Buildings and Facilities budget with a u-key attached to it:

Name of facility	2021/22 Budget
Van Der Stel	R 462 232,00
Ida's Valley	R 196 292,00
Cloetesville	R 127 602,00
Cloetesville Swimming Pool	R 50 000,00
Kayamandi	R 100 000,00
Klapmuts	R 74 974,00
Kylemore	No budget
Jamestown	R 60 816,00
Pniel	R 136 583,00
Groendal	R 40 587,00
Raithby	R 52 409,00
Rural	R 61 734,00
Lanquedoc	R 45 945,00
Jonkershoek Picnic Site	R 176 436,00

The budget is used for the maintenance of the sport fields and maintenance of buildings, which include maintenance works like:

- Maintaining and preparation of all sport fields of the different sporting codes with the required materials to be used.
- Maintaining all buildings on the sport facilities by repairing and replacing breakages/damages and upgrading of the buildings.

Since we do not have a handyman, maintenance works on buildings are done by requesting the appointment of a contractor to do the work. Small maintenance works such as replacing light bulbs, pipe burses, irrigation works, etc are done by the Sports team or Facility section.

Due to constant break-ins and vandalism at the facilities, maintenance works are frequently needed.

The abovementioned budget is not sufficient to do all the required maintenance works and virements are often needed.

Frequent maintenance and repair work.

Maintenance of buildings such as clubhouses, stadiums, cloakrooms, ablution facilities is ongoing.

Maintenance works includes the following:

Facility	Interior of building/facility	Exterior of building/facility
Van Der Stel	• Repaint of all buildings. • General repair/replace works in toilets, kitchens and meeting areas of clubhouses, cloakrooms, storerooms staff rooms and public toilets where needed. Repair and replacements work such as light fittings, doors, taps, ceilings, pipe burst, replace glass, repair plugs, wash basins, toilet systems, geysers, etc. • Service of fire extinguishers. • Depending on complaints	• Re-painting of all buildings • General maintenance work on stadium, railings, paving where needed. • Service of fire extinguishers and hydrants.
Ida's Valley	• Repaint of all buildings. • General repair/replace works in toilets, kitchens and meeting areas of clubhouses, cloakrooms, storerooms staff rooms and public toilets where needed. Repair and replacements work such as light fittings, doors, taps, ceilings, pipe burst, replace glass, repair plugs, wash basins, toilet systems, geysers, etc. • Service of fire extinguishers. • Depending on complaints	• Re-painting of all buildings • General maintenance work on stadium, railings, paving where needed. • Service of fire extinguishers and hydrants.
Cloetesville	• Repaint of all buildings. • General repair/replace works in toilets, kitchens and meeting areas of clubhouses, cloakrooms, storerooms staff rooms and public toilets where needed. Repair and replacements work such as light fittings, doors, taps, ceilings, pipe burst, replace glass, repair plugs, wash basins, toilet systems, geysers, etc. • Service of fire extinguishers. • Depending on complaints	• Re-painting of all buildings • General maintenance work on stadium, railings, paving where needed. • Service of fire extinguishers and hydrants.
Kayamandi	• Repaint of all buildings. • General repair/replace works in toilets, kitchens and meeting areas of clubhouses, cloakrooms, storerooms staff rooms and public toilets where needed. Repair and replacements work such as light fittings, doors, taps, ceilings, pipe burst, replace glass, repair plugs, wash basins, toilet systems, geysers, etc. • Service of fire extinguishers.	• Re-painting of all buildings • General maintenance work on stadium, railings, paving where needed. • Service of fire extinguishers and hydrants.

	• Depending on complaints	
Klapmuts	• Repaint of all buildings. • General repair/replace works in toilets, kitchens and meeting areas of clubhouses, cloakrooms, storerooms staff rooms and public toilets where needed. Repair and replacements work such as light fittings, doors, taps, ceilings, pipe burst, replace glass, repair plugs, wash basins, toilet systems, geysers, etc. • Service of fire extinguishers. • Depending on complaints	• Re-painting of all buildings • General maintenance work on stadium, railings, paving where needed. • Service of fire extinguishers and hydrants.
Kylemore	• Repaint of all buildings. • General repair/replace works in toilets, kitchens and meeting areas of clubhouses, cloakrooms, storerooms staff rooms and public toilets where needed. Repair and replacements work such as light fittings, doors, taps, ceilings, pipe burst, replace glass, repair plugs, wash basins, toilet systems, geysers, etc. • Service of fire extinguishers. • Depending on complaints	• Re-painting of all buildings • General maintenance work on stadium, railings, paving where needed. • Service of fire extinguishers and hydrants.
Jamestown	• Repaint of all buildings. • General repair/replace works in toilets, kitchens and meeting areas of clubhouses, cloakrooms, storerooms staff rooms and public toilets where needed. Repair and replacements work such as light fittings, doors, taps, ceilings, pipe burst, replace glass, repair plugs, wash basins, toilet systems, geysers, etc. • Service of fire extinguishers. • Depending on complaints	• Re-painting of all buildings • General maintenance work on stadium, railings, paving where needed. • Service of fire extinguishers and hydrants.
Pniel	• Repaint of all buildings. • General repair/replace works in toilets, kitchens and meeting areas of clubhouses, cloakrooms, storerooms staff rooms and public toilets where needed. Repair and replacements work such as light fittings, doors, taps, ceilings, pipe burst, replace glass, repair plugs, wash basins, toilet systems, geysers, etc. • Service of fire extinguishers. • Depending on complaints	• Re-painting of all buildings • General maintenance work on stadium, railings, paving where needed. • Service of fire extinguishers and hydrants.

Groendal	• Repaint of all buildings. • General repair/replace works in toilets, kitchens and meeting areas of clubhouses, cloakrooms, storerooms staff rooms and public toilets where needed. Repair and replacements work such as light fittings, doors, taps, ceilings, pipe burst, replace glass, repair plugs, wash basins, toilet systems, geysers, etc. • Service of fire extinguishers. • Depending on complaints	• Re-painting of all buildings • General maintenance work on stadium, railings, paving where needed. • Service of fire extinguishers and hydrants.
Raithby	• Repaint of all buildings. • General repair/replace works in toilets, kitchens and meeting areas of clubhouses, cloakrooms, storerooms staff rooms and public toilets where needed. Repair and replacements work such as light fittings, doors, taps, ceilings, pipe burst, replace glass, repair plugs, wash basins, toilet systems, geysers, etc. • Service of fire extinguishers. • Depending on complaints	• Re-painting of all buildings • General maintenance work on stadium, railings, paving where needed. • Service of fire extinguishers and hydrants.
Lanquedoc	• General repair/replace works in toilets, kitchens and meeting areas of clubhouses, cloakrooms, storerooms staff rooms and public toilets where needed. Including light fittings, • Depending on complaints	
La Motte	• General repair/replace works in toilets, kitchens and meeting areas of clubhouses, cloakrooms, storerooms staff rooms and public toilets where needed. • Depending on complaints	

SWIMMING POOL

Stellenbosch Municipality owns and manages a public swimming pool situated in Curry Street, Cloetesville. This facility is open to the public from 01 October until 30 April.

General Description

It is apparent that the Cloetesville swimming pool was constructed around 1989 and comprises an outdoor 25m x 25m main pool and a 10m x 6m children's play pool and pump room building. The facility also has a small hall that can be utilised and where the foreperson is stationed.

Main Pool and Children's Pool

Structure

The main pool is approximately 25m long by 25m wide with a depth grading from 1m at the shallow end to a deep end of 1,5m. Access to the pool is by means of steps located in the four corners.

The children's pool is approximately 10m long by 16m wide with a depth grading from 0.38m at the shallow end to 0.8m at the deep end.

The pool shell is a gunite concrete with Y12 reinforcing.

Upgrading the swimming pool facility

This facility has been victim of constant vandalism and theft that includes damages to the pool surface and possible questioning of the integrity of the pool structure itself. Access to the facility by vandals is also freely obtained by the existing vibracrete boundary wall that can be easily removed or climbed over.

Recently the swimming pool facility has been upgraded with a new pool pump room, the tub has been repaired, the security improved with CCTV cameras and alarms and effective fencing.

The existing hall will be upgraded in the financial year allowing for universal access compliancy matters.

MAINTENANCE PLAN

Cloetesville Swimming pool hall	• Entrance door blind to be replaced • Paint refresh • Vinyl tiles to be replaced • Paint refresh • Paint refresh • All blinds on windows to be replaced • Paint refresh • Vinyl tyles to be replaced • Paint refresh • Vinyl tyles to be replaced • Paint refresh • Vinyl tyles to be replaced

MAINTENANCE PLAN FOR HALLS

At the inception of the 2021/2022 financial year a Maintenance of Buildings and Facilities Ukey was created in order for the section to address minor repairs at all halls, where necessary. The available budget in the said Ukey is R100 000 whereby the most crucial repairs had to be identified. Six halls were identified for immediate minor repairs leading to the creation of FQ 67/22. FQ 67/22 amounts to R 132 275.32 in which a virement was necessary to cover the shortfall. The six halls identified for minor repairs are Pniel Banquet Hall, Kylemore Community Hall, Groendal Community Hall, Wemmershoek Community Hall, Franschhoek Town Hall and Stellenbosch Town Hall. The contractor is expected to commence work in February 2022. Upon the contractor's completion, a re-assessment will be conducted at all halls to accurately capture repair/ maintenance tasks for the 2022/2023 financial year.

Upgrades to the Stellenbosch Town Hall kitchen and bar area concluded in September 2021. There are a few items in the hall, gallery, toilets and offices in need of repairs/maintenance indicated in the table below.

- Eikestad Hall Complex: upgrades to this facility were completed in December 2020. Since the upgrades are fairly new. We do not experience need for minor repairs. All maintenance queries are reported to the Maintenance Section.
- Klapmuts Multi-purpose Centre: as a fairly new building, we do not experience a frequent need for repairs/maintenance, however, there are a few items in the table listed below. All maintenance queries are reported to the Maintenance Section.
- Kayamandi Community Hall wasn't included on FQ 67/22 due to upgrades commencing in March 2022 to the value of R 2 000 000.
- La Motte Community Hall: Recently upgraded. All maintenance queries are reported to the Maintenance section.

GRASS CUTTING AND GARDENING MAINTENANCE

The grass cutting tender (BSM 49/20) is currently being utilised to cut grass at Klapmuts MPC, Eikestad Hall Complex, Kylemore Community Hall, Wemmershoek Community Hall and Groendal Community Hall on a monthly basis. The Clearing and Grass Cutting Ukey is sufficiently funded to maintain ongoing grass cutting services.

REPAIRS / MAINTENANCE 2022/23

FACILITY	AREA	REQUEST
STELLENBOSCH TOWN HALL	Offices	• Repaint office walls. • Restore wooden flooring (sanding and paint). • Office toilet walls needs to be painted. • Office flooring to be replaced. • Replace old toilet bowls, water supply pipes and hand wash basin. Water has a rusty colour. • Replace blinds.
	Staff Mess Area	• Replace mat flooring. • Paint walls. • Replace light fixtures. • Fix crack/leak in concrete ceiling. • Install shower for staff utilising one of the obsolete toilets on the first floor.
	Exterior	• Fire hydrants pipes to be replaced. • Install bird deterrent devices. • External service provider required for window cleaning services to the first-floor windows. • Lighting at the front entrance to be repaired. • Façade to be painted.
	Toilets	• Replace hand dryers in male and female toilets
	Hall	• Repairs to curtain rails and ropes and steam clean curtains. • Upper wall surfaces to be cleaned and repainted (above the stage). • Repair sound system.
	Foyer	• Polish and buff commemorative plaque.

		• Perspex sheets to be installed above front gates to prevent access for birds.
KLAPMUTS MPC	Exterior	• Replace ceiling boards at rear entrance due to pigeons gaining access to the roof via the trap door. • Install bird deterrent devices. • Connect back-up generator. • Repair grey water system.
	Interior	• Replace 2 cracked glass windows. • Touch up polyurethane flooring
KYLEMORE COMMUNITY HALL	Interior	• Replace blinds • Repaint walls • Replace a few suspended ceiling panels • Replace 1 double door wooden frame.
PNIEL BANQUET HALL	Interior	• Replace blinds
	Exterior	• Repair lighting
WEMMERSHOEK COMMUNITY HALL	Interior	• Restore stage planks. • Repaint entire interior walls and ceilings. • Repairs to a few light fixtures.
GROENDAL COMMUNITY HALL	Interior	• Repairs to lighting fixtures. • Painting of doors(graffiti). • Repair sound system. • Repair and dry clean curtains. • Replace existing uneven laminate flooring. • Paint wall on stage • Repair and steam clean stage curtains.
	Kitchen	• Built-in cupboards to be removed and fitted with stainless steel tables. • Replace floor tiles. • Replace plug and light switches.
	Office	• Install blinds.
	Exterior	• Parking area to be tarred. • Installation of new flood lights. • Repairs to paving at the rear.
FRANSCHHOEK TOWN HALL	Kitchen	• Built-in cupboards to be removed and fitted with stainless steel tables.

		• Replace tiles.
	Interior	• Curtains to be steam cleaned. • Suspected termite infestation under stage floor.

2.2. PROTECTION SERVICES

TRAFFIC SERVICES

OVERVIEW

Traffic Services has one building in Joubert street Stellenbosch where it operates from.

A Traffic Administrative and law enforcement authority must possess and maintain infrastructure large enough to:

- Adequately accommodate all its employees in a suitable manner.
- Ensure the health and safety of both staff and clients
- Safely secure the property, assets, and revenue of the municipality
- Safely house its specialised law enforcement equipment.
- Enable it to execute both its administrative and law enforcement functions.
- Store seized property including vehicles that have been impounded.

Due to the age of the Stellenbosch Traffic department's building, the department experiences a lot of maintenance challenges from roofing, electrical, ablution etc.

These below mentioned issues were reported every month since March 2020, according to staff.

MAINTENANCE PLAN

DIVISION	AREA	REQUEST
DLTC		• Windows – cracked • Toilets – hand basin pulls away from wall • Outside at entrance – Ceiling boards has collapsed due to leakage when it rained a part of the roof fell out and will fall out even further. • In the kitchen, the cupboard's door is broken. There was also water leakage causing it to mould and stink. • The Cashiers door is still fault the locking mechanism is defective and not working. • Air conditioners is still not working as a result of theft, in future it will be advisable to replace the air conditioners with a safe cage enclosing it.
MVR		• Security gate must be picked up sometimes when open by key and fingers get pinched. • Glass door at cashiers does not close properly and opens by itself and pose a danger as

		anyone can enter. Cashiers request fingerprint access again to enter. • Cashiers request a panic button or something similar in safe because colleagues are unknowingly locked in safe as it happened with Mrs Charles. • Surface of counters at all the cashiers becomes very cold in winter which in extreme cases causes cashiers joints to pain. Need to solve that. • Electrical wiring that needs to be properly safely covered, currently they may be a hazard. • Air conditioners is still not working as a result of theft, in future it will be advisable to replace the air conditioners with a safe cage enclosing it
Other areas of concern at the Traffic Facility		• The passage between DLTC and MVR sealing lid is gone, one can see from the bottom right through to the outside and when it rains it will leak water onto the tiles. • Sometimes there is also a cold wind coming through. • Outside the porch passage from DLTC to MVT roof leaks water onto the tiles causing that the tiles come loose and lifts up that poses a danger to people who may trio over the loose tiles. • There are also places that the tiles were removed and not replaced again. • Tiles on the roof above the court section are lifting up or coming loose and are going to fall off with a strong wind or heavy rain which is going to cause problems in the winter months. • Air con parts outside that was stolen, a case was opened at SAPS but will it still be repaired • The mirror that was once on the outside wall of MVT's wall that indicates whether vehicles are coming around the corner has also been removed and not replaced again. • All gutters need maintenance on. • In general, the office building in and outside needs maintenance, e.g. new paint. • Drainage system at VTS need to be attended too, as it does not work effectively during winter as result of that it is always blocked and causes heathy hazard.
COURT SECTION		• Water leaks in during heavy rain through the lights above the cashier and we are entering another winter with heavy rain.

		• Trip hazard in the enquiries section as result of exposed wires in the walkway and on several occasions, this has been reported. • Traffic Services roof need to be replaced as it is old tiles that may not be available currently and most of these tiles are lose and they are the cause of the leakages. • The two gates that are currently utilised for entrance and exits, one in front for public use and the back one for staff use, both of them currently cannot be locked and properly closed they need to be fixed.

DISASTER MANAGEMENT & FIRE SERVICES

OVERVIEW

Stellenbosch Municipality have three fire stations covering the jurisdiction of the entire WC024. The fire stations are strategically situated at the following locations:

- Corner of Cluver and Helshoogte near the CBD of Stellenbosch,
- La Motte on the Robertsvlei road and
- Klapmuts sports complex.

The fire station in Ida's valley also includes 20 residential units of which 17 is currently being used as rental units, 2 as sleeping quarters for the on-duty fire fighters and one as disaster management offices.

The facilities are in a general state of decay due to a lack of continuous maintenance the past couple of years, besides the recent upgrades that was done at the main facility in Stellenbosch.

MAINTENANCE PLAN

FACILITY	AREA	REQUEST	
LA MOTTE FIRE STATION	Upstairs, rooms, tv room	• Faulty aircons to be repaired • Sliding door replaced • Walls damage due to moisture	2022/23
	TV room	• Concrete roof, walls water damage • Carpet removed by Facility management, not replaced yet • Front door (glass broken) • Small gate (Lock broken) • Walls require repainting • Waterproofing to be done to all wall	2022/23
	Exterior		
KLAPMUTS FIRE STATION			
	Bedroom	• Air conditioner faulty	2022/23

		• Air conditioner in room faulty. • Geiser leaking no warm water. • Roof leaking when raining at sky window. • Roof leaking outside sitting area against the wall. • Fence broken outside sport field area. • Rolling shutter door front faulty. • Motorised gate front faulty. • Big hole at front stoop. • Tiles in front coming loose. • Lights in bay room and inside faulty. • Bathroom smelling bad.	
		• Motorised gate front faulty. • Big hole at front stoop. • Tiles in front coming loose.	
Stellenbosch Fire station			
	exterior	• Entire asbestos roof needs replacing • Facia bords, gutters • Paint – outside walls • Drill yards need to be re-tarred	2022/23
	interior	• Carpets for Fire Chief and ACO offices	2022/23
Stellenbosch house 11			
	Exterior	• Facia bords • Courtyard wall cracked • Gutters • Safety gate to be replaced	2022/23
	Bathroom	• Complete overhaul of facility	2022/23
	Kitchen	• New cupboards and appliances • Leaking plumping repaired	2022/23
	interior	• Carpets for rooms • Blinds • Replace some of the doors	2022/23
Stellenbosch house no 6.			
	Exterior	• Facia bords • Gutters	2022/23

		• Paint • Safety gate to be replaced	
	interior	• Need paint • Blinds	2022/23

LAW ENFORCEMENT & SECURITY

OVERVIEW

Law Enforcement and Security Services occupy 4 different office spaces within the Stellenbosch Municipal Area and these offices are located as follows; 1 Hoffman Street, Stellenbosch, 14 Plein Street Main Building, Stellenbosch, Franschhoek Administration Building, Stellenbosch and the Control Room based at Fire Service, Stellenbosch.

1 Hoffman Street Building requires extended Maintenance and Repairs. The grass cutting is being maintained monthly via tender of Community Services.

Since the officers moved in 2000 no repairs and maintenance occurred, and this includes the painting of the building at the Law Enforcement at the back of the Administration complex.

The office at Franschoek requires the replacement of air conditioners and lockable cabinets

The Control Room located at Fire Services have been recently upgraded and only requires an aluminium door in the passage that borders fire services and locker facilities for the staff.

MAINTENANCE PLAN

FACILITY	AREA	REQUEST	BUDGET YEAR
1 HOFFMAN STREET	Administration building	• Roof to be cleaned • Repair all the broken roof tiles • Replace gutters and down pipes • Exterior to be paint • Interior to be paint • Canopy to be installed between the main building, committee room and the temporary law enforcement offices • Grass to be maintained monthly • Gate to be replaced and be motorized. • Ceiling at the committee room must be repaired.	2022/23
LAW ENFORCEMENT OFFICES AT MAIN BUILDING	Back of the municipal complex	• Leakage on the roof at the server room • Blinds in the passage, kitchen and office to be replaced	2022/23

		• Holes in the ceiling in the passage to be full up and paint • Lights in the passage and offices to be replaced • Electrical plugs in the drone office to be repair and replaced. • Lock facilities for drone equipment • Middle door to be replace with lockable door with window • Canopy at the main entrance door to Law Enforcement offices.	
FRANSCHHOEK LAW ENFORCEMENT OFFICE	Main building Franschoek	• Aircon to be replace • Cupboards with lock facilities	2022/23
CONTROL ROOM	Fire Service Stellenbosch	• Locker's facility for staff members (15) • Aluminium door in passage which borders the Control room from Fire Service.	2022/23

2.2.3. COMMUNITY DEVELOPMENT

OVERVIEW

Child Care Facilities are listed in Schedule 4B of the Constitution of South Africa as a local government mandate.

Stellenbosch Municipality does not operate any creches. There are however 6 facilities managed by NGOs through lease agreements with the municipality by the Property Management Section.

Until 31 March 2022 the registration of crèches was the responsibility of the Department of Social Development with legislative requirements stipulated in the Children's Act (Act 38 of 2005). From 1 April 2022 this function migrates to the Department of Basic Education. The indication is that only the section relating to ECD's will be removed from the Children's Act and incorporated into the South African Schools Act. The incorporation has however not yet been completed or enacted.

The Second Children's Amendment Bill is currently under discussion. The suggested amendments stipulate major changes to the role of Local Government in that the development and maintenance of ECD facilities owned and operated by NGO's also become the responsibility of the municipality. To date the municipality is aware of 190 such facilities ranging from informal to formal structures.

Neither of the legislative documents have been finalised or enacted which leaves the municipality still uncertain regarding the full extent of its responsibility towards the maintenance of the facilities.

Other legislative requirements governing the facilities include:

- National Building Regulations and Building Standards (Act 103 of 1977)
- Stellenbosch, Franschhoek, Kayamandi and Section 8 Zoning Schemes of Stellenbosch Municipal area
- Stellenbosch Municipality Community Fire Services By-law 2013
- Municipal Health By-Laws for Child Care Facilities and Institutions of the Provincial Gazette Extraordinary 6696 of 15 February 2010.

MAINTENANCE PLAN

An item has been prepared for council on the future role and responsibility of the municipality with the possibility of taking on the maintenance and management of ECD facilities. An assessment of the existing facilities will first be completed where after the scope of the work will determine the future strategy.

7.11.4	PROPOSED URBAN REVITALISATION OF MILL SQUARE: REQUEST FOR STELLENBOSCH MUNICIPALITY TO UNDERTAKE AN INVESTIGATIVE PROCESS

Collaborator No:
IDP KPA Ref No: Valley of Opportunities
Meeting Date: Mayco: 2022-06-08

1. SUBJECT: PROPOSED URBAN REVITALISATION OF MILL SQUARE: REQUEST FOR STELLENBOSCH MUNICIPALITY TO UNDERTAKE AN INVESTIGATIVE PROCESS

2. PURPOSE

To request approval to permit Shoprite Checkers Pty Ltd to undertake an investigative process for the urban revitalization of the Mill Square, at the full cost of Shoprite.

3. DELEGATED AUTHORITY

Council

4. EXECUTIVE SUMMARY

Shoprite has submitted a request to the Executive Mayor and the Municipal Manager to undertake an investigative process for the urban revitalization of Mill Square. The entire process and possible implementation of such initiatives will be for the cost of Shoprite. The purpose for this investment is as a result of Shoprite owing the property known as Erf 6460, Stellenbosch, and is currently a landowner and business operator in Stellenbosch since 1963.

The current Checkers property is in close proximity to the Mill Square in Mill Street, as well as other historic buildings and sites, i.e. Die Braak and the Rhenish Church, and since the currently property that Checkers own, accommodated the former Nieuwe Molen, Shoprite identified the Mill Square as a heritage resource and therefore this request to invest in the public project that will further enhance the rich history of the town.

5. RECOMMENDATIONS

(a) That Council supports the initiative and request from Shoprite to undertake an investigative process for the urban revitalization of Mill Square, see copy of letter from Shoprite attached as **Appendix 1** to this report;

(b) That Council notes that all work in terms of the investigative process will be at the cost of Shoprite;

(c) That Council notes that the study area for such urban revitalization is contained within the study area as depicted within the draft Rhenish Complex & Surroundings Stellenbosch: Unlocking its Potential Report as drafted by Piet Louw on behalf of Council;

(d) That Council approve that the Municipal Manager may after the conclusion of the investigative process, which include undertaking a public participation process, enter into agreement / arrangements with Shoprite to implement the proposals, as contained in the Pre-Project Consultation Proposals.

6. DISCUSSION / CONTENTS

8.1 Background

The Mill Square comprises of area adjacent to Erf 6460, that current accommodation the Checkers Complex on the within Mill Street. The Mill Square and its surrounds was included in the study area of the Rhenish Complex that Council approved at its 38th Council Meeting dated 28 October 2020 for further investigation for economic opportunities.

The Rhenish Complex as a whole is of significant cultural and heritage importance and is an invaluable asset for Stellenbosch Town that demands proper maintenance and appropriate utilisation and based on the draft The Rhenish Complex and Surroundings Report, August 2021 the "*Rhenish complex already contains the pre-conditions for a significant cultural precinct and associated regeneration. These include highly valued historic buildings and spaces in an accessible location to all citizens and visitors..*"

It must be noted that several municipal initiated and supported studies and development frameworks have focussed on the complex and its surrounds over preceding years, that include:

- Stellenbosch Conservation Strategy, Kruger Roos 1997;
- Die Braak, Voorlopige Ontwikkelingsraamwerk en Rekonstruksie, Kruger Roos 1997;
- Stellenbosch Historical Centre, Mill Square and Surrounds, Kruger Roos 1998;
- Heritage Study, Binnetuin Park, Stellenbosch, Pistorius and Harris 2005
- Het Erfgoedbeleid van Stellenbosch. Het opstellen van ondersteunende komen – Die Braak en het Rijnse Complex als katalysator, Carton and Ryckeboer 2012;
- Kerkstraat Sluiting, Piet Louw & Dave Dewar 2020, Proposals call for the utilization of the Braak, 2019
- Draft The Rhenish Complex and Surroundings, Stellenbosch: Unlocking its Potential, Square One, Piet Louw & ITS, August 2021.

The latter draft document that was compiled on behalf of Council is aimed at considering the many relevant and good ideas as a study area in its totality, and the Rhenish Complex integration with its general surroundings.

Figure 1: The buildings, spaces, and gardens comprising the Rhenish complex

The Rhenish complex, the Braak, and other adjacent buildings current heritage status is “Grade 1 National Heritage Landscape”, the only of its kind in the Stellenbosch region.

The proposal as submitted as submitted by Shoprite therefore aims to investigate and to implement the proposal that is linked to removing the barriers that is in accordance to the draft Rhenish Complex Report, August 2021 as it aims to implement its urban revitalisation proposals for the Mill Square.

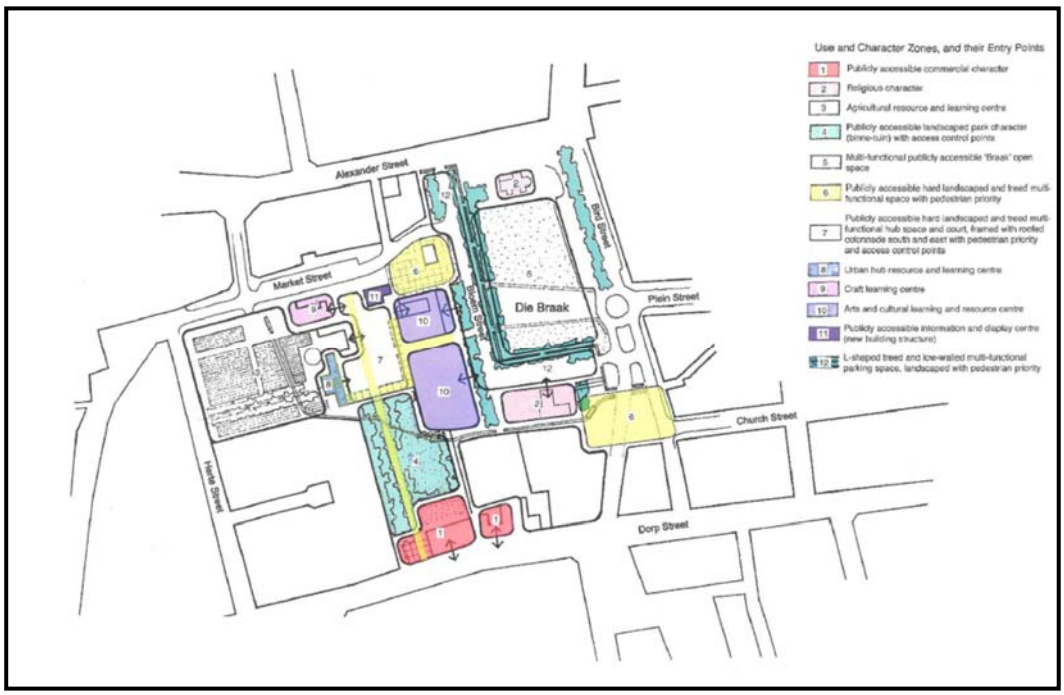


Figure 2: Main Ideas for the Rhenish Complex

The above figure, and specifically the are 6 that indicate the study area in question reads “*Publicly accessible hard landscaped and treed multi-functional space with pedestrian priority*”

This is directly in line with the proposal as submitted by Shoprite, and the proposed implementation of this proposal must thus be supported.

6.2 Financial Implications

There are no financial implications for Council as it is clear from the letter from Shoprite that the investigative process will be fully funded by Shoprite.

6.3 Legal Implications

There are no legal implications in the investigation phase, and that the proposal any further implementation of the proposals, that may emanate from such investigation must be done through an agreement or arrangement with Council or its delegated official, in terms of this report the Municipal Manager.

6.4 Previous / Relevant Council Resolutions:

At the 38th Council Meeting on 28 October 2020 Council resolved the following:

(a) that Council takes note of the numerous studies and planning over the years that were done on the Rhenish Complex without any noticeable implementation of the approved recommendations;

(b) that Council approves the request of the Directorate: Planning & Economic Development to investigate the development of all municipal owned landholdings within the demarcated areas as depicted within the boundaries of Dorp-, Herte-, Alexander-, Market-, Bird- and Mill Street for potential economic opportunities to kick start the development of the entire Rhenish Complex;

(c) that the investigation into the development of the Council owned landholdings considers the context of the surrounding spaces in the town centre; and

(d) that such an investigation be done within three months after which a report with a request for the advertisement of the proposals be tabled to Council to enable the phased implementation of such proposals.

6.5 Risk Implications

The Directorate(s): Corporate- and Infrastructure Services must be consulted as part of the investigative process as the preliminary proposals does fall within the functional mandate of property management and legal services; and transport planning and roads management, respectively.

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	06 June 2022

APPENDIX 1

REG. NO. 1929/001817/07 (PTY) LTD

PROPERTY DIVISION
HOME OFFICE
CNR WILLIAM DABBS STREET
& OLD PAARL ROAD
BRACKENFELL, 7560
P O BOX 1160,
BRACKENFELL, 7561

03 June 2022

By email: mayor@stellenbosch.gov.za

The Executive Mayor
Stellenbosch Municipality
PO Box 17
STELLENBOSCH
7599

For attention: Cllr. Gesie van Deventer

Dear Madam

PROPOSED URBAN REVITALISATION OF MILL SQUARE: REQUEST FOR STELLENBOSCH MUNICIPALITY TO UNDERTAKE AN INVESTIGATIVE PROCESS

We refer to the meeting between representatives from Shoprite Checkers (Pty) Ltd ("Shoprite") – including the writer hereof, the Municipal Manager – Ms. Geraldine Mettler, and yourself on 10 February 2022 in the above regard.

Shoprite is proud to be a landowner and business operator in Stellenbosch. The company's affiliation with the town started as early as 1963 when the then OK Bazaars purchased the property housing the *Nieuwe Molen*, the third wheat mill built in Stellenbosch, next to Mill Square. For almost 60 years, Shoprite has sincerely valued its long standing relationship with the people of Stellenbosch, and hopes to build an even stronger relationship for years to come.

Against this background, Shoprite wishes to invest in a public project of heritage significance as a token of its appreciation for the rich history of the town. Due to the close proximity of Checkers Stellenbosch, situated on Mill Street, to historic landmarks such as Die Braak, the Rhenish Church and the mill stream, and Checkers Stellenbosch being the site of the former *Nieuwe Molen*, the adjacent Mill Square was identified as a heritage resource that should form the core of an investigative process.

To this end, Shoprite appointed PHS Consulting ("PHS") as heritage consultants to facilitate the investigative process. PHS perused various heritage studies and project proposals, which were prepared over many years for Mill Square and its surrounds, and concluded that there is a real need to improve the heritage status of this precinct.

As agreed at the meeting of 10 February 2022, PHS, on behalf of Shoprite, has approached the following groups and an individual to obtain their support for such an investigative process, namely:

Stellenbosch Arts Association
Stellenbosch Heritage Foundation
Stellenbosch Interest Group
Rhenish Church
Mr. Strijdom van der Merwe

A letter from PHS is attached hereto that explains the consultative process that was followed and confirms that all the parties are in support of such an investigative process.

In view of the abovementioned, Shoprite kindly requests the Stellenbosch Municipality to consider its request for an investigative process to be undertaken for the urban revitalization of Mill Square, the cost of which to be funded by Shoprite.

For any queries or more information, please do not hesitate to contact the writer hereof.

Yours sincerely,

LEON MYBURGH

cc. Ms. Geraldine Mettler
The Municipal Manager
Stellenbosch Municipality
By email: geraldine.mettler@stellenbosch.gov.za

PHS
CONSULTING
environmental, land-use, eco-tourism planning and management.

2021-05-11

Stellenbosch Municipality

Attention: Cllr. Gesie Van Deventer *per e-mail Mayor.Pa@stellenbosch.gov.za*
Executive Mayor

and

Geraldine Mettler *per e-mail Geraldine.Mettler@stellenbosch.gov.za*
Municipal Manager

Dear Madams

RESULTS OF PRE-PROJECT CONSULTATION – LANDSCAPE DEVELOPMENT OF MILL SQUARE AND SURROUNDS: STELLENBOSCH

PHS Consulting act as heritage consultant on behalf of Shoprite Checkers and we were requested to present you our pre-project consultation findings in order for the Council of Stellenbosch to sanction a formal Heritage Landscape Development Upgrade Project for the Mill Square precinct.

In summary, Shoprite Checkers, property owners and business operators in Stellenbosch, identified the need to invest in the implementation of a "Legacy Project" in Stellenbosch. Due to the proximity of the Shoprite owned Erf 6460 on the corner of Mill Street and Die Braak the mill stream, "Meul Plein", old trees, Rhenish Church façade and Church bell was identified as heritage resources that should form the core of an investigation. The area identified for such development project form part of the Mill Square precinct connecting various heritage resources, routes and axis's in Stellenbosch. We have worked through various heritage studies and project proposals presented for this area over the years, confirming the need to implement a heritage landscape project here. We consider the yellow outlined area inserted below as the study area.

The concept was communicated to the Stellenbosch Mayor and the Municipal Manager on 10 February 2022, whereby we were requested to make contact with heritage interest groups to gather support for a formal investigation, study and proposal. The idea would be to build onto the work efforts already done by other organisations and to implement a project that can benefit all. We know that we have to go through a formal Heritage Application Process that involves public and authority participation in time but during our meeting the need to get strategic buy-in in order for the Council to acknowledge it as an official project, was identified.

cell: 082 7408 046 | tel: (028) 312 1734 | fax: 086 508 3249 | paul@phsconsulting.co.za |
PAUL SLABBERT | Managing Member | B Art Et Scien; (EAPSA & APHP)
Fynbosland 323 CC t/a PHS Consulting Reg 2005/081216/23

During our meeting it was confirmed that we should approached the organisations and individuals involved in heritage and landscape work for their in-principal support in order to motivate that a formal project application is supported by interest groups. This support can then be used for the Stellenbosch Municipal Council to initiate a formal project. We approached the following groups and individual:

- Stellenbosch Arts Association
- Stellenbosch Heritage Foundation
- Stellenbosch Interest Group
- Rhenish Church
- Mr. Strijdom van der Merwe

We received support from all of these organisations and individual, find attached under Appendix 1, proof of our pre-project communication and the respective responses. We trust that this will be sufficient in order to table the proposal to officially initiate a project that Shoprite Checkers will fund entirely.

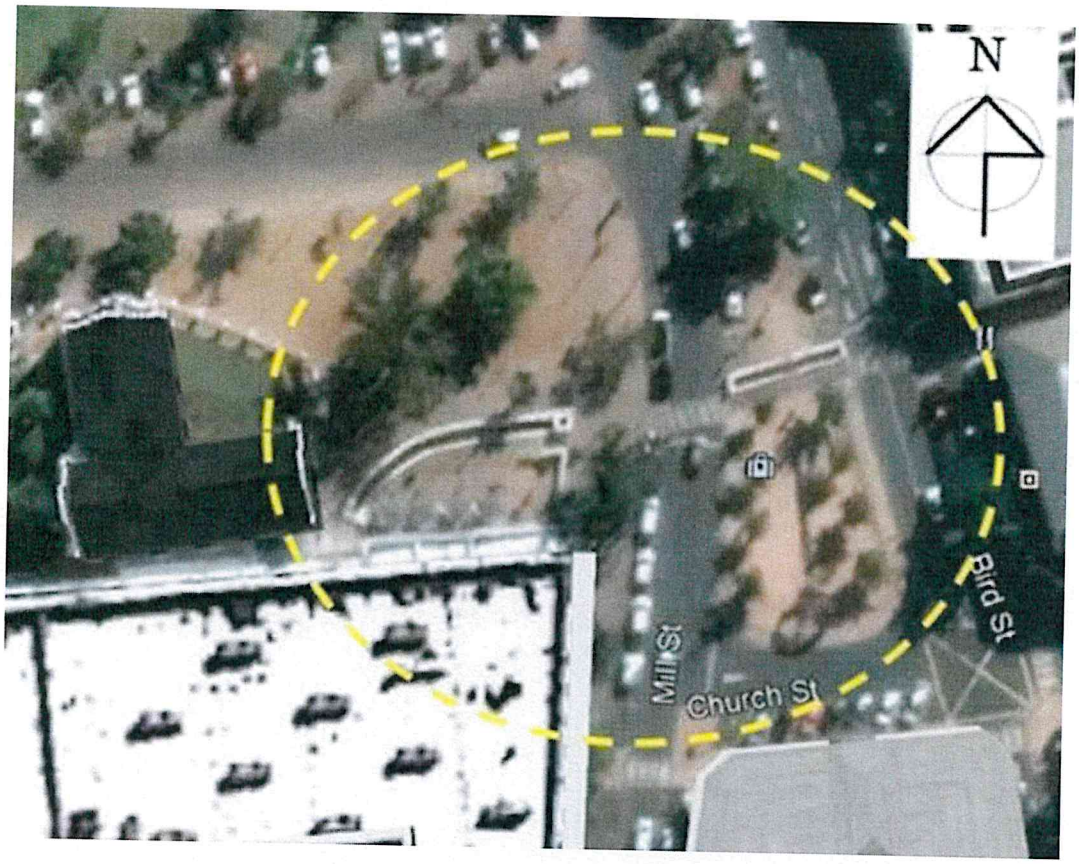


Figure 1: Proposed Study Area

Please do not hesitate to contact me if you require further information.

Yours truly

PAUL SLABBERT

PHS
CONSULTING
environmental, land-use, eco-tourism planning and management.

2021-05-11

Stellenbosch Municipality

Attention: Cllr. Gesie Van Deventer *per e-mail Mayor.Pa@stellenbosch.gov.za*
Executive Mayor

and

Geraldine Mettler *per e-mail Geraldine.Mettler@stellenbosch.gov.za*
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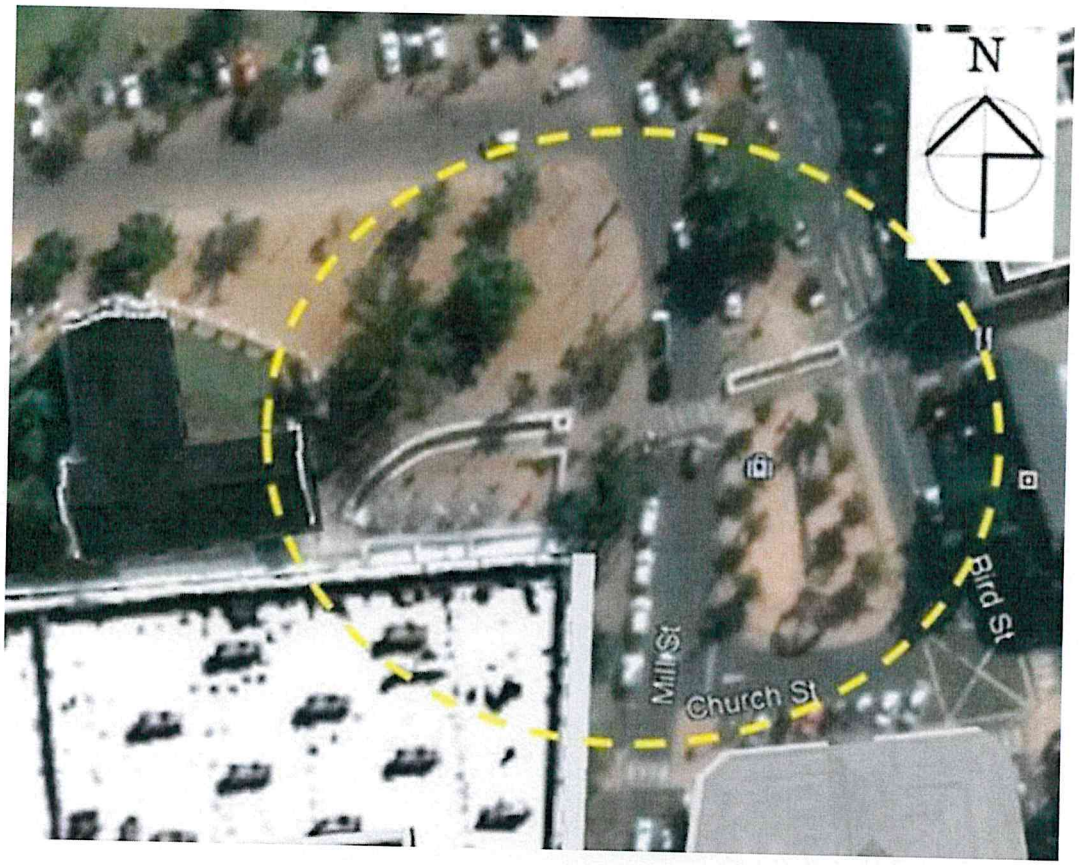


Figure 1: Proposed Study Area

Please do not hesitate to contact me if you require further information.

Yours truly

PAUL SLABBERT

Against this background, Shoprite wishes to invest in a public project of heritage significance as a token of its appreciation for the rich history of the town. Due to the close proximity of Checkers Stellenbosch, situated on Mill Street, to historic landmarks such as Die Braak, the Rhenish Church and the mill stream, and Checkers Stellenbosch being the site of the former *Nieuwe Molen*, the adjacent Mill Square was identified as a heritage resource that should form the core of an investigative process.

To this end, Shoprite appointed PHS Consulting ("PHS") as heritage consultants to facilitate the investigative process. PHS perused various heritage studies and project proposals, which were prepared over many years for Mill Square and its surrounds, and concluded that there is a real need to improve the heritage status of this precinct.

As agreed at the meeting of 10 February 2022, PHS, on behalf of Shoprite, has approached the following groups and an individual to obtain their support for such an investigative process, namely:

Stellenbosch Arts Association
Stellenbosch Heritage Foundation
Stellenbosch Interest Group
Rhenish Church
Mr. Strijdom van der Merwe

A letter from PHS is attached hereto that explains the consultative process that was followed and confirms that all the parties are in support of such an investigative process.

In view of the abovementioned, Shoprite kindly requests the Stellenbosch Municipality to consider its request for an investigative process to be undertaken for the urban revitalization of Mill Square, the cost of which to be funded by Shoprite.

For any queries or more information, please do not hesitate to contact the writer hereof.

Yours sincerely,

LEON MYBURGH

cc. Ms. Geraldine Mettler
The Municipal Manager
Stellenbosch Municipality
By email: geraldine.mettler@stellenbosch.gov.za

Appendix 1

Stellenbosch Arts Association

Dirkie Offringa <dirkieoffringa@mweb.co.za>
To: paul@phsconsulting.co.za
Cc: 'Margot Steyn' <mmdvs@sun.ac.za>; 'Strijdom van der Merwe' <info@strijdom.com>; kunsartstel@sun.ac.za
Mon 28 Feb 2022 12:41

Kuns Arts
STELLENBOSCH
KUNSVERENIGING
ARTS ASSOCIATION
UMANYANO LWE ARTS

Dear Paul

The executive committee of the Stellenbosch Arts Association is delighted to learn that Checkers is planning a *Legacy Project* on the Mill Street and Braak site. There is distinct scope to improve the area.

As you know, to celebrate the 10th anniversary of the Stellenbosch Arts Association, we commissioned Strijdom van der Merwe to design the landscaping to include the big historic water wheel of the old mill. We trust that PHS Consulting will see fit to keep this installation and the Art Association's information board about the mill.

We support this endeavour and shall be happy to assist in any way we can.

Kind regards

Dirkie Offringa
Chairperson Stellenbosch Arts Association

Appendix 1

Stellenbosch Heritage Foundation

Jolanda De Villiers Morkel <jolanda.morkel@gmail.com>
To: paul@phsconsulting.co.za
Cc: Ronel <chairperson@stellenboschheritage.co.za>; Lauren Buchanan <lau.buchanan@gmail.com>; Deon Carstens <deon@annabasson.co.za>

Tue 22 Feb 2022 15:45

Dear Paul,

thank you very much for your email. I copied Lauren and Deon Carstens. We support the initiative in principle and we are keen to engage with you on this excellent opportunity to develop a "Legacy Project". For example, which studies did you consult? Perhaps we can assist? Also, have you perhaps considered any of the other opportunities for unlocking heritage potential, situated more to the western section of the site?

Looking forward to hearing from you.

Regards,
Jolanda Morkel

Lauren Buchanan <chairperson@stellenboschheritage.co.za>
To: paul@phsconsulting.co.za

Sun 24 Apr 2022 20:55

Good evening Paul

Thank you for following up with our response. Our committee met earlier this month and your request was discussed at our meeting. While you state that you are forming an investigation into a possible project at this site, we found the request a little vague. Ordinarily our organization only comments on the heritage aspects of a submission for a heritage permit from Heritage Western Cape. While we can agree the square in its current condition is lacking, and there are many opportunities to be found to make a success of it. We would hope that a good design team with outstanding heritage knowledge and sensitivities is appointed for the proposed project. Our organization would seize the chance to be involved in the process.

Kind Regards
Lauren Buchanan

L. J. Buchanan
On behalf of
Stellenbosch Heritage Foundation

Appendix 1

Stellenbosch Interest Group

Patricia Botha <bothapatricia@gmail.com>
To: Paul Slabbert <paul@phsconsulting.co.za>; Berta Hayes <bertahayes@mweb.co.za>

Tue 15 Mar 2022 15:22

Dear Paul,

Glad you were able to contact Hennie Vos.

As the Mill is already part of a wider plan for the Rhenish Complex, Braak etc and research documents exist, the SIG would recommend a meeting of all the interested bodies in Stellenbosch. A meeting should be arranged with representatives of Checkers, Municipality, Piet Louw reception@visionplan.co.za (author of The Rhenish Complex and Surroundings), Hannes van Zyl hannesvzee@gmail.com (research was done when he was chairperson of Stellenbosch Heritage Foundation), Lauren Buchanan chairperson@stellenboschheritage.co.za, Stellenbosch Arts Society Kunsartstel@sun.ac.za and Stellenbosch Interest Group.

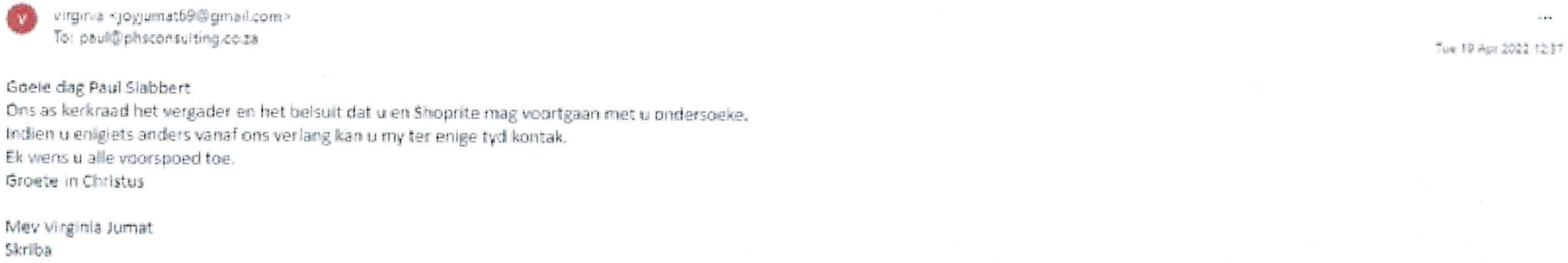
Hope this list will be helpful.

Kind regards,

Patricia

Appendix 1

Rhenish Church



virginia <joyjumat69@gmail.com>
To: paul@phsconsulting.co.za

Tue 19 Apr 2022 12:37

Goeie dag Paul Slabbert
Ons as kerkraad het vergader en het besluit dat u en Shoprite mag voortgaan met u ondersoeke.
Indien u enigiets anders vanaf ons verlang kan u my ter enige tyd kontak.
Ek wens u alle voorspoed toe.
Groete in Christus

Mev Virginia Jumat
Skriba

Appendix 1

Strijdom van der Merwe

Strijdom van der Merwe <info@strijdom.com>
To: paul@phsconsulting.co.za

Tue 15 Feb 2022 12:24

Hi Paul

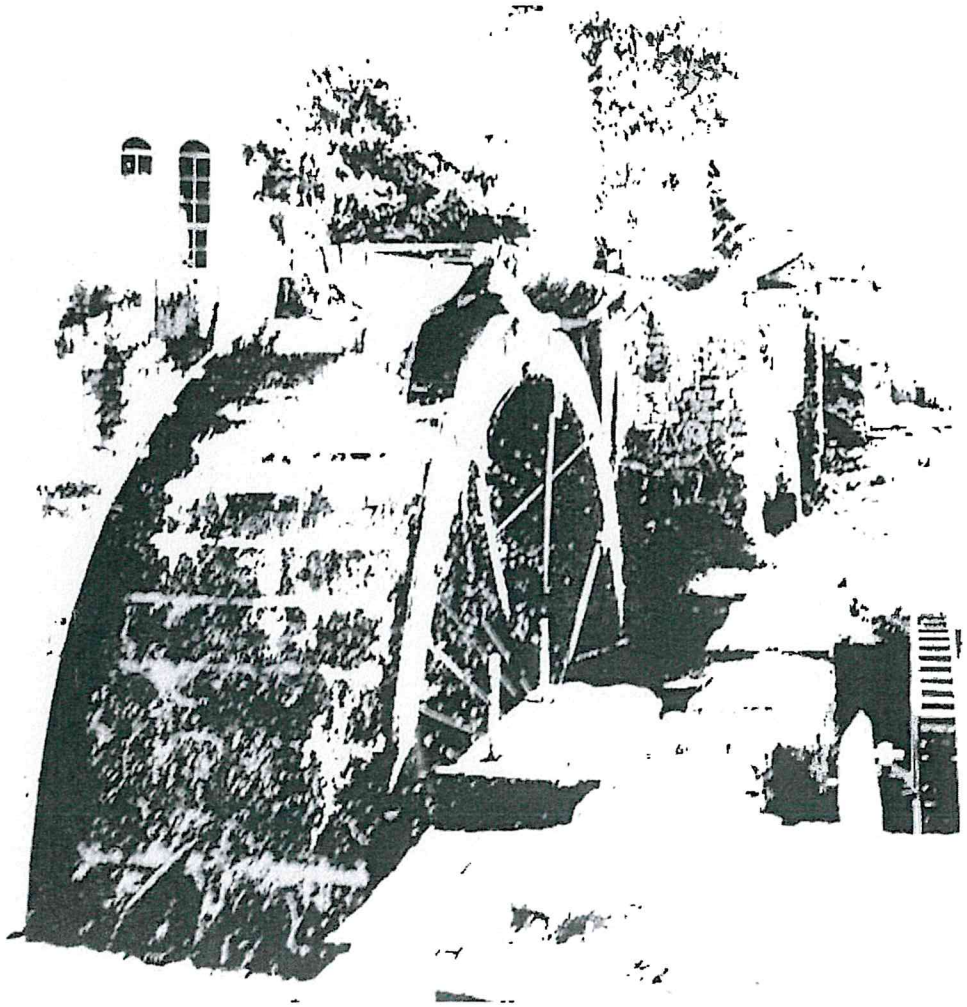
Thank you for the email and telephone conversation

That area need a upgrade and you got my support for that.
Meulplein as it is at moment was a gift from the Stellenbosch Art Association to the Stelb Municipality
I was the artist/designer involved commissioned, that brought the wheels back etc etc. BUT,
it will be wonderful if we can make some changes to that area.
Would love to be involved with Meulplein again and share my vision with you that couldn't happen way back then when we run out of money.

Attach is the contact details of the Chair of the Stellenbosch Art Association Dirkie Offeringa
It will be good if you can send her the same email and make them aware of you future plans.

dirkieoffringa@mweb.co.za
dirkieoffringa@telkomsa
Cell: 072 207 4929

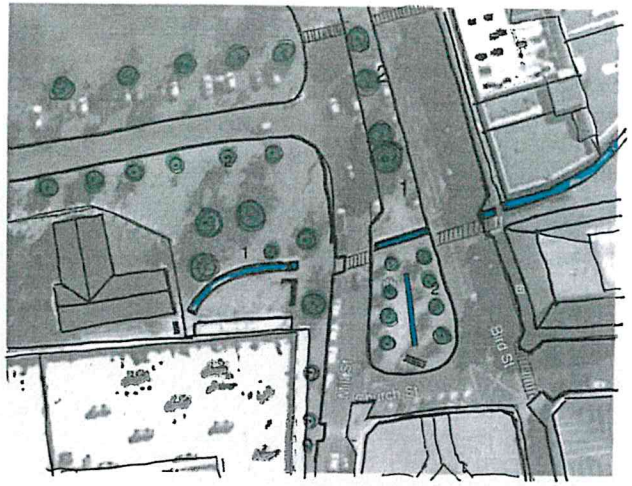
Regards
Strijdom



Stellenbosch Mill Square:
Cover

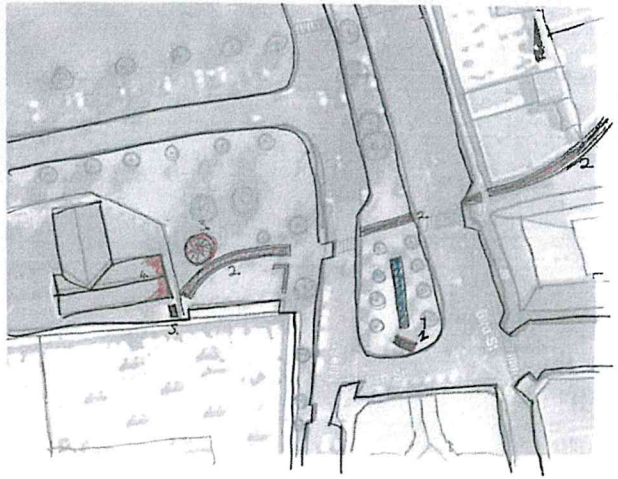
SVA
LEAD BUILD DESIGN

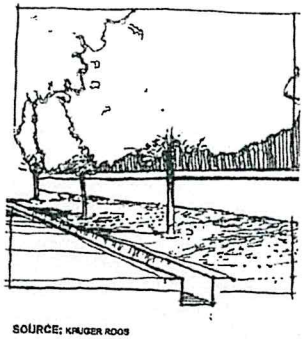
VEGETATION & WATER



1. The Mill Stream - Declared a National Heritage in some portions and is a very sensitve and a significant indicator to be considered and to be retained.
2. The exisitng vegetation (Trees) are to be treated sensitively. The tree in front of the Church is one of the oldest trees datin back to the 1700's.

SIGNIFICANT HERITAGE INDICATORS



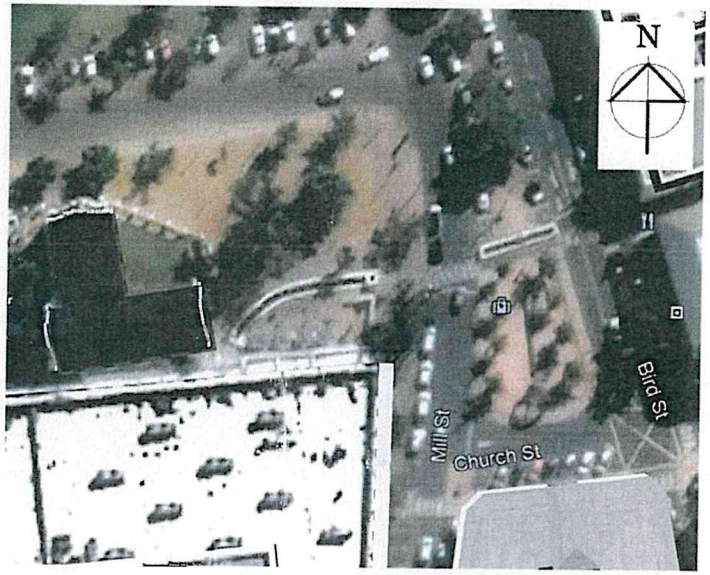


SOURCE: KRUGER ROOS

1. The Mill Stream - is a very strong 'ROUTE' or 'DATUM' which along important Heritage moments are to be celebrated.
2. Along the Route there are also very strong Axis which are to be highlited to the pedestrian.

AXIS

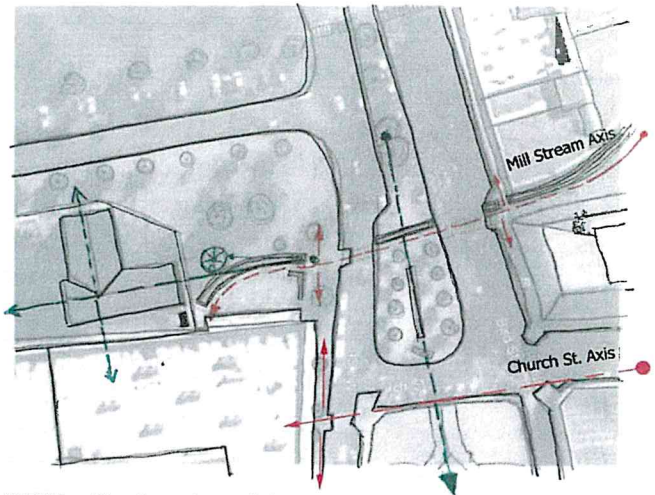
EXISTING AERIAL VIEW



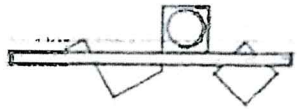
1. The Old Mill - Water Wheel
2. The Mill Stream
3. Old Tree - ca 1760
4. Church Facade
5. Church Bell/Clock Tower

1. The Farm ('Werf') walls built around the Mill Stream are signficiant barriers to the various spaces and prohibit the natural flow of pedestrians . Bridges/ Crossing over the millstreams should be made from simple materials & one should avoid covering long l engths of the furrows for maintenance purposes etc.
2. The one way vehicle route as part of Mill Str. also further divides the space between the Mill square, space in front of the Church and the church.

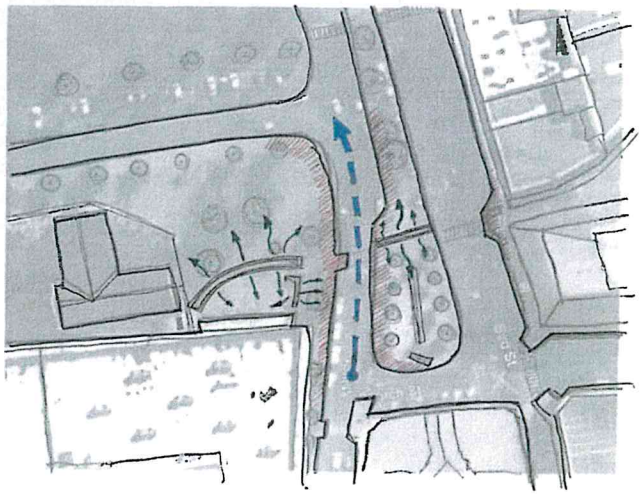
ROUTE & SIGNIFICANT AXIS



DATUM: Given the random or dissimaller elements they can be arranged along the route by means of a line/plane or volume.



SITE BARRIERS



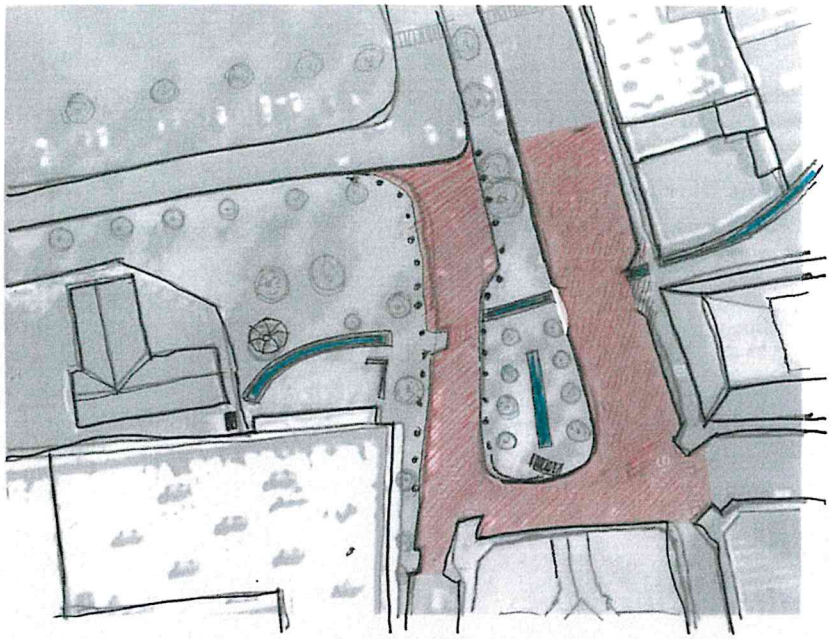
Stellenbosch Mill Square:

Site Analysis & Constraints

SVA
LEAD BUILD DESIGN

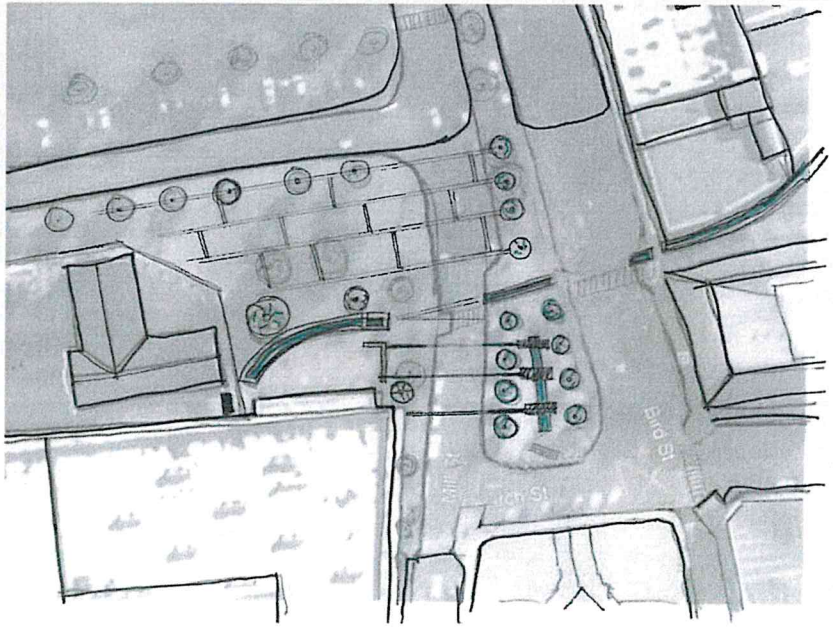
A(PR) 1002

REMOVING THE BARRIERS



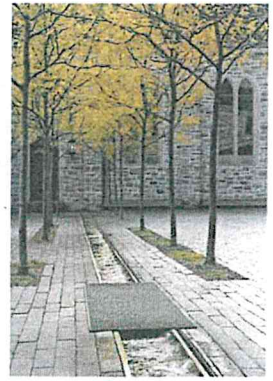
1. ROAD LEVELS ARE TO BE RAISED TO CREATE A INTEGRATED SPACE

a. Mill Street. and the pedestrian crossing over Bird Street has to be raised in order to unify the divorced spaces
b. Mill Street to remain a vehicular route - traffic will be slowed down by means of traffic interventions
c. Bollards to be introduced along Mill Street to keep pedestrians safe



1. THE GRID

a. A Grid on the surface can be intruced by a means of various type of finishes or channels that mimic the significance of the stream.
b. The Grid will bind the space together by means of a pattern that creates interest and can be used for various purposes of illustration; ie. Agriculture; a Market Space, Information, the Vegetation etc.
c. It could be utlised to further explain and provide key aspects of the Heritage and the surroundings.
d. It will connect the seating area with the Channel

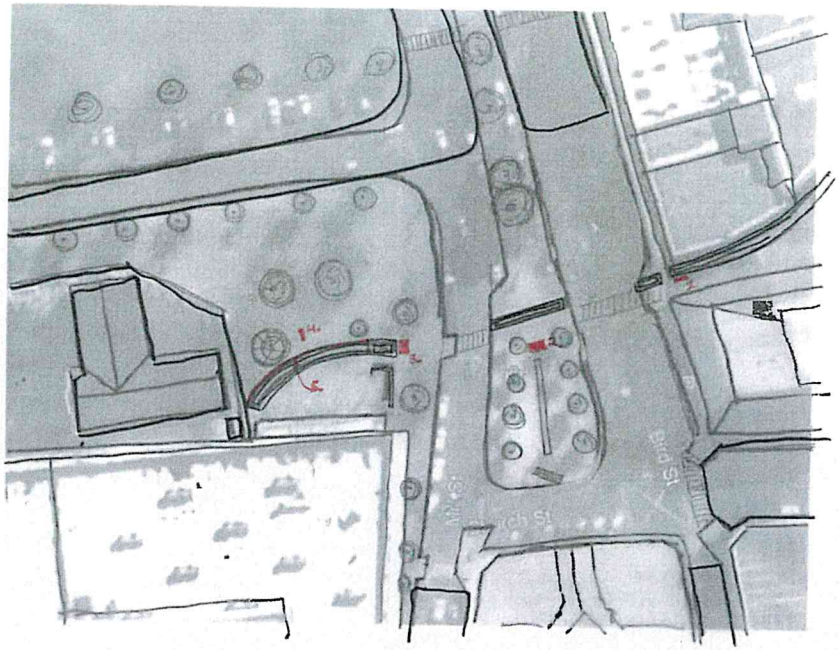


Stellenbosch Mill Square:
Removing the Barriers

SVA
LEAD BUILD DESIGN

A(PR) 1003

HERITAGE INDICATORS



Heritage Signage Indicators

1. Signage Indicators to be introduced to explain the Heritage of the Stream
2. Heritage of the Wheel
3. Heritage of the Church
4. Heritage of the Tree
5. The Mill Stream "Werf" wall
   - Change existing wall to a glass balustrade
   - Introduce glass bridge / stairs over existing stream.
   - Space in front of Church and Outside seating becomes integraded by means of a physical and visual connection.

1. Description of Mill Stream

2. Plaque about the Wheel

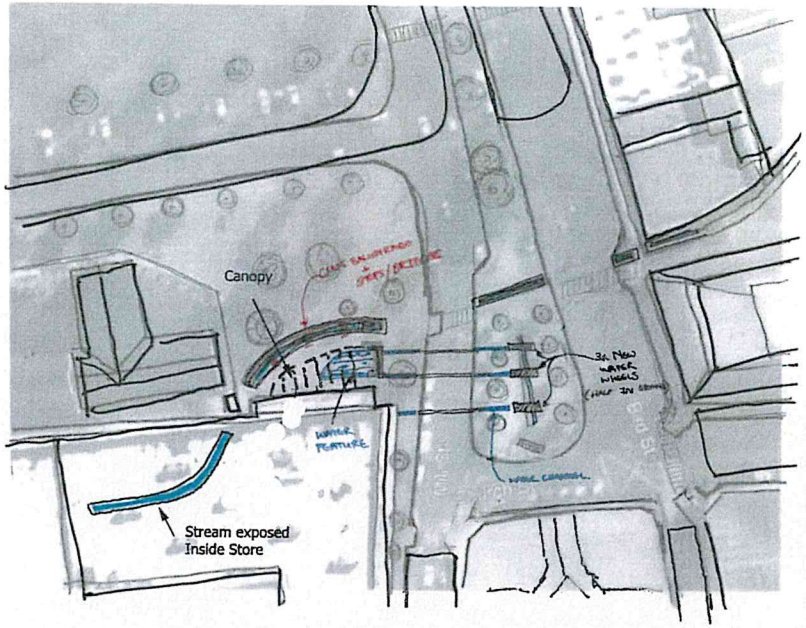
3. History of the Church

4. History of the Tree

5. Any other History - On Glass Balustrade (Above an example on concrete)

A(FR) 1004

ARCHITECTURAL ELEMENTS



The Following architectural elements have been introduced to further enhance the users experience and space:

- Water Feuture at Restaurant Seating
- Canopy over seating + Water Feature
- Glazz Balustrade + Glass Bridge / Steps over the Mill Stream at the seating (Connect Space in frontof Church and Seating Area
- Water Channel from Mill Square to the Water Feature (in Grid formation to bind the spaces)
- 3x New Water Wheels to celebrate the Significance of the wheel (Installed half way int to ground - becomes another Water Feature) The Axis remains along it's original line but is further enhances.
- Water flows over the wheels and into the channels to the water feature at the Restuaratn Seating

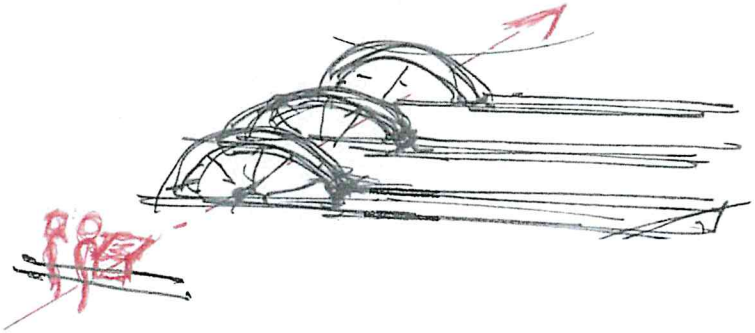
Re-Exposig the stream inside the store to stregthen the old "route" the stream ran and providng a user experience whitin the store while shopping.

Glass Balustrade

Glass Stairs

Water Feature at the Seating Area

Water Channel

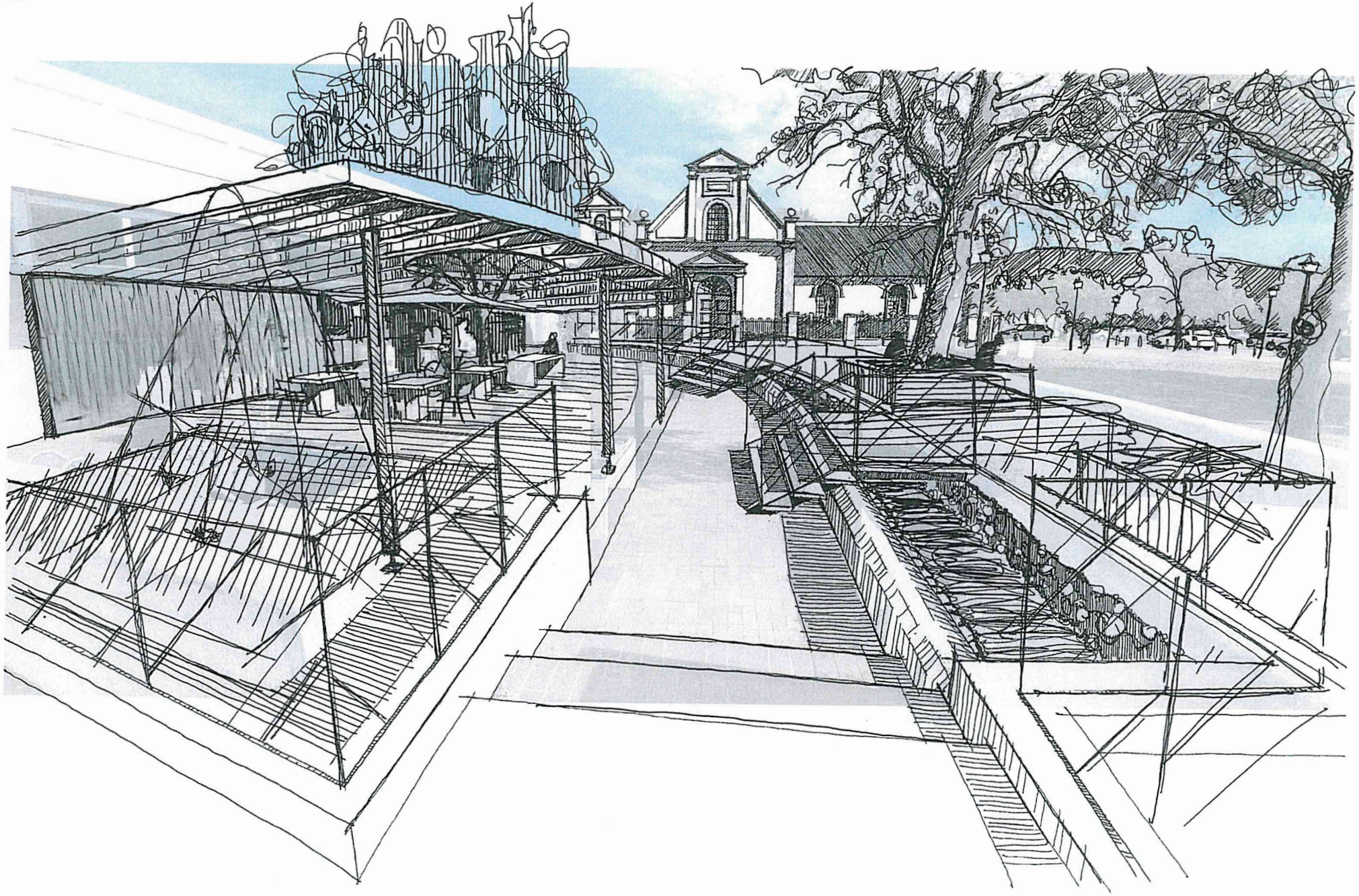


3x Wheels - Space becomes integrated - Wheel is celebrated

Stellenbosch Mill Square:
Architectural Elements

SVA
LEAD BUILD DESIGN

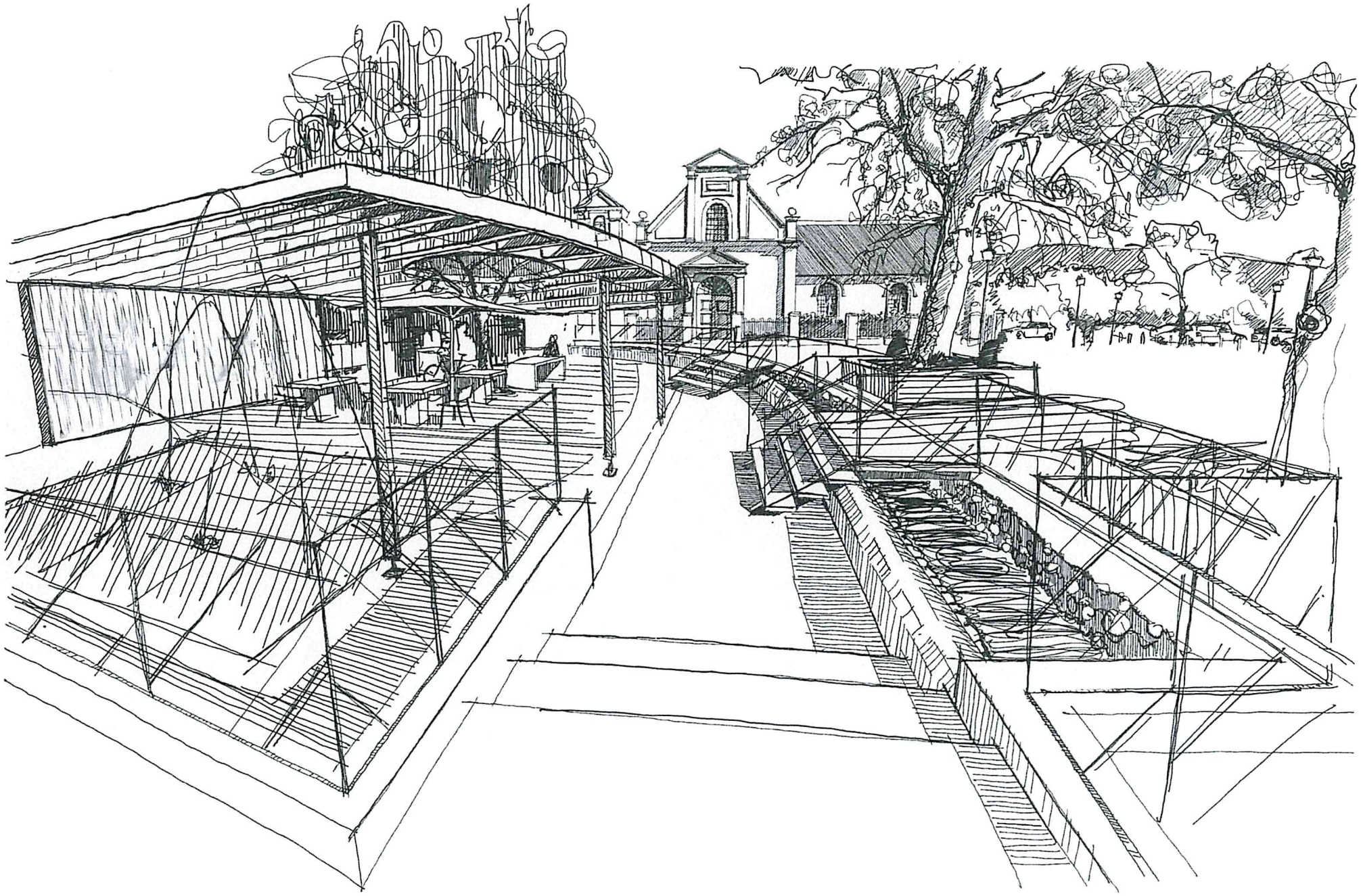
A(PR) 1005



Stellenbosch Mill Square:
3D Of Seating Area

SVA
LEAD BUILD DESIGN

A(PR) 1006



Stellenbosch Mill Square:
3D of Seating With Notes

SVA
LEAD BUILD DESIGN

Stellenbosch Mill Square:
3D Of Mill Square

SVA
LEAD BUILD DESIGN

Stellenbosch Mill Square:
3D of Mill Square with Notes

SVA
LEAD BUILD DESIGN