STELLENBOSCH
STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNICIPALITY • UMASIPALA • MUNISIPALITEIT

Ref no.3/4/1/5

2023-06-27

NOTICE OF A SPECIAL MEETING OF THE COUNCIL OF STELLENBOSCH MUNICIPALITY TUESDAY, 2023-06-27 AT 10:00

TO

The Speaker, Cllr Q Smit [Chairperson]
The Executive Mayor, Ald GMM Van Deventer
The Deputy Executive Mayor, Cllr JS Fasser
The Council Whip, Cllr P Crawley

COUNCILLORS

RA Adams
J Andrews
Ald JC Anthony
ZJ Dalling
MM Danana
I De Taillerfer
R Du Toit
A Ferns
E Groenewald
AJ Hanekom
RB Hendrikse
P Johnson
J Joon
O Jooste
X Kalipa
N Mananga-Gugushe
C Manuel
EP Masimini
NE Mcombring
XL Mdemka
NM Mkhontwana
RS Nalumango
NR Ndalasi
CD Noble
L Nkamisa
M Nkopane
N Ntsunguzi
N Olayi
WC Petersen
RO Pheiffer
WF Pietersen
MG Rataza
Ald JP Serdyn
MJ Slabbert
SR Schäfer
A Tomose
RB Van Rooyen
M Van Stade
CA Van Wyk
E Vermeulen
J Williams

Notice is hereby given in terms of Section 29, read with Section 18(2) if the *Local Government: Municipal Structures Act, 117 of 1998*, as amended, that a **SPECIAL MEETING** of the **COUNCIL** of **STELLENBOSCH MUNICIPALITY** will be held in via **MS TEAMS** on **TUESDAY, 27 JUNE 2023** at **10:00** to consider the items on the Agenda.

SPEAKER
CLLR Q SMIT

A G E N D A

SPECIAL MEETING OF COUNCIL

OF STELLENBOSCH MUNICIPALITY

2023-06-27

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1.	OPENING AND WELCOME

2.	MAYORAL ADDRESS

3.	COMMUNICATION BY THE SPEAKER

4.	COMMUNICATION BY THE MUNICIPAL MANAGER

5.	DISCLOSURE OF INTERESTS

6.	APPLICATION FOR LEAVE OF ABSENCE

7.	STATUTORY MATTERS

7.1	MONTHLY FINANCIAL STATUTORY REPORTING: DEVIATIONS FOR MAY 2023

Collaborator No:
IDP KPA Ref No: **Good Governance and Compliance**
Meeting Date: **14 June 2023 & 27 June 2023**

1. SUBJECT: MONTHLY FINANCIAL STATUTORY REPORTING: DEVIATIONS FOR MAY 2023

2. PURPOSE

To comply with Regulation 36(2) of the Municipal Supply Chain Management Regulations and Section 36 of the Supply Chain Management Policy 2022/2023 to report the deviations to Council.

3. DELEGATED AUTHORITY

Council

FOR NOTING.

4. EXECUTIVE SUMMARY

Regulation 36(2) of the Municipal Supply Chain Management Regulations and Section 36 of the Supply Chain Management Policy (2022/2023) stipulate that SCM deviations be reported to Council. In compliance thereto, this report presents to Council the SCM deviations that occurred during May 2023.

5. RECOMMENDATION

that Council notes the deviations as listed for the month of May 2023.

6. DISCUSSION / CONTENTS

6.1. Background/Legislative Framework

The regulation applicable is as follows:

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

Deviation from and ratification of minor breaches of, procurement processes

36. (1) A supply chain management policy may **allow the accounting officer**—
(*a*) To **dispense with the official procurement processes** established by the policy and to procure any required goods or services through any convenient process, which may include direct negotiations, but only—
(i) in an emergency;
(ii) if such goods or services are produced or available from a single provider only;
(iii) for the acquisition of special works of art or historical objects where specifications are difficult to compile;
(iv) acquisition of animals for zoos; or

(v) in any other exceptional case where it is impractical or impossible to follow the official procurement processes; and
(*b*) to ratify any minor breaches of the procurement processes by an official or committee acting in terms of delegated powers or duties which are purely of a technical nature.

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

6.2. Discussion

Reporting the deviations as approved by the Accounting Officer for May 2023.

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

DEVIATION NUMBER	CONTRACT DATE	NAME OF CONTRACTOR	CONTRACT DESCRIPTION	REASON	SUBSTANTIATION WHY SCM PROCESS COULD NOT BE FOLLOWED	TOTAL CONTRACT PRICE R
D/SM 12/23	22 May 2023	Bambana Management Services	Appointment of service provider for the finalisation of the installation of the lift at the NPK building	Exceptional case and it is impractical or impossible to follow the official procurement processes	The construction phase of the project for the Refurbishment of the NPK Building commenced during 2022. The contractor, Bambana Management Services was appointed under tender BSM40/22. The tender made provision for the installation of a new lift and the adherence to all the Regulatory requirements. It must be noted that the old lift and support system in the lift shafts were based on the Imperial measurement system while the replacement lift by Vision Elevators is based on the Metric measurement system. This required structural changes and cutting away some of the building structure. This unfortunately revealed other problems for steelwork support. This type of additional work cannot be determined through a site inspection as it is only revealed when cutting and breaking away of the structure commences. The lift inspector raised additional requirements during his compliance inspection on 7 March 2023 which	R102 847,39 (Incl. Vat)

					resulted in additional work to be done on the lift shaft and accessories in order to comply with the relevant regulations. The building is already occupied on floors 1 to 4. To ensure that the NPK building is fully accessible for the staff and members of the public with disabilities the lift installation need to be finalised. The lift service provider was appointed by Bambana Management Services. Bambana is familiar with the project and it is impractical to follow a procurement process to finalise the lift project. The mechanical engineer furnished the revised designs and documents to make sure that the contractor can be able to make the lift compliant. The deviation is required to allow the contractor to finalise the project in its entirety. Bambana is aware of all the required changes. Therefore, it would be impractical to follow the official procurement process.	

6.4 Legal Implications

The regulation applicable is:

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

6.5 Staff Implications:

No staff implications.

6.6 Previous / Relevant Council Resolutions:

None

6.7 Risk Implications

That the market may not be tested.

The measures in place to deal with deviations mitigate the risk to an acceptable level. The auditor general also audit the deviations during the yearly audit.

6.8 Comments from Senior Management:

The item was not circulated for comment except to Municipal Manager

6.8.1 Municipal Manager

Supports the recommendations.

RECOMMENDATIONS FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2023-06-14: ITEM 6.1

that Council notes the deviations as listed for the month of May 2023.

FOR FURTHER DETAILS CONTACT:

NAME	Dalleel Jacobs
POSITION	***Senior Manager Supply Chain Management***
DIRECTORATE	***Finance***
CONTACT NUMBERS	***021 808 8137***
E-MAIL ADDRESS	***Dalleel.jacobs@stellenbosch.gov.za***
REPORT DATE	05 June 2023

8.	**CONSIDERATION OF ITEMS BY THE EXECUTIVE MAYOR: [ALD G VAN DEVENTER]**

8.1	**PROTECTION SERVICES: (PC: CLLR R PHEIFFER)**

NONE

8.2	**SPORT, YOUTH AND CULTURE [PC: CLLR JC ANTHONY]**

NONE

8.3	**CORPORATE SERVICES: (PC: CLLR L NKAMISA)**

NONE

8.4	FINANCIAL SERVICES: (PC: CLLR J FASSER)

8.4.1	APPROVAL OF DEBT AGREEMENT

Collaborator No:
IDP KPA Ref No: **Good Governance and Compliance**
Meeting Date: **14 June 2023 & 27 June 2023**

1. SUBJECT: APPROVAL OF DEBT AGREEMENT

2. PURPOSE

To obtain Council's approval for the raising of an external loan in terms of Section 46 (2) of the Municipal Finance Management Act (Act No 56 of 2003).

3. DELEGATED AUTHORITY

Council

4. EXECUTIVE SUMMARY

During May 2023 an advertisement was placed inviting interested parties to make submissions regarding the financing of the proposed loan of R69 244 294 million. Submissions were received from 5 authorised financial institutions:

(a) Development Bank of Southern Africa (DBSA);
(b) ABSA Bank;
(c) Nedbank;
(d) Standard Bank ; and
(e) First National Bank (FNB)

After due process, in terms of the municipality's approved Supply Chain Policy, the offer of *Nedbank for the term of 10 years*, was adjudicated by the Bid Adjudication Committee and approved by the Municipal Manager as being the most favorable for Council.

5. RECOMMENDATIONS

(a) that Council approves the debt agreement as stipulated in **APPENDIX 1**, and

(b) that the Municipal Manager be mandated to enter into a loan agreement with Nedbank.

6.1 Background

During May 2023 an advertisement was placed inviting interested parties to make submissions regarding the financing of the proposed loan of R69 244 294 million. Submissions were received from 5 authorised financial institutions:

(a) Development Bank of Southern Africa (DBSA);
(b) ABSA Bank;
(c) Nedbank;
(d) Standard Bank ; and
(e) First National Bank (FNB)

After due process, in terms of the municipality's approved Supply Chain Policy, the offer of *Nedbank for the term of 10 years*, was adjudicated by the Bid Adjudication Committee and approved by the Municipal Manager as being the most favourable for Council.

6.2 Discussion

The following infrastructure projects, as included in the capital budget and approved by Council on 25 May 2022, requires external loan funding, but it can possibly be used on other capital items as well:

Projects	Fund	Loan Amount
Expansion of the landfill site (New cells)	Ext Loan	3 400 000
Landfill Gas To Energy	Ext Loan	2 060 413
Major Drop-Offs: Construction - Franschoek	Ext Loan	500 000
Bien don 66/11kV substation new	Ext Loan	2 600 000
Electricity Network: Pniel	Ext Loan	3 208 459
General System Improvements - Franschhoek	Ext Loan	2 000 000
General Systems Improvements - Stellenbosch	Ext Loan	3 700 000
Infrastructure Improvement - Franschoek	Ext Loan	1 304 343
System Control Centre & Upgrade Telemetry	Ext Loan	727 598
Bulk Water Supply Klapmuts	Ext Loan	2 000 000
New Reservoir & Pipeline: Vlottenburg	Ext Loan	21 743 481
Reservoirs and Dam Safety	Ext Loan	1 500 000
Water Conservation & Demand Management	Ext Loan	2 000 000
Waterpipe Replacement	Ext Loan	4 000 000
Upgrade of WWTW: Pniel & Decommissioning of Franschhoek	Ext Loan	14 000 000
Refurbish Plant & Equipment - Raithby WWTW	Ext Loan	500 000
Franschhoek Sewer Network Upgrade (Langrug/Mooiwater)	Ext Loan	4 000 000

A copy of the information statement is attached as **APPENDIX 2** and was published on the municipal website as well as in Die Burger on 31 May 2023 and Eikestadnuus on the 1st and 8th of June 2023. In the information statement the public was invited to submit written comments in respect of the proposed loan. National Treasury and the Provincial Treasury were invited by letter to submit their comments in respect of the proposed loan. S46(3)(b) The information statement must be submitted to Council at least 21 days prior to the Council meeting at which Council is to consider taking up the loan.

The information statement, as well as other supporting documentation, was distributed to each individual councillor on 30 May 2023.

The closing date for comments was 21 June 2023 and all comments received will be distributed and included for Council's consideration.

6.3 Financial Implications

The total estimated cost of the borrowing over the repayment period is disclosed in the table below.

DESCRIPTION	10 YEAR TERM
Capital	R 69 244 294
Interest	R 35 638 128
Total	**R 104 882 422**

6.4 Legal Implications

In terms of Section 160(2) of the Constitution, a Council may not delegate the function to raise a loan. Section 160(3) stipulates that any decision regarding the raising of a loan must be taken by Council with the supporting vote of the majority of its members.

The procedures to be followed in order to raise a loan, is stipulated in Section 46 of the Municipal Finance Management Act (MFMA). According to Section 46 of the MFMA, the following procedures must be followed:

s.46(2)(a) A Council resolution must be obtained to approve the debt agreement. The Mayor must then sign such a resolution.

s.46(3)(a) The Accounting Officer (Municipal Manager) must sign the Debt Agreement.

s.46(3)(a) An information statement must be made public 21 days prior to the Council meeting. The public, National Treasury and the Provincial Treasury must be invited to submit written comments in respect of the proposed loan.

6.5 Staff Implications

This report has no staff implications to the Municipality.

6.6 Previous / Relevant Council Resolutions:

Council approved the external loan funding at the Council meeting held on 25 May 2022.

6.7 Risk Implications

This report has no risk implications for the Municipality.

6.8 Comments from Senior Management:

6.8.1 *Municipal Manager:*

Agree with the recommendations.

RECOMMENDATIONS FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2023-06-14: ITEM 7.4.1

(a) that Council approves the debt agreement as stipulated in **APPENDIX 1**, and

(b) that the Municipal Manager be mandated to enter into a loan agreement with Nedbank.

FOR FURTHER DETAILS CONTACT:

NAME	Monique Steyl
POSITION	***Senior Manager: Financial Management Services***
DIRECTORATE	***Financial Services***
CONTACT NUMBERS	***021 808 8512***
E-MAIL ADDRESS	***Monique.Steyl@stellenbosch.gov.za***
REPORT DATE	***08 June 2023***

APPENDIX 1

STELLENBOSCH
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(TERM LOAN: R69,244,294.00)

LOAN AGREEMENT

entered into between

NEDBANK LIMITED

(Registration Number 1951/000009/06)

and

STELLENBOSCH MUNICIPALITY

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

Herein represented by …….. in her/his capacity as **MUNICIPAL MANAGER** duly authorised thereto.

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1. **DEFINITIONS AND INTERPRETATION**

1.1. In this Agreement unless clearly inconsistent with or otherwise indicated by the context the following expressions shall bear the meanings ascribed to them hereunder and cognate expressions shall bear corresponding meanings -

1.1.1. "**Accounting Officer**" will have the meaning ascribed thereto in the MFMA;

1.1.2. "**Advance Date**" means 23 June 2023;

1.1.3. "**Agreement**" means the agreement set out in this document;

1.1.4. "**Applicable Laws**" means and includes common or customary law and any constitution, decree, judgement, legislation, order, ordinance, statute, treaty or other legislative measure applicable to any of the Parties and includes any present or future directive, regulation, guideline, practice, concession, instruction, request or requirement issued by any national, regional or local government or any governmental, administrative, fiscal, judicial or government owned body, department, agency, public or regulatory authority, corporation or commission, court or tribunal or any person having jurisdiction within the Republic of South Africa, whether or not government owned or controlled and howsoever constituted;

1.1.5. "**Applicable Public Sector Legislation**" means legislation applicable to the public sector, including but not limited to the Municipal Finance Management Act No 56 of 2003 ("**MFMA**"), the Treasury Regulations promulgated in terms of section 76 of the PFMA, the Borrowing Powers of Provincial Governments Act No. 48 of 1996, the MFMA, Local Government: Municipal Systems Act No.32 of 2000, the Preferential Procurement Policy Framework Act No. 5 of 2000 ("**PPPFA**") and the Preferential Procurement Regulations promulgated in terms of section 5 of the PPPFA;

1.1.6. "**Amortising Schedule**" means the amortisation schedule contained in schedule 1, indicating the repayment amounts, consisting of Capital and interest, payable in bi-annual instalments in arrears on the respective Interest and Capital Payment Dates, in terms of this Agreement, to be provided on the Interest Rate Quotation Date;

1.1.7. "**Basic Municipal Service**" will have the meaning given to it in the MFMA;

1.1.8. "**Banks Act**" means the Banks Act 94 of 1990;

1.1.9. "**Base Rate**" means Nedbank's variable rate linked to Prime from time to time;

Base Rate	7.95.% (Seven Comma Nine Five percent)

Drafter' note: An indicative rate only – rate to be confirmed on date of draw down.

1.1.10. "**Basis Point**" means 1/100 (One Hundredth) of 1 (One) percentage point;

1.1.11. "**Borrower**" means Stellenbosch Municipality;

1.1.12. "**Borrower Account**" means the Borrower's bank account as advised to Nedbank in writing by the Borrower;

1.1.13. "**Breakage Costs**" means the aggregate of all loss, premiums, penalties, fees, costs, charges, expenses and disbursements incurred or suffered by Nedbank or successful claims made against Nedbank in closing out, settling or unwinding any hedging arrangements, including, *inter alia,* any loan, swap,

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forward interest rate agreement, foreign exchange contract or other financial instrument relating directly or indirectly to the financing in terms of the Agreement;

1.1.14. "**Breakage Gains**" means the aggregate of all gains, premiums, penalties, fees, costs, charges, expenses and disbursements saved by Nedbank in closing out, settling or unwinding any hedging arrangements, including, *inter alia*, any loan, swap, forward interest rate agreement, foreign exchange contract or other financial instrument relating directly or indirectly to the financing of the Loan;

1.1.15. "**Business Day**" means any day other than a Saturday, Sunday or an official public holiday in the Republic of South Africa;

1.1.16. "**Capital**" means an amount of R69,244,294.00 (sixty nine million two hundred and forty four thousand two hundred and ninety four rand);

1.1.17. "**Capital Budget**" shall have the meaning ascribed to it in the MFMA, as approved in terms of Section 5, 16, 17, 19 and 24;

1.1.18. "**Capital Outstanding**" means that portion of the Capital that is at any time outstanding, reduced in accordance with any repayment thereof made in terms of this Agreement;

1.1.19. "**Capital Projects**" means the Borrowers capital projects for the 2022/2023 financial year, as contemplated in the Capital Budget;

1.1.20. "**Capital Project Assets**" means the assets that will be acquired by the Borrower as identified in the Capital Project;

1.1.21. "**Capital Repayments**" means the bi-annually repayments of the Capital Outstanding as per the Amortising Schedule;

1.1.22. "**Companies Act**" means the Companies Act, 71 of 2008;

1.1.23. "**Confidential Information**" shall have the meaning set out in clause 23;

1.1.24. "**Cross Default**" means any material Indebtedness or obligation or any loan, debt or guarantee constituting Indebtedness of the Borrower becomes due and payable prior to its specified maturity by reason of any default, or is not paid when due, whether or not the Bank is concerned therewith or any creditor of the Borrower becomes entitled to declare any indebtedness cancelled or suspended or due and payable prior to its specified maturity

1.1.25. "**Default Interest Rate**" means the applicable Interest Rate plus 300 (Three Hundred) Basis Points per annum expressed as a NACS rate;

1.1.26. "**Dispose**" means to sell, transfer, cede, assign, lease, alienate, donate, renounce, surrender, waive, relinquish, exchange or otherwise dispose of;

1.1.27. "**Encumbrance**" means any mortgage, pledge, hypothecation, lien, lease, option restriction, right of first refusal, right of pre-emption, right of retention, right of set-off, right of consolidation or merger (excluding any right of set-off, consolidation or merger arising in favour of Nedbank by operation of law) third party right or interest, assignment, title extension, trust arrangement, cession, security interest or any kind or any other encumbrance or any other type of preferential arrangement having the effect of creating a security interest or right of retention;

1.1.28. "**Event of Default**" means any of the events described in clause 14;

1.1.29. "**Final Repayment Date**" means 22 June 2033 as stipulated in the Amortising Schedule.

1.1.30. "**Going Concern**" means that should the Auditor-General raise a going concern issue with regards to this Borrower, the repayment of the outstanding capital and accrued interest will be accelerated.

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1.1.31. "**GRAP**" means Generally Recognised Accounting Practice;

1.1.32. "**Indebtedness**" shall be construed as widely as possible so as to include any obligation (whether incurred as principal, guarantor or surety) for the payment or repayment of money, whether present or future, actual or contingent and shall include, without limitation –

1.1.32.1. monies borrowed or raised;

1.1.32.2. the outstanding principal amount of any bond, note, loan stock, debenture or similar instrument;

1.1.32.3. any amount raised pursuant to any issue of shares which are expressed to be redeemable; and

1.1.32.4. deferred payments for assets or services acquired;

1.1.33. "**Integrated Development Plan**" will have the meaning given to it in Chapter 5 of the Local Government: Municipal Systems Act No 32 of 2000;

1.1.34. "**Interest Rate**" means a variable rate option equal to the Base Rate relative to the prime rate of 7.95% plus the all in margin rate of 1.75%;

1.1.35. "**Interest Rate Quotation Date**" means the day on which Nedbank advises the Borrower of the Interest Rate applicable to the Loan;

1.1.36. "**Interest Period**" means –

1.1.36.1. the period commencing on the Advance Date and ending on the first Repayment Date thereafter;

1.1.36.2. each period after the period described in clause 1.1.36.1 commencing on the previous Repayment Date and ending on the next Repayment Date, inclusive of the final Interest Period commencing on the last Repayment Date and ending on the Final Repayment Date;

1.1.37. "**JIBAR**" means, on any applicable date and in respect of the relevant period described in this Agreement –

1.1.37.1. the arithmetic mean (rounded, if necessary, to the nearest 3rd (Third) decimal place) of the mid-market rates for Rand deposits for the relevant period as they appear on the Reuters display page designated as "SAFEY" (or such other page as may replace such page on such service) at or about 11:00am Johannesburg time on such date; or

1.1.37.2. if no such service is available, "JIBAR" shall mean the arithmetic mean (rounded, if necessary, to the third decimal place and excluding (to the extent applicable) the 2 (Two) highest rates and the 2 (Two) lowest rates) of the mid-market deposit rates, as supplied to Nedbank and confirmed by Nedbank to the Borrower in reasonably sufficient detail, quoted by the JIBAR Reference Banks in the ordinary course of business in the Johannesburg interbank market at or about 11:00am (Johannesburg time) on such date for Rand deposits for the relevant period, provided that if any of the JIBAR Reference Banks shall be unable or otherwise fail to supply such rate by 11:00am (Johannesburg time) on the required date, JIBAR for the relevant period shall be determined, on the basis of the quotation(s) of the remaining JIBAR Reference Bank(s), on the same basis, to the extent possible, as set out above;

1.1.38. "**JIBAR Reference Banks**" means the principal Johannesburg offices of the banks that quote deposit rates to the South African Futures Exchange from time to time, it being recorded that as at the Signature Date the JIBAR Reference Banks are Standard Bank of South Africa Limited, First National Bank of Southern Africa Limited, Absa Bank Limited and Investec Bank Limited;

1.1.39. "**Loan**" means the term loan in an amount equal to the Capital which is made available by Nedbank to the Borrower in terms of this Agreement;

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1.1.40. "**Margin**" means 1,75% (One Comma Seven Five Percent) per annum expressed as an NACS rate;

1.1.41. "**Market Disruption Event**" means an event or circumstance specified as such in clause 8.

1.1.42. "**Market Disruption Premium**" means the difference between the Nedbank Liquidity Premium on the Interest Rate Quotation Date and the Nedbank Liquidity Premium on the Advance Date;

1.1.43. "**Material Adverse Change**" means an event, circumstance or matter or combination of events, circumstances or matters, including but not limited to:

1.1.43.1. Serious Financial Problems

The criteria for determining serious financial problems shall be those stipulated in section 138 of the MFMA, singularly or in combination occurs or the criteria for determining serious or persistent material breach of financial commitments occurs as contemplated in section 140 of the MFMA.

1.1.43.2. Provincial Intervention

It is necessary for a provincial intervention in terms of section 136 of the MFMA, whether it is a discretionary intervention (section 137) or a mandatory provincial intervention (section 139).

1.1.43.3. Financial Recovery Plan

A financial recovery plan, as contemplated in Chapter 13 of the MFMA, is in relation to the Borrower.

1.1.43.4. Stay of Legal Proceedings

If the Borrower applies for an order to stay legal proceedings and/or for extraordinary relief, as contemplated in Chapter 13 of the MFMA.

which has not been disclosed in writing to Nedbank prior to the signing of the loan agreement and which, in the reasonable opinion of Nedbank, will have or would be likely to have a material adverse effect on –

1.1.43.5. the business, operations, property, assets, condition (financial or otherwise) or prospects of the Borrower; or

1.1.43.6. the ability of the Borrower to deliver services and conduct its business in the normal, regular and ordinary course; or

1.1.43.7. the ability of the Borrower to perform its obligations under this Agreement; or

1.1.43.8. the legality, validity or enforceability of this Agreement;

without derogating from the foregoing, "**Material Adverse Change**" will also include any significant change in the MFMA and/or other Applicable Laws;

1.1.44. "**Mayor**" will have the meaning given to it in the MFMA;

1.1.45. "**MFMA**" means the Local Government Municipal Finance Management Act, No. 56 of 2003;

1.1.46. "**NACS**" means nominal, annual, compounded bi-annually in arrears on the first day of the month immediately following the calendar period in which the interest has accrued;

1.1.47. "**Nedbank**" means Nedbank Limited, (registration number 1951/000009/06), a company registered and incorporated in accordance with the Companies Act and registered as and conducting the business of a bank in terms of the Banks Act;

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1.1.48. "**Nedbank Liquidity Premium**" means, at 9h00 on a specified date, the difference between the 1 (One) year NCD rate as quoted on the Reuters NEDMM screen, as a nacq (nominal annual compounded quarterly) rate and the 1 (One) year swap rate as quoted on the Reuters NDIRS screen, as a nacq (nominal annual compounded quarterly).

1.1.49. "**Outstanding Capital**" means the balance of the Capital from time to time as it is reduced in terms of clauses 10 and 11;

1.1.50. "**Outstandings**" means at any given time, and from time to time, the aggregate of –

1.1.50.1. the Outstanding Capital;

1.1.50.2. any other amounts due from time to time under this Agreement which have not been paid; and

1.1.50.3. any unpaid interest accrued or capitalised on the amounts described in clauses 1.1.50.1 and 1.1.50.2 in terms of this Agreement;

1.1.51. "**Parties**" means Nedbank and the Borrower;

1.1.52. "**Permitted Encumbrances**" means any encumbrance which is existing prior to the advance date of the Agreement and which has been disclosed to Nedbank prior to the advance date or provided for in the audited annual financial statements of the Borrower;

1.1.53. "**Permitted Indebtedness**" means –

1.1.53.1. indebtedness accruing from capital and operational expenditure, incurred in implementation of approved budgets of the Borrower; and

1.1.53.2. indebtedness which complies in all respects with the provisions of the MFMA and other Applicable Laws;

1.1.54. "**Potential Event of Default**" means any event which may become (with the passage of time, the giving of notice, the making of a determination hereunder or any combination thereof) an Event of Default;

1.1.55. "**Prepayment Date**" shall have the meaning set out in clause 10.1.2;

1.1.56. "**Repayment Dates**" means, with the exception of the Final Repayment Date, the date on which the Borrower has the obligation to make payment of Capital plus interest as specified in the Amortising Schedule, provided that where such dates fall on a date which is not a Business Day, the relevant Repayment Date shall be the immediately preceding Business Day;

1.1.57. "**Signature Date**" means the date on which this Agreement is signed by the Party signing last in time;

1.1.58. "**Suspensive Conditions**" means the suspensive conditions described in clause 2;

1.1.59. "**Taxes**" means any tax, charge, impost, duty, deduction, withholding, fee or levy of any kind whatsoever (or any amount payable on account of or as security for any of the foregoing) levied, imposed, collected, withheld or assessed, or which may after the Signature Date become levied, imposed, collected, withheld or assessed by any central, provincial or local government body or other organ of state on any other person, whether under the Income Tax Act, 58 1962 or any other present or future legislation, including any interest, additions, fines, surcharges or other penalties imposed by the applicable body in respect thereof, and "**Tax**" shall have a corresponding meaning;

1.1.60. "**Term**" means the period of 10 (Ten) years commencing on the Advance Date and terminating on the Final Repayment Date or such earlier date on which this Agreement is otherwise terminated in accordance with its terms;

1.1.61. "**Unpaid Sum**" means any sum due and payable but unpaid by the Borrower under this Agreement;

1.1.62. "**VAT**" means value added tax levied in terms of the Value Added Tax Act 89 of 1991; and

1.1.63. "**Warranties**" shall have the meaning set out in clause 12.

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1.2. any reference to a statute or statutory provision includes a reference to that statute or statutory provision as amended, extended or re-enacted and to any regulation, order, instrument or subordinate legislation under such statute or statutory provision;

1.3. any reference to any other agreement, document or instrument shall be to that agreement, document or instrument as amended, varied, novated or replaced from time to time;

1.4. words and expressions defined in any clause shall, notwithstanding that they are not defined in clause 1.1, bear the meanings assigned to such words and expressions in such clause wherever they are used in this Agreement;

1.4.1. when any number of days is prescribed, such number shall be calculated inclusively of the first and exclusively of the last day;

1.4.2. any reference to days (other than a reference to Business Days), months or years shall be a reference to calendar days, months or years, as the case may be;

1.4.3. where any act is to be performed on a day which is not a Business Day, such act shall be performed on the next Business Day save for Repayment Dates;

1.5. words importing the singular shall include the plural and vice versa;

1.6. words referring to one gender shall include a reference to the other genders;

1.7. any reference to a person shall include a reference to an individual, a firm, a body corporate, a trust, an unincorporated association, government or a partnership and that person's legal representatives and successors;

1.8. if any provision in clause 1.1 is a substantive provision conferring rights or imposing obligations on any Party, effect shall be given to that provision as if it were a substantive provision in the body of this Agreement;

1.9. clause headings have been inserted for convenience only and shall not be taken into account in its interpretation;

1.10. the rule of construction that a contract or any term thereof shall be interpreted against the party responsible for the drafting of or preparation of that contract or term, shall not apply; and

1.11. the use of the word "including" followed by a specific example shall not be construed as limiting the meaning of the general wording preceding it.

2. SUSPENSIVE CONDITIONS

2.1. The rights and obligations of the Parties under this Agreement (other than those set out in this clause 2, and clauses 16 and 19 to 24, which shall be of immediate force and effect) are subject to and conditional upon the fulfilment of the following Suspensive Conditions on or before the Advance Date ("**Fulfilment Date**") or such later date as may be determined in terms of clause 2.3–

2.1.1. Nedbank has been provided with a certified copy of a resolution of the Municipal Council, signed by the Mayor approving the Transaction contemplated by this Agreement and authorising the Accounting Officer, on its behalf, to sign this Agreement and all documents and notices to be signed by it under or in connection with this Agreement;

2.1.2. receipt by Nedbank of a specimen of the signature of each person authorised by the resolution referred to in clause 2.1.1;

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2.1.3. written confirmation by the Borrower that it has complied with the requirements of the MFMA and all other Applicable Laws in so far as it relates to the Agreement inclusive of copies of:

2.1.3.1. an information statement, setting out the particulars of the debt, the amount, the purpose of the debt and that the public, the national treasury and the provincial treasury has been invited to submit written comments to the council, has been made public 21 (Twenty-One) days prior to the meeting of the council;

2.1.3.2. a copy of the information statement has been submitted to the municipal council 21 (Twenty-One) days prior to the meeting together with particulars of the repayment terms, the anticipated payment schedule and the anticipated total costs.

2.1.4. Execution of necessary legal documentation relating to the funding by all parties;

2.1.5. the Borrower having complied with all requests for information made by Nedbank in terms of the Financial Intelligence Centre Act, No. 38 of 2001, the Prevention of Organised Crime Act, No 121 of 1988, the Banks Act and any other money laundering legislation applicable at the time such requests are made;

2.1.6. written confirmation by the Borrower that no Event of Default or Potential Event of Default or Material Adverse Change has occurred and is continuing.

2.2. the Borrower shall use its best endeavours to procure the fulfilment of the Suspensive Conditions.

2.3. The Suspensive Conditions are stipulated to be for the benefit of Nedbank, which shall, by written notice to the Borrower to that effect given by not later than the Fulfilment Date, be entitled to waive some or all of the Suspensive Conditions and/or to extend the date by which some or all of the Suspensive Conditions are to be fulfilled.

2.4. If any of the Suspensive Conditions are not fulfilled (and fulfilment thereof is not waived in terms of clause 2.3) on or before the Fulfilment Date, this Agreement will terminate and be of no further force or effect and, to the extent that this Agreement may have been partially implemented, the Parties shall be restored as nearly as may be possible to the positions in which they would have been had this Agreement not been entered into and neither Party shall have any claim against the other Party as a result of the failure of the Suspensive Conditions, save for such claim as may arise out of a breach of this clause 2or under any clause which remains in force and effect.

3. PURPOSE

The Loan shall be used by the Borrower to finance its Capital Projects for the 2022/2023 financial year. Without prejudice to the foregoing obligations of the Borrower, Nedbank shall be entitled but shall not be obliged to ascertain whether or not the Borrower has applied the Loan for the aforesaid purposes.

4. ADVANCE

4.1. Nedbank, relying upon each of the representations, undertakings and Warranties included in this Agreement, hereby agrees to lend and advance to the Borrower, which agrees to borrow, an amount equal to the Capital.

4.2. On the Advance Date, Nedbank shall advance the Capital to the Borrower by paying to the credit of the Borrower Account an amount equal to R69,244,294.00 (sixty-nine million two hundred and forty four thousand two hundred and ninety four rand).

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4.3. The payment by Nedbank of this amount as aforesaid shall discharge the obligation of Nedbank to make the advance described in clause 4.1.

4.4. Against payment by Nedbank of the Capital in terms of clause 4.2 Nedbank shall be deemed to have advanced the entire Loan to the Borrower.

4.5. The aggregate of the Capital will be disbursed in full on the Advance Date. No terms pertaining to the separate drawdowns of the Capital will be allowed.

5. **INTEREST**

5.1. Interest shall be calculated on the Outstandings at the Interest Rate during each Interest Period in accordance with clause 5.2.

5.2. Interest shall accrue daily, on the basis of actual days elapsed and a 365 (Three Hundred and Sixty Five) day year, irrespective of whether such year is a leap year or not.

5.3. Interest shall be due and payable by the Borrower to Nedbank on each Repayment Date and the Final Repayment Date.

5.4. Interest shall be calculated and levied on a NACS basis.

6. **AMENDMENT OF TYPE OF INTEREST RATE**

6.1. Variable to fixed: The Borrower is entitled to exercise the option to amend a variable rate to a fixed rate subject thereto that-

6.1.1. such amendment may not occur within 90 days after disbursement date;

6.1.2. the Bank is provided with 7 business days' written notice of a request to amend such rate;

6.1.3. the Bank will quote the fixed base rate based on Nedbank's Internal Funding curve at the point of fixing the rate and in addition an all in margin to be determined on the date of fixing applies.

6.2. Fixed to variable: The Borrower is entitled to exercise the option to amend the fixed rate to a variable rate subject thereto that-

6.2.1. such amendment may not occur within 90 days after disbursement date;

6.2.2. the Bank is provided with 7 business day's written notice of a request to amend such rate;

6.2.3. the Bank will quote a variable rate based on the JIBAR rate at that point in time and in addition an all in margin to be determined on the date of change.

6.2.4. The borrower will in addition be liable for penalties and breakage costs.

7. **INTEREST RATE INCREASE**

7.1. Each time during the term of this Loan that the long-term local rating attributed by the Global Credit Rating Company Proprietary Limited (or any other rating agency registered with the Financial Services Board) which is currently **[**BB**] (**ZA), to the Sovereign is lowered in aggregate by two notches, then the Lender shall be entitled to review the interest rate applicable to the Loan and shall notify the Borrower in writing (**the New Interest Rate**) of the revised interest rate (**the New Interest Rate**) by no later than 28 Business Days after becoming aware of such rating downgrade.

7.2. If the Borrower:

7.3. accepts, in writing, the rate prescribed by the Lender as constituting the New Interest Rate (the New Interest Rate Acceptance Notice) by not later than 28 (twenty eight) Business Days after receipt of the

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New Interest Rate Notice, then the New Interest Rate shall be effective from the date which is 90 (ninety) days after the most recent Interest Period or, if such 90 (ninety) day period has elapsed, the first day of the next Interest Period, together with any Breakage Costs that may be applicable; or

7.4. fails to accept in writing the rate prescribed by the Lender as constituting the New Interest Rate by not later than 28 (twenty eight) Business Days after receipt of the New Interest Rate Notice, then the Lender may, on prior written notice to the Borrower, cancel the Facilities and declare all Outstanding Amounts (including, for the avoidance of doubt, any contingent liabilities), together with accrued interest, Breakage Costs and all other amounts accrued under the Loan due and payable within 180 (one hundred and eighty) days, whereupon the Facility will be cancelled and all such outstanding amounts will become due and payable within 180 (one hundred and eighty) days.

7.5. Should the long-term rating referred to in clause 1 above increase in aggregate by two notches immediately after any two notch downgrade (and the Lender has elected to impose the Interest Rate increase as a result of that two-notch downgrade), then the Lender shall return the Interest Rate to the Interest Rate applicable prior to the relevant two notch downgrade by sending a notice to the Borrower by no later than 28 (twenty eight) Business Days after becoming aware of such rating increase. The revised Interest Rate shall similarly be effective from 90 days after the most recent Interest Period.

7.6. The rights afforded to Nedbank in terms of this clause are in addition to the rights stipulated in clause 17 below.

8. **MARKET DISRUPTION**

8.1. A Market Disruption Event is deemed to have occurred if:

8.1.1. because of circumstances affecting the Johannesburg interbank market generally, reasonable and adequate means do not exist for ascertaining JIBAR and less than 2 of the Reference Banks quote JIBAR for the relevant period; or

8.1.2. matching deposits are not available to Nedbank in the Johannesburg interbank market in the ordinary course of business to fund the Loan; or

8.1.3. Nedbank advises the Borrower before close of business in Johannesburg on the Advance Date, that the cost to Nedbank of obtaining matching deposits in the Johannesburg interbank market would be in excess of the JIBAR; or

~~8.1.4.~~ if for the period between the Interest Rate Quotation Date and the Advance Date, the Market Disruption Premium is in excess of 25 (twenty five) Basis Points; or

8.1.5. at or about noon on the quotation day for the relevant Interest Period the screen rate is not available and none or only one of the reference banks supplies a rate to determine JIBAR for the relevant Interest Period.

8.2. If, for any Interest Period, a Market Disruption Event occurs in respect of the Loan then the Interest Rate shall be the percentage rate which is the sum of:

8.2.1. the rate notified to the Borrower by Nedbank as soon as practicable and in any event before interest is due to be paid in respect of that Interest Period, to be that which expresses as a percentage rate per annum the cost to Nedbank of funding its participation in that loan from whatever source it may reasonably select;

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8.2.2. mandatory costs (cost of funds plus liquid asset cost); and

8.2.3. the all-in Margin.

8.3. If a Market Disruption Event occurs in terms of clause 8.1.4 then the Margin will be increased by the Market Disruption Premium.

8.4. Notwithstanding anything to the contrary contained in this Agreement, the Market Disruption provisions may only be applied in the event that the Interest Rate Quotation Date is a date other than the Advance Date.

9. **CAPITAL REPAYMENTS**

9.1. The Outstandings in respect of the Loan shall be repaid by the Borrower to Nedbank, in the amounts and on the Repayment Dates set out in the Amortising Schedule. The Repayment Dates will be bi-annually.

9.2. Once the whole or any part of the Capital has been repaid in accordance with this clause 9, Nedbank will not be obliged to re-advance any such repaid amount.

9.3. Notwithstanding the provisions of clause 9.1, the Borrower shall ensure that all Outstandings in respect of the Loan, have been repaid in full by no later than the Final Repayment Date.

9.4. Should any payment of the Outstanding Capital or Interest as set out in the Amortising Schedule not be made on a Repayment Date or Final Repayment Date, the Interest Rate shall be amended to the Default Interest Rate, which shall be calculated and levied in the same manner as the Interest Rate until date of payment of any amounts due which have not been paid ("the arrears"). After the arrears have been settled, the Default Interest Rate will be amended to the Interest Rate.

10. **PREPAYMENT OR EARLY SETTLEMENT**

10.1. **Prepayment**

10.1.1. Subject to the clauses hereunder, the Borrower shall be entitled to prepay any part of the Outstandings not then due for payment.

10.1.2. Should the Borrower wish to prepay any part of the Outstandings it shall, not less than 1 (One) month prior to the date on which it wishes to prepay any part of the Outstandings, furnish Nedbank with written notice to that effect and shall specify the date on which any part of the Outstandings shall be prepaid ("**Prepayment Date**") and the amount of its intended prepayment. Once such written notice of prepayment has been issued by the Borrower, it shall be irrevocable, and the amount stipulated in such notice shall be due and payable on the Prepayment Date specified therein.

10.1.3. No amount shall be deemed to have been prepaid unless and until Nedbank has irrevocably received payment of all amounts due but not paid in terms of this Agreement.

10.1.4. The Borrower shall be entitled to prepay any part of the Outstandings subject to the payment of a prepayment penalty of-

10.1.4.1. 2% (Two Percent) of the amount prepaid if the prepayment is made within 12 (Twelve) months from the Advance Date; and

10.1.4.2. 1% (One Percent) of the amount prepaid if the prepayment is made on a date which falls within the period which is more than 12 (Twelve) months from the Advance Date but less than the full Term of the Loan.

10.1.5. In addition to the prepayment penalty contemplated in clause 10.1.4, the Borrower will be liable for such Breakage Costs as Nedbank may have incurred or will incur as a consequence of such prepayment,

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whilst Nedbank shall pass on any Breakage Gains to the Borrower. Within 10 (ten) Business Days of receipt by Nedbank of any notice in terms of clause 10.1.2, Nedbank shall certify in writing to the Borrower the amount of any Breakage Costs, or Breakage Gains, as the case may be, arising in respect of the prepayment so notified.

10.2. **Settlement**

10.2.1. Subject to the clauses hereunder, the Borrower shall be entitled to settle the whole of the Outstandings not then due for payment.

10.2.2. Should the Borrower wish to settle the whole of the Outstandings it shall, not less than 1 (one) month prior to the date on which it wishes to settle the whole of the Outstandings, furnish Nedbank with written notice to that effect and shall specify the date on which the whole of the Outstandings shall be settled ("**Settlement Date**"). Once such written notice of settlement has been issued by the Borrower, it shall be irrevocable and the settlement amount in such notice shall be due and payable on the Settlement Date specified therein.

10.2.3. No amount shall be deemed to have been settled unless and until Nedbank has irrevocably received payment of all amounts due but not paid in terms of this Agreement.

10.2.4. The Borrower shall be entitled to settle the Outstandings subject to the payment of a settlement penalty of -

10.2.4.1. 2% (Two Percent) of the settlement amount if the settlement is made within 12 (Twelve) months from the Advance Date; or

10.2.4.2. 1% (One Percent) of the settlement amount if the settlement is made on a date which falls within the period which is more than 12 (Twelve) months from the Advance Date but less than the full Term of the Loan.

10.2.5. In addition to the settlement penalty contemplated in clause 10.2.4, the Borrower will be liable for such Breakage Costs as Nedbank may have incurred or will incur as a consequence of such settlement, whilst Nedbank shall pass on any Breakage Gains to the Borrower. Within 10 (Ten) Business Days of receipt by Nedbank of any notice in terms of clause 10.2.2, Nedbank shall certify in writing to the Borrower the amount of any Breakage Costs, or Breakage Gains, as the case may be, arising in respect of the settlement so notified.

11. **PAYMENTS**

11.1. Any payments to be made by the Borrower in terms of this Agreement shall be made before 12h00 on due date to the credit of the following Nedbank account number 1979373078, branch code 198605, IB Lending Settlement Account, Reference…… ; or in such other manner as Nedbank may timeously notify the Borrower in writing from time to time.

11.2. Any payment made by the Borrower under this Agreement shall be made free of exchange or right of deferment, avoidance or set-off and without deduction for or on account of any Tax unless the Borrower is, under law, required to make such payment subject to the deduction or withholding of Tax, in which case the amount payable by the Borrower in respect of which such deduction or withholding is required to be made shall be increased to the extent necessary to ensure that, after the making of the required deduction or withholding, Nedbank receives and retains (free from any liability in respect of such deduction or

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withholding) a net amount equal to the amount which it would have received and so retained had no such deduction or withholding been required to be made.

11.3. All amounts received in terms of this Agreement shall be appropriated, first to the payment of costs (including Breakage Costs) and any other amounts other than Capital and interest outstanding in terms of this Agreement, then towards the payment of interest (whether interest or default interest) and thereafter in reduction of the Outstanding Capital.

11.4. The Borrower's obligation to repay the Outstandings in accordance with this Agreement shall be unconditional (except as otherwise expressly provided herein or prohibited by law) irrespective of any contingency whatsoever including, but not limited to –

11.4.1. any right of set-off, counterclaim, recoupment, defence or other right unless and to the extent that the law entitles such right to be exercised;

11.4.2. any insolvency, bankruptcy, administration, judicial management, reorganisation, arrangement, readjustment of debt, dissolution, liquidation or similar proceedings by or against Nedbank;

11.4.3. any invalidity or unenforceability of any part of this Agreement, or lack of due authorisation of any signatory to this Agreement,

11.5. Once the whole or any part of the Outstandings has been repaid or prepaid in terms of this Agreement, Nedbank shall not be obliged to re-advance any such repaid or prepaid amount.

11.6. While the funds drawn down by the Borrower in terms of this Agreement are to be used solely for the purpose of funding the Borrower's Capital expenditure programme, Nedbank's recourse in terms of this facility is to be to the Borrower and is in no way limited by the success or progress of the Integrated Development Plan.

12. REPRESENTATIONS AND WARRANTIES

12.1. The Borrower represents and warrants on a continuous basis from the Signature Date for the duration of the Term to Nedbank that –

12.1.1. **Status:** It is a Municipality, as contemplated in section 155 of the Constitution of the Republic of South Africa Act no. 108 of 1996**.**

It is compliant with the terms of the Financial Intelligence Centre Act No. 38 of 2001 and to the best of its knowledge, all Applicable Laws and Applicable Public Sector Laws.

The obligations assumed by it in terms of this Agreement are legal and valid obligations binding upon it and enforceable against it in accordance with the terms hereof;

12.1.2. **Non-conflict with other Obligations**

12.1.2.1. The entry into and performance by it of and the transactions contemplated by this Agreement to which it is a party do not and to the best of its knowledge, will not -

12.1.2.1.1. conflict with or result in a breach of any of the terms or provisions of, constitute a default under any agreement, deed, mortgage, bond or other instrument or treaty to which it is a party or which is binding upon it or any of its assets or revenues; and/or

12.1.2.1.2. does not and to the best of its knowledge, will not conflict with any Applicable Laws, including, without limitation, the MFMA.

12.1.3. **Power and Authority:** It has taken all necessary action and has complied with Applicable Laws and relevant applicable procedures to authorise, and has obtained all necessary authorisations in respect of

its entry into, performance and delivery of this Agreement and the transactions contemplated by this Agreement.

12.1.4. **Long-term debt:** The Borrower undertakes to incur long term debt in accordance with the provisions of the MFMA and such long term debt shall be raised after approval by the Borrower's bid adjudication committee and a resolution by the Borrower's Municipal Council signed by the Mayor passed at a duly constituted meeting approving the debt agreement.

12.1.5. **No Proceedings pending or threatened:** No litigation, arbitration or administrative proceedings are presently current or pending against the Borrower or, to the knowledge of the Borrower, threatened against it which, if adversely determined, would result in a Material Adverse Change.

12.1.6. **No Misleading Information**

12.1.6.1. All of the information supplied by it in connection with this Agreement is true, complete and accurate in all material respects.

12.1.6.2. It has disclosed to Nedbank any and all material information relating to the Borrower as well as such other information within its personal knowledge which, in the reasonable opinion of Nedbank would have affected Nedbank's decision to advance the Loan.

12.1.6.3. Nedbank can rely on any representation made by any person on behalf of the Borrower that has interacted with Nedbank for the purpose of this Agreement and disclosed information, as being true and correct and has furnished such information with the due authorisation.

12.1.7. ***Pari Passu* Ranking:** Its payment obligations under this Agreement rank at least *pari passu* with the claims of all its other unsecured and unsubordinated creditors, save those whose claims are preferred solely by insolvency liquidation or other similar laws of general application.

12.1.8. **Assets:** As at the Signature Date and subsequent to such date, it has not sold or otherwise disposed of its assets which disposal may directly or indirectly impact on the Borrower's ability to operate as a going concern, save as are disclosed in writing to Nedbank prior to the Signature Date, or as may be disposed of in the ordinary course of its operations, the nature of which it shall fully disclose to Nedbank.

12.1.9. **Financial Statements:** Its financial statements will be prepared in accordance with GRAP and in line with the National Treasury guidelines (as updated from time to time) for the 2022/2023 financial year and thereafter.

12.1.10. **Compliance with Laws:** It has complied in all material respects with all Applicable Laws to the extent that a failure to comply would result in the Borrower not being able to comply with its payment obligations to Nedbank in terms of this Agreement.

12.1.11. **Compliance with MFMA:** Notwithstanding anything to the contrary contained herein, it has complied with the MFMA in respect of the provisions pertaining to the conclusion and enforceability of this Agreement.

12.1.12. **Indebtedness:** All Indebtedness incurred by the Borrower shall constitute Permitted Indebtedness.

12.1.13. **Serious Financial Problems:** As at the Signature Day, none of the factors contained in sections 138 and 140 of the MFMA, indicating serious financial problems and/or persistent material breach of financial commitments, has occurred in relation to the Borrower.

12.1.14. **Provincial Intervention:** As at the Signature Date, no steps have been taken to bring about any provincial intervention whatsoever in relation to the Borrower, whether or not discretionary or mandatory, as contemplated in Chapter 13 of the MFMA.

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12.1.15. **Financial Recovery Plan:** As at the Signature Date, no financial recovery plan, as contemplated in Chapter 13 of the MFMA, is being prepared in relation to the Borrower.

12.1.16. **Stay of Legal Proceedings:** As at the Signature Date, the Borrower has not applied for an order to stay legal proceedings and/or for extraordinary relief, as contemplated in Chapter 13 of the MFMA.

12.1.17. **No Default**

12.1.17.1. No Event of Default or Potential Event of Default has occurred and is continuing or might reasonably be expected to result from any utilisation of the Loan.

12.1.17.2. No other event or circumstance is outstanding which constitutes a default under any other agreement or instrument which is binding on it or to which its assets are subject which might result in a Material Adverse Change.

12.1.18. **Withdrawal of Municipal Bank Accounts:** Any withdrawal from the Borrower's bank accounts for the purpose of payment in terms of this Agreement, complies with section 11 of the MFMA in that the official withdrawing the money is duly authorised and that such withdrawal is for an authorised purpose.

12.1.19. **Approved Expenditure:** The expenditure incurred for the payment in terms of this Agreement has been incurred in terms of an approved budget and within the limits of the amounts appropriated for the different votes in an approved budget.

The long-term debt is consistent with the Borrower's Capital Budget as stipulated in its annual budget.

12.1.20. **Proceeds of the Agreement:** The proceeds of the Agreement is solely to be spent on Capital Projects that have been approved in compliance with section 19 of the MFMA.

12.1.21. **Maintenance of Systems:** The Accounting Officer has taken all reasonable steps to ensure compliance with subsection 63(2)(a), (b) and (c) (the maintaining of information systems, the correct valuation of the Borrower's assets and liabilities and the maintaining of internal control of assets and liabilities) of the MFMA.

12.1.22. **Encumbrance:** No Encumbrance exists in respect of Capital Project Assets except for permitted Encumbrances.

12.1.23. **Integrated Development Plan:** The Borrower will at all times, act in accordance with its Integrated Development Plan.

12.2. Each of the Warranties and representations ("**Warranties**") given by the Borrower in terms of clause 12.1 shall –

12.2.1. *prima facie* be deemed to be a Warranty of fact inducing Nedbank to enter this Agreement;

12.2.2. insofar as any of the Warranties is promissory or relates to a future event, be deemed to have been given as at the due date for the fulfilment of the promise or the happening of the event, as the case may be; and

12.2.3. be a separate Warranty and in no way limited or restricted by reference to or influence from the terms of any other Warranty.

13. **UNDERTAKINGS**

In addition to such other undertakings as the Borrower may have made elsewhere in this Agreement, the Borrower hereby irrevocably agrees and undertakes to Nedbank from Signature Date for so long as any amount is due and payable under this Agreement that it shall-

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13.1. **Financial Statements**

The Borrower shall supply to Nedbank:

13.1.1. as soon as the same are available (and in any event by the end of October each year) its unaudited annual consolidated financial statements; and

13.1.2. the audited annual consolidated financial statements within 6 (Six) months after the end of its financial year; and

13.1.3. such material information as Nedbank may from time to time require in respect of the financial condition of the Borrower within 30 (Thirty) calendar days of request being made therefore, or such earlier date as agreed in writing between Nedbank and the Borrower.

13.2. **Covenants**

The Borrower shall maintain the following covenants:

13.2.1. Debt to income ratio of < 45% (forty five percent) with debt to income calculated as follows: Total interest-bearing Debt (Short term borrowing + Bank overdraft + Short term lease + Long term borrowing + Long term lease) / (Total operating revenue – Operating Conditional Grant);

13.2.2. Debtor collection rate not to deteriorate below 85% (eight five percent). The collection rate is calculated as follows: Gross Debtors Opening Balance + Billed Revenue – Gross Debtors Closing Balance – Bad Debts written Off) / Billed Revenue x 100.

13.3. **Compliance with Applicable Laws**

In as far as the Borrower needs to fulfil its obligations in terms of this Agreement, the Borrower undertakes to comply at all times in full, with all relevant Applicable Laws, including, without limitation, the MFMA.

13.4. **Proof of Compliance**

Forthwith upon request by Nedbank, the Borrower shall provide Nedbank with such proof as Nedbank may reasonably require indicating compliance by the Borrower with all Applicable Laws, including, without limitation, the MFMA.

13.5. **Capital Budget**

The Borrower shall at all times comply with the Borrower's approved Capital Budget and/or approved adjustment budget as contemplated in section 28 of the MFMA ("Adjustment Budget") and shall provide Nedbank, forthwith after it has become available, with a copy of the Capital Budget and Adjustment Budget as the case may be.

13.6. **Notification of Default**

Forthwith upon becoming aware thereof the Borrower shall inform Nedbank in writing of any occurrence of which it becomes aware which may result in any Event of Default or Potential Event of Default or any Material Adverse Change and will, from time to time, if so requested by Nedbank, confirm to Nedbank in writing that, save as otherwise stated in such confirmation, no such Event of Default or Potential Event of Default or Material Adverse Change has occurred and/or is continuing.

13.7. **Information: Miscellaneous**

13.7.1. The Borrower shall forthwith inform Nedbank if legal proceedings which will or may materially and adversely affect the Borrower's ability to perform its obligations in terms of this Agreement (including, without limitation, arbitration proceedings) are instituted or threatened against it.

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13.7.2. The Borrower shall forthwith upon becoming aware thereof inform Nedbank in writing of any occurrence of which it becomes aware which will or may adversely affect the Borrower's ability to perform or observe its obligations in terms of this Agreement.

13.8. **Authorisations**

The Borrower shall obtain, comply with the terms of and do all that is necessary to maintain in full force and effect all authorisations, approvals, licences and consents required in or by the Applicable Laws and regulations of South Africa to enable it lawfully to enter into and perform its obligations under this Agreement and to conduct its business and affairs, including, without limitation any authorisations, approvals and consents required by the MFMA.

13.9. **Disposals**

The Borrower shall not, contrary to the provisions of the MFMA and in any event to the detriment of Nedbank, or in contravention of its obligations, whether express or implied herein, dispose of, whether by one or more transactions or series of transactions any of the Capital Project Assets.

13.10. **Positive Undertakings**

The Borrower undertakes for the duration of the Agreement to do the following:

13.10.1. to make provision in its budgets for the payment of its financial obligations in terms of this Agreement, including Capital and interest;

13.10.2. to retain revenues, other charges, fees or funds at a level sufficient to meet its financial obligations in terms of the Agreement;

13.10.3. to ensure that the Accounting Officer furnishes a copy of a report written to the municipal council (in compliance with section 70 of the MFMA) in respect of impending shortfalls, overspending and overdrafts to Nedbank;

13.10.4. to furnish Nedbank by no later than 10 (Ten) working days after the end of each month with a copy of a statement in the prescribed format (as prescribed in section 71 in respect of monthly budget statements) on the state of the Borrower's budget;

13.10.5. to furnish Nedbank with a copy of the midyear budget and performance assessment (in compliance with section 72 of the MFMA);

13.10.6. to furnish Nedbank with the information that must be placed on the website as referred to in section 21(A) of the Municipal Systems Act within 5 (Five) days after its tabling in the council or on the date on which it must be made public, whichever occurs first as contemplated in section 75 of the MFMA;

13.10.7. to furnish Nedbank with an annual report in accordance with Chapter 12 of the MFMA and within 7 (Seven) days after the adoption of the oversight report in respect of aforementioned annual report, furnish Nedbank with same;

13.10.8. to notify Nedbank, prior to encumbering any of the Capital Project Assets as security for its creditors, that the Borrower intends to do so.

14. **EVENTS OF DEFAULT**

Each of the following events or circumstances is an Event of Default –

14.1. **Non-Payment:** The Borrower fails to pay any amount due by it in terms of this Agreement on the due date for payment therefore, unless the failure to pay is solely due to technical or administrative reasons and the relevant amount is duly paid within 3 (Three) Business Days of its due date.

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14.2. **Misrepresentation:** A representation, warranty, statement made or deemed to be made or repeated, or undertaking given in connection with this Agreement or in any document delivered by or on behalf of the Borrower under or in connection with this Agreement, is or proves to have been incorrect or misleading in any material respect when made or deemed to be made or repeated or given and as a consequence results in a Material Adverse Change.

14.3. **Material Adverse Change:** Any event (or any series of events) or circumstance occurs (or any existing circumstance continued) which will result in a Material Adverse Change provided that such Material Adverse Change will have or would be likely to have a material adverse effect on the Borrower's ability to perform its obligations under this Agreement.

14.4. **Cessation of Delivery of Minimum Level of Basic Municipal Services :** The Borrower becomes unable or ceases, for any reason whatsoever, to deliver a minimum level of Basic Municipal Services, or any material part thereof, as contemplated in section 73(1)(c) of the Local Government: Municipal Systems Act, No. 32 of 2000, in an ordinary and regular manner provided that such cessation will have or would be likely to have a material adverse effect on the Borrower's ability to perform its obligations under this Agreement..

14.5. **Repudiation:** The Borrower repudiates this Agreement or does or causes to be done any act or thing evidencing an intention to repudiate this Agreement.

14.6. **Cross Default:** Any material Indebtedness or obligation or any loan, debt or guarantee constituting Indebtedness of the Borrower becomes due and payable prior to its specified maturity by reason of default, or is not paid when due, whether or not Nedbank is concerned therewith or any creditor of the Borrower becomes entitled to declare any Indebtedness due and payable prior to its specified maturity.

14.7. **Judgements:** Any judgement to the value of R500 000,00 (Five Hundred Thousand Rand) or more, of any court or arbitration awarded against the Borrower, respectively, remains unsatisfied for a period of 10 (Ten) Business Days after it has been granted against the Borrower, respectively, and has not been the subject of an application for rescission or review or appealed against within the period allowed for such rescission, review or appeal, which in each instance is diligently pursued and, in the event of such application, review or appeal being unsuccessful, the Borrower, respectively, fail to make immediate payment thereof.

14.8. **Unlawfulness:** It be or become unlawful for the Borrower to perform or comply with any or all of their obligations under this Agreement or any of the obligations of the Borrower not be or cease to be legal, valid, binding and enforceable.

14.9. **Adverse Determination by the Auditor General:** If the Auditor General or its successor after performing its audit on the Borrower raises a going concern issue with regards to the affairs of the Borrower.

14.10. **Other Obligations:** The Borrower does not comply with any provision of this Agreement (including for the avoidance of doubt, any of the undertakings set out in clause 13 of this Agreement).

In the event the Borrower fails to comply with the undertakings set out in clause 13, and fails to provide a written proposal to Nedbank setting out the remedial action to be taken in respect of such non-compliance within 10 (Ten) Business Days after delivery by Nedbank to the Borrower of a written notice requiring the Borrower to provide such a proposal and in the event that such a proposal is received by Nedbank within the stated period, the Borrower failing to remedy such non-compliance within the period stipulated in the Borrower's written proposal or such other period as may be agreed by the Parties.

14.11. **Additional Default Events**

It would be an Event of Default if:

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14.11.1. the municipal council of the Borrower has not approved the annual budget by the start of the budget year or any revenue raising measures necessary to give effect to the budget;

14.11.2. the national treasury stops the transfer of funds to the Borrower as contemplated in section 38(1) of the MFMA (funds due to the Borrower as its share of the local government's share or transfer of funds due to the Borrower as an allocation referred to in section 214(1)(c) of the Constitution;

14.11.3. the Borrower faces any serious financial problems as contemplated in section 54(2) of the MFMA, in terms of which the Mayor must respond to and initiate steps;

14.11.4. the Accounting Officer fails to submit financial statements to the auditor general in accordance with section 126(1) or (2) of the MFMA or if the Mayor fails to table the annual report of the Borrower in accordance with section 127(2).

14.11.5. during the term, the covenants listed in clause 13.2 above are not met (after receipt of a 10-day notification to do so).

15. **ACCELERATION**

On or at any time after the occurrence of an Event of Default, Nedbank shall, in addition to and without prejudice to any rights it may have in terms of this Agreement or in law, including its rights to claim damages, be immediately entitled, without further notice to the Borrower, to –

15.1. cancel the Loan; and/or

15.2. re-price the Loan; and/or

15.3. immediately claim and recover from the Borrower –

15.3.1. the Outstandings; and/or

15.3.2. Breakage Costs arising on the Event of Default; and/or

15.3.3. any other charges, costs or expenses incurred by Nedbank and/or payable in terms of this Agreement, including but not limited to arrear payments and any default interest; and/or

15.4. subject to clause 9.4, levy finance charges calculated in accordance with the Default Interest Rate, if the Borrower does not remedy a breach within 20 (Twenty) days of written notice to do so;

15.5. enforce compliance with the terms and conditions of all or part this Agreement and claim such damages as Nedbank may have suffered as a result of the Event of Default.

16. **INDEMNITIES**

16.1. Without prejudice to the other remedies of Nedbank under this Agreement and/or in law, the Borrower hereby irrevocably indemnifies and holds Nedbank harmless against any costs, claim, loss, expense (including legal fees on the scale as between attorney and own client) or liability, together with any VAT thereon, which may be suffered or incurred by Nedbank as a result of the occurrence of any Event of Default or the operation of clause 14.

16.2. For the purposes of this clause, "loss" shall include (but not be limited to) any amounts of Capital, interest, fees, Break Costs or other sums whatsoever paid or payable on account of any funds borrowed by Nedbank in order to enable Nedbank to advance the Loan to the Borrower.

16.3. The rights of Nedbank in respect of the indemnities contained in this clause 16 shall continue in full force and effect in favour of Nedbank for a period terminating on the 3rd (Third) anniversary of the last day of the Term.

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17. **CHANGE IN COSTS**

17.1. If, at any time during the Term, there occurs –

17.1.1. any adoption, amendment, variation, replacement or change in interpretation of any of the Applicable Laws or of any authorisation with which commercial banks generally in the Republic of South Africa are required to comply or any change in circumstances occurs or any duties are imposed on such commercial banks at any time after the Signature Date; and/or

17.1.2. any directive, requirement, request or guidance (whether or not having the force of law but if not having the force of law, one which applies generally to a class or category of financial institutions and/or financial service companies directly or indirectly) of any central bank or any other fiscal, monetary, regulatory or other authority in the Republic of South Africa; and/or

17.1.3. any change in banking practice, as it affects or is applied generally to or by any financial institution directly or indirectly in the Republic of South Africa; and/or

17.1.4. a requirement by any statutory or monetary authority in the Republic of South Africa, to –

17.1.4.1. pay levies or any other amounts whatsoever or to maintain special deposits or reserve assets, in addition to those paid or maintained or reserved by Nedbank as at the Signature Date; or

17.1.4.2. comply with any reserve, cash ratio, special deposit or liquid requirements (or any other similar requirements) in respect of this Agreement in addition to those anticipated by Nedbank at the Signature Date; or

17.1.4.3. to pay any Tax; and/or

17.1.5. any compliance by Nedbank with any capital adequacy, reserve, cash ratio, special deposit, liquidity or similar requirements of a statutory or monetary authority, howsoever arising in South Africa in respect of this Agreement, including any increase in the amount of the Capital to be allocated by Nedbank to the amount advanced under this Agreement or a change of weighting of the commitment under this Agreement; or

17.1.6. any compliance by Nedbank with "International convergence of capital measure and capital standards, a revised framework" published by the Basel Committee on banking supervision in June 2004 in the form existing hereof (Basel II) or any other law or regulation which implements Basel II (whether such implementation, application or compliance is by government, regulator or Nedbank but excluding any increases as would ordinarily be excluded), incurred by it in making, maintaining or funding its obligations under the Agreement arising by reason of a change in law or the interpretation thereof, or compliance with any central bank or similar request occurring after the Interest Rate Quotation Date ; or

17.1.7. any other event attributable to a statutory or monetary authority which is beyond control of Nedbank, with the result that –

17.1.7.1. Nedbank is subjected to any Tax, duty or other charge in respect of the Loan or a change in the basis of taxation of Nedbank in respect of amounts payable to Nedbank in terms of this Agreement; or

17.1.7.2. any reserve, special deposit or similar requirement is imposed against the assets or deposits with or for the account of, or credit extended by Nedbank; or

17.1.7.3. any other obligation or condition directly affecting the cost of Nedbank is imposed on Nedbank of maintaining or funding its commitment under this Agreement; or

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17.1.7.4. the cost to Nedbank of making or maintaining the Loan is increased or any amounts received or receivable by Nedbank under this Agreement are reduced; or

17.1.7.5. Nedbank's rate of return on its capital is reduced by reason only of change in the manner in which it is required to allocate capital resources to its obligations under this Agreement; or

17.1.7.6. Nedbank is required to make a payment or forego the return on any amount received or receivable by it under this Agreement;

17.1.8. And the result of any of the above is to increase the net after Tax cost to Nedbank of maintaining or funding its commitment under this Agreement or reduces the net after Tax return to Nedbank in respect of maintaining or funding its commitment under this Agreement, the Parties shall consult in relation to the manner in which such increased costs or the reduction of the return to Nedbank may be recovered, to place Nedbank in the same position in which it would have been if such increase or reduction had not taken place.

Nedbank will promptly notify the Borrower of such increased costs or reduction, disclose the event giving rise to such increased costs or reduction and certify the calculation of such amount to the Borrower. The Borrower shall have the right to have such amount verified by the auditors of Nedbank. The Parties will meet to discuss means of reducing the impact of any increased costs or aforesaid reduction on the Borrower.

If no solution is found within 30 (Thirty) days after receipt of the written notification, the Borrower has the choice between paying the additional costs, provided they could not have been avoided by Nedbank, and repaying the Loan.

17.2. This clause does not apply to any increased cost arising in terms of clause 17.1–

17.2.1. on account of Tax payable on any income, profits or gains of Nedbank to the extent arising from amendments or changes which affect corporate taxpayers generally; or

17.2.2. resulting from any breach or violation by Nedbank of, or breach by Nedbank of any limits imposed by, any provision of any law, ruling, regulation or practice by any relevant monetary or fiscal authority or court or competent official, arising as a consequence of any action or omission by Nedbank after the introduction of such provision and/or imposition of such limits or after the relevant change in the interpretation thereof has become known to Nedbank and/or generally known amongst banks operating in the Republic of South Africa.

17.3. If Nedbank is entitled to any tax benefit by reason of any circumstance in respect of which the Borrower has paid the fee as contemplated in clause 17.1, Nedbank shall pay to the Borrower such amount, limited to the maximum of the fee paid by the Borrower as aforesaid, as will leave Nedbank with the same net after Tax return as it would have received in respect of maintaining or funding its commitment under this Agreement had the tax benefit not been granted. Payment of such sum shall be made within 10 (Ten) Business Days of Nedbank becoming entitled to such tax benefit.

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17.4. If any of the events or circumstances envisaged in clause 17.1 occur with the result that the net after Tax cost to Nedbank of maintaining or funding its commitment under this Agreement reduces or the net after Tax return to Nedbank in respect of maintaining or funding its commitment under this Agreement increases, then Nedbank shall pay to the Borrower such fee as would be necessary to place Nedbank in the same position in which it would have been if such increase or reduction had not taken place, which fee shall be payable within 10 (Ten) Business Days of receipt by Nedbank of a written demand from the Borrower, and accompanied by the requisite documentation to substantiate the Borrower's entitlement to such fee.

18. ILLEGALITY

18.1. **Nedbank Illegality**

18.1.1. If, at any time, it becomes unlawful, or contrary to any request from or requirement of any fiscal, monetary or other similar authority compliance with which is in accordance with the general practice of persons to whom such request or requirement is intended to apply, for Nedbank to make, fund or allow to remain outstanding all or any of the Outstandings then Nedbank shall, as soon as reasonably practicable after becoming aware of the same, deliver to the Borrower a certificate to that effect and if Nedbank so requires, the Borrower shall on such date as Nedbank shall have specified repay all the Outstandings. The Borrower shall be liable for any Breakage Costs arising as a consequence of such prepayment, which Breakage Costs the Borrower shall be required to pay to Nedbank within 10 (ten) days of receipt of such certificate.

18.1.2. If Nedbank becomes entitled to give notice pursuant to clause 18.1.1, it will endeavour to avoid the circumstances therein referred to, but nothing in this clause 18.1.2 shall oblige Nedbank to incur any costs or expenses or to take or refrain from taking any action where, in its reasonable opinion, to take or refrain from taking (as the case may be) such action would be materially prejudicial to its interests.

18.2. **Borrower Illegality**

18.2.1. If at any time it is or becomes unlawful for the Borrower to perform or comply with any or all of its obligations hereunder the Borrower shall as soon as reasonably possible notify Nedbank in writing. If the Borrower is unable, within 10 (Ten) days of the aforesaid notice of the performance becoming unlawful, to procure that a replacement Borrower is substituted for it on such terms as may be reasonably acceptable to Nedbank, then Nedbank shall, after the expiry of such 10 (Ten) day period be entitled to deliver to the Borrower a notice requiring the Borrower to repay all Outstandings on a date specified in such notice and the Borrower shall on such date as Nedbank shall have specified repay all Outstandings together with any Breakage Costs arising as a result of the early termination.

18.2.2. If Nedbank becomes entitled to give notice pursuant to clause 18.2, it will endeavour to avoid the circumstances therein referred to, but nothing in this clause 18.2.2 shall oblige it to incur any costs or expenses or to take or refrain from taking any action where, in its reasonable opinion, to take or refrain from taking (as the case may be) such action would be materially prejudicial to its interests.

19. **CERTIFICATE OF INDEBTEDNESS AND OTHER NOTICES**

19.1. A certificate signed or purporting to be signed by a manager or director of Nedbank (whose appointment it shall not be necessary to prove) shall be *prima facie* proof of –

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19.1.1. the amount of any debt owing by the Borrower to Nedbank (including, without limitation, accrued interest and default interest) in terms of this Agreement;

19.1.2. the due dates of performance in respect of any obligations of the Borrower in terms of this Agreement;

19.1.3. any Interest Rate; or

19.1.4. the fact that the debts are due and owing and have not been paid or otherwise discharged.

19.2. In addition to and in application of the provisions of clause 19.1, any schedule, certificate or other document provided by Nedbank in terms of this Agreement shall, if signed by any manager or director of Nedbank, be deemed to be *prima facie* proof of the correctness of its contents.

20. **ASSIGNMENT**

20.1. This Agreement shall be binding upon and enure to the benefit of each Party and its or any subsequent successors-in-title.

20.2. The Borrower shall not be entitled to cede, delegate or assign (as the case may be) all or any of its rights, benefits and obligations under this Agreement to any person, without the prior written consent of Nedbank.

20.3. Nedbank may, at any time after the Advance Date, sell down all (and not part) of the Outstandings, and assign its corresponding rights and obligations under this Agreement, provided that such transfer will not result in any increased costs to the Borrower in terms of clause 17. Nedbank shall promptly notify the Borrower of any such intended assignment (including the identity, address and contact number for notices and the *domicilium citandi et executandi* of the assignee) and shall obtain the written consent of the Borrower before making such assignment.

21. **DOMICILIUM CITANDI ET EXECUTANDI**

21.1. The Parties choose the addresses set out opposite their names below as their *domicilium citandi et executandi* (whether in respect of notices, court processes or any other documents or communications of whatsoever nature) for all purposes of this Agreement:

21.1.1. Nedbank

Physical Address:	135 Rivonia Road Sandown Sandton 2196
Per email:	levfin@nedbank.co.za
Attention:	Team Manager

21.1.2. the Borrower:

Physical Address:	Plein Street Stellenbosch 7600
Per email:	Monique.Steyl@stellenbosch.gov.za
Attention:	Chief Financial Officer

21.2. Any notice or communication required or permitted to be given in terms of this Agreement shall be valid and effective only if in writing. It shall be acceptable to give notice by email provided that proof of such

email transmission is provided to the Party to whom notice is addressed and physical copies of the notice or communication are delivered to the aforesaid address of the Party to whom such notice is addressed within 3 (three) Business Days of such email transmission.

21.3. Any Party may by written notice to the other Parties change its chosen address to another physical address, provided that the change shall become effective on the 7th (Seventh) day after delivery of such notice to the addressee.

21.4. Any notice to a Party contained in a correctly addressed envelope and delivered by hand to a responsible person during ordinary business hours at its chosen address shall be deemed to have been received, unless the contrary is proved, on the first Business Day after delivery.

21.5. Notwithstanding anything to the contrary contained in this clause 21, a written notice or communication actually received by a Party shall be an adequate written notice or communication to it, notwithstanding that it was not sent to or delivered at its chosen address.

22. COSTS AND EXPENSES

22.1. Each Party shall be responsible for its own costs of negotiating, drafting and implementing this Agreement.

22.2. The guilty party shall on demand, reimburse the innocent party, for all reasonable costs and expenses (including legal fees on the attorney and client scale) incurred as a result of its unremedied breach of this Agreement by the guilty party.

23. CONFIDENTIAL INFORMATION

23.1. The Parties acknowledge that for the duration of this Agreement information will be required and furnished in terms of this Agreement.

23.2. The Parties undertake to utilise such information solely for the purpose of the administration of this Agreement.

23.3. This undertaking will be effective for the duration of this Agreement and will survive the termination of this Agreement. It will be irrespective for what reason the Agreement is terminated.

24. MISCELLANEOUS

24.1. **Partial Invalidity:** The illegality, invalidity or unenforceability of any provision of this Agreement under the law of any jurisdiction will not affect its legality, validity or enforceability under the law of any other jurisdiction nor the legality, validity or enforceability of any other provision.

24.2. **Waivers and Remedies Cumulative:** Unless condoned in writing, no failure to exercise, and no delay in exercising on the part of either Party, of any right, power or privilege under this Agreement shall operate as a waiver thereof, nor shall any single or partial exercise of any right, power or privilege preclude any other or further exercise thereof, or the exercise of any other right, power or privilege. No waiver by either Party shall be effective unless it is in writing and duly executed by the Party granting such waiver.

24.3. **Entire Contract:** This Agreement contains all the express provisions agreed on by the Parties with regard to the subject matter of the Agreement and the Parties waive the right to rely on any alleged express provision not contained in this Agreement.

24.4. **Duration:** This Agreement shall endure for the Term.

24.5. **No Partnership:** Nothing in this Agreement shall be deemed to constitute a partnership, or establish a

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relationship of principal and agent or any other relationship of a similar nature between any of the Parties or, unless expressly provided, entitle either Party to commit or bind the other Party in any manner.

24.6. **No Representations:** A Party may not rely on any representation or warranty which allegedly induced it to enter into this Agreement, unless the representation or warranty is recorded in this Agreement.

24.7. **Variation, Cancellation and Waiver:** No contract varying, adding to, deleting from or cancelling this Agreement, and no waiver of any right under this Agreement, shall be effective unless reduced to writing and signed by or on behalf of the Parties.

24.8. **Indulgences:** The grant of any indulgence by a Party under this Agreement shall not constitute a waiver of any right by the grantor or prevent or adversely affect the exercise by the grantor of any existing or future right of the grantor.

24.9. **Severability:** Any provision in this Agreement which is or may become illegal, invalid or unenforceable in any jurisdiction affected by this Agreement shall, as to such jurisdiction, be ineffective to the extent of such prohibition or unenforceability and shall be treated *pro non scripto* and severed from the balance of this Agreement without invalidating the remaining provisions of this Agreement or affecting the validity or unenforceability of such provision in any other jurisdiction.

24.10. **Applicable Law:** This Agreement is to be interpreted and implemented in accordance with the law of the Republic of South Africa.

24.11. **Jurisdiction:** Each of the Parties irrevocably agrees that the High Court of the Republic of South Africa shall have jurisdiction to hear and determine any suit, action or proceeding, and to settle any disputes, which may arise out of or in connection with this Agreement and, for such purposes, irrevocably submits to the non-exclusive jurisdiction of such court.

24.12. **Counterparts:** This Agreement may be executed in any number of counterparts and all of such counterparts taken together shall be deemed to constitute one and the same instrument.

24.13. **Independent Advice:** The Parties hereby acknowledge and agree that they have been free to secure independent legal and other professional advice (including legal, financial and taxation advice) as to the nature and effect of the provisions of this Agreement and the Security Documents and that they have either taken such independent advice or has dispensed with the necessity of doing so.

24.14. **Ranking of documents**: Should there be any conflict between the provisions of this agreement and the tender document BSM43/22, then the tender document provisions shall prevail.

Signed at _____ on this the _____ day of _____

As Witnesses:

1. _____ **For: Nedbank Limited**

2. _____ _____
Name:
Capacity:

_____
Name:

DRAFT

Capacity:

Signed at _____ on this the _____ day of _____

As Witnesses:

1. _____ **For: Stellenbosch Municipality**

2. _____ _____

Name:
Capacity: _____

_____

Name:
Capacity: _____

DRAFT

AMORTISING SCHEDULE

REPAYMENT AMOUNTS:

CAPITAL:

INTEREST:

INTEREST PAYMENT DATES:

CAPITAL PAYMENT DATES:

FINAL REPAYMENT DATE:

DRAFT

APPENDIX 2

STELLENBOSCH
STELLENBOSCH • PNIEL • FRANSCHHOEK
MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

INFORMATION STATEMENT REPORT
MFMA CIRCULAR 46 ISSUED 1 NOVEMBER 2005
LONG-TERM BORROWING

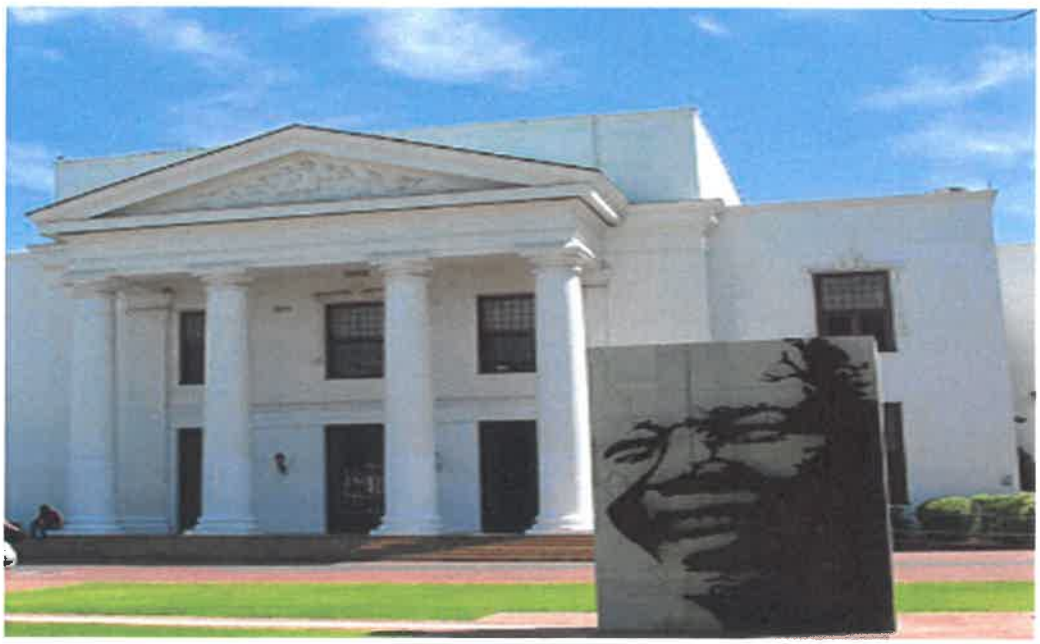


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6. ANNEXURE 9

1. INFORMATION STATEMENT

Notice is hereby given in terms of Section 46(3) (a) of the Local Government: Municipal Finance Management Act, (No. 56 of 2003), read together with Section 21(A) of the Local Government Act, No. 32 of 2000: That it is the intention of the Municipal Council to enter into a debt agreement with Nedank, for ten (10) years, to raise an external loan of R69 244 294 in order to finance the 2022/2023 approved capital projects.

1.1 Amount of debt to be raised

INSTITUTION	LOAN TERM	AMOUNT
Nedbank	10 Years	R69 244 294

1.2 Purpose for which the borrowing is incurred.

To fund the Capital Projects as approved by Council on the 15th of May 2022. Refer to point 3 below for more detail.

1.3 Interest Rates (Fixed)

Interest rate as per individual tender received.

INSTITUTION	LOAN TERM	INTEREST RATE
Nedbank	10 Years	9,70%

It should be noted that the quoted interest rates are indicative rates and may be subject to change on the day of the signing of the loan agreement.

1.4 Dates of the repayment of the interest and redemption

The planned conception and end dates of the repayment of the interest and redemption are as follows:

First Payment 30 June 2023
Last Payment 31 December 2032

1.5 Repayment Schedule

Client Name	Stellenbosch Municipality				
Drawdown	R 69 244 294	Date of Pay-out (1st Draw)	Friday, 23 June 2023		
		Date of Maturity	Friday, 31 December 2032		
		Date of Last Instalment	31 December 2032	Date of 1st Instalment	30 June 2023
				Total Capital Repaid	69 244 294,00
				Instalment/Payment	R 5 244 121,08
Indicative Prime-Linked PRP Rate (Nedbank Internal Funding Curve - NACS)	7,95%				
All-in Margin	1,75%				
All In Rate (NACS)	9,70%				
Number of Years	10,00				
Outstanding Balance at end of period	0,00				

Number of Days (From Inception)	Date	Balance Outstanding	Cumulative Interest/ Interest Accrued	Capital Repaid	Total Repayment	Payment Indicator		
0	23 June 2023	69 244 294,00				1st Drawdown	Friday	23 June 2023
7	30 June 2023	64 129 000,42	128 827,50	5 115 293,58	5 244 121,08	Capital + Service Interest 1	Friday	30 June 2023
182	29 December 2023	61 986 955,11	3 102 075,78	2 142 045,30	5 244 121,08	Capital + Service Interest 2	Friday	29 December 2023
182	28 June 2024	59 741 293,87	2 998 459,84	2 245 661,25	5 244 121,08	Capital + Service Interest 3	Friday	28 June 2024
186	31 December 2024	57 450 517,31	2 953 344,52	2 290 776,56	5 244 121,08	Capital + Service Interest 4	Tuesday	31 December 2024
181	30 June 2025	54 970 148,18	2 763 751,95	2 480 369,13	5 244 121,08	Capital + Service Interest 5	Monday	30 June 2025
184	31 December 2025	52 414 287,12	2 688 260,03	2 555 861,05	5 244 121,08	Capital + Service Interest 6	Wednesday	31 December 2025
181	30 June 2026	49 691 641,83	2 521 475,79	2 722 645,29	5 244 121,08	Capital + Service Interest 7	Tuesday	30 June 2026
184	31 December 2026	46 877 640,71	2 430 119,97	2 814 001,12	5 244 121,08	Capital + Service Interest 8	Thursday	31 December 2026
181	30 June 2027	43 888 645,91	2 255 126,28	2 988 994,81	5 244 121,08	Capital + Service Interest 9	Wednesday	30 June 2027
184	31 December 2027	40 790 855,08	2 146 330,26	3 097 790,82	5 244 121,08	Capital + Service Interest 10	Friday	31 December 2027
182	30 June 2028	37 519 886,91	1 973 152,91	3 270 968,18	5 244 121,08	Capital + Service Interest 11	Friday	30 June 2028
182	29 December 2028	34 090 694,04	1 814 928,22	3 429 192,87	5 244 121,08	Capital + Service Interest 12	Friday	29 December 2028
182	29 June 2029	30 495 622,78	1 649 049,82	3 595 071,27	5 244 121,08	Capital + Service Interest 13	Friday	29 June 2029
185	31 December 2029	26 750 964,78	1 499 463,09	3 744 657,99	5 244 121,08	Capital + Service Interest 14	Monday	31 December 2029
179	28 June 2030	22 779 523,13	1 272 679,43	3 971 441,65	5 244 121,08	Capital + Service Interest 15	Friday	28 June 2030
186	31 December 2030	18 661 520,61	1 126 118,56	4 118 002,52	5 244 121,08	Capital + Service Interest 16	Tuesday	31 December 2030
181	30 June 2031	14 315 142,77	897 743,25	4 346 377,83	5 244 121,08	Capital + Service Interest 17	Monday	30 June 2031
184	31 December 2031	9 771 089,41	700 067,72	4 544 053,37	5 244 121,08	Capital + Service Interest 18	Wednesday	31 December 2031
182	30 June 2032	4 999 619,69	472 651,37	4 771 469,71	5 244 121,08	Capital + Service Interest 19	Wednesday	30 June 2032
184	31 December 2032	(0,00)	244 501,39	4 999 619,69	5 244 121,08	Capital + Service Interest 20	Friday	31 December 2032

1.6 Total Cost of Borrowing

The total estimated cost of the borrowing over the repayment period is disclosed in the table below:

DESCRIPTION	10 YEAR TERM
Capital	R69 244 294
Interest	R35 638 128
Total	**R104 882 422**

1.7 Type of Instrument

Long Term Loan

1.8 Security to be provided

No Security was provided.

1.9 Source of loan funds

Nedbank which is a registered bank as per the Bank Act ,1990 (Act No.94 of 1990)

2. INVITATION TO COMMENT – SCHEDULE OF CONSULTATION UNDERTAKEN

On 31 May 2023 the information statements were made public at the local libraries and offices of Stellenbosch Municipality. See attached Annexure A encapsulating the acknowledgement of receipts for the distribution of the information statements as well as proof that it has been placed on the municipal website.

An invitation to the public to comment has been published on the municipal website as well as in Die Burger on 31 May 2023 and Eikestadnuus on the 1st of June 2023. A re-scheduled publication in the Eikestadnuus has been scheduled for the 8th of June 2023.

The information statement report, as per MFMA Circular 26 will be sent to National and Provincial Treasury for comment on the 31st of May 2023.

2.1 Extract of the advertisement

STELLENBOSCH

STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNICIPALITY • UMASIPALA • MUNISIPALITEIT

Kennis gegee hiermee ingevolge die bepalings van Artikel 46(3) (a) van die Plaaslike Regering: Munisipale Bestuurswet, Nr 56 van 2003, saamgelees met Artikel 21(A) van die Plaaslike Regering: Munisipale Stelselwet, Nr. 32 of 2000: Dat die Munisipale Raad van voorneme is om n skuldooreenkoms met Nedbank, vir tien (10) jaar, op te neem vir R69 244 294 ten opsigte van die finansiering van die volgende 2022/2023 goedgekeurde kapitaal projekte:

- Expansion of the landfill site (New cells)
- Landfill Gas To Energy
- Major Drop-Offs: Construction - Franschoek
- Bien don 66/11kV substation new
- Electricity Network: Pniel
- General System Improvements - Franschhoek
- General Systems Improvements - Stellenbosch
- Infrastructure Improvement - Franschoek
- System Control Centre & Upgrade Telemetry
- Bulk Water Supply Klapmuts
- New Reservoir & Pipeline: Vlottenburg
- Reservoirs and Dam Safety
- Water Conservation & Demand Management
- Waterpipe Replacement
- Upgrade of WWTW: Pniel & Decommissioning Of Franschhoek
- Refurbish Plant & Equipment - Raithby WWTW
- Franschhoek Sewer Network Upgrade (Langrug/Mooiwater)

Die besonderhede van die eksterne lening wat opgeneem gaan word, word in die onderstaande tabel uiteengesit. Skriftelike kommentaar op die beoogde eksterne lening, indien enige, moet nie later as Woensdag 21 Junie 2023, aan die Kantoor van die Munisipale Bestuurder, Posbus 17, Stellenbosch, 7599, ingedien word. Individue wat nie kan skryf, kan besoek afle by die kantoor van die Hoof finansiele beampte (1ste Vloer, Munisipale Kantoor, Plein Straat, Stellenbosch) waar hul deur Me Adele Wagenaar geassisteer sal word. Na die opneem van die ondergenoemde skuldooreenkoms behoort die munisipaliteit op 30 June 2023 n totale lenigskuld van R718 104 857,00 te he wat na raming ongeveer 35% van die totale begrote bedryfsinkomste van die 2022/23 finansiele jaar verteenwoordig.

PROPOSED BORROWING DETAIL		
	REPAYMENT PERIOD	10 Years
	FINANCIAL INSTITUTION	Nedbank
	TYPE OF INSTRUMENT	Long Term Loan
	AMOUNT OF PROPOSED DEBT	R69 244 294
	SECURITIES TO BE PROVIDED	None
	INTEREST RATE	9,70%
	- BASE RATE	7,95%
	- CREDIT MARGIN	1,75%
	INSTALMENTS	Six Monthly Interest And Redemption
	NUMBER SIX MONTHLY INSTALMENT	20 Payments
	ESTIMATED SIX MONTHLY INSTALMENTS	R8 244 121
	ESTIMATED INTEREST REPAYMENTS	R35 488 128
	ESTIMATED REDEMPTIONS REPAYMENTS	R69 244 294
	ESTIMATED TOTAL REPAYMENTS	R104 982 422

G METTLER
MUNISIPALE BESTUURDER
BURGER: 31 MEI 2023

Notice is hereby given in terms of Section 46(3) (a) of the Local Government: Municipal Finance Management Act, No. 56 of 2003, read together with Section 21(A) of the Local Government Act, No. 32 of 2000: That it is the intention of the Municipal Council to enter into a debt agreement with Nedbank, for ten (10) years, to raise an external loan of R69 244 294 in order to finance the following 2022/2023 approved capital projects:

- Expansion of the landfill site (New cells)
- Landfill Gas To Energy
- Major Drop-Offs: Construction - Franschoek
- Bien don 66/11kV substation new
- Electricity Network: Pniel
- General System Improvements - Franschhoek
- General Systems Improvements - Stellenbosch
- Infrastructure Improvement - Franschoek
- System Control Centre & Upgrade Telemetry
- Bulk Water Supply Klapmuts
- New Reservoir & Pipeline: Vlottenburg
- Reservoirs and Dam Safety
- Water Conservation & Demand Management
- Waterpipe Replacement
- Upgrade of WWTW: Pniel & Decommissioning Of Franschhoek
- Refurbish Plant & Equipment - Raithby WWTW
- Franschhoek Sewer Network Upgrade (Langrug/Mooiwater)

The particulars of the external loan to be raised are set out in the table below. Comments on the external loan to be raised, if any, must be submitted in writing on or before Wednesday, 21 June 2023, to the Office of the Municipal Manager, PO Box 17, Stellenbosch, 7599. Individuals who cannot write have the option to visit the office of the Chief Financial Officer (1st Floor, Town House Complex, Stellenbosch) where Ms Adele Wagenaar will assist such an individual.
Subsequent to raising the below mentioned agreements, the municipality will have a total of long-term debt amounting to R718 104 857,00 which will represent an estimated 35% of the total operating revenue budget for the 2022/23 financial year as at 30 June 2023.

PROPOSED BORROWING DETAIL		
	REPAYMENT PERIOD	10 Years
	FINANCIAL INSTITUTION	Nedbank
	TYPE OF INSTRUMENT	Long Term Loan
	AMOUNT OF PROPOSED DEBT	R69 244 294
	SECURITIES TO BE PROVIDED	None
	INTEREST RATE	9,70%
	- BASE RATE	7,95%
	- CREDIT MARGIN	1,75%
	INSTALMENTS	Six Monthly Interest And Redemption
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	ESTIMATED INTEREST REPAYMENTS	R35 488 128
	ESTIMATED REDEMPTIONS REPAYMENTS	R69 244 294
	ESTIMATED TOTAL REPAYMENTS	R104 982 422

G METTLER
MUNICIPAL MANAGER
BURGER: 31 MAY 2023

Nasi isaziso ngokuguquzaswa ngumthetho-hlelo 46(3) (a) kaMasipala: Umthetho wolawulo lwemali zikaMasipala wama 56 ka 2003, ufundwa kunye nohlelo 21(A) somthetho wolawulo lomasipala wama32 luka 2000. Ukuba kuzinjongo zebhunga likaMasipala ukungena kwisivumelwano sobolekwa imali yibhanki uNedbank imiyaka elinganiselwa kwishumi (10), ngenjongo zokukhulisa imali-mboleko yama R69 244 294 ukwenzela esikwazi uhlawulela lamaphulo emisebenzi egunyaziselwayo kunyakamali ka2022/2023:

- Expansion of the landfill site (New cells)
- Landfill Gas To Energy
- Major Drop-Offs: Construction - Franschoek
- Bien don 66/11kV substation new
- Electricity Network: Pniel
- General System Improvements - Franschhoek
- General Systems Improvements - Stellenbosch
- Infrastructure Improvement - Franschoek
- System Control Centre & Upgrade Telemetry
- Bulk Water Supply Klapmuts
- New Reservoir & Pipeline: Vlottenburg
- Reservoirs and Dam Safety
- Water Conservation & Demand Management
- Waterpipe Replacement
- Upgrade of WWTW: Pniel & Decommissioning Of Franschhoek
- Refurbish Plant & Equipment - Raithby WWTW
- Franschhoek Sewer Network Upgrade (Langrug/Mooiwater)

Iinkcukacha zalemali-mboleko yenyuswayo zidandalaziswe apha ngezantsi. Izimvo ngalemali mboleko, ukuba zikhona, zingafakwa ngeenbalelwano ngo Lwesithathu umhla wa21 kweyeSilimela 2023, kwigumbi lolu seben zela lomphathi Masipala, P.O. Box 17, Stellenbosch, 7599. Umntu ongakwaziyo ukubhala unoko ke ukuba angandwendwela uCFO kwigumbi lakhe (Umgangatho wokuqala, Town House Complex eStellenbosch) apho uSisi uAdele Wagenaar ezokuncedisa khona.
Ngokungqamenayo nasisivumelwano luthethwa ngaso, lonto iyakuthetha ukuthi uMasipala iyala lakhe liphelele kwiBhanki loba yi R718 104 857,00 eli ngokojikelelo libeyi 35% yesikwang ciso sengeniso kanyakamali ka2022/2023 ophela ngeyeSilimela ku2023.

PROPOSED BORROWING DETAIL		
	REPAYMENT PERIOD	10 Years
	FINANCIAL INSTITUTION	Nedbank
	TYPE OF INSTRUMENT	Long Term Loan
	AMOUNT OF PROPOSED DEBT	R69 244 294
	SECURITIES TO BE PROVIDED	None
	INTEREST RATE	9,70%
	- BASE RATE	7,95%
	- CREDIT MARGIN	1,75%
	INSTALMENTS	Six Monthly Interest And Redemption
	NUMBER SIX MONTHLY INSTALMENT	20 Payments
	ESTIMATED SIX MONTHLY INSTALMENTS	R8 244 121
	ESTIMATED INTEREST REPAYMENTS	R35 488 128
	ESTIMATED REDEMPTIONS REPAYMENTS	R69 244 294
	ESTIMATED TOTAL REPAYMENTS	R104 982 422

G METTLER
UNPHATHI MASI PALA
BURGER: 31 kweyeSilimela 2023

The proof of publication has been attached as Annexure B.

3. APPROVED BUDGET

Extract of the Council meeting held on 25 May 2022.

MINUTES **5TH MEETING OF THE COUNCIL OF STELLENBOSCH MUNICIPALITY** **2022-05-25**

8.3	MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK 2022/2023-2024/2025

Collaborator No: 729655
IDP KPA Ref No: Good Governance and Compliance
Meeting Date: 18 May 2022 & 25 May 2022

1. SUBJECT: MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK 2022/2023-2024/2025

2. PURPOSE

The purpose of this report is as follows:

a) To consider the views/submissions of the local community in terms of Section 23(1) (a) of Municipal Finance Management Act (Act 56 of 2003), herein after called the MFMA and to allow the Executive Mayor to respond to the views of the public envisaged in terms of Section 23 (2) (a) and (b).

b) To approve the Medium Term Revenue and Expenditure Framework (inclusive of property rates charges and taxes, tariffs and service charges), annexures and proposed amendments to the budget related policies, by-laws and other policies to Council for approval in terms of Section 16(2) of the Municipal Finance Management Act, (Act 56 of 2003).

That Council specifically note and consider the need to take up external loans to fund critically needed refurbishment of infrastructure to the amount of R441 million of which over the MTREF R140 million will be required in year one, R160 million in year two and R141 million in year three (refer to Section G: High Level Budget Overview and Table A1 Budget Summary) and confirms approval of same in order for the Chief Financial Officer to attend to the necessary legislative requirements.

3. DELEGATED AUTHORITY

FOR APPROVAL BY MUNICIPAL COUNCIL

EXECUTIVE SUMMARY

BUDGET

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

MINUTES **5TH MEETING OF THE COUNCIL OF STELLENBOSCH MUNICIPALITY** **2022-05-25**

5TH COUNCIL MEETING: 2022-05-25: ITEM 8.3

RESOLVED (nem con)

(a) that the High-Level Budget Summary, as set out in **APPENDIX 1 – PART 1 – SECTION C**; be approved;

(b) that the Annual Budget Tables as prescribed by the Budgeting and Reporting Regulations, as set out in **APPENDIX 1 – PART 1 – SECTION D**, be approved;

(c) that the proposed Grants-In-Aid allocations as set out in **APPENDIX 1 – PART 2 – SECTION J**, be approved;

(d) that the three-year Capital Budget for 2022/2023, 2023/2024 and 2024/2025, as set out in **APPENDIX 1 – PART 2 – SECTION N**, be approved for public release;

(e) that the proposed rates on properties in WCO24, tariffs, tariff structures and service charges for water, electricity, refuse, sewerage and other municipal services, as set out in **APPENDIX 3**, be approved;

(f) that the new policy and the proposed amendments to the existing budget related policies, by-laws and other policies as set out in **APPENDICES 4 - 31**, be approved;

(g) that Council specifically note and consider the need to take up an external loan, needed for investment in income generating infrastructure to the amount of R441 millions of which R140 million will be required in year one, R160 million in year two and R141 million in year three (refer to Section G: High Level Budget Overview and Table A1 Budget Summary) and confirm approval of same;

(h) that Council specifically take note of the fact that the proposed electricity charges and tariff structure is subject to NERSA approval that could change materially;

(i) that Council takes note of MFMA circulars 112 and 115 that was published to guide the MTREF for 2022/2023 to 2024/2025 as set out in **APPENDICES 32 – 33**; and

(j) that Council takes note that the public comments and submissions were considered with the compilation of the final budget.

The external loan was included on page number 102 of the Original Budget document amounting to R140 000 000.

H: OVERVIEW OF THE BUDGET FUNDING

Financing of the Capital Budget

The proposed financing sources of the capital budget for the next three years are as follows:

	2022/2023	2023/2024	2024/2025
	R	R	R
Capital Replacement Reserve	136,790,031	173,637,075	203,158,365
Grants National Government	90,809,650	46,008,300	47,898,950
Grants Provincial Government	29,220,000	34,863,000	7,900,000
External Loans	140,000,000	160,000,000	141,000,000
Development Charges	12,453,523	12,761,030	40,046,120
	409,273,204	**427,269,405**	**440,003,435**

The projects for which the borrowings are earmarked are as follows:

PROJECT NAME	IDP OBJECTIVE
Expansion of the Landfill Site (New cells)	Green and Sustainable Valley
Landfill Gas To Energy	Green and Sustainable Valley
Major Drop-Offs: Construction - Franschoek	Green and Sustainable Valley
System Control Centre & Upgrade Telemetry	Good Governance and Compliance
Bien don 66/11kV substation new	Valley of Possibility
Electricity Network: Pniel	Valley of Possibility
General System Improvements - Franschhoek	Valley of Possibility
General System Improvements - Stellenbosch	Valley of Possibility
Infrastructure Improvement - Franschhoek	Valley of Possibility
Bulk Water Supply Klapmuts	Valley of Possibility
New Reservoir & Pipeline: Vlottenburg	Valley of Possibility
New Reservoir and Dam Safety	Valley of Possibility
Water Conservation & Demand Management	Valley of Possibility
Waterpipe Replacement	Valley of Possibility
Upgrade of WWTW: Pneil & Decommissioning of Franschhoek	Dignified Living
Refurbish Plant & Equipment - Raithby WWTW	Dignified Living
Franschhoek Sewer Network Upgrade (Langrug/Mooiwater)	Dignified Living

4. PURPOSE OF BORROWING

The purpose of the loan is in accordance with S46(1),(a) of the MFMA which stipulates that the funding will be used for the capital expenditure on property, plant and equipment.

5. SOURCES OF FUNDING

The source of funding to be utilised for the repayment of the borrowings are Rates and Services.

6. SCHEDULE OF ALL LONG-TERM BORROWING

The Schedule of long-term borrowing has been included as Annexure C.

7. COUNCIL RESOLUTION AFTER THE APPROVAL OF LOAN INSTRUMENTS

A copy of the Council Resolution will be forwarded within seven (7) days after the council meeting taking place during June 2023.

The Certificate for the Long-term Borrowings (Debt) has been included as Appendix D.

8. CONCLUSION

According to Section 46(3) (a) of the Local Government: Municipal Finance Management Act, (No. 56 of 2003), read together with Section 21(A) of the Local Government Act, No. 32 of 2000, all the above mentioned information must be made available to all relevant parties (Councillors, Provincial Treasury and National Treasury) for public comment before Council approves the debt by 30 June 2023.

9. ANNEXURE

Annexure A: Acknowledgements of receipts and distributions

Annexure B: Proof of advertisement

Annexure C: Schedule of long-term borrowings

Annexure D: Certificate for long-term borrowings (debt)

KEVIN CAROLUS
CHIEF FINANCIAL OFFICER

8.5	**HUMAN SETTLEMENTS: (PC: CLLR R DU TIOT)**

8.5.1	**STELLENBOSCH MUNICIPALITY: DRAFT INTEGRATED HUMAN SETTLEMENT PLAN (IHSP) FOR THE PERIOD 2022 - 2027**

Collaborator No:
IDP KPA Ref No: **Good Governance**
Meeting Date: **14 June 2023 & 27 June 2023**

1. SUBJECT: STELLENBOSCH MUNICIPALITY: DRAFT INTEGRATED HUMAN SETTLEMENT PLAN (IHSP) FOR THE PERIOD 2022 - 2027

2. PURPOSE

To approve the draft Integrated Human Settlement Plan (IHSP), 2022 – 2027, compiled in accordance with the Provincial Department of Infrastructure (previously known as Provincial Department of Human Settlements) guidelines and aligned with the Integrated Development Plan (IDP) and Municipal Spatial Development Framework (MSDF), for public participation.

3. DELEGATED AUTHORITY

Council

4. EXECUTIVE SUMMARY

The National Housing Act 107 of 1997 requires that all municipalities must plan to facilitate the delivery of housing opportunities as part of their overall plan for their municipality.

The aim of the draft Integrated Human Settlements Plan (IHSP) is therefore:

- To outline the Municipality's implementation plan in providing for the housing needs of its steadily growing and increasing population.

- to enable the Municipality to prepare funding applications for submission to the Provincial Department of Infrastructure, that are consistent with funding conditions and included in the municipal IDP and Housing Pipeline, as per Provincial Department of Infrastructure guidelines is a requirement; and

- To informs the municipal Housing Pipeline spanning over ten years reflected in five-year periods the funding required in the Provincial Department of Infrastructure's Business Plan.

The development of the IHSP will therefore not only comply with the requirements of the National Housing Act whereby the municipality are obliged to facilitate the delivery of housing opportunities as part of their municipal but will also develop credible Housing Pipeline and operational models for human settlements development within the WC024.

The draft Integrated Human Settlements Plan is a component of the Integrated Development Plan (IDP) and therefore outlines the Human Settlements contribution to the Municipality's five-year Integrated Development Plan (2022 – 2027).

It should be further mentioned that the need for shelter within the Stellenbosch Municipal area is outlined in the Spatial Development Framework (SDF). By 2036, the need for subsidised housing was projected as 40 953 opportunities consisting of and separated between 17 847 indigent and 23 106 others (excluding privately funded).

The draft IHSP also commits to the following principle aligned with the IDP and SDF focus areas:

IDP & SDF Focus Areas	IHSP Principles	IHSP Implication
Valley of Possibility	Equal access	Require well located land
Safe Valley	Place Identify	Provide for amenities & safe communal spaces
Dignified Living	Well-being & individual capability.	Secured tenure (title or rental)
Good Governance and compliance	Corporate capabilities	Secured funds & services
Green & sustainable valley	Resource frugal	Healthy ecological infrastructure

5. RECOMMENDATIONS

(a) that the draft Integrated Human Settlements Plan (IHSP) be adopted and advertised for public participation; and

(a) that after the comments from external and internal stakeholders are received, the draft Integrated Human Settlements Plan be submitted to Council for approval.

6. DISCUSSION / CONTENTS

6.1 Background / Discussion

The Provincial Department of Infrastructure guidelines require that Housing Pipeline's are informed by an Integrated Human Settlements Plan (IHSP) (attached as **ANNEXURE 1**) aligned with the Municipal Spatial Development Framework (MSDF) and Integrated Development Plan (IDP).

In order to comprehend the difference between the Housing Pipeline of Stellenbosch Municipality and the Integrated Human Settlements Plan (IHSP), it would be imperative to provide clarity on the difference between the strategic plan (IHSP) and the implementation plan (Housing Pipeline).

6.1.1 Housing Pipeline

The Housing Pipeline is premised on a ten-year horizon and reflected in a five year period that serves as planning and budgeting tool for implementation of human settlements initiatives. The Municipality's Housing Pipeline is an integral component of the Provincial Department of Infrastructure's Business Plan. The Housing Pipeline must be review on annually to effectively articulate the Municipality project list, targets, and budget allocations towards fulfilling the housing demand and its legislative mandate.

The objective of the Housing Pipeline is to provide more emphasis on the housing programmes administered by the Municipality such as:

- The provision of enhanced serviced sites;
- the upgrading of informal settlements;
- access to affordable housing (Breaking New Ground - BNG);
- Social Housing (the National Minister of Human Settlements approved Stellenbosch as a restructuring town and restructuring zones in March 2017);
- the IRDP enables the development of well-located, socially diverse projects that provide a mix of income groups and land uses; and
- Financed Linked Individual Subsidy Programme (FLISP) - for those within the GAP-market to acquire existing properties or to buy a serviced site.

6.1.2 Integrated Human Settlements Plan (IHSP)

The Integrated Human Settlements Plan (IHSP) plays an intricate role to change the way local governments do things in order to progress towards shared growth, integrated and sustainable development. This draft Integrated Human Settlements Plan (IHSP) must therefore be regarded as a strategic tool to restructure settlements spatially so that they are more efficient and equitable in the opportunities they create.

The Stellenbosch Municipality identified the following urban challenges:

- Segregation along socio-economic class lines.
- Structural poverty.
- Peripheral, disconnected mono-functional land development;
- Deficit in affordably priced housing opportunities close to employment opportunities;
- Increased population densities; and
- Lack of tracking, monitoring and reporting on change over time.

The draft Integrated Human Settlements Plan has the following strategic objectives:

(a) Securing funding for IHSP priorities

- Securing of funding according to approved funding applications at the Provincial Department of Infrastructure aligned with 5-year Housing Pipeline.

- Infrastructure investment in settlement with the highest urban population to enhance sustainability: Stellenbosch accommodates 70%, Franschhoek and Klapmuts together only accommodate 20% with the remainder spread throughout the smaller villages and hamlets.

- Developed housing opportunities as per the “Stellenbosch Urban Core Priority Human Settlements and Housing Development Areas (PHSHDA)” formally gazette on 15 May 2020 in Government Gazette No. 43316. The neighbourhoods of Jamestown, Kayamandi and Central Stellenbosch (see ***Figure 1***) were included. A PHSHDA Development Plan will be drafted by the Housing Development Agency (HDA) and the Provincial Department of Infrastructure.

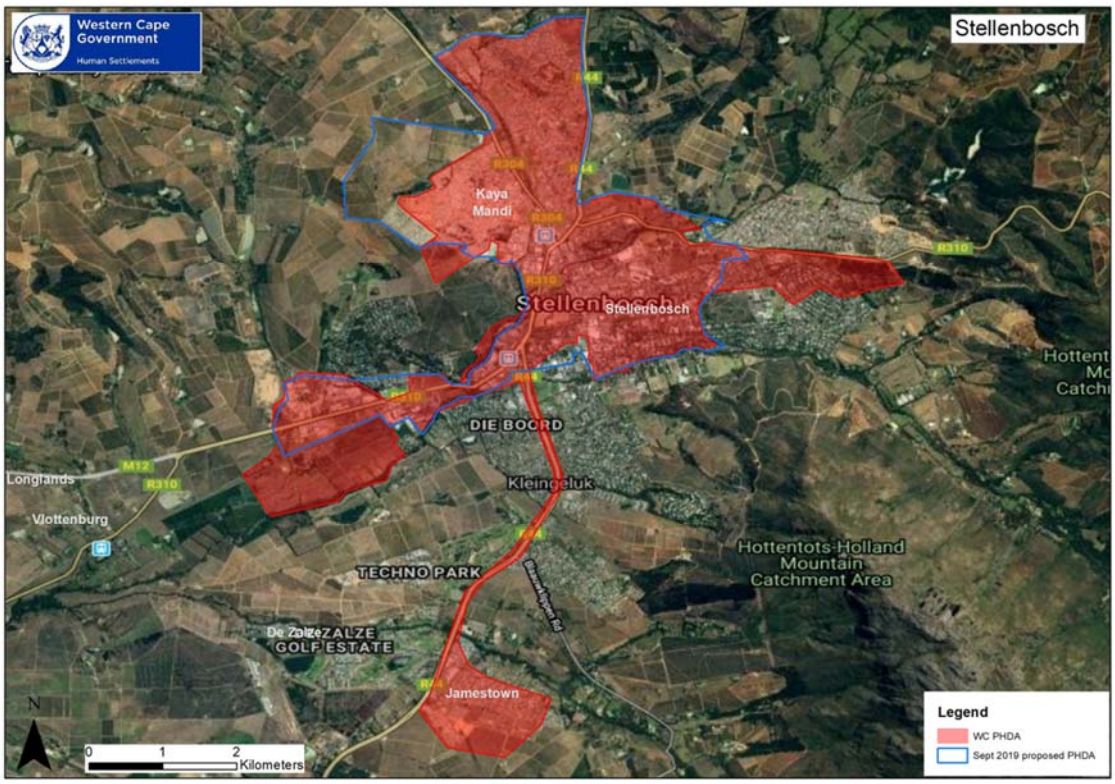


Figure 1: Priority Human Settlements and Housing Development Areas (PDSHDA)

- Transfer of ownership of all opportunities:

  - Created to date and as a compulsory step for completed HSP projects within the process of settlement making.

  - To be formalized in all the Bosdorpe and other government initiatives (i.e. Water Affairs) with exception of Jonkershoek to take priority: Meerlust, Maasdorp and La Motte. Where possible the formalization should follow the location of existing structures.

  - together with the National Housing Development Agency, the transformation of Jonkershoek Bosdorp into a resort with short- and long-term tenure leases. Beneficiaries of origin and other can either lease long term or exercise a settlement option elsewhere.

(b) Provision of tenure on well-located land

Provision of opportunities is aligned with economic development within the municipality:

- On well located land; within / at mixed use precincts for example but not limited to:

- Adam Tas Corridor a catalytic project including Northern Extension and Droë Dyke. Cloetesville, Kayamandi, and Jamestown; all within a 5km radius of Central Stellenbosch make up 45% (7 035) of the total subsidized housing need in Stellenbosch Municipality. Neither Idas Valley nor Cloetesville, has extensive land options to accommodate the current demand.

- And enable Economic Mobility such as the development of Klapmuts, which is also a catalytic project and located along the N1, R44 and railway line, all enabling inhabitants to travel to access and conduct business and to work within and outside the municipality.

(c) Provision of tenure for targeted and special groups

Provision of opportunities include different tenure options for targeted and special groups by the municipality and include:

• Projects located in restructuring zones: all social housing and upgrading of exiting settlement projects and agri-villages as per **Figure 2**.

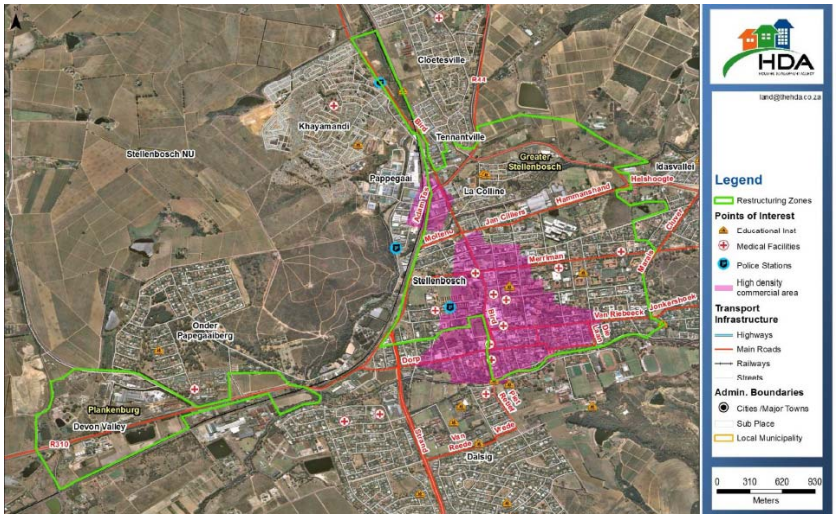


Figure 2: Approved Restructuring Zone

Stellenbosch Municipality was approved as a Restructuring Town in March 2017, by the National Minister of Human Settlements. Social Housing Institutions (SHI's) and/or Other Development Agency (ODA's) will be appointed to effect to the Municipality's social housing programme to generate and operate rental housing stock.

The affordable rental stock or social housing contributes to spatial restructuring by increasing densities and compacting growth thereby ensuring that the poor are not pushed out to marginal locations at the edge of the city.

Settlements also in need of Social Housing are Franschhoek, Jamestown and Northern Extension. A need of Housing for Senior Citizens are required in Kayamandi, Franschhoek and Stellenbosch.

- Projects for earmarked target groups: Prioritise provision of housing and security of tenure for an addition earmarked target group (60 years+, military veterans, disabled persons and child headed households):

➢ Those on waiting list for 10 years and more (since 2012 and before) and older than 40 years: Special projects have to take priority and include infill or redevelopment projects. Such projects have to be fast tracked.

➢ Nearly three quarters "(74% or 11 615) of the applicants has been on the waiting list for longer than 10 years, a quarter (24% or 3 818) of which are currently on the waiting list for more than 20 years. Cloetesville and Idas Valley have the highest proportion of applicants, 84% and 88% respectively, on the waiting list for 10 years or more. Those older than

40 years and on the waiting list for more than 10 years make up 8 390 (53%) of all applicants. More than 50% of Kylemore/Pniël, Jamestown, Idas Valley and Franschhoek's housing demand have applicants that are older than 40 years and have been on the waiting list for more than 10 years. Given the current profile of those on the waiting list for less than 10 years being from Klapmuts and Khayamandi, it is evident that housing demand will be driven by applicants from Klapmuts and Kayamandi (Stellenbosch SDF, 2019 p.38) as the majority of the applicants are from the latter two settlements.

- Projects for the indigent and those qualified for fully subsidized housing: The greatest need for serviced sites and/ or fully subsidized housing exists in Stellenbosch and Franschhoek. Besides informal settlements at Kayamandi and Langrug, overcrowding and informal structures are present in Cloetesville, Klapmuts and Kylemore. About 17% of all households in the municipal area are living in informal informal structures.

- The 2016 count of informal structures in three **informal settlements precincts**, Enkanini and Zone O in Kayamandi and Langrug, established an increase in numbers since 2011 equivalent to a 5% annual growth rate. Thus, the combined number of informal structures increased from nearly seven thousand (6 895) in 2011 to nine thousand (8800) in 2016.

- Beside informal precincts, there are households living in **informal backyard structures** are Mooiwater in Franschhoek, Kylemore, Kayamandi, Cloetesville and Klapmuts. A survey estimated that 5,6% (or 2 439 units) of all dwellings in the municipal area are informal informal structures in backyards being home to indigent households constituting about 77% of the households living in these informal structures. The average indigent households living in backyard structures consist of five or more persons per household causing **overcrowding**. In Franschhoek, informal structures in backyards constitute about 11% of all dwellings in the town.

- Projects for affordable housing: Cloetesville and Idas Valley and La Motte are prioritized to provide semi-subsidized housing i.e. GAP and FLISP. GAP and/or affordable housing is needed in Mooiwater, Franschhoek, Cloetesville, along Adam Tas, Klapmuts and Jamestown, whilst medium density housing is required in Mooiwater and Cloetesville.

(d) Provision of tenure by creating new innovative development opportunities

Provision of opportunities by the municipality according to:

- Protect existing identity and create precincts with new identify: Adam Tas Corridor, north of Kayamandi.
- Maintain identity overall for example projects implemented in Kylemore, Jamestown and Klapmuts.
- Grow rural and settlement identity for example project implemented and to be implemented: Meerlust, La Motte and Maasdorp.
- Projects/programme for the indigent and those in need of fully subsidised housing where the greatest need exists namely in Stellenbosch and Franschhoek.
- Projects/programme to address overcrowding, backyarders and informal structures in Stellenbosch, Klapmuts, Franschhoek and Kylemore representing about 17% of all households.

- Projects/programmes providing for the provision of partially subsidised opportunities i.e. GAP and FLISP in Cloetesville, La Motte, Mooiwater, Franschhoek, in Adam Tas Corridor, Klapmuts and Jamestown.

The application of the four strategies contribute to Stellenbosch IHSP's vision: "***All income groups in all Stellenbosch settlements live responsibly, in safety and have security of tenure according to municipal capabilities."*** The IHSP vision in turn contributes to Stellenbosch SDF's vision: *"We envisage a municipal area even more special than it is today; a place of natural beauty, rich in the way it preserves and exposes elements of history and culture, its produce from the land, the quality of its institutions, and the mindfulness and innovations of its people."*

6.2 Conclusion

The public participation process will also include but not be limited to presenting the draft IHSP to all wards. Dedicated timeslots will be arranged with the Ward Councillors and Ward committees in a logical, clustered manner.

6.3 Financial Implications

The financial implications are in accordance with the approved Provincial Department of Infrastructure's Business Plan and approved Municipal budget.

6.4 Legal Implications

The recommendations in this report aid compliance with content and public participation requirements as per the Provincial Department of Infrastructure guidelines for Integrated Human Settlement Plans and Municipal Policies.

6.5 Staff Implications

No staff implications.

6.6 Previous / Relevant Council Resolutions:

38TH COUNCIL MEETING: 2020-10-28: ITEM 11.4.1
RESOLVED (majority vote)

(a) that a new Integrated Human Settlement Plan (IHSP) be compiled that adheres to the "Guidelines for the Preparation of Municipal Human Settlement Plans" as proposed by the Western Cape Government: Department Human Settlements, subject to funding being made available; and

(b) that a new Integrated Human Settlements Plan (IHSP) be developed that aligns housing development with the long-term vision as envisaged in the approved Integrated Development Plan and the Municipal Spatial Development Framework.

The following Councillors requested that their votes of dissent be minuted:
Cllrs FT Bangani-Menziwe (Ms); DA Hendrickse; LK Horsband (Ms); C Moses (Ms); RS Nalumango; N Sinkinya (Ms); P Sitshoti (Ms) and LL Stander.

6.7 Risk Implications

This report has the following risk implications if not implemented:

- Land grabbing will continue impacting negatively on security of landowners.

- informal settlements will expand impacting negatively on attractiveness (and sense of place) of Stellenbosch as a settlement and tourism destination.

6.8 Comments from Manager: Spatial Planning

The Department: Spatial Planning has previously submitted a list of queries with respect to the previous Integrated Human Settlements Plan. As far as we could ascertain those queries was adequately addressed in the amended Integrated Human Settlements Plan (attached as **ANNEXURE 1**) that was submitted recently leading to an acceptable level of alignment with the Municipal Spatial Development Framework. No further comment is thus necessary.

RECOMMENDATIONS FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2023-06-14: ITEM 7.5.2

(a) that the draft Integrated Human Settlements Plan (IHSP) be approved for public participation; and

(b) that after the comments from external and internal stakeholders are received, the draft Integrated Human Settlements Plan be submitted to Council for approval.

ANNEXURES

ANNEXURE 1: Draft Integrated Human Settlements Plan 2022-2027

FOR FURTHER DETAILS CONTACT:

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POSITION	***Manager: Housing Development***
DIRECTORATE	***Planning & Economic Development, Integrated Human Settlements***
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REPORT DATE	***8 June 2023***

ANNEXURE 1



HUMAN SETTLEMENT PLAN 2022 - 2027

STELLENBOSCH
STELLENBOSCH • PNIEL • FRANSCHHOEK
MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Prepared by CK RUMBOLL & PARTNERS

Draft

Tender B/SM 58/21: Scope of Work:

The formulation of the Stellenbosch Municipality's Integrated Human Settlement Plan (IIHSP) should be undertaken in a phased approach that is informed by constructive consultation.

It is a municipal priority that the Stellenbosch Municipality's Integrated Human Settlement Plan (IIHSP) be compiled in line with the Western Cape Government: Department of Infrastructure' "Guidelines for the preparation of Municipal Human Settlement Plans".

It is furthermore a requirement that the above IIHSP be aligned with the Stellenbosch Municipality's Integrated Development Plan and Spatial Development Framework.

1.1. The IIHSP should contain the following processes:

1. Pre-Planning Process
2. Analytical and strategy planning Processes
3. Approval and Review Processes

1.2. Content within the IIHSP should address the following:

1. Legal and policy framework
2. Human settlement status assessment
3. Demographic assessment
4. Assessment of municipal-specific housing need
5. Key human settlement challenges
6. Municipal IIHSP vision statement
7. Objectives and strategies in response to challenges
8. IIHSP project portfolio
9. IIHSP implementation pipeline
10. Enabling actions

1.3. Additional Policies, Strategies, Plans Rapid Review

Applicable policies, by-laws and plans for consideration are as follows:

a) Housing pipeline
b) Emergency housing assistance policy
c) Allocation strategy
d) Housing Demand Database
e) Informal settlement strategy
f) Inclusionary housing strategy

1.4. Legislative Public Participation Process and Public Engagement Plan

A public engagement process plan to be submitted as part of the compilation of the IIHSP. The public engagement process to include meetings, presentations, workshops, on-site visits, social media options, roadshows.

1.5. Summary of IIHSP

A user-friendly, illustrative and easy text summary on the IIHSP to be developed.

1.6. GIS

Provide GIS data, in a shape-file format which is compatible and can integrate with the software of Stellenbosch Municipality. Housing projects to be categorized as follows, but is not limited to:

- Per ward,
- Per town,
- Per housing typology (IRDP, FLISP, GAP, etc.)
- Urban/rural ('bosdorpe')
- Per financial year
- Per phase e.g. planning phase, construction phase, hand over.

1.7. MSDF/Urban edge and housing project anomalies

Certain housing projects as prioritized in the approved housing pipeline, are not aligned with the approved Spatial Development Framework and accompanying urban edge. It will be required to consider alternative options/ideas/strategies to strategically address these anomalies.

1.8. Re-prioritization of the draft Human Settlement Development Grant (HSDG) business plan targets and budgets

The prioritization of the housing pipeline to be in compliance with the human settlements and housing delivery legislation, policy and prescripts. Criteria must be developed to test the compliance of the latest national and provincial prescripts for each housing project for incorporation into the housing pipeline.

Executive Summary

Tenure Security, settlement making strategy and regulatory alignment

Stellenbosch Municipality is committed to the following principles to deliver on their settlement making mandate:

MSDF Focus Area	IHSP Principles	IHSP Implication
Valley of Possibility	Equal access	Require well located land
Safe Valley	Place Identify	Provide for amenities & safe communal spaces
Dignified Living	Well-being & individual capability.	Secured tenure (title or rental)
Good Governance and compliance	Corporate capabilities	Secured funds & services
Green & sustainable valley	Resource frugal	Healthy ecological infrastructure

These principles are aligned with the principles of the municipal commitment as reflected ***Stellenbosch Spatial Development Framework, 2019*** and in the 5-year ***Stellenbosch Integrated Development Plan, 5th generation (2022 – 2027)*** as part of the municipal wide strategy, priorities, financial implications and implementation thereof. It reflects and guides the delivery of its all-encompassing development strategy including settlement making and delivery of housing (Stellenbosch Municipality, 2017).

The IHSP sets out, amongst other matters, the requirements that individual projects still need to fulfil to be project ready to qualify for funding. Projects that are ready or near ready are included in the municipal Housing Pipeline which are reviewed annually to effectively articulate the Municipality project list, targets and budget allocations towards fulfilling in the housing demand and ensures that Provincial Department of Infrastructure requirements for funding can be met (Stellenbosch Municipality Housing Pipeline, 2023).

The Provincial Department of Infrastructure must ensure that delivery targets are met and grant funds are spent in accordance with national and provincial policy. Funds are only released to municipalities on receipt of funding applications consistent with funding conditions and included in the municipal IDP and IHSP and Housing Pipeline spanning over ten years reflected in five-year periods. Municipal Housing Pipeline is an integral component of the Provincial Department of Infrastructure Business Plan.

Settlements selected to provide for tenure security and Growth Potential

The Stellenbosch municipal area has 3 main and several smaller settlements and the IHSP is presented accordingly:

- Major towns (incl. Stellenbosch, Klapmuts, and Franschhoek).
- Small settlements in Franschhoek Valley (incl. La Motte and Wemmershoek).
- Small settlements in the Dwarsrivier Valley (incl. Groot Drakenstein, Pniël, Lanquedoc, Johannesdal and Kylemore).
- Small settlements along the R304 (incl. Muldersvlei and Koelenhof).
- Small settlements along Baden Powell Drive (incl. Vlottenburg, Lynedoch and Spier).
- Raithby.

Stellenbosch accommodates 70% of the urban population of the Stellenbosch Municipality. Franschhoek and Klapmuts together only accommodate 20% of the Stellenbosch Municipality's urban population, with the remainder spread throughout the smaller villages and hamlets. The location of the urban population is aligned with Stellenbosch being ranked as having a very high growth potential and Pniël/ Kylemore as having high

growth potential according to The Western Cape Growth Potential Study of Towns in the Western Cape (Western Cape Province, 2014).

Key: L= Low, M= Medium, H=High, VH=Very High	Human Capital	Economic	Physical or Natural	Infra-structure	Institutional	Combined
Stellenbosch/ Jamestown	VH/H	VH/VH	M/M	VH/VH	M/VH	**VH**
Franschhoek	VH/L	VH/M	M/VH	VH/H	M/M	**M**
Klapmuts	VH/L	VH/M	M/H	VH/VH	M/L	**M**
Pniël/ Kylemore	VH/M	VH/M	M/VH	VH/VH	M/M	**H**

A total of 40.4% or 33 544ha of the land in Stellenbosch Municipality is owned by either government or Stellenbosch Municipality. The rest of the land, approximately 50 316ha, is privately owned. Of the 40%, Stellenbosch Municipality owns 4 219.4ha of urban and rural land spread out in fragments across the entire municipal area. The tradability of this land, is by choice, low as the Municipality prefers leasing rather than selling the land. As the supply side is controlled, house prices are high in Stellenbosch town (Stellenbosch Municipal SDF, 2019).

<u>Estimated need and land requirements</u>

The need for housing is projected as per Stellenbosch MSDF, and is separated between indigent and other (excluding privately funded):

- In 2016 the estimated need for fully subsidized houses was **11 618**. The estimated unfulfilled need of houses by 2036, assuming that no houses for the indigent will be built between 2016 and 2036 is **17 847**. Should the current rate of delivery persist, **7 805** units would have been added by 2036, thus still resulting in a significant backlog of fully subsidized houses.
- In 2016 the estimated need for partially subsidized houses and including a variety of unit types smaller than **80m²** and aimed at various markets, such as GAP housing, flats and townhouses, and stand-alone units was **15 042**. The estimated unfulfilled need by 2036, assuming no supply of these semi subsidized unit is added, is **23 106.**
- By **2036** the **total need** for subsidized housing is **40 953**

The greatest need for fully subsidized housing exists in Stellenbosch and Franschhoek. Cloetesville and La Motte are prioritized to provide semi-subsidized housing i.e., GAP and FLISP.

The rate of housing delivery during the 2018 – 2021 MTREF period (466 units) and post the current MTREF period (8 166) is not meeting demand. The housing backlog will thus increase, as well as the number of informally housed households. To date Government provided a total of 1 891 subsidised opportunities over the 10-year period ended 2015/16. An estimated cumulative addition to the inventory of only 7 805 houses by the year 2036 may materialize, leaving a significant backlog or social need for housing confirmed as 17 847 opportunities associated with households in the lowest income category. The housing demand waiting list comprise some 18 263 applicants. The 2017 -2022 5-year project pipeline had to deliver 1 570 opportunities (9.95% of the waiting list demand) and planned to deliver 7 506 serviced sites (47.6% of the waiting list demand) and 6 584 units (41.7% of the waiting list demand) until to 2036. Historically some of the backlog was addressed in La Motte (Bosdorp), Jamestown, Klapmuts and Kylemore. In some settlements established by government departments, for example Department of Forestry and Water Affairs, houses were built but ownership

was not transferred i.e., La Motte, Jonkershoek, Lanquedoc, Maasdorp, Meerlust and Wemmershoek (Stellenbosch Municipality Housing Pipeline, 2023).

The historic land take up, by 2015, constitutes 481ha, whilst the urban development strategy proposes a different take up based on:

- Market preference for certain land-uses in specific locations (trends).
- Positioning strategies (ignoring backlogs and surpluses in infrastructure provision and availability of developable land stock).
- understanding of the role of various settlements in SM and their respective projected growth rates and overall demand for land for indigent housing.

The ratio for the proposed allocation of indigent housing is a 7:2:1 spread between Stellenbosch, Franschhoek and Klapmuts. The ratio is based on the percentage of the urban population these settlements are home to. (Stellenbosch Municipal SDF, 2019).

The MSDF provides according to the Urban Development Strategy for the following hectares land within the urban edge:

Land	Stellenbosch	Franschhoek	Klapmuts	Other
Currently available (UDS 2018)	633	131	146	
Historically Gross Land Use taken-up (All uses) by 2015	271 (60%) incl. Jamestown	82 (20%)	56h (10%)	72 (16%)
2021 indigent housing requirement	100	52	14	
2026 cumulative indigent housing requirement	112	65	17	
Balance (negative)	250	(-16)	73	

Table: Land requirements as per Urban Development Strategy & growth rate

The UDS required 741ha to 1 339ha of land in 2036 according to the low and high growth projections respectively. The MSDF 2019 and Housing Pipeline Annual Review 2023 earmark 1 667ha of land for the provision of housing. Land for future growth is evidently more than enough to accommodate the indigent housing need and market driven development. Of note is Distell, owner and user of the Adam Tas and Bergkelder land holdings, intends to relocate its operations to a centralized facility in Klapmuts (north of the N1). This land will then become available.

Estimated demand

The housing demand waiting list comprise some 18 263 applicants (Stellenbosch Pipeline, 2023) that is more than the 2036 supply estimate of 17 847 opportunities.

The middle to high income housing demand was projected to be 1 850 units in 2016 (Urban Econ's Stellenbosch Market Assessment, 2016). The student accommodation demand was recorded as 4 200 beds in 2016 (Urban Econ's Stellenbosch Market Assessment, 2016).

Cloetesville, Idas Valley, Kayamandi, and Jamestown; all within a 5km of radius of Central Stellenbosch make up 45% (7 035) of the total subsidized (BNG) housing need in Stellenbosch Municipality. Neither Idas Valley nor Cloetesville, has extensive land options to accommodate the current demand whilst land adjacent to Kayamandi, and a greenfield development, has been included in the Adam Tas Corridor.

Nearly three quarters or "74% (11 615) of the applicants has been on the waiting list for longer than 10 years, [a quarter] 24% (3 818) of which are currently on the waiting list for more than 20 years. Cloetesville (84%) and Idas Valley (88%) have the highest proportion of applicants on the waiting list for 10 years or more. Given the current profile of those on the waiting list for

less than 10 years, it is evident that housing demand will be driven by applicants from Klapmuts and Kayamandi" as the majority of applicants are from these two settlements.

"Those older than 40 years and on the waiting list for more than 10 years make up 8 390 (53%) of all applicants. More than 50% of Kylemore/ Pniël, Jamestown, Idas Valley and Franschhoek's housing demand have applicants that are older than 40 years and have been on the waiting list for more than 10 years." (Stellenbosch Municipal SDF, 2019, p. 39)

Tenure alternatives

Besides informal settlements at Kayamandi and Langrug, overcrowding and informal structures are present in Stellenbosch settlements as per the table below.

Ward	Informal dwelling	Backyard dwelling	Total	Backlog %
Stellenbosch	Kayamandi	Kayamandi	2087/ 7035	11.6% of total (29.7% of 39.2%)
Stellenbosch	Cloetesville, Smartie Town	Cloetesville, Idas Valley, Jamestown		39.2%
Franschhoek	Langrug	Langrug	1113	6%
Klapmuts			936	5%
Kylemore				
Total	8 800	2 439	4 136/ 11 239	17 965

About 17% of all households in the municipal area are living in informal informal structures. A recent count of informal structures in three **informal settlements precincts**, Enkanini and Zone O in Kayamandi and Langrug, established an increase in numbers since 2011 equivalent to a 5% annual growth rate. In other words, the combined number of informal structures in informal settlements in the municipal area, increased from nearly seven thousand (6 895) in 2011 to nine thousand (8 800) in 2016.

Beside informal precincts, there are households living in **informal backyard structures** in [1] Mooiwater, Franschhoek, Kylemore, Old location in Kayamandi, Cloetesville and Klapmuts. A survey estimated that 5,6% (or 2 439 units) of all dwellings in the municipal area are informal informal structures in backyards. About 77% of the households living in these informal structures are indigent and have a monthly income of less than R3 500 (2011). Many households living in backyard structures and not being connected to services consist of five or more persons per household causing **overcrowding**. In Franschhoek, informal structures in backyards constitute about 11% of all dwellings in the town.

To address the challenge of housing and security of tenure the following settlements projects are being implemented:

	Settlement	Type
1	Erf 3229 Mooiwater	Subsidized
2	Idas Valley	Subsidized
3	The Steps and Orlean Lounge, Cloetesville	Rectification
4	ISSP Kayamandi Zone O (711)	UISP

Table: Current projects

A list of projects (Pipeline) over the next 3 years follows being part of the approved and gazetted 2022/2023 HSDG and ISUPG Business of Provincial Department of Infrastructure.

[1] Ward 1 - Mooiwater, Franschhoek, Ward 4 - Kylemore, Ward 13 - Old location, Ward 14 - Zone I, O and M in Kayamandi, Ward 16 - Cloetesville

The following social housing and formalising and upgrading of existing settlements projects are at preplanning stage. Once the feasibility studies are completed and the terms of reference advertised, a development agency has to be appointed to implement the projects.

	Social Housing	
1	Farms 81/2 and 81/9, Kayamandi	Social Housing
2	Lapland Precinct, Stellenbosch	Social Housing
3	Teen-die-Bult Precinct, Stellenbosch	Social Housing
	Formalising and Upgrading of Existing Settlements	
1	Erf 2183 Klapmuts, La Rochelle	Subsidized
2	Langrug, Franschhoek	Subsidized
3	Enkanini Informal Settlement	Subsidized
4	Kayamandi Centre	Subsidized
5	Maasdorp Village, Franschhoek	Bosdorp
6	Five housing projects in Kayamandi	Town Establish
7	3460 Meerlust, Franschhoek (200)	Bosdorp
8	Jonkershoek	Bosdorp

To accommodate people temporarily (TRAs) serviced land is required in[2] Langrug and Smartie Town, Cloetesville. Langrug as TRA will be limited as development will not be allowed where the slope is too steep and at Mooiwater where structures are at risk of flooding. Smartie Town will be relocated to Ward 17, which is still part of Cloetesville. TRAs could be formalized in Kayamandi North (to be determined) and Klapmuts (proposed immediately south or west of Klapmuts).

As individuals residing on farms represent likely a 5% of the waiting list, the approach for providing subsidised housing with the support of farmers (private sector) should be pursued. The same approach should be followed for providing housing for retired or retiring farm workers. Initiatives by government and the private sector include Simonsig, having been identified to establish agri-villages, whilst Elsenburg is an example of an established agri-village.

Workers involved in Forestry or in Water Management and of a particular income category, are in need of housing too. Hence the formalization of settlements such as Maasdorp, Meerlust, La Motte are examples of rural settlements that vested to accommodate government workers and former government workers. Provision of housing in these settlements should be limited to workers that can proof their employment history. Whilst Jonkershoek are in the same category, its conservation worthiness pre-empt settlement making and those who rights have vested need to be provided of alternative accommodation or long-term lease (Stellenbosch Municipality Housing Pipeline, 2023).

The following projects are either at Pre-planning and/or Planning stage. Pre-planning is the inception stage where land was identified, feasbility studies have been conducted and SDPs may have been completed. During Planning stage land use applications are considered and land use approval has been obtained. There are twelve (12) projects in this stage.

[2] Ward 2 - Langrug and Ward 16 - Smartie Town, Cloetesville

	Pre-planning and / or Planning	
1	Erf 7001 Stellenbosch, Cloetesville ("Soek-mekaar")	GAP
2	Jamestown Development: Phase 2 & 3	Subsidized & GAP
3	Northern Extension, Kayamandi	Mixed Use
4	Erf 64 Kylemore	Subsidized & GAP
5	Erven 412, 217 and 284 Groendal, Franschhoek	Subsidized
6	Portion of Erf 7271 Cloetesville, Stellenbosch.	Plot-plan & GAP
7	Erven 6300, 6847, 6886 Cloetesville, Stellenbosch.	Plot-plan or GAP/ FLISP
8	Erf 8776 Cloetesville, Stellenbosch.	GAP/ FLISP
9	Erf 6705 Cloetesville, Stellenbosch.	GAP/ FLISP
10	La Motte Old Forest Station	Bosdorp
11	Droë Dyke	Catalytic
12	Jamestown Development: Phase 4	Mixed Use

Most mixed-use zones are Brownfields developments. Catalytic projects such as Adam Tas corridor is a mixture of both and Kayamandi Northern Extension is a Greenfields development.

Subsidized housing is required in[3] Langrug and La Motte, Wemmershoek, Lanquedoc and Meerlust, Jonkershoek and Hostels and Flats, Kayamandi. Upgrading of municipal flats was identified for Cloetesville. Settlements in need of Social Housing are Franschhoek and Mooiwater and settlements in need of Housing for Senior Citizens are in Kayamandi. Housing for farmworkers (agri-villages) is needed as is housing in the Bosdorpe including La Motte, Maasdorp, Meerlust and Jonkershoek.

GAP and/or affordable housing is needed in Mooiwater, Franschhoek, Cloetesville, Along Adam Tas, Klapmuts and Jamestown, whilst Medium Density housing is required in Mooiwater and Cloetesville.

<u>Municipal Infrastructure SWOT</u>

The need for water resource and infrastructure is very high in Franschhoek, Stellenbosch and Klapmuts. The need for sewerage infrastructure in Stellenbosch is at capacity. Electricity volumes are overloaded at Kayamandi and Cloetesville, Stellenbosch and upgrades are required as is upgrades required to unlock the catalytic projects planned along Adam Tas.

Infrastructure Status Quo in settlements																				
Ward	**1**	**2**	**2**	**3**	**4**	**4**	**5-6**	**7-11**	**12-15**	**16-17**	**18**	**19**	**19**	**19**	**20**	**20**	**20**	**20**	**21**	**22**
	Fh	LM	Wh	Lq	J/ P	Ky	IV	St	Ka	Cl	Kl	Eb	Ko	Mu	Ld	Vb	Sp	R	Ja	B/D
Elect									IS											
Water	IS			IS	IS	IS	IS	IS	IS	IS	IS		IS					IS		
SEW				C	C	C	C	C	C	C			Nc	Nc				A		
Combined Need				H	H	H	H	H	VH	H										
A – Adequate (Sufficient, spare capacity), C – At capacity, no spare capacity, IS – insufficient/ overload, UGR – upgrade require; N – new gear/ storage required, Nc – non compliant e.g. – Septic Tanks, H – High. VH – Very High																				

Table: Stellenbosch Infrastructure Status Quo

[3]Ward 2 - Langrug and La Motte, Ward 3 - Wemmershoek, Lanquedoc and Meerlust, Ward 5 - Jonkershoek and Ward 13 - Old Location, Ward 14 - Zones I, O, M, Ward 15 - Hostels and Flats, Kayamandi, Ward 16 & 17 – Cloetesville, Ward 19 – Elsenburg, Ward 11 – Adam Tas, Ward 18 – Klapmuts, Ward 21 – Jamestown, Ward 1 – Mooiwater and Ward 17 - Cloetesville

- The modal split in Stellenbosch Municipality is as follows: light vehicles: 87%; minibus taxis: 7,5%; bus: 4,5%; heavy vehicles: 1,5% (rail information is not available in the RMP)as 60% of SM's households do not have access to a car, and are dependent on unsupported informal public transport or travel on foot.
- Some 3 200 persons travel into town during the highest peak hour per day and 70% of all trips entering Stellenbosch town are by private car.
- Approximately 80% of the workforce employed in the municipal area live in the town of Stellenbosch and make trips of less than 5km in distance. 95% of all NMT trips within the Stellenbosch town are made by low-income residents.
- Scheduled passenger trains in the Stellenbosch area run over a total rail line distance of 18km, and trains stop at seven stations in the municipal area (Lynedoch, Spier, Vlottenburg, Stellenbosch town, Koelenhof, Muldersvlei and Klapmuts). Franschhoek, La Motte and Wemmershoek are alongside the Franschhoek line which is no longer in operation.
- Public bus services are limited. There are 28 scholar bus contracts within the Municipality, transporting up to 4 263 scholars.
- According to the Transport Register there are 43 routes operated by mini-bus taxis. Currently, 114 mini-bus taxis have been surveyed and 157 operating licences have been issued. The majority of routes are operating at above 75% service capacity.

Social Amenities (Public facilities) are categorized according to five to six broad functions: education, health, recreation, culture, administration / civic and social and classed according to hierarchical categories (higher, middle, lower-order and mobile facilities). There appears to be an adequate number of facilities within reach of the majority of households to meet the educational and health care needs of settlements, but challenges relate to operational and household affordability as well as the capacity of these facilities (e.g., overcrowded schools in poorer neighbourhoods).

Accordingly, the adjacent table outlines the amenities that are lacking as identified by the community instead of a norm assessment of amenities. Of note is that amenities are mainly required in the bigger settlements (Stellenbosch Municipality Housing Pipeline, 2023).

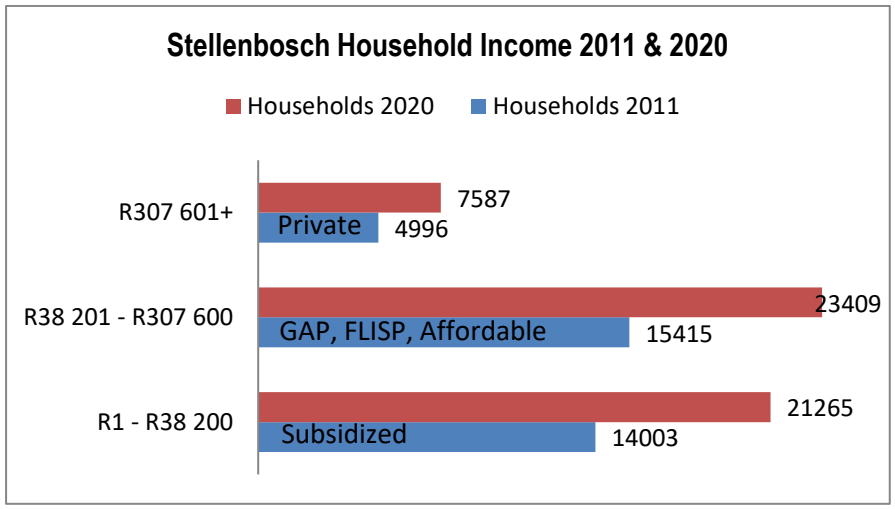
Ward needs related to amenities

Ward	1	2	2	3	4	4	5	6	7-11	12-15	13	14	15	16-17	18	19	19	19	20	20	20	20	21	22
	Fh	Lm	Wh	Lq	J & P	Ky	IV		S	Ka				Cl	Kl	Eb	Ko	Mv	Ld	Vb	Sp	R	Ja	B/D
Edu.										ECD	OAH, CH, HR				HS PS				LL				C	
Culture									HB		CH								C					
Civic							IO									Cl, MC – U								
Social		ZL – b					S-U, CM Links			CE					EC									
Recre.	GP -M	EW P					SP	U-Nb Fb TC, RF		SP	SP, RC	SP	SP	PPs		Rec C			SG				PP	PP & GP-U

C – Clinic; CE- centre for elderly, CM – community markets, CH – Civic Hall, EC – educational centre, EWP – Eco and water park, Fb – Football, GP – Gym park, HB – Historic buildings, HR – Hall of Remembrance, HS – High School, PS – Primary School, IO – Improve operations, Nb– Netball, Rb – Rugby, RC – Recreation Clinic, OAH – Old Age Home; SG – Sportsground, S- Stalls, SP – Swimming Pool; PP(s) – Play park(s), T – Tennis, ZL – Zoned land: b - business, F – Field, U – Upgrade, M – Maintain, M – Mobile

Tenure (rental vs. ownership)

The ratio of households owning (paid off and bonded), renting or occupying houses rent free is 1:1:1 (1.18: 1: 0.96). Nearly a third (30% or 8 707) of 29 023 households (Stats, 2011) rented housing whilst another third (29%) occupies housing rent-free. Overall, just more than a third (35.6%) of the population in Stellenbosch municipal area, owned their properties. The municipal specific housing need has been illustrated as Households per Typology (Income Category) in the graph to follow and it is highly likely that the distribution of income has changed and households with an income of less than R3 500 has increased with 7 262 families over and above the population growth rate (StatsSA, 2011).



Provision strategies

The objective of the Housing Pipeline is to tabulate the housing programmes administered and managed by the Municipality which includes:

- the provision of enhanced serviced sites;
- the upgrading of informal settlements;
- access to affordable housing (Subsidized/ BNG);
- Social Housing (Stellenbosch was approved as restructuring town, 2017);
- the IRDP enables the development of well-located, socially diverse projects that provide a mix of income groups and land uses; and
- Financed Linked Individual Subsidy Programme (FLISP) - for those within the GAP-market to acquire existing properties or to buy a serviced site.

The implementation of housing projects in the Municipality is executed by the Department: Project Management Unit (PMU). The Department: Housing Development hands over projects to the PMU for implementation after obtaining all the required development rights. Projects have to be included in the Housing Pipeline to be implemented (StatsSA, 2011).

Stellenbosch IHSP's vision: "***All income groups in all Stellenbosch settlements live responsibly, in safety and have security of tenure according to municipal capabilities."*** contributes to Stellenbosch MSDF's vision: *"We envisage a municipal area even more special than it is today; a place of natural beauty, rich in the way it preserves and exposes elements of history and culture, its produce from the land, the quality of its institutions, and the mindfulness and innovations of its people.*

The approach followed aligns with the MSDF proposals.

- Align provision of tenure with respecting nature, being resource frugal and growing ecological infrastructure (core capabilities) strategy and secure promulgation (gazette) of IHSP priorities
- Align provision of tenure with economic development
- Provide different tenure options:
  - Serviced sites
  - Social housing (outside restructuring zones)
  - Restructuring Zones
  - High Density (3 story walk-ups)
  - Subsidised Housing (700 in Business Zone)
  - UIS (un-serviced sites)
  - GAP
  - FLISP
- And provide for different and special groups: Military Veterans, Back Yarders, the Elderly, Persons with disabilities, child headed households and persons longest on the waiting list.

Priority Human Settlement Housing Development Areas (PHSHDAs or PHDAs in short) identified by the National Housing Development Agency (NHDA) are areas where the development of residential and community uses is deemed a priority in accordance with municipal IDPs and Provincial SDFs and which cannot be addressed in the current arrangement of existing housing programmes. PHDAs are specifically applicable to certain circumstances of "priority", such as upgrading or redevelopment of precincts for housing to low-income earners in urban areas.

Areas that are referred to as Priority Areas in the IHSP are seen as localities within a municipal area that have been identified and approved by a municipality as being areas where focused efforts should be targeted to achieve local and/or municipal objectives in human settlement development. It is possible that such areas would be included in or coincide with designated PHDAs.

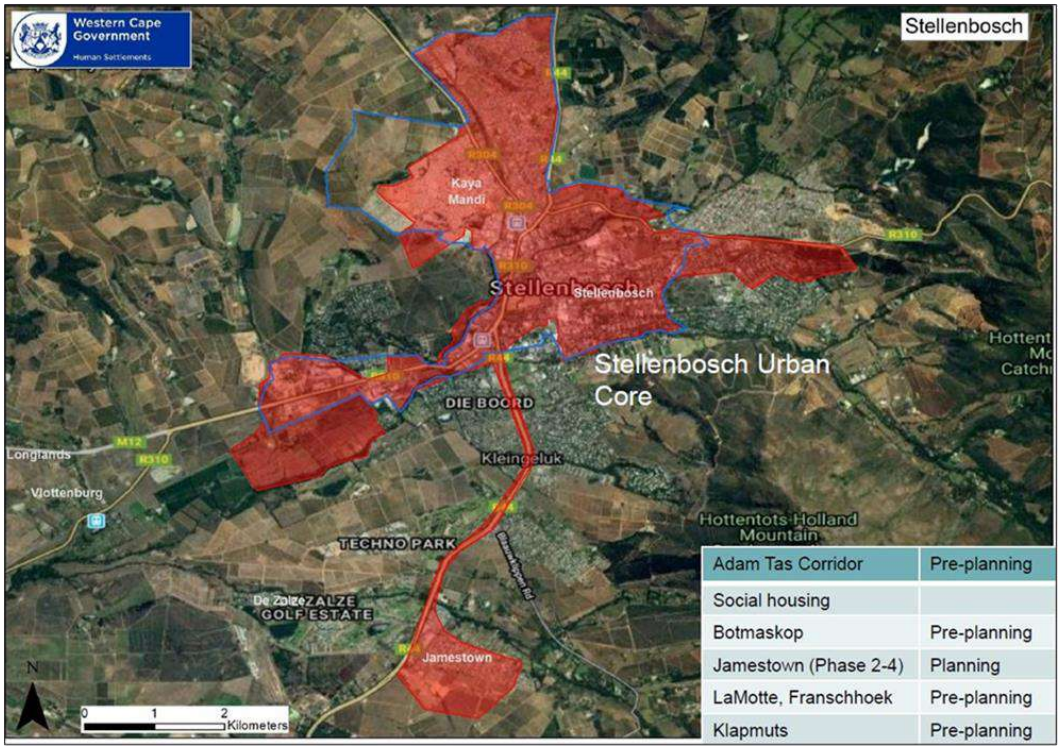


Figure: Priority Human Settlements and Housing Development Areas (PHSHDA)

The "Stellenbosch Urban Core PHSHDA was formally gazette on 15 May 2020 (Government Gazette No. 43316) and consists of the neighbourhoods of Jamestown, Kayamandi and Central Stellenbosch (see figure 1). To date the National Housing Development Agency (NHDA) with assistance from the Provincial Department of Infrastructure have undertaken a Status Quo Analysis in preparation for the drafting of the Stellenbosch PHSHDA Development Plan (Stellenbosch Municipal SDF, 2019).

The Upgrading informal settlements through applying the following broad objectives assist with integration:

- In-situ upgrading of informal settlements;
- Upgrade informal settlements by the provision of basic services;
- Develop emergency housing sites geared to accommodate evictees;
- Undertake demographic surveys of identified informal settlements;
- Facilitate tenure security in informal settlements;
- Manage the provision of services and development programmes to informal settlements.

There are incremental developments in Franschhoek at Langrug and Mooiwater as well as in Stellenbosch at Kayamandi and Cloetesville. These areas are on the housing pipeline to be assisted through the Upgrading of Informal Settlement Programme (UISP) funding model. The UISP creates serviced stands within informal settlements, and beneficiaries must apply for housing construction and transfer of ownership assistance through other housing programmes. There are four phases: Stage 1: UISP initiation, Stage 2: Interim access to share basic services, Feasibility Assessment and Planning and Construction Readiness. Stage 3: Construction of Enhanced Serviced Sites and TRA Facilities. Stage 4: Housing consolidation.

Three spatial transformation priorities should be pursued:

a) Prioritise provision of housing and security of tenure for an additional earmarked target group besides Military Veterans, Back Yarders, the Elderly, Persons with disabilities and child headed households:
    - Those on waiting list for 10 years and more (since 2012 and before): Special projects have to take priority and include infill or redevelopment projects. Such projects have to be fast tracked.
b) Prioritise the formalization of Bosdorpe Meerlust, Maasdorp and La Motte. Where possible the formalization should follow the location of existing structures.
c) Prioritise together with the National Housing Development Agency (NHDA), the transformation of Jonkershoek Bosdorp into a resort with short- and long-term accommodation. Initial beneficiaries and other can either lease long term or exercise a settlement option elsewhere.

Projects to take these priorities forward should be included in the Housing Pipeline and form part of the revision of the Housing Pipeline (Stellenbosch Municipality Housing Pipeline, 2023).

Different spatial transformation strategies including mixed use, integration and restructuring zones, densification and intensification and catalytic projects are applied in larger settlements such as Stellenbosch, Franschhoek and Klapmuts whilst in the smaller settlements limited strategies i.e., mixed use, densification and activity streets are applied. Mixed use is limited and neighbourhood business and amenity nodes. Integration zones were delineated in Stellenbosch and Klapmuts. The land around the intersection of R44, R304 and R310 and towards the CBD of Stellenbosch is earmarked as a restructuring zone. In Stellenbosch, Franschhoek and Klapmuts

densification and intensification are applied in mixed use precincts, restructuring zone and upgrading of informal settlements.

To optimize use of services and amenities, spatial transformation is achieved through:

Densification targets are applied and which are more appropriate in some towns such as Stellenbosch, Franschhoek and Klapmuts whilst the unique character of smaller settlements is being protected. In 2015 the average density in Stellenbosch was 8,17 dwelling units per hectare, with Franschhoek only slightly higher at 10,22 units and Klapmuts falling between these two at 9,94 (densities vary significantly between neighbourhoods within settlements).

The current densities remain below 10du/ha within the urban edge. As for every 1.5ha been built-up there is 1ha of vacant land in the towns of Stellenbosch, Klapmuts and Franschhoek as the overall built-up/ vacant ratio is 5.4:3.5. Yet, almost 70% of all 2019 submitted strategic land-development applications had a peripheral location (i.e., contributing to urban sprawl with associated costs), and even more (89%) of these applications were Greenfields developments.

The split in housing typologies is: dwelling houses (74%), flats (17%), other residential buildings (6%), and townhouses (3%). Hence rezoning (high & medium density) and subdivisions and second dwellings should be promoted and could accommodate back yard dwellers. Overlay zones can be delineated to allow second dwelling units on single residential plots where services capacity is adequate. Guidelines, standards and conditions compliant with different legislation, the MSDF and related policies can form part of an overlay zone. Consideration should be given to the implementation of second service meters and prohibition of a double subsidy to the landowner.

Restructuring and integration of settlement precincts can be achieved through functional integration making use of rezoning and densification and reinforcement (mixed-use) and development located in "within walking distance" (norm: 20 minutes/1 kilometre) to social amenities and business nodes.

Or restructuring of towns can be achieved through socio-economic integration by position social amenities and infrastructure centrally for sharing by various communities, providing a variety of housing types for different income (social gradient) groups and development that facilitate different property values between adjacent areas.


HDA
Legend
Restructuring Zones
Points of interest
Educational Inst
Medical Facilities
Police Stations
High density commercial area
Transport Infrastructure
Highways
Main Roads
Railways
Streets
Admin. Boundaries
Cities /Major Towns
Sub Place
Local Municipality
0 310 620 930
Meters
Stellenbosch NU
Klapmuts
Pniel
Franschhoek
Groot Stellenbosch
Kayamandi
Cloetesville
Idas Valley
Jamestown
Paradyskloof
Die Boord
Stellenbosch
Onder-Papegaaiberg
Pniel Estates
Simondium

Institutions (SHI's) and/or Other Development Agency (ODA's) will be appointed to give effect to the Municipality's social housing programme to generate and operate rental housing stock.

The rental stock or social housing contributes to spatial restructuring by increasing densities and compacting growth thereby ensuring that the poor are not pushed out to marginal locations at the edge of the city.

Well-managed social housing projects have a low internal (to the project) crime rate, and contribute to stabilizing external (to the project) crime-ridden environments, hence its contribution to "revitalization of neighbourhood" initiatives. It provides a sense of belonging and security.

Catalytic projects

Catalyst projects are a combined public and private initiative that are planned and designed to cause a corresponding and complementary development reaction on surrounding properties. The project magnitude stimulates redevelopment of underdeveloped properties or major rehabilitation of underutilized buildings. Adam Tas Corridor comprises the most strategically located 400ha land in Stellenbosch town being the large industrial precinct including Cape Sawmills and Distell. Conceptually, a linear new district within Stellenbosch is envisaged adjacent to and straddling (in places) Adam Tas Road, the R44, and railway line. Overall, development should be mixed, high density and favour access by pedestrians and cyclists (Stellenbosch Municipality, et al., 2021). A central movement system (with an emphasis on public transport and NMT) forms the spine of the area, and is linked to adjacent districts south and west of the corridor. Remote parking facilities and bridging to enable integration across the corridor to access adjacent areas will form part of the intended development (Stellenbosch Municipal SDF, 2019).

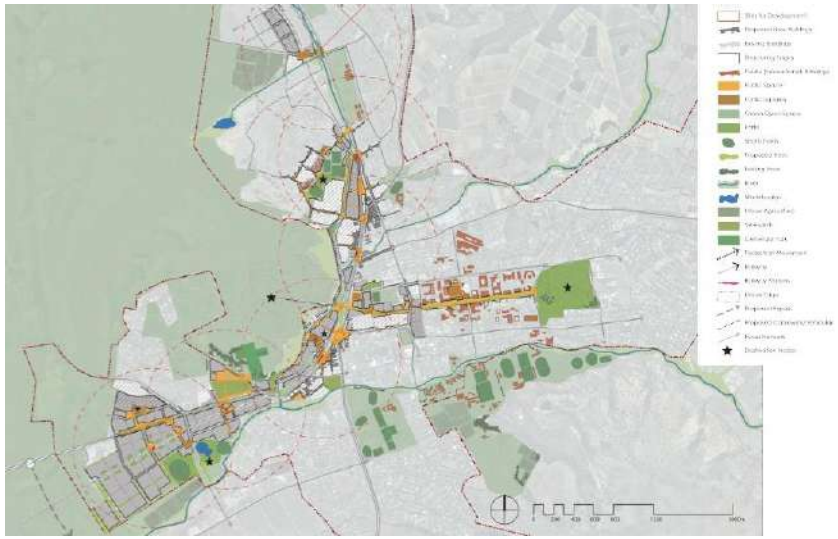
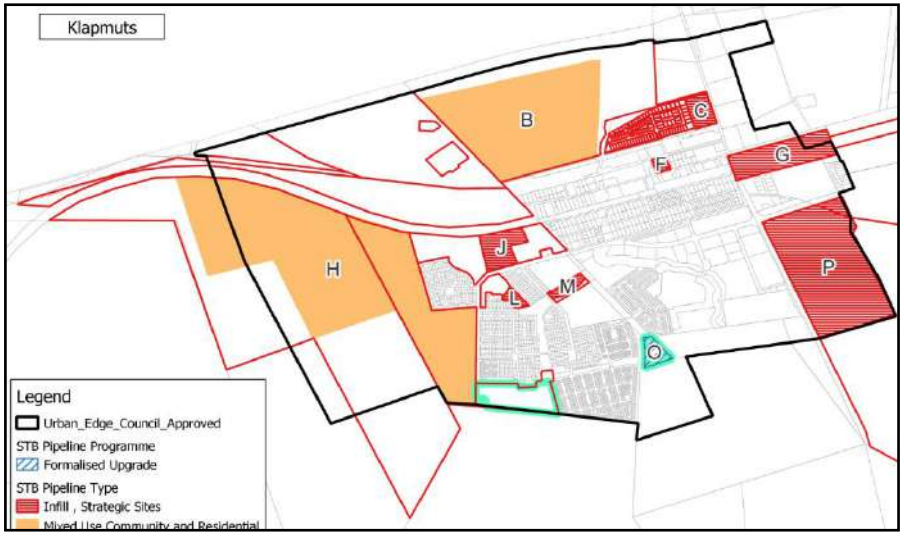


Figure: Catalytic Development, Adam Tas Corridor

The proposed Adam Tas Corridor development, stretching for 5km along the R310 and R44 along the foot of Papegaaiberg from the disused Cape Sawmills site in the west to Kayamandi and Cloetesville in the north, will enhance the western edge and the barrier/ severance effect of the R44 and the railway line. It includes the Steinhoff owned disused Cape Sawmills Sawmill site, the government owned Droë Dyke area, Distell's Adam Tas facility, Oude Libertas, various Remgro property assets, Bosman's Crossing, the rail station, Bergkelder complex, Van der Stel sports complex, the George Blake Road area, and parts of Kayamandi and Cloetesville (Stellenbosch Municipality, et al., 2021). A range of housing types, in the form of apartments should be provided, accommodating different income groups and family types.

At **Klapmuts**, mixed-use development is proposed on Farm 736/RE, located in Drakenstein Municipality. This proposed development in Klapmuts North aims to unlock economic activity with an emphasis on job creation. Whilst in the south, the development of an "innovation precinct" or "smart city" is driven by private sector led institutional arrangements, any significant new residential development has to ensure that housing stock provides for a range of income groups. Land abutting Klapmuts could be considered for settlement development. The anticipated development becomes catalytic of nature as significant change to access and mobility provision is required simultaneously. The improved linkages between Klapmuts North and South, specifically along Groenfontein Road and a possible NMT crossing over the N1 is proposed. The feasibility of changing/ complementing the rail service along the Baden Powell Drive-Adam Tas-R304 corridor to a system providing a more frequent, flexible service better integrated into the urban realm should be explored. Alternatively, a regular bus service should be explored serving the same route. (Stellenbosch Municipal SDF, 2019).



Scheduled projects over 5 years

A schedule of projects type per settlement follows. Most of these projects are earmarked to be executed within the next 5 years, but some runs over a longer period of time.

Types of Housing Instrument	Integrated Residential Development Programme (IRDP) (State subsidies)	Upgrading Informal Settlement Programmes UISP & Emergency Housing	Finance Linked Individual Subsidy Programme (FLISP)	Rental Stock/ Social Housing	Rural or Bosdorp of Water Affairs Housing
Stellenbosch	X	X	X	X	
Franschhoek	X	X	X		
Klapmuts		X			
Jamestown (SS)	X		X		
Jonkershoek (SS)	X		X		X
La Motte (Wiesiesdraai) (FV)	X		X		X
Wemmershoek (FV)					
Koelenhof (R304)	X				X
Vlottenburg (BP)	X				
Kylemore (DV)	X				
Lanquedoc (DV)					X

Provision Linked to a list of funding requirements per financial year

The Housing Pipeline below provides the land assembly and release (Readiness) schedule and planning permission schedule (Sustainability) for identified land parcels for Stellenbosch. Sustainability Criteria scores are generated from completing a Layout Plan Checklist.

Abbreviations: PTRU-Possible Temporary Relocation Units; TE-Township Establishment; LS-Large Scale; LI-Land Invasion; ES-Environmental Sensitivity; SS-Steep Slopes; BEW-Bulk Earth Works; ATC-Adam Tas Corridor; WS-Water Supply; BC-Bulk Capacity; CD-Community Dynamics; DC-Design Concept; CC-Community Challenges; BSP-Bulk Service Provision; UE-Urban Edge; C Coop-Community Cooperation.

	Project Readiness								Project Sustainability			
No.	Land Obtained & Erf/ Ptn No	EIA ROD	Bulk Capacity	Land Use Approvals	DHS Approval	Council Approval	Risks/ Issues	Readi-ness Score	Geotech Conditions	Sustain-ability Criteria	Strategic Alignment	Planning Conditions
29) Idas Valley Erf 9445	Yes	Yes	Yes	Yes	Yes (PIRR)	Yes	C Coop, LI	Current	Suitable		N/A	Yes
31) ISSP Kayamandi Zone O (711)	Yes, Erf 2991	Yes	Yes	Yes	Yes (PIRR)	Yes	LI, C Coop	Current	Suitable		Yes	Yes
33) Watergang Phase 2C	Yes, Erf 3603	Yes	Yes	Yes	Yes	Yes	Cost	Current	TBD		N/A	Yes
2) 3694 Erf 7001 Cloetesville (360) IRDP	Yes, Erf 7001	No	Yes	No	Yes (PID)	Yes	FLISP Beneficiaries	4	Suitable		Yes	Yes
17) La Rochelle Klapmuts (Erf 2183)	Yes, Erf 2183	Yes	Yes	No	No	Yes	Small Scale, LI	4	Suitable		Yes	Small Site
19) 3258 ISSP Kayamandi Centre (1000)	Yes, Various	No	Yes	No	Yes (PID)	Yes	LS, decanting required	4	Suitable		Yes	Yes
21) Erven 1080 – 1112 Kayamandi	Yes, Erven 1080-1112	No	Yes	No	Yes	Yes	CC & possible encroachment	4	Suitable		Yes	TBD
22) Red Bricks Hostels	Yes, Erven 112, 114, 115, 116	No	Yes	No	Yes	Yes	CC & possible encroachment	4	Suitable		TBD	TBD
23) Erven 1123 – 1154 & 1113	Yes	No	Yes	No	Yes	Yes	CC & possible encroachment	4	Suitable		TBD	TBD
24) Erven 513-522, 66, 67, 69 and a Ptn of Erf 523	Yes	No	Yes	No	Yes	Yes	CC & possible encroachment	4	Suitable		TBD	TBD
25) Mpelazwe: Erf RE/288	Yes	No	Yes	No	Yes	Yes	CC & possible encroachment	4	Suitable		TBD	TBD
32) 3259 ISSP Kayamandi Enkanini (1300)	Yes, Various	Yes	Yes	Yes	Yes (PFR)	Yes	LS, Decanting	4	SS, Cost		Yes	Yes

	Project Readiness								Project Sustainability			
No.	Land Obtained & Erf/ Ptn No	EIA ROD	Bulk Capacity	Land Use Approvals	DHS Approval	Council Approval	Risks/ Issues	Readi-ness Score	Geotech Conditions	Sustain-ability Criteria	Strategic Alignment	Planning Conditions
1) 3269 Jamestown Development: Phases 2 – 4	Yes, Ptn RE/527, 3/527 & 7/527	No	TBD	No	Yes (PID)	Yes	LS	3	Suitable		Yes	Yes
4) Northern Extension, Kayamandi	Yes, Various	No	TBD	No	Yes (PID)	Yes	LS, LI	3	Mostly Suitable, SS		Yes	Yes
18) 3256 Franschhoek Langrug (1900)	Yes, Erven 959-1120 and 2901	No	TBD	No	Yes (PID)	Yes	Decanting required	3	Suitable, but SS		Yes	Yes
26) 3460 Meerlust, Franschhoek (200)	Yes, Farm 1006/1	No	TBD	No	Yes (PID)	Yes	Location & Small Scale	3	TBD		Potential TBD	TBD
3) 2053 (20) Erf 64 Kylemore (171) IRDP	No, Erf 64	No	Yes	No	No	Yes	Land not Municipal Owned	2	Suitable		Yes	Yes
5) Erven 412, 217 and 284 Groendal	Yes, Erven 412, 217 & 284	No	TBD	No	No	Yes	TBD	2	TBD		Yes	TBD
12) La Motte Old Forest Station	No, Farm 1339, 1158 &1158/1	No	TBD	No	Yes (PID)	Yes	Land not Municipal Owned	2	Suitable		Yes	Yes
14) Farms 81/2 & 81/9	Yes, Farms 81/2 & 81/9	No	TBD	No	No	Yes	Various	2	Not Suitable		Yes	TBD
20) Maasdorp Village, Franschhoek	No, Farm 1041/3 & 1041/7	Yes	No	No	No	Yes	Cost	2	Suitable		Yes	TBD
6) Ptn of Erf 7271	Yes, Ptn Erf 7271	No	TBD	No	No	Yes	ES, Cost	1	Soil condition & water table adds to cost		Yes	TBD
7) Erven 6300, 6847 & 6886	Yes, Erven 6300, 6847 & 6886	No	TBD	No	No	Yes	ES, Cost	1	Soil condition & water table adds to cost		Yes	TBD
8) Erf 8776	Yes, Erf 8776	No	TBD	No	No	Yes	Cost	1	Soil condition & water table adds to cost		Yes	TBD
9) Erf 6705	Yes, Erf 6705	No	TBD	No	No	Yes	Soil Cond impact costs	1	Soil Cond impact costs		Yes	TBD

	Project Readiness								Project Sustainability			
No.	Land Obtained & Erf/ Ptn No	EIA ROD	Bulk Capacity	Land Use Approvals	DHS Approval	Council Approval	Risks/ Issues	Readiness Score	Geotech Conditions	Sustain-ability Criteria	Strategic Alignment	Planning Conditions
10) Erf 8915	Yes, Erf 8915	No	TBD	No	No	Yes	SS, Poor Soil, insufficient Infrastructure	1	SS		Yes	TBD
11) Erven 6668 & 7181	Yes, Erf 6668 & 7181	No	TBD	No	No	Yes	BEW required	1	Poor Soil, BEW required		Yes	TBD
13) Droë Dyke	No, Ptn Farm RE/284, 183/17, RE Ptn 35 of 183, 283/8, RE/283 & 281	No	No	No	No	Yes	Scale & Dependence on ATC	1	TBD		Yes	Yes
16) Teen-die-Bult Precinct	Yes, Farm 180, Erven 2728, 3481-3486	No	TBD	No	No	No	Construction on top of existing units	1	TBC		Yes	TBD
28) Erf 3229 Mooiwater, Franschhoek TRA	Yes	No	Yes	Yes	Yes	Yes	Decanting, invasion	1	Suitable		Not indicated	Yes
15) Lapland Precinct	No, Erven 2149, 6590, 2608, 2609, 6659 & 9106	No	TBD	No	No	Yes	Relocation of prison, construction on top of existing units	0	TBC		Yes	TBD
27) Jonkershoek	No, Various	No	No	No	No	Yes	Conservation status, BSP Constraints	0	TBD		Potential TBD	TBD
30) The Steps and Orlean Lounge	N/A	N/A	Yes	N/A	N/A	Yes	C Coop, Decanting	N/A	Suitable		Yes	N/A

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LIST OF ABBREVIATIONS

Abbreviation	Definition
AADD	Average Annual Daily Demand
ATC	Adam Tas Corridor
BC	Bulk Capacity
BEW	Bulk Earth Works
BL	Backlog
BNG	Breaking New Ground
BP	Baden Powell
BSP	Bulk Service Provision
CBD	Central Business District
CC	Community Challenges
CD	Community Dynamics
CH	Civic Hall
CM	Community Markets
CPI	Consumer Price Index
CR	Clean Rivers
CRR	Community Residential Rehabilitation
CoCT	City of Cape Town
CV	Cloetesville
DC	Design Concept
DD	Droë Dyke
DHS	Department of Human Settlements
DORA	Division of Revenue Act Allocations
DPW&I	Department of Public Works and Infrastructure
DV	Devon Valley
DW	Drinking Water
EC	Eastern Cape
EC	Elderly Centre
ECD	Early Childhood Development
EE	Emergency Exits
EHP	Emergency Housing Programme
EIA	Environmental Impact Assessment
EPWP	Expanded Public Works Programme
ES	Environmental Sensitivity
EWP	Eco and Water Park
FLISP	Financed Linked Individual Subsidy Programme
FU	Formalising and Upgrading of Existing Settlements
FV	Franschhoek Valley
GAP	Affordable Housing
GDP	Gross Domestic Product
GP	Gym Park
HB	Historic Buildings
HR	Hall of Remembrance
HS	Human Settlement
HS	High School
HSDG	Human Settlement Development Grant
IHSP	Human Settlement Plan
IDP	Integrated Development Plan
IF	Infill Projects
IO	Improve Operations
IS	Implementation Stage
IRDP	Integrated Residential Development Programme
ISSP	Informal Settlement Support Programme
ISUPG	Informal Settlements Upgrading Partnership Grant
ITN	Integrated Transport Network

IUDF	Integrated Urban Development Framework
IV	Idas Valley
IZS	Integrated Zoning Scheme
JV	Jonkershoek Valley
KM	Kayamandi
LDA	Land Development Agency
LED	Local Economic Development Plan
LI	Land Invasion
LM	La Motte
LS	Large Scale
LSDF	Local Spatial Development Framework
MSDF/ SDF	Municipal Spatial Development Framework
MTREF	Medium Term Revenue and Expenditure Framework
MU	Mixed Use
MVA	Megavolt-amperes
NDHS	National Department of Human Settlements
NDP	National Development Plan
NHDA	National Housing Development Agency
NMT	Non-Motorized Transport
NSDF	National Spatial Development Framework
OAH	Old Age Homes
ODA	Other Development Agency
PC	Pedestrian Crossing
PDoI	Provincial Department of Infrastructure
PHDA	Priority Housing Development Areas
PHSHDA	Priority Human Settlement Housing Development Areas
PID	Project Initiation Document
PIRR	Project Implementation Readiness Report

PL	Pipeline
PMO	Project Management Office
PMU	Project Management Unit
PP	Projects in Pre-Planning
PP	Play Park
PFR	Project Feasibility Report
PRV	Pressure-Reducing Valve Maintenance and Zone
PS	Provincial Strategy
PS	Primary School
PSDF	Provincial Spatial Development Framework
PT	Public Transport
PTRU	Provincial Resource Unit
PTRU	Possible Temporary Relocation Units
RC	Recreation Clinic
RMP	Roads Master Plan
ROD	Record of Decision
RR	Refuse Removal
RSA	Republic of South Africa
SA	South Africa
SANS	South African National Building Standards
SB	Stellenbosch
SC	Senior Citizens
SDBIP	Service Delivery and Budget Implementation Plan
SDG	Settlement Development Grant
SDP	Site Development Plan
SEW	Sewerage
SFA	Strategic Focus Areas
SG	Surveyor General

SG	Sports ground
SH	Social Housing
SHI	Social Housing Institute
SL	Serviced Land
SM	Stellenbosch Municipality
SP	Somerset Plain
SP	Swimming Pool
SPLUMA	Spatial Planning Land Use Management Act
SPP	Special Presidential Package
SRA	Special Rating Areas
SS	Stellenbosch Surroundings
SS	Secondary School
SW	Storm Water
SWOT	Strengths, Weaknesses, Opportunities and Threats
TBC	To Be Confirmed
TBD	To Be Determined
TE	Township Establishment

TR	Taxi Rank
TRA	Temporary Relocation Area
TWD	Total Water Demand
UAW	Unaccounted for Water
UDS	Urban Development Strategy
UE	Urban Edge
UGR	Upgrade Required
UIS	Unserviced Sites
UISP	Upgrading Informal Settlement Programme
USDG	Urban Settlement Development Grant
WCG	Western Cape Government
WS	Water Supply
WTP	Water Treatment Plant
WWTP	Waste Water Treatment Plant
ZL	Zoned Land

Human Settlement Planning & Development Context

Chapters 1 - 5

1 Human Settlement Planning & Development Context

Stellenbosch Municipality settlement making approach is

(i) Align provision of tenure with respecting nature, being resource frugal and growing ecological infrastructure (Good governance, compliance, Green Sustainable Valley).
(ii) Provision of tenure is aligned with economic drivers and development (Valley of Possibility).
(iii) Provision of tenure include different tenure options and cater for different and special groups. (Dignified Living)
(iv) Provision of tenure secure place identity (Safe Valley).

1.1 IHSP Legal and Policy Frameworks

The following national, provincial and local laws and frameworks apply to the Supply-side of this mandate:

Stellenbosch IHSP Strategy	***Provision of tenure informed by Big Picture strategy (corporate capabilities)***
Social Housing Act	Defines functions of spheres of government, specifically municipalities.
Housing Act	Local government functions – securing land, infrastructure and services.
Municipal Systems Act	Requires forward planning: IDP & Sector plans – IHSP.
Municipal Finance Act	Requires budget for human settlement making – implement projects.
SPLUMA (2013)	Good administration: Sector Inputs & Integrated development Approach I Efficiency: Optimise existing Resources & Infrastructure.
IDP (2017-2022) (Strategic Focus Areas - SFA)	SFA 5: Good Governance & Compliance: Balance between nonpaying and paying households. All resources are harnessed sustainably.

Table 1: HS supply legislation and frameworks

Concerning the Need and Demand side of the Mandate the following international, national, provincial and local laws and policies apply to Stellenbosch human settlement planning and strategies (Stellenbosch Municipality, 2017):

Stellenbosch IHSP Strategy Acts & Policies	***Provision of tenure include different tenure options and cater for different and special groups.***	***Provision of tenure is aligned with economic drivers & development.***
SDGs 2016	Sustainable Cities & Communities.	Reduce inequality.
RSA Constitution	Citizen's right to housing.	
SPLUMA (2013)	Spatial Justice: Improve Access to Land; Security of Tenure. Resilience: Protect Communities against impact of Economic & Environmental Shock.	Spatial Sustainability: Develop in Sustainable Locations; Equitable Land Markets.
BNG (2004):	Promoting ownership; Accelerate housing delivery.	Housing delivery through integrated sustainable human settlements.
NDP (2011)	Improving Infrastructure.	Inclusive and integrated rural economy; Reversing spatial effects of apartheid; Building safer communities.
IUDF (2016)	Efficient land governance & management.	Integrated urban planning - sustainable human settlements.
Living Cape (2017)	Housing and land.	Social and economic services; Networked infrastructure; Communities and social fabric.
PSDF	***PS3***: Land uses to regenerate and revitalize settlements; Functional integration and mixed uses. ***PS5***: Align Housing delivery with Integration and Social Housing Restructuring Zones.	***PS1*****:** Smart growth & enhance the sense of place: efficient use of land, contain urban sprawl, prioritise infill, intensification and redevelopment in settlements.
IDP (2017-2022) (Strategic Focus Areas - SFA)	SFA 4: Dignified Living: Whole spectrum of government subsidized housing; Same quality of service for all; All and poor access quality basic services.	SFA 1: Valley of Possibility: Safe, healthy, livable and sustainable communities and neighbourhoods; Increase access to urban amenities, work, schools, clinics, parks, etc.
MSDF (2017 2022) Policies	Strategy 4: Clarify and respect the different roles and potentials of settlements in SM and maintain the identity of each.	Strategy 5: Ensure a balance approach to transport in SM that appropriately serves regional mobility needs and local level accessibility improvements.

Table 2: HS need and demand legislation and frameworks

The detail of the legal mandate of municipalities is outlined in the section to follow

1.2 Legal Mandate of the Municipality

According to the ***Local Government Municipal Finance Act, Act 56 of 2003,*** national and provincial governments must support local municipalities, providing necessary funding commitments and information to plan ahead. Similarly, municipalities' mandate to spend money on capital projects is permissible only if:

- The money for the project has been appropriated in the capital budget;
- The project has been approved by Council and;
- The sources of funding have been considered, are available and have not been committed for other purposes.

The Act requires a prudent budget and fiscal management from municipalities. Thus, National Treasury monitors municipal budget compliance i.e., revenue collection, borrowing and expenditure.

The above legislation results in channelling the funding for human settlement making from the national government via the provincial government to municipalities. Municipalities implement the various projects to affect the constitutional right of South African citizens and to give effect to the Social Housing Act, Act 107 of 1997. The Social Housing Act allocates the following functions to the different levels of government (Republic of South Africa, 2008):

Levels:	Functions:
National Government	▪ Create & uphold an enabling environment & institutional capacity. ▪ Fund the Regulatory Authority & determine norms & standards. ▪ Institute and fund social housing: capital & institutional grants.
Provincial Government	▪ Protection of customers. ▪ Facilitate sustainability & mediate conflict. ▪ Monitor projects, administer grants & social housing programme.
Local Government	▪ Facilitate social housing delivery. ▪ Encourage development of new, upgrade existing or convert existing non-residential stock. ▪ Provide access to land, buildings, infrastructure and services. ▪ Identify restructuring zones and allow social housing institutions to acquire stock managed according to performance agreements.
Communities	Asset management: ▪ Responsible ownership incl. payment of levies and taxes. ▪ Home maintenance (own resources). ▪ Home improvements (own resources). ▪ Succession.

Table 3: Spheres of Government: Settlement Making Responsibilities

The Provincial Department of Infrastructure (PDoI) must ensure that delivery targets are met and grant funds are spent in accordance with national and provincial policy. Funds are only released to municipalities on receipt of funding applications consistent with funding conditions and included in the municipal IDP and IHSP and Housing Pipeline spanning over ten years reflected in five-year periods. Municipal Housing Pipeline is an integral component of the PDoI' Business Plan.

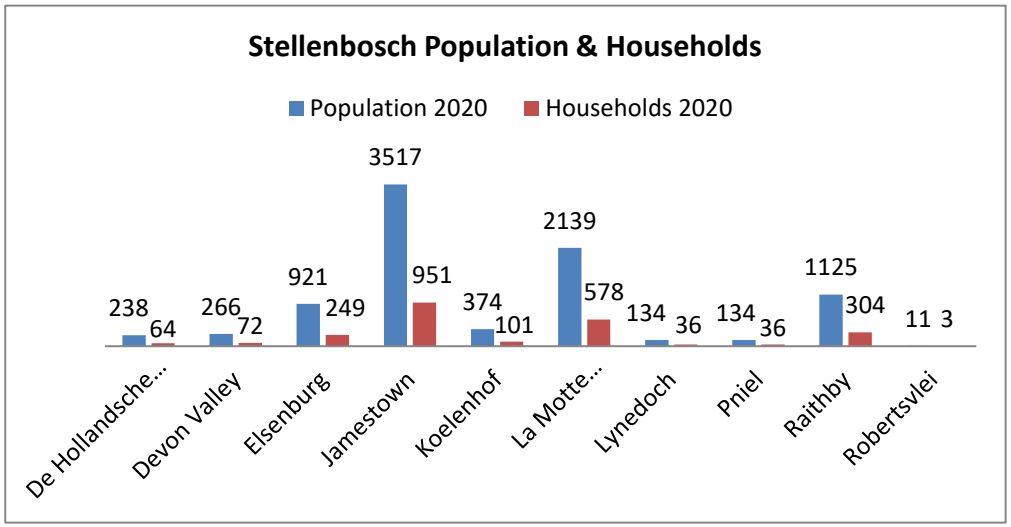
The IHSP sets out the requirements that individual projects still need to fulfil to be project ready to qualify for funding. Projects that are ready or near ready are included in the municipal Housing Pipeline which are reviewed annually to effectively articulate the Municipality project list, targets and budget allocations towards fulfilling the housing demand and ensures that Provincial Department of Infrastructure requirements for funding can be met.

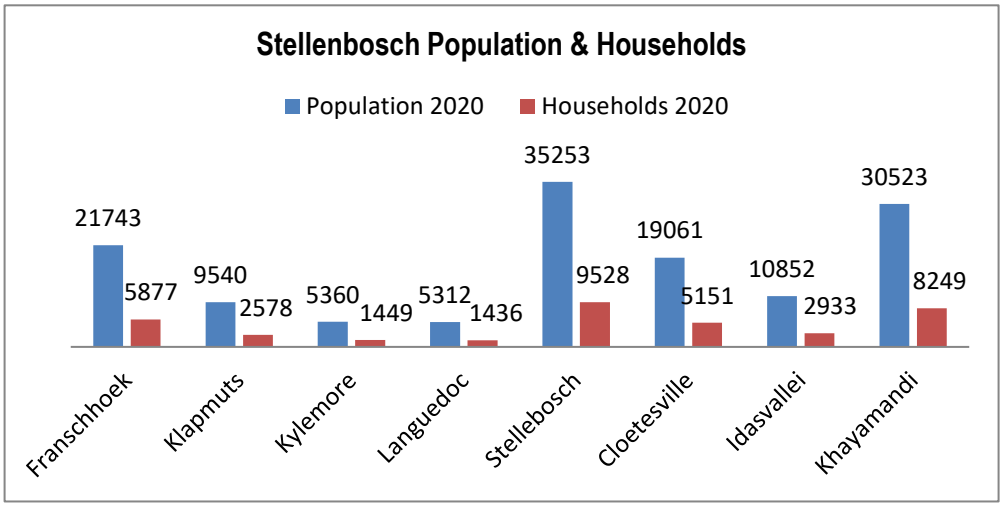
The 5-year ***Stellenbosch Integrated Development Plan, 5th generation (2022 – 2027)*** includes the municipal wide strategy, priorities, financial implications and implementation thereof (Stellenbosch Municipality, 2017). It reflects and guides the delivery of its all-encompassing development strategy including settlement making and delivery of housing.

2 Demographic Assessment

2.1 Need: Current Stellenbosch population and per settlement

Current population

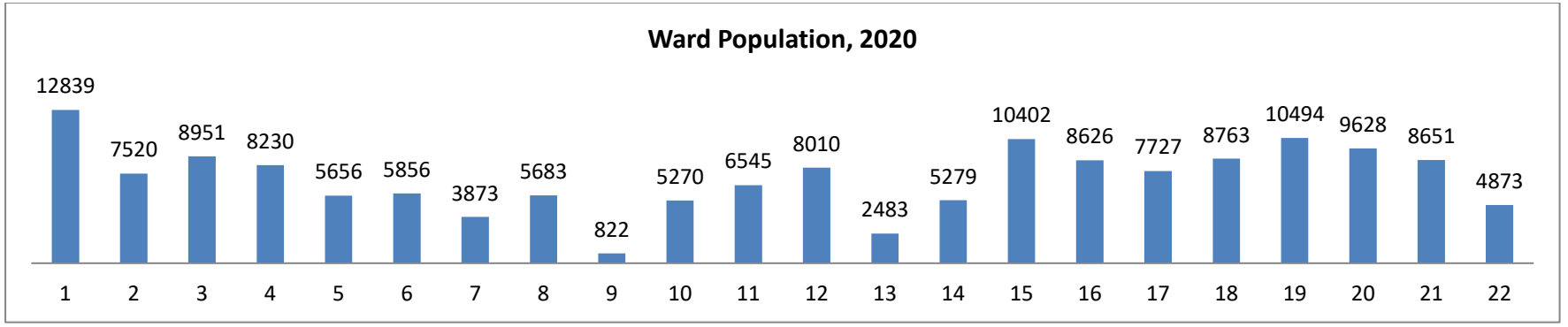




Graph 1: Stellenbosch Population & Households, 2020

The population in 2020 was estimated at 192 879 people as per the Stellenbosch Socio-Economic Profile 2020 and in 2011 there was 155 733 actual people as per Stats SA (StatsSA, 2011).

Current (2020) households (see graph below): In 2019, there are 49 332 actual households and in 2020, 52 261 estimated households according to the population growth over the same period with an average household size of 3.7 people. In 2011 and 2001 there were 43 420 (47 130 as per Census 2011 mapped on Wazimap https://wazimap.co.za) and 29 023 households respectively with an average household size of 3.3 (StatsSA, 2011).



Graph 2: Population per Ward - 2020

2011 Population

A total number of 43 420 households were living in the municipal area in 2011. Out of the total population of 155 733 people, 119 291 (76,6%) lived in urban areas while 36 442 (23,4%) resided in rural areas. (StatsSA, 2011). The community profile of Stellenbosch, (including population total and growth rate from Stats SA 2001, Stats SA 2011 & Stellenbosch Socio-Economic Profile 2020) is tabulated below:

		2011	2020
Population 2011 I 2020	Total Population	155 733	192 879
	Population Growth Rate	2.65%	2.71%
	15-64 years of age	87 631 (72.3%)	
Households 2011 I 2020	Number of Households	43 420	49 332
	Average Household Size	3.3	3.7
	Female-Headed Households	(34.6%)	
	Housing Owned / Paying off	(35.6%)	
	Formal Dwellings	(75.1%)	(73.4%)

Table 4: Stellenbosch Population and Households 2011 (Source: StatsSA, 2011)

Historic population growth rates:

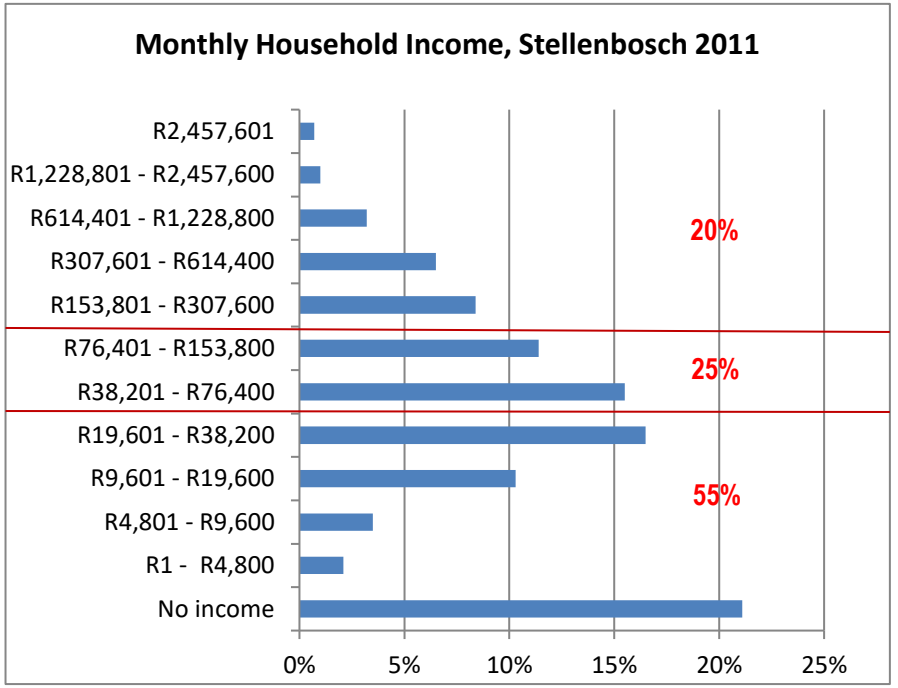
The growth rate from 2011 to 2020 was 2.65% over the nine-year period. Applying the same growth rate until 2031, the population would increase from 155 733 in 2011 to 251376. The Stellenbosch population increased by 23.8% from 155 733 residents in 2011 to 192879 residents in 2020, an average annual growth of 2.71% for those nine years.

The highest growth rates are estimated (not evident) in wards 12, 13, 14, 15, (Kayamandi) with 7.33%, 2 (Groendal, Langrug) with 8.2% and 18 (Klapmuts) with 7.72% of which all are urban-based.

2.2 Need: Estimated future population-based on established population growth rate segmented by household income profile

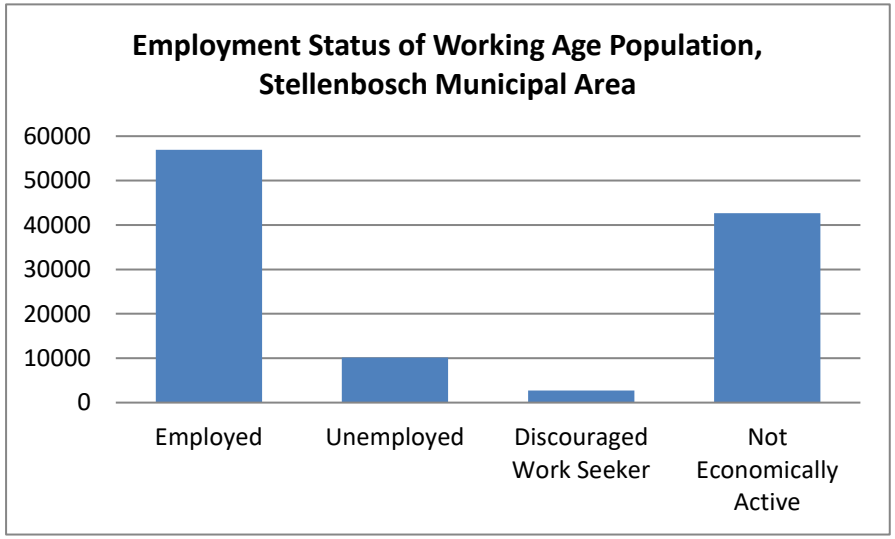
Income (Socio-Economic Assessment)

According to StatsSA, 2011 more than half (49.8% or 24 226) of the households within the municipal area earned R3 500 and less per month and qualify for subsidized housing and indigent services provision.



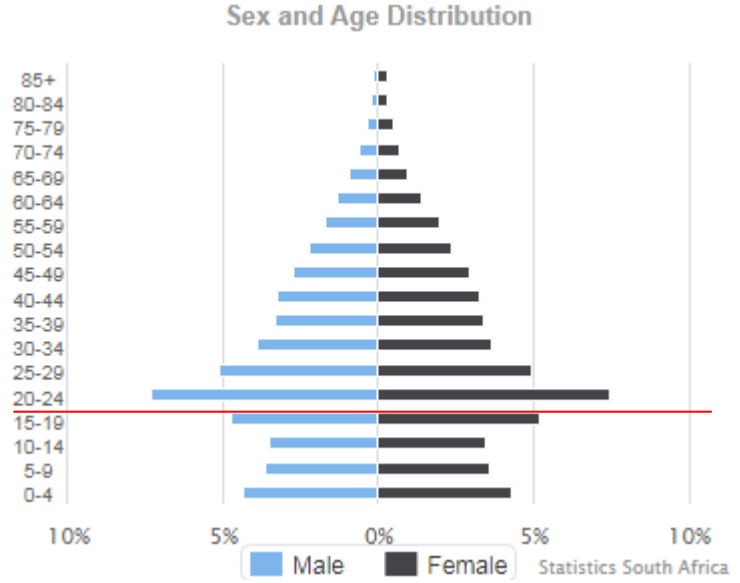
Graph 3: Monthly Household Income, Stellenbosch (StatsSA 2011)

More than half (51%) of the working-age (15 -64) Stellenbosch population are employed, 39% are not economically active while 9% are unemployed and 2% are discouraged work-seekers. The unemployment rate is 15.2% according to StatsSA, 2011 and the youth unemployment rate is 21.5%.



Graph 4: Stellenbosch Municipal Area, Employment Status of Working Age Population (StatsSA 2011)

Future population-based on marriageable-age population growth trends: The figure to follow provides a bird's eye view of the marriageable-age population and as a result the indicative population growth in Stellenbosch settlements for the longer term (fifteen years). These internal growth rates highlight that Kayamandi, Klapmuts and Langrug most likely will experience an increase in population. Note that more than a third (34.6%) of the households in Stellenbosch is female-headed households (StatsSA, 2011).



3 Human Settlement Status Assessment

3.1 Urban Settlements

The Stellenbosch municipal area has 3 main and several smaller settlements (Stellenbosch Municipal SDF, 2019):

- Major towns (incl. Stellenbosch, Klapmuts, and Franschhoek).
- Small settlements in Franschhoek Valley (incl. La Motte and Wemmershoek).
- Small settlements in the Dwarsrivier Valley (incl. Groot Drakenstein, Pniël, Lanquedoc, Johannesdal, and Kylemore).
- Small settlements along the R304 (incl. Muldersvlei and Koelenhof).
- Small settlements along Baden Powell Drive (incl. Vlottenburg, Lynedoch, and Spier).
- Raithby.

Settlement identity and economy

The economy of the Stellenbosch municipal area is diversified with the four main sectors contributing to the economy being manufacturing, financial and property services, agriculture and wholesale and retail trailed by Government services as the fifth biggest contributor.

Each settlement has a role, an economic base and locational advantages:

Settlement	Identity	Economy	Locational Advantage
Stellenbosch (incl. Cloetesville, Idas Valley, Kayamandi)	A historic and University town with a strong commerce sector and an array of social amenities.	Education and private social amenities.	Within Eerste River Valley, drives tourism & agriculture. Primary Settlement. Regional Service and Tourism Centre. Place of residence.
Franschhoek	A historic settlement serving as Tourism and Culture centre.	Tourism and Wine production.	Within pristine Franschhoek valley drives tourism. Primary settlement. Secondary service centre, Place of residence.
Klapmuts	Residential settlement to become a potential regional logistics/ warehousing/ manufacturing hub.	Manufacturing, logistics & ware-housing & residential opportunity.	At intersection with N1 and regional north/ south movement routes. Primary settlement. Place of residence.
Stellenbosch Surroundings			
Jamestown	Residential settlement & historic strawberry farming.	Place of residence.	Within a pristine valley amidst the vineyards.
Jonkershoek	Forestry settlement.	Agriculture, Forestry & Conservation.	Within a pristine valley.
Devon Valley	Winelands bliss.	Winelands.	Within a productive agricultural valley.
Franschhoek Valley			
La Motte (Wiesiesdraai)	Forestry & Water Affairs Settlement.	Rural node and settlement.	Easily accessible but removed from R45.
Robertsvlei	Agricultural valley.	Rural Node.	Entrance to La Motte, Valley and Berg River Dam.
Wemmershoek	Water Affairs Settlement.	Rural Settlement.	Gateway to Franschhoek Valley, at confluence of Berg & Franschhoek rivers & R45/ R303 intersection.
Settlement along R304			
Elsenburg	Institute of Learning & Research.	Education.	Just of R44 and accessible from N1 and R304.

Settlement	Identity	Economy	Locational Advantage
Koelenhof	Rural Hamlet.	Residential.	R304/ M23 Intersection.
Muldervlei	Former Railway station.	Agriculture.	Access to N1, Old Paarl Road and R304.
Settlements along Baden Powell			
Lynedoch	Sustainability & rural settlement.	Agriculture.	Abutting the R310, Access to N2.
Vlottenburg	Rural agricultural processing node at railway station.	Wine production.	On the R310 and railway line.
Spier	Wine farming.	Wine production & Tourism.	Abutting the R310.
Settlements in Dwarsrivier Valley			
Johannesdal & Pniël	Tourism Destinations & Cultural Centres.	Agriculture.	Along a mountain pass in Pristine Dwarsrivier Valley.
Kylemore			
Lanquedoc	Farm Worker village.	Agriculture.	Pristine Dwarsrivier.
Grt Drakenstein	Wine growing area.	Agriculture.	Adjacent to Drakenstein.
Settlement on Somerset Plain			
Raithby	Rural settlement retains 19th century Mission Town structure.	Rural residential & small scale intensive agri-cultivation (strawberries).	At the foot of Helderberg Mountains. Intersects with Winery Road which provides access to Old Main Road and the R44.

Table 5: Role, economic base and locational advantage of Stellenbosch Settlements (Source: Stellenbosch MSDF 2019)

Towns with regional roles and locational advantages, i.e., Stellenbosch, and Klapmuts, have the highest potential for future growth and to sustain such growth. Whilst Franschhoek has a regional role and locational advantage, the potential for future growth and to sustain such growth is contained. As such towns are according to national and provincial policy ideal for subsidised housing developments, Kylemore has absorbed the surplus housing need of Franschhoek. According to the above table, Stellenbosch and Klapmuts, should be priority settlements for future settlement development and in particular subsidized housing.

Settlement Growth Potential

The Western Cape Growth Potential Study of Towns in the Western Cape (2014) identified Stellenbosch as having a very high growth potential and identified Pniël/ Kylemore as having high growth potential.

Key: L= Low, M= Medium, H=High, VH=Very High	Human Capital	Economic	Physical or Natural	Infra-structure	Institutional	Combined
Stellenbosch/ Jamestown (W5-17, 22/ 21)	VH/H	VH/VH	M/M	VH/VH	M/VH	**VH**
Franschhoek (W1 & 2)	VH/L	VH/M	M/VH	VH/H	M/M	**M**
Klapmuts (W18)	VH/L	VH/M	M/H	VH/VH	M/L	**M**
Pniël/ Kylmore (W4)	VH/M	VH/M	M/VH	VH/VH	M/M	**H**

Table 6: Stellenbosch Municipality: Growth potential per settlement

The above table provides the scores for Stellenbosch settlements with the exception of settlements in Ward 3 (Wemmershoek, Lanquedoc, Meerlust) and 20 (Vlottenburg, Raithby, Lynedoch, Eikendal, Faure) that are not assessed in the Growth Potential Study (Western Cape Province, 2014).

The Study considered five indices which among others include:

- ***Human Capital Index***: level of education, income and employment.
- ***Economic Index****:* average per capita income, change in economic diversity, Gross Value Added and number of businesses per person.
- ***Physical Index***: rainfall, presence of groundwater, grazing capacity and growth in area cultivated.
- ***Infrastructure Index***: access to municipal services and transport.
- ***Institutional Index****:* the innovative potential of a settlement (Western Cape Province, 2014).

The above ratings correlate with the regional roles and locational advantages and confirm Stellenbosch including Jamestown have very high growth potential score. Pniël/Kylemore and Franschhoek are confirmed as Tourism Destinations and Culture Centres and have high and medium growth potential scores respectively. Klapmuts is confirmed as economic hub and have medium growth potential.

Number and spatial distribution of residential units

According to the approved MSDF, 2019 the current ratio of built-up versus vacant land within the urban edge in the towns of Stellenbosch, Klapmuts and Franschhoek is 5.4:3.5. For every 1ha of vacant land there is just slightly more than 1.5ha been built up.

The density of different topologies of residential units per Stellenbosch settlement is tabulated below (Stellenbosch Municipal SDF, 2019):

Town	Low			Medium			High		
V = Vacant; D = Developed	Total	D	V	Total	D	V	Total	D	V
Franschhoek									
Klapmuts									
Stellenbosch Surroundings									
Jamestown									
Jonkershoek									
Devon Valley									
Franschhoek Valley									
La Motte (Wiesiesdraai)									
Robertsvlei									
Wemmershoek									
Settlement along R304									
Koelenhof									
Muldervlei									
Settlements along Baden Powell									
Lynedoch									
Vlottenburg									
Spier									
Dwarsrivier Valley Settlements									
Johannesdal									
Pniël									
Kylemore									
Lanquedoc									
Groot Drakenstein									
Somerset Plain Settlement									
Raithby									

Table 7: Distribution of Residential Typologies

The Spatial distribution of Stellenbosch settlements is illustrated in the figures below.

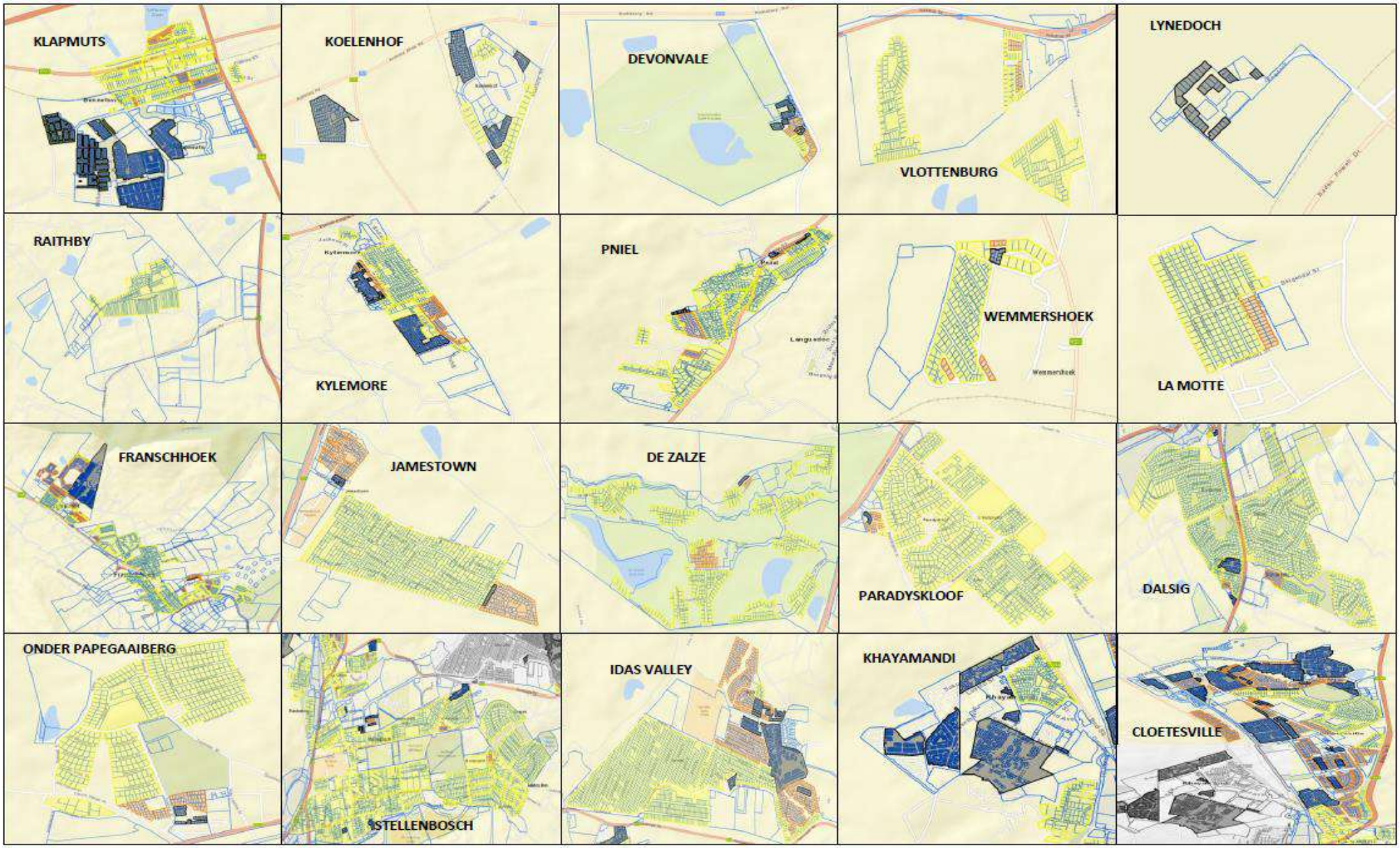


Figure 1: Stellenbosch settlements' Density maps

Regional, Neighbouring Municipal and Rural Trends and Developments

Regional developments that do and will impact on the role of Stellenbosch settlements and their growth potential are:

a) Adam Tas Corridor (ATC).
b) Development of Klapmuts.
c) Alternative rail service along Baden Powel – Adam Tas – R304.
d) the upgrade of the R45 (linking the Winelands to the N2).

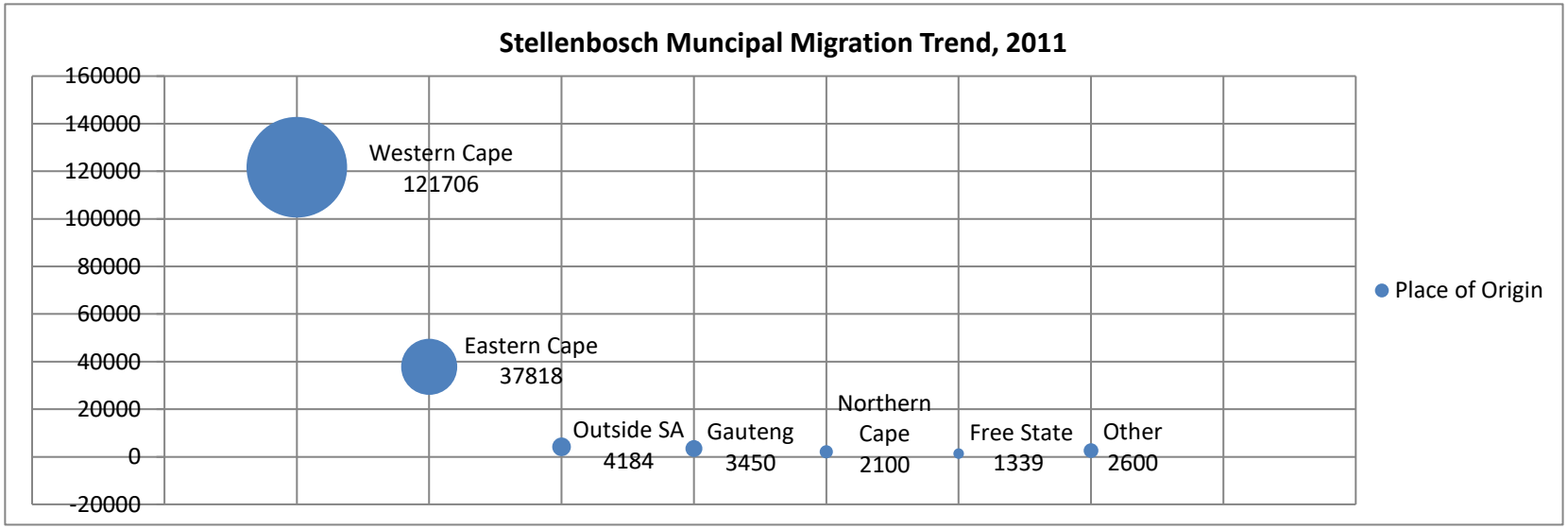
These developments and neighbouring municipal trends cause migration. On average 70% of the population of Stellenbosch Municipality are from the Western Cape, 22% originate from Eastern Cape and 4% from Gauteng, Northern Cape and Free State whilst 2% of the population are from outside South Africa.

The majority of inhabitants from other provinces have settled in Franschhoek, Kayamandi and Klapmuts.

There are 2 805 agricultural households in rural Stellenbosch (StatsSA, 2011) representing 6.5% of the total Stellenbosch households.

Despite the majority of farms practising intensive agricultural cultivation, the migration trends of agricultural households urbanising are likely low since most farmworkers urbanised since the early 2000s. Jamestown, Klapmuts and La Motte/ Langrug/ Groendal/ Kylemore are the preferred settlements for farmworkers to relocate.

Other rural households in the primary economic sector originating from the 'Bosdorpe' migrate to these former settlements. Hence there is a need for settlements such as Maasdorp, Meerlust and Jonkershoek to be formalised. Surrounding municipalities i.e., Cape Metropole (WC 70%, EC 19%) has a high migration rate unlike Drakenstein (WC 89%, EC 7%), Breëde Valley and Overberg (WC 77%, EC 15%), which may result in Stellenbosch absorbing some of those households. Stellenbosch, in particular, is a place of periphery living as an alternative to settling in Cape Town.



Graph 5: Migration trends, Stellenbosch Municipal Area, 2011

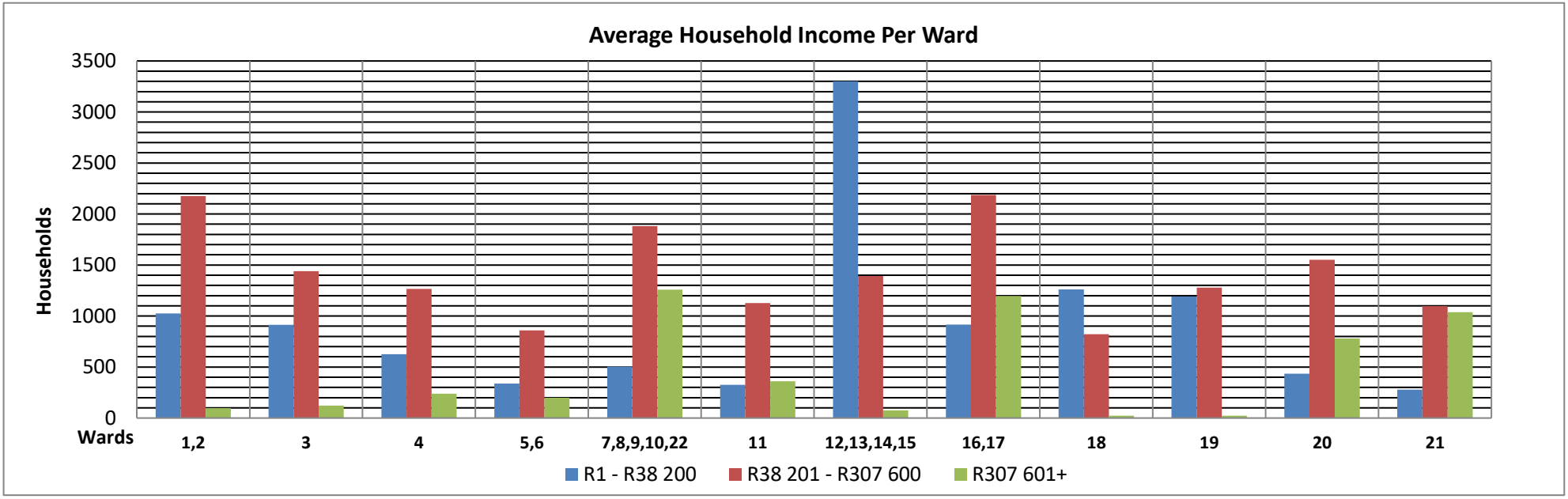
IDP Settlement Needs (per Ward)

Prioritising needs in each ward, resulted in the following settlement making related needs as per the table to follow and include broadly different housing typologies, basic services, ownership, recreational facilities, educational facilities, facilities for the elderly, a clinic, improved mobility – motorised and non-motorised and safety and security (Stellenbosch Municipality, 2017)

Ward	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Towns	Franchhoek	La Motte	Lanquedoc	Kylemore	Idas Valley		Stellenbosch					Kayamandi				Cloetesville		Klapmuts	Koelenhof	Raithby	Jamestown	Bo - Dalsig
Need																						
Housing	1	2	3	4	5						11		13	14	15	16	17	18	19	20	21	
Backyard Dwellers	1			4									13	14				18				
Farmworkers																			19			
Senior Citizens Centre												12										
Old age Home													13	14								
Basic Services			3			6					11	12		14				18				22
Title		2																				
Invasions											11											
Zoned business land		2																				
Services for informal markets					5																	
Recreational Facilities		2				6				10 (ug)						16			19	20	21	22
Swimming pool			3									12	13	14	15							
Multipurpose Centres																						
School																		18				
High School																			19			
Crèches												12									21	
Clinic																			19	20		
Initiation Site													13									
Cemetery																		18				

Household Income trends

Household income determines the house typology and programme and housing category: Only Wards 5 & 6 (Idas Valley) and 18 (Klapmuts) have fewer than 1 000 households earning an income that qualify for GAP housing. Wards 1 & 2 (Franschhoek and Franschhoek Valley, and 16 & 17 (Cloetesville) have more than 2 000 households earning an income that qualify for GAP housing. Wards 7, 8, 9, 10 & 22 (Stellenbosch) and Ward 20 (Lyndoch, Vlottenburg and Spier) have more than 1 500 households earning an income that qualify for GAP housing. Wards 12, 13, 14 & 15 (Kayamandi) have more than 3 000 households with an income qualifying for fully subsidized housing, whilst ward 18 (Klapmuts) and ward 19 (Koelenhof and Muldersvlei) and 1 & 2 (Franschhoek & Franschhoek Valley) have all a 1 000 and more households that qualifies for fully subsidized housing. Ward 3 (Lanquedoc and Groot Drakenstein) and Wards 16 & 17 (Cloetesville) have slightly less than a 1 000 households that qualifies for fully subsidized housing (StatsSA, 2011).



Graph 6: Housing funding model per Stellenbosch Wards, 2011

3.2 Informal Settlements: Assessment & Categorization

Besides informal settlements at Kayamandi and Langrug, overcrowding and informal structures are present in Stellenbosch settlements. The table below sets out the distribution of households accommodated in non-primary dwellings i.e., secondary to the main dwelling unit / alternative forms of accommodation/ informal structures per ward within the Stellenbosch Municipal area.

Ward	Informal dwelling	Backyard dwelling	Total	Backlog%
Stellenbosch	Kayamandi (Wards 12, 13, 14 & 15)	Kayamandi (Wards 13, 14)	2087/ 7035	11.6% of total (29.7% of 39.2%)
Stellenbosch	Cloetesville, Smartie Town	Cloetesville, Idas Valley, Jamestown	7035	39.2%
Franschhoek	Ward 1, Langrug	Ward 1, Langrug	1113	6%
Klapmuts	Ward 18	Ward 18	936	5%
Kylemore		Ward 4		
Total			4 136	17 965

Table 8: Non-Primary/ Alternative Forms of Accommodation per Ward

About 17% of all households in the municipal area are living in informal informal structures. A recent count of informal structures in three **informal settlements precincts**, Enkanini and Zone O in Kayamandi and Langrug, established an increase in numbers since 2011 equivalent to a 5% annual growth rate. In other words, the combined number of informal structures in informal settlements in the municipal area, increased from nearly seven thousand (6 950 in 2011 to nine thousand (8 800) in 2016 (StatsSA, 2016).



Figure 2: Enkanini

Beside informal precincts, there are households living in **informal backyard structures** in[4] Mooiwater, Franschhoek, Kylemore, Old location, Zone I, O and M in Kayamandi, Cloetesville and Klapmuts. A recent survey estimated that 5,6% (or 2 439 units) of all dwellings in the municipal area are informal informal structures in backyards. About 77% of the households living in these informal structures are indigent and have a monthly income of less than R3 500 (2011). In addition, there is also the possibility of **overcrowding** because many households living in backyard structures consist of five or more persons per household. In Franschhoek, informal structures in backyards constitute about 11% of all dwellings in the town. Backyard structures are informal

[4]Ward 1 - Franschhoek, Ward 4 - Kylemore, Ward 13 - Old location, Ward 14 - Zone I, O and M in Kayamandi, Ward 16 - Cloetesville

accommodation that is secondary to the main dwelling on the property, however it is unlikely they are connected to services.
Subsidized housing is required in[5] Langrug and La Motte, Wemmershoek, Lanquedoc and Meerlust, Jonkershoek and Old Location, Zones I, O, M, Hostels and Flats, Kayamandi.

Upgrading of municipal flats was identified for Cloetesville.

Settlements in need of Social Housing are Franschhoek and Mooiwater and settlements in need of Housing for Senior Citizens are Old Location, Zones I, O, M Kayamandi.

GAP or Affordable Housing is needed in Mooiwater, Franschhoek, Landida in Idas Valley, Cloetesville, Along Adam Tas, Klapmuts and Jamestown, whilst Medium Density housing is required in Mooiwater and Cloetesville.

Land for development is required in Wards 4, 5, 11, 16 & 20 and land that is serviced in Wards 2 and 16 (StatsSA, 2016).

3.3 Inhabitants in Temporary Residence

From time to time the need arises to accommodate people living in the Stellenbosch that became displaced or households who are settled in areas at risk. To accommodate such people, serviced land is required to accommodate Langrug and Smartie Town, Cloetesville. Langrug as Temporary Relocation Area (TRA) is earmarked to being upgraded and relocation of informal structures will be limited to where the slope is too steep to allow development or at Mooiwater where structures are at risk of flooding being built by a freshwater dam. Smartie Town will be relocated to Ward 17, which is still part of Cloetesville. Thus, Stellenbosch Municipality does not have an official Temporary Relocation Area, but rather have incremental developments. These areas are on the housing pipeline to be assisted through the UISP funding model. Temporary Relocation Area (TRA) should be formalized in Kayamandi North (to be determined) and Klapmuts (proposed immediately south or west of Klapmuts).

Alternatively, allow for a percentage of land earmarked for service sites in each pipeline, to become available as Temporary Relocation Area. This approach could negate dedicated Temporary Relocation Areas within the municipality becoming a permanent home to some inhabitants.

3.4 Settlements: Agri Villages and Bosdorpe

3.4.1 Workers in Agriculture

As individuals residing on farms represent likely a 5% of the waiting list, the approach for providing subsidised housing with the support of farmers (private sector) should be pursued. The same approach should be followed for providing housing for retired or retiring farm workers. Simonsig have been identified to establish agri-villages, whilst Elsenburg is an example of an established agri-village (StatsSA, 2016).

3.4.2 Workers in Forestry or Water Management

Workers involved in Forestry or in Water Management and of a particular income category, are in need of housing too. Hence the formalization of settlements such as Maasdorp, Meerlust & La Motte is examples of rural settlements that vested to accommodate government workers and former

[5]Ward 2 - Langrug and La Motte, Ward 3 - Wemmershoek, Lanquedoc and Meerlust, Ward 5 - Jonkershoek and Ward 13 - Old Location, Ward 14 - Zones I, O, M, Ward 15 - Hostels and Flats, Kayamandi, Ward 16 & 17 – Cloetesville, Ward 19 – Elsenburg, Ward 11 – Adam Tas, Ward 18 – Klapmuts, Ward 21 – Jamestown, Ward 1 – Mooiwater and Ward 17 - Cloetesville

government workers. Provision of housing in these settlements should be limited to workers that can proof their employment history. Whilst Jonkershoek are in the same category, its conservation worthiness pre-empt settlement making and those who rights have vested need to be provided of alternative accommodation or long-term lease.

3.5 Current projects

The following settlements projects are being implemented:

	Settlement	Type
1	Erf 3229 Mooiwater	Subsidized
2	Idas Valley	Subsidized
3	The Steps and Orlean Lounge, Cloetesville	Rectification
4	ISSP Kayamandi Zone O (711)	UISP

Table 9: Current projects

A list of projects (Pipeline) over the next 3 years follows being part of the PDoI approved and gazetted 2023/2024 HSDG and ISUPG Business Plan.

3.6 Land identified for Mixed Use, Greenfields & Brownfields

The following social housing and formalising and upgrading of existing settlements projects are at preplanning stage. Once the feasibility studies are completed and the terms of reference advertised, a development agency has to be appointed to implement the projects.

	Social Housing	
1	Farms 81/2 and 81/9, Kayamandi	Brownfields
2	Lapland Precinct, Stellenbosch	Brownfields
3	Teen-die-Bult Precinct, Stellenbosch	Brownfields
	Formalising and Upgrading of Existing Settlements	
1	Erf 2183 Klapmuts, La Rochelle	Brownfields
2	Langrug, Franschhoek	Greenfields
3	Enkanini Informal Settlement	Brownfields
4	Kayamandi Centre	Brownfields
5	Maasdorp Village, Franschhoek	Brownfields
6	Five housing projects in Kayamandi	Town Establish
7	3460 Meerlust, Franschhoek (200)	Brownfields
8	Jonkershoek	Brownfields

Table 10: Social housing and formalising and upgrading of existing settlements Projects

The following projects are either at Preplanning and or Planning stage. Preplanning is the inception stage where land was identified, feasbility studies have been conducted and SDPs may have been completed. During Planning stage land use applications are considered and land use approval has been optained. There are thirteen (13) projects in this stage (Stellenbosch Municipality Housing Pipeline, 2023).

	Preplanning and / or Planning	
1	Erf 7001 Stellenbosch, Cloetesville (“Soek-mekaar”)	Brown
2	Jamestown Development: Phase 2 & 3	Green
3	Northern Extension, Kayamandi	Green
4	Erf 64 Kylemore	Brown & Green
5	Erven 412, 217 and 284 Groendal, Franschhoek	Brown
6	Portion of Erf 7271 Cloetesville, Stellenbosch	Brown
7	Erven 6300, 6847, 6886 Cloetesville, Stellenbosch	Brown
8	Erf 8776 Cloetesville, Stellenbosch	Brown
9	Erf 6705 Cloetesville, Stellenbosch	Brown
10	La Motte Old Forest Station	Brown
11	Droë Dyke	Green
12	Jamestown Development: Phase 4	Green

Table 11: Project in planning or pre-planning phase

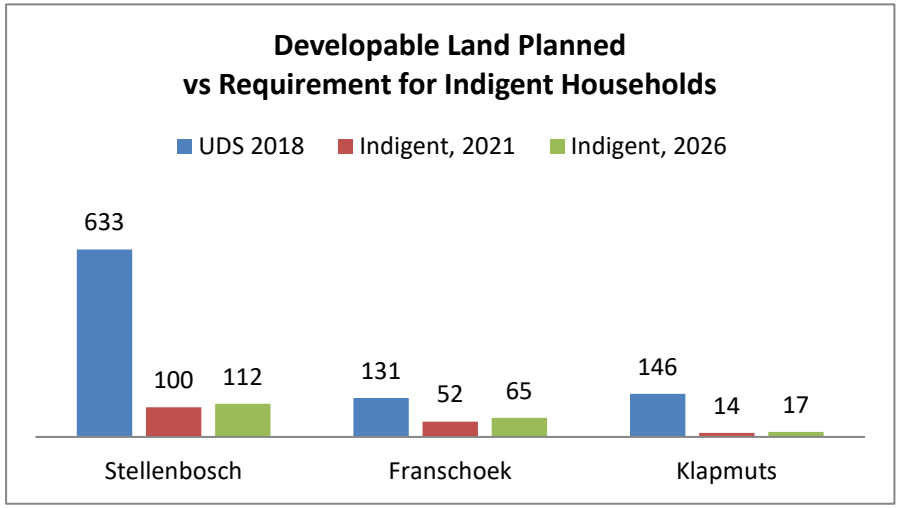
Most mixed-use zones are Brownfields developments. Catalytic projects such as Adam Tas corridor is a mixture of both and Kayamandi Northern Extension is a Greenfields development.

3 YEAR DELIVERY PLAN 20 January 2023 Business Plan 2023/24 - 2025/26 HSDG & ISUPG	PROGRAMME	2023/2024			2024/2025			2025/2026		
Average Site Cost (R'000)	60	SITES SERVICED	HOUSES BUILT	FUNDING R '000	SITES SERVICED	HOUSES BUILT	FUNDING R '000	SITES SERVICED	HOUSES BUILT	FUNDING R '000
Average Unit cost (R'000)	158									
Stellenbosch		**178**	**110**	**R41 046**	**468**	**68**	**R44 249**	**5000**	**300**	**R77 400**
Kayamandi Watergang Northern Extension (2000)	**IRDP**			0	100	0	6 000	100	100	21 800
Vlottenburg Longlands (106 incr to 144) IRDP	**IRDP**									
ISSP Kayamandi Zone 0 (711)	**ISUPG**		110	17 380		68	10 744		100	15 800
Stellenbosch Jamestown Phase 2 - 4 (1016) IRDP					100	0	6 000	100	100	21 800
Stellenbosch Droë Dyke (1000 - TOD)	**IRDP**			1 400			3 425			
Cloetesville (380) FLISP	**IRDP**			1 300				100	0	6 000
Kylemore (600)	**IRDP**			833			2 000			
La Motte Forest Station (442)	**IRDP**			1 500				100	0	6 000
ISSP Kayamandi Town Centre (1000) UISP	**ISUPG**	0		0	100		6 000	100		6 000
ISSP Kayamandi Zone 0 (711) UISP	**IRDP**	178		13 350	168		10 080	0		0
Klapmuts La Rochelle (109)	**ISUPG**			283						
Langrug Franschhoek Mooiwater (236)	**ISUPG**	0		5 000						

Table 12: Stellenbosch housing pipeline 2023 – 2026, Summary (Stellenbosch Municipality Housing Pipeline, 2023)

3.7 Land Asset Register and mapping

The graph to follow summarises the extent of land required for residential development in the indigent category in 2021 and by 2026 according to the provision of land planned in the Stellenbosch MSDF in the three major settlements for the next 20 years. (Stellenbosch Municipal SDF, 2019).



Graph 7: Developable Land vs. Land required for Indigent Households

The land belonging to Stellenbosch municipality and in particular the vacant land should be added to the mapping of land earmarked for housing once the vacant land study has been completed. A vacant land study has been initiated by Stellenbosch municipality in 2021.

3.8 Human Settlement sustainable SWOT assessment

The SWOT analysis will assess the socio-economic aspects, environment, municipal infrastructure, finance and administration to establish the strengths, weaknesses, opportunities and threats that Stellenbosch as a region has to ensure access to decent shelter.

Environmental SWOT

Stellenbosch is privileged to have extensive Nature Reserves and conservation areas. Strong focus is on maintaining these reserves and curb settlement expansion posing a threat to conservation areas. Linking these assets to be part of the open space system of settlements enhances the attraction of Stellenbosch settlements to inhabitants and tourists. However, this asset is threatened by climate change and urbanization that change the micro-climate, as per the matrix below.

Opportunities	Threats
▪ World economy: tourism. ▪ World nature conservation initiatives.	▪ Climate change. ▪ Urbanization & Poverty. ▪ Agricultural production.
Strengths	**Weaknesses**
▪ Water Sources/ Courses. ▪ Mountain and Valley conservation belt.	▪ Agricultural cultivation expansion. ▪ Decline of Forests. ▪ Pollution of water courses.

Box 1: Environmental SWOT analysis

Socio-economic SWOT

The box below provides an overview of the socio-economic Strengths, Weaknesses, Opportunities and Threats:

Opportunities	Threats
▪ Access value chains (Cape Town). ▪ Education & Research (University of Stellenbosch & College). ▪ World economy.	▪ Economic globalization. ▪ Exporting scarce resources. ▪ Climate change. ▪ Urbanization & poverty. ▪ Intermittent service (due to protests & land invasions).

Strengths	Weaknesses
▪ Settlements: Growth towns – service centres. • Highest economic contributors to Employment & GDP: Finance & business services, Wholesale & catering & accommodation and Manufacturing. • Export Economy.	▪ Land demand and shelter: Housing. ▪ Low levels of income & unemployment. ▪ School drop-outs. ▪ Lack of infill development and cost of services (Almost 70% of land-development applications had a peripheral location and 89% are Greenfields developments).

Box 2: Socio-economic SWOT analysis

In the approved MSDF, 2019 and updated MSDF, 2023 the following zoned land trends have been observed:

- The office development market in the municipal area has been relatively flat over the five years up to 2019 compared to the highs of 2005-2010.
- The retail property development market in the municipal area is highly sporadic in nature with several spikes in building activity interspersed with short- to medium-term troughs.
- Trends in the industrial property development market in the municipal area are hard to discern, with some years showing a substantial spike in building activity compared to previous years and other years showing very little (or no) building activity.

The settlements of Stellenbosch and Klapmuts are in need of commercial and industrial zoned land over and above what has been provided for in the approved Stellenbosch MSDF 2019. Franschhoek does have a similar need. (Stellenbosch Municipal SDF, 2019).

According to the principles driving the IDP, the location of residential developments would have to be within walking distance of economic opportunities. The proximity of commercial and industrial zoned land is determined by applying a 200m radius. The need for commercial and industrial zoned land has been considered both the Kayamandi Northern Extension and in the Adam Tas Corridor, located in the west of Stellenbosch. Commercial land is included in both development proposal north and south between of Klapmuts. Commercial land is well-spread in Franschhoek and strategic off-site locations should be considered to address the need for industrial land. (Stellenbosch Municipality, 2017).

Franschhoek, Stellenbosch and Klapmuts have informal trading zones and sites:

- The informal trading site zones in Stellenbosch are distributed and located across the CBD, Idas Valley, Cloetesville and Kayamandi and along the R45.
- In Klapmuts there are existing sites (at traffic light intersection and along R45 and Merchant Street) and some proposed sites.
- In Franschhoek there are several existing sites (CBD) and new sites proposed in Groendal and Mooiwater.

New sites are proposed in Jamestown, Kylemore, Pniël and Vlottenburg. These informal trading zones are either located within the business area and along activity streets or along higher order roads.

The need for rural land uses enhancing economic development is magnified by the spheres of influence of the Cape Metropole and being located in the Winelands District. The proposed Adam Tas and Kayamandi Northern Extension and development proposed in Klapmuts being located along the N1, should bring about some Economic Agglomeration and capitalises on Stellenbosch's locational advantage as a place of innovation (With finance, insurance, real estate and business services contributing 21.6%) and a place

of beauty (Whole sale and retail trade, catering and accommodation contributing 20.7%). and manufacturing (contributing 16.4%).

Municipal Infrastructure SWOT

The need for water resource and infrastructure is very high in Franschhoek, Stellenbosch and Klapmuts. The need for sewerage infrastructure in Stellenbosch is at capacity. Electricity volumes are overloaded at Kayamandi, Stellenbosch and upgrades are required as is upgrades required to unlock the catalytic projects planned at Adam Tas. (Stellenbosch Municipality, 2019) (Stellenbosch Municipality WMP, 2019).

Infrastructure Status Quo in settlements										
Ward	**1**	**2**	**2**	**3**	**4**	**4**	**5-6**	**7-11**	**12-15**	**16-17**
	Fh	LM	Wh	Lq	J/ P	Ky	IV	St	Ka	Cl
Elect									IS	
Water	IS			IS	IS	IS	IS	IS	IS	IS
SEW				C	C	C	C	C	C	C
Comb				H	H	H	H	H	VH	H
Ward	**18**	**19**	**19**	**19**	**20**	**20**	**20**	**20**	**21**	**22**
	Kl	Eb	Ko	Mu	Ld	Vb	Sp	R	Ja	B/D
Elect										
Water	IS		IS					IS		
SEW			Nc	Nc				A		
Comb										
A – Adequate (Sufficient, spare capacity), C – At capacity, no spare capacity, IS – insufficient/ overload, UGR – upgrade require; N – new gear/ storage required, Nc – non compliant e.g. – Septic Tanks, H – High, VH – Very High										

Table 13: Stellenbosch Infrastructure Status Quo

The following threats, strengths and weaknesses related to infrastructure were identified.

Opportunities ▪ World class NMT & Public Transport system.	**Threats** ▪ Expensive potable water.
Strengths ▪ Infrastructure/ Roads (R45).	**Weaknesses** ▪ Upgrade of infrastructure - future development. ▪ Housing backlog (11 618 in 2016; 17 847 in 2036). ▪ Low levels of income & dependency on Municipal support.

Box 3: Infrastructure SWOT analysis

Municipal Finance SWOT

Stellenbosch Municipality has excellent spending and collection abilities as per IDP. The municipality has obtained a clean audit for the 20/21 financial year and was rated sustainable during the annual Municipal Financial Sustainability Index ratings by Ratings Africa. The financial profile, a part of the Municipal Financial Sustainability Index considered the operating performance, liquidity management, debt governance and budget position of the Municipality. Stellenbosch Municipality is thus able to deliver housing to those in need of shelter. (Stellenbosch Municipality, 2017).

Social Amenities (Public facilities) are classed according to hierarchical categories (higher, middle, lower-order and mobile facilities) depending on the size of the area that they serve and according to the function that they serve. There are five to six broad functions: education, health, recreation, culture, administration /civic and social. For the same purpose Stellenbosch settlements are classified according to their populations ('000):

- 100 000 – 350 000 Large towns/ regional service centres
- 60 000 – 100 000 small to medium towns/ regional service centres
- 25 – 60 isolated regional service centres: Stellenbosch.
- 5 – 25villages.
- ≤5 remote villages.

There appears to be an adequate number of facilities within reach of the majority of households to meet the educational and health care needs of SM, but challenges relate to operational and household affordability as well as the capacity of these facilities (e.g., overcrowded schools in poorer neighbourhoods).

Accordingly, the table below outline the amenities that are lacking as identified by the community instead of a norm assessment of amenities. Of note is that amenities are mainly required in the bigger settlements.

Ward needs related to amenities																								
Ward	**1**	**2**	**2**	**3**	**4**	**4**	**5**	**6**	**7-11**	**12-15**	**13**	**14**	**15**	**16-17**	**18**	**19**	**19**	**19**	**20**	**20**	**20**	**20**	**21**	**22**
	Fh	Lm	Wh	Lq	J/ p	Ky	IV		S	Ka				Cl	Kl	Eb	Ko	Mv	Ld	Vb	Sp	R	Ja	B/D
Edu.										ECD	OAH, CH, HR				HS PS				LL				C	
Culture									HB		CH								C					
Civic							IO									Cl,M C - U								
Social		ZL – b					S-U, CM Links			CE					EC									
Recre.	GP -M	EWP					SP	U-Nb Fb TC, RF		SP	SP, RC	SP	SP	PPs		Rec C			SG				PP	PP& GP- U
C – Clinic; CE – centre for elderly, CM – community markets, CH – Civic Hall, EC – educational centre, EWP – Eco and water park, Fb – Football, GP – Gym park, HB – Historic buildings, HR – Hall of Remembrance, HS – High School, PS – Primary School, IO – Improve operations, Nb– Netball, Rb – Rugby, RC – Recreation Clinic, OAH – Old Age Home; SG – Sportsground, S- Stalls, SP – Swimming Pool; PP(s) – Play park(s), T – Tennis, ZL – Zoned land: b - business, F – Field, U – Upgrade, M – Maintain, M – Mobile																								

Table 14: : Social Amenities required in Stellenbosch Settlements

In addition, the RSEP (Regional Socio-Economics Projects) programme assists to address the need for social amenities. Hence the development of an outdoor gym and playpark in Cloetesville and the formalisation of the taxi rank, paved pedestrian pathways and 15 LED market stalls in the Kayamandi/Stellenbosch integration zone (Kayamandi Gateway Taxi Rank project).Co-funding for further detailed planning of the Adam Tas Corridor (ATC) has also been made available by the RSEP programme.

Public and Mass private transport is limited whilst more than half (60%) of households in Stellenbosch do not have access to a car. Approximately 12% of all traffic within the Stellenbosch Municipality area is buses and mini-bus taxis compared to CoCT with approximately 36% public and mass transport usage. There are 28 scholar bus contracts within the Municipality, transporting up to 4 263 scholars. According to the Transport Register there are 43 routes operated by mini-bus taxis. Currently, 114 mini-bus taxis are in use and 157 operating licences have been issued. Scheduled passenger trains in the Stellenbosch area stop at seven stations including Lynedoch, Spier, Vlottenburg, and Stellenbosch town, Koelenhof, Muldersvlei and Klapmuts. The Franschhoek line which, is no longer in operation Franschhoek, had stops at La Motte and Wemmershoek.

The majority (95%) of all NMT trips within the Stellenbosch town are made by low-income residents. (Stellenbosch Municipality, 2017).

Municipal Admin SWOT

The IDP fulfils the planning stage of performance management while performance management fulfils the implementation, management, monitoring and evaluation of the IDP process to realise the developmental role of local government.

The Stellenbosch Municipal budget attaches money to the IDP objectives and this is monitored through the service delivery and budget implementation plan (SDBIP). The budget makes the implementation of the IDP possible and the IDP provides the strategic direction for the budget.

Risk Management is a systematic process to identify, evaluate and address risks on a continuous basis before such risks can impact negatively on the service delivery capacity of the Stellenbosch Municipality. When properly executed risk management provides reasonable assurance that the institution will be successful in achieving its goals and objectives. In the Stellenbosch Municipality, risk management is fully integrated with the IDP having the following risk reduction strategies and links to the strategic outcomes:

- Provide an advocacy platform for all through the Municipal Advisory Forum.
- Provide innovate thinking to achieve goals.
- Develop community participation programmes.
- Develop multi-disciplinary relationships.
- Veld fires, shack fires and floods are posing the highest risk.

(Stellenbosch Municipality, 2017).

3.9 Institutions involved in housing delivery (different market sectors)

Subsidized housing is delivered by securing the services of an implementation agent whilst private housing for first time homeowners is delivered by the private sector. There is not as yet an implementation agent delivering GAP housing whilst the National Housing Development Agency (NHDA) facilitates the provision and management of rental stock.

3.10 SWOT assessment summary

Stellenbosch is an enabling region as it holds opportunities to grow its economy driven by agricultural and conservation diversification, intensification and innovation. The availability of land to provide for tenure and shelter is a Strength. Whilst protecting the character of place of some settlements, opportunity to recreate character and redistribute densities to support economic agglomeration and economic mobility exists. Being part of the export value chain (agriculture and tourism), having access to good schools, a university and several recreation and sports amenities are adding to the Opportunities.

Threats include land invasions at Langrug Franschhoek, Jonkershoek and Ward 12, Kayamandi and most settlements being burdened with informal housing and back yard dwellers. Weakness of rural settlements such as La Motte, Wemmershoek and Lanquedoc included access to value chains and location. Catalytic projects like Adam Tas and Klapmuts will bring about the upgrading of infrastructure that is require

Ward	1	2	2	3	4	4	5-6	7-11	12-15	16-17	18	19	19	19	20	20	20	20	21	22
	Fh	LM	Wh	Lq	J/ P	Ky	IV-Jo	St	Ka	Cl	Kl	Eb	Ko	Mu	Ld	Vb	Sp	R	Ja	B/D
Road Infrastructure				W								W								
Access Value Chains (Domestic)		W	W	W								W								
Economic Contribution (GDP & employment), Export scarce resources/ world economy	S				S		S	S	S	S	S	S	S				S		S	S
Growth Potential	O				O	O	O	O	O	O	O									
Need for Indus land & informal trading spaces											O									
Agri Diversity: Intensive, Extensive, Conservation	O	O	O, C	O, C	O, C	O, C	I				O, E, C	O, E, C	O, C	O, E, C	O, E, C	O, C	O, C	O	O, C	
Regulate spatial distribution, Mix Use (MU)	O						O	O	O	O	O						O		O	O
Land & Housing Demand & Informal Housing	T	T		O		O	O	O	O	O	O	O							O	
Migration vs Most Stable	T								T		T									
Low income: Unemployment/ Indigent	T						T		T	T	T									
Urbanization & Poverty, Dependency on subsidies, Current Projects	T					T	T			T	T									
Informal (Inf), Back Yarders (BY), Temporary Relocation Area (TRA)	T, Inf	T, BY		T, BY		T, BY		T, BY, Inf	T, BY	T, BY	T, BY	T, BY	T, BY	T, BY	T, BY	T, BY			T, BY	
Education: University, crèches / School dropouts, lack of crèches	S					S	S	S	S	S	S								S	S
Recreation & Community Amenities	O					O	S	S	S	S	O								O	S
Upgrade Infrastructure / Potable water	O					O	O	O	O	O	O								O	O
Water Sources / Courses / Climate change	O	O	O	O	O	O	O	O	O	O	O	O						O	O	O
Land Cover/ Mountains	O	O	O	O	O	O	O	O	O	O	O	O							O	O
World Nature conservation Initiatives	O	O	O	O	O	O	O	O	O	O	O	O						O	O	O

S – Strength, O – Opportunity, W – Weakness, T – Threat, I – Intensive, E – Extensive, C – Conservative, Inf – Informal, BY – Back Yarders, TRA – Temporary Relocation Area

Table 15: Key Stellenbosch Human Settlement Strengths, Opportunities, Weaknesses and Threats

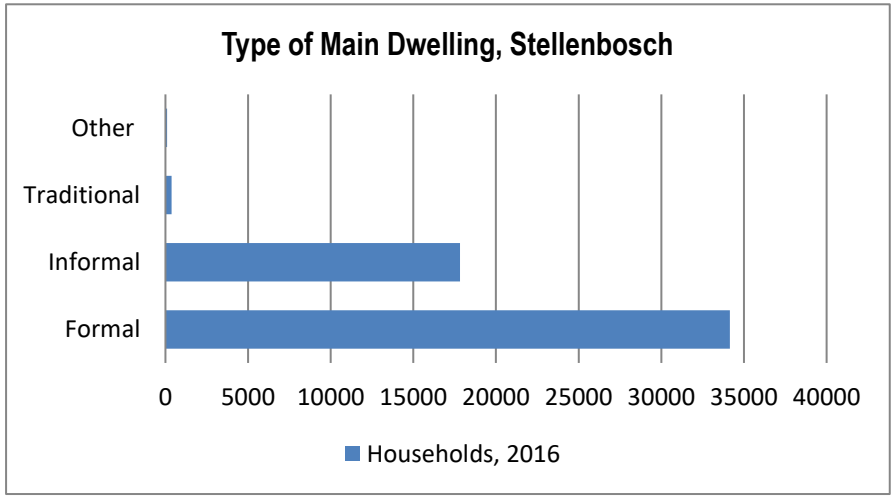
4 Municipal-Specific Housing Demand

Formal and Informal dwelling structures

The majority of households in SM currently reside in formal dwellings (65,1%) whilst 34,9% of the households resided either in informal (17 829), traditional (366), and "other" (107) dwellings in 2016. (Stellenbosch Municipality Housing Pipeline, 2023) (Stellenbosch Municipal SDF, 2019).

The annual average household growth rate between 2011 and 2016 was 0,9% or 1 791 households per annum. With only an additional 1 447 formal dwellings recorded over this period, the number of households informally housed has increased faster than the provision of formal dwellings. The proportion of formal households declined from 75,1% to 65,1% over this period.

Being unable to cope with rate of household growth and the percentage of formal households declining from 75.1% to 65.1% from 2011 to 2016 and beyond, stays a threat.



Graph 8: Dwelling types, 2001 and 2011 (StatsSA, Ward Data 2001 and 2011)

Only Wards 5 & 6 (Idas Valley) and 18 (Klapmuts) have fewer than 1 000 households earning an income that qualify for GAP housing. Wards 7, 8, 9, 10 & 22 (Stellenbosch & Brandwag/ Bo-Dalsig) and Ward 20 (Lyndoch, Vlottenburg, Spier & Raithby) have more than 1 500 households earning an income that qualify for GAP housing. Wards 1 & 2 (Franschhoek and Franschhoek Valley), and 16 & 17 (Cloetesville) have more than 2 000 households earning an income that qualify for GAP housing.

Ward	1	2	2	3	4	4	5-6	7-11	12-15	16-17
Households earning an income	Fh	LM	Wh	Lq	J/ P	Ky	IV-Jo	St	Ka	Cl
<1000 hh less than qualifying for GAP							X			
>1500 hh qualifying for GAP								7, 8, 9, 10		
>2000 hh qualifying for GAP										x
Ward	**18**	**19**	**19**	**19**	**20**	**20**	**20**	**20**	**21**	**22**
Households earning an income	Kl	Eb	Ko	Mu	Ld	Vb	Sp	R	Ja	B/D
<1000 hh less than qualifying for GAP	X									
>1500 hh qualifying for GAP										22
>2000 hh qualifying for GAP										

There is a lack of affordable housing and rental stock in particular in Stellenbosch, Franschhoek and Klapmuts.

Subsidized housing is required in[6] Langrug and La Motte, Wemmershoek, Lanquedoc and Meerlust, Jonkershoek and Old Location, Zones I, O, M, Hostels and Flats, Kayamandi. All wards (1 – 21) with the exception of Wards 3, 6-10 identified Housing and housing related needs including housing for backyard dwellers in Wards 1, 4, 13, 14, Klapmuts, Farmworkers in settlement along R304, i.e., Muldersvlei & Koelenhof and Senior Citizens in Kayamandi and upgrading of municipal flats in Cloetesville. (Stellenbosch Municipality Housing Pipeline, 2023).

Ward	1	2	2	3	4	4	5-6	7-11	12-15	16-17
Subsidized housing required		X	X				5		13, 14, 15	
Backyard dweller requiring housing	X				x				13, 14	
Farmworkers										
Senior citizens									13, 14	
Upgrading flats										16, 17
Ward	**18**	**19**	**19**	**19**	**20**	**20**	**20**	**20**	**21**	**22**
Subsidized housing required										
Backyard dweller requiring housing	X									
Farmworkers		X								
Senior citizens										
Upgrading flats										

The focus of the Stellenbosch IHSP will, therefore, be on the projected housing demand over the spectrum of socio-economic sectors and the associated projected future housing demand per sector.

Nearly a quarter (74% or 11 615) of the applicants has been on the waiting list for longer than 10 years, 24% (3 818) of which are currently on the waiting list for more than 20 years. Cloetesville (84%), and Idas Valley (88%) have the highest proportion of applicants on the waiting list for 10 years or more."

"Given the current profile of those on the waiting list for less than 10 years, it is evident that housing demand will be driven by applicants from Klapmuts and Kayamandi.

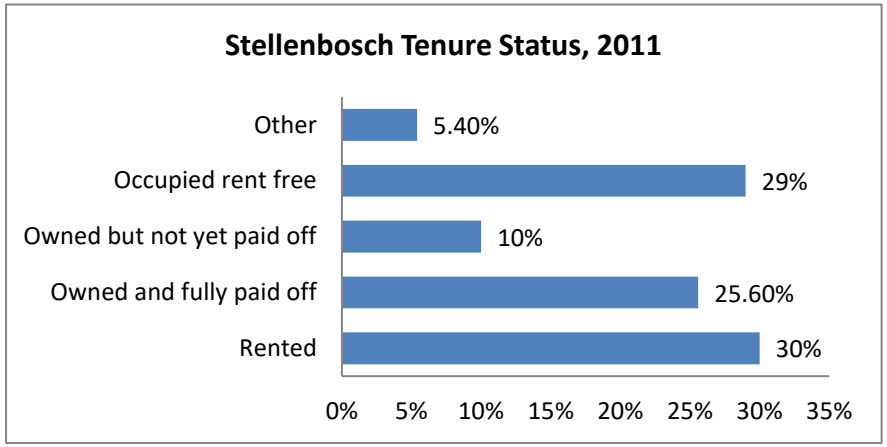
Those older than 40 years and on the waiting list for more than 10 years make up 8 390 (53%) of all applicants. More than 50% of Kylemore/ Pniël, Jamestown, Idas Valley and Franschhoek housing demand have applicants that are older than 40 years and have been on the waiting list for more than 10 years." (Stellenbosch Municipal SDF, 2019, p. 39)

Ward	1	2	2	3	4	4	5-6	7-11	12-15	16-17
Housing waiting list distribution							X		X	X
On waiting list >10 years (24%, > 20 years) X40 years+ & 10 years on list					X	X	X			X
Ward	**18**	**19**	**19**	**19**	**20**	**20**	**20**	**20**	**21**	**22**
Housing waiting list distribution									X	
On waiting list >10 years (24%, > 20 years) X40 years+ & 10 years on list										

[6]Ward 2 - Langrug and La Motte, Ward 3 - Wemmershoek, Lanquedoc and Meerlust, Ward 5 – Jonkershoek, Ward 13 - Old Location, Ward 14 - Zones I, O, M, Ward 15 - Hostels and Flats, Ward 18 – Klapmuts, Ward 19 – Elsenburg, Muldersvlei & Koelenhof, Wards 13 & 14 – Kayamandi, Wards 16 & 17 – Cloetesville.

Tenure (rental vs. ownership)

The ratio of households owning (paid off and bonded), renting or occupying houses rent free is 1:1:1 (1.18:1:0.96). Nearly a third (30% or 8 707) of 29 023 households (StatsSA, 2011) rented housing whilst another third (29%) occupies housing rent-free. Overall, just more than a third (35.6%) of the population in Stellenbosch municipal area, owned their properties.

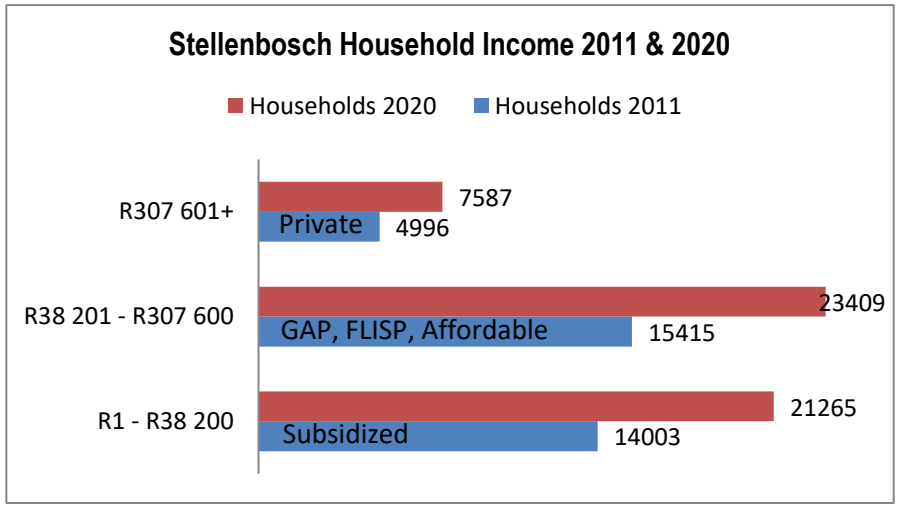


Graph 9: Tenure Status in Stellenbosch, 2011

A total of 40.4% or 33 544ha of the land in SM is owned by either government or Municipality. The rest of the land, approximately 50 316ha, is privately owned. The SM owns 4 219.4ha of urban and rural land spread out in fragments across the entire municipal area. The tradability of this land, is by choice, low as the Municipality prefers long-term lease agreements as contractual arrangements with third parties rather than selling outright. Arguably, this is one of the reasons why house prices are so high in Stellenbosch town. The supply side is thus artificially constrained.

4.1 Current and future households by income and affordability

The municipal specific housing need has been assessed in the graph to follow to determine the number and affordability of houses and funding models therefore. Note that the data dates back to 2011 and it is highly likely that the distribution of income has changed and households with an income of less than R3 500 has increased with 7 262 families over and above the population growth rate.



Graph 10: Households per Typology (Income Category) (StatsSA, 2016)

4.2 Current assessed housing backlog

In order to wipe out the 2016 municipality-wide backlog of 11 618 housing units for the indigent and to cater for the growing need, 17 847 units need to be built between 2016 and 2036. An estimated cumulative addition to the inventory of only 7 805 houses by the year 2036 may materialize, leaving a significant backlog or social need for housing associated with household in

the lowest income category. There is a backlog of over 3 000 housing opportunities in rural areas (based on information from the Draft Rural Plan). Cloetesville, Idas Valley, Kayamandi, and Jamestown; all within a 5km of radius of Central Stellenbosch make up 45% (7 035) of the SM's total subsidized housing need.

The housing demand waiting list comprise some 18 263 applicants (Stellenbosch Pipeline, 2023).

Close to three quarters "(74%, 11 615) of the applicants has been on the waiting list for longer than 10 years, 24% (3 818) of which are currently on the waiting list for more than 20 years. Cloetesville (84%) and Idas Valley (88%) have the highest proportion of applicants on the waiting list for 10 years or more. Those older than 40 years and on the waiting list for more than 10 years make up 8 390 (53%) of all applicants. More than 50% of Kylemore/ Pniël, Jamestown, Idas Valley and Franschhoek housing demand include applicants that are older than 40 years and have been on the waiting list for more than 10 years." (Stellenbosch Municipal SDF, 2019, p. 39)

Given the current profile of those on the waiting list for less than 10 years, it is evident that housing demand will be driven by applicants from Klapmuts and Kayamandi.

The table below spells out the 2018 backlog and waiting lists compared to the 2036 supply estimate and likely beneficiaries (topologies) are tabulated below:

Town	Backlog: Subsidized	Backlog vs Pipeline: Affordable/ GAP & Flats		Pipeline to 2036
Cloetesville, Stellenbosch	7 035			
Idas Valley, Stellenbosch				465
Kayamandi, Stellenbosch				1 900
Jamestown, Stellenbosch				
Rural areas	3 000			
Franschhoek				
Klapmuts				378
Jonkershoek (SS)				150
La Motte, Wiesiesdraai (FV)				
Robertsvlei (FV)				
Wemmershoek (FV)				
Meerlust				200
Koelenhof (R304)				
Muldervlei (R304)				
Vlottenburg (BP)				
Kylemore (DV)				
Lanquedoc (DV)				
Total (provided not summed)	15 780			3 093

Table 16: Waiting list as per Stellenbosch Municipality, 2019

The above table confirms that the upgrading of informal settlements in Langrug, Franschhoek, and Kayamandi, Stellenbosch is priority in the next five years (2022 – 2027).

The PDoI allocated a grant of R41 046 000 for the 2023/24 financial year to Stellenbosch Municipality. The funds from the Human Settlement Development Grant (HSDG) and Informal Settlements Upgrading Partnership Grant (ISUPG) have been allocated to the project tabulated below: (Stellenbosch Municipality Housing Pipeline, 2023)

Name of Project/ Settlement	Type of Project/ Subsidy Mechanism	Estimate Number of Opportunities
Erven 6300, 6847, 6886 Cloetesville, Stellenbosch	Plot-plan or GAP/ FLISP	279 or 90 sites (top structures TBD)
Erf 7001 Cloetesville, Stellenbosch ("Soek Mekaar")	GAP	±250 – 300 service sites (top structures TBD)
Jamestown Development: Phase 2 & 3	IRDP, FLISP	+ 400 service sites / top structures
Jamestown Development: Phase 4	IRDP, FLISP	± 1500 – 2000 service sites (top structures TBD)
ISSP Kayamandi Town Centre	UISP, Institutional	1854 service sites and top structures
Kayamandi Zone O	UISP	711 sites
Northern Extension, Kayamandi	IRDP, FLISP, mixed use	± 4000 – 6000 service sites (top structures TBD)
Erf 8776 Cloetesville, Stellenbosch	GAP/ FLISP	37 sites (top structures TBD)
Erf 6705 Cloetesville, Stellenbosch	GAP/ FLISP	12 service sites / top structures
La Motte Old Forest Station	IRDP, FLISP	442 sites
Erf 2183 La Rochelle, Klapmuts	UISP	109 serviced sites; possible temporary relocation units
Langrug Franschhoek Mooiwater Dam Rehab & Basic Services	UISP	253 sites (top structures TBD)

4.3 Future Demand Projection (Assessment of Municipal specific housing need)

Housing Supplied

To date Government provided a total of 1 891 subsidised opportunities over the 10-year period ended 2015/16. The 2017 -2022 5-year project pipeline had to deliver 1 570 opportunities (9.95% of the waiting list demand) and planned to deliver 7 506 serviced sites (47.6% of the waiting list demand) and 6 584 units (41.7% of the waiting list demand) until to 2036. (Stellenbosch Municipal SDF, 2019).

Housing Demand

Projections as per approved Stellenbosch MSDF, 2019 are separated between indigent and other:

Housing for indigent

- Estimated need for fully subsidized houses in 2016: **11 618.**
- Estimated unfulfilled need of houses by 2036, assuming that no houses for the indigent will be built between 2016 and 2036: **17 847.**
- Should current rate of delivery persist, **7 805** units would have been added by 2036, thus still resulting in a significant backlog.

Housing for the non-indigent <80 m²

- Estimated need in 2016: **15 042** (this includes a variety of unit types aimed at various markets, such as GAP housing, flats and townhouses, and stand-alone units).
- Unfulfilled need, no supply is added by 2036: **23 106.**

The greatest need for housing exists in Stellenbosch and Franschhoek. The approved Stellenbosch MSDF, 2019 provides broad directives for residential development within the municipal area and within each of the towns located in the municipal area (Stellenbosch Municipal SDF, 2019).

As far as implementation is concerned, some of the backlog was addressed in La Motte (Bosdorp), Jamestown, Klapmuts and Kylemore a total of 1 891 houses were built and a budget of ±R218 million was spent (10-year period ended 2015/16) to provide these units. The table below provides a breakdown of the provision per settlement:

Settlement	Units Built	Settlement	Units Built
Stellenbosch	Y	Koelenhof (R304)	
Franschhoek	Y	Muldervlei (R304)	
Klapmuts	Y	Lynedoch (BP)	
Jamestown (SS)	Y	Vlottenburg (BP)	
Jonkershoek (SS)	Y	Kylemore (DV)	Y
La Motte (Wiesiesdraai) (FV)	Y	Lanquedoc (DV)	Y
Robertsvlei (FV)	Y	Raithby (SP)	
Wemmershoek (FV)	Y		

Table 17: Housing Units and Service Sites Provided per Stellenbosch Settlement

Cloetesville and Idas Valley and La Motte are prioritized to provide GAP/ FLISP housing. As a forerunner, a GAP pilot project should be implemented to determine its viability.

The rate of housing delivery during the 2018 - 2021 MTREF period (466 units) and post the current MTREF period (8 166) is not meeting demand. The housing backlog will thus increase, as well as the number of informally housed households. (Stellenbosch Municipal SDF, 2019).

Funding Models and Programmes and Categories

The NDHS developed funding models and Subsidy Programmes (Categories) for housing delivery as tabulated below. The last column reflects the income categories applied by the Provincial Department of Infrastructure.

	Housing subsidy programmes	Monthly Household Income	Description
1	Government subsidised housing	<R3 500	100% government subsidy with no beneficiary contributions (Breaking New Ground units subsidised in full by government).
2	Enhanced site and Service	R3 500 or R3 501 -R7 000	100% government subsidy with no beneficiary contributions for an enhanced service site (standpipe and toilet facility).
3	GAP Housing	R 3501 – R 22 000	A bond must be obtained through a financial institution who will apply directly to the PDoI for a top structure. The subsidy amount decreases as the monthly income increases.
4	Social Housing	R1 850 – R6 700 R6 701 - R22 000	Rental or co-operative housing option managed by an accredited SHI.
5	Finance-Liked Individual Subsidy Programme (FLISP) housing	R3 501 – R22 000	Provision of government subsidies on a sliding scale (of between R121 626 and R27 960) to reduce monthly home loan repayments (partially subsidised by government).
6	Bonded housing	> R22 000	Private financing from financial institutions for housing on the open market.

Table 18: Housing programmes, Erf size standards and Income Categories

Since 2020, and given a NDHS directive, top structures were no longer part of the delivery model and could be considered only for the following prioritised categories:

- The elderly;
- Military veterans;
- Persons with disabilities; and
- Child headed households.

The PDoI added to the above its existing priority categories of:

- Backyard residents; and
- Person, longest on the waiting list.

The Property Market

Considering all house-price bands in the urban areas, the mean and median values increased significantly in almost all areas between 2012 and 2016. The value increase of full-title and sectional-title properties combined in the urban areas was 47%, which equals an annual compound growth of 10%.

Between 2008 and 2017, nominal full-title property rentals in Stellenbosch town showed growth of roughly 8,1% per annum while sectional-title property rentals grew by about 10,5% per annum.

Over the same period, building costs (as measured by the CPI) showed growth of roughly 6% p.a.

As a result, considering the above trends over the past eight years residential rentals in Stellenbosch were able to grow in real terms (StatsSA, 2016).

Land Requirements

Development of land for residential purposes reflects the following:

Almost 70% of all recently submitted strategic land-development applications had a peripheral location (i.e., contributing to urban sprawl with associated costs), and even more (89%) of these applications were Greenfields developments.

Of note is Distell, owner and user of the Adam Tas and Bergkelder land holdings, intends to relocate its operations to a centralized facility in Klapmuts (north of the N1). This land will then become available.

The historic land take up, by 2015, constitutes 481ha, whilst the urban development strategy proposes a different take up based on:

- Market preference for certain land-uses in specific locations (market trends).
- Positioning strategies (ignoring backlogs and surpluses in infrastructure provision and availability of developable land stock).
- Understanding of the role of various settlements in SM and their respective projected growth rates and overall demand for land for indigent housing.

Stellenbosch, which already accommodates 70% of the urban population of the SM. Franschhoek and Klapmuts together only accommodate 20% of the SM urban population, with the remainder spread throughout the smaller villages and hamlets. The ratio for the proposed allocation of indigent housing is thus a 7:2:1 spread between Stellenbosch, Franschhoek and Klapmuts.

According to the MSDF, 2019 the available hectares of land within the urban edge, sourced from the Urban Development Strategy (UDS), are tabulated below:

Land	Stellenbosch	Franschhoek	Klapmuts	Other
Currently available (UDS 2018)	633	131	146	
Historically Gross Land Use taken-up (All uses) by 2015	271 (60%) incl. Jamestown	82 (20%)	56h (10%)	72 (16%)
2021 indigent housing requirement	100	52	14	
2026 cumulative indigent housing requirement	112	65	17	
Balance (negative)	250	(-16)	73	

Table 19: Land requirements as per Urban Development Strategy & growth rate

The UDS required 741ha to 1 339ha of land in 2036 according to the low and high growth projections respectively. The approved MSDF 2019 and Housing Pipeline Annual Review 2023 -2025 earmark 1 667ha of land for the provision of housing. (Stellenbosch Municipal SDF, 2019).

The current densities remain below 10du/ha within the urban edge. As for every 1.5ha been built-up there is 1ha of vacant land in the towns of Stellenbosch, Klapmuts and Franschhoek as the overall built-up/ vacant ratio is 5.4:3.5.Land for future growth is evidently more than enough to accommodate the indigent housing need and market driven development.

4.4 Future Need projections

Projected future growth in number of households

The future growth projection is based on the UDS growth rates applied to each of the main towns and settlements.

	% Population	Need: **Land in Ha** (120m² erven); Housing (@ growth / annum)			
Settlement	Municipal/ urban	Indigent housing (2021)	Land Ha	Indigent housing (2026)	Land Ha
Stellenbosch, (Town)	51/70	8 357 (2.6%)	100	9 363 (2.3%)	112
Klapmuts	5/7	1 208 (3.6%)	14	1 420 (3.3%)	17
Franschhoek	9.5/13	4 370 (4.6%)	52	5 394 (4.3%)	65
Dwarsrivier (Pniël, Johannesdal)	5.9/8.2				
(Kylemore, Lanquedoc)					
La Motte	1/1.4				
Groot Drakenstein	0.8/1				
Wemmershoek	0.5/0.7				
Koelenhof	0.2/0.26				
Muldersvlei	0.04/0.06				
Vlottenburg	0.08/1				
Raithby	0.5/0.8				
Lynedoch	0.1/0.8				

Table 20: Stellenbosch Growth Scenario and related Land requirement

Whilst there is sufficient land, the services capacity of the three major towns of Klapmuts, Stellenbosch and Franschhoek has to be increased to keep up with the population growth. (Stellenbosch Municipal SDF, 2019).

Estimated demand per economic market sector (economic data)

The percentage of households in formal housing has decreased from 75,1% in 2011 to 65,1%, illustrating the difficulty keeping pace with housing demand of the growing number of lower income households.

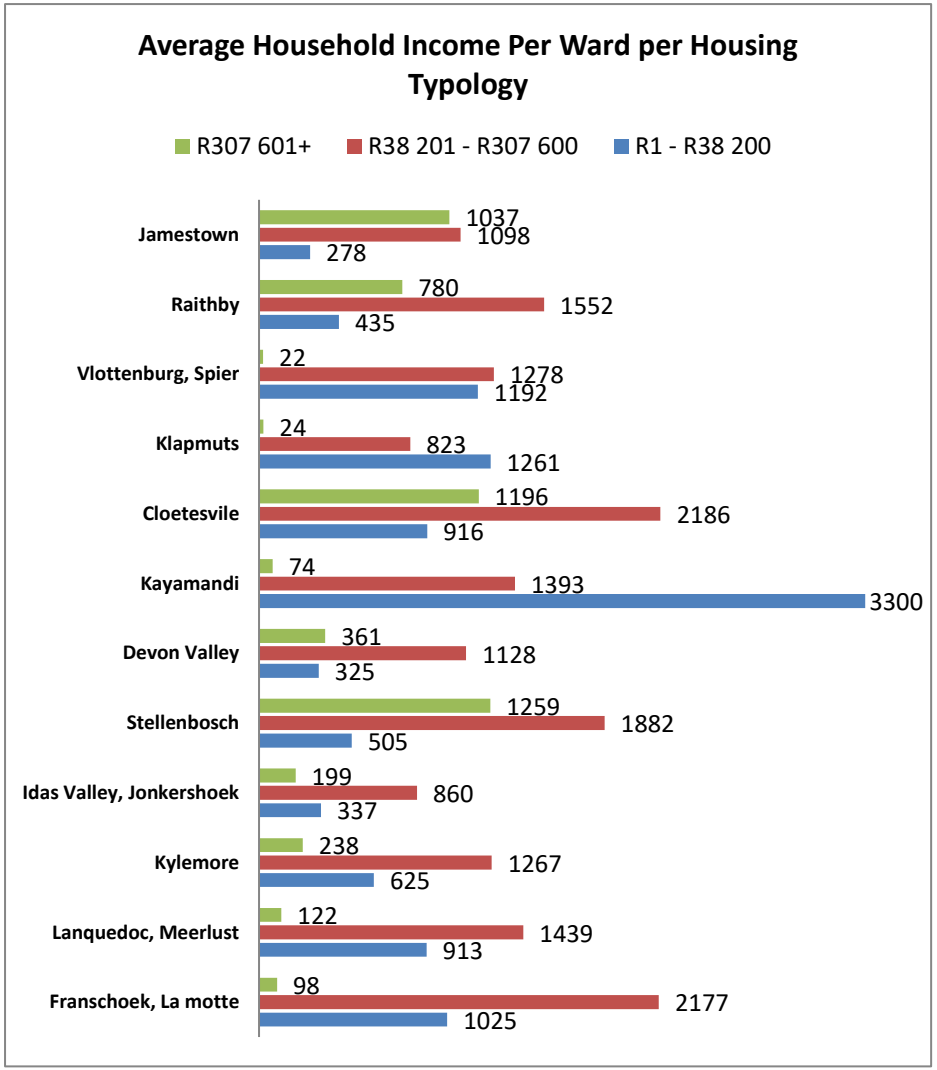
The housing demand waiting list comprise some 18 263 applicants (Western Cape Housing Demand Database extract for Stellenbosch Municipality Housing Pipeline, MTREF period 2023 - 2026) compared with the Stellenbosch housing backlog of 11 618 indigent households and the 2036 supply estimate of 17 847 opportunities.

The middle to high income housing demand was projected to be 1 850 units in 2016 (Urban Econ's Stellenbosch Market Assessment, 2016). The student accommodation demand was recorded as 4 200 beds in 2016 (Urban Econ's Stellenbosch Market Assessment, 2016).

Cloetesville, Idas Valley, Kayamandi, and Jamestown; all within a 5km of radius of Central Stellenbosch make up 45% (7 035) of the SM's total BNG housing need. Neither Idas Valley nor Cloetesville has extensive land options to accommodate the current demand, whilst land adjacent to Kayamandi, and a greenfield development, has been included in the Adam Tas Corridor. The Graph illustrates the demand per housing topology segmented per income band and broad demand type. The housing delivered to date by Stellenbosch Municipality has been discounted, as has been the formal dwellings in 2011 (StatsSA, 2011).

The average household income, 2011 per Ward was used to provide an indication of the need for the following housing topologies (see figure) :

- Subsidized: R0 – R3 500 per month or maximum R38 200 per annum;
- GAP: R12 000 – R22 000 per month or maximum R307 600 per annum;
- Private: R22 001 or more per month or R307 601 or more.



Graph 11: Housing Need per Typology as per Income Category, StatsSA, 2011

Estimated budget (MTREF for 2023/2024 to 2025/2026)

The Human Settlement Development Grant (HSDG) and Informal Settlements Upgrading Partnership Grant (ISUPG) allocation for 2023/24 financial year is R41 046 000. Stellenbosch Municipality's allocation of the HSDG and ISUPG for the Medium-Term Revenue and Expenditure Framework (MTREF) of 2023/2024 to 2025/2026 is tabulated below:

Housing Subsidy Programme	Financial Year (MTREF PERIOD)		
	2023/24	2024/25	2025/26
Human Settlement Development Grant.	R22 413 000	R24 008 000	R59 025 000
Informal Settlements Upgrading Partnership Grant.	R18 633 000	R16 744 000	R21 800 000
Total	**R41 046 000**	**R40 752 000**	**R80 825 000**

Table 21: Grant allocation to Stellenbosch Municipality for the MTREF period 2023-2026

The subsidy of R188 000 per house is allocated to those over 65 years of age and to miliary veterans and persons with disabilities. A budget of R121.799 million is allocated for delivering 431 dwellings and 631 sites by 2025.

4.5 Housing Pipeline

The objective of the Housing Pipeline is to tabulate the housing programmes administered and managed by the Municipality which includes:

- the provision of enhanced serviced sites;
- the upgrading of informal settlements;
- access to affordable housing (Breaking New Ground - BNG);
- Social Housing (Stellenbosch was approved as restructuring town, 2017);
- the IRDP enables the development of well-located, socially diverse projects that provide a mix of income groups and land uses; and
- Financed Linked Individual Subsidy Programme (FLISP) - for those within the gap market to acquire existing properties or to buy a serviced site. (Stellenbosch Municipality Housing Pipeline, 2023).

The implementation of housing projects in the Municipality is executed by the Project Management Unit (PMU). Housing Development hands over projects to the Project Management Unit for implementation after obtaining all the required development rights. Projects that have been included in the Housing Pipeline for the 2023/2024 financial year are indicated in the table below. These projects have been tested for alignment with the MSDF. The type and number of units may change as relevant studies are concluded.

*PRE-PLANNING AND/OR PLANNING PHASE								
Name of project / settlement		Type of project / subsidy Mechanism	Estimated Number of opportunities	Status of project	Project timeframes Land use approvals			Comment
					2023/24	2024/25	2025/26	
1	Erf 7001 Stellenbosch, Cloetesville ("Soek-mekaar")	GAP	± 250 – 300 service sites (top structures TBD)	Detailed planning				A service provider was appointed to undertake planning studies and obtain development rights for the proposed middle to higher income GAP housing development.
2	Jamestown Development: Phase 2 & 3	IRDP, FLISP	400 service sites (top structures TBD)	Detailed planning				A service provider was appointed to undertake planning studies and obtain development rights for a mixed-used housing development.
3	Northern Extension, Kayamandi	IRDP, FLISP, mixed use	± 4000 – 6000 service sites (top structures TBD)	Detailed planning				A service provider was appointed to obtain development rights for a mixed-use development on the properties known as the Northern Extension.
4	Erf 64 Kylemore	IRDP	+ 600 service sites and top structures	Detailed planning				A feasibility study report into the proposed housing development was completed. A Power of Attorney has been obtained by the NHDA for the transfer of the land. The NHDA has appointed a team of professionals to finalise detailed planning studies and to obtain development rights.

*PRE-PLANNING AND/OR PLANNING PHASE								
Name of project / settlement		Type of project / subsidy Mechanism	Estimated Number of opportunities	Status of project	Project timeframes Land use approvals			Comment
					2023/24	2024/25	2025/26	
5	Erven 412, 217 and 284 Groendal, Franschhoek	IRDP, FLISP	± 150 – 200 service sites	Pre - planning				The consultant submitted various proposed concept layout options for the consideration by Council. An Item will be submitted to Mayco to consider the proposed development options for the property.
6	Portion of Erf 7271 Cloetesville, Stellenbosch.	Plot-Plan, FLISP, GAP	168 service sites (top structures TBD)	Planning	**TBD**			Council has approved the project to proceed to detailed planning studies. Funding application to PDoI was submitted, Housing Development await the outcome of funding application.
7	Erven 6300, 6847, 6886 Cloetesville, Stellenbosch.	FLISP	279 sites (top structures TBD) or 90 Plot-Plan	Planning	**TBD**			Council has approved the project to proceed to detailed planning studies. Funding application to PDoI was submitted, Housing Development await the outcome of funding application.
8	Erf 8776 Cloetesville, Stellenbosch.	GAP, FLISP	37 sites (top structures TBD)	Planning	**TBD**			Council has approved the project to proceed to detailed planning studies. Funding application to PDoI was submitted, Housing Development await the outcome of funding application.

*PRE-PLANNING AND/OR PLANNING PHASE								
Name of project / settlement		**Type of project / subsidy Mechanism**	**Estimated Number of opportunities**	**Status of project**	**Project timeframes Land use approvals**			**Comment**
					2023/24	**2024/25**	**2025/26**	
9	Erf 6705 Cloetesville, Stellenbosch.	GAP/ FLISP	12 service sites / top structures	Planning	**TBD**			Council has approved the project to proceed to detailed planning studies. Funding application to PDoI was submitted, Housing Development await the outcome of funding application.
10	La Motte Old Forest Station	IRDP, FLISP	±1000 sites serviced sites; possible temporary relocation units	Planning				A feasibility study report into the proposed housing development was completed. The NHDA has been appointed to facilitate the transfer of land and to finalise detained planning studies for township establishment.
11	Droë Dyke	IRDP, FLISP	±1500 mixed use development	Feasibility study	**-**	**-**	**-**	Forms part of the Adam Tas Corridor initiative. The property is under investigating for future housing development.
12	Jamestown Development: Phase 4	IRDP, FLISP	1000 service sites (top structures TBD)	Detailed planning				A service provider was appointed to undertake planning studies and obtain development rights for a mixed-used housing development. Minor amendments were made to the MSDF to make provision for this project.

*Social Housing Project								
Name of project / settlement		Type of project / subsidy Mechanism	Estimated Number of opportunities	Status of project	Project timeframes Land use approvals			Comment
					2023/24	2024/25	2025/26	
1	Farms 81/2 and 81/9 Stellenbosch	Social Housing	± 250 – 350 rental units	Detailed planning				The Terms of Reference (ToR) was advertised to appoint an accredited Social Housing Institute (SHI) and/or Other Development Agency (ODA) to develop social housing project.
2	Lapland Precinct	Social Housing	±368 rental units	Feasibility study	**TBD**			The service provider completed a feasibility study and further detailed studies will commence subject to the availability of funding.
3	Teen-die-bult Precinct	Social Housing	±180 rental units	Feasibility study	**TBD**			The service provider completed a feasibility study and further detailed studies will commence subject to the availability of funding.

*Formalising and Upgrading of Existing Settlements								
Name of project / settlement		Type of project / subsidy Mechanism	Estimated Number of opportunities	Status of project	Project timeframes Land use approvals			Comment
					2023/24	2024/25	2025/26	
1	Erf 2183 Klapmuts, La Rochelle	UISP	109 serviced sites; possible temporary relocation units	Detailed planning				A service provider has submitted land use applications to obtain development rights for enhanced serviced sites.
2	Langrug, Franschhoek	UISP	1900 sites	Detailed planning				A service provide will be appointed to finalise detailed plans for the rehabilitation of the freshwater dam and implementation of an in-situ upgrade project.
3	Enkanini Informal Settlement	UISP	1300 sites	Detailed planning	-	-		The in-situ upgrade of Enkanini to commence in 2025/26 financial year.
4	Kayamandi Town Centre	UISP, Institutional	1854 service sites and top structures	Detailed planning				A service provider has submitted land use applications to obtain development rights for township establishment for 3-storey (BNG) walk-ups.
5	Maasdorp Village, Franschhoek	Township Establishment	+ 16 – 32 top structures	Detailed planning				A service provider has submitted a land use application to obtain development rights.
6	Five housing projects in Kayamandi	Township establishment	396 erven	Detailed planning				The service provider is in process to register at the Surveyor General (SG)'s office.
7	3460 Meerlust, Franschhoek (200)	IRDP	200 housing units	Feasibility study	-	-	-	A feasibility study report into the proposed housing development project was concluded. The NHDA has been appointed to facilitate the transfer of land and to finalise detailed planning studies for township establishment.
8	Jonkershoek	Township Establishment, IRDP, FLISP	Units and sites TBD, together with 40 existing units	Feasibility study	-	-	-	A feasibility study report has been concluded. NHDA has been appointed to facilitate the process. Clarity on the way forward need to be determined.

Housing projects being Implemented								
Name of project / settlement		Type of project / subsidy Mechanism	Estimated Number of opportunities	Status of project	Project timeframes Implementation			Comment
					2023/24	2024/25	2025/26	
1	Erf 3229 Mooiwater	UISP	253 sites	Implementation				Development rights for the project have been obtained. A contractor has completed rehabilitation of the property. The project was implemented in two phases as follows. • Phase 1: A contractor was appointed in July 2022 for the-site rehabilitation and construction of bulk. The project was completed in December 2023. • Phase 2: The Project Management Unit is in the process of appointing a contractor for the installation of Civil and Electrical infrastructure. The completion date of the project is scheduled for June 2024.
2	Idas Valley	IRDP	166 sites and 166 FLISP Units	Implementation				The construction of 166 top structures commenced in July 2022 and completion is scheduled December 2023.
3	The Steps and Orlean Lounge, Cloetesville	CRR	161 existing houses	Implementation				The upgrade of the housing units commenced July 2020. The completion date of the project is scheduled for June 2023.
4	ISSP Kayamandi Zone 0 (711) UISP	UISP	178 sites	Implementation				A contractor was appointed in July 2022 for the installation of civil services for 178 sites. The contractor has been unable to establish on site due to the relocation of 58 families on site. There has been a collaborative effort in the municipality to relocate the families to commence with the implementation of the project. According to the program, the contractor is expected to complete the project by June 2024.

(Stellenbosch Municipality Housing Pipeline, 2023)

5 Key Human Settlement Challenges

5.1 Key Human Settlement Challenges: Demand, Need and Supply

5.1.1 Availability of Services

Although services in the Stellenbosch are generally adequate, limited further upgrading and development are required to keep pace with growth and development. These upgrades will ensure that the increased demand is met and the accompanying minimum services requirements for example the 48 hours storage capacity required for water reservoirs, are adhere to. Hence human settlement development extensions are included and scheduled in the Stellenbosch Services Master Plan.

Water Supply

Table 24 provides a high -level summary of the bulk water supply situation on a settlement-by-settlement basis within the Stellenbosch Municipal Area. The Wemmershoek and Bergrivier dams are the water sources for the Winelands.

The Winelands Municipality provides water to Stellenbosch Municipality. The water allocation required by the Stellenbosch, as is the case for the rest of the municipalities in the Winelands, is more than the allocation made to the Winelands District Municipality (Stellenbosch Municipality WMP, 2019).

The reservoir capacity and demand for all settlements are described in the tables to follow:

Reservoir storage volumes			
• Stellenbosch	58.9Mℓ	• Polkadraai	4.4 Mℓ
• Dwarsrivier	2.3 Mℓ	• Koelenhof	8.3 Mℓ
• Franschhoek	11.1 Mℓ	• Muldersvlei	0.0 Mℓ
• Klapmuts	9.4 Mℓ	• Meerlust	0.0 Mℓ
• Raithby	0.2 Mℓ	• Helderberg & Croydon	0.0 Mℓ
• Faure	0.0 Mℓ	**Total Capacity**	**90.3 Mℓ**

Present Water Demand

- Present annual total water demand (TWD) supplied from June 2017 - July 2018 is 8 926 967 kℓ (bulk water input from WTP's) which equates to an AADD of 24,5 Mℓ/d.
- Present water sold to consumers during the same period is 6 758 778 kℓ.
- Unaccounted for water (UAW) is therefore 2 168 189 kℓ, or 24,0% of total bulk water input.
- For planning and evaluation purposes, the UAW figures were rationalised on a regional (wider-area) basis, as allowed by the sensibility of the results. After allowance was made for unmetered consumers and faulty bulk meters in the area, an UAW figure of:
- 30% for Stellenbosch town,
- 30% for the Dwarsrivier area,
- 30% for the greater Franschhoek area,
- 20% Klapmuts,
- 20% for Raithby 20% for Faure,
- 20% for Polkadraai, 20% for Koelenhof,
- 20% for Muldersvlei, 30% for Meerlust and
- 20% for Helderberg and Croydon were applied.
- The present water demand used for modelling of the existing SM water systems equates to an AADD of 37,41 Mℓ/d.

Future Water Demand Water Demand

- With all vacant erven within the municipality occupied and the municipal wide unaccounted for water figure for SM reduced, the AADD of the existing SM could increase from 37 406 kℓ/d to 46 682 kℓ/d.
- In addition to this it is estimated that the future developments can contribute a further 34 123 kℓ/d, bringing to 80 805 kℓ/d the total future AADD for the SM reticulation system.

Stellenbosch Water Master Plan 2019	
Stellenbosch Town	
Reservoir Storage Volume	58.9ML
Present Water Demand	
Future Water Demand	

Bulk System

Existing bulk water supply system has insufficient capacity to supply the future water demands for the fully occupied scenario and the additional future development.

Proposed New Reservoirs

- 7.0 Mℓ reservoir is proposed at Jamestown to augment reservoir storage for the Jamestown reservoir and booster zones.
- 1.5 Mℓ reservoir is proposed at the existing Paradyskloof 2 reservoir site to augment reservoir storage in the Paradyskloof 2 reservoir and PRV zones.
- 7.0 Mℓ reservoir is proposed at the existing Cloetesville reservoir site to augment reservoir storage in the Cloetesville reservoir and tower zones.
- 3.0 Mℓ Nietvoorbij reservoir is proposed for the proposed Nietvoorbij reservoir and PRV zones.
- 10.0 Mℓ reservoir is proposed at the existing Rosendal reservoir site to augment reservoir storage for the Central zone.
- 0.5 Mℓ Mountain Retreat reservoir is proposed for the proposed Mountain Retreat zone.
- 7.0 Mℓ reservoir is proposed at the existing Papegaaiberg reservoir site to augment reservoir storage in the Papegaaiberg reservoir zone.
- 6.0 Mℓ Kayamandi Upper reservoir is proposed for the proposed Kayamandi upper reservoir, booster and PRV zones.
- 1.5 Mℓ reservoir is proposed at the existing Brandwacht reservoir site to augment reservoir storage in the Brandwacht reservoir zone.

Proposed distribution zones

Cloetesville:

- Boundaries of the Cloetesville reservoir zone are increased to include future development.
- New Nietvoorbij reservoir and PRV zones are proposed to accommodate future development.
- New Mountain Retreat reservoir zone is proposed to accommodate future development.

Kayamandi:

- Kayamandi reservoir and Kayamandi PRV zones are increased to include future development.
- New Kayamandi Upper reservoir and PRV zones are proposed to accommodate future development.
- Two new booster zones are proposed in Kayamandi for the future system (Kayamandi Lower booster zone for future development) & (Kayamandi Upper booster zone for the higher lying future development).

Jamestown:

- A new Jamestown Upper Reservoir zone is proposed to accommodate future area.

Papegaaiberg:

- Boundaries of the existing Papegaaiberg zone are increased to accommodate future development.

Paradyskloof:

- Boundaries of the existing Paradyskloof 1 zone are increased to accommodate future development.
- Boundaries of the existing Paradyskloof 2 reservoir zone are increased to accommodate the lower lying erven of future developments.
- The boundaries of the existing Paradyskloof 2 reservoir zone are increased to accommodate the lower lying erven of future developments.

Brandwacht:

- The boundaries of the existing Brandwacht reservoir zone are increased to accommodate the higher lying erven of future areas.

Proposed future system and required works

Cloetesville & Kayamandi:

- Emergency connections between the proposed Nietvoorbij PRV and the existing Cloetesville reservoir zones, between the Kayamandi Upper reservoir and Kayamandi Lower booster zones are proposed in order to improve redundancy in the system.

Jamestown:

- New supply pipe from the proposed Jamestown 7 Mℓ reservoir to the existing Jamestown network is proposed.

Stellenbosch:

- Existing Stellenbosch water distribution system has insufficient capacity to supply the future water demands for the fully occupied scenario and the additional future development.
- A few distribution pipelines are required to reinforce water supply within the Stellenbosch distribution network.
- New distribution pipelines are proposed to supply future development with water when they develop.

Dwarsrivier	
Reservoir Storage Volume	2.3ML
Present Water Demand	
Future Water Demand	

Bulk System

The existing bulk water supply system has insufficient capacity to supply the future water demands for the fully occupied scenario and the additional future development.

Proposed New Reservoirs

- 8.0 Mℓ Boschendal Lower reservoir is proposed for future development and to alleviate the deficit in storage in the Pniël and Johannesdal reservoirs.
- 0.3 Mℓ Boschendal Upper reservoir is proposed for the high lying erven of future development.
- 6.0 Mℓ reservoir proposed at the existing Kylemore Lower reservoir site.
- 2.0 Mℓ Kylemore Upper reservoir proposed to replace the existing Kylemore Upper reservoir are currently being constructed.
- 1.5 Mℓ reservoir is proposed at the existing Johannesdal Upper reservoir site to augment reservoir storage in the Johannesdal Upper zone.

Proposed distribution zones

- The boundaries of the existing reservoir zones are increased to accommodate future areas in the Dwarsrivier area.
- New Boschendal Lower reservoir and PRV zone are proposed to accommodate future development.
- New Boschendal Upper reservoir zone is proposed to accommodate future development.
- The boundaries between the Kylemore Lower and Upper zones are adjusted.

Proposed future system and required works

- The existing Dwarsrivier water distribution system has insufficient capacity to supply the future water demands for the fully occupied scenario and the additional future development.
- A few distribution pipelines are required to reinforce water supply within the Dwarsrivier distribution network.
- New distribution pipelines are proposed to supply future development with water when they develop.
- Pressure reducing valves and rezoning of the existing system are proposed in order to implement the Pniël and Lanquedoc PRV zones.

Franschhoek	
Reservoir Storage Volume	11.1ML
Present Water Demand	
Future Water Demand	

Bulk System

The existing bulk water supply system has insufficient capacity to supply the future water demands for the fully occupied scenario and the additional future development areas.

Proposed New Reservoirs

- 3.5 Mℓ Central Lower reservoir is proposed to augment reservoir storage capacity in the Groendal/Central zone and to give the Municipality the option to supply the Onder-Dorp zone with water from the proposed Central Lower reservoir.
- 1.2 Mℓ Langrug Upper reservoir is proposed for the Langrug Upper zone and to augment reservoir storage and to alleviate the deficit in storage that exists in the existing Langrug Lower reservoirs.
- 1.5 Mℓ reservoir is proposed at the existing La Motte reservoir site to augment reservoir storage in the La Motte zone.
- 1.5 Mℓ reservoir is proposed at the existing Wemmershoek reservoir site to augment reservoir storage in the Wemmershoek zone.

Proposed distribution zones

- A new Langrug Upper zone is proposed to accommodate the higher lying erven of the existing Langrug zone, supplied from a new Langrug Upper reservoir.
- It is proposed that the boundaries of the existing Groendal zone and Franschhoek Reservoir PRV zone be increased to accommodate future development.
- The boundaries of the Franschhoek reservoir zone are to be increased to accommodate future development.
- The boundaries of the existing Franschhoek reservoir zone are adjusted to include 2 new PRV zones.
- The boundaries of the existing reservoir zones in Wemmershoek, La Motte and Franschhoek are increased to accommodate future development in the greater Franschhoek area.

Proposed future system and required works

- The existing Franschhoek water distribution system has insufficient capacity to supply the future water demands for the fully occupied scenario and the additional future development areas.
- New distribution pipelines are required to reinforce water supply within the greater Franschhoek distribution network.
- New distribution pipelines are proposed to supply future development areas with water when they develop.

Klapmuts	
Reservoir Storage Volume	9.4ML
Present Water Demand	
Future Water Demand	

Bulk System

- The existing bulk water supply system has insufficient capacity to supply the future water demands for the fully occupied scenario and the additional future development areas.

Proposed New Reservoirs	9.0 Mℓ reservoir is proposed next to the existing new 7,0 Mℓ reservoir when the first reservoir reaches capacity.

Proposed distribution zones

- A new Klapmuts Upper zone is proposed for the higher lying areas of future development area as well as for future development. It is proposed that this zone is supplied from the existing Klapmuts Upper reservoir.
- The existing Klapmuts zone is enlarged to accommodate all the future development areas south of the N1. It is proposed that this zone is supplied from a new reservoir, viz. the Klapmuts Lower reservoir.

Proposed future system and required works

- The existing Klapmuts water distribution system has insufficient capacity to supply the future water demands for the fully occupied scenario and the additional future development areas.
- A number of distribution pipelines are required to reinforce water supply within the Klapmuts distribution network as well as new supply pipelines for the new future development areas.

Raithby	
Reservoir Storage Volume	0.2ML
Present Water Demand	
Future Water Demand	

Bulk System

- The existing bulk water supply system has insufficient capacity to supply the future water demands for the fully occupied scenario and the additional future development areas.

Proposed New Reservoirs

- The emergency capacity of the existing Raithby reservoir is too low relative to the supply zone and can therefore not supply enough pressure into the zone.
- Stellenbosch Municipality is attempting to secure reservoir capacity for Raithby in the existing 5 Mℓ service reservoir of the Faure WTP of the CoCT. The Faure service reservoir will then serve as reservoir for the Raithby area.

Proposed distribution zones

- The Faure service reservoir is to serve as reservoir storage capacity for the Raithby zone. Replacing the Raithby reservoir.
- The boundary of the Raithby zone is increased in order to accommodate future development.
- The boundary of the existing Raithby booster zone is increased in order to accommodate future development.

Proposed future system and required works

- The existing Raithby water distribution system has insufficient capacity to supply the future water demands for the fully occupied scenario and the additional future development areas.
- A few distribution pipelines are required to reinforce water supply within the Raithby distribution network for the new future development areas.

Faure	
Reservoir Storage Volume	0.0ML
Present Water Demand	
Future Water Demand	

Proposed Upgrades

- There are not proposed upgrades in the future Faure area, the Faure supply zone is however increased to accommodate a section of the Polkadraai system.

Polkadraai	
Reservoir Storage Volume	4.4ML
Present Water Demand	
Future Water Demand	

Bulk System

- The existing bulk water supply system has insufficient capacity to supply the future water demands for the fully occupied scenario and the additional future development areas.

Proposed New Reservoirs

- 0.5 Mℓ Skoonheid reservoir is proposed on the existing Skoonheid reservoir site.
- 4.5 Mℓ Polkadraai reservoir is proposed to provide water to the new Polkadraai reservoir zone.

Proposed distribution zones

- It is proposed that a new reservoir is built at the existing Skoonheid reservoir site and that a new Polkadraai reservoir be built to supply the new Polkadraai reservoir PRV zone. The new Polkadraai PRV zone will include the old Skoonheid PRV zone and the boundary of this zone will be increased in order to accommodate future development.

Proposed future system and required works

- The existing Polkadraai water distribution system has insufficient capacity to supply the future water demands for the fully occupied scenario and the additional future development areas.
- A few distribution pipelines are required to reinforce water supply within the Polkadraai distribution network for the new future development areas as well as a new supply pipeline from the proposed new Polkadraai reservoir.

Koelenhof	
Reservoir Storage Volume	8.3ML
Present Water Demand	
Future Water Demand	
Bulk System	
• The existing bulk water supply system has insufficient capacity to supply the future water demands for the fully occupied scenario and the additional future development areas.	
Proposed New Reservoirs	
• 4.0 Mℓ Simonsig reservoir is proposed to provide water to the new Simonsig reservoir zone. •	
Proposed distribution zones	
• It is proposed that a new connection to the CoCT Wemmershoek line be made for additional water supply to the proposed Simonsig reservoir. The boundary of this zone will include a part of the existing Koelenhof zone and it will be increased in order to accommodate sections of the Sonop PRV zone as well as future development areas. • The existing Sonop PRV zone is increased to accommodate future development • The Koelenhof reservoir zone is also increased to service a portion of the Muldersvlei area.	
Proposed future system and required works	
• The existing Koelenhof water distribution system has insufficient capacity to supply the future water demands for the fully occupied scenario and the additional future development areas. • A few distribution pipelines are required to reinforce water supply within the Koelenhof distribution network for the new future development areas as well as a new supply pipeline from the proposed new Simonsig reservoir.	
Muldersvlei	
Reservoir Storage Volume	0.0ML
Present Water Demand	
Future Water Demand	
Proposed Upgrades	
• There are not proposed upgrades in the future Muldersvlei area; however, a section of the Muldersvlei network is rezoned to be accommodated in the Koelenhof network.	
Helderberg & Croydon	
Reservoir Storage Volume	0.0ML
Present Water Demand	
Future Water Demand	
Proposed Upgrades	
• There are not proposed upgrades in the future Helderberg and Croydon area.	

Table 22: Bulk Water Supply, Capacity and Reticulation within the Stellenbosch Municipal Area, 2020

Sewerage

The table below indicates the status of sewerage infrastructure and handling within the Stellenbosch Municipality.

Stellenbosch Electrical Infrastructure Master Plan 2019 Section 6.3	
Stellenbosch Town, Wards 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17	
Drainage Areas	• Boundaries of existing drainage areas are increased to accommodate future Development that fall within these drainage areas.
Collector Sewers	• Merriman Street and Dorp Street are currently at capacity and require Upgrading.
Outfall sewers	• Proposed Upgrading of the main outfall sewers in Idas Valley with larger sized future sewers. • Proposed Upgrading of the main outfall sewer in Cloetesville when capacity problems occur. • New outfall sewers are proposed to accommodate future development areas in Stellenbosch. • A number of existing outfall sewers require upgrading by replacement with larger sized future sewers.
Pumping Station	• Proposed that the Techno Park and Jamestown pumping stations are abandoned & flows from these drainage areas be diverted to the existing De Zalze drainage area. • New Stellenbosch future pumping station 1 drainage area is proposed for future areas.
Dwarsrivier, Wards 3 & 4	
Drainage Areas	• Boundaries of existing drainage areas in the Dwarsrivier WWTP are increased to accommodate future Development that fall within these drainage areas.
Collector Sewers	• Collector sewer between Kylemore and the Dwarsrivier WWTP is at capacity and should be upgraded.
Outfall sewers	• New outfall sewers are required to collect sewage from the new future development areas in the Dwarsrivier area. • A number of existing outfall sewers require upgrading by replacement with larger sized future sewers.
Pumping Station	• A new future pumping station is proposed for the future development areas north of the Pniël drainage area. • new future pumping station is proposed for future development areas north of the proposed future pumping station DR1 drainage area.
Franschhoek, Wards 1 & 2	
Drainage Areas	• boundaries of the existing drainage areas in Franschhoek, Wemmershoek and La Motte are increased to accommodate proposed future development areas.
Outfall sewers	• A few existing outfall sewers require upgrading by replacement with larger sized future sewers. • New outfall sewers are proposed to accommodate future development areas and to service the existing unserviced erven in Franschhoek, Wemmershoek and La Motte.
Pumping Station	• A new future pumping station is proposed for future development area in La Motte that cannot gravitate to the existing infrastructure. • A new pumping station and rising main should be constructed for this new drainage area that discharges into the existing La Motte drainage area.
Klapmuts, Ward 18	
Drainage Areas	• The boundaries of the existing Klapmuts Gravity drainage area are increased to accommodate future development areas that fall within these drainage areas.
Collector Sewers	

Outfall sewers	• A few existing outfall sewers require upgrading by replacement with larger sized future sewers and new outfall sewers are proposed to accommodate future development areas in Klapmuts.
Pumping Station	• A new future pumping station drainage area is proposed for future development areas that cannot gravitate to the existing Klapmuts WWTP.
Waste Water Treatment Plant	• Proposed that the existing Klapmuts WWTP is increased to a future capacity of 2 Mℓ/day and that a new Klapmuts WWTP is constructed downstream of the existing site in the future when the existing treatment plant reaches its upgraded capacity.
Raithby, Ward 20	
Drainage Areas	• The existing drainage area is increased to accommodate proposed future development areas.
No upgrading	• No upgrading of any of the components of the existing sewer drainage system is required.
Rural Areas	
Faure System, Ward 20	
No Sewer Connection	• Faure consists mostly of agricultural setups and these areas make use of septic tanks.
Polkadraai System, Ward 20	
Description	• Polkadraai consist mostly of agricultural setups and these areas make use of septic tanks. However, there is an urban development area within the Polkadraai scheme.
Pumping Station	• Longlands area along with any other future developments in the area gravitate to a new proposed Blaauwklippen Pumping Station. • Master plan proposal will be required to connect the existing developments along with future developments to the proposed PS.
Koelenhof System, Ward 19	
Description	• Koelenhof consist mostly of agricultural setups and these areas make use of septic tanks. However, there is an urban development area within the Koelenhof scheme. • Master plan items Proposal will be required to connect the future developments proposed for the Koelenhof area to the existing sewer network that gravitates to Stellenbosch.
Muldersvlei System, Ward 19	
No Sewer Connection	• Muldersvlei consists mostly of agricultural setups and these areas make use of septic tanks.
Meerlust, Ward 3	
No Sewer Connection	• Meerlust consists mostly of agricultural setups and these areas make use of septic tanks.
Helderberg & Croydon, Ward20/21	
No Sewer Connection	• Helderberg & Croydon consists mostly of agricultural setups and these areas make use of septic tanks.

Table 23: Sewerage Management, Stellenbosch Municipal Area, 2020

Electricity

Energy: Economic growth and the provision of housing are directly affected by the availability of electricity, and the municipality is entirely dependent on the Eskom grid in this regard. Stellenbosch town needs to reduce its consumption by 10% to avoid overstepping supply. A combination of innovative demand reduction measures and increases in capacity will be required to prevent power disruptions whilst improving access to the poor, and this change will need to be led by wealthy households, businesses and the University. All new housing should install solar water heating devices, and non-subsidy housing should be encouraged to meet the portion of their electrical demand that exceeds 300kWh per month by generators such as solar photovoltaic panels and solar hot water heating devices. SANS 10400-XA energy efficiency standards should be adhered to in all planning applications for new buildings, major renovations and usage changes. Alternative energy sources should be developed and integrated into the grid, and the largest energy users should be encouraged and incentivised to invest in solar energy generation. (Stellenbosch Municipality, 2019).

The table below indicates the status of electrical infrastructure and distribution within the Stellenbosch Municipality.

Electrical Infrastructure Master Plan				
Main Substation	**Installed Capacity (MVA)**	**Load 2006 (MVA)**	**Firm Capacity (MVA)**	**Predicted Load 2025 (MVA)**
	22.5	12.0	15 at 2010	23.8
Sub-Systems	Devon Valley	3.2	4.5	4.5
	Begraafplaas		6.4	6.7
	Lowerdorp	1.3	6.4	2.7
	Total			**13.9**

University Substation	**Installed Capacity (MVA)**	**Load 2006 (MVA)**	**Firm Capacity (MVA)**	**Predicted Load 2025 (MVA)**
	45MVA	22.9	30 at 2014	38.3
Sub-Systems	Bosman	4.1		5.88
	Hofman	2.3		6.13
	SDR Kliniek	0.7		1.21
	Papegaairand			3.3
	Engineering Faculty		4.3	2.0
	Merriman Z	8.6	9.0	12.3
	Stadsaal	2.5	5.0	4.05
	Total			**34.6**

Cloetesville Substation	**Installed Capacity (MVA)**	**Load 2006 (MVA)**	**Firm Capacity (MVA)**	**Predicted Load 2025 (MVA)**
	40	8.7	20 at 2020	22.3
Sub-Systems	Curry	7.6	12.5	20
	Tennant	5.5	12.8	12.9
	Welgevonden	0.42	6.4	2
	Kayamandi	4		10
	Total	**17.52**		**44.9**

Jan Marais Substation		Installed Capacity (MVA)	Load 2006 (MVA)	Firm Capacity (MVA)	Predicted Load 2025 (MVA)
		20	9.0	10 at 2008	16.6
Sub-Systems	Uniepark				3.5
	Maraispark				2.1
	Tindal / Stone		2.3		4.5
	Total				**10.1**

Markotter Substation		Installed Capacity (MVA)	Load 2006 (MVA)	Firm Capacity (MVA)	Predicted Load 2025 (MVA)
		22.5	9.9	15 at 2021	16.2
Sub-Systems	Dalsig Oos		3.1		4.7
	Coetzenburg		1.6		2.4
	Krige		2.6		4.1
	Braak		2.7		5.34
	Total		**10**		**16.54**

Golf Course Substation		Installed Capacity (MVA)	Load 2006 (MVA)	Firm Capacity (MVA)	Predicted Load 2025 (MVA)
		40	8.6	20 at 2018	26.7
Sub-Systems	Boord		2.14		4.0
	Tegnopark			3.4	5.37
	Paradyskloof		3.8		19.56
	Total				**28.93**

Franschhoek Substation		Installed Capacity (MVA)	Load 2006 (MVA)	Firm Capacity (MVA)	Predicted Load 2025 (MVA)
		40	6.5	20	19.2
Sub-Systems	Groendal		2.8	6.4	8.7
	Hugenote		4.3	6.4	11
	Monument		0.4		4.2
	Total		**7.5**		**23.9**

Table 24: Electricity Supply and Reticulation, Stellenbosch Municipal Area, 2020

A Summary of Wards' 2020 Population, Housing Demand and Availability of Services, follows:

Ward	1	2	2	3	4	4	5 & 6	7, 8, 9, 10 & 11	12, 13,14 & 15	16 & 17	18	19	19	20	20	20	20	21	22
Towns	Franschhoek	La Motte/ Wiesiesdraai & Robertsvlei	Wemmershoek	Lanquedoc	Johannesdal & Pniël	Kylemore	Idas Valley	Stellenbosch	Kayamandi	Cloetesville	Klapmuts	Koelenhof	Muldervlei	Lynedoch	Vlottenburg	Spier	Raithby	Jamestown	Brandwacht/Bo-Dalsig
Population	12 839	7 520		8 951	8 230		11 512	22 193	26 176	16 353	8 763	10 494		9 628				8 651	4 873
Number of households	3 470	2032		2 419	2 224		3 111	5 998	7 074	4 419	2 368	2 836		2 602				2 338	1 317
Lighting (Electricity)	98.6%	78.5%		97.7%	96.3%		100%	100%	88.8%	100%	96.3%	91.8%		95.4%				95.2%	100%
Piped potable water	87.4%	98.2%		80.7%	82.7%		85%	100%	100%	96.4%	93%	48.5%		49.5%				86.5%	98.5%
Sewerage	93.4%	60.8%		81.7%	86.3%		96.8%	100%	97.6%	97.5%	83.1%	65.9%		63%				86.6%	100%
Electricity supply									Insuffi-cient										
Bulk water supply	Insuffi-cient			Insuffi-cient	Insuffi-cient	Insuffi-cient	Insuffi-cient	Insuffi-cient	Insuffi-cient	Insuffi-cient	Insuffi-cient	Insuffi-cient					Insuffi-cient		
Sewerage				At Capacity	At Capacity	At Capacity	At Capacity	At Capacity	At Capacity	At Capacity		Use septic tanks	Use septic tanks				No Upgrade required		
Wards: highest need for services																			

Table 25: Summary of Stellenbosch Wards Population Statistics, Housing Demand and Availability of Services (2011)

5.1.2 Roads and Transport infrastructure

Movement & Access: Attribute & Challenges

- The Municipality contains 312km of roads and an additional 35km of roads which are 80/20 subsided by the Province.
- Around 6km of the roads have block pavement surfacing, 11km of the roads are unpaved roads and most are paved roads with bituminous, flexible pavement surfacing.
- Around 80% of the roads are Class 5 Access roads with the balance being Class 4 Collectors, with a few Class 3 roads mainly in the 80/20 Provincial subsidy category.
- Road network condition assessments show an improvement in the overall condition of the SM's road network over the last 12 years. The latest Road Asset Management Plan indicates that around 7km (2.5%) of the roads in SM are in poor or very poor condition.
- The RMP found that the present road network – particularly provincial roads – fails to cope with the longer-term growth needs of the Stellenbosch area and some roads, particularly in the historic town area, may in future operate at capacity during peak periods (unless modal shift changes).
- The RMP found that the following road sections function beyond capacity: The R304 before its intersection with the R44; The R44 (south) between Paradyskloof and the Van Reede intersection; Bird Street between the R44 and Du Toit Street; Merriman and Cluver Streets between Bird Street and Helshoogte Road; Dorp Street between the R44 and Piet Retief Street; Adam Tas Road between its junction with the R44 and Merriman Street. Piet Retief Street; Van Reede and Verde Streets between the R44 and Piet Retief Street.
- Access roads found to be under severe pressure are: The Welgevonden access road; Lang Street into Cloetesville; Rustenburg Road into Idas Valley; The Techno Park access road.
- The current modal split in SM is as follows: light vehicles: 87%; minibus taxis: 7,5%; bus: 4,5%; heavy vehicles: 1,5% (rail information is not available in the RMP).
- Approximately 12% of all traffic within the SM is buses and mini-bus taxis (low compared to CoCT with approximately 36% public transport usage).
- 60% of SM's households do not have access to a car, and are dependent on unsupported informal public transport or travel on foot.
- Some 3 200 persons travel into town during the highest peak hour, if assumed 1 person per vehicle and no buses or taxis.
- 70% of all trips entering Stellenbosch town are by private car. There is worsening peak period congestion, with average traffic speeds pushed down to 13km/h (below cycling speed) and a throughput per lane of only 600 persons per hour due to the very low vehicle occupancies.
- Local (<5km) peak period person trips within the town of Stellenbosch total twice the number of longer distance (>5km) passenger commute trips.
- Approximately 80% of the workforce employed in the municipal area live in the town of Stellenbosch and make trips of less than 5km in distance.
- 95% of all NMT trips within the Stellenbosch town are made by low-income residents.
- Over 80% of all local trips by choice-user are made by car.

- Scheduled passenger trains in the Stellenbosch area run over a total rail line distance of 18km, and trains stop at seven stations in the municipal area (Lynedoch, Spier, Vlottenburg, Stellenbosch town, Koelenhof, Muldersvlei and Klapmuts). Franschhoek, La Motte and Wemmershoek are alongside the Franschhoek line which is no longer in operation).
- Public bus services are limited. There are 28 scholar bus contracts within the Municipality, transporting up to 4 263 scholars.
- According to the Transport Register there are 43 routes operated by mini-bus taxis. Currently, 114 mini-bus taxis have been surveyed and 157 operating licences have been issued. The majority of routes are operating at above 75% service capacity. (Republic of South Africa, 2016).
- A bypass tying in with the R44 in the vicinity of the Annandale Road in the south and with the R304 in the vicinity of the Welgevonden Road intersection in the north is under investigation. The route is envisaged as a dual carriageway, over a distance of ±14 km, with no direct property access and grade separated intersections (interchanges). However, this proposal appears to have no official status.

5.1.3 Social Facilities

There appears to be an adequate number of facilities within reach of the majority of households to meet the educational and health care needs of SM, but challenges relate to operational and household affordability as well as the capacity of these facilities (e.g., overcrowded schools in poorer neighbourhoods). (Stellenbosch Municipality, 2017).

Ward needs related to amenities																								
Ward	**1**	**2**	**2**	**3**	**4**	**4**	**5**	**6**	**7-11**	**12-15**	**13**	**14**	**15**	**16-17**	**18**	**19**	**19**	**19**	**20**	**20**	**20**	**20**	**21**	**22**
	Fh	Lm	Wh	Lq	J/ p	Ky	IV		S	Ka				Cl	Kl	Eb	Ko	Mv	Ld	Vb	Sp	R	Ja	B/D
Edu.										ECD	OAH , CH, HR				HS PS				LL				C	
Culture									HB		CH								C					
Civic							IO									Cl,M C - U								
Social		ZL – b					S-U, CM Links			CE					EC									
Recre.	GP - M	EWP					SP	U-Nb Fb TC, RF		SP	SP, RC	SP	SP	PPs		Rec C			SG				PP	PP& GP-U

C – Clinic; CE – centre for elderly, CM – community markets, CH – Civic Hall, EC – educational centre, EWP – Eco and water park, Fb – Football, GP – Gym park, HB – Historic buildings, HR – Hall of Remembrance, HS – High School, PS – Primary School, IO – Improve operations, Nb– Netball, Rb – Rugby, RC – Recreation Clinic, OAH – Old Age Home; SG – Sportsground, S-Stalls, SP – Swimming Pool; PP(s) – Play park(s), T – Tennis, ZL – Zoned land: b - business, F – Field, U – Upgrade, M – Maintain, M – Mobile

Table 26: Social Amenities required in Stellenbosch Settlements

5.2 Strategic direction for Human Settlement Development

The above built environmental and socio-economic analysis informed the approach to address the need for secure tenure and deliver on settlement making and safety:

i. Align provision of tenure with respecting nature, being resource frugal and growing ecological infrastructure:
   a) Delivery according to ***corporate capabilities*** (within budget).
   *b) Funds secure (**Secured tenure implementation.**)*
   c) Secure promulgation (gazette) of IHSP priorities.

ii. Align provision of tenure with economic development:
   *a) Enhance **economic mobility** and develop **well-located land.***
   b) Enhancing settlement integration.
   c) Sustainable Infrastructure.
   d) Secured place identity (protect, maintain and grow rural settlement identity).

iii. Provide different tenure options and for different and special groups
   a) Different options:
   - *Serviced sites,*
   - *Social housing (outside restructuring zones),*
   - *Restructuring Zones,*
   - *High Density (3 story walk-ups),*
   - *Subsidised Housing (700 in Business Zone),*
   - *UIS (unserviced sites),*
   - *GAP,*
   - *FLISP,*

   b) Provide for different and special groups: Military Veterans, Back Yarders, the Elderly, Persons with disabilities, child headed households and persons longest on the waiting list.
   *c) Responding to demand over the **whole spectrum of income groups.***

Stellenbosch Municipality will exercise its settlement making mandate by securing well-located land and funds to provide sustainable infrastructure and delivery by means of an implementation agent.

The next section will outline the strategic Framework of the IHSP.

Strategic Framework for IHSP

Chapters 6 - 7

6 Municipal IHSP Vision Statement

6.1 Long term Human Settlement development vision aligned with

MSDF and IDP

The IDP and MSDF vision directs the IHSP's vision: "***All income groups in all Stellenbosch settlements live responsibly, in safety and have security of tenure according to municipal capabilities."***



The IHSP vision drawn from the MSDF vision directives:

It is a future Stellenbosch municipal area that remains familiar; it has retained what differentiates the municipality from other places, its landscapes, historic buildings and settlement patterns, and the specialness of its institutions. It is resilient; it has adapted to the needs of today without losing what is special from the past. It is inclusive; it has accommodated the needs of citizens from all walks of life without fear. It is diverse and therefore productive. In adapting to new needs, and accommodating new people, it has become the stage for new expressions of culture, new businesses, and new ways of doing.

In form, it comprises a set of compact settlements, large and small, surrounded by natural and productive landscapes, and linked by means of public transport. Internally, settlements are relatively dense, cyclable and walkable. Each portrays a unique character, closely linked to its surrounding landscape, the reach and extent of its public institutions, and the capacity and opportunity of its infrastructure. Each provides for a range of citizens from all walks of life, with significant choice in place of residence." (Stellenbosch Municipal SDF, 2019)

The MSDF focus areas, principles and strategic direction inform the IHSP principles, strategy and approach as per the table on the next page.

6.2 Long term 20-year sustainable HS goal aligned with IDP and MSDF vision

By 2040, within budget, ensure access for all to adequate, safe and affordable shelter, tenure opportunities, basic services including upgrading of informal housing, tenure options and housing topologies.. (Stellenbosch Municipality, 2017)

6.3 Municipal roles and responsibilities

The municipality has two roles encompassing the following:

- HS Developer role:
  - Implement IHSP projects and housing delivery through planning and obtaining approval of the housing pipeline, obtaining land and development rights and appointing an implementation agent.
- HS Enabler role:
  - Manage implementation agent to service sites and build dwelling units.
  - Obtain other sources of funding e.g., Urban Settlement Development Grant (USDG) to secure infrastructure, Regional Socio-Economic Programme to enhance safety and security.
  - Support communities.
    Provide each 8 808 indigent households' access to free basic services:
    - 10 kilolitres (Kl) free water,
    - 50-kilowatt hertz (KwH) electricity,
    - free basic sanitation,
    - free basic refuse removal.

……/The MSDF Strategic Direction inform the IHSP principles, strategy and approach as per the table to follow:

MSDF Focus Areas	MSDF Principles & strategic direction	IHSP Principles & Strategies	IHSP Implications	IHSP Approach
Valley of Possibility	Direct growth to areas of lesser natural and cultural significance as well as movement opportunity. • Containment of settlements. • Public & NMT mobility.	Equal access. • *Enhance settlement integration and mobility.*	Require well located land, within walking distance, in growth node settlements.	Align provision of tenure with economic drivers and development.
Safe Valley	Respect & grow cultural heritage. Ensure balanced, sustainable communities. • Denser settlements & diverse activity & surveillance.	Place Identify. • *Protect, maintain and grow rural and settlement identity.*	Provide for amenities and safe communal spaces.	Provide different tenure options: Serviced sites, Social housing, Restructuring Zones, High Density (3 story walk-ups), Subsidised Housing, UISP (unserviced sites), GAP, FLISP.
Dignified Living	Clarify and respect the different roles and functions of settlements. • Focus on needs of "ordinary citizen", limited access to opportunity due to restricted resources.	Well-being & individual capability. • *Responding to demand over the whole spectrum of income groups.*	Secured tenure (title or rental).	Provide for different and special groups: Persons longest on the waiting list, Elderly, Military Veterans, Back Yarders, People with disabilities, Child headed households, people longest on the waiting list.
Good Governance and compliance	Focus collective energy on critical lead projects. • Presentation of information & opportunities assist internalization.	Corporate capabilities. • *Delivery according to corporate capabilities.*	Secured funds & services.	Secure promulgation (gazette) of IHSP priorities.
Green & sustainable valley	Maintain & grow natural assets. • Protect nature areas, agricultural areas & river corridors.	Resource frugal. • *Treat on and use natural resources carefully.*	Healthy ecological infrastructure.	Align provision of tenure with respecting nature, being resource frugal and growing ecological infrastructure.

Table 27: Alignment of IHSP and MSDF Strategies (Stellenbosch Municipal SDF, 2019)

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7 HS Objectives and Strategies

7.1 Spatial Transformation Objectives

In 2020, the Minister of Human Settlements Gazetted the declaration of the Priority Human Settlements and Housing Development Areas (PHSHDA's) to restructure and revitalise towns and cities, strengthen the livelihood prospects of households and overcome apartheid spatial patterns by fostering integrated urban forms.

The PHSHDA's are underpinned by the principles of the National Development Plan (NDP) and allied objectives on the National Spatial Development Framework (NSDF) and the Integrated Urban Development Framework (IUDF) which includes (Republic of South Africa, 2022):

- **Spatial Justice:** reversing segregated development and creation of poverty pockets in the peripheral areas, integrate previously excluded groups and resuscitate declining areas;
- **Spatial efficiency:** consolidating spaces and promoting densification and efficient communicating patterns;
- **Access to connectivity, economic and social infrastructure:** ensure the attainment of basic services, job opportunities, transport networks, education, recreation, health and welfare to facilitate and catalyse increased investment and productivity;
- **Access to adequate accommodation:** emphasis is on provision of affordable and fiscally sustainable shelter in areas of high need; and
- **Provision of quality housing options:** ensure that different housing typologies are delivered to attract different market segments of appropriate quality and innovation.

Emphasis is placed on synchronising national housing programmes in these priority human settlements and housing development areas namely:

- **Integrated Residential Development Programme** provides a tool to plan, fund and develop integrated settlements that include all the necessary land uses and housing types and price categories to create integrated communities. It provides for subsidized, as well as finance linked housing, social and rental housing, commercial, institutional and other land uses to be developed;
- **Social Housing Programme in Restructuring Zones** provides for Social Housing located in specific, defined localities (mostly urban) which have been identified as areas of opportunity (largely economic) where the poor have limited or inadequate access to accommodation, and where the provision of social housing can contribute to redressing structural, economic, social and spatial dysfunctionalities. It is also aimed to improve and contribute to the rental sub - component of housing, especially as social housing is able to widen the range of housing options available to the poor;
- **Informal Settlements Upgrading Programme** provides for the structured in situ upgrading of informal settlements to address the social and economic exclusion of communities. It remains evident that informal settlements provide new migrants and the urban poor an affordable point of access into towns and cities, although they are also associated with high degrees of physical and social vulnerability;
- **Finance Linked Individual Subsidy Programme** provides for the creation of an inclusive and vibrant residential property market which can provide state assistance to households who are unable to independently access housing credit to become upwardly mobile and progress up the housing ladder;

- **Special Presidential Package (SPP) Programme on Revitalisation of Distressed Mining Communities** by implementing spatial transformation plans for mine settlements; and
- **Enhanced People's Housing Process** provides for a process in which beneficiaries actively participate in decision - making over the housing process and housing product and make a contribution in such a way that: 1) Beneficiaries are empowered individually and collectively, 2) various partnerships are created, 3) social capital is retained and expanded upon, and 4) housing is valued as an asset far beyond its monetary value.

The status of PHSHDA for Stellenbosch Municipality is:

- The Stellenbosch Urban Core PHSHDA was formally gazette on 15 May 2020 (Government Gazette No. 43316) and consists of the neighbourhoods of Jamestown, Kayamandi and Central Stellenbosch;
- To date the National Housing Development Agency (NHDA) with assistance from the PDoI have undertaken a Status Quo Analysis in preparation for the drafting of the Stellenbosch PHSHDA Development Plan. A Status Quo Analysis will inform the Development Plan drafting going forward; and
- The PDoI, Stellenbosch Municipality and NHDA will proceed with the drafting of the Stellenbosch PHSHDA Development Plan in the near future.

The image below depicts areas that have been declared as PHSHDA (Stellenbosch Municipality Housing Pipeline, 2023):

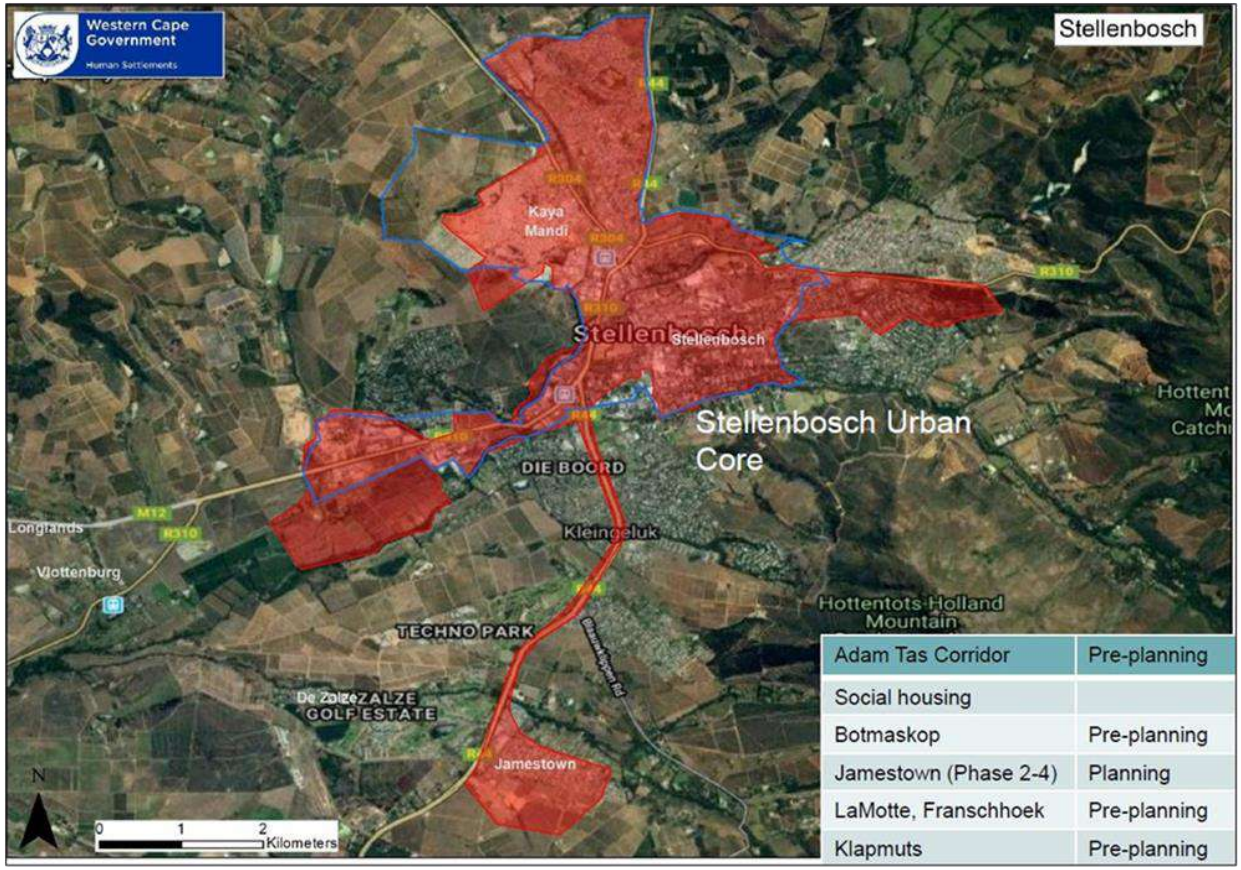


Figure 3: Priority Human Settlements and Housing Development Areas (PHSHDA) (Stellenbosch Municipality Housing Pipeline, 2023)

7.2 Spatial Transformation Approaches

The special transformation approaches include the following:

Densification

To protect the unique character of towns, densification targets are more appropriate in some towns such as Stellenbosch, Franschhoek and Klapmuts. In 2015 the average density in Stellenbosch was 8,17 dwelling units per hectare, with Franschhoek only slightly higher at 10,22 units and Klapmuts falling between these two at 9,94 (densities vary significantly between neighbourhoods within settlements).

In the municipal area, the split in housing typologies between 1996 and 2015 is: dwelling houses (74%), flats (17%), other residential buildings (6%), and townhouses (3%). (Stellenbosch Municipal SDF, 2019).

Besides rezoning (high & medium density) and subdivisions and Second dwellings should be promoted and could accommodate back yard dwellers:

- Delineate overlay zones where second dwelling units on single residential plots are permissible and where services capacity is adequate. Incorporate overlay zones in zoning scheme.
- Develop a range of basic/ standard designs that are compliant with the building regulations that could be obtained from the municipality to reduce the cost to the landowner.
- Develop a set of acceptable standards for temporary and alternative structures that are constructed for accommodation purposes to ensure that appropriate levels of health and safety can be maintained, without impacting the affordability of backyard dwelling tenants.
- Permit the construction of a temporary structure for accommodation for a limited time period (i.e., a temporary use departure), where after the structure should be formalized, removed or in proven exceptional circumstances the time period may be extended.
- Encourage landowners to comply with the minimum standards and police and remove non-compliant temporary structures.
- Encourage the construction of outside ablution facilities to ensure consistent access to services for backyard structures.

Consideration should be given to the implementation of second service meters, provided that the provision thereof does not result in a double subsidy to the landowner. This to address the issue of illegal connections and to improve the recovery rate of costs associated with service.

Restructuring and Integration

Restructuring of towns can be achieved through *functional integration:*

- Rezoning of residential erven to establish secondary business nodes in existing subsidized precincts.
- Densification and reinforcement (mixed-use) should infrastructure capacity exist.
- Most communities are located within 20-minute walking distance from commercial and social infrastructure. In the case of new or redevelopments, determine development location in relation to social amenities and business nodes on the principle of "within walking distance" (norm: 20 minutes/1 kilometre).
- More social and commercial services along activity streets within walking distance.
- Development reinforced along connecting routes between precincts.

Restructuring of towns can be achieved through *socio-economic integration:*

- Position social amenities and infrastructure centrally for sharing by various communities, for example, sports fields, market squares, open space networks.

- *Provide a variety of housing types*, especially in the centre of town and if required, upgrade or replace infrastructure.
- Encourage different income (social gradient) and property values between adjacent areas.
- Different housing typologies.
  - Centrally located community node.
  - An integrated and active open space network.
  - Integrated community sport facilities.

Spatial Integration

Integrated developments, mixed uses and alternative uses along activity roads (demarcation of activity corridors and streets) are encouraged.

Demarcation of urban edges and future growth directions determined the tools have to be applied when subsidized and affordable / GAP housing developments are planned.

Upgrading informal settlements through the following broad objectives assists with integration:

- In-situ upgrading of informal settlements;
- Upgrade informal settlements by the provision of basic services;
- Develop emergency housing sites geared to accommodate evictees;
- Undertake demographic surveys of identified informal settlements;
- Facilitate tenure security in informal settlements;
- Assist in short-term job creation through linkages with Expanded Public Works Programme (EPWP) and longer-term job creation through upgrading programmes;
- Facilitate capacity-building and training for residents and stakeholders through direct service provision and partnerships with outside agencies; and
- Manage the provision of services and development programmes to informal settlements. (Stellenbosch Municipal SDF, 2019)

7.3 Strategic areas for Human Settlement Development

Different strategies were applied that include: mixed use, integration and restructuring zones, densification and intensification and catalytic projects.

Mixed use zones, Greenfields and Brownfields

There are mixed use zones in all of the larger settlements of Stellenbosch, Franschhoek and Klapmuts. In the smaller settlements mixed use is limited and neighbourhood business and amenity precincts are the “mixed use”.

Integration Zones

Integration zones were delineated in Stellenbosch and Klapmuts.

Restructuring zones and social housing

The land around the intersection of R44, R304 and R310 and towards the CBD of Stellenbosch is earmarked as a restructuring zone.

Promoting integration is achieved through different restructuring approaches:

> Criteria i: ***Economic restructuring*** *by promoting spatial access to economic opportunity and promoting job creation via the multiplier effect associated with building medium density housing stock and with the management and maintenance of the stock. Restructuring zones should coincide with nodes and corridors of economic opportunity.*
>
> Criteria ii: ***Spatial restructuring*** *by bringing lower-income (and often disadvantaged) people into areas where there are major economic opportunities (both with respect to jobs and consumption) and from which they would otherwise be excluded because of the dynamics of the land market on the one hand and the effects of land use planning instruments such as large-lot zoning (minimum erf sizes).*
>
> Criteria iii: ***Social restructuring*** *by promoting a mix of race and classes at neighbourhood level.*

Box 4: Criteria for promoting integration through Restructuring Zones

Stellenbosch Municipality was approved as a Restructuring Town in March 2017, by the National Minister of Human Settlements. This approval included the confirmation of the various Restructuring Zones within the Municipality and the latter culminated in a Council decision instructing the administration to attract Social Housing Institutions (SHI's) and/or Other Development Agency (ODA's) in order to effect to the Municipality's social housing programme. (Stellenbosch Municipal SDF, 2019).

The aim of this programme is to ensure improved quality of life for communities through a Rental housing programme. This process of integration speaks to the importance of:

- Economic sustainability: affordability, access to economic opportunities, and promoting job creation via the multiplier effect associated with building medium density housing stock etc.;
- Social sustainability: social integration between various income groups, access to educational, recreational and health facilities, etc.; and
- Ecological sustainability: conservation of scarce resources.

Social housing contributes to spatial restructuring by increasing densities and compacting growth thereby ensuring that the poor are not pushed out to marginal locations at the edge of the city.

Well-managed social housing projects have a low internal (to the project) crime rate, and contribute to stabilizing external (to the project) crime-ridden environments, hence its contribution to revitalization initiatives. It provides a sense of belonging and security. Well-functioning neighbourhoods help to reconnect residents with resources in the city and region.



Figure 4: Restructuring Zone, Stellenbosch

Densification and Intensification

In Stellenbosch, Franschhoek and Klapmuts densification and intensification are applied in mixed use precincts, restructuring zone and upgrading of informal settlements.

Catalytic projects

Catalyst projects are public or private projects that are planned and designed to cause a corresponding and complementary development reaction on surrounding properties. They are projects of sufficient magnitude to stimulate redevelopment of underdeveloped properties or major rehabilitation of underutilized buildings. The identification and implementation of catalyst projects provide an opportunity for public and private investments to receive a reasonable return. The measure of return on investment can include jobs creation, increase in land value, improved transportation and access, and new housing units (https://www.portlandoregon.gov/transportation).

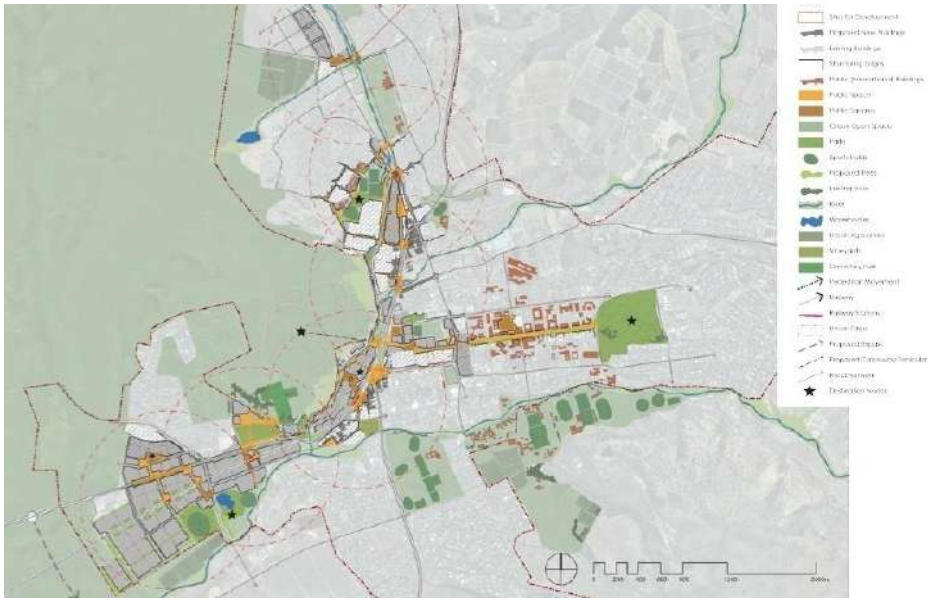


Figure 5: Catalytic Development, Adam Tas Corridor

Adam Tas Corridor comprises the most strategically located 400ha land in Stellenbosch town. The proposed Adam Tas Corridor development, stretching for 5km along the R310 and R44 along the foot of Papegaaiberg from the disused Cape Sawmills site in the west to Kayamandi and Cloetesville in the north, will enhance the western edge and the barrier/ severance effect of the R44 and the railway line. This new linear district within Stellenbosch includes the Steinhoff owned disused Cape Sawmills Sawmill site, the government owned Droë Dyke area, Distell's Adam Tas facility, Oude Libertas, various Remgro property assets, Bosman's Crossing, the rail station, Bergkelder complex, Van der Stel sports complex, the George Blake Road area, and parts of Kayamandi and Cloetesville.

Overall, development should be mixed, high density and favour access by pedestrians and cyclists. A central movement system (with an emphasis on public transport and NMT) forms the spine of the area, and is linked to adjacent districts south and west of the corridor. Remote parking facilities and bridging to enable integration across the corridor to access adjacent areas will form part of the intended development (Stellenbosch Municipality, et al., 2021).

The corridor is divided in three districts and 10 precincts.

- The southern district (sawmill site, Droë Dyke, and the Adam Tas complex): accommodating a mix of high density residential and commercial uses, as well as public facilities (including sports fields).
- The central district: (Bosman's Crossing, the Bergkelder, and the Van der Stel Sports complex).
- The northern district of the Adam Tas Corridor focuses on the southern part of Kayamandi. The central and northern districts of the Adam Tas Corridor are linked through George Blake Road. This area effectively becomes the "main street" of Kayamandi, a focus for commercial, institutional, and high-density residential use integrated with the rest of the corridor and western Stellenbosch town.

The land listed in the table below represents the Adam Tas Corridor:

No	Erf/ Farm no	Precinct	Type/Housing Programme	Ha	Units	Owner ship	Wards
1	Farm RE/283; Ptn 17 of Farm 183, Ptn 35 of Farm 183 & Ptn 8 of Farm 283; Frm 281 (Droë Dyke)	Onder Pape-gaaiberg	IRDP/FLISP/SH	90,05	4192	Public Stb Mun	11 12
2	Erven 16470 & RE/16469, Erven 16461, 16462, 16463, 16464, RE/16465, 16466, 16467, 16468, 16535 (Droë Dyke)	Onder Pape-gaaiberg		19,3	1131		11
3	Erven 10725, 8933, Farm Re/1147; Erven 16471, 16472, 16474 (Droë Dyke)	Onder Pape-gaaiberg	Private	12,59	1149	8933-Pub Private	11
4	Farm 1045 & Erven RE/6284; Farm 1168 & Erven 6284 & 3368	Onder Pape-gaaiberg	Private	24,48	504	Private	11
5	Erven 7589, 7591, 7592 13047, RE/5164, RE7587, RE/7588, 17344, 17321	Stellenbosch		10,86	743		
6	Erven 14601, 6201, 6278, 6280, 14461, 709, 14152, 14153, 14154, 14155, 14156, 14157, 380, 381, 15804, 6279, 14165, 14166, 5969, 384, 694	Stellenbosch	Mixed Use, mainly industrial	6,01	1237	Private 709-Stb Mun	11 & 23
7	Erven 9545, 3454, 257, 7602, 13801, 251, 265, Ptn of 3974, 254	Stellenbosch	Mixed Use, mainly industrial	15,1	2431	Private	11 & 23
8	Erven RE/235, RE/934, 8718, 3746	Stellenbosch		16,99	2201	Stb Mun	11 & 23
9	Erven 235; RE/15709, 15718, 15719, RE/10807, 12702, 9188, 14627, RE/13026, RE/8205, 8181-8191, 8192-8194, 8196-8204, RE/8205, 4841-4843, RE/11280, 12197-12201, Erf 3974, RE/2, 1446, 1799, 2987, 2177, 1439-1443, RE/1410, 1429-1438, 1807, 1419, 1414, 1415, 1416, 1409, RE/1410, 1412, 1411, 1753-1759, 1829, 1770, 1420-1424, 1768, 1769, RE/1408, RE/1407, 1978, 1731, 1747, 1806, 14427, 4431, 4845, 83, 6148, 7649, 5973, 6372, 81, RE/6094, 2176, RE/2174, RE/52, 51, 4913, 68, 69, 58, 8400, 13585, 4894, 7582, RE/6128, RE/6127, RE/6135, 13,10, 1, 15708, 523, 16451, RE/288, Farm RE/1297, RE/183, 2/81, 9/81, RE/175, 19/175	Stellenbosch	Residential	69,09		235,-Stb Mun 4841-4843, RE/11280-Stb Mun; Etc-Priv	11 & 23
10	Ptn 2 of Farm 72; Ptn 33 of Farm 81; Ptn 29 of Farm 81; Ptn 37 of Farm 183, Ptn 8 of Farm 81; Ptn of Farm RE/183; Ptn of Farm 2/81	Kaymandi	Private IRDP/FLISP	88,07			12 & 19
11	Farm Re/183, Ptn of Farm 181, Ptn of Ptn 33 of Farm 175	Kaymandi	Residen-tial (UISP)	30,7			11 & 12

Table 28: Land included in Adam Tas Corridor

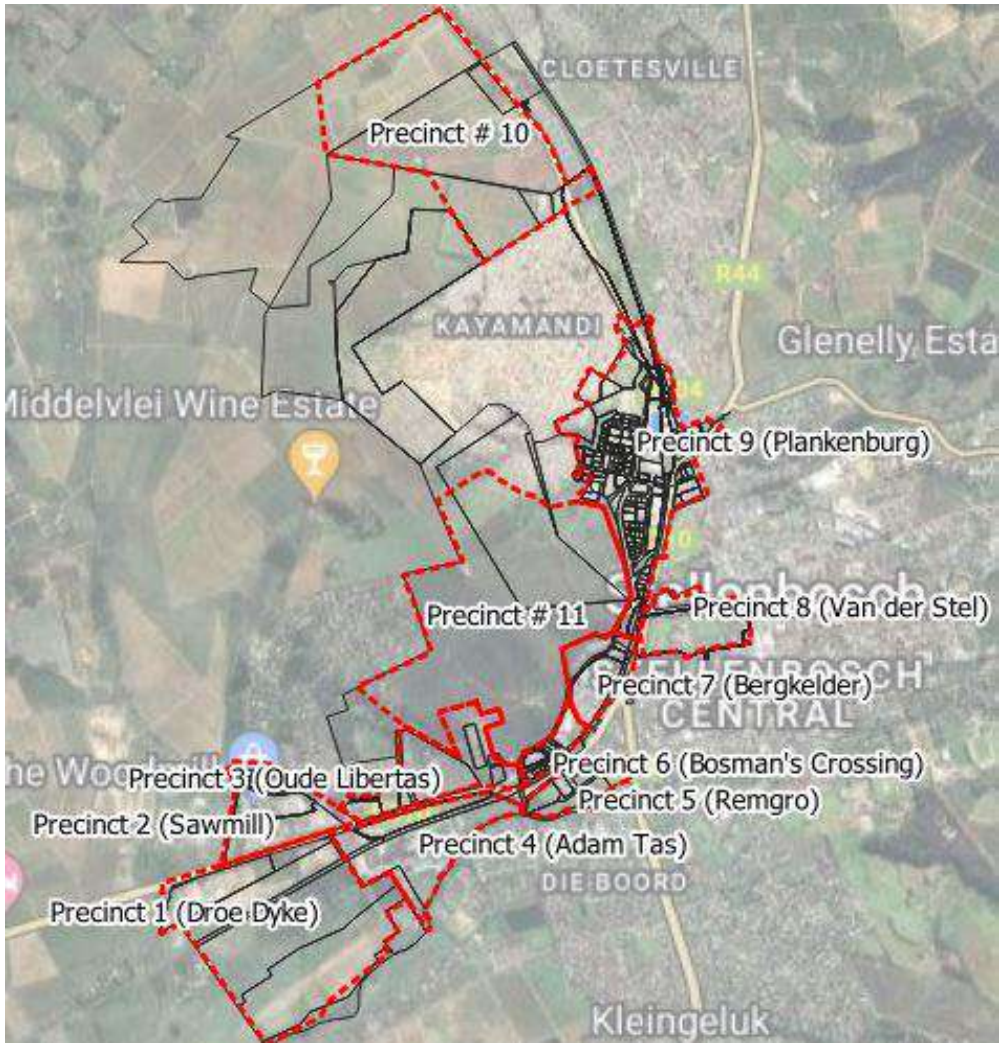


Figure 6: Adam Tas Corridor Precincts

Along the corridor as a whole – depending on local conditions – significant re-use of existing buildings is envisaged. This is seen as a fundamental pre-requisite for diversity, in built character and activity (as re-use offers the opportunity for great variety of spaces). Aspects of the industrial use history of the area should remain visible. A range of housing types, in the form of apartments should be provided, accommodating different income groups and family types. The Northern Extension is a Greenfields development:

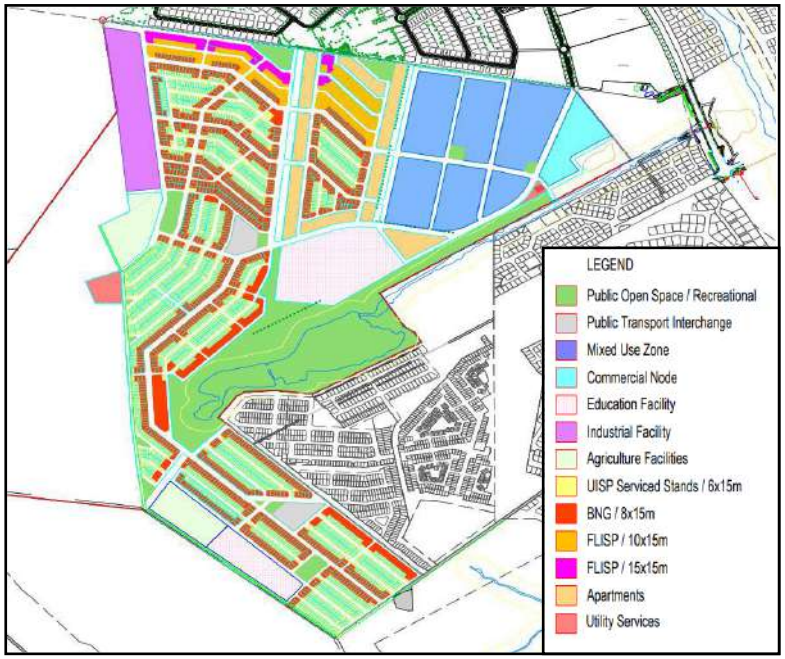


Figure 7: Kayamandi Northern Extension part of Adam Tas Northern District

As Catalytic Project that should redefine the housing situation within Stellenbosch's core urban area, this project is aligned with the principles of the PHSHDA as well as the Provincial Department of Infrastructure to develop housing opportunities on well-located land close to socio-economic facilities and opportunities. The scale of the project will require sustained support from Local, Provincial and National Government over a number of decades to ensure success. The partnership between the spheres of Government and the Private Sector interests will have to be carefully managed to ensure that all parties benefit, especially the poor living in unacceptable conditions within Kayamandi and Cloetesville. (Stellenbosch Municipality, et al., 2021).

At **Klapmuts**, mixed-use development is proposed on Farm 736/RE, located in Drakenstein Municipality. This proposed development in Klapmuts North aims to unlock economic activity with an emphasis on job creation. Whilst in the south, the development of a “innovation precinct” or “smart city” is supported as private sector led institutional arrangements to enable joint planning and development are driving development in Klapmuts. Any significant new residential development has to ensure that housing in Klapmuts South provides for a range of income groups. A range of housing types, in the form of apartments should be provided, accommodating different income groups and family types. It is proposed to stay a private development. Land abutting Klapmuts could be considered for settlement development. (Stellenbosch Municipal SDF, 2019).

The anticipated development at Klapmuts becomes catalytic of nature as significant change to access and mobility provision is required simultaneously. Therefore, improved linkages between Klapmuts North and South, specifically along Groenfontein Road and a possible NMT crossing over the N1 is proposed. The feasibility of changing/ complementing the rail service along the Baden Powell Drive-Adam Tas-R304 corridor to a system providing a more frequent, flexible service better integrated into the urban

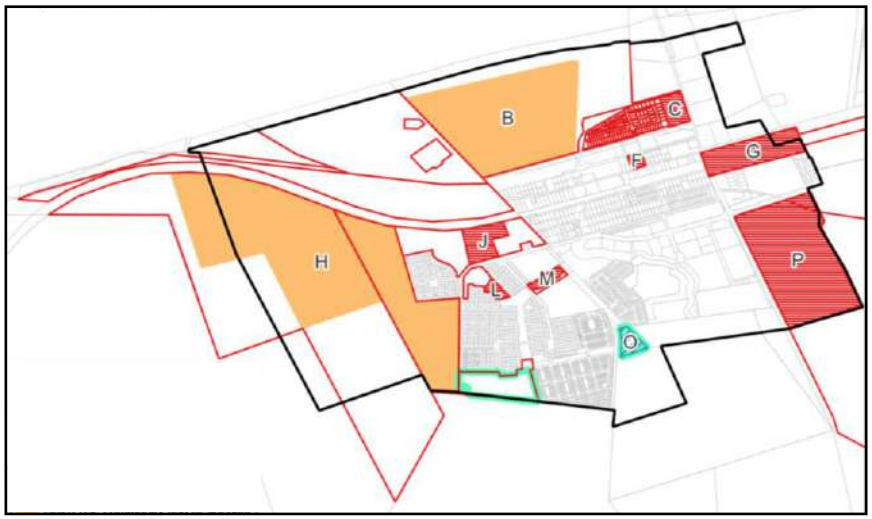
realm should be explored. Alternatively, a regular bus service should be explored serving the same route.



Figure 9: Catalytic Development, Klapmuts South, Stellenbosch Municipality



Figure 8: Catalytic Development, Klapmuts North, Drakenstein Municipality



Summary of Transformation Strategies for Settlement Remaking

Table 31 provides a summary of all the locations of transformation and strategic areas for Settlement Making.

Settlement	Mixed Use Areas	Integration Zones	Densification & Intensification	Restructuring Zones	Activity Streets /Corridors
Stellenbosch	X	X	x	X	X
Franschhoek	X	X	x	X	X
Klapmuts	X	X	x	X	X
Jamestown (SS)	X		X		X
Jonkershoek (SS)			X		
Devon Valley (SS)					
La Motte (Wiesiesdr FV)			X		
Robertsvlei (FV)					
Wemmershoek (FV)					

Koelenhof (R304)			X		
Muldervlei (R304)			X		
Lynedoch (BP)			X		
Vlottenburg (BP)			X		
Spier (BP)	X				
Johannesdal (DV)					
Pniël (DV)					
Kylemore (DV)	X		X		X
Lanquedoc (DV)			X		
Raithby (SP)					

Table 29: Transformation Strategies for Settlement Making

7.4 Spatial Transformation priorities for Stellenbosch

The spatial transformation priorities [according to the IHSP approach] should be pursued:

a) Prioritise provision of housing and security of tenure for an additional earmarked target group besides Military veterans, disabled persons, person with disabilities and child headed households:

   - Those on waiting list for 10 years and more (since 2012 and before): Special projects have to take priority and include infill or redevelopment projects. Such projects have to be fast tracked.

[Provision of tenure include different tenure options and cater for different and special groups. (Dignified Living)]

b) Prioritise the formalization of 'Bosdorpe' Meerlust, Maasdorp and La Motte. Where possible the formalization should follow the location of existing structures.

[Provision of tenure is aligned with economic drivers and development (Valley of Possibility).]

c) Prioritise together with the National Housing Development Agency (NHDA), the transformation of Jonkershoek 'Bosdorp' into a resort with short- and long-term accommodation. Initial beneficiaries and other can either lease long term or exercise a settlement option elsewhere.

*[*Align provision of tenure with respecting nature, being resource frugal and growing ecological infrastructure *(Good governance and compliance & Green Sustainable Valley), and Provision of tenure secure place identity (Safe Valley)]*

Projects to take these priorities for ward should be included in the Housing Pipeline and form part of the revision of the Housing Pipeline. (Stellenbosch Municipality Housing Pipeline, 2023).

IHSP Portfolio of Projects

Chapters 8 - 10

8 IHSP Portfolio of Projects

8.1 Scheduled projects types (5 years):

A schedule of projects per settlement per housing typology (UISP, Subsidized, GAP, Social Housing and Rural Housing) follows. Most of these projects are earmarked to be executed within the next 5 years, but some runs over a longer period of time.

A list of projects over the next 5 years follows:

Project No (PMO system to New Naming Convention)	Town	Housing Programme/s	Housing Opportunities				
			Extent, ha	Site	Serviced sites	Units/ Top structures	Other
1) 3269: Phases 2–4	Jamestown	IRDP / FLISP		2 000			
2) 3694 Erf 7001	Cloetesville	IRDP / FLISP	5.9	250 – 300			
3) 2053 Erf 64	Kylemore	IRDP	8		±600		
4) Northern Extension	Kayamandi	IRDP / FLISP, mixed use	130	4000–6000			
5) Erven 412, 217 & 284	Groendal	IRDP / FLISP		150 – 200			
6) Ptn of Erf 7271	Stellenbosch	Plot-Plan / FLISP/ GAP			168		
7) Erven 6300, 6847 & 6886	Stellenbosch	FLISP/ GAP, (Plot-Plan)		279 (90)			
8) Erf 8776	Stellenbosch	GAP/ FLISP		37			
9) Erf 6705	Stellenbosch	GAP/ FLISP				12	
10) Erf 8915	Stellenbosch	IRDP / FLISP / Other			84		
11) Erven 6668 & 7181	Stellenbosch	IRDP / FLISP / Other			83		
12) Old Forest Station	La Motte	IRDP / FLISP	23.8	830+283			
13) Droë Dyke	Stellenbosch	IRDP / FLISP / SH	29.85	1 000			
14) Farms 81/2 & 81/9	Stellenbosch	SH					±250 - 350
15) Lapland Precinct	Stellenbosch	SH				368	
16) Teen-die-Bult	Stellenbosch	SH				180	
17) Erf 2183, La Rochelle	Klapmuts	UISP	1.2		109	PTRU	
18) 3256 Langrug	Franschhoek	UISP	12.7		1900		
19) 3258 ISSP Kayamandi Centre	Stellenbosch	UISP	18			1847	
20) Maasdorp	Maasdorp	TE					16
21) Erven 1080 – 1112	Kayamandi	TE				Completed	33
22) Red Bricks Hostels	Kayamandi	TE					51
23) Erven 1123 – 1154 and 1113	Kayamandi	TE					175
24) Erven 513-522, 66, 67, 69 and a Ptn of Erf 523	Kayamandi	TE					137
25) Mpelazwe: Erf RE/288	Kayamandi	TE					54-65
26) 3460 Meerlust	Meerlust	IRDP				200	
27) Jonkershoek	Jonkershoek	TE / IRDP / FLISP					40 exist
28) Erf 3229 Mooiwater (TRA)	Franschhoek	UISP		258			Services
29) Erf 9445 Idas Valley	Stellenbosch	IRDP / FLISP				166	
30) The Steps & Orlean Lounge	Cloetesville	Rectification (Municipal)					161
31) ISSP Zone O	Kayamandi	UISP	18	711			
32) 3259 ISSP Enkanini	Kayamandi	UISP	18	1300			
33) Watergang Ph 2C	Kayamandi	UISP		87			

Table 30: Housing projects per programme (funding model)

8.1.1 PHDA projects

Priority Housing Development Areas (PHDAs) identified by the National Housing Development Agency (NHDA) are areas where the development of residential and community uses is deemed a priority in accordance with municipal IDPs and Provincial SDFs and which cannot be addressed in the current arrangement of existing housing programmes. PHDAs are specifically applicable to certain circumstances of "priority", such as upgrading or redevelopment of precincts for housing to low-income earners in urban areas.

Areas that are referred to as Priority Areas in the IHSP are seen as localities within a municipal area that have been identified and approved by a municipality as being areas where focused efforts should be targeted to achieve local and/or municipal objectives in human settlement development. It is possible that such areas would be included in or coincide with designated PHDAs. A list of PHDAs follows. (Stellenbosch Municipality Housing Pipeline, 2023):

Project No (PMO system to New Naming Convention)	Catalytic/ PHDA project	Year of Implementation	% of Total Need	Housing Programme/s	Opportunities
2) 3694 Erf 7001 Cloetesville	PHDA	2023/24	1.5% - 1.8%	IRDP/ FLISP	250 – 300 (360)
6) Ptn/Erf 7271, Cloetesville	PHDA	TBD	1%	Plot-Plan/ FLISP/ GAP	168
7) Erven 6300, 6847 & 6886, Cloetesville	PHDA	TBD	1.7%	FLISP/ GAP/ (Plot-Plan)	279 (90)
8) Erf 8776, Cloetesville	PHDA	TBD	0.2%	GAP/ FLISP	37
9) Erf 6705, Cloetesville	PHDA	TBD	0.07%	GAP/ FLISP	12
14) Farms 81/2 & 81/9, Cloetesville	PHDA	2023/24	1.5% - 2.1%	SH	±250 – 350
30) The Steps & Orlean Lounge, Cloetesville	PHDA	Current	1%	Rectification (Municipal)	161
29) Idas Valley Erf 9445	PHDA	Current	1%	IRDP/ FLISP	166
1) 3269 Jamestown Phases 2 – 4	PHDA	Currently Planning	12.3%	IRDP/ FLISP	2 000
4) Northern Extension, Kayamandi	PHDA	2023/24	24.5%-36.8%	IRDP/ FLISP, mixed use	4000–6000
19) 3258 ISSP, Kayamandi Centre	PHDA	2024/25	11.3%	UISP	1847 (1000)
21) Erven 1080 – 1112 Kayamandi	PHDA	2021/22	0.2%	TE	Completed (33)
22) Red Bricks Hostels, Kayamandi	PHDA	2021/22	0.3%	TE	51
23) Erven 1123 – 1154 and 1113, Kayamandi	PHDA	2021/22	1.1%	TE	175
24) Erven 513-522, 66, 67, 69 & a Ptn of Erf 523, Kayamandi	PHDA	2021/22	0.8%	TE	137
25) Mpelazwe: Erf RE/288, Kayamandi	PHDA	2021/22	0.3% - 0.4%	TE	54-65
31) ISSP Kayamandi Zone O (711), Kayamandi	PHDA	Current	4.4%	UISP	711
32) 3259 ISSP Kayamandi Enkanini, Kayamandi	PHDA	Current	8%	UISP	1300
13) Droë Dyke, Stellenbosch	PHDA	TBD	6.1%	IRDP/ FLISP / SH	1 000
15) Lapland, Stellenbosch	PHDA	TBD	2.3%	SH	368
16) Teen-die-Bult, Stellenbosch	PHDA	TBD	1.1%	SH	180
33) Watergang Ph 2C	PHDA	TBD	0.5%	UISP	87

8.1.1.1 Incremental Areas

There are incremental developments in Franschhoek at Langrug and Mooiwater as well as in Stellenbosch at Kayamandi and Cloetesville. These areas are on the housing pipeline to be assisted through the Upgrading of Informal Settlement Programme (UISP) funding model. The UISP creates serviced stands within informal settlements, and beneficiaries must apply for housing construction and transfer of ownership assistance through other housing programmes. There are four phases: Stage 1: UISP initiation, Stage 2: Interim access to shared basic services, Feasibility Assessment and Planning and Construction Readiness, Stage 3: Construction of Enhanced Serviced Sites and TRA Facilities and Stage 4: Housing consolidation.

Project No (PMO system to New Naming Convention)	Town	Housing Programme/s	Housing Opportunities				
			Extent, ha	Sites	Serviced sites	Units/ Top structures	Other
18) 3256 Langrug	Franschhoek	UISP	12.7		1900		
28) Erf 3229 Mooiwater TRA (Temporary Relocation Area)	Franschhoek	UISP		258			Services
19) 3258 ISSP Kayamandi Centre	Kayamandi	UISP	18			1000 1847	
31) ISSP Zone O	Kayamandi	UISP	18	711			
32) 3259 ISSP Enkanini	Kayamandi	UISP	18	1300			
33) Watergang Phase 2C	Kayamandi	UISP		87			
17) Erf 2183, La Rochelle	Klapmuts	UISP	1.2		109	PTRU	
10) Erf 8915 Cloetesville	Stellenbosch	IRDP / Serviced sites			84		
11) Erven 6668 & 7181, Cloetesville	Stellenbosch	IRDP / FLISP / UISP			83		

The Informal Settlement Support Programme (ISSP) aims to improve quality of life by enabling access to public infrastructure, finance, land, tenure, economic opportunities and incremental housing opportunities through an innovative, people-centred and partnership-based approach. (Stellenbosch Municipality Housing Pipeline, 2023)

8.2 Schedule of Projects (20 years)

The following sites per Stellenbosch Settlement were identified for either residential development or for restructuring. A total 1 666,96 Hectares resulting in approximately 76 352 units have been earmarked. The maps as illustrated per town and according to the key below are following in the next section. (Stellenbosch Municipality Housing Pipeline, 2023)

Mixed Use = Vacant land earmarked as per MSDF, Residential = Vacant land earmarked as per MSDF, C =Catalytic Projects, FU = Formalising & Upgrading of Existing Settlements, IF = Infill Projects; IS = Implementation Stage Projects; PP =Projects in Pre-Planning; SH = Social Housing Projects.

8.2.1 Stellenbosch and Onder Papegaaiberg including Adam Tas Precincts

In Stellenbosch, land has been earmarked for Mixed Use, Community and Residential infill opportunities. These land parcels are well spread across Stellenbosch with expansion to the west (Onder Papegaaiberg) and the north (Kayamandi) being catalytic developments.



Figure 10: Onder Papegaaiberg available land for Residential Development

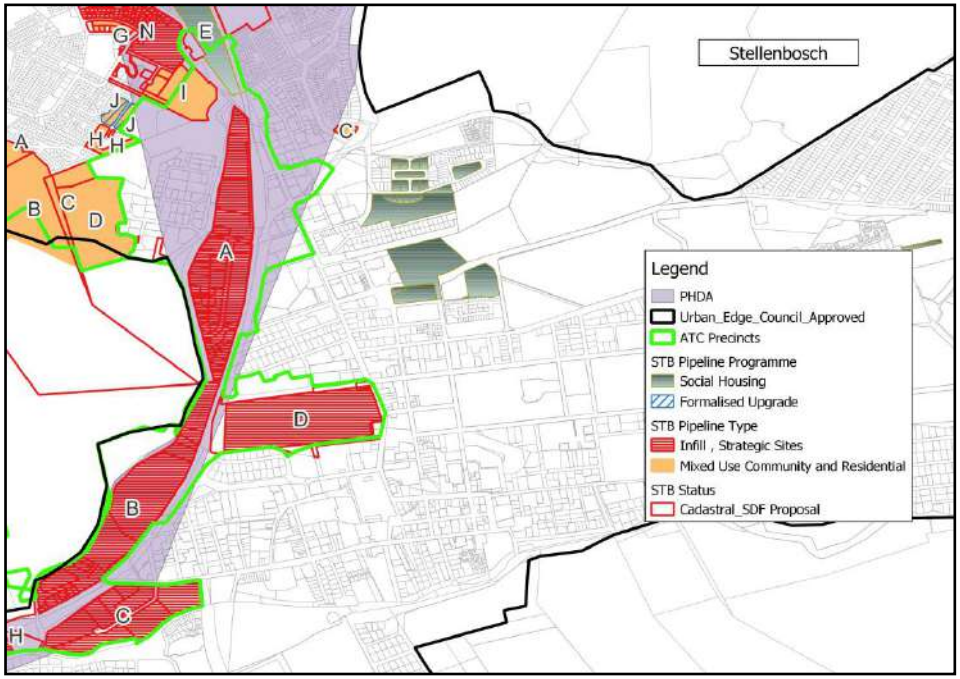


Figure 11: Stellenbosch available land for Residential Development

Erf/ Farm no	Settlement	Type/Housing Programme	PL	No	Ha	Units	Ownership	Wards
Farm RE/183	Onder Papegaaiberg	Infill, Strategic Sites IRDP / FLISP / SH, PHDA	PP	A	3.22	188	Stb Mun	11 & 12
Erven 16470 & RE/16469 (MSDF) (Precinct 2, Droë Dyke)	Onder Papegaaiberg		PP	B	16.70	974		11
Erven 10725, 8933 & 14107 (MSDF) (Precinct 3, Droë Dyke)	Onder Papegaaiberg	Infill, Strategic Sites IRDP / FLISP / SH, PHDA	PP	C	4.87	284	14107-Priv 8933-Pub	11
Farm RE/1147 (MSDF) (Precinct 3, Droë Dyke)	Onder Papegaaiberg	Infill, Strategic Sites IRDP / FLISP / SH, PHDA	PP	D	6.1	356	Private	11
Ptn 17 of Farm 183, Ptn 35 of Farm 183 & Ptn 8 of Farm 283 (P1, Droë Dyke)	Onder Papegaaiberg	Infill, Strategic Sites IRDP / FLISP / SH, PHDA	PP	E	24.30	1418	Public	11
Farm RE/283 (Precinct 1, Droë Dyke)	Onder Papegaaiberg	Infill, Strategic Sites IRDP / FLISP / SH, PHDA	PP	F	33.85	1975	Stb Mun	11
Farm 1045 & Erven RE/6284 (MSDF) (Precinct 4, Droë Dyke)	Onder Papegaaiberg	Infill, Strategic Sites IRDP / FLISP / SH, PHDA	PP	G	7.32	427	Private	11
Farm 1168 & Erven 6284 (MSDF) (Precinct 4, Droë Dyke)	Onder Papegaaiberg	Infill, Strategic Sites IRDP / FLISP / SH, PHDA	PP	H	15.2	887	Private	11

Table 32: Onder Papegaaiberg available land for Residential Development

Erf/ Farm no	Settlement	Type/ Housing Programme	PL	No	Ha	Units	Ownership	Wards
Erven RE/15709, 15718, 15719, RE/10807, 12702, 9188, 14627, RE/13026, RE/8205, 8181-8191, 8192-8194, 8196-8204, RE/8205, 4841-4843, RE/11280, 12197-12201, Plankenbrug Kayamandi (MSDF) (P9, Adam Tas Corridor)	Stellenbosch	Residential	PP	A	15.25	890	4841-4843, RE/11280-Stb Mun; Etc-Priv	23
Erven 235 (P9), 9545, 3454, 257, 7602 (P7), 380, 381, 15804, 14601, 6201, 6278, 6280, 14461, 709, 14152, 14153, 14154, 14155, 14156 & 14157 (MSDF) (P6)	Stellenbosch	Mixed Use, mainly industrial	PP	B	16.07	937	235, 709-Stb Mun; Etc-Priv	11 & 23
Farm RE/7588, Erf 7589, 7591, 7592 13047, RE/5164, RE/7587, 17344 & 17321 (P5)	Stellenbosch	Infill, Strategic Sites	PP	C				
Erven RE/235, van der Stel Sports Grounds, included in Adam Tas (MSDF) (P8, Adam Tas Corridor)	Stellenbosch	Infill, Strategic Sites IRDP / FLISP / SH, PHDA	PP	D	13.23	772	Stb Mun	11 & 23
Erven 2149, 6590, 2608, 2609, 6659 & 9106 (Lapland / Old Prison)	Stellenbosch	SH PHDA				368		10
Farm 180 and Erven 2728, 3481 – 3486 (Teen-die-Bult)	Stellenbosch	SH PHDA				180		10

Table 31: Stellenbosch available land for Residential Development

8.2.2 Kayamandi (North) including Adam Tas Precincts and Northern Extension

In Kayamandi, a total of 233.85ha of land has been earmarked for Mixed Use, Community and Residential infill development opportunities. Most of the land is located North-West on the edge of the settlement.

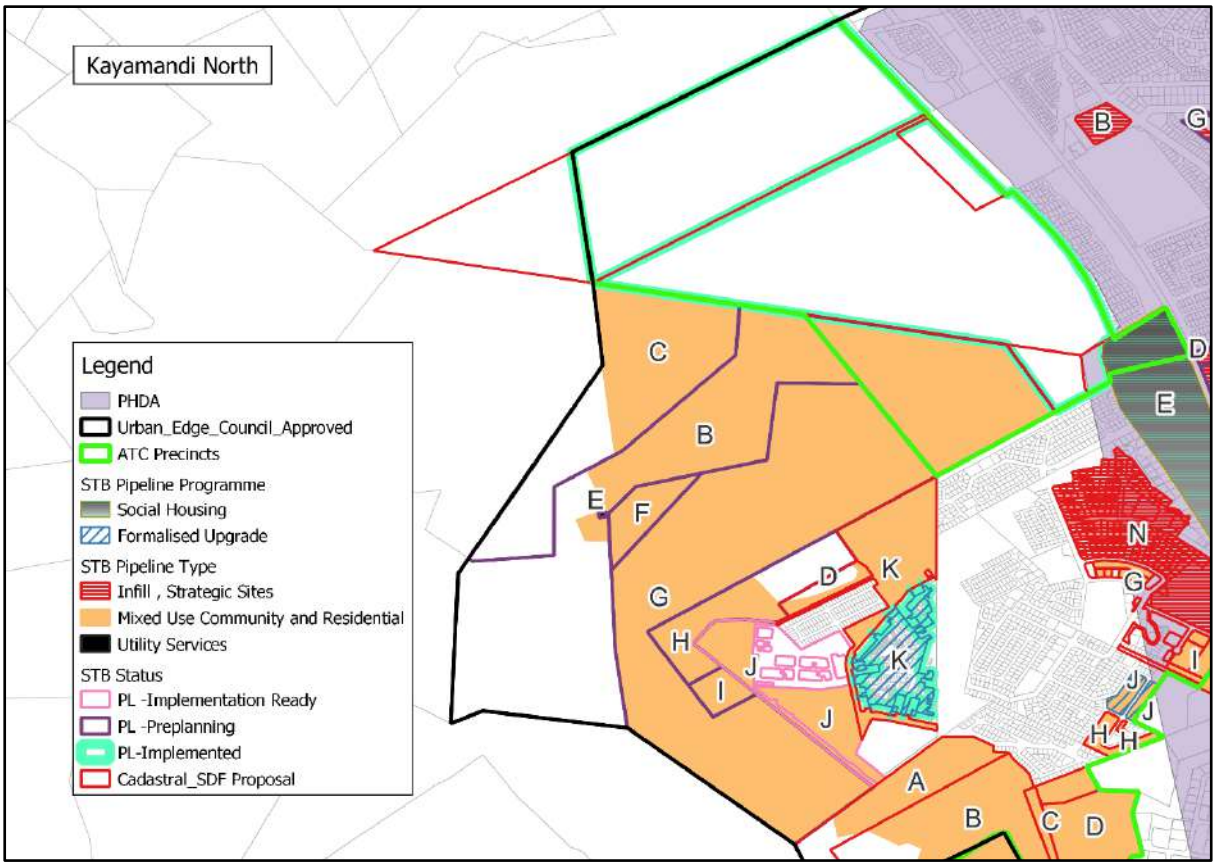


Figure 12: Kayamandi (North) MSDF Residential Proposal Maps

Erf/ Farm no	Settlement	Type/Housing Programme	PL	No	Ha	Units	Ownership	Wards
Ptn 2 of Farm 72 (MSDF) (Precinct 10) (Being Implemented)	Kayamandi	Mixed Use, Community and Residential Infill	IS	A	±34.92	2 037	Private	19
Ptn 33 of Farm 81(Precinct 10 / Northern Extension) (Being Implemented)	Kayamandi	Mixed Use, Community and Residential Infill	IS	B	±32.7	1 908	Stb Mun	19
Ptn 8 & 29 Farm 81&Ptn 37 of Farm 183 (Precinct 10) (Being Implemented)	Kayamandi	Infill, Strategic Sites	IS	M	±53.99	3 149	183/37: Private, Farm 81/8: Private	12 & 19
Ptn 23 of Farm 183 (Northern Extension)	Kayamandi	Mixed Use, Community and Residential Infill IRDP / FLISP, PHDA	P	C	±12.74	4000-6000	Stb Mun	11 & 12
Ptn 1 of Farm 183 (Northern Extension)	Kayamandi	Formalise, UISP IRDP / FLISP,PHDA	P	D	±0.66		Stb Mun	11 & 12
Ptn 60 of Farm 183 / RE/183 (Northern Extension)	Kayamandi	Utility Services IRDP / FLISP, PHDA	P	E	±0.032		Stb Mun	11
Ptn 36 of Farm 183 (Northern Extension)	Kayamandi	Mixed Use, Community and Residential Infill IRDP / FLISP, PHDA	P	F	±2.84		Stb Mun	12
Ptn 5 of Farm 183 (Northern Extension)	Kayamandi	Mixed Use, Community and Residential Infill IRDP / FLISP, PHDA	P	G	±35.48		Stb Mun	12
Farm RE/182 (Northern Extension)	Kayamandi	Formalise, UISP IRDP / FLISP, PHDA	P	H	±4.46		Stb Mun	12
Ptn 1 of Farm 182 (Northern Extension)	Kayamandi	Formalise, UISP IRDP / FLISP, PHDA	P	I	±1.47		Stb Mun	12
Erf 3603& Erf 3692 (MSDF) Watergang Phase 2C	Kayamandi	Formalise, UISP	IS	J	±6.50	379	Stb Mun	12
Erf RE/2183 (MSDF)	Kayamandi	Formalise, UISP IRDP / FLISP, PHDA	P	K	±19.44	1 134	Stb Mun	12
RE/2447 (MSDF) (Being Implemented)	Kayamandi	Formalise, UISP		L	±2.77	162	Stb Mun	15
Erven 1-72, 111-184, 186-189 & RE/288 (MSDF) (Town Centre)	Kayamandi	Infill, Strategic Sites UISP, PHDA	P	N	±25.85	1508	Stb Mun	13
Erf 1714 (2991) Zone O	Kayamandi	UISP, PHDA	P			711		14 & 15

Table 33: Kayamandi (North) available land for Residential Development

8.2.3 Kayamandi (South) including Adam Tas Precincts

In Kayamandi a total of 51.4ha of land has been earmarked for Mixed Use, Community and Residential infill development opportunities.

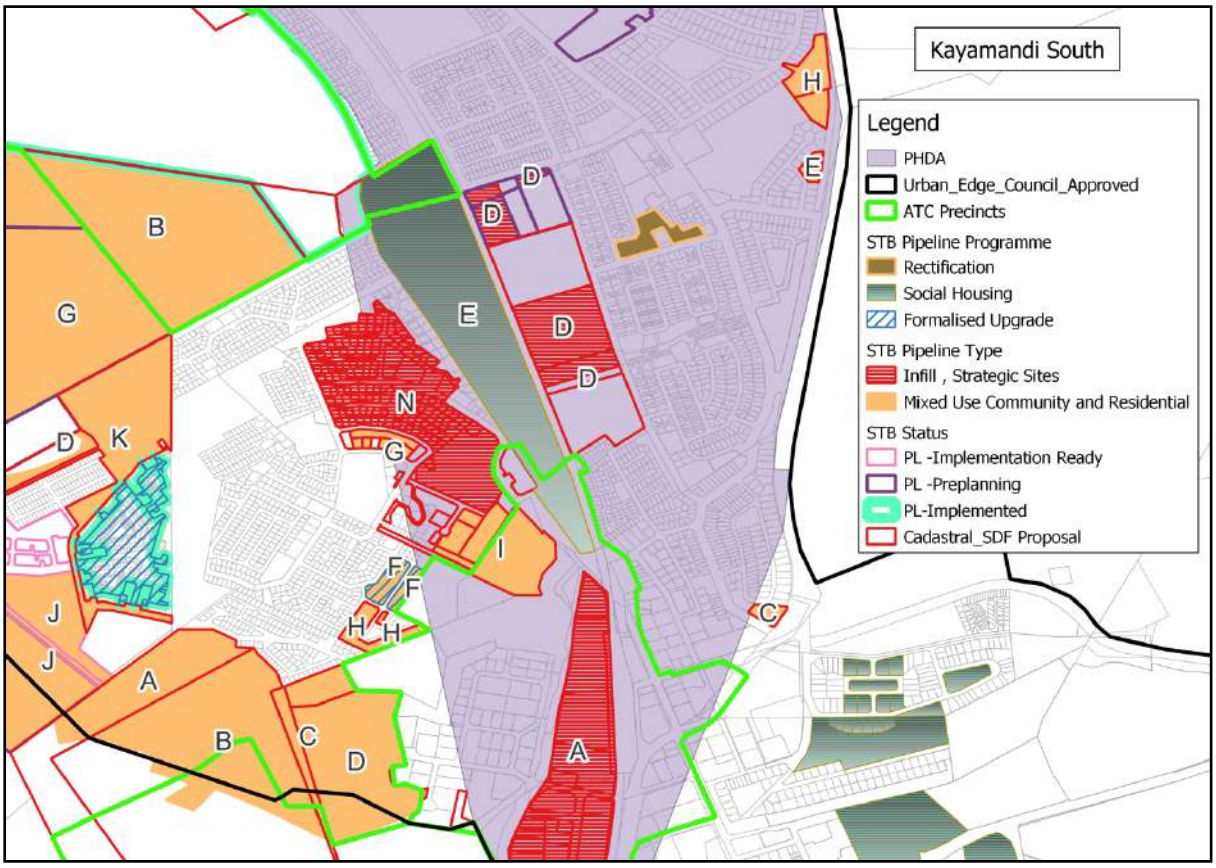


Figure 13: Kayamandi (South) MSDF Residential Proposal Maps

Erf/ Farm no	Settlement	Type/Housing Programme	PL	No	Ha	Units	Ownership	Wards
Farm RE/183	Kayamandi	(Enkanini)	P	A	5.24	306	Stb Mun	11 & 12
Ptn of Farm 181	Kayamandi	Mixed Use, Community and Residential Infill		B	12.61	736	Stb Mun	11 & 12
Ptn 5 of Farm 175	Kayamandi	UISP		C	0.96	56	Stb Mun	12
Ptn 33 of Farm 175 & Erf 2175	Kayamandi	PHDA		D	8.21	479	Stb Mun	12 & 23
Farms 81/2 & 81/9	Kayamandi	Mixed Use, Community and Residential Infill SH PHDA	P	E	17.22	±250-350		13 & 23
Erven 1080-1112	Kayamandi	Formalisation Township Establishment PHDA	PP	F	0.93	145 units	Private	12 & 15
Erven 112, 114, 115, 116 (Red Bricks Hostels)	Kayamandi	Mixed Use, Community and Residential Infill Township Establishment PHDA	P	G	0.71	51 units, 5 public open spaces	Stb Mun	13
Erven 1113, 1122 – 1154	Kayamandi	Formalisation Township Establishment PHDA	P	H	0.98	175 higher density units	Stb Mun	12 & 15
Erven 513-522, 66, 67, 69 & ptn Erf 523	Kayamandi	Formalise, UISP Township Establishment PHDA	IS	I	4.54	137 Units (42 being built)	Stb Mun	12 & 13
Erf RE/288, Mpelazwe, Unregistered Erven 2392-2446 (being allocated)	Kayamandi	Township Establishment PHDA	P	J		65 units (54 units built)		13

Table 34: Kayamandi (South) available land for Residential Development

8.2.4 Cloetesville

In Cloetesville a total of 17.04ha of developable land has been earmarked for Mixed Use, Community and Residential infill opportunities development.

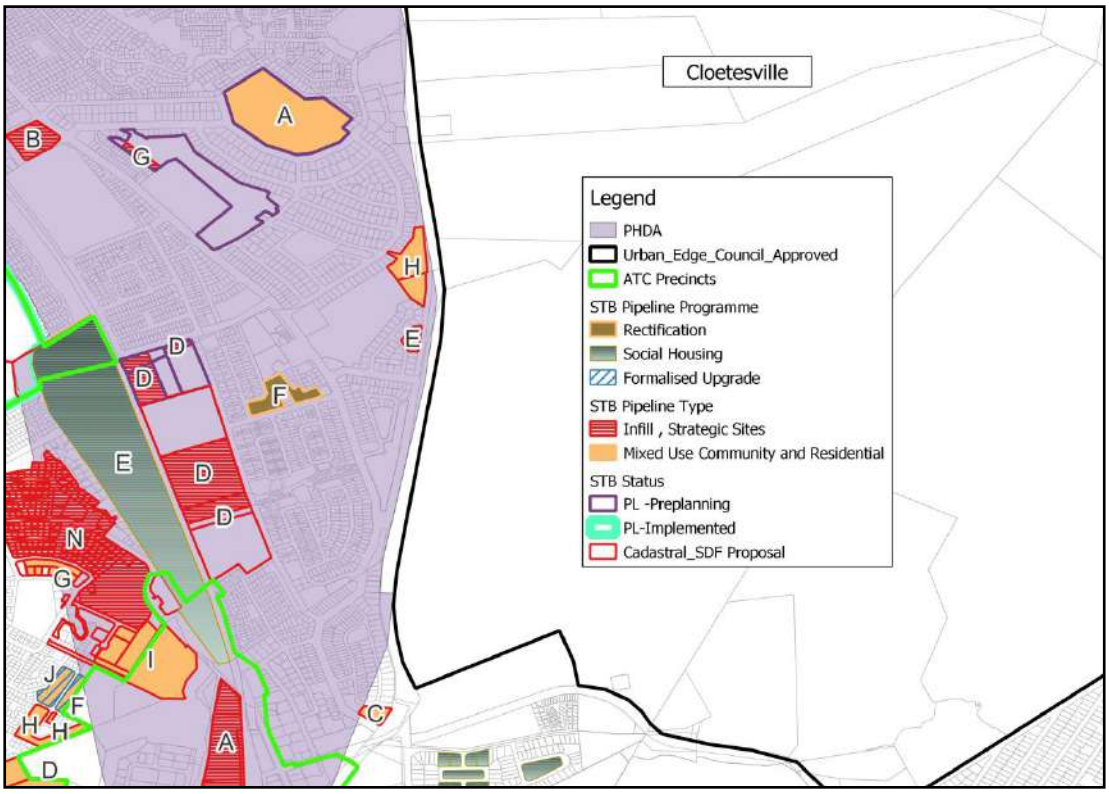


Figure 14: Cloetesville MSDF Residential Proposal Maps

Erf/ Farm no	Settlement	Type/Housing Programme	PL	No	Ha	Units	Ownership	Wards
Erven 7001 (Soek – Mekaar)	Cloetesville	Mixed Use, Community and Residential Infill GAP, PHDA	P	A	±6.53	360 IRDP: 250 –300 sites.	Stb Mun	17
Erf 7271	Cloetesville	Infill, Strategic Sites Plot-Plan / FLISP/GAP PHDA	PP	B	±1.07	168 serviced sites total: 16 Plot & Plan units; 152 GAP & or FLISP units.		19
Erf 8776	Cloetesville	Mixed Use, Community and Residential Infill FLISP, PHDA	PP	C	±0.34	37 GAP/ and or FLISP units	Bosbou Mun	10
Erven 6840, 6841 (school), 6847 (pool), RE/6846 (MSDF), 6886 & 6300	Cloetesville	Infill, Strategic Sites FLISP PHDA	PP	D	±5.82	827 including 279 or 90 (6847, 6886 & 6300)	Public	16
Erf 6705	Cloetesville	Mixed Use, Community and Residential Infill GAP/ FLISP PHDA	PP	E	±0.32	12 serviced sites, Plot and Plan. 37 GAP/ and or FLISP units.	Stb Mun	17
Erven 8667, 6852 & 8937	Cloetesville	Rectification of existing units: The Steps and Orlean Lounge PHDA	P	F	±1.1	161		16
Erf 8915	Cloetesville	Infill, Strategic Sites IRDP / FLISP	PP	G	±0.26	84 sites (Top structures TBD).	Stb Mun	17
Erven 6668 and 7181	Cloetesville	Mixed Use, Community and Residential Infill IRDP / FLISP	PP	H	±1.6	83 sites: 17 BNG units, 65 GAP/FLISP units.	C/Ville Mun	17

Table 35: Cloetesville available land for Residential Development

8.2.5 Franschhoek (North)

In Franschhoek, a total of 37.1ha of land has been earmarked for Mixed Use, Community and Residential infill development opportunities. Some of the land earmarked includes the upgrading and formalisation of Langrug informal settlement.

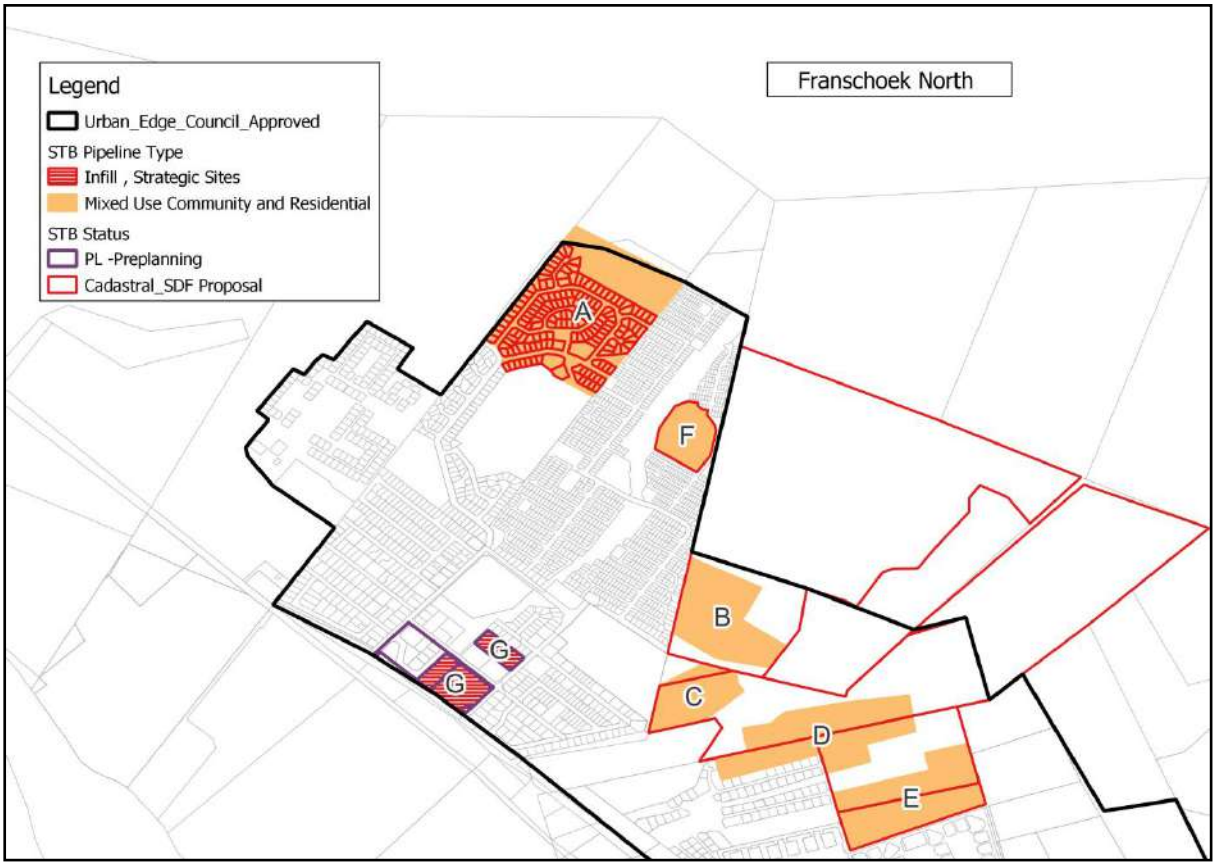


Figure 15: Franschhoek (North) MSDF Residential Proposal Maps

Erf/ Farm no	Settlement	Type/Housing Programme	PL	No	Ha	Units	Ownership	Wards
Farm RE/1413 & Erven 959-1126 (MSDF) & Erf 2901 (Langrug)	Franschhoek	Mixed Use, Community and Residential Infill UISP	P	A	±12.6	735	Stellenbosch Mun	1 & 2
Farm RE/1466 (MSDF)	Franschhoek	Mixed Use, Community and Residential Infill		B	±5.76	336	Private	1
Farm RE/1/1070 (MSDF) & RE/1469	Franschhoek	Mixed Use, Community and Residential Infill		C	±2.68	156	Private	1
Farm RE/1/1070, RE/1070 & Erven 1851 (MSDF)	Franschhoek	Mixed Use, Community and Residential Infill		D	±5.77	337	1070: Private	1 & 2
Farm 9/1075 & RE/1070 (MSDF)	Franschhoek	Mixed Use, Community and Residential Infill		E	±6.15	359	Private	1
Erf 3229 Mooiwater	Franschhoek	Mixed Use, Community and Residential Infill UISP	PP	F	±1.98	258	Stb Mun	1
Erven 217, 368, 412 & 284	Franschhoek	Infill, Strategic Sites IRDP / FLISP	PP	G	±2.16	126	Stellenbosch Mun	1

Table 36: Franschhoek (North) available land for Residential Development

8.2.6 Franschhoek (South)

In Franschhoek, a total of 2.80ha of land has been earmarked for Mixed Used Community and Residential infill development opportunities by the private sector.

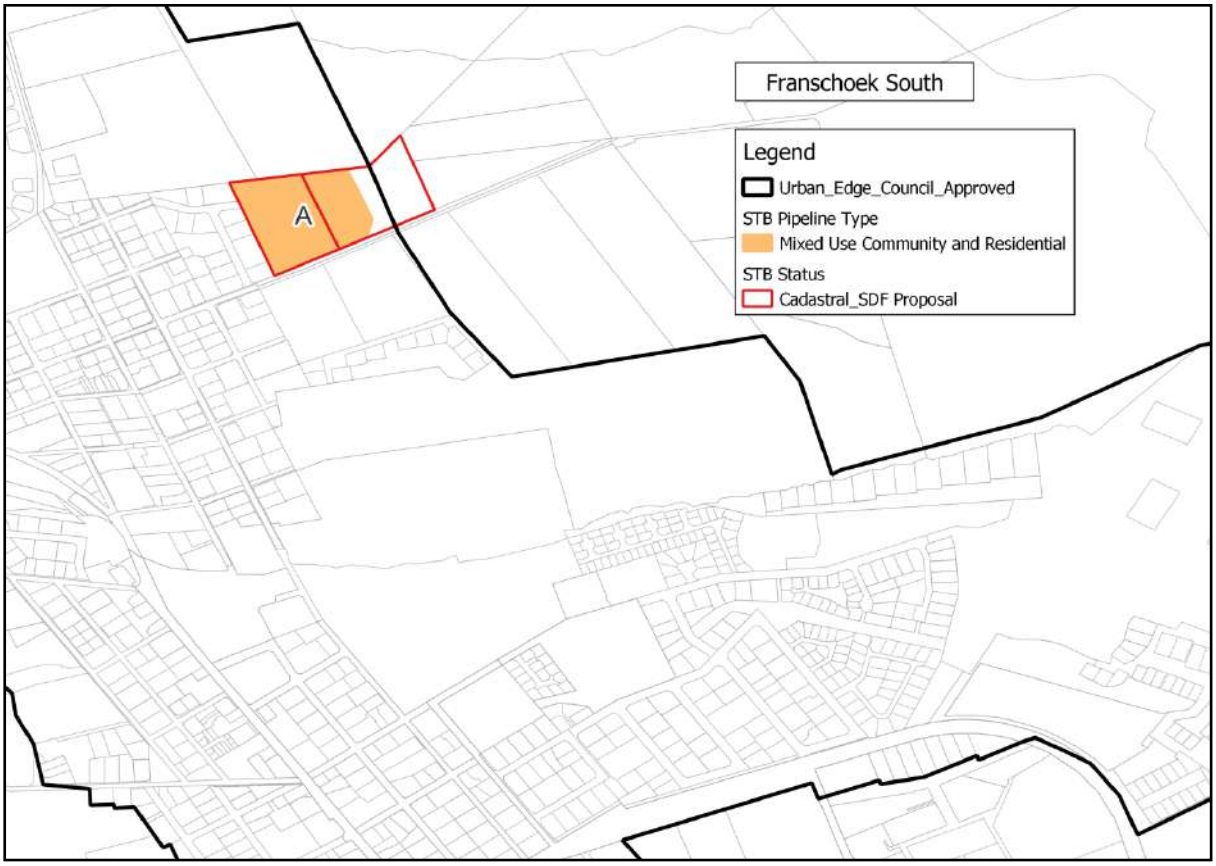


Figure 16: Franschhoek (South) MSDF Residential Proposal Maps

Erf/ Farm no	Settlement	Type/Housing Programme	No	Ha	Units	Ownership	Wards
Erven 3487 & RE/3287 (MSDF)	Franschhoek	Mixed Use, Community and Residential Infill	A	±2.80	163	Both Private	1

Table 37: Franschhoek (South) available land for Residential Development

8.2.7 Klapmuts

In Klapmuts, a total of 138.57ha of land has been earmarked for Mixed Use, Community and Residential infill development opportunities.

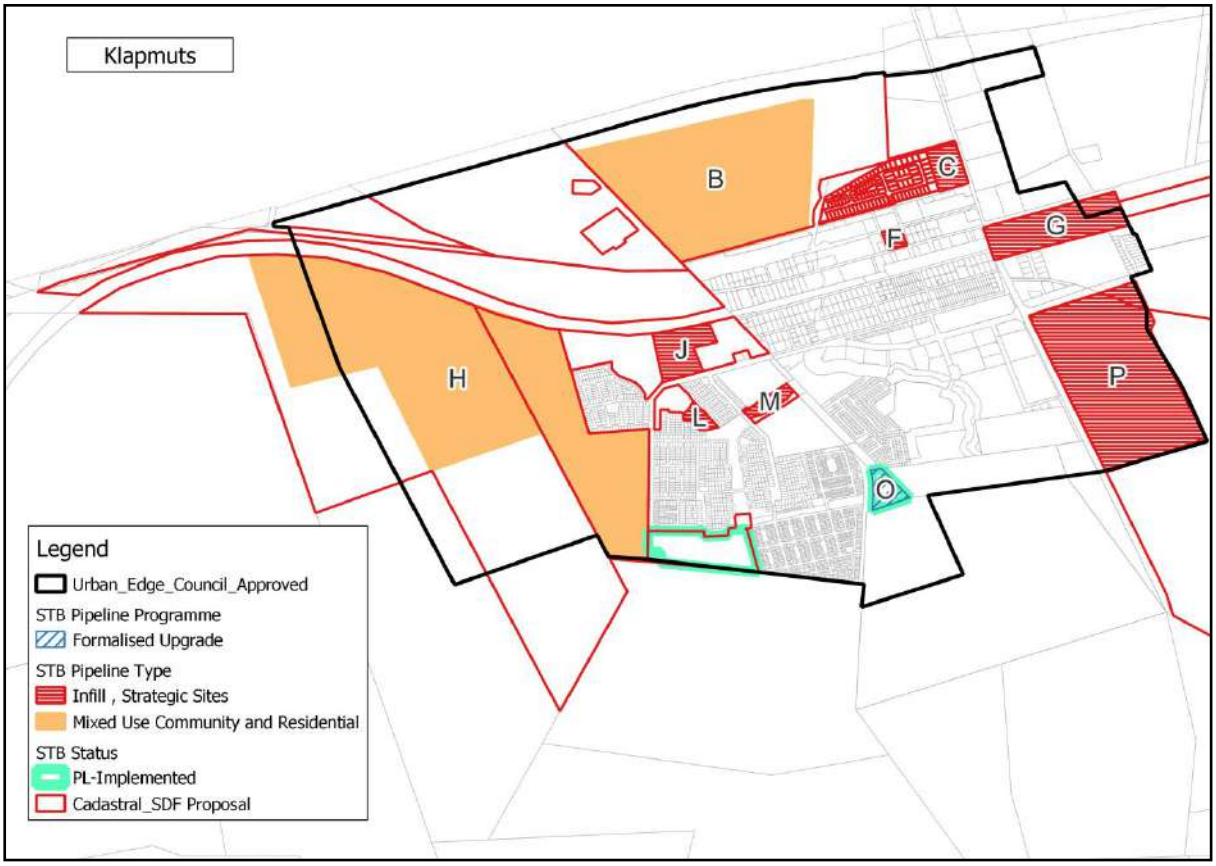


Figure 17: Klapmuts MSDF Residential Proposal Maps

Erf/ Farm no	Settlement	Type/Housing Programme	No	PL	Ha	Units	Ownership	Wards
Farm RE/7/716 (SDF)	Klapmuts	Mixed Use, Community and Residential Infill	B		29.52	1772	Private	18
Farm 27/716 (MSDF)	Klapmuts	Infill, Strategic Sites	C		1.70	99	Private	18
Erven 11-14 & 55 (MSDF)	Klapmuts	Infill, Strategic Sites	F		0.49	29	Private	18
Farm RE/750 (MSDF)	Klapmuts	Infill, Strategic Sites	G		6.04	352		18
Farm RE/2/744 (Mixed Use) & 5/742 (MSDF)	Klapmuts	Mixed Use, Community and Residential Infill	H		64.38	3756	Stellenbosch Bridge Prop	18 & 19
Erven 342 (MSDF)	Klapmuts	Infill, Strategic Sites	J		3.06	179	Stb Mun	18
Erven 534 (MSDF)	Klapmuts	Infill, Strategic Sites	L		0.60	35	Stb Mun	18
Erven RE/342 (MSDF)	Klapmuts	Infill, Strategic Sites	M		0.83	48	Stb Mun	18
Erven 2181 (MSDF) Being Implemented	Klapmuts	Formalise, UISP	N		4.63	270	Stb Mun	18
Erven 2183 (La Rochelle)	Klapmuts	Mixed Use, Community and Residential Infill UISP	O	P	1.19	109	Stb Mun	18
Farm 40/748 (MSDF)	Klapmuts	Infill, Strategic Sites	P		26.13	1524		18

Table 38: Klapmuts available land for Residential Development

8.2.8 Jamestown

In Jamestown a total of 103.71ha of developable land has been earmarked for Mixed Use, Community and Residential infill development.

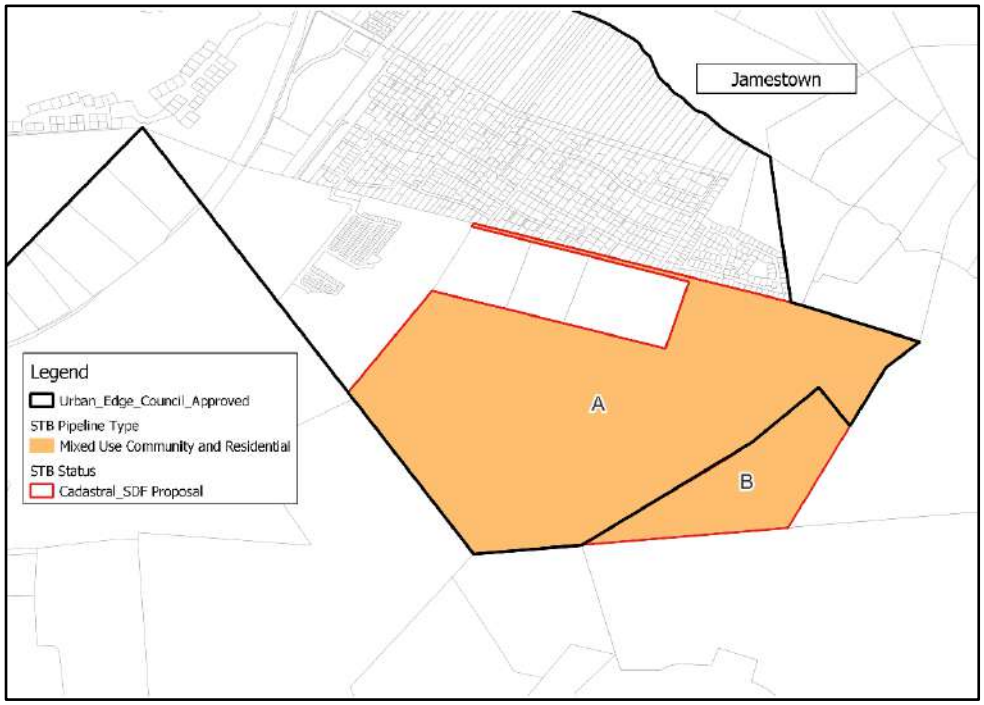


Figure 18: Jamestown MSDF Residential Proposal Maps

Erf/ Farm no	Settlement	Type/Housing Programme	PL	No	Ha	Units	Ownership	Wards
Farm RE/527	Jamestown	Mixed Use, Community and Residential Infill IRDP/FLISP, PHDA	P	A	±88.89	5185	Stb Mun	21
Farm 3/527	Jamestown	Mixed Use, Community and Residential Infill IRDP/FLISP, PHDA	P	B	±14.82	2 000	Private	21

Table 39: Jamestown available land for Residential Development

8.2.9 Jonkershoek

In Jonkershoek, a total of 9.8ha of land has been earmarked for formalising and expanding the former forestry settlement within limits.



Figure 19: Jonkershoek Residential Proposal Maps

Erf/ Farm no	Settlement	Type/Housing Programme	PL	No	Ha	Units	Ownership	Wards
Farm RE/1507 & RE/1508	Jonkershoek	A resort with short- and longer-term accommodation. Initial beneficiaries (40) and other (106) can either lease long term or exercise a settlement option elsewhere.	PP	A	±6.80	40 units		5
Farm 2/352	Jonkershoek		PP	B	±2.10			5
Farm RE/361	Jonkershoek		PP	C	±0.90			5

Table 40: Jonkershoek available land for Residential Development

8.2.10 De Zalze annex

In De Zalze annex, a total of 7.94ha of land has been earmarked for Residential expansion by the private sector.



Figure 20: De Zalze annex MSDF Residential Proposal Maps

Erf/ Farm no	Settlement	Type/Housing Programme	No	Ha	Units	Ownership	Wards
Farm 1310 (MSDF) (Process of being implemented)	De Zalze	Mixed Use, Community and Residential Infill	A	±7.94	463	Private	21

Table 41: De Zalze annex available land for Residential Development

8.2.11 La Motte

In La Motte, a total of 36.9ha of land has been earmarked for Mixed Use, Community and Residential infill development opportunities. The formalisation and limited expansion of Maasdorp is included within the land earmarked for development.

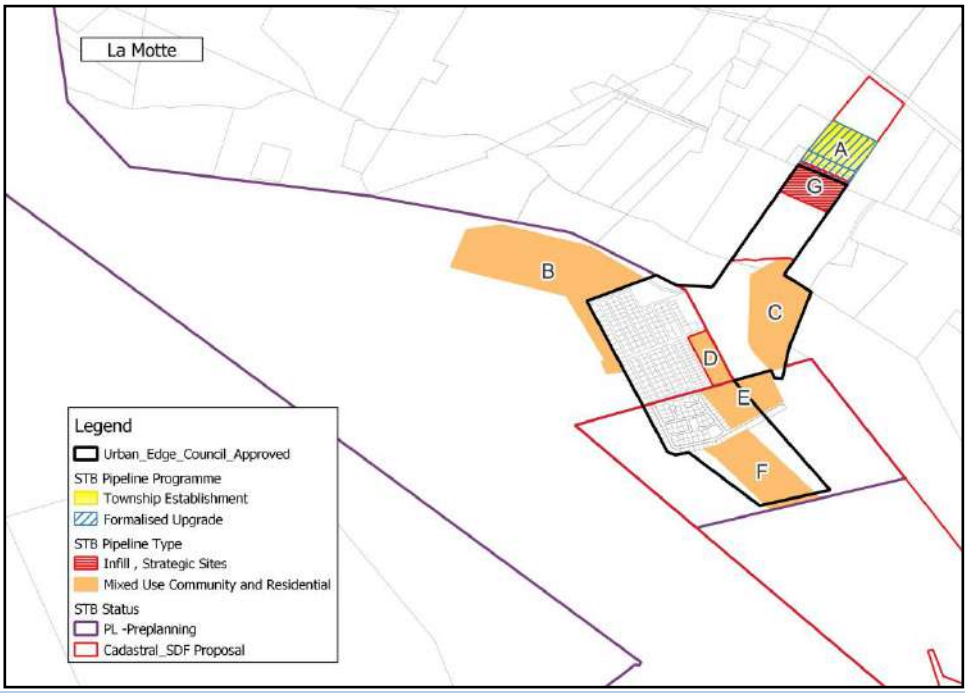


Figure 21: La Motte available land for Residential Development

Erf/ Farm no	Settlement	Type/Housing Programme	PL	No	Ha	Units	Ownership	Wards
RE/7/1041 & RE/3/1041 (Bosdorp)	Maasdorp	Township Establishment	PP	A	4.13	16	Priv	2 & 3
Farm RE/1339 (Old Forest Station)	La Motte	Mixed Use, Community and Residential Infill IRDP / FLISP	P	B	12.33	719		1, 2 & 3
Farm 1653	La Motte	Mixed Use, Community and Residential Infill		C	5.62	328		1 & 2
Erven 198 & 199 (MSDF)	La Motte	Mixed Use, Community and Residential Infill		D	1.91	111	Stb Mun	2
Farm 1/1158 (MSDF)	La Motte	Mixed Use, Community and Residential Infill IRDP / FLISP	P	E	4.87	284	Public	1, 2 & 3
Farm 1/1158 & RE/1158	La Motte	Mixed Use, Community and Residential Infill IRDP / FLISP	P	F	4.59	830+ 283	RSA	1,2 & 3
Farm RE/3/1041	Maasdorp	Infill, Strategic Sites		G	3.45	201	Priv	

Table 42: La Motte available land for Residential Development

8.2.12 Wemmershoek

In Wemmershoek, a total of 8.69ha of land has been earmarked for Mixed Use, Community and Residential infill development. The ecological status of the land renders it undevelopable.

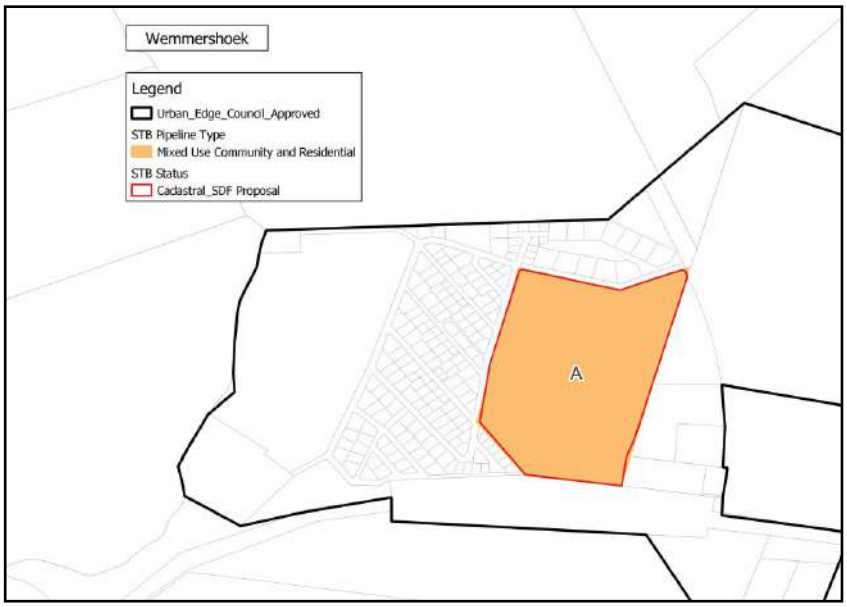


Figure 22: Wemmershoek available land for Residential Development

Erf/ Farm no	Settlement	Type/Housing Programme	No	Ha	Units	Ownership	Wards
Farm RE/3/1615 (MSDF)	Wemmershoek	Mixed Use, Community and Residential Infill	A	8.69	507	RSA	3

Table 43: Wemmershoek available land for Residential Development

8.2.13 Maasdorp

At Maasdorp, a total of 7.58ha of land has been earmarked for formalising the existing dwellings and expanding the former forestry settlement within limits. See La Motte for detail.

8.2.14 Koelenhof

In Koelenhof, a total of 125.06ha of land has been earmarked for Mixed Use, Community and Residential infill development opportunities mainly by the private sector. An Agri-village will also be developed privately on Simonsig.

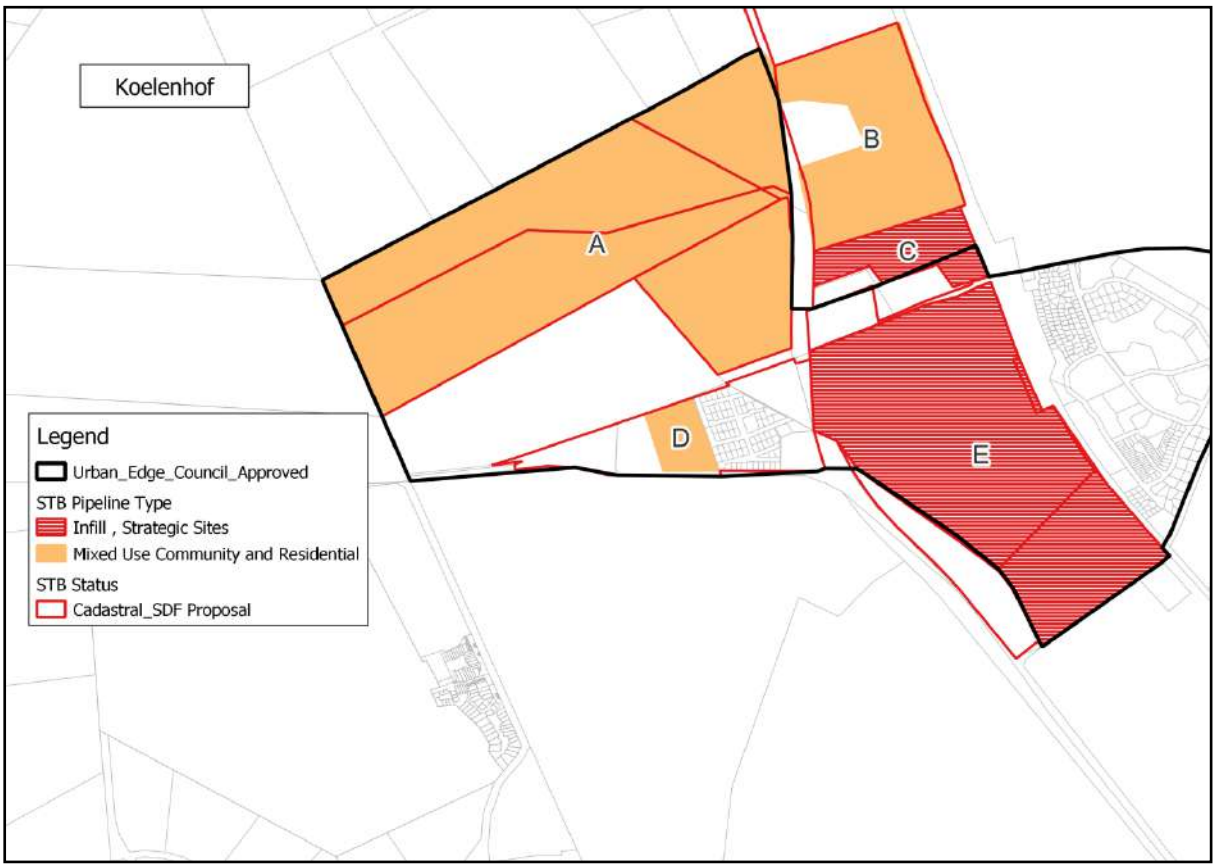


Figure 23: Koelenhof MSDF Residential Proposal Maps

Erf/ Farm no	Settlement	Type/Housing Programme	No	Ha	Units	Ownership	Wards
Farm 3/66, 9/65, 20/65 & RE/1059 (MSDF)	Koelenhof	Mixed Use, Community and Residential Infill	A	56.02	3268	Private	19
Farm 1060 (MSDF)	Koelenhof	Mixed Use, Community and Residential Infill	B	11.73	684	Private	19
Farm 1060 & 42/65 (MSDF)	Koelenhof	Infill, Strategic Sites	C	12.97	757	Private	19
Farm 6/1277	Koelenhof	Mixed Use, Community and Residential Infill	D	2.35	137	Private	19
Farm 18/74, 23/74 & 35/74 (MSDF) & 29/74	Koelenhof	Infill, Strategic Sites	E	41.99	2449	18/74-Pub Etc-Priv	19

Table 44: Koelenhof available land for Residential Development

8.2.15 Muldersvlei

In Muldersvlei, a total of 44.48ha of land has been earmarked for Mixed Use, Community and Residential infill development opportunities by the private sector.

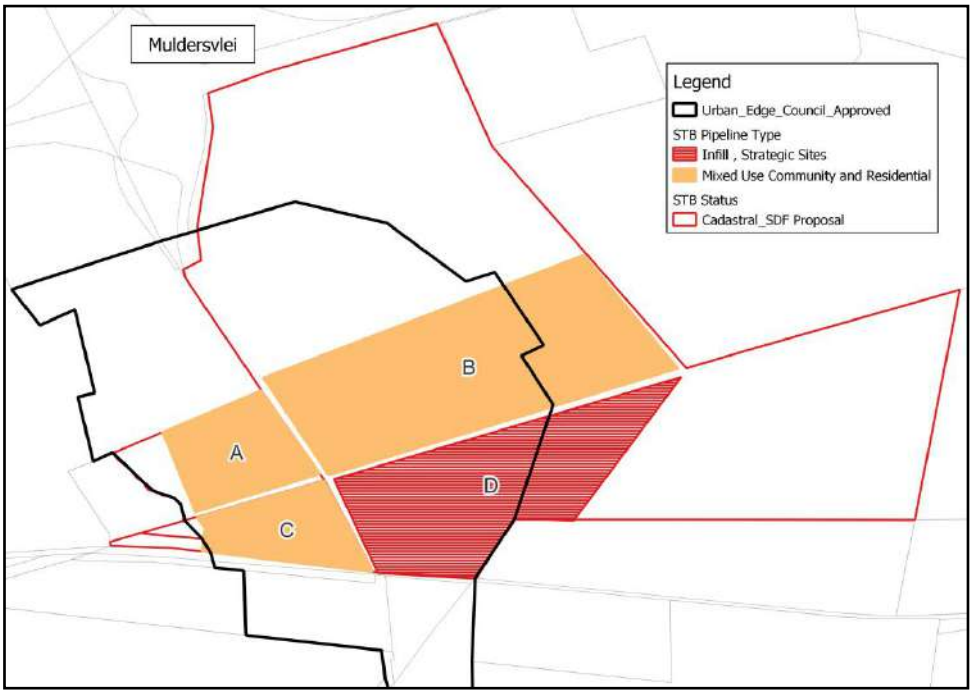


Figure 24: Muldersvlei available land for Residential Development

Erf/ Farm no	Settlement	Type/Housing Programme	No	Ha	Units	Ownership	Wards
Farm 17/727 (MSDF)	Muldersvlei	Mixed Use, Community and Residential Infill	A	8.12	474	Private	19
Farm RE/1/730 & 14/730 (MSDF)	Muldersvlei	Mixed Use, Community and Residential Infill	B	16.24	947	Private	19
Farm 16/727 & 21/727 (MSDF)	Muldersvlei	Mixed Use, Community and Residential Infill	C	5.86	342	Private	19
Farm RE/1/730 (MSDF)	Muldersvlei	Infill, Strategic Sites	D	14.26	832	Private	19

Table 45: Muldersvlei available land for Residential Development

8.2.16 Lynedoch

In Lynedoch, a total of 4.52ha of land has been earmarked Mixed Use Community and Residential infill opportunities. Most of the land for residential development is located North East of the settlement.



Figure 25: Lynedoch available land for Residential Development

Erf/ Farm no	Settlement	Type/Housing Programme	No	Ha	Units	Ownership	Wards
Farm RE/28/468 & 51/468 (MSDF)	Lynedoch	Mixed Use, Community and Residential Infill	A	4.52	264	Private	20

Table 46: Lynedoch available land for Residential Development

8.2.17 Vlottenburg

In Vlottenburg, a total of 67.8ha of land has been earmarked for Mixed Use Community and Residential infill development. Some land has been earmarked for subsidized housing.

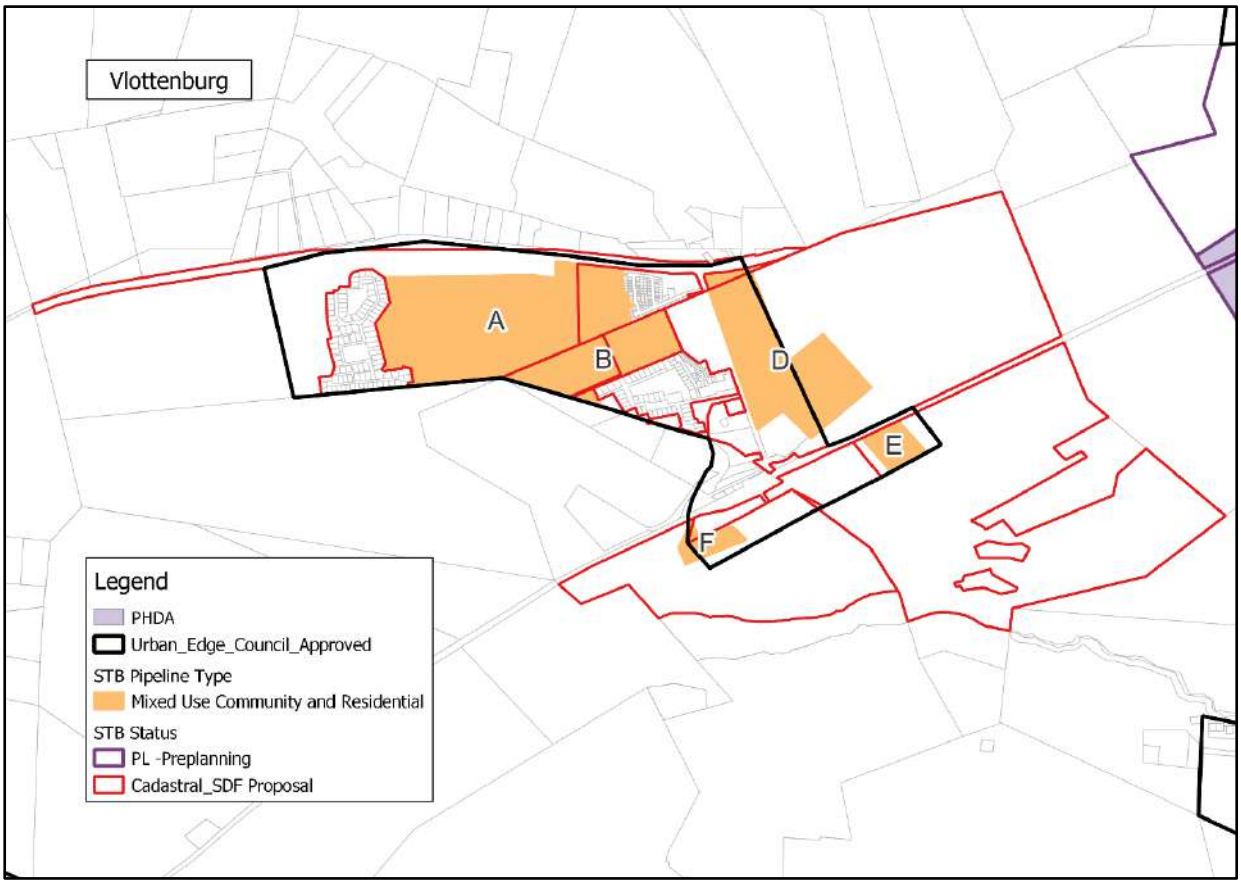


Figure 26: Vlottenburg available land for Residential Development

Erf/ Farm no	Settlement	Type/Housing Programme	PL	No	Ha	Units	Ownership	Wards
Erven RE/1 (MSDF)	Vlottenburg	Mixed Use, Community and Residential Infill		A	31.87	1859	Private	20
Farm 2/1307, 3/1307 & Erven 42 (MSDF)	Vlottenburg	Mixed Use, Community and Residential Infill		B	11.02	643	Private	20
Farm RE/387 (MSDF)	Vlottenburg	Mixed Use, Community and Residential Infill		D	19.94	1163	Private	11, 20 & 21
Farm RE/387(MSDF)	Vlottenburg	Mixed Use, Community and Residential Infill		E	2.50	146	Private	11, 20 & 21
Farm 34/390 & 1469 (MSDF)	Vlottenburg	Mixed Use, Community and Residential Infill		F	2.47	144	Private	11 & 20

Table 47: Vlottenburg available land for Residential Development

8.2.18 Johannesdal

In Johannesdal, a total of 5.89ha of land has been earmarked for Residential infill development opportunities by the private sector.



Figure 27: Johannesdal MSDF Residential Proposal

Erf/ Farm no	Settlement	Type/Housing Programme	No	Ha	Units	Ownership	Wards
Erven 1-3, 6-14, 17-24, 26-33, 35, 36, 40, 41, 117, 143, 239, RE/16 & Farm 1/1331 (MSDF)	Mixed Use, Community and Residential Infill	Private	A	±5.89	344	Private	4

Table 48: Johannesdal available land for Residential Development

8.2.19 Kylemore

In Kylemore, a total of 14.13ha of land has been earmarked for Residential infill development opportunities.

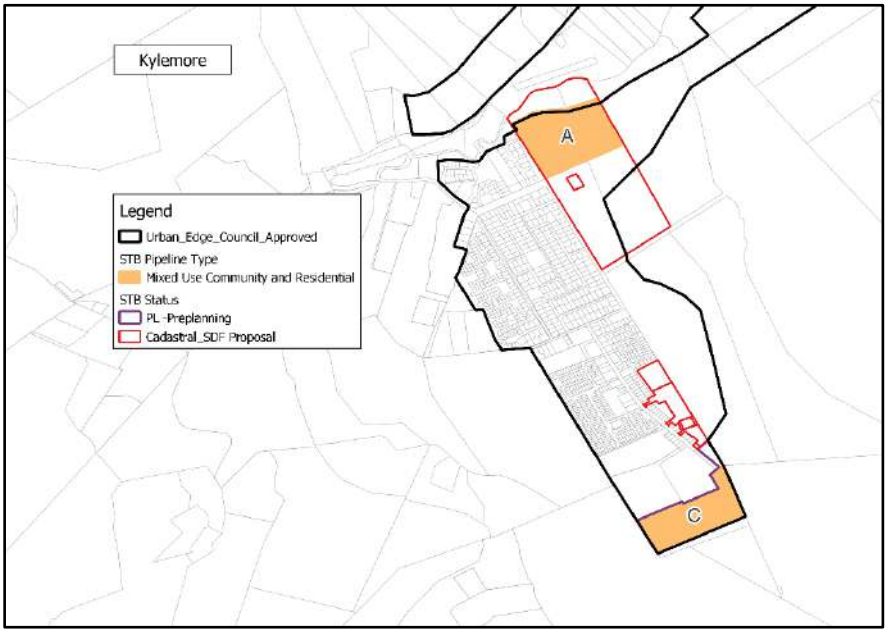


Figure 28: Kylemore MSDF Residential Proposal Maps

Erf/ Farm no	Settlement	Type/Housing Programme	PL	No	Ha	Units	Ownership	Wards
Farm RE/1/153 & 7/153 (MSDF)	Kylemore	Mixed Use, Community and Residential Infill		A	7.94	463		4
Erven 64	Kylemore	Mixed Use, Community and Residential Infill IRDP	PP	C	6.19	600 service sites	Priv/Pub	4

Table 49: Kylemore available land for Residential Development

8.2.20 Lanquedoc

In Lanquedoc, a total of 9.84ha of land has been earmarked for Residential infill development opportunities by the private sector.

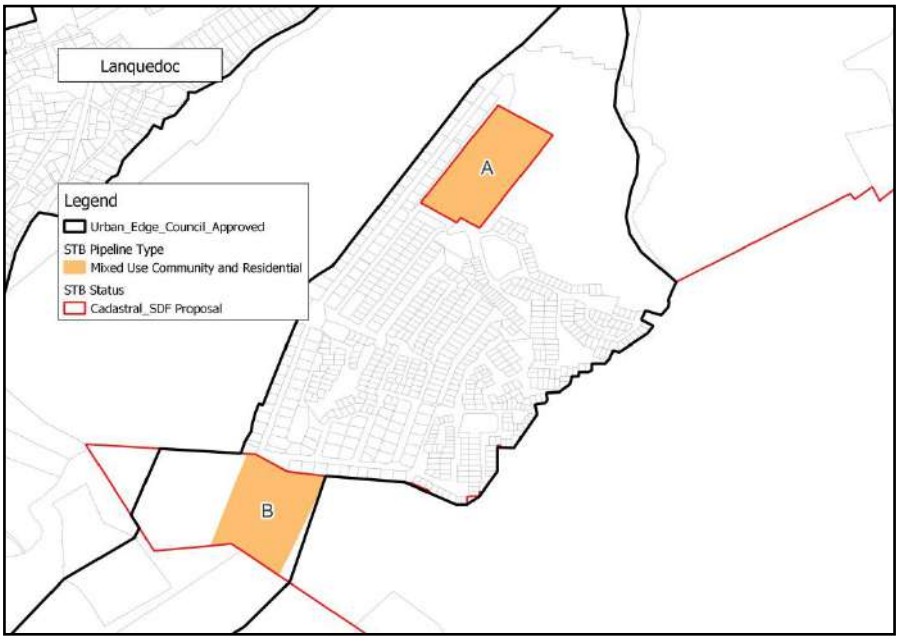


Figure 29: Lanquedoc available land for Residential Development

Erf/ Farm no	Settlement	Type/Housing Programme	No	Ha	Units	Ownership	Wards
Erven 46 (MSDF)	Lanquedoc	Mixed Use, Community and Residential Infill	A	5.89	344	Private	3
Farm 13/1674 (MSDF)	Lanquedoc	Mixed Use, Community and Residential Infill	B	3.95	230	Private	1, 3 & 4

Table 50: Lanquedoc available land for Residential Development

8.2.21 Groot Drakenstein

In Groot Drakenstein, a total of 38.27ha of land has been earmarked for Mixed Use Community and Residential infill development. Half of the land (18.38ha) has been earmarked to formalise existing dwellings and expanding the former forestry settlement of Meerlust within limits. The remaining half will be developed privately.

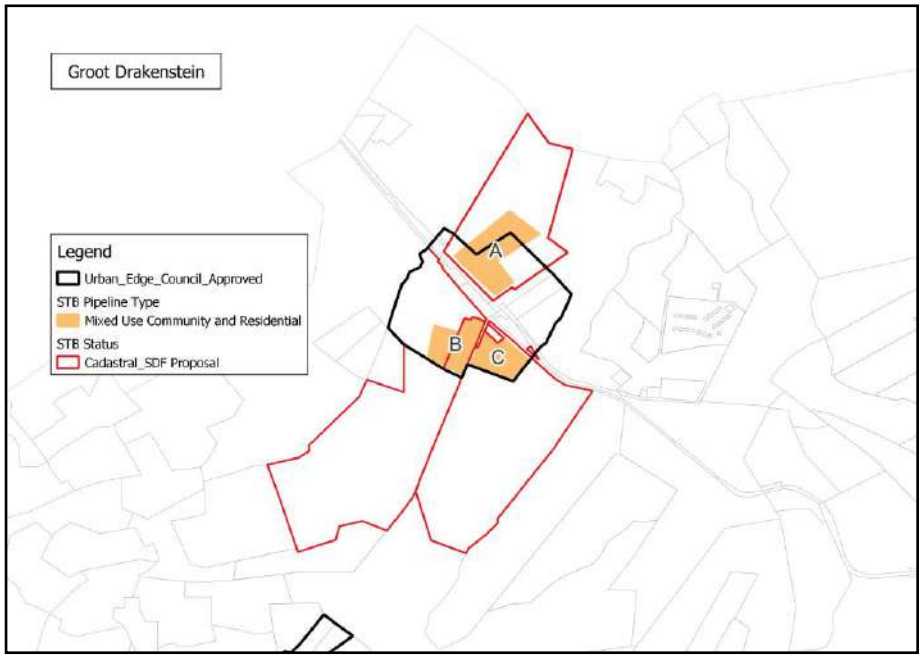


Figure 30: Groot Drakenstein SDF Residential Proposal Maps

Erf/ Farm no	Settlement	Type/Housing Programme	No	Ha	Units	Ownership	Wards
Farm 1/1006 (Meerlust)	Meerlust	Mixed Use, Community and Residential Infill IRDP	A	±18.38	200	RSA	3
Farm 4/1631 & 7/1674 (MSDF)	Groot Drakenstein	Mixed Use, Community and Residential Infill	B	±11.93	696	Erf 1674: Private, Erf 1631/4: Private	3
Farm 10/1674(MSDF)	Groot Drakenstein	Mixed Use, Community and Residential Infill	C	±7.96	464	1674/10: Private	3

Table 51: Groot Drakenstein available land for Residential Development

8.2.22 Meerlust

At Meerlust, a total of 18.83ha of land has been earmarked for residential development, formalising and expanding the former forestry settlement within limits. See Groot Drakenstein for detail.

8.2.23 Raithby

In Raithby, a total of 10.37ha of land has been earmarked for Mixed Use, Community and Residential infill development by the private sector.

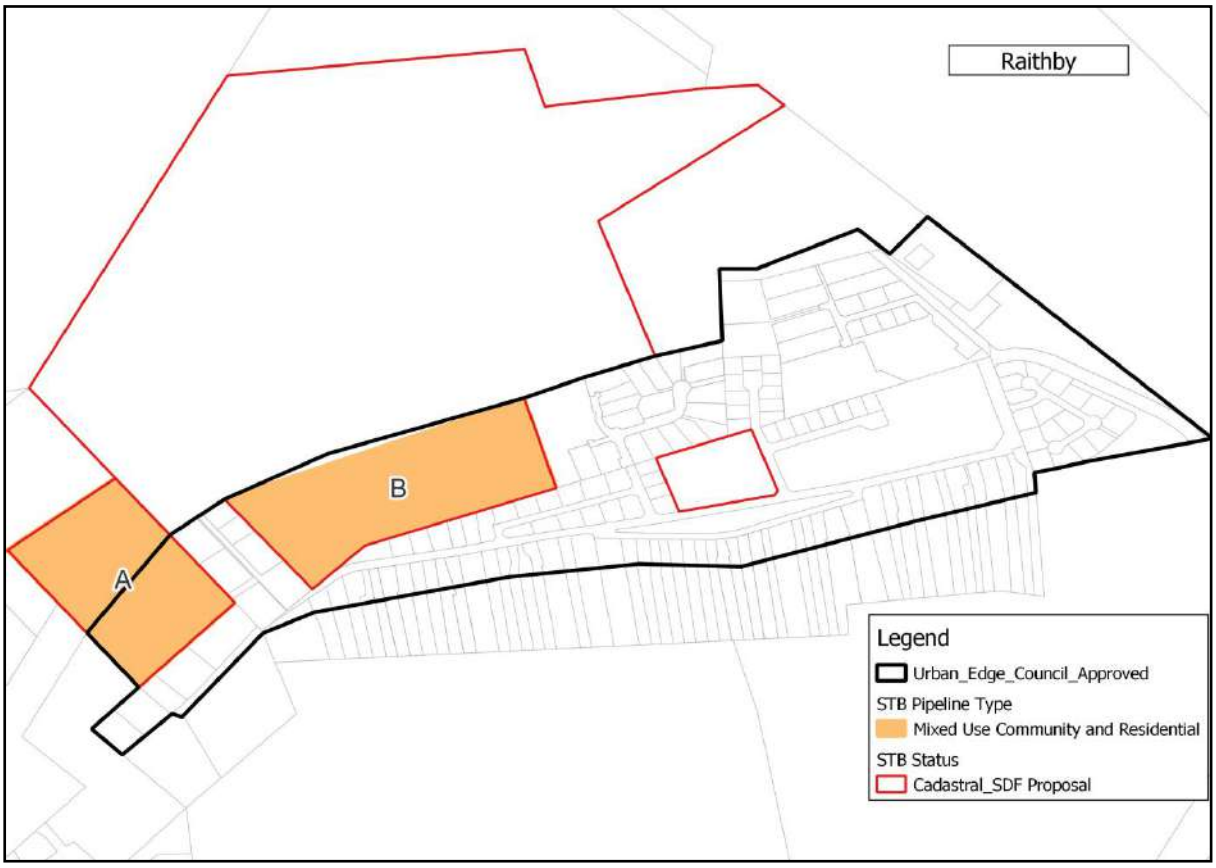


Figure 31: Raithby available land for Residential Development

Erf/ Farm no	Settlement	Type/Housing Programme	No	Ha	Units	Ownership	Wards
Erven 298 (MSDF)	Raithby	Mixed Use, Community and Residential Infill	A	4.8	280	Private	20
Erven 152 (MSDF)	Raithby	Mixed Use, Community and Residential Infill	B	5.57	325	Private	20

Table 52: Raithby available land for Residential Development

8.3 Development Readiness: Stellenbosch

A schedule of projects over 20 years listed by settlement and by type follows. The schedule of projects provides the volume of water and electrical capacity required. The text in blue represents a number of units that has been estimated and then used to calculate the water and electricity requirements.
Projects in Stellenbosch Settlement including Cloetesville, Idas Valley, Kayamandi, Jamestown, Kayamandi and Stellenbosch Centre are listed below: (Stellenbosch Municipality Housing Pipeline, 2023)

Stellenbosch						
Sites Available: Stellenbosch including Adam Tas Precincts				**Total:**	**1 039,6 Kl**	**1 930 KvW**
Erf/ Farm no	**No**	**Ha**	**Type/Housing Programme**	**Units**	**AADD in Kl**	**Electricity KvW**
Erven RE/15709, 15718, 15719, RE/10807, 12702, 9188, 14627, RE/13026, RE/8205, 8181-8191, 8192-8194, 8196-8204, RE/8205, 4841-4843, RE/11280, 12197-12201, Plankenbrug Kayamandi (MSDF) (P9, Adam Tas Corridor)	A	15.25	Residential	890	356	
Erven 235 (P9), 9545, 3454, 257, 7602 (P7), 380, 381, 15804 14601, 6201, 6278, 6280, 14461, 709, 14152, 14153, 14154, 14155, 14156 & 14157 (MSDF) (P6)	B	16.07	Mixed Use, mainly industrial	937	374,8	
Farm RE/7588, Erf 7589, 7591, 7592 13047, RE/5164, RE/7587, 17344 & 17321 (P5)	C					
Erven RE/235, van der Stel Sports Grounds, included in Adam Tas (MSDF) (P8, ATC)	D	13.23	Infill Development IRDP / FLISP / SH, PHDA	772	308,8	(@2.5) 1 930
Erven 2149, 6590, 2608, 2609, 6659, 9106 (Lapland / Old Prison)			SH PHDA	368		
Farm 180 and Erven 2728, 3481 – 3486 (Teen-die-Bult)			SH PHDA	180		

Sites Available: Onder Papegaaiberg including Adam Tas Precincts				Total:	2 603,6 Kl	13 837,5 KvW
Erf/ Farm no	**No**	**Ha**	**Type/Housing Programme**	**Units**	**AADD in Kl**	**Electricity KvW**
Farm RE/183	A	3.22	Infill, Strategic Sites IRDP / FLISP / SH PHDA	188	75,2	(@2.5) 470
Erven 16470 & RE/16469 (MSDF) (Precinct 2, Droë Dyke)	B	16.70		974	389,6	
Erven 10725, 8933 & 14107 (MSDF) (Precinct 3, Droë Dyke)	C	4.87	Infill, Strategic Sites IRDP / FLISP / SH, PHDA	284	113,6	(@2.5) 710
Farm RE/1147 (MSDF) (Precinct 3, Droë Dyke)	D	6.1	Infill, Strategic Sites IRDP / FLISP / SH, PHDA	356	142,4	(@2.5) 890
Ptn 17 of Farm 183, Ptn 35 of Farm 183 & Ptn 8 of Farm 283 (P1, Droë Dyke)	E	24.30	Infill, Strategic Sites IRDP / FLISP / SH, PHDA	1418	567,2	(@2.5) 3 545
Farm RE/283 (Precinct 1, Droë Dyke)	F	33.85	Infill, Strategic Sites IRDP / FLISP / SH, PHDA	1975	790	(@2.5) 4 937,5
Farm 1045 & Erven RE/6284 (MSDF) (Precinct 4, Droë Dyke)	G	7.32	Infill, Strategic Sites IRDP / FLISP / SH, PHDA	427	170,8	(@2.5) 1 067,5
Farm 1168 & Erven 6284 (MSDF) (Precinct 4, Droë Dyke)	H	15.2	Infill, Strategic Sites IRDP / FLISP / SH, PHDA	887	354,8	(@2.5) 2 217,5

Sites Available: Kayamandi North including Adam Tas Precincts and Northern Extension				Total:	6 395,2 Kl	38 777 KvW
Erf/ Farm no	**No**	**Ha**	**Type/Housing Progamme**	**Units**	**AADD in Kl**	**Electricity KvW**
Ptn 2 of Farm 72 (MSDF) (Precinct 9)	A	±34.92	Mixed Use, Community and Residential Infill	2 037	814,8	(@2.5) 5 092,5
Ptn 33 of Farm 81 (Precinct 9) (Northern Extension)	B	±32.70	Mixed Use, Community and Residential Infill	1 908	763,2	(@2.5) 4 770
Ptn 23 of Farm 183 (Northern Extension)	C	±12.74	Mixed Use, Community and Residential Infill IRDP / FLISP, PHDA	4000-6000	2000	(@2.5) 12 500
Ptn 1 of Farm 183 (Northern Extension)	D	±0.66	Formalise, UISP IRDP / FLISP, PHDA			
Ptn 60 of Farm 183 / RE/183 (Northern Extension)	E	±0.032	Utility Services IRDP / FLISP, PHDA			
Ptn 36 of Farm 183 (Northern Extension)	F	±2.84	Mixed Use, Community and Residential Infill IRDP / FLISP, PHDA			
Ptn 5 of Farm 183 (Northern Extension)	G	±35.48	Mixed Use, Community and Residential Infill IRDP / FLISP, PHDA			
Farm RE/182 (Northern Extension)	H	±4.46	Formalise, UISP IRDP / FLISP, PHDA			
Ptn 1 of Farm 182 (Northern Extension)	I	±1.47	Formalise, UISP IRDP / FLISP, PHDA			
Erf 3603, Erf 3692 (MSDF) Watergang Phase 2C	J	±6.50	Formalise, UISP	379	151,6	(@2) 758
Erf RE/2183 (MSDF)	K	±19.44	Formalise, UISP IRDP / FLISP, PHDA	1 134	453,6	(@2) 2 268
RE/2447 (MSDF)	L	±2.77	Formalise, UISP	162	64,8	(@2) 324
Ptn 8, 29 & 33 of Farm 81, Ptn 37 of Farm 183 (Precinct 9)	M	±53.99	Infill, Strategic Sites	3 149	1 259,6	(@2.5) 7 872,5
Erven 1-72, 111-184, 186-189 & RE/288 (MSDF) (Town Centre)	N	±25.85	Infill, Strategic Sites UISP, PHDA	1 508	603,2	(@2.5) 3 770
Erf 1714 (2991) Zone O			UISP, PHDA	711	284,4	(@2) 1 422

Sites Available: Kayamandi South including Adam Tas Precincts				Total:	980 Kl	5 864 KvW
Erf/ Farm no	**No**	**Ha**	**Type/Housing Programme**	**Units**	**AADD in Kl**	**Electricity KvW**
Farm RE/183	A	5.24	(Enkanini) Mixed Use, Community and Residential Infill UISP PHDA	306	122,4	(@2.5) 765
Ptn of Farm 181	B	12.61		736	294,4	(@2.5) 1 840
Ptn 5 of Farm 175	C	0.96		56	22,4	(@2.5) 140
Ptn 33 of Farm 175, Erf 2175	D	8.21		479	191,6	(@2.5) 1 197,5
Farms 81/2, 81/9	E	17.22	Mixed Use, Community and Residential Infill SH, PHDA	±250-350 (Ave 300)	120	(@2.5) 750
Erven 1080-1112	F	0.93	Formalisation Township Establishment, PHDA	145 units (33 erven)	58	(@2) 290
Erven 112, 114, 115, 116 (Red Bricks Hostels)	G	0.71	Mixed Use, Community and Residential Infill Township Establishment, PHDA	51 units, 5 public open spaces	20,4	(@2.5) 127,5
Erven 1113, 1122 – 1154, Project 5 A	H	0.98	Formalisation Township Establishment, PHDA	175 higher density units	70	(@2) 350
Erven 513-522, 66, 67, 69, ptn Erf 523 Project 5B	I	4.54	Formalise, UISP Township Establishment, PHDA	137 Units (42 units being built)	54,8	(@2) 274
Erf RE/288, Mpelazwe, Project 8 Unregistered Erven 2392-2446 (being allocated)	J		Township Establishment PHDA	65 units (54 units built)	26	(@2) 130

Sites Available: Cloetesville				Total:	692,8 Kl	4 230,5 KvW
Erf/ Farm no	**No**	**Ha**	**Type/Housing Programme**	**Units**	**AADD in Kl**	**Electricity KvW**
Erven 7001 (Soek – Mekaar)	A	±6.53	Mixed Use, Community and Residential Infill GAP, PHDA	360 IRDP: 250 –300 sites	144	(@2.5) 900
Erf 7271	B	±1.07	Infill, Strategic Sites Plot-Plan / FLISP/ GAP PHDA	Tot: 168 serviced sites total: 16 serviced sites BNG; 152 GAP/ & or FLISP	67,2	(@2) 32 (@2.5) 380 Tot: 412
Erf 8776	C	±0.34	Mixed Use, Community and Residential Infill GAP/ FLISP, PHDA	37 GAP/ and or FLISP units	14,8	(@2.5) 92,5
Erven 6840, 6841 (school), 6847 (pool) & RE/6846 (MSDF) & 6886, 6300	D	±14.17	Infill, Strategic Sites FLISP/GAP (or Plot-Plan), PHDA	827 including: 279 or 90 (6847, 6886 & 6300)	330,8	(@2.5) 2 067,5
Erf 6705	E	±0.32	Mixed Use, Community and Residential Infill GAP/ FLISP, PHDA	12 serviced sites (Plot and Plan).	4,8	(@2.5) 30
Erven 8667, 6852, 8937 The Steps and Orlean Lounge	F	±1.1	Rectification of existing units PHDA	161	64,4	(@2) 322
Erf 8915	G	±0.26	Infill, Strategic Sites IRDP / FLISP	84 (Top structures TBD)	33,6	(@2.5) 210
Erven 6668 and 7181	H	±1.6	Mixed Use, Community and Residential Infill IRDP / FLISP	83 (Top structures TBD) 17 BNG units and 65 GAP/FLISP	33,2	(@2) 34 (@2.5) 162,5 Tot: 196,5

Franschhoek						
Sites Available: Franschhoek North				Total:	922,8 Kl	5 767,5 KvW
Erf/ Farm no	**No**	**Ha**	**Type/Housing Programme**	**Units**	**AADD in Kl**	**Electricity KvW**
Farm RE/1413 & Erven 959-1126 (MSDF) Erf 2901 (Langrug)	A	±12.6	Mixed Use, Community and Residential Infill UISP	735	294	(@2.5) 1 837,5
Farm RE/1466 (MSDF)	B	±5.76	Mixed Use, Community and Residential Infill	336	134,4	(@2.5) 840
Farm RE/1/1070 (MSDF) RE/1469	C	±2.68	Mixed Use, Community and Residential Infill	156	62,4	(@2.5) 390
Farm RE/1/1070, RE/1070 & Erven 1851 (MSDF)	D	±5.77	Mixed Use, Community and Residential Infill	337	134,8	(@2.5) 842,5
Farm 9/1075 & RE/1070 (MSDF)	E	±6.15	Mixed Use, Community and Residential Infill	359	143,6	(@2.5) 897,5
Erf 3229 Mooiwater	F	±1.98	Mixed Use, Community and Residential Infill UISP	258	103,2	(@2.5) 645
Erven 217, 368 & 412, 284	G	±2.16	Infill, Strategic Sites IRDP / FLISP	126	50,4	(@2.5) 315

Sites Available: Franschhoek South				Total:	65,2 Kl	407,5 KvW
Erf/ Farm no	**No**	**Ha**	**Type/Housing Programme**	**Units**	**AADD in Kl**	**Electricity KvW**
Erven 3487 & RE/3287 (MSDF)	A	±2.80	Mixed Use, Community and Residential Infill	163	65,2	(@2.5) 407,5

Sites Available: Klapmuts				Total:	3 269,2 Kl	20 297,5 KvW
Erf/ Farm no	**No**	**Ha**	**Type/Housing Programme**	**Units**	**AADD in Kl**	**Electricity KvW**
Farm RE/7/716	B	29.52	Mixed Use, Community and Residential Infill	1 772	708,8	(@2.5) 4 430
Farm 27/716 (MSDF)	C	1.70	Infill, Strategic Sites	99	39,6	(@2.5) 247,5
Erven 11-14 & 55 (MSDF)	F	0.49	Infill, Strategic Sites	29	11,6	(@2.5) 72,5
Farm RE/750 (SDF)	G	6.04	Infill, Strategic Sites	352	140,8	(@2.5) 880
Farm RE/2/744 (Mixed Use) & 5/742 (MSDF)	H	64.38	Mixed Use, Community and Residential Infill	3 756	1 502,4	(@2.5) 9 390
Erven 342 (MSDF)	J	3.06	Infill, Strategic Sites	179	71,6	(@2.5) 447,5
Erven 534 (MSDF)	L	0.60	Infill, Strategic Sites	35	14	(@2.5) 87,5
Erven RE/342 (MSDF)	M	0.83	Infill, Strategic Sites	48	19,2	(@2.5) 120
Erven 2181 (MSDF)	N	4.63	Formalise, UISP	270	108	(@2) 540
Erven 2183 (La Rochelle)	O	1.19	Mixed Use, Community and Residential Infill UISP	109	43,6	(@2.5) 272,5
Farm 40/748 (MSDF)	P	26.13	Infill, Strategic Sites	1 524	609,6	(@2.5) 3 810

Stellenbosch Surroundings						
Sites Available: Jamestown				**Total:**	**2 874 Kl**	**17 962,5 KvW**
Erf/ Farm no	**No**	**Ha**	**Type/Housing Programme**	**Units**	**AADD in Kl**	**Electricity KvW**
Farm RE/527	A	±88.89	Mixed Use, Community and Residential Infill IRDP/FLISP PHDA	5 185	2 074	(@2.5) 12 962,5
Farm 3/527	B	±14.82	Mixed Use, Community and Residential Infill IRDP/FLISP, PHDA	2 000	800	(@2.5) 5 000

Sites Available: Jonkershoek					(See Bosdorpe)	
Erf/ Farm no	**No**	**Ha**	**Type/Housing Programme**	**Units**	**AADD in Kl**	**Electricity KvW**
Farm RE/1507 & RE/1508	A	±6.80	A resort with short- and longer-term accommodation. Initial beneficiaries (40) and other (106) can either lease long term or exercise a settlement option elsewhere.	40 units	16	(@2.5) 100
Farm 2/352	B	±2.10				
Farm RE/361	C	±0.90				
Sites Available: De Zalze Annex				**Total:**	**185,2 Kl**	**1 157,5 KvW**
Erf/ Farm no	**No**	**Ha**	**Type/Housing Programme**	**Units**	**AADD in Kl**	**Electricity KvW**
Farm 1310 (MSDF) (Process of being implemented)	A	±7.94	Mixed Use, Community and Residential Infill	463	185,2	(@2.5) 1 157,5

Franschhoek Valley						
Sites Available: La Motte					(See Bosdorpe)	
Erf/ Farm no	**No**	**Ha**	**Type/Housing Programme**	**Units**	**AADD in Kl**	**Electricity KvW**
RE/7/1041 & RE/3/1041 (Bosdorp)	A	4.13	Township Establishment	16	6,4	(@2) 32
Farm RE/1339 (Old Forest Station)	B	12.33	Mixed Use, Community and Residential Infill IRDP / FLISP	719	287,6	(@2.5) 1 797,5
Farm 1653	C	5.62	Mixed Use, Community and Residential Infill	328	131,2	(@2.5) 820
Erven 198 & 199 (MSDF)	D	1.91	Mixed Use, Community and Residential Infill	111	44,4	(@2.5) 277,5
Farm 1/1158 (MSDF)	E	4.87	Mixed Use, Community and Residential Infill IRDP / FLISP	284	113,6	(@2.5) 710
Farm 1/1158 & RE/1158	F	4.59	Mixed Use, Community and Residential Infill IRDP / FLISP	830+283 = 1 113	445,2	(@2.5) 2 782,5
Farm RE/3/1041	G	3.45	Infill Development and Mixed Use	201	80,4	(@2.5) 502,5
Sites Available: Wemmershoek					**(See Rural Areas)**	
Erf/ Farm no	**No**	**Ha**	**Type/Housing Programme**	**Units**	**AADD in Kl**	**Electricity KvW**
Farm RE/3/1615 (MSDF)	A	8.69	Mixed Use, Community and Residential Infill	507	202,8	(@2.5) 1 267,5
Sites Available: Maasdorp (See La Motte)						

Settlements along R304 (R101) (Old Paarl Road)						
Sites Available: Koelenhof					**(See Rural Areas)**	
Erf/ Farm no	**No**	**Ha**	**Type/Housing Programme**	**Units**	**AADD in Kl**	**Electricity KvW**
Farm 3/66, 9/65, 20/65 & RE/1059 (MSDF)	A	56.02	Mixed Use, Community and Residential Infill	3 268	1 307,2	(@2.5) 8 170
Farm 1060 (MSDF)	B	11.73	Mixed Use, Community and Residential Infill	684	273,6	(@2.5) 1 710
Farm 1060 & 42/65 (MSDF)	C	12.97	Infill, Strategic Sites	757	302,8	(@2.5) 1 892,5
Farm 6/1277	D	2.35	Mixed Use, Community and Residential Infill	137	54,8	(@2.5) 342,5
Farm 18/74, 23/74 & 35/74 (MSDF) & 29/74	E	41.99	Infill, Strategic Sites	2 449	979,6	(@2.5) 6 122,5
Sites Available: Muldersvlei					**(See Rural Areas)**	
Erf/ Farm no	**No**	**Ha**	**Type/Housing Programme**	**Units**	**AADD in Kl**	**Electricity KvW**
Farm 17/727 (MSDF)	A	8.12	Mixed Use, Community and Residential Infill	474	189,6	(@2.5) 1 185
Farm RE/1/730 & 14/730 (MSDF)	B	16.24	Mixed Use, Community and Residential Infill	947	378,8	(@2.5) 2 367,5
Farm 16/727 & 21/727 (MSDF)	C	5.86	Mixed Use, Community and Residential Infill	342	136,8	(@2.5) 855
Farm RE/1/730 (MSDF)	D	14.26	Infill, Strategic Sites	832	332,8	(@2.5) 2 080

Settlements along Baden Powell						
Sites Available: Lynedoch					**(See Rural Areas)**	
Erf/ Farm no	**No**	**Ha**	**Type/Housing Programme**	**Units**	**AADD in Kl**	**Electricity KvW**
Farm RE/28/468 & 51/468 (MSDF)	A	4.52	Mixed Use, Community and Residential Infill	264	105,6	(@2.5) 660

Sites Available: Vlottenburg					(See Rural Areas)	
Erf/ Farm no	**No**	**Ha**	**Type/Housing Programme**	**Units**	**AADD in Kl**	**Electricity KvW**
Erven RE/1 (MSDF)	A	31.87	Mixed Use, Community and Residential Infill	1 859	743,6	(@2.5) 4 647,5
Farm 2/1307, 3/1307 & Erven 42 (MSDF)	B	11.02	Mixed Use, Community and Residential Infill	643	257,2	(@2.5) 1 607,5
Farm RE/387 (MSDF)	D	19.94	Mixed Use, Community and Residential Infill	1 163	465,2	(@2.5) 2 907,5
Farm RE/387 (MSDF)	E	2.50	Mixed Use, Community and Residential Infill	146	58,4	(@2.5) 365
Farm 34/390 & 1469 (MSDF)	F	2.47	Mixed Use, Community and Residential Infill	144	57,6	(@2.5) 360

Settlements in Dwarsrivier Valley						
Sites Available: Johannesdal				**Total:**	**137,6 Kl**	**860 KvW**
Erf/ Farm no	**No**	**Ha**	**Type/Housing Programme**	**Units**	**AADD in Kl**	**Electricity KvW**
Erven 1-3, 6-14, 17-24, 26-33, 35, 36, 40, 41, 117, 143, 239, RE/16 & Farm 1/1331 (MSDF)	A	±5.89	Mixed Use, Community and Residential Infill	344	137,6	(@2.5) 860
Sites Available: Kylemore				**Total:**	**425,2 Kl**	**2 657,5 KvW**
Erf/ Farm no	**No**	**Ha**	**Type/Housing Programme**	**Units**	**AADD in Kl**	**Electricity KvW**
Farm RE/1/153 & 7/153 (MSDF)	A	7.94	Mixed Use, Community and Residential Infill	463	185,2	(@2.5) 1 157,5
Erven 64	C	6.19	Mixed Use, Community and Residential Infill IRDP	600	240	(@2.5) 1 500
Sites Available: Lanquedoc				**Total:**	**229,6 Kl**	**1 435 KvW**
Erf/ Farm no	**No**	**Ha**	**Type/Housing Programme**	**Units**	**AADD in Kl**	**Electricity KvW**
Erven 46 (MSDF)	A	5.89	Mixed Use, Community and Residential Infill	344	137,6	(@2.5) 860
Farm 13/1674 (MSDF)	B	3.95	Mixed Use, Community and Residential Infill	230	92	(@2.5) 575

Sites Available: Groot Drakenstein					(See Rural Areas)	
Erf/ Farm no	**No**	**Ha**	**Type/Housing Programme**	**Units**	**AADD in Kl**	**Electricity KvW**
Farm 1/1006 (Meerlust) (See Bosdorpe)	A	±18.38	Mixed Use, Community and Residential Infill IRDP	200	80	(@2.5) 500
Farm 4/1631 & 7/1674 (MSDF)	B	±11.93	Mixed Use, Community and Residential Infill	696	278,8	(@2.5) 1 740
Farm 10/1674(MSDF)	C	±7.96	Mixed Use, Community and Residential Infill	464	185,6	(@2.5) 1 160
Sites Available: Meerlust (See Groot Drakenstein)						

Settlements on Somerset Plain						
Sites Available: Raithby					(See Rural Areas)	
Erf/ Farm no	**No**	**Ha**	**Type/Housing Programme**	**Units**	**AADD in Kl**	**Electricity KvW**
Erven 298 (MSDF)	A	4.8	Mixed Use, Community and Residential Infill	280	112	(@2.5) 700
Erven 152 (MSDF)	B	5.57	Mixed Use, Community and Residential Infill	325	130	(@2.5) 812,5

Rural Areas						
Sites Available: Groot Drakenstein				**Total:**	**544,4 Kl**	**3 400 KvW**
Erf/ Farm no	**No**	**Ha**	**Type/Housing Programme**	**Units**	**AADD in Kl**	**Electricity KvW**
Farm 1/1006 (Meerlust) (See Bosdorpe)	A	±18.38	Mixed Use, Community and Residential Infill IRDP	200	80	(@2.5) 500
Farm 4/1631 & 7/1674 (MSDF)	B	±11.93	Mixed Use, Community and Residential Infill	696	278,8	(@2.5) 1 740
Farm 10/1674 (MSDF)	C	±7.96	Mixed Use, Community and Residential Infill	464	185,6	(@2.5) 1 160

Sites Available: Koelenhof				Total:	2 918 Kl	18 237,5 KvW
Erf/ Farm no	**No**	**Ha**	**Type/Housing Programme**	**Units**	**AADD in Kl**	**Electricity KvW**
Farm 3/66, 9/65, 20/65 & RE/1059 (MSDF)	A	56.02	Mixed Use, Community and Residential Infill	3 268	1 307,2	(@2.5) 8 170
Farm 1060 (MSDF)	B	11.73	Mixed Use, Community and Residential Infill	684	273,6	(@2.5) 1 710
Farm 1060 & 42/65 (MSDF)	C	12.97	Infill, Strategic Sites	757	302,8	(@2.5) 1 892,5
Farm 6/1277	D	2.35	Mixed Use, Community and Residential Infill	137	54,8	(@2.5) 342,5
Farm 18/74, 23/74 & 35/74 (MSDF) & 29/74	E	41.99	Infill, Strategic Sites	2 449	979,6	(@2.5) 6 122,5
Sites Available: Lynedoch				**Total:**	**105,6 Kl**	**660 KvW**
Erf/ Farm no	**No**	**Ha**	**Type/Housing Programme**	**Units**	**AADD in Kl**	**Electricity KvW**
Farm RE/28/468 & 51/468 (MSDF)	A	4.52	Mixed Use, Community and Residential Infill	264	105,6	(@2.5) 660
Sites Available: Muldersvlei				**Total:**	**1 038 Kl**	**6 487,5 KvW**
Erf/ Farm no	**No**	**Ha**	**Type/Housing Programme**	**Units**	**AADD in Kl**	**Electricity KvW**
Farm 17/727 (MSDF)	A	8.12	Mixed Use, Community and Residential Infill	474	189,6	(@2.5) 1 185
Farm RE/1/730 & 14/730 (MSDF)	B	16.24	Mixed Use, Community and Residential Infill	947	378,8	(@2.5) 2 367,5
Farm 16/727 & 21/727 (MSDF)	C	5.86	Mixed Use, Community and Residential Infill	342	136,8	(@2.5) 855
Farm RE/1/730 (MSDF)	D	14.26	Infill, Strategic Sites	832	332,8	(@2.5) 2 080
Sites Available: Raithby				**Total:**	**242 Kl**	**1 512,5 KvW**
Erf/ Farm no	**No**	**Ha**	**Type/Housing Programme**	**Units**	**AADD in Kl**	**Electricity KvW**
Erven 298 (MSDF)	A	4.8	Mixed Use, Community and Residential Infill	280	112	(@2.5) 700
Erven 152 (MSDF)	B	5.57	Mixed Use, Community and Residential Infill	325	130	(@2.5) 812,5
Sites Available: Vlottenburg				**Total:**	**1 639,6 Kl**	**10 247,5 KvW**
Erf/ Farm no	**No**	**Ha**	**Type/Housing Programme**	**Units**	**AADD in Kl**	**Electricity KvW**
Erven RE/1 (MSDF)	A	31.87	Mixed Use, Community and Residential Infill	1 859	743,6	(@2.5) 4 647,5
Farm 2/1307, 3/1307 & Erven 42 (MSDF)	B	11.02	Mixed Use, Community and Residential Infill	643	257,2	(@2.5) 1 607,5
Farm RE/387 (MSDF)	D	19.94	Mixed Use, Community and Residential Infill	1 163	465,2	(@2.5) 2 907,5
Farm RE/387(MSDF)	E	2.50	Mixed Use, Community and Residential Infill	146	58,4	(@2.5) 365
Farm 34/390 & 1469 (MSDF)	F	2.47	Mixed Use, Community and Residential Infill	144	57,6	(@2.5) 360

Sites Available: Wemmershoek				Total:	202,8 Kl	1 267,5 KvW
Erf/ Farm no	No	Ha	Type/Housing Programme	Units	AADD in Kl	Electricity KvW
Farm RE/3/1615 (MSDF)	A	8.69	Mixed Use, Community and Residential Infill	507	202,8	(@2.5) 1 267,5
Bosdorpe, Water Affairs settlements and Agri-villages						
Sites Available: Jonkershoek				Total:	16 Kl	100 KvW
Erf/ Farm no	No	Ha	Type/Housing Programme	Units	AADD in Kl	Electricity KvW
Farm RE/1507 & RE/1508	A	±6.80	A resort with short- and longer-term accommodation. Initial beneficiaries (40) and other (106) can either lease long term or exercise a settlement option elsewhere.	40 units	16	(@2.5) 100
Farm 2/352	B	±2.10				
Farm RE/361	C	±0.90				
Sites Available: La Motte				Total:	1 108,8 Kl	6 922 KvW
Erf/ Farm no	No	Ha	Type/Housing Programme	Units	AADD in Kl	Electricity KvW
RE/7/1041 & RE/3/1041 (Bosdorp)	A	4.13	Township Establishment	16	6,4	(@2) 32
Farm RE/1339 (Old Forest Station)	B	12.33	Mixed Use, Community and Residential Infill IRDP / FLISP	719	287,6	(@2.5) 1 797,5
Farm 1653	C	5.62	Mixed Use, Community and Residential Infill	328	131,2	(@2.5) 820
Erven 198 & 199 (MSDF)	D	1.91	Mixed Use, Community and Residential Infill	111	44,4	(@2.5) 277,5
Farm 1/1158 (MSDF)	E	4.87	Mixed Use, Community and Residential Infill IRDP / FLISP	284	113,6	(@2.5) 710
Farm 1/1158 & RE/1158	F	4.59	Mixed Use, Community and Residential Infill IRDP / FLISP	830+283 = 1 113	445,2	(@2.5) 2 782,5
Farm RE/3/1041	G	3.45	Infill Development and Mixed Use	201	80,4	(@2.5) 502,5
Sites Available: Maasdorp (See La Motte)						
Sites Available: Meerlust (See Groot Drakenstein)						

(Stellenbosch Municipality Housing Pipeline, 2023)

In summary the following services capacity are required:

Rural Areas	Water	Electricity
Groot Drakenstein	544,4 Kl	3 400 KvW
Koelenhof	2 918 Kl	18 237,5 KvW
Lynedoch	105,6 Kl	660 KvW
Muldersvlei	1 038 Kl	6 487,5 KvW
Raithby	242 Kl	1 512,5 KvW
Vlottenburg	1 582 Kl	9 887,5 KvW
Wemmershoek	202,8 Kl	1 267,5 KvW
Total:	6 632,8 Kl	41 425,5 KvW

Bosdorpe, Water &Agri-villages	Water	Electricity
Jonkershoek	16 Kl	100 KvW
La Motte	1 108,8 Kl	6 922 KvW
Maasdorp (See La Motte)		
Meerlust (See Groot Drakenstein)		
Total:	1 124,8 Kl	7 022 KvW

Stellenbosch	Water	Electricity
Stellenbosch	1 039,6 Kl	1 930 KvW
Onder Papegaaiberg	2 603,6 Kl	13 837,5 KvW
Kayamandi North	6 395,2 Kl	38 777 KvW
Kayamandi South	980 Kl	5 864 KvW
Cloetesville	692,8 Kl	4 230,5 KvW
Total:	11 711,2 Kl	64 639 KvW

Franschhoek	Water	Electricity
Franschhoek North	922,8 Kl	5 767,5KvW
Franschhoek South	65,2 Kl	407,5 KvW
Total:	988 Kl	6 175KvW

Klapmuts		Water	Electricity
Klapmuts	Total:	3 269,2 Kl	20 297,5KvW

Stellenbosch Surroundings	Water	Electricity
Jamestown	2 874 Kl	17 962,5 KvW
Jonkershoek (See Bosdorpe)		
De Zalze Annex	185,2 Kl	1 157,5 KvW
Total:	3 059,2 Kl	19 120 KvW

Franschhoek Valley	Water	Electricity
La Motte	See Bosdorpe	
Wemmershoek	See Rural Areas	
Maasdorp	See Bosdorpe	

Settlements along R304	
Koelenhof	See Bosdorpe , Water Affairs settlements and Agri-villages
Muldersvlei	See Rural Areas

Settlements along Baden Powell	
Lynedoch	See Rural Areas
Vlottenburg	

Settlements in Dwarsrivier Valley	Water	Electricity
Johannesdal	137,6 Kl	860 KvW
Kylemore	425,2 Kl	2 657,5 KvW
Lanquedoc	229,6 Kl	1 435 KvW
Groot Drakenstein (See Rural Areas)		
Meerlust (See Bosdorpe)		
Total:	792,2 Kl	4 952,5 KvW

Settlements on Somerset Plain	
Raithby	See Rural Areas

8.4 Additional social Facilities

All sites were rated according to their proximity to schools, ECD sites and crèches, libraries, clinics and places of worship (See table below). In case of a site being 400m and less from an amenity a score of 2 was allocated, in case of a site being further than 400m but closer than 1000m, a score of 1 was allocated with a site being further than 1km, a score of 0 was allocated. Scores for *schools* and *clinics* were doubled and added to the total. (Stellenbosch Municipal SDF, 2019).

Proximity	School	ECD	Library	Clinic	Place of worship	Sports field
≤400	4	2	2	4	2	4
401 – 1000	2	1	1	2	1	2
>1000	0	0	0	0	0	0

Table 53: Ranking Scale & Weights

Erf/ Farm no	IZS Zoning	School	ECD	Library	Clinic	Place of Worship	Sportsfield	Total
Cloetesville								
Erven 6847, 6886 & 6300	Erven 6847: Community Zone /6886 & 6300: Public Open Space Zone.	4	2	0	0	2	0	8
Erven, 8667, 6852 & 8937	Public Roads and Parking Zone.	4	2	0	0	2	0	8
Erven 6668 & 7181	Public Open Space Zone.	4	2	0	0	2	0	8
Erf 7271	Public Roads and Parking Zone / Community Zone.	4	1	0	0	2	0	7
Erf 6705	Public Open Space Zone.	4	1	0	0	2	0	7
Erf 8915	Public Open Space Zone/Education Zone.	4	1	0	0	2	0	7
Erven 7001	Utility Services Zone.	2	1	0	0	1	0	4
Erf 8776	Public Open Space Zone.	2	0	0	0	1	0	3
De Zalze annex								
Farm 1310	Agriculture and Rural Zone.	0	0	0	0	1	4	5
Franschhoek (North)								
Erven 412	Subdivisional Area.	4	0	0	0	2	0	6
Erven 217	Public Roads and Parking Zone.	4	0	0	0	2	0	6
Erven 284	Community Zone.	4	0	0	0	2	0	6
"Langrug" Erven 959-1120 and Erf 2901	Limited Use Zone.	4	0	0	0	1	0	5
Erf 3229 Mooiwater	Public Open Space Zone.	2	0	0	0	1	0	3
Jamestown								
Farm RE/527	Agriculture and Rural Zone.	4	0	0	0	1	0	5
Farm 3/527	Agriculture and Rural Zone.	2	0	0	0	0	0	2

Erf/ Farm no	IZS Zoning	School	ECD	Library	Clinic	Place of Worship	Sportsfield	Total
Jonkershoek								
Various	Agriculture and Rural Zone.	0	0	0	0	0	0	0
Longlands Village								
Farm 393	Agriculture and Rural Zone.	0	0	0	0	0	0	0
Kayamandi (North-West)								
Erf 3603 & Erf 3692	Less Formal Residential Zone.	4	0	0	0	1	0	6
Ptn 1 of Farm 183	Agriculture and Rural Zone.	2	0	0	0	1	0	3
Ptn 36 of Farm 183	Industrial Zone.	2	0	0	0	0	0	2
Ptn 5 of Farm 183	Agriculture and Rural Zone.	2	0	0	0	0	0	2
Farm Re/182	Agriculture and Rural Zone.	2	0	0	0	0	0	2
Ptn 1 of Farm 182	Agriculture and Rural Zone.	2	0	0	0	0	0	2
Ptn 23 of Farm 183		0	0	0	0	0	0	0
Ptn 60 of Farm 183	Agriculture and Rural Zone.	0	0	0	0	0	0	0
Kayamandi (South)								
Town Centre		4	1	0	0	2	0	7
Ptn 33 of Farm 175	Agriculture and Rural Zone.	2	1	0	0	1	2	6
Erven 112, 114, 115, 116	Multi-unit Residential Zone.	4	0	0	0	2	0	6
Erf RE/288 & Erven 1080-1112	Limited Use Zone.	4	0	0	0	2	0	6
Farms 81/2 & 81/9	Agriculture and Rural Zone.	2	1	0	0	2	0	5
Erven 1080 - 1112	Multi-unit Residential Zone.	4	0	0	0	1	0	5
Erven 1123 - 1154	Multi-unit Residential Zone.	4	0	0	0	1	0	5
Erven 513-522, 66, 67, 69, Ptn of Erf 523	Erven 66-69: Multi-unit Residential Zone /Erven 513- 522: Less Formal Residential Zone /Ptn of Erf 523: Private Open Space Zone.	4	0	0	0	1	0	5
Erven 2175	Agriculture and Rural Zone.	2	0	0	0	1	0	3
Ptn of Farm 181	Agriculture and Rural Zone.	2	0	0	0	0	0	2
Ptn 5 of Farm 175	Agriculture and Rural Zone.	2	0	0	0	0	0	2
Watergang Phase 2C: Erf 3603	Less Formal Residential Zone.	2	0	0	0	0	0	2
Farm Re/183	Agriculture and Rural Zone.	0	0	0	0	0	0	0

Erf/ Farm no	IZS Zoning	School	ECD	Library	Clinic	Place of Worship	Sportsfield	Total
Klapmuts								
Erven 2183	Limited Use Zone.	2	0	0	0	1	2	5
Koelenhof								
Ptn 39 & 40 of Farm Koelenhof No 66	Agriculture and Rural Zone.	0	0	0	0	0	0	0
Kylemore								
Erven 64	Agriculture and Rural Zone.	4	0	0	0	1	4	9
La Motte								
Farm RE/1339	Agriculture and Rural Zone.	0	0	0	0	0	0	0
Old Forest Station: Farm 1/1158	Agriculture and Rural Zone.	0	0	0	0	0	0	0
Farm 1/1158 & RE/1158	Agriculture and Rural Zone.	0	0	0	0	0	0	0
Old Forest Station: Farm 1339, Farm 1158 & Farm 1158/1	Agriculture and Rural Zone.	0	0	0	0	0	0	0
Meerlust								
Farm 1/1006	Agriculture and Rural Zone.	0	0	0	0	0	0	0
Stellenbosch								
Lapland Precinct: Erven 2149, 6590, 2608, 2609, 6659, 9106	Conventional Residential Zone/Public Open Space Zone.	4	0	0	0	2	2	8
Teen-die-Bult Precinct: Farm 180 & Erven 2728, 3481-3486	Conventional Residential Zone/Public Open Space Zone.	4	0	0	0	2	2	8
Droë Dyke:RE/284, 17/183, RE/35/183, 8/283, RE/283, Farm 281	Conventional Residential Zone/Public Open Space Zone.	0	0	0	0	0	0	0

(Stellenbosch Municipal SDF, 2019)

8.5 Development Readiness Ranking

A development readiness assessment ranked all pipeline projects.

Three projects are being executed of which one is in Idas Valley and two in Kayamandi (Zone O & Watergang). [3]

Projects that ranked the highest (4) are one in Cloetesville (Erf 7001), one in Klapmuts (La Rochelle) and seven in Kayamandi (Centre, Red Bricks, Mpelazwe, Enkanini & 3 others). [9]

Projects that ranked second highest (3) are one each in Jamestown, Langrug (Franschhoek), Meerlust (Franschhoek Valley) and Kayamandi (Northern Extension). [4]

Projects ranking at two (2) One in Kylemore, one in Groendal, one in La Motte (old Forest Station), one in Cloetesville (across Kayamandi taxi rank) and one in Maasdorp.[5]

Projects ranking at one (1) include six (6) in Cloetesville, three (3) in Stellenbosch and one in Franschhoek (Mooiwater). [10]

Projects ranking at zero (0) include one (1) in Cloetesville, two (2) in Stellenbosch one in Jonkershoek and one on. [4]
(Stellenbosch Municipality Housing Pipeline, 2023)

Settlement	Cur	4	3	2	1	0
Stellenbosch					3	2
Cloetesville		1		1	6	1
Idas Valley	1					
Kayamandi	2	7	1			
Franschhoek			2	1	1	
Klapmuts		1				
Stellenbosch Surroundings						
Jamestown			1			
Jonkershoek						1
Franschhoek Valley						
La Motte (Wiesiesdraai)				1		
Maasdorp				1		
Settlements along R304						
Elsenburg						
Koelenhof, Simonsig						
Settlements along Baden Powell						
Vlottenburg						
Settlements in Dwarsrivier Valley						
Kylemore				1		
Lanquedoc						
Grt Drakenstein, Meerlust						
Settlement on Somerset Plain						
Faure						
Raithby						
Total	3	9	4	5	10	4

9 Enabling Actions

A list of human settlement development enabling actions and/or projects (multi-sectoral) per Priority Area follows.

9.1 Financial Management Instruments and Implementation Strategy

Municipal finance for settlement making can be obtained from Urban Settlement Development Grant (USDG) or from Division of Revenue Act Allocations (DORA).

Enabling infrastructure programme (USDG)

Funds for infrastructure such as utility services, roads and public transport facilities are accessed from National Treasury per the Urban Settlement Development Grant. In addition to the USDG grant and where necessary, Stellenbosch Municipality obtains a loan from a private bank and service the loan from collection of rates and taxes and/or USDG funds received (Municipal debt finance linked approach).

Funds for Social Facilities are obtained from the Departments of Education or Social Services i.e. the RSEP programme. (Stellenbosch Municipality Housing Pipeline, 2023) (Stellenbosch Municipal SDF, 2019).

Available Housing Finance Management Instruments (DORA+)

A range of programmes and funding models are available from the Provincial Department of Infrastructure. The models tabulated below will be applied by Stellenbosch Municipality given the grant made available to the Municipality from National Government housing delivery programmes:

Types of Housing Instrument	Integrated Residential Development Programme (IRDP) (State subsidies)	Upgrading Informal Settlement Programmes UISP & Emergency Housing	Finance Linked Individual Subsidy Programme (FLISP)	Rental Stock/ Social Housing	Rural or Bosdorp of Water Affairs Housing
Stellenbosch	X	X	X	X	
Franschhoek	X	X	X		
Klapmuts		X			
Jamestown (SS)	X		X		
Jonkershoek (SS)	X		X		X
La Motte (Wiesiesdraai) (FV)	X		X		X
Wemmershoek (FV)					
Elsenburg (R304)	X		X		X
Koelenhof (R304)	X				X
Vlottenburg (BP)	X				
Kylemore (DV)	X				
Lanquedoc (DV)					X

Table 54:: Housing funding models applied in Stellenbosch

The table to follow list the enabling actions per project being part of the IHSP pipeline.

*Pre-Planning and/or Planning Phases		
Name of project / settlement		**Enabling actions**
1	Erf 7001 Stellenbosch, Cloetesville ("Soek-mekaar")	A service provider was appointed to undertake planning studies and obtain development rights for the proposed middle to higher income GAP housing development.
2	Jamestown Development: Phase 2 & 3	A service provider was appointed to undertake planning studies and obtain development rights for a mixed-used housing development.
3	Northern Extension	A service provider was appointed to obtain development rights for a mixed-use development on the properties known as the Northern Extension.
4	Erf 64 Kylemore	A feasibility study report into the proposed housing development was completed. A Power of Attorney has been obtained by the NHDA for the transfer of land. The NHDA has appointed a team of professionals to finalise detailed planning studies and to obtain development rights.
5	Erven 412, 217 and 284 Groendal, Franschhoek	The consultant submitted various proposed concept layout options for the consideration by Council. An Item will be submitted to Mayco to consider the proposed development options for the property.
6	Portion of Erf 7271 Stellenbosch, Cloetesville	Council has approved the project to proceed to detailed planning studies. Funding application to PDoI was submitted, Housing Development await the outcome of funding application.
7	Erven 6300, 6847, 6886 Stellenbosch, Cloetesville	Council has approved the project to proceed to detailed planning studies. Funding application to PDoI was submitted, Housing Development await the outcome of funding application.
8	Erf 8776 Stellenbosch, Cloetesville	Council has approved the project to proceed to detailed planning studies. Funding application to PDoI was submitted, Housing Development await the outcome of funding application.
9	Erf 6705 Stellenbosch, Cloetesville	Council has approved the project to proceed to detailed planning studies. Funding application to PDoI was submitted, Housing Development await the outcome of funding application.
10	La Motte Old Forest Station	A feasibility study report into the proposed housing development was completed. The NHDA has been appointed to facilitate the transfer of land and to finalise detained planning studies for township establishment.
11	Droë Dyke	Forms part of the Adam Tas Corridor initiative. The property is under investigating for future housing development.
12	Jamestown Development: Phase 4	A service provider was appointed to undertake planning studies and obtain development rights for a mixed-used housing development. Minor amendments were made to the MSDF to make provision for this project.

*Social Housing Project		
Name of project / settlement		**Enabling Actions**
1	Farms 81/2 and 81/9 Stellenbosch.	The Terms of Reference (ToR) was advertised to appoint an accredited Social Housing Institute (SHI) and/or Other Development Agency (ODA) to develop social housing project.
2	Lapland Precinct.	The service provider completed a feasibility study and further detailed studies will commence subject to the availability of funding.
3	Teen-die-Bult Precinct.	The service provider completed a feasibility study and further detailed studies will commence subject to the availability of funding.
*Formalising and Upgrading of Existing Settlements		
Name of project / settlement		**Enabling actions**
1	Erf 2183 Klapmuts, La Rochelle.	A service provider has submitted land use applications to obtain development rights for enhanced serviced sites.
2	Langrug, Franschhoek.	A service provider will be appointed to finalise detailed plans for the rehabilitation of the freshwater dam and implementation of an in-situ upgrade project.
3	Enkanini Informal Settlement.	The in-situ upgrade of Enkanini to commence in 2025/26 financial year.
4	Kayamandi Town Centre.	A service provider has submitted land use applications to obtain development rights for township establishment for 3-storey (BNG) walk-ups.
5	Maasdorp Village, Franschhoek	A service provider has submitted a land use application to obtain development rights.
6	Five housing projects in Kayamandi	The service provider is in process to register at the Surveyor General (SG)'s office.
7	3460 Meerlust, Franschhoek (200).	A feasibility study report into the proposed housing development project was concluded. The NHDA has been appointed to facilitate the transfer of land and to finalise detailed planning studies for township establishment.
8	Jonkershoek.	A feasibility study report has been concluded. NHDA has been appointed to facilitate the process. Clarity on the way forward need to be determined.

Housing projects being Implemented		
Name of project / settlement		**Enabling Actions**
1	Erf 3229 Mooiwater.	Development rights for the project have been obtained. A contractor has completed rehabilitation of the property. The project was implemented in two phases as follows. • Phase 1: A contractor was appointed in July 2022 for the-site rehabilitation and construction of bulk. The project was completed in December 2023. • Phase 2: The Project Management Unit is in the process of appointing a contractor for the installation of Civil and Electrical infrastructure. The completion date of the project is scheduled for June 2024.
2	Idas Valley.	The construction of 166 top structures commenced in July 2022 and completion is scheduled December 2023.
3	The Steps and Orlean Lounge, Cloetesville.	The upgrade of the housing units commenced July 2020. The completion date of the project is scheduled for June 2023.
4	ISSP Kayamandi Zone O (711) UISP.	A contractor was appointed in July 2022 for the installation of civil services for 178 sites. The contractor has been unable to establish on site due to the relocation of 58 families on site. There has been a collaborative effort in the municipality to relocate the families to commence with the implementation of the project. According to the program, the contractor is expected to complete the project by June 2024.

Table 55: Approved Human Settlement Housing Pipeline 2023 – 2026

9.2 Programme of required implementation activities (3-5 year detailed and longer-term indicative)

Table 58 below lists the projects to be implemented over the next 3 – 5 years:

Project No (PMO system to New Naming Convention)	Town	Suburb	Catalytic/ PHDA project	Urgency (Proposed Year of Implemen-tation)	% of Total Need Addressed by Project	Housing Programme/s	Housing Opportunities			
							Site	Serviced sites	Top structures (units)	Other
21) Erven 1080 – 1112 Kayamandi	Kayamandi	Kayamandi	PHDA	2021/22	0.2%	TE			Completed	33
22) Red Bricks Hostels	Kayamandi	Kayamandi	PHDA	2021/22	0.3%	TE				51
23) Erven 1123 – 1154 and 1113	Kayamandi	Kayamandi	PHDA	2021/22	1.1%	TE				175
24) Erven 513-522, 66, 67, 69 & Ptn of Erf 523	Kayamandi	Kayamandi	PHDA	2021/22	0.8%	TE				137
25) Mpelazwe: Erf RE/288	Kayamandi	Kayamandi	PHDA	2021/22	0.3% - 0.4%	TE				54-65
1) 3269 Development: Phases 2 – 4	Stellenbosch	Jamestown	PHDA	Currently Planning	12.3%	Mixed use/ IRDP / FLISP	2 000			
20) Maasdorp Village, Franschhoek	Rural	Maasdorp	N/A	Current – planning	0.1%	TE				16
28) Erf 3229 Mooiwater, TRA	Franschhoek	Mooiwater	No	Current	1.6%	UISP	258			Basic services
29) Erf 9445, Idas Valley	Stellenbosch	Idas Valley	PHDA	Current	1%	IRDP / FLISP			166	
30) The Steps & Orlean Lounge	Stellenbosch	Cloetesville	PHDA	Current	1%	Rectification (Municipal)				161
31) ISSP Kayamandi Zone O (711)	Kayamandi	Kayamandi	PHDA	Current	4.4%	UISP	711			
32) 3259 ISSP Kayamandi Enkanini (1300)	Stellenbosch	Kayamandi	PHDA	Current	8%	UISP	1300			
14) Farms 81/2 & 81/9	Stellenbosch	Cloetesville	PHDA	2023/24	1.5% - 2.1%	SH				±250 - 350
2) 3694 Erf 7001 Cloetesville (360) IRDP	Stellenbosch	Cloetesville	PHDA	2023/24	1.5% - 1.8%	IRDP / FLISP	250 - 300			
4) Northern Extension, Kayamandi	Stellenbosch	Kayamandi	PHDA	2023/24	24.5% - 36.8%	IRDP / FLISP	4000–6000			
17) La Rochelle Klapmuts (Erf 2183)	Klapmuts	Klapmuts	No	2023/24	0.6%	UISP		109	PTRU	

Project No (PMO system to New Naming Convention)	Town	Suburb	Catalytic/ PHDA project	Urgency (Proposed Year of Implemen-tation)	% of Total Need Addressed by Project	Housing Programme/s	Housing Opportunities			
							Site	Serviced sites	Top structures (units)	Other
18) 3256 Langrug (1900)	Franschhoek	Langrug	No	2024/25	TBD	UISP		1900		
19) 3258 ISSP Kayamandi Centre (1000)	Stellenbosch	Kayamandi	PHDA	2024/25	11.3%	UISP			1847	
3) 2053 (20) Stellenbosch Erf 64 Kylemore (171) IRDP	Kylemore	Kylemore	No	TBD	1.0%	IRDP		±600		
5) Erven 412, 217 and 284 Groendal	Groendal	Groendal	N/A	TBD	0.9% - 1.2%	IRDP / FLISP	150 - 200			
6) Ptn of Erf 7271	Stellenbosch	Cloetesville	PHDA	TBD	1%	Plot-Plan / FLISP/ GAP		168		
7) Erven 6300, 6847 & 6886	Stellenbosch	Cloetesville	PHDA	TBD	1.7%	FLISP/ GAP/ (Plot-Plan)	279 (or 90)			
8) Erf 8776	Stellenbosch	Cloetesville	PHDA	TBD	0.2%	GAP/ FLISP	37			
9) Erf 6705	Stellenbosch	Cloetesville	PHDA	TBD	0.07%	GAP/ FLISP			12	
10) Erf 8915	Stellenbosch	Cloetesville	N/A	TBD	0.5%	IRDP / FLISP / Other		84		
11) Erven 6668 & 7181	Stellenbosch	Cloetesville	N/A	TBD	0.5%	IRDP / FLISP / Other		83		
12) La Motte Old Forest Station	Franschhoek	La Motte	No	TBD	6.8%	IRDP / FLISP	830+283			
13) Droë Dyke	Stellenbosch	Stellenbosch	PHDA	TBD	6.1%	IRDP / FLISP / SH	1 000			
15) Lapland Precinct	Stellenbosch	Stellenbosch	PHDA	TBD	2.3%	SH			368	
16) Teen-die-Bult Precinct	Stellenbosch	Stellenbosch	PHDA	TBD	1.1%	SH			180	
26) 3460 Meerlust, Franschhoek (200)	Meerlust	Meerlust	No	TBD	1.2%	IRDP			200	
27) Jonkershoek	Stellenbosch	Jonkershoek	N/A	TBD	0.7%	TE / IRDP / FLISP				40 exist
33) Watergang Phase 2C	Kayamandi	Kayamandi	PHDA	TBD	0.5%	UISP	87			

Table 57: Projects to be implemented in next 3-5 years (Stellenbosch Municipality Housing Pipeline, 2023)

9.3 Linked to a list of funding requirements per financial year

Table 59 below provides the land assembly and release (Readiness) schedule and planning permission schedule (Sustainability) for identified land parcels for Stellenbosch. Sustainability Criteria scores are generated from completing a Layout Plan Checklist. (Stellenbosch Municipality Housing Pipeline, 2023).

Abbreviations: PTRU-Possible Temporary Relocation Units; TE-Township Establishment; LS-Large Scale; LI-Land Invasion; ES-Environmental Sensitivity; SS-Steep Slopes; BEW-Bulk Earth Works; ATC-Adam Tas Corridor; WS-Water Supply; BC-Bulk Capacity; CD-Community Dynamics; DC-Design Concept; CC-Community Challenges; BSP-Bulk Service Provision; UE-Urban Edge; C Coop-Community Cooperation.

	Project Readiness								Project Sustainability			
No.	Land Obtained & Erf/ Ptn No	EIA ROD	Bulk Capacity	Land Use Approvals	DHS Approval	Council Approval	Risks/ Issues	Readiness Score	Geotech Conditions	Sustain-ability Criteria	Strategic Alignment	Planning Conditions
29) Idas Valley Erf 9445	Yes	Yes	Yes	Yes	Yes (PIRR)	Yes	C Coop, LI	Current	Suitable		N/A	Yes
31) ISSP Kayamandi Zone O (711)	Yes, Erf 2991	Yes	Yes	Yes	Yes (PIRR)	Yes	LI, C Coop	Current	Suitable		Yes	Yes
33) Watergang Phase 2C	Yes, Erf 3603	Yes	Yes	Yes	Yes	Yes	Cost	Current	TBD		N/A	Yes
2) 3694 Erf 7001 Cloetesville (360) IRDP	Yes, Erf 7001	No	Yes	No	Yes (PID)	Yes	FLISP Beneficiaries	4	Suitable		Yes	Yes
17) La Rochelle Klapmuts (Erf 2183)	Yes, Erf 2183	Yes	Yes	No	No	Yes	Small Scale, LI	4	Suitable		Yes	Small Site
19) 3258 ISSP Kayamandi Centre (1000)	Yes, Various	No	Yes	No	Yes (PID)	Yes	LS, decanting required	4	Suitable		Yes	Yes
21) Erven 1080 – 1112 Kayamandi	Yes, Erven 1080-1112	No	Yes	No	Yes	Yes	CC & possible encroachment	4	Suitable		Yes	TBD
22) Red Bricks Hostels	Yes, Erven 112, 114, 115, 116	No	Yes	No	Yes	Yes	CC & possible encroachment	4	Suitable		TBD	TBD
23) Erven 1123 – 1154 & 1113	Yes	No	Yes	No	Yes	Yes	CC & possible encroachment	4	Suitable		TBD	TBD
24) Erven 513-522, 66, 67, 69 and a Ptn of Erf 523	Yes	No	Yes	No	Yes	Yes	CC & possible encroachment	4	Suitable		TBD	TBD
25) Mpelazwe: Erf RE/288	Yes	No	Yes	No	Yes	Yes	CC & possible encroachment	4	Suitable		TBD	TBD
32) 3259 ISSP Kayamandi Enkanini (1300)	Yes, Various	Yes	Yes	Yes	Yes (PFR)	Yes	LS, Decanting	4	SS, Cost		Yes	Yes

	Project Readiness								Project Sustainability			
No.	Land Obtained & Erf/ Ptn No	EIA ROD	Bulk Capacity	Land Use Approvals	DHS Approval	Council Approval	Risks/ Issues	Readiness Score	Geotech Conditions	Sustain-ability Criteria	Strategic Alignment	Planning Conditions
1) 3269 Jamestown Development: Phases 2 – 4	Yes, Ptn RE/527, 3/527 & 7/527	No	TBD	No	Yes (PID)	Yes	LS	3	Suitable		Yes	Yes
4) Northern Extension, Kayamandi	Yes, Various	No	TBD	No	Yes (PID)	Yes	LS, LI	3	Mostly Suitable, SS		Yes	Yes
18) 3256 Franschhoek Langrug (1900)	Yes, Erven 959-1120 and 2901	No	TBD	No	Yes (PID)	Yes	Decanting required	3	Suitable, but SS		Yes	Yes
26) 3460 Meerlust, Franschhoek (200)	Yes, Farm 1006/1	No	TBD	No	Yes (PID)	Yes	Location & Small Scale	3	TBD		Potential TBD	TBD
3) 2053 (20) Erf 64 Kylemore (171) IRDP	No, Erf 64	No	Yes	No	No	Yes	Land not Municipal Owned	2	Suitable		Yes	Yes
5) Erven 412, 217 and 284 Groendal	Yes, Erven 412, 217 & 284	No	TBD	No	No	Yes	TBD	2	TBD		Yes	TBD
12) La Motte Old Forest Station	No, Farm 1339, 1158 & 1158/1	No	TBD	No	Yes (PID)	Yes	Land not Municipal Owned	2	Suitable		Yes	Yes
14) Farms 81/2 & 81/9	Yes, Farms 81/2 & 81/9	No	TBD	No	No	Yes	Various	2	Not Suitable		Yes	TBD
20) Maasdorp Village, Franschhoek	No, Farm 1041/27 & 1041/28	Yes	No	No	No	Yes	Cost	2	Suitable		Yes	TBD
6) Ptn of Erf 7271	Yes, Ptn Erf 7271	No	TBD	No	No	Yes	ES, Cost	1	Soil condition & water table adds to cost		Yes	TBD
7) Erven 6300, 6847 & 6886	Yes, Erven 6300, 6847 & 6886	No	TBD	No	No	Yes	ES, Cost	1	Soil condition & water table adds to cost		Yes	TBD
8) Erf 8776	Yes, Erf 8776	No	TBD	No	No	Yes	Cost	1	Soil condition & water table adds to cost		Yes	TBD
9) Erf 6705	Yes, Erf 6705	No	TBD	No	No	Yes	Soil Cond impact costs	1	Soil Condition impact costs		Yes	TBD

	Project Readiness								Project Sustainability			
No.	Land Obtained & Erf/ Ptn No	EIA ROD	Bulk Capacity	Land Use Approvals	DHS Approval	Council Approval	Risks/ Issues	Readiness Score	Geotech Conditions	Sustain-ability Criteria	Strategic Alignment	Planning Conditions
10) Erf 8915	Yes, Erf 8915	No	TBD	No	No	Yes	SS, Poor Soil, insuff Infras	1	SS		Yes	TBD
11) Erven 6668 & 7181	Yes, Erf 6668 & 7181	No	TBD	No	No	Yes	BEW required	1	Poor Soil, BEW required		Yes	TBD
13) Droë Dyke	No, Ptn Farm RE/284, 183/17, RE Ptn 35 of 183, 283/8, RE/283, 281	No	No	No	No	Yes	Scale & Dependence on ATC	1	TBD		Yes	Yes
16) Teen-die-Bult Precinct	Yes, Farm 180, Erven 2728, 3481-3486	No	TBD	No	No	No	Construction on top of existing units	1	TBC		Yes	TBD
28) Erf 3229 Mooiwater, Franschhoek TRA	Yes	No	Yes	Yes	Yes	Yes	Decanting, invasion	1	Suitable		Not indicated	Yes
15) Lapland Precinct	No, Erven 2149, 6590, 2608, 2609, 6659, 9106	No	TBD	No	No	Yes	Relocation of prison, construction on top of existing units	0	TBC		Yes	TBD
27) Jonkershoek	No, Various	No	No	No	No	Yes	Conservation status, BSP Constraints	0	TBD		Potential TBD	TBD
30) The Steps and Orlean Lounge	N/A	N/A	Yes	N/A	N/A	Yes	C Coop, Decanting	N/A	Suitable		Yes	N/A

Table 58: Funding Requirements per Financial Year

10 Conclusion

An overview of all topologies of housing provision to households with an income of less than R15 001 in the Stellenbosch settlements follows in the enclosed table. The percentage it constitutes from the waiting list is also tabulated. A total of 28 612 units is included in the housing pipeline that address the demand as per the 2016 backlog and waiting list.

The demand for subsidized and partially subsidized housing projected in 2036 is 41 953 units in total. In Franschhoek there is not enough land to provide for the demand and the shortfall in Franschhoek is made good in Klapmuts mainly and in Stellenbosch. The need for GAP housing should be met given Greenfields development in Jamestown, the catalytic projects in Stellenbosch (both Adam Tas and Kayamandi Northern Extension) and Klapmuts. Whilst the provision focuses on the three main settlement, provision to formalise and extent within limits of housing in the former forestry settlement and some agri-settlement will be implemented. Overall, Stellenbosch Municipality is in a position to supply in two thirds of the demand projected in 2036.

	Provision Planned: All typologies	
Settlement	**As per pipeline (Provision)**	**% of Backlog**
Stellenbosch		
Cloetesville	1299	8.42%
Kayamandi	9401	57.65%
Idas Valley	166	1%
Stellenbosch East	548	3.4%
Stellenbosch West Droë Dyke	1000	6.1%
Jamestown (SS)	2000	12.3%
Jonkershoek (SS)	40	0.7%
Franschhoek	3013	
Groendal & Mooiwater	433	2.6%
La Motte (Wiesiesdraai) (FV)		
Maasdorp (FV)	16	0.1%
Klapmuts	100	0.6%
Kylemore (DV)	600	1%
Meerlust, Groot Drakenstein (DV)	200	1.2%
	18 816	

Table 59: Need, Demand and Provision till 2025, Overview, Stellenbosch

Human Settlement Plan

Addendums A - F

Addendum A: Wards per Settlement List and Ward Description and Population, 2011

Ward Description and Population, 2011

Stellenbosch	5-6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17
Idas Valley	5, 6
Kayamandi	12, 13, 14, 15
Cloetesville	16, 17
Franschhoek	1
Groendal	2
Mooiwater	1
Langrug	2
Klapmuts	18
Stellenbosch Surroundings	
Jamestown	21
Jonkershoek	5
Devon Valley	11
Franschhoek Valley	2
La Motte (Wiesiesdraai)	2
Robertsvlei	2
Wemmershoek (De Hollandse Molen)	2
Maasdorp	2, 3
Settlement along R304 (R101) (Old Paarl Road)	19
Elsenburg	19
Koelenhof, Simonsig	19
Muldervlei	19
Settlements along Baden Powell	20
Lynedoch	20
Vlottenburg	20
Spier	20
Settlements in Dwarsrivier Valley	3 & 4
Johannesdal	4
Pniël	4
Kylemore	4
Lanquedoc	3
Groot Drakenstein, Meerlust	3
Settlements on Somerset Plain	20
Faure	20
Raithby	20

Ward Description and Population, 2011

From Table 12: Municipal ward population (Stellenbosch IDP, fourth review, 2019)

Ward	Areas	Population (2011)
1	Franschhoek Town, Bo-Hoek Farms, Mooiwater	12 389
2	Langrug, La Motte, Dennegeur, Groendal, Robertsvlei	7 519
3	Wemmershoek (De Hollandse Molen), Lanquedoc, Meerlust	8 952
4	Pniël, Kylemore, Johannesdal	8 230
5	The Ridge, Lindida, Ida's Valley (The Hydro in the direction of Ida's Valley and Omega Street to Jonkershoek)	5 656
6	Ida's Valley and farms (Nietvoorbij, Timberlea, Morgenhof, Remhoogte, Muratie, Groenhof, Delheim, Lievland, Kanonkop, Uitkyk, Glenelly, Emerie, Laundry, Packham, L'Avenir)	5 856
7	Mostertsdrift, Kolonieshof, Karindal, Rozendal, Uniepark, Simonswyk, Universiteitsoord, De Weides	3 873
8	Stellenbosch Central and university areas	5 682
9	Boundaries of the Eerste River, Krige, Herte, Skone Uitsig, Bird, Merriman, Bosman, Victoria, Neethling, Van Riebeeck, Drostdy and Helderberg Street	822
10	Tenantville, Lappan street to Lackay street, La Colline-Faure, Dr Malan Street to Irene Park, Conde Street, Mount Albert, Taylor, Voorplein to Kromriver, Municipal Flats (Lavanda, Aurora, Phyllaria, Molteno Avenue) to Paul Kruger Street and Banghoek Avenue	5 270

11	Dorp Street to Herte Street, Mark Street, Alexander Street, bottom of Bird Street to the Stellenbosch Train Station, all areas in Onder Papegaaiberg and businesses, Devon Valley	6 545
12	Kayamandi: Enkanini, Snake Valley, Watergang, Thubelitsha, New Watergang (106), Zone O (next to Enkanini), Chris Hani Drive, Municipal Flats(10TH and 13TH Street), School Crescent, Ekuphumleni, Siyahlala, Zone A and George Blake	8 009
13	Kayamandi: Old Location from Lamla Street to Luyolo Street, Red Bricks and Old Hostels	2 482
14	Kayamandi: Zone I Setona Street), Zone O (lower part) Mgabadeli Crescent, Monde Crescent, Costa Land, Strong Yard, Zone M (8th Avenue)	5 280
15	Kayamandi: Mjandana Street(Zone L), Mputa Close, Zone K, Ndumela Street(Zone J), Distell Hostels, Vineyard, Zone O Middle part(Fire Street), Municipal Workers Flats, Zone N, and M, Old Corrobricks Hostels, Mdala Street(Old Hostels) Eight(8) Close	10 403
16	Long Street to end of Smarty Town, Eike Street, Curry Street, Primrose Street, Pine (Bo en Onder), North End, Vredelust, Gemsbok, Daffodil Single, Steps, Sylvia Street, Eiland Street, Last Street (White City), Frikkadel Dorp, September Street, Smarty Town and Weltevrede	8 626
17	Kloof and Longstreet flats, Welgevonden and Weltevreden	7 728
18	Klapmuts and surrounding farms	8 763
19	Elsenburg, De Novo, Koelenhof	10 493
20	Vlottenburg, Raithby, Lynedoch to Meerlust, Eikendal, Mooiberge, Faure	9 628
21	Jamestown, Paradyskloof, De Zalze, Techno Park, Blaauwklippen, surrounding farms	8 651
22	Die Boord, Dalsig, Brandwacht, Krigeville, Libertas Farm	4 873

(Stellenbosch Municipality, 2017)

Addendum B: Alignment of WCIHSP Guidelines with Stellenbosch IHSP 2022 – 2027 Chapters

B1. Alignment Overview

IHSP Chapter		Sub Content		Deliverables	Stellenbosch IHSP: Chapters and Sections
A	Human Settlement Planning & Development Context	A1: Legal and Policy Framework	A1.1	Summary of legal and policy informants.	Chapter 1
		A2: Demographic Assessment	A2.1	Estimate of current population distinguished by gender, age, household income and employment profile.	Chapter 2
			A2.2	Estimate of future population based on established population growth rate segmented by household income profile.	Chapter 2
		A3: Human Settlement Status Assessment	A3.1	Identification of key settlement features (areas of informal settlement; areas where overcrowding is a feature; areas undergoing land use change trends), institutions involved in housing delivery of different types etc.	Chapter 3
		A4: Assessment of Municipal-Specific Housing Need	A4.1	Identification of municipal housing demand segmented by: (i) Current number of households by income/affordability; (ii) Future number of households by income/affordability; (iii) Tenure (rental vs ownership).	Chapter 4
		A5: Key Human Settlement Challenges	A5.1	List of challenges as identified during situational analysis.	Chapter 5
B	Strategic Framework for IHSP	B1: Municipal IHSP Vision Statement	B1.1	Long term human settlement development vision aligned with MSDF/IDP.	Chapter 6
		B2: Objectives and Strategies in response to challenges	B2.1	Develop objectives and strategies that respond to identified challenges.	Chapter 7
C	IHSP Portfolio of Projects	C1: IHSP Project Portfolio	C1.1	Spatial identification of land and Priority Areas.	Chapter 8
			C1.2	Portfolio of housing and settlement upgrade projects spatially linked to identified Priority Areas for intervention.	Chapter 8
		C2: IHSP Implementation Pipeline	C2.1	Develop project pipeline.	Chapter 4, Section 4.5
		C3: Enabling Actions	C3.1	List of human settlement development-enabling activities and/or projects (multisectoral) per Priority Area.	Chapter 9
			C3.2	Programme of required implementation activities (3-5 year detailed and longer-term indicative).	Chapter 9, Section 9.2
			C3.3	Linked to a list of funding requirements per financial year.	Chapter 9, Section 9.1
			C3.4	Project Readiness.	Chapter 8, Sections 8.3 – 8.5

(Stellenbosch Municipality Housing Pipeline, 2023)

B2. Alignment Detail

A: Human Settlement Planning & Development Context			
	Components of Generic IHSP	Purpose of Component	Page number, Stellenbosch IHSP
A1:	Legal and Policy Framework		
	Human Settlement Policy Framework • National • Provincial • District Legal Mandate of the Municipality • Set out general roles and responsibilities ITO Housing Act • List any specific project agreements and/or Implementation Protocols/ Assignment Agreements	1. To summarise the key legal and policy informants that guide the municipality in fulfilling its duties and functions in relation to human settlement development.	1
		2. Identify any specific agreements in place related to housing processes to be implemented in the municipal area.	2
A2:	Demographic Assessment		3
	• Most recent official population estimates • Socio-Economic Assessment (Household Income Profiles) • Historic Population Growth Rates • Projected Population Growth: Average and Lo/Hi Scenarios	1. To provide clarity on the current and projected future population of the municipality at settlement level.	3
		2. To develop a profile of the area's population reflecting economic characteristics (income) to inform assessments of housing demand per economic sector.	4
A3:	Human Settlement Assessment		6
	• Urban settlement assessment • Rural settlement assessment Informal settlement: Assessment & Categorisation • ID Current projects in planning phase • Current pipeline • Land Asset Register and Mapping • HS Sustainability SWOT Assessment: - Environmental SWOT - Socio-Economic SWOT - Municipal Infrastructure SWOT - Municipal Finance SWOT - Municipal Admin. SWOT	To provide a clear picture of the status of current urban settlements and, if applicable, rural settlements in the municipal area. Aspects to be identified include: 1. Number and spatial distribution of residential units categorised by typology.	6
		2. Number of informal settlements and estimated number of dwellings, backyard dwellings, overcrowding etc. in settlements. Where these have been assessed and categorised/prioritised for interventions or upgrading, this should be reflected.	14
		3. Any Emergency Housing and/or Temporary Relocation Area (TRAs).	15
		4. Farm Residents.	15
		5. The status of current housing projects by typology (State-funded, social housing, private).	
		6. Current Pipeline.	34

		7. Data on land identified for mixed land use or residential development (Greenfields & Brownfield).	16
		8. Assessment of institutions involved in housing delivery in different market sectors.	23
		9. SWOT assessment that highlights areas of opportunity and areas where priority interventions are required.	18
A4:	Assessment of Housing Demand		25
	• Current assessed housing backlog (Informal Settlements Upgrade Prioritisation, Updated Profile of Prospective Beneficiaries on Housing Demand Database). • Future Demand Projection. • Segmented Demand per Income Bands and Broad Demand Type.	To estimate housing demand and the associated housing need based on: 1. Guidance from Provincial Department of Infrastructure Housing Allocation Policy.	
		2. Current verified housing backlogs.	27
		3. Projected future growth in the number of households.	29
		4. An estimate of demand per economic market sector (as derived from trend analysis of socio-economic data).	33
A5:	Key HS Challenges		43
	• To identify the key human settlement challenges of a municipality. • To inform the strategic direction for human settlement development.	To synthesis the key challenges that human settlement planning must address - based on the outcomes and findings of the analyses of settlements, demand and growth requirements.	43

B: Strategic Framework for IHSP			
	Components of Generic IHSP	Purpose of Component	Page number, Stellenbosch IHSP
B1:	Municipal IHSP Vision Statement		55
	Long-term 20-Year Sustainable Human Settlements Goals (same as IDP and MSDF Visions) • Urban • Rural • Informal Sector Municipal Roles and Responsibilities • HS Developer Role • HS Enabler Role	Set out how the municipality anticipates managing the development of different types of housing opportunities in support of its spatial development and spatial transformation objectives as set out in its MSDF. Reflect on the role of Municipality in various processes related to human settlement development and housing delivery. Reflect on the issue of impact of human settlement development and housing delivery on the financial sustainability Municipality.	55
B2	HS Objectives and Strategies		58
	• Spatial Transformation Objectives. • Identify strategic areas for human settlement development such as land that is available in future MSDF Mixed Land Use Precincts, Integration Zones, Areas prioritised for densification/ intensification of land use or Restructuring Zones.	Identify clear objectives based on the challenges identified in A5 to support the vision for human settlement development. Reflect strategic decisions taken in the MSDF regarding where spatial development interventions are to be targeted. Identify land for different types of housing opportunities envisaged linked to the municipality's strategic approach to infrastructure investment towards achieving fiscal sustainability.	58 60 66

C: IHSP Portfolio of project			
	Components of Generic IHSP	Purpose of Component	Page number, Stellenbosch IHSP
C1	HS Portfolio of Projects	Determine the additional infrastructure capacity and/or social facilities that are required. Where applicable, identify Inter-Governmental Protocols (IGPs) where the programmed investment in specific infrastructure and facilities is identified. Consider and assess proposed projects in terms of their financial impact on municipal financial sustainability, especially where projects are IRDP or UISP funded. Pg 113 Compile a realistic (affordable and achievable) portfolio of housing projects linked to an Implementation Framework that sets out a programme of linked activities in one-year and five-year budgeting periods. This must be aligned to the Municipal IDP and thus subject to annual review informed by technical sectoral assessments (including of the MSDF) and not ad-hoc decision-making. Activities would typically include: land acquisition processes, land assembly processes (making land parcels ready for development by carrying out the necessary planning and statutory approvals); enabling infrastructure development; roads and transport facility developments; social facility developments etc.	68
	• Schedule of Projects over 20- year time frame listed by type of project (e.g. UISP, IRDP, Gap, Social Housing, rural housing etc.) Pg 71 • List of PHDAs (if applicable) Pg 69 • Identified Incremental Upgrading Areas Pg 70 • Land assembly - identifying the required actions to make the identified land parcels ready for development Pg 108 • Additional social facility requirements based on applicable standards of provision Pg 103		
C2:	Implementation Pipeline		
	• Compile projects into a Pipeline that sets out project details for implementation (as illustrated in Table 7).		Addendum Pg 115
C3:	Enabling Actions		108
	• Financial Management instruments (state subsidies, Municipal debt finance-linked approach, FLISP support) Pg 111 • Enabling infrastructure programme (Utility services, Roads and public transport facilities, Social facilities). • Land assembly and release. • Planning permissions schedule for identified land parcels. • Project Readiness.		

11 References

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8.6	**INFRASTRUCTURE SERVICES : (PC : CLLR P JOHNSON)**

NONE

8.7	**PARKS, OPEN SPACES AND ENVIRONMENT: (PC: J WILLIAMS)**

NONE

8.8	**PLANNING AND LOCAL ECONOMIC DEVELOPMENT AND TOURISM: (PC: CLLR C VAN WYK)**

NONE

8.9	**COMMUNITY SERVICES:(PC: CLLR X KALIPA)**

NONE

8.10	**RURAL MANAGEMENT: (PC: CLLR J JOON)**

NONE

8.11	**MUNICIPAL MANAGER**

8.11.1	**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 2023 / 2024: (**Local Tourism Organisations "LTO")

Collaborator No:
IDP KPA Ref No:
Meeting Date: **12 May 2023 & 27 June 2023**

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 2023 / 2024: (Local Tourism Organisations "LTO")

2. PURPOSE OF MEETING

To discuss and consider the funding applications for the the 2023 / 2024 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. 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 24 March 2023, attached as **Appendix 1** of which the closing date to submit such applications was at 12:00 midday on 21 April 2023.

The following bodies submitted applications by the closing date for funding to perform the Tourism function for Council for the 2023 / 2024 financial year:

Applicant	**2023 / 2024** **Funding Requested in Rand Value**
Franschhoek Wine Valley Tourism Association NPC	R3 998 200
Visit Stellenbosch NPC	R6 055 000
Total Funding Requested	**R10 053 200**

4. RECOMMENDATIONS

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

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

a) that the amount of R2 018 555 be allocated to Franschhoek Wine Valley Tourism Association NPC for the 2023 / 2024 financial year; and

b) that the amount of R4 341 300, that include an allocation for Dwarsrivier Tourism, be allocated to Visit Stellenbosch NPC for the 2023 / 2024 financial year.

5. 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 Function	R3 998 200
Other Funding Sources	R2 689 513
TOTAL	**R6 687 713**

Compliance checks

Franschhoek Wine Valley Tourism Association NPC		Amount requested: R3 998 200
The following MUST accompany this application:		
1. A copy of the latest, audited financial statements.	✓	30 June 2022
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 2023 / 2024 financial year in the below table:

Key Strategic Objective 1:	**Performance Targets / Deliverables**	**Amount in Rand**	**Departmental Comment**	**Recommended Funding in Rand**
Strategic Programmes / Activities World Class Visitors Centre	Ensuring Visitor comfort Improving and diversifying attractions and experiences Stimulating demand Generating Community Involvement, Benefits and Support Organising Growth	1 800 000	**The allocation for 2022 / 23 was R1 530 870**, that included a function of tourism marketing of the area. FWVTA provided no indication or motivation to substantiate the 85% increase for this objective. FWVTA also had not provided a clear breakdown of the performance targets, and therefore the Department proposes that the same amount of the previous financial be **recommended with an increase of 4%,** based on the municipal budget increase.	***1 592 105***

Key Strategic Objective 2:	**Performance Targets / Deliverables**	**Amount in Rand**	**Departmental Comment**	**Recommended Funding**
Marketing and Branding Strategic Programmes	Digital Marketing / Printing Social Media and Public Relations Tradeshows: • Meetings Africa • We Are Africa • WTM • ITB Berlin • ATM Dubai • Indaba	1 814 000	FWTA has noted a number of Performance Targets, but has not individually provided a budget for each target. It must be noted that FWVTA also noted a number of tradeshows but has not provided any indication whether the intention is to marketing the Franschhoek Area through hosting a stand, it rather suggests that FWVTA will	***426 450***

	Festivals / Events: • Bastille • Harvest Long Table at Boschendal • Literacy Festival • Explore Franschhoek • International Wine Masters Visit November 2023 • Restaurant Week • Champagne and Cap Classique Festival Trade and Media Tastings in JHB and FHK		attend and engage at the respective tradeshows. It must be noted that in the **2022/23 financial year, an allocation of R410 048** was made to FWVTA, for the similar performance target, therefore the **Department recommends that the above with a 4% increase** be awarded for this objective.	
	Business Tourism - MICE			

Key Strategic Objective 3:	Performance Targets / Deliverables	Amount in Rand	Departmental Comment	Recommended Funding
Sustainable Development	• Franschhoek Trails • Mandela House • Monument Beautification • Social Development	384 200	The proposal put forward by FWVTA focusses on using key monuments which are protected or are within the ownership of either the state or privately owned. These proposes although current tourist attractions must be discussed with the relevant owner or statutory body, and the required agreements must be reached prior to providing any funding. It is clear that no 'ground' work has commenced and therefore FWVTA must provide a more detailed proposal and also approach to acquire funding. Based on the above, the **Department does not recommend** any funding for this objective.	***Funding not Supported***

Marketing Sponsorship	R1 454 000
Members Fees	R1 235 513
Total	R2 689 513

Franschhoek Wine Valley Tourism Association NPC submitted all the required documentation to be considered for funding.

6.2 Visit Stellenbosch NPC (Appendix 3)

Visit Stellenbosch NPC	
Tourism Functions	R6 055 000
Other Funding Sources	R3 100 000
TOTAL	**R9 155 000**

Compliance checks

Visit Stellenbosch NPC		Amount requested: R6 055 000
The following MUST accompany this application:		
1. A copy of the latest, audited financial statements.	✓	30 June 2022
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 2023 / 2024 financial year in the below table:

AIM / OBJECTIVE	**Performance Targets / Deliverables**	**Amount in Rand**	**Departmental Comment**	**Recommended Funding**
Develop and Rollout of Sustainable Tourism development guidelines and management practices applicable to all tourism sectors.	*Stakeholder Engagement and Strategy*, and sentiment monitoring to identify and prioritise environmental and social issues that must be addressed.	60 000	The Department supports the objective and the performance target as it aims to bring awareness of the Sustainable Development Goals ("SDG's") specifically to the tourism industry. The **Department partially supports this proposal** and will monitor the impact to unlock possible future funding.	***30 000***
	Sustainable Strategy: Develop strategy with key points for sustainable development to be achieved, with focus on 3 core elements: economic growth, social inclusion and environmental protection.	80 000		***20 000***

	Marketing and Communication: Develop a communications strategy and plan with collateral and tools to communicate sustainability right and effectively.	60 000		***30 000***
	Bags for Bread: Dedicated and ongoing campaign to collect plastic bread bags, plastic shopping bags and VHS tapes used to create the products	30 000	The proposal is aimed at developing a tourism product from recycled material, and although this proposal has significant impact i.r.o. recycling, the development of products is not a functional mandate for the **Department, and the funding is not supported.**	***Funding not Supported.***
Sub total		***230 000***		***80 000***
Business support offerings marketing and promotional assistance especially to the niche tourism sector.	*Hosting Travel Trade*: Marketing and creating awareness of a destination and products on offer.	50 000	The development of business, whether formal (SMME's) and informal is currently considered as part of the SMME request and is **therefore not supported**.	***Funding not supported.***
	Website: Website featuring information, a directory and product information for qualifying tourism business integrated with VS website.	25 000		
Sub total		***75 000***		***0.00***

AIM / OBJECTIVE	Performance Targets / Deliverables	Amount in Rand	Departmental Comment	Recommended Funding
Use of events and activations to unite communities around a central theme and goal and start redress	*Freedom of Slaves Function*: The event provides a platform to share thoughts and remembrance of slavery in Stellenbosch.	30 000	The **Department does not support** this funding as it does not relate to the tourism mandate.	***Funding not supported.***
	Journey of Hope and Healing: Social justice walks	45 000		***Funding not supported.***
	Stellenbosch FC Watch Party	80 000	The **Department supports this funding** as the introduction of the soccer club has resulted in an increase of viewership and visitors to Stellenbosch.	***50 000***
Sub total		***155 000***		***50 000***

AIM / OBJECTIVE	Performance Targets / Deliverables	Amount in Rand	Departmental Comment	Recommended Funding
Wine Town Stellenbosch	*Logistics and coordination of a programme of events*, activations and offerings across tourism sectors whcih attract visitors to Stellenbosch in the low season and the wine routes for the benefit of all.	50 000	The **Department supports this proposal**.	***50 000***
	Stellenbosch Wine Festival hosted in the Stellenbosch Town Hall.	200 000		***200 000***

	Extensive Marketing and Communication position Wine Town Stellenbosch as the annual must-do event	50 000		***50 000***
Sub Total		***300 000***		***300 000***
Taking Stellenbosch to Johannesburg: Stellenbosch Wine Festival in Johannesburg	*Stellenbosch Wine Festival* hosted in Johannesburg.	300 000	The **Department supports this proposal**, as it does promote Stellenbosch to a wider domestic audience.	***300 000***
	Extensive Marketing and Communication position Stellenbosch as a must-visit destination.	50 000		***50 000***
Sub-Total		***350 000***		***350 000***
Stellenbosch Street Soiree and other Events	*Stellenbosch Street Soirees* popular pop-up wine festival in town during the summer months	104 000	The **Department supports the proposal**.	***104 000***
	Woordfees activations Collaboration between Woordfees and Stellenbosch Wine Route to offer a range of events during the festival.	50 000		***50 000***
	Harvest Parade: Annual parade celebrating the upcoming harvest and the contributions of farm workers.	150 000	The **Department supports this project**.	***150 000***
Sub-Total		***304 000***		***304 000***

AIM / OBJECTIVE	**Performance Targets / Deliverables**	**Amount in Rand**	**Departmental Comment**	**Recommended Funding**
Business of Wine Tourism Conference Bid	*Bring the Business of Wine Tourism Conference* to Stellenbosch. Attracts 100 international speakers to Stellenbosch.	60 000	The **Department** supports the proposal and the partial funding is recommended.	***30 000***
Sub – Total		***60 000***		***30 000***
Masters of Wine	*Hosting a group of 40-48 Masters of Wine* in Stellenbosch. Benefit from feedback evaluating the offerings of Stellenbosch and opportunities to grow international trade for Stellenbosch.	60 000	The proposal aims to host a small group of wine connoisseurs, but the reputational spin-offs will benefit the broader tourism industry and therefore the **proposal is supported.**	***60 000***
Sub-Total		***60 000***		***60 000***
Garden Town Stellenbosch	*Coordinate a 10-day programme of Garden Tours*, Open Gardens, activations in the CBD and Speakers Programme, tours and walks.	170 000	The Department **partially supports the project**, specifically as the Garden Week event has had major success the past 2 years.	***110 000***
	Package Stellenbosch: create packages with accommodation, meals and activities from the programme	20 000	The Department supports this proposal.	***20 000***

	to make it easy for visitors to stay over and experience Stellenbosch.			
	Extensive Marketing Programme: Press release, social media, digital campaigns, influencer engagement, etc.	70 000	The Department supports this proposal and **partially recommend funding** this proposal.	***30 000***
Sub-Total		***260 000***		***160 000***
Stay in Stellenbosch. Increase overnight stays in Stellenbosch during peak and off peak periods.	*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	Although, the proposal is supported, it must be noted that Council at its Council Meeting in April 2023 allocated funding for the similar project. Funding not supported at this stage due to budget limitations.	***Funding not supported.***
	Trade Programme: Increased and accelerated hosting of inbound tour operators.	50 000	The **Department does not support this proposal** as it may be done as part of the above proposal, which was funded in April 2023.	***Funding not supported.***
	Repeat and Referral: Dedicated and ongoing Google ads marketing campaigns targeted at international source markets.	94 000	Although, the proposal is supported, it must be noted that Council at its Council Meeting in April 2023 allocated funding for the similar project. The Department only recommends partial funding, due to the limited available budget.	***51 000***
Sub Total		***194 000***		***51 000***

AIM / OBJECTIVE	Performance Targets / Deliverables	Amount in Rand	Departmental Comment	Recommended Funding
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 Taste Stellenbosch Restaurant activation and its related activities.	80 000	The **Department supports the proposal** and the funding requested.	***25 000***
	Stellenbucks Restaurant Campaign: Marketing campaign for restaurant support.	80 000	The **Department supports the proposal** and the funding requested.	***25 000***
Sub-Total		***160 000***		***50 000***
Experience Stellenbosch: Making Stellenbosch the destination of choice for sport, adventure and outdoor enthusiasts.	*Digital campaign* to position *Stellenbosch as the destination for outdoor adventures.*	80 000	The **Department supports the proposal** and the funding requested.	***80 000***
	Stellendaba: Educational events showcasing and promoting the depth of offerings around Stellenbosch's experience industry.	50 000	The project is similar to the one of above, in that aims to market outdoor adventure, therefore, the **Department** due to the limited budget **cannot support this funding**.	***Funding not Supported.***
Sub-Total		***130 000***		***80 000***

Meet Stellenbosch: Continue to capitalise on the 2nd tier status to Cape Town for MICE and increase to top 5 in Africa in ICCA ranking.	*Host Business Tourism Showcase* continously positioning Stellenbosch as a Business Tourism Destination.	150 000	The **project** although, is **supported** in order to lure conferencing to Stellenbosch and the Winelands, **is not funded** as a result of the available budget for tourism.	***Funding not supported.***
	Host more *Destination Marketing Campaigns* ("DMC") familiarisation trips to Stellenbosch	50 000	The Department supports this proposal and funding.	***50 000***
Sub-Total		***200 000***		***50 000***

AIM / OBJECTIVE	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.	2 300 000	The allocation for 2022 / 23 was R1 950 000 and VS has provided no indication or motivation to substantiate the 84% increase for this objective, and therefore the Department proposes that the same amount of the previous financial be **recommended with an increase of 4%,** based on the municipal budget increase.	***2 055 300***
Sub-Total		***2 300 000***		***2 055 300***
Destination Marketing & Branding Overview of destination products and offerings with multiple tools assisting visitors.	*Managing social media and creating Online Content*: The tourism industry is highly competitive and great social media content is an excellent tool to create awareness and interest in a destination.	96 000	This marketing and use of social media content as been noted throughout the proposal, and it was mentioned that this covers all sectors, the Department although in support of the method, must however note that the proposal must clearly differentiate where this is applicable and when, specifically for reporting purposes. The Department therefore does not support this proposal as it must be combined and in one section in the proposal.	***Funding not Supported***
	Update and produce maps: These maps are essential tools to promote the region as a tourist destination.	100 000	The **Department supports this proposal on condition** that the generated maps must be incorporated with the Municipality's Geographic Information System ("GIS") which is managed by the Department: Development Planning on a quarterly basis.	***100 000***
	Website & Online Maintenance: VS has a comprehensive website including events and whats on sections as well as useful article about products	80 000	Although, the proposal is supported, it must be noted that Council at its Council Meeting in April 2023 allocated funding for the similar project. The Department **therefore does not**	***Funding not Supported.***

	and activations useful for visitors.		**recommend the funding**, due to the limited available budget.	
	Stellenbosch Tourist Guide: The Stellenbosch Guide is one of the most important tool to market our destination.	150 000		***Funding not Supported.***
Sub-Total		***426 000***		***100 000***
Safety Programme – Street Savvy in Stellenbosch	Provision of uniforms to identified parking guards with police clearance.	5 000	Safety in general is a function of the South African Police Service ("SAPS"), it is however noted that Council is part of the Winelands Security Initiative ("WSI") with the aim of creating safer communities and areas. The **Department is therefore in support of the proposal** but will review its effectiveness for the duration of the financial year.	***5 000***
	Communication subscription tool, allowing the sector to work together.	60 000		***60 000***
Sub-Total		***65 000***		***65 000***

AIM / OBJECTIVE	Performance Targets / Deliverables	Amount in Rand	Departmental Comment	Recommended Funding
Offer and operate a Visitors 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 portential tourists within a destination and its surrounding areas.	350 000	The allocation for 2022 / 23 was R250 000 and VS has provided no indication or motivation to substantiate the 71% increase for this objective, and therefore the Department proposes that the same amount of the previous financial be **recommended with an increase of 4%,** based on the municipal budget increase.	***260 000***
	Marketing: Invest in marketing opportunities, printed and digital collateral to support promotion of Destination Dwarsrivier.	100 000	The **project is supported by the Department.**	***100 000***
	Content Creation, collateral and social media: Create online content, expand image gallery, create reels and short videos; manage social media channels.	96 000	Destination Dwarsrivier specifically focusses on marketing the offerings within the Dwars River Valley, which is seeing an increase in tourism and therefore this **proposal is supported**.	***96 000***
Sub-Total		**546 000**		***456 000***
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.	50 000	The **Department supports the funding**.	***50 000***

	Chrysanthemum Festival: the day includes the exhibition and selling of the beautiful chrysanthemums, info sessions and delicious home-made treats for sale.	50 000	The **Department supports the funding**.	***50 000***
	Slawedag / Slaveday	50 000	The **Department does not support** this funding as it does not relate to the tourism mandate.	**Funding is not supported.**
Sub-Total		***150 000***		***R100 000***
Total Budget Proposal for Visit Stellenbosch		**6 055 000**		**4 341 300**

Other sources of funding:

Donations	R300 000
Grants (CWDM) Visit Stellenbosch	R250 000
Grants (CWDM) Dwarsrivier	R200 000
Marketing sponsorships	R0
Wine Member: Contributions	R1 000 000
Other Members: Contributions	R350 000
Stellenbosch Publicity Marketing	R1 000 000
Commercial Activities	R0
Total	R3 100 000

Visit Stellenbosch 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 Franschhoek Wine Valley Tourism Association NPC and Visit Stellenbosch NPC.

6.5 Financial Implications

A current available budget approved for the allocation of external bodies performing a function of Council is R6 004 531.00. The proposed budget to be allocated to Franschhoek Wine Valley Tourism Association NPC and Visit Stellenbosch NPC is R6 359 855, which represents a budget shortfall of R355 324.00. The shortfall will be funded from the budget allocated to the SMME Training ukey, as the Department will be using its operational budget for funding the SMME Training which will follow the procurement processes. The Department will therefore veriment the shortfall should Council approve the allocation, as there is sufficient budget for the the 2023 / 2024 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

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.

RECOMMENDATIONS BY THE GRANTS COMMITTEE TO COUNCIL: 2023-06-22: ITEM 3.1

a) that the amount of R2 018 555 be allocated to Franschhoek Wine Valley Tourism Association NPC for the 2023 / 2024 financial year; and

b) that the amount of R4 341 300, that include an allocation for Dwarsrivier Tourism, be allocated to Visit Stellenbosch NPC for the 2023 / 2024 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	09 May 2023

APPENDIX 1

STELLENBOSCH
STELLENBOSCH • PNIEL • FRANSCHHOEK
MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Municipal Notice 35 / 2023
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 2023 / 2024

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 and Tourism Development;
- 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 21 April 2023** 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 form is available during office hours from the Offices of the Section: Economic Development & Tourism located at:

- NPK Building, c/o Plein & Ryneveld 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: 35 / 2023

Munisipale Kennisgewing 35 / 2023
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 2023 / 2024 FINANSIELE JAAR:

Kennisname word 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 aansoeke 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 en Toerisme-ontwikkeling;
- 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 21 April 2023** 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:

- NPK Gebou, h/v Plein & Ryneveldtraat, Stellenbosch, 7600

Of per e-pos 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: 35 / 2023

Ekstra Nuus Proof

APPENDIX 2

Franschhoek Wine Valley Tourism Association

(Registration Number 2003/026592/08)
Annual Financial Statements for the year ended 30 June 2022

General Information

Country of Incorporation and Domicile	South Africa
Registration Number	2003/026592/08
Registration Date	23 October 2003
Nature of Business and Principal Activities	The company is involved in the promotion of tourism in the Franschhoek area in South Africa.
Directors	HF Koegelenberg JH Van Huyssteen RSM Ndlovu CJ Malherbe GR Frazer AH Kleinhans-Curd JC Mullineux R Bakkes A Ferreira F Schaefer RGR Lascaris
Registered Office	62 Huguenot Road Franschhoek 7690
Business Address	62 Huguenot Road Franschhoek 7690
Postal Address	PO Box 178 Franschhoek 7690
Bankers	Nedbank Limited
Tax Number	9121691159
SARS Reference Numbers Tax number	 9121691159
Level of Assurance	These financial statements have been audited in compliance with the applicable requirements of the Companies Act of South Africa.

Franschhoek Wine Valley Tourism Association

(Registration Number 2003/026592/08)
Annual Financial Statements for the year ended 30 June 2022

General Information

Auditor	EFGAudit Inc 1 Minaret Cloetesville Stellenbosch 7600

Franschhoek Wine Valley Tourism Association

(Registration Number 2003/026592/08)
Annual Financial Statements for the year ended 30 June 2022

Directors' Responsibilities and Approval

The directors are required by the Companies Act of South Africa 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 satisfy the financial reporting standards with regards to form and content and present fairly the statement of financial position, results of operations and business of the company, and explain the transactions and financial position of the business of the company at the end of the financial year. The annual financial statements are based upon appropriate accounting policies consistently applied throughout the company 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 going-concern basis has been adopted in preparing the financial statements. Based on forecasts and available cash resources the directors have no reason to believe that the company will not be a going concern in the foreseeable future. The financial statements support the viability of the company.

The annual financial statements have been audited by the independent auditing firm, EFGAudit Inc, who has been given unrestricted access to all financial records and related data, including minutes of all meetings of the , the directors and committees of the directors. The directors believe that all representations made to the independent auditor during the audit were valid and appropriate. The external auditor's unqualified audit report is presented on pages 6 to 7.

The annual financial statements set out on pages 8 to 18, and the supplementary information set out on page 19 which have been prepared on the going concern basis, were approved by the directors and were signed on 30 November 2022 on their behalf by:

Ruth MCourt

RH MCCOURT

Franschhoek Wine Valley Tourism Association

(Registration Number 2003/026592/08)
Annual Financial Statements for the year ended 30 June 2022

Directors' Report

The directors present their report for the year ended 30 June 2022.

1. **Review of activities**

Main business and operations
The company is involved in the promotion of tourism in the Franschhoek area in South Africa. There were no major changes herein during the year.

The operating results and statement of financial position of the company are fully set out in the attached financial statements and do not in our opinion require any further comment.

2. **Going concern**

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

3. **Events after reporting date**

All events subsequent to the date of the annual financial statements and for which the applicable financial reporting framework requires adjustment or disclosure have been adjusted or disclosed.

The directors are not aware of any matter or circumstance arising since the end of the financial year to the date of this report that could have a material effect on the financial position of the company.

4. **Directors**

The directors of the company during the year and up to the date of this report are as follows:
HF Koegelenberg
JH Van Huyssteen
RSM Ndlovu
CJ Malherbe
GR Frazer
AH Kleinhans-Curd
JC Mullineux
R Bakkes
A Ferreira
F Schaefer
RGR Lascaris

5. **Independent Auditor**

EFGAudit Inc was the independent auditor for the year under review.

Independent Auditor's Report

To the of Franschhoek Wine Valley Tourism Association

Report on the Audit of the Financial Statements

Opinion

I have audited the financial statements of Franschhoek Wine Valley Tourism Association set out on pages 8 to 18, which comprise the statement of financial position as at 30 June 2022, and the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the financial statements present fairly, in all material respects, the financial position of Franschhoek Wine Valley Tourism Association as at 30 June 2022, 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.

Basis for Opinion

I conducted my audit in accordance with International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am 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. I have fulfilled my 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). I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other Information

The directors are responsible for the other information. The other information comprises the information included in the document titled "Franschhoek Wine Valley Tourism Association Annual Financial Statements for the year ended 30 June 2022", which includes the Directors' Report, and the statement of Directors' Responsibilities and Approval as required by the Companies Act of South Africa, which I obtained prior to the date of this report, and the supplementary information set out on page 19. The other information does not include the financial statements and my auditor's report thereon.

My opinion on the financial statements does not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I 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, 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

My 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 my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs 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 ISAs, I exercise professional judgement and maintain professional scepticism throughout the audit. I 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 my 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 I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my 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.

I 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 I identify during my audit.

Report on Other Legal and Regulatory Requirements

In terms of the IRBA Rule published in Government Gazette Number 39475 dated 4 December 2015, I report that EFGAudit Inc has been the auditor of Franschhoek Wine Valley Tourism Association for the last year.

EFGAudit Inc **30 November 2022**



Per: Ernst Gouws (director: EFGAudit Inc)
Director / Partner
Registered Auditor

1 Minaret
Cloetesville
Stellenbosch
7600

Franschhoek Wine Valley Tourism Association

(Registration Number 2003/026592/08)
Financial Statements for the year ended 30 June 2022

Statement of Financial Position

Figures in R	Notes	2022	2021
Assets			
Non-current assets			
Property, plant and equipment	4	37,854	24,549
Intangible assets	5	23,995	32,587
Total non-current assets		**61,849**	**57,136**
Current assets			
Inventories	6	17,038	20,553
Trade and other receivables	7	225,095	671,568
Cash and cash equivalents	8	3,784,443	1,379,401
Total current assets		**4,026,576**	**2,071,522**
Total assets		**4,088,425**	**2,128,658**
Equity and liabilities			
Equity			
Retained income		1,132,877	584,930
Liabilities			
Current liabilities			
Provisions	9	44,516	16,805
Trade and other payables	10	2,911,032	1,526,923
Total current liabilities		**2,955,548**	**1,543,728**
Total equity and liabilities		**4,088,425**	**2,128,658**

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: 2023/04/20

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	0045606938GS2004231551518
PIN	DD64B5C233
PIN Expiry Date	20/04/2024

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

Franschhoek Wine Valley Tourism Association

(Registration Number 2003/026592/08)
Financial Statements for the year ended 30 June 2022

Statement of Comprehensive Income

Figures in R	Notes	2022	2021
Revenue	11	3,762,542	3,793,081
Administrative expenses		(241,131)	(270,088)
Other expenses	12	(3,207,467)	(3,230,923)
Profit from operating activities	13	**313,944**	**292,070**
Profit for the year		**313,944**	**292,070**

Franschhoek Wine Valley Tourism Association

(Registration Number 2003/026592/08)
Financial Statements for the year ended 30 June 2022

Statement of Changes in Equity

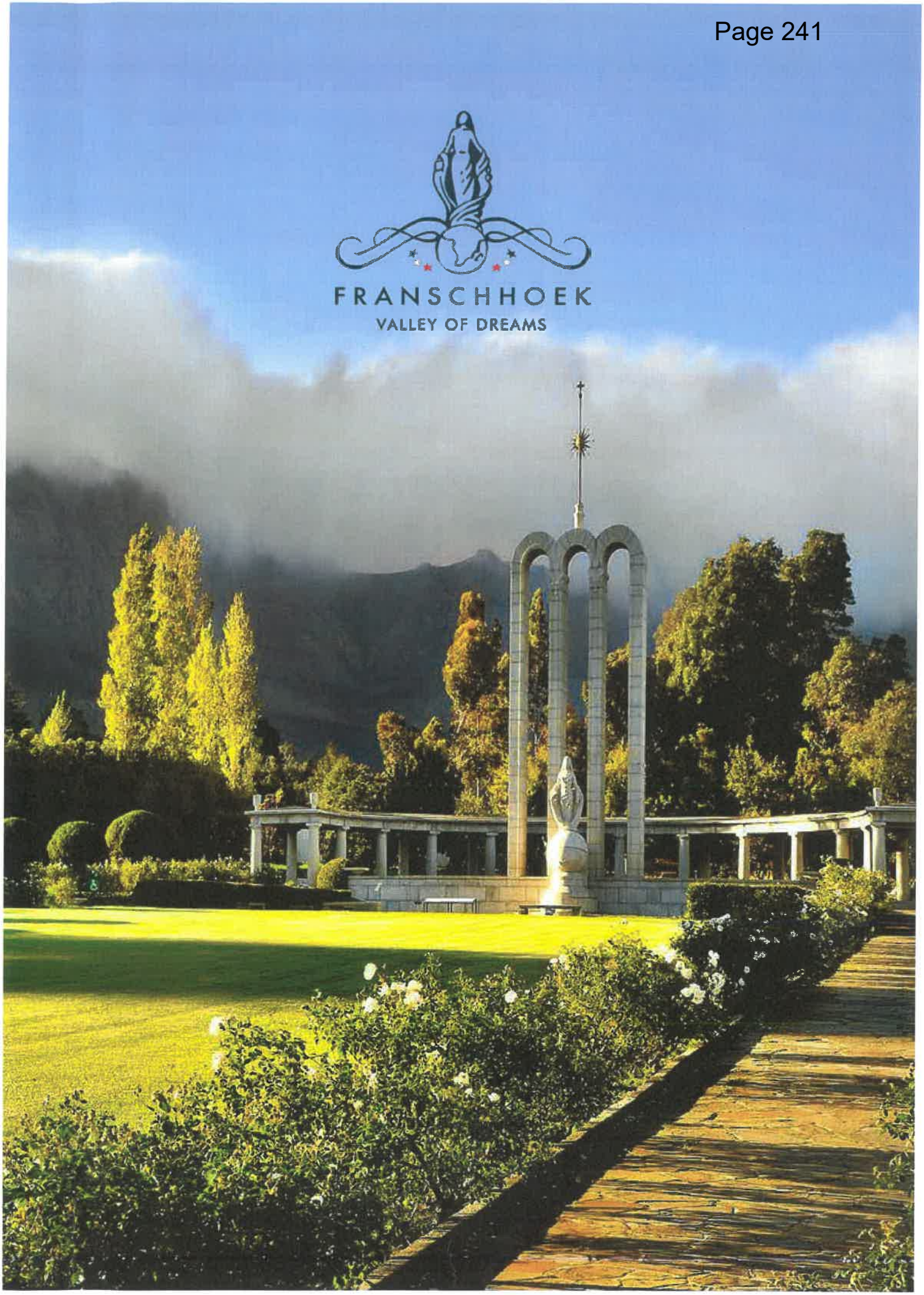
Figures in R	Retained income	Total
Balance at 1 July 2020	292,860	292,860
Changes in equity		
Profit for the year	292,070	292,070
Total comprehensive income for the year	292,070	292,070
Balance at 30 June 2021	**584,930**	**584,930**
Balance at 1 July 2021	584,930	584,930
Changes in equity		
Profit for the year	313,944	313,944
Total comprehensive income for the year	313,944	313,944
Prior year correction - refer note 13.2	234,003	234,003
Balance at 30 June 2022	**1,132,877**	**1,132,877**

Franschhoek Wine Valley Tourism Association

(Registration Number 2003/026592/08)
Financial Statements for the year ended 30 June 2022

Statement of Cash Flows

Figures in R	Note	2022	2021
Cash flows from operations			
Profit for the year		**313,944**	**292,070**
Adjustments to reconcile profit			
Adjustments for finance income		(73,674)	(21,590)
Adjustments for decrease in inventories		3,515	5,477
Adjustments for decrease / (increase) in trade accounts receivable		159,974	(522,367)
Adjustments for (decrease) / increase in trade accounts payable		(169,368)	1,324,916
Adjustments for increase in other operating payables		1,553,477	-
Adjustments for depreciation and amortisation expense		12,809	19,540
Adjustments for impairment losses and reversal of impairment losses recognised in profit or loss		520,780	-
Adjustments for provisions		27,711	(166,290)
Total adjustments to reconcile profit		**2,035,224**	**639,686**
Net cash flows from operations		**2,349,168**	**931,756**
Interest received		73,674	21,590
Net cash flows from operating activities		**2,422,842**	**953,346**
Cash flows used in investing activities			
Purchase of property, plant and equipment		(17,800)	(14,998)
Purchase of intangible assets		-	(12,843)
Cash flows used in investing activities		**(17,800)**	**(27,841)**
Net increase in cash and cash equivalents		**2,405,042**	**925,505**
Cash and cash equivalents at beginning of the year		1,379,401	453,896
Cash and cash equivalents at end of the year	8	**3,784,443**	**1,379,401**


FRANSCHHOEK
VALLEY OF DREAMS

2023/24 Stellenbosch Municipal Grant Application

1. **Introduction**
   - 1.1 About FWV 3
   - 1.2 Current State of Tourism 7
   - 1.3 Corporate Governance and KPI's of Directors 7
   - 1.4 Brand Position 8
   - 1.5 Vision 2023/24 9
   - 1.6 Mandate 9
   - 1.7 Strategic goals 9
   - 1.8 Alignment with Strategic Objectives of Local, Regional, Provincial National Governments 10

2. **Strategic Programmes/Activities World Class Visitor Centre : R1.8 mil**
   - 2.1 Ensuring visitor comfort 10
   - 2.2 Improving and diversifying attractions and experiences
   - 2.3 Stimulating Demand
   - 2.4 Generating Community Involvement, Benefits and Support
   - 2.5 Organising for Growth

3. **Marketing & Branding – Strategic Programmes : R1.814 mil**
   - 3.1 Digital Marketing/Printing 12
   - 3.2 Social Media and PR 12
   - 3.3 Trade Shows 12
     - Meetings Africa
     - We Are Africa
     - WTM
     - ITB Berlin
     - ATM Dubai
     - Indaba
   - 3.4 Festivals/Events 13
     - Bastille
     - Harvest Long Table at Boschendal
     - Literary Festival

- Explore Franschhoek
- International Wine Masters visit Nov 2023
- Restaurant Week
- Champagne and Cap Classique Festival
- Trade and Media Tastings in Jhb and Fhk

3.5 Business Tourism – MICE 14

4. Sustainable Development : R384 200 14

5. Budget and Resources 2022/23 15

6. Annexures A & B



1 INTRODUCTION

1.1 ABOUT FRANSCHHOEK

Franschhoek translates as French Corner, commemorating the Huguenot refugees granted land here in the 17th Century as they fled persecution in France. It is also the smaller, slightly-more-refined sister of Stellenbosch, the Cape's other well-known wine region and jewel in the crown of the Cape Winelands.

Breath taking scenery, famous Franschhoek pass, warm hospitality, world-class cuisine and fine wines. These are the hallmarks of the beautiful Franschhoek Valley of Dreams in the heart of the Cape Winelands!

When the Huguenots first settled in this spectacular valley over 300 years ago, they brought with them their traditions and knowledge in winemaking and viticulture from their native France, and transformed the valley they now called 'home'. This proud heritage can be seen and felt today in the Franschhoek Village and on the surrounding farms.

Today, the Franschhoek Valley offers a variety of cellars, from small boutique wineries that cater for those in search of something unique, to large cellars that offer organised tours and tastings. Award-winning wines range from plump reds to elegant whites and delicious Cap Classique's, the only Cap Classique Route in South Africa

This longstanding tradition of winemaking is a perfect complement to the superb cuisine offered in any one of Franschhoek's more than 40 restaurants. Franschhoek is now known as the Wine & Gourmet Capital of South Africa, and boasts many talented chefs, several who have been awarded the highest national and international culinary honours!

One of the region's oldest estates. Established in 1685, Boschendal is the second-oldest wine farm in South Africa, with original Cape Dutch architecture set against the stunning backdrop of the Simonsberg Mountains

La Bri, a boutique winery established in 1688. Like Boschendal, it was one of the first nine farms granted to the Huguenots. Each winery has been carefully chosen for the quality of its wine and activities, so all of them are well worth a visit. Some of them stand out for specific reasons, however; these are a few historical favourites:



Hands down one of the most celebrated wine and food destinations in South Africa, the beautiful Franschhoek Valley, which was established by French Huguenot refugees in 1688, is a captivating blend of European charm and spectacular verdant scenery.

The town itself is well worth a visit, with the main street being lined with high-end boutiques, fine dining restaurants and art galleries. Though, visitors will likely want to spend most of their time out and about on the Cape Dutch-style farms, which are renowned for making excellent versions of almost varietal. If sparkling wine appeals, there's also a dedicated Cap Classique route here. Tip: To see multiple wine farms in one day without having to worry about drinking and driving, consider booking a place on the affordable Franschhoek Wine Tram hop-on hop-off tour. www.winetram.co.za

www.youtube.com/watch?v=r9wjocDRQwU

time.com/collection/worlds-greatest-places-2022/6194619/franschhoek-south-africa/



The Franschhoek Valley is committed to the philosophy of sustainable tourism. Three characteristics embody what the valley is all about.

ASPIRATIONAL

An unrivalled village, offering the very best in food, wine and art. Internationally acclaimed restaurants and chefs will delight you with their culinary creations, served together with globally award-winning wines grown on the scenic slopes of this beautiful valley.

Explore the exclusive shops, boutiques and galleries 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, a place where international excellence and sophistication meets small-town charm.

ACCESSIBLE

Tucked away, yet easy to get to, Franschhoek is a small town that sits large on the map.

A range of accommodation is available, both in the village and the 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.

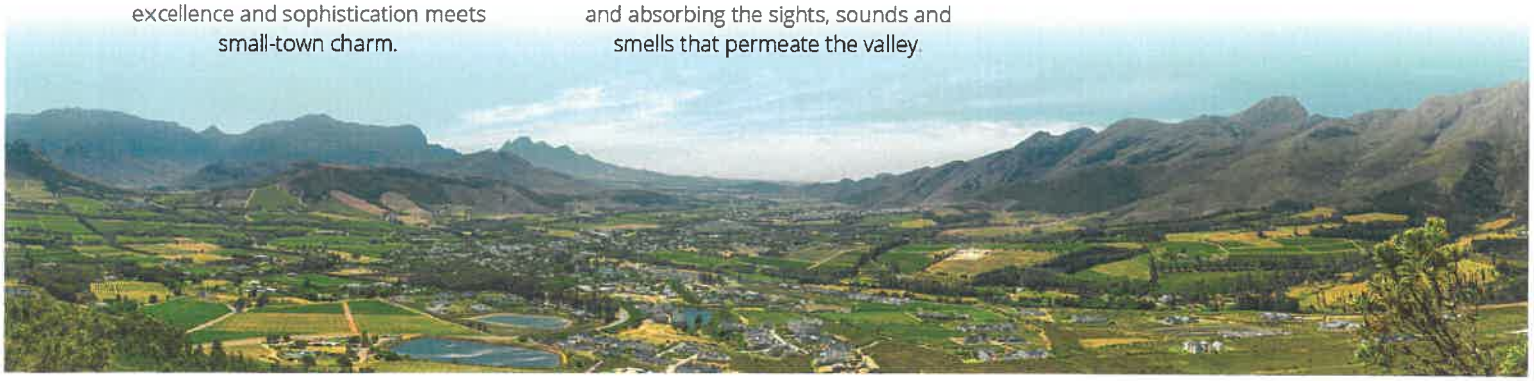
Franschhoek is a place to refresh your soul and revive your spirits, far removed from the hustle and bustle of city life. Embrace nature, whether hitting exquisite mountain trails by bike or on foot or taking a more serene approach and absorbing the sights, sounds and smells that permeate the valley.

UNIQUE

Rich in history, Franschhoek juxtaposes the old and the new – magnificent Cape Dutch architecture alongside cutting-edge wineries – all nestled into a valley of striking natural beauty.

Wonder at the majestic views that the French Huguenots saw and where they made their homes among the rugged mountains at the tip of Africa.

A place that is truly like no other.



46 WINE ESTATES

Franschhoek is a tiny corner of the Cape but in its diversity, it encompasses all of France. Franschhoek's calling card is the best Semillons yield extraordinary wine, think Boekenhoutskloof, Wildeberg. A unique selling point is that within a space of less than 25km² Franschhoek Wine Valley delivers examples of all the wines for which France produces in accepted classical benchmarks.

Cap Classique provides several serious candidates like Colmant, Morena and L'Ormarins Private Cuvee 2014 makes striking comparisons.

La Motte and Leopard's Leap are two of our iconic wineries always standing tall with many accolades. Equally strong Chardonnay candidates are Chamonix, Backsberg, GlenWood, Pasarene and Mont Rochelle's Miko Chardonnay.

Mullineux & Leeu's Franschhoek cellar now offers old vine Cinsault, best Pinot Noir belongs to Chamonix. Red Bordeaux, some very fine Cabernet Sauvignons and increasingly some of the Cape's best Cabernet Francs, The Journeyman from Boekenhoutskloof and Holden Manz.



96 RESTAURANTS

Internationally acclaimed restaurants and chefs will delight you with their culinary creations. Including the award-winning La Petite Colombe.





ACCOMMODATION

A range of accommodation is available, both in the village and the 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.

391 Hotels, B&Bs Guesthouses & AirB&Bs

3000 Total Beds

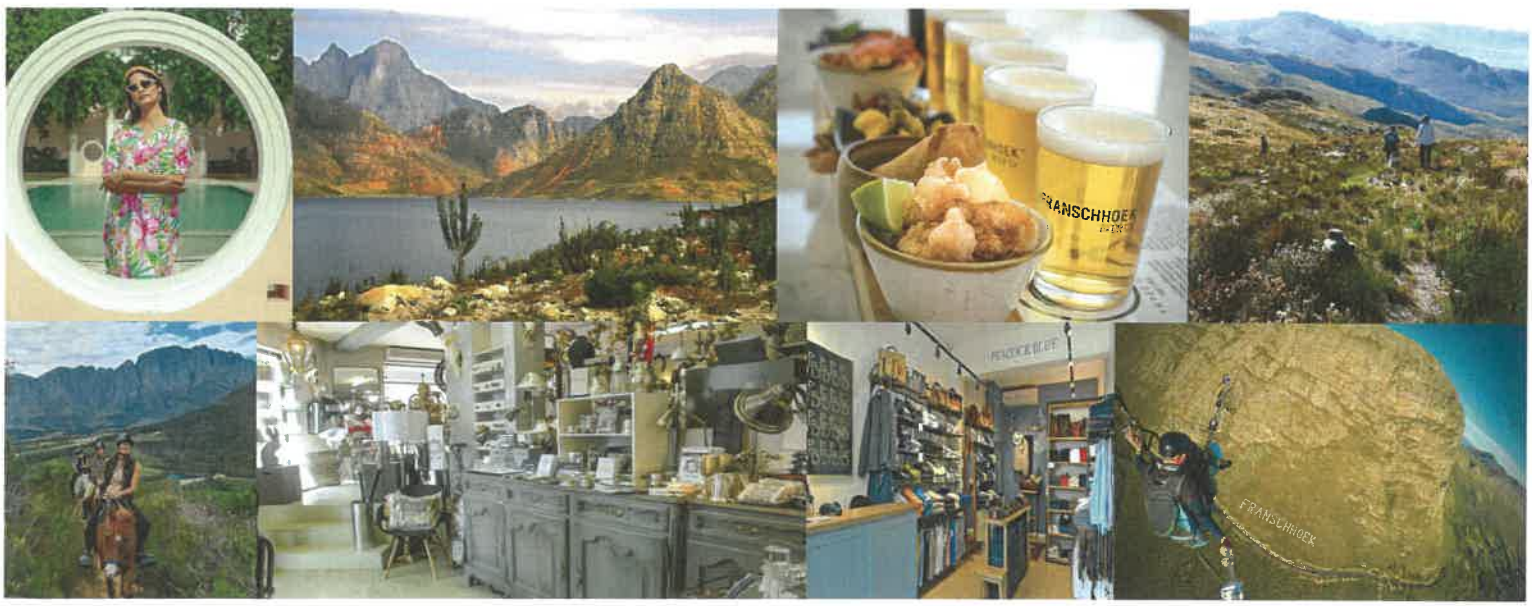
14 Conference Facilities



OUTDOOR EXPERIENCES, SHOPPING & ART

Explore the exclusive shops, boutiques and galleries dotted along the picturesque main road as well as artisanal delights and craft breweries within the valley.

Winelands Paragliding | Mont Rochelle Nature Reserve Hiking Trails | Horse Riding Paradise Stables
The Berg River Dam Hiking Trails



1.2 Current State of Tourism

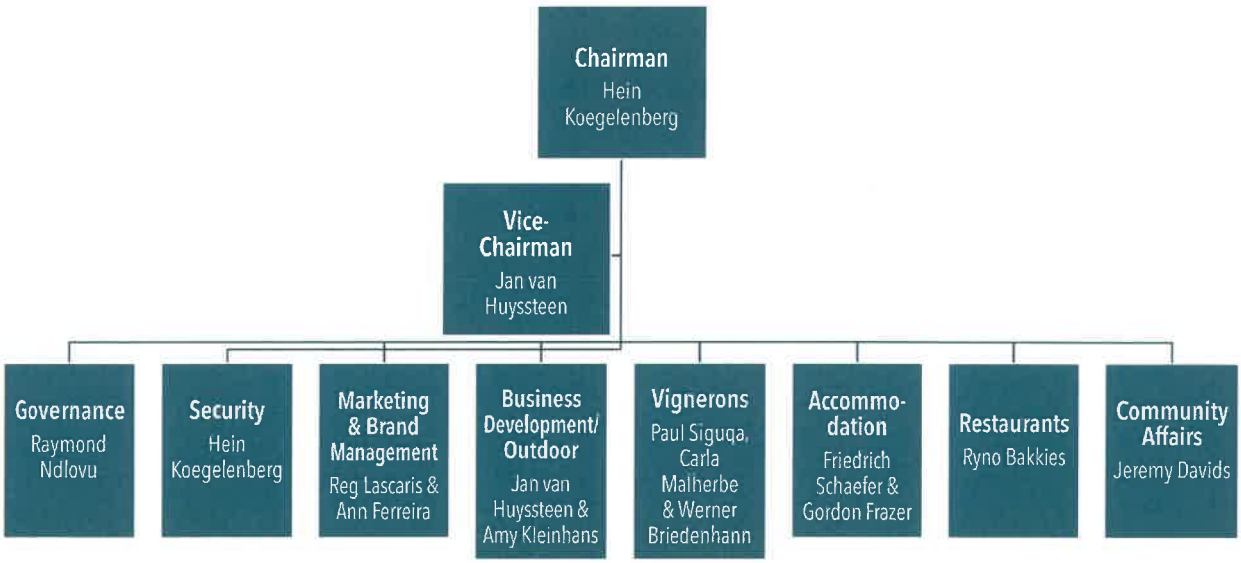
Tourism adds major value to Franschhoek's economy and is a hospitality intensive industry. Currently the tourism industry employs around 45,000 people directly and adding to this indirect and induced employment, the tourism economy sustains around 150,000 jobs in total. Tourism is arguably the economic sector with the best growth and employment potential in the winelands.

An assessment of emerging global tourism growth trends suggests that the international tourism environment is fast changing and to compete with the leading tourism destinations and will capitalize to stay ahead of changes in technology, consumer tastes and travel patterns, environmental management and mounting safety and security concerns. Fortunately, FWV has a rich diversity of assets and features that speak to the trends highlighted in this document.

FWV offers sustainable, authentic, and varied travel experiences and destination marketing to manage these optimally and in accordance with market demands.

1.3 Corporate Governance and KPI's of Directors

FRANSCHHOEK WINE VALLEY BOARD ORGANOGRAM



1.4 Brand Positioning

BRAND FRANSCHHOEK

MANIFESTO & POSITIONING

3 core aspects embody what the Franschhoek Valley is all about ...
while still following the philosophy of sustainable tourism

ASPIRATIONAL

The sheer beauty of this valley invites all who visit to imagine and aspire to a finer life

- The finest restaurants and chefs
- Award winning wineries
- Exclusive shops and boutiques
- Artisanal delights and craft breweries
- International galleries
- Outdoor activities

And where like minded people come to enjoy it's charms

ACCESSIBLE

60 minutes from the Mother City, another world awaits

- Accommodation options to suit all tastes and budgets
- Fine-dining to crowd pleasing restuarants
- A place for action and adventure seekers or simply a place to relax
- Friendly and community driven local residents

UNIQUE

Unlike any other place in South Africa

- Spectacular views and Nature at it's best
- Architectual charm and a rich history
- Authentic and one of a kind

FRANSCHHOEK
Valley of Dreams

1.5 Vision 2023/24

Franschhoek tourism economy will grow, consistently recording above average growth in tourism revenues and employment and being underpinned by environmental sustainability and community support for tourism.

- According to Wesgro stats international tourist arrivals to increase from 1.62 million to 2.28 million.
- At least 36% of tourists to arrive during the period May-September, 3.5% up from the current approximately 32,5% of visitors arriving during this period.
- International tourists' length of stay to increase from 8 to 9 nights.
- Domestic tourists' length of stay to increase from 7.4 to 8 nights.
- International visitors' average daily expenditure to increase from R1,200 to R1,606 per day.
- Domestic visitors' average daily expenditure to increase from R260 to R348 per day.
- Direct jobs sustained by the tourism industry to increase from 40,050 to 51,100.

FWV will develop tourism anchored in three fundamental principles i.e. responsible and sustainable tourism development; maximising partnerships and a "whole of government" approach to tourism development.

FWV in all facets of its beauty including scenery and climate, the vineyards and wines, exceptional food experiences, art and creativity, the mountain topography, nature and outdoors, variety of conferencing facilities and settings, historical sites, and heritage, among others.

1.6 Mandate

The mandate of FWV is in line with the SA Tourism Act of 2014, is to promote the growth and development of the tourism sector, promote quality tourism products and services, provide the effective marketing of brand Franschhoek as a domestic and international tourist destination.

FWV stays top of mind in key source markets via targeted social media messaging and media monitoring to determine and respond to changing traveller demands.

FWV will identify and develop new tourism products that can diversify our offering as a tourism destination.

Ensuring Franschhoek is a safe tourism destination.

The international tourism environment is fast changing and to compete with leading destinations in the world, FWV will capitalize on emerging growth trends. Fortunately, our magnificent village and valley has a rich diversity of assets and features that speak to the trends highlighted above. FWV is able to offer sustainable, authentic and varied travel experiences and destination in accordance with market demands.

Tourism is Franschhoek's top economic driver and is a job intensive industry. Over the past decade the sector has contributed annually to the local economy and has directly sustained between 85% of all jobs in the valley. Tourism is arguably the economic sector with the best growth and employment potential in Franschhoek.

1.7 Strategic goals

- Leverage events/festivals to address economic development.
- Increase Franschhoek Brand Aware continuously
- To profile Greater Stellenbosch as a tourism destination internationally and domestically through exhibitions and trade shows
- Develop and updating of brochures and Maps

1.8 Alignment with strategic objectives of Local, Regional, Provincial and National Governments

- Compliance Policy for bodies performing a municipal function
- Compliance to terms and conditions as per the policy of funding of external bodies
- The head of the organisation/body will 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.
- FWV shall submit quarterly reports on actual expenditure against such transfer, the ward within which activities are conducted as well as the number people benefiting from the activity to the Municipal Manager.

2. Strategic Programmes/Activities World Class Visitor Centre : R1.8 mil

Implications of promoting and sustaining the positioning of Franschhoek being "one of the top 50 places to visit in the world" are substantial and the following guidelines pertain:

It is of critical importance to defend and expand the "celebrity" image and reputation that FWV has attained over the years. This will require substantial marketing resources and, more importantly a collective effort by all stakeholders.

Environmental and social sustainability and quality are at the core of the positioning and receive the highest attention.

Tourism magnets surrounded by magical mountains and natural beauty are highly visible symbols of the positioning and remain top priority and continuously search improvement.

Visitor comfort (safety, health, hygiene, information, mobility) is non-negotiable.

FWV continuously strives for excellence in quality, standards and innovation, embracing new trends in information and communication technology, the sharing economy and others.

FWV encourages and facilitates product development for a wide range of market segments. Opportunities for experiencing FWV' social and cultural beauty – with a special focus on inclusivity of non-traditional tourism areas such as Groendal and surrounding townships.

Locals need to believe in and advocate the market positioning of "one of the top 50 places to visit in the world".

Global Trend	FWV Actions/Deliverables
• **Sustainability goes mainstream** Exponential environmental awareness – global warming, environmental threats and destruction in travelers' faces. Glo in travelers' faces. Global Sustainable Development Goals increasingly steering tourism objectives	FWV has done well in adopting the Responsible Tourism Policy. Positioning FWV as a sustainable tourism city should be further strengthened and communicated as being at the core of the brand.
• **Mobile technology rules travel** The connected traveler – visitors use mobile phones at all stages of the travel journey. Could be our best or worst marketers and an attractive product or experience will promote or demote itself.	Visitor mobility is continuously enhanced and visitors are able to remain connected to the internet to explore more and share their FWV experiences. Online visitor comfort is non-negotiable.
• **Crisis is the new norm**	Collaboration and coordination among tourism and security authorities is continuously strengthened.
A world of fear and distrust – visitor safety, security and health paramount and ability to manage crises will become increasingly important.	Visible 24/7/ Private Security implemented in the main road of Franschhoek in November 2022.

Global Trend	FWV Actions/Deliverables
• **Travel as a mechanism for family bonding** Family travel and intergenerational travel increasing. Travel regarded as an opportunity to bond in a fast-paced world. Special needs of older travelers.	Opportunities for family travel promoted and development of children's activities and experiences supported. Universal Access is also promoted and enhanced.
• **The millennial travel bug.** Growth throughout but especially fast growing in emerging Asian market - live it now, share it now, instant gratification.	The uniqueness and safe zones are enhanced. Special value offers are structured, especially during slower season.
• **Growth of the shared economy** Disruptions in accommodation, transport, dining, etc.; destinations that embrace these have competitive advantage, associated challenges.	Franschhoek should embraces the shared economy to develop clear guidelines for ensuring consumer protection and competitive order in the industry, without discouraging growth.
• **Personalisation and authenticity valued** Travel has become a commodity – people have been everywhere, and "specialness" is a relative concept. Special attention, authentic experiences and tailored service offering are increasingly expected and valued and luxury travel gaining ground.	Franschhoek's multi-cultural society offers major opportunity for personalised, interactive travel experiences. Cultural tourism and safe interactions with the culturally diverse citizens should be encouraged.
• **Increasingly segmented markets** As people become more travelled the search for experiences that suit their specific tastes increases – needs fine-tuning of experiences to segment needs.	FWV is well versed in understanding the needs of existing and emerging market segments, communicating these to the industry and informing Stellenbosch Municipality of development policies.
• **Geographic market shifts** Asia and China increasingly maturing and sophisticated in travel needs; Russia has grown well.	FWV further strengthens and enhances its marketing relationships and partnerships with Wesgro and SATSA to enter such growth markets.
• **Time as a travel currency** Leisure time is increasingly precious – transparency and ease of travel planning, booking transport, etc.	Tourist public transport, traffic systems, parking, pedestrian movement, and access should be continuously improved.

3. Marketing & Branding – Strategic Programmes

3.1 Digital Marketing/Printing

- Develop and updating of digital marketing material including printed brochures and maps.
- Maintenance of FWV website.
- Marketing Collateral and creating marketing and brand awareness
- Providing free Wi-Fi access at key tourist sites and congregation point
- Sending mobile welcoming and advisory messages to visitors upon arrival
- Expanding special photographic points
- Expanding the mobile Visitor Information Centre (VIC) and ambassador initiative
- Expanding tourism road signage and interpretative signage
- Continuously improving functionality and content of the www.franschoek.org.za website

3.2 Social Media and PR

- Identify awareness of events and festivals as mentioned below iv)
- Increase paid adverts on social media for events
- Increased targeted paid social media adverts for winter and local visitors to increase stays in our village and valley during low season
- Reporting on number of hits on Facebook, Instagram, Twitter and Tik Tok
- Increase brand awareness
- Drive traffic to FWV website
- Generate new leads
- Boost brand engagement
- Effective social customer service
- Increase mentions in press
- Never miss a mention through social listening
- Possible media exposure in international editorial pieces, radio slots, website magazines, etc.

3.3 Trade Shows

Schedule of trade shows and events envisaged to attend with budget implications. Provide feedback report on trade shows and events attended, indicating the number of engagements and envisaged outcomes.

- Meetings Africa
- We are Africa (Jhb)
- WTM
- ITB Berlin
- ATM Dubai
- Indaba

3.4 Festivals/Events/Projects

Franschhoek Events 2023

Festival	Date		Goal
Harvest Table at Boschendal	16 April	Franschhoek	Enjoy a magnificent 5-course meal in collaboration with five celebrated local chefs to support some of the most deserving charities in the area.
Franschhoek Literary Festival	19-21 May	Franschhoek Village	Franschhoek will again be transformed into a literary hub. Running for three days, a content-rich programme packed with informal discussions, lively debates and inspired talks will bring together a cross-section of South African and international authors. 80+ sessions with 100+ authors.
RMB Latitudes	26-29 May	Johannesburg	An indoor-outdoor art experience aimed at celebrating the creative spirit fostering new relationships and creating new opportunities showcasing Franschhoek's finest wines. Both Trade and Media tastings.
Trade & Media Tastings	29 May	Johannesburg	Invitation to trade and media from FWV Vignerons showcasing the finest wines in the valley.
Franschhoek Mystery Weekend	16-18 June	Franschhoek	Treat yourself to a weekend of surprise, relaxation and pure indulgence, with the added attraction that your entire weekend is taken care of without you having to book for anything.
Franschhoek Bastille Festival	15-16 July	Franschhoek	Celebrate our French heritage, winter food and wine festival in the centre of the Franschhoek village
Franschhoek Mystery Weekend	28-29 July	Franschhoek	Treat yourself to a weekend of surprise, relaxation and pure indulgence, with the added attraction that your entire weekend is taken care of without you having to book for anything.
Trade & Media Tasting	August	Franschhoek	Visit individual Vignerons de Franschhoek wineries and meet the winemakers. Enjoy exciting food and entertainment while you taste the new vintages
Franschhoek Mystery Weekend	25-27 August	Franschhoek	Treat yourself to a weekend of surprise, relaxation and pure indulgence, with the added attraction that your entire weekend is taken care of without you having to book for anything.
Franschhoek Cap Classique Experience	1-7 Sept	Franschhoek	Curated Cap Classique experiences celebrating Franschhoek Cap Classique Route
Franschhoek Creates	Early Oct TBC	Franschhoek	Franschhoek Creates is a week of curated gallery exhibitions, interactive showcases and a variety of visual storytelling. Details will be available shortly.
International Wine Masters Visit	November	Franschhoek	
Franschhoek Cap Classique & Champagne Festival	2-3 Dec	Franschhoek	Mingle with friends as you sample the wide range of local Cap Classiques as well as select French Champagnes on offer.

3.5 Business Tourism – MICE

FWV proudly hosted the first International Concours du Mondial Sauvignon Blanc Event @ Le Franschhoek Hotel and Spa.

This is business tourism at its finest, aimed at bringing together top professionals from every sector in an enhanced, tailor-made hospitality setting.

The expenditure of MICE travellers is much higher than leisure travellers, with profitable customers coming from the world of IT, banking, pharmaceuticals, retail and hospitality.

Hotel meetings and corporate events boost revenue and secure those extra bookings. MICE services is the perfect opportunity to enhance our FWV hotels reputations and profiles, besides its profitability

MICE services revenue implications:

- Securing additional long-term valuable grown.
- The latest Convention Industry Council report claimed that 85% of meetings in the U.S. are conducted at venues with lodging, generating more than 275 million room nights annually.

4. Sustainable Development

- **Franschhoek Trails** – collaborating with cycling and trail partners in good trail building/maintenance of trail and biking paths at the Berg River Dam. Creating employment for local communities.
- **Mandela House** – Collaborate with Iziko to open and activate Mandela House at Drakenstein Prison as a catalyst, like Robben Island to attract local and foreign visitors for Franschhoek, Stellenbosch and Paarl. Potential one of the top world visitor attractions on our doorstep.

  We plan to include the Mandela Prison House in our marketing and promotions of our Valley in conjunction with Stellenbosch and Paarl. We regard this as a most important asset and therefore destination for our entire province and the country as a whole. In our considered opinion the unlocking of the project will bring not only much needed revenue, job creation and pride for the project itself, but also for tourism for the immediate surrounding areas. Ultimately it will help to instil pride in all of us.

  We are therefore continuously looking at opportunities and or attractions we can unlock to bolster our current offering. In this regard FWV has learnt about the state of affairs pertaining to the Mandela Prison House at Drakenstein Correctional Services. We would love to introduce and optimize this very important attraction in our Valley for local and international visitors.
- **Monument Beautification** – As part of our rich historical and cultural French heritage and icon of FWV image of our beautiful village. We will plant and maintain the gardens locally but need funding for the plants and fertilizer.
- **Social Development** – FWV mantra is to always put "Franschhoek First", in particular including our local communities participating free at our Bastille and Cap Classique & Champagne Festivals.
  - Employ local Neighbourhood Watch at festival as part of our security.
  - Trail maintenance and building with local communities at the Berg River Dam.

5. Budget and Resources

- Sources of Income and Grants:
  - Municipal Grant R.1.940 918 plus FWV Membership Fees for 2022/23
  - Marketing Sponsorship = Master Card/Vinpro = R1.454 000
  - Members Fees = R1.235 513 excluding VAT

6. Annexure A & B

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	FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATION NPC

PHYSICAL STREET ADDRESS / FISIESE STRAAT ADRES:	POSTAL ADDRESS / POS ADRES: (If different to physical address)
STREET NAME: 68 Huguenot Road SUBURB: TOWN: FRANSCHHOEK POSTAL CODE: 7690	PO BOX PO BOX 178 TOWN FRANSCHHOEK POSTAL CODE: 7690
TEL: 0662246360	FAX / FAKS:

PERSON

CREDITOR CONTACT PERSON DETAIL / KREDITEURE KONTAK PERSOON BESONDERHEDE

NAME AND SURNAME / NAAM EN VAN	Cynthia Barnard	
TEL: 0662246360	FAX / FAKS:	CELL / SEL: 0787288683
EMAIL / EPOS: accounts@franschhoek.org.za		

BANK DETAILS

CREDITOR BANKING DETAIL / KREDITEURE BANK BESONDERHEDE:

NAME OF BANK / NAAM VAN BANK	NEDBANK		
BANK ACCOUNT NAME / BANK REKENING NAAM	Franschhoek Wine Valley Tourist Assocation NPC		
BANK ACCOUNT NUMBER / BANK REKENING NOMMER	1470000024		
BRANCH NUMBER / TAKKODE:	198765		
ACCOUNT TYPE / TIPE REKENING	CHEQUE / TJEK	X	
	SAVING / SPAAR		
	TRANSM		
VAT REGISTERED / BTW GEREGISTREER	YES / JA	X	VAT / BTW NO: 4930209475
	NO / NEE		

Nedbank Limited
Reg No. 1951/000009/06
Nedbank Retail Relationship Banking
14 APR 2023
RETAIL RELATIONSHIP BANKING

SIGNATURE / HANDTEKENING: CBarnard

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:

Franschhoek Wine Valley Tourism Association

Trading as
Franschhoek Wine Valley Tourism Association
(Registration Number 2003/026592/08)
Annual Financial Statements
for the year ended 30 June 2022

Audited Financial Statements
in compliance with the Companies Act of South Africa
Prepared by: Ernst Gouws
Professional designation: CA (SA)

Franschhoek Wine Valley Tourism Association

(Registration Number 2003/026592/08)
Annual Financial Statements for the year ended 30 June 2022

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Franschhoek Wine Valley Tourism Association

(Registration Number 2003/026592/08)
Annual Financial Statements for the year ended 30 June 2022

General Information

Auditor	EFGAudit Inc 1 Minaret Cloetesville Stellenbosch 7600

Franschhoek Wine Valley Tourism Association

(Registration Number 2003/026592/08)
Annual Financial Statements for the year ended 30 June 2022

General Information

Country of Incorporation and Domicile	South Africa
Registration Number	2003/026592/08
Registration Date	23 October 2003
Nature of Business and Principal Activities	The company is involved in the promotion of tourism in the Franschhoek area in South Africa.
Directors	HF Koegelenberg JH Van Huyssteen RSM Ndlovu CJ Malherbe GR Frazer AH Kleinhans-Curd JC Mullineux R Bakkes A Ferreira F Schaefer RGR Lascaris
Registered Office	62 Huguenot Road Franschhoek 7690
Business Address	62 Huguenot Road Franschhoek 7690
Postal Address	PO Box 178 Franschhoek 7690
Bankers	Nedbank Limited
Tax Number	9121691159
SARS Reference Numbers Tax number	9121691159
Level of Assurance	These financial statements have been audited in compliance with the applicable requirements of the Companies Act of South Africa.

Franschhoek Wine Valley Tourism Association

(Registration Number 2003/026592/08)
Annual Financial Statements for the year ended 30 June 2022

Directors' Responsibilities and Approval

The directors are required by the Companies Act of South Africa 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 satisfy the financial reporting standards with regards to form and content and present fairly the statement of financial position, results of operations and business of the company, and explain the transactions and financial position of the business of the company at the end of the financial year. The annual financial statements are based upon appropriate accounting policies consistently applied throughout the company 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 going-concern basis has been adopted in preparing the financial statements. Based on forecasts and available cash resources the directors have no reason to believe that the company will not be a going concern in the foreseeable future. The financial statements support the viability of the company.

The annual financial statements have been audited by the independent auditing firm, EFGAudit Inc, who has been given unrestricted access to all financial records and related data, including minutes of all meetings of the , the directors and committees of the directors. The directors believe that all representations made to the independent auditor during the audit were valid and appropriate. The external auditor's unqualified audit report is presented on pages 6 to 7.

The annual financial statements set out on pages 8 to 18, and the supplementary information set out on page 19 which have been prepared on the going concern basis, were approved by the directors and were signed on 30 November 2022 on their behalf by:

Ruth MCourt

RH MCCOURT

Franschhoek Wine Valley Tourism Association

(Registration Number 2003/026592/08)
Annual Financial Statements for the year ended 30 June 2022

Directors' Report

The directors present their report for the year ended 30 June 2022.

1. Review of activities

Main business and operations
The company is involved in the promotion of tourism in the Franschhoek area in South Africa. There were no major changes herein during the year.

The operating results and statement of financial position of the company are fully set out in the attached financial statements and do not in our opinion require any further comment.

2. Going concern

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

3. Events after reporting date

All events subsequent to the date of the annual financial statements and for which the applicable financial reporting framework requires adjustment or disclosure have been adjusted or disclosed.

The directors are not aware of any matter or circumstance arising since the end of the financial year to the date of this report that could have a material effect on the financial position of the company.

4. Directors

The directors of the company during the year and up to the date of this report are as follows:
HF Koegelenberg
JH Van Huyssteen
RSM Ndlovu
CJ Malherbe
GR Frazer
AH Kleinhans-Curd
JC Mullineux
R Bakkes
A Ferreira
F Schaefer
RGR Lascaris

5. Independent Auditor

EFGAudit Inc was the independent auditor for the year under review.

Independent Auditor's Report

To the of Franschhoek Wine Valley Tourism Association

Report on the Audit of the Financial Statements

Opinion

I have audited the financial statements of Franschhoek Wine Valley Tourism Association set out on pages 8 to 18, which comprise the statement of financial position as at 30 June 2022, and the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the financial statements present fairly, in all material respects, the financial position of Franschhoek Wine Valley Tourism Association as at 30 June 2022, 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.

Basis for Opinion

I conducted my audit in accordance with International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am 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. I have fulfilled my 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). I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other Information

The directors are responsible for the other information. The other information comprises the information included in the document titled "Franschhoek Wine Valley Tourism Association Annual Financial Statements for the year ended 30 June 2022", which includes the Directors' Report, and the statement of Directors' Responsibilities and Approval as required by the Companies Act of South Africa, which I obtained prior to the date of this report, and the supplementary information set out on page 19. The other information does not include the financial statements and my auditor's report thereon.

My opinion on the financial statements does not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I 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, 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

My 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 my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs 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 ISAs, I exercise professional judgement and maintain professional scepticism throughout the audit. I 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 my 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 I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my 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.

I 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 I identify during my audit.

Report on Other Legal and Regulatory Requirements

In terms of the IRBA Rule published in Government Gazette Number 39475 dated 4 December 2015, I report that EFGAudit Inc has been the auditor of Franschhoek Wine Valley Tourism Association for the last year.

EFGAudit Inc **30 November 2022**

Per: Ernst Gouws (director: EFGAudit Inc)
Director / Partner
Registered Auditor

1 Minaret
Cloetesville
Stellenbosch
7600

Franschhoek Wine Valley Tourism Association

(Registration Number 2003/026592/08)
Financial Statements for the year ended 30 June 2022

Statement of Financial Position

Figures in R	Notes	2022	2021
Assets			
Non-current assets			
Property, plant and equipment	4	37,854	24,549
Intangible assets	5	23,995	32,587
Total non-current assets		**61,849**	**57,136**
Current assets			
Inventories	6	17,038	20,553
Trade and other receivables	7	225,095	671,568
Cash and cash equivalents	8	3,784,443	1,379,401
Total current assets		**4,026,576**	**2,071,522**
Total assets		**4,088,425**	**2,128,658**
Equity and liabilities			
Equity			
Retained income		1,132,877	584,930
Liabilities			
Current liabilities			
Provisions	9	44,516	16,805
Trade and other payables	10	2,911,032	1,526,923
Total current liabilities		**2,955,548**	**1,543,728**
Total equity and liabilities		**4,088,425**	**2,128,658**

Franschhoek Wine Valley Tourism Association

(Registration Number 2003/026592/08)
Financial Statements for the year ended 30 June 2022

Statement of Comprehensive Income

Figures in R	Notes	2022	2021
Revenue	11	3,762,542	3,793,081
Administrative expenses		(241,131)	(270,088)
Other expenses	12	(3,207,467)	(3,230,923)
Profit from operating activities	13	**313,944**	**292,070**
Profit for the year		**313,944**	**292,070**

Franschhoek Wine Valley Tourism Association

(Registration Number 2003/026592/08)
Financial Statements for the year ended 30 June 2022

Statement of Changes in Equity

Figures in R	Retained income	Total
Balance at 1 July 2020	292,860	292,860
Changes in equity		
Profit for the year	292,070	292,070
Total comprehensive income for the year	292,070	292,070
Balance at 30 June 2021	**584,930**	**584,930**
Balance at 1 July 2021	584,930	584,930
Changes in equity		
Profit for the year	313,944	313,944
Total comprehensive income for the year	313,944	313,944
Prior year correction - refer note 13.2	234,003	234,003
Balance at 30 June 2022	**1,132,877**	**1,132,877**

Franschhoek Wine Valley Tourism Association

(Registration Number 2003/026592/08)
Financial Statements for the year ended 30 June 2022

Statement of Cash Flows

Figures in R	Note	2022	2021
Cash flows from operations			
Profit for the year		**313,944**	**292,070**
Adjustments to reconcile profit			
Adjustments for finance income		(73,674)	(21,590)
Adjustments for decrease in inventories		3,515	5,477
Adjustments for decrease / (increase) in trade accounts receivable		159,974	(522,367)
Adjustments for (decrease) / increase in trade accounts payable		(169,368)	1,324,916
Adjustments for increase in other operating payables		1,553,477	-
Adjustments for depreciation and amortisation expense		12,809	19,540
Adjustments for impairment losses and reversal of impairment losses recognised in profit or loss		520,780	-
Adjustments for provisions		27,711	(166,290)
Total adjustments to reconcile profit		**2,035,224**	**639,686**
Net cash flows from operations		**2,349,168**	**931,756**
Interest received		73,674	21,590
Net cash flows from operating activities		**2,422,842**	**953,346**
Cash flows used in investing activities			
Purchase of property, plant and equipment		(17,800)	(14,998)
Purchase of intangible assets		-	(12,843)
Cash flows used in investing activities		**(17,800)**	**(27,841)**
Net increase in cash and cash equivalents		**2,405,042**	**925,505**
Cash and cash equivalents at beginning of the year		1,379,401	453,896
Cash and cash equivalents at end of the year	8	**3,784,443**	**1,379,401**

Franschhoek Wine Valley Tourism Association

(Registration Number 2003/026592/08)
Financial Statements for the year ended 30 June 2022

Accounting Policies

1. General information

Franschhoek Wine Valley Tourism Association ('the company') is involved in the promotion of tourism in the Franschhoek area in South Africa.

The company is incorporated as a NPC and domiciled in South Africa. The address of its registered office is 62 Huguenot Road, Franschhoek, 7690.

2. Basis of preparation and summary of significant accounting policies

The financial statements of Franschhoek Wine Valley Tourism Association have been prepared in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the Companies Act of South Africa. The financial statements have been prepared under the historical cost convention, as modified by the revaluation of investment property, certain property, plant and equipment, biological assets and derivative financial instruments at fair value. They are presented in South African Rand.

The preparation of financial statements in conformity with the International Financial Reporting Standard for Small and Medium-sized Entities requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in note 3.

The principal accounting policies applied in the preparation of these annual financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

2.1 Property, plant and equipment

Property, plant and equipment is stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by the directors.

The company adds to the carrying amount of an item of property, plant and equipment the cost of replacing parts of such an item when that cost is incurred if the replacement part is expected to provide incremental future benefits to the company. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to profit or loss during the period in which they are incurred.

Land is not depreciated. Depreciation on other assets is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method. The estimated useful lives range as follows:

Asset class	Useful life / depreciation rate
Fixtures and fittings	3 years
Office equipment	6 years
Computer equipment	3 years

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, if there is an indication of a significant change since the last reporting date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Franschhoek Wine Valley Tourism Association

(Registration Number 2003/026592/08)
Financial Statements for the year ended 30 June 2022

Accounting Policies

Basis of preparation and summary of significant accounting policies continued...

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised within 'other gains / (losses)' in the statement of comprehensive income.

2.2 Intangible assets

Trademarks, licences and customer related intangible assets

Separately acquired trademarks and licences are shown at historical cost. Trademarks, licences (including software) and customer-related intangible assets acquired in a business combination are recognised at fair value at the acquisition date. Trademarks, licences and customer-related intangible assets have a finite useful life and are carried at cost less accumulated amortisation and any accumulated impairment losses. Amortisation is calculated using the straight-line method to allocate the cost of trademarks, licences and customer related intangible assets over their estimated useful lives, as follows:

Asset class	Useful life / amortisation rate
Trademarks	10 years

Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortised over their estimated useful lives of three to five years.

2.3 Financial instruments

Trade and other receivables

Trade receivables are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for impairment of trade receivables is established when there is objective evidence that the company will not be able to collect all amounts due according to the original terms of the receivables.

Trade and other receivables are classified as debt instruments and loan commitments at amortised cost.

Cash and cash equivalents

Cash and cash equivalents includes cash on hand, demand deposits and other short-term highly liquid investments with original maturities of three months or less. Bank overdrafts are shown in current liabilities on the statement of financial position.

Trade and other payables

Trade payables are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

2.4 Inventories

Inventories are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost is determined using the first-in, first-out (FIFO) method. The cost of finished goods and work in progress comprises packaging costs, raw materials, direct labour, other direct costs and related production overheads (based on normal operating capacity). At each reporting date, inventories are assessed for impairment. If inventory is impaired, the carrying amount is reduced to its selling price less costs to complete and sell; the impairment loss is recognised immediately in profit or loss.

Franschhoek Wine Valley Tourism Association

(Registration Number 2003/026592/08)
Financial Statements for the year ended 30 June 2022

Accounting Policies

Basis of preparation and summary of significant accounting policies continued...

2.5 Provisions

Provisions for restructuring costs and legal claims are recognised when: the company has a present legal or constructive obligation as a result of past events; it is probable that a transfer of economic benefits will be required to settle the obligation; and the amount can be reliably estimated. Restructuring provisions comprise lease termination penalties and employee termination payments. Provisions are not recognised for future operating losses.

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 passage of time is recognised as interest expense.

2.6 Revenue

Revenue, which excludes Value Added Tax, comprises of the sale of goods, rendering of services (membership fees and event income) and interest received.

Revenue from the sale of goods is recognised when significant risks and rewards of ownership of the goods are transferred to the buyer.

Revenue from the rendering of services (membership fees and events) is recognised on an accrual basis in accordance with the substance of the agreement.

When the outcome of transactions involving the rendering of services cannot be estimated reliably, revenue is recognised only to the extent of the expenses recognised that are recoverable.

Interest income is recognised using the effective interest method.

3. Critical accounting estimates and judgements

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Franschhoek Wine Valley Tourism Association

(Registration Number 2003/026592/08)
Financial Statements for the year ended 30 June 2022

Notes to the Financial Statements

Figures in R	2022	2021

4. Property, plant and equipment

Balances at year end and movements for the year

	Fixtures and fittings	Office equipment	Computer equipment	Total
Reconciliation for the year ended 30 June 2022				
Balance at 1 July 2021				
At cost	6,436	50,448	202,143	**259,027**
Accumulated depreciation	(5,721)	(28,228)	(200,529)	**(234,478)**
Carrying amount	**715**	**22,220**	**1,614**	**24,549**
Movements for the year ended 30 June 2022				
Additions from acquisitions	-	-	19,800	**19,800**
Depreciation	(715)	(3,888)	(1,614)	**(6,217)**
Impairment loss recognised in profit or loss	-	(278)	-	**(278)**
Property, plant and equipment at the end of the year	**-**	**18,054**	**19,800**	**37,854**
Closing balance at 30 June 2022				
At cost	6,436	50,448	221,943	**278,827**
Accumulated depreciation	(6,436)	(32,394)	(202,143)	**(240,973)**
Carrying amount	**-**	**18,054**	**19,800**	**37,854**
Reconciliation for the year ended 30 June 2021				
Balance at 1 July 2020				
At cost	6,436	35,449	202,143	**244,028**
Accumulated depreciation	(3,576)	(26,561)	(194,531)	**(224,668)**
Carrying amount	**2,860**	**8,888**	**7,612**	**19,360**
Movements for the year ended 30 June 2021				
Additions from acquisitions	-	14,998	-	**14,998**
Depreciation	(2,145)	(1,666)	(5,998)	**(9,809)**
Property, plant and equipment at the end of the year	**715**	**22,220**	**1,614**	**24,549**
Closing balance at 30 June 2021				
At cost	6,436	50,448	202,143	**259,027**
Accumulated depreciation	(5,721)	(28,228)	(200,529)	**(234,478)**
Carrying amount	**715**	**22,220**	**1,614**	**24,549**

Franschhoek Wine Valley Tourism Association

(Registration Number 2003/026592/08)
Financial Statements for the year ended 30 June 2022

Notes to the Financial Statements

Figures in R	2022	2021

5. Intangible assets

Reconciliation of changes in intangible assets

	Trademarks	Total
Reconciliation for the year ended 30 June 2022		
Balance at 1 July 2021		
At cost	137,735	**137,735**
Accumulated amortisation	(105,148)	**(105,148)**
Carrying amount	**32,587**	**32,587**
Movements for the year ended 30 June 2022		
Amortisation	(8,592)	**(8,592)**
Intangible assets at the end of the year	**23,995**	**23,995**
Closing balance at 30 June 2022		
At cost	137,735	**137,735**
Accumulated amortisation	(113,740)	**(113,740)**
Carrying amount	**23,995**	**23,995**
Reconciliation for the year ended 30 June 2021		
Balance at 1 July 2020		
At cost	137,735	**137,735**
Accumulated amortisation	(105,148)	**(105,148)**
Carrying amount	**32,587**	**32,587**
Closing balance at 30 June 2021		
At cost	137,735	**137,735**
Accumulated amortisation	(105,148)	**(105,148)**
Carrying amount	**32,587**	**32,587**

6. Inventories

Inventories comprise:

Inventory	17,038	20,553

7. Trade and other receivables

Trade and other receivables comprise:

Trade receivables	216,695	663,168
Deposits	8,400	8,400
	225,095	671,568

Franschhoek Wine Valley Tourism Association

(Registration Number 2003/026592/08)
Financial Statements for the year ended 30 June 2022

Notes to the Financial Statements

Figures in R	2022	2021

8. Cash and cash equivalents

8.1 Cash and cash equivalents included in current assets:

Cash		
Balances with banks	3,784,443	1,379,401

8.2 Net cash and cash equivalents

Current assets	3,784,443	1,379,401

9. Provisions

9.1 Provisions comprise:

Provisions for employee benefits	44,516	16,805
Provisions for employee benefits	44,516	16,805
Current portion	**44,516**	**16,805**
	44,516	**16,805**

9.2 Provisions for employee benefits

	Leave pay provision	Total
Balance at 1 July 2021	**16,805**	**16,805**
Increase in existing provisions	27,711	27,711
Total changes	27,711	27,711
Balance at 30 June 2022	**44,516**	**44,516**

10. Trade and other payables

Trade and other payables comprise:

Trade creditors	18,226	187,594
Vignerons Technical Benchmarking	-	9,835
Dwarsrivier	-	42,756
Mastercard	1,454,605	-
Restaurant relief fund	878,462	883,726
Mystery weekend and other	470,827	380,643
Value added tax	88,912	22,369
Total trade and other payables	**2,911,032**	**1,526,923**

Franschhoek Wine Valley Tourism Association

(Registration Number 2003/026592/08)
Financial Statements for the year ended 30 June 2022

Notes to the Financial Statements

Figures in R	2022	2021
11. Revenue		
Revenue comprises:		
Interest received	73,674	21,590
Membership fees	1,488,565	1,453,924
Events and other income	583,814	842,567
Government grants received	1,616,489	1,475,000
Total revenue	**3,762,542**	**3,793,081**
12. Other expenses		
Other expenses include the following items:		
Bad debts	286,499	25,439
Employee benefit expenses	1,409,552	1,273,390
13. Profit from operating activities		
13.1 Profit from operating activities includes the following separately disclosable items		
Other operating expenses		
Property plant and equipment		
- depreciation	12,809	19,540
Leases		
- operating lease minimum lease rentals	229,986	218,940
13.2 Other material items requiring separate disclosure - adjustments to retained income		
Prior year profit on events not recognised in profit or loss	-	130,898
Debtor provision not realised in profit or loss	-	103,106
Total amount adjusted in retained income	-	234,004

Franschhoek Wine Valley Tourism Association

(Registration Number 2003/026592/08)
Annual Financial Statements for the year ended 30 June 2022

Detailed Income Statement

Figures in R	Notes	2022	2021
Revenue	11		
Events and other income		583,814	842,567
Interest received		73,674	21,590
Membership fees		1,488,565	1,453,924
Municipal grant		1,616,489	1,475,000
		3,762,542	**3,793,081**
Administrative expenses			
Accounting fees		(11,057)	(12,313)
Auditor's remuneration		(90,985)	(67,488)
Bank charges		(15,277)	(25,839)
Computer expenses		(44,109)	(38,301)
Subscriptions		(9,621)	(62,232)
Telecommunication		(70,082)	(63,915)
		(241,131)	**(270,088)**
Other expenses	12		
Adventure tourism		(171,238)	(276,006)
Bad debts		(286,499)	(25,439)
Cleaning		(44,255)	(44,864)
Consulting fees		(44,100)	(42,000)
Depreciation - property, plant and equipment		(12,809)	(19,540)
Development expenses		(231,154)	(82,557)
Electricity and water		(21,238)	(24,049)
Employee costs - salaries		(1,409,552)	(1,273,390)
Entertainment		(23,553)	(4,744)
Event related expenditure		(42,153)	(945,310)
Fines and penalties		(23,972)	-
Insurance		(28,517)	(15,718)
Legal expense		(49,754)	(12,703)
Marketing expenses		(399,870)	(116,753)
Office expenses		(13,566)	(24,790)
Operating lease expense		(229,986)	(218,940)
Repairs and maintenance		(3,307)	(12,397)
Repairs and maintenance - Deductible		(1,797)	-
Security		(5,173)	(4,973)
Staff welfare		(3,440)	-
Travel - Local		(5,533)	(5,527)
Vignerons Expenses		(32,621)	-
Website cost and maintenance		(123,380)	(81,223)
		(3,207,467)	**(3,230,923)**
Profit from operating activities	13	**313,944**	**292,070**
Profit for the year		**313,944**	**292,070**

The supplementary information presented does not form part of the annual financial statements and is unaudited

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	FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATION NPC

PHYSICAL STREET ADDRESS / FISIESE STRAAT ADRES:	POSTAL ADDRESS / POS ADRES: (If different to physical address)
STREET NAME: 68 Huguenot Road SUBURB: TOWN: FRANSCHHOEK POSTAL CODE: 7690	PO BOX PO BOX 178 TOWN FRANSCHHOEK POSTAL CODE: 7690
TEL: 0662246360	FAX / FAKS:

PERSON

CREDITOR CONTACT PERSON DETAIL / KREDITEURE KONTAK PERSOON BESONDERHEDE

NAME AND SURNAME / NAAM EN VAN	Cynthia Barnard	
TEL: 0662246360	FAX / FAKS:	CELL / SEL: 0787288683
EMAIL / EPOS: accounts@franschhoek.org.za		

BANK DETAILS

CREDITOR BANKING DETAIL / KREDITEURE BANK BESONDERHEDE:

NAME OF BANK / NAAM VAN BANK	NEDBANK		
BANK ACCOUNT NAME / BANK REKENING NAAM	Franschhoek Wine Valley Tourist Assocation NPC		
BANK ACCOUNT NUMBER / BANK REKENING NOMMER	1470000024		
BRANCH NUMBER / TAKKODE:	198765		
ACCOUNT TYPE / TIPE REKENING	CHEQUE / TJEK	X	
	SAVING / SPAAR		
	TRANSM		
VAT REGISTERED / BTW GEREGISTREER	YES / JA	X	VAT / BTW NO: 4930209475
	NO / NEE		

Nedbank Limited
Reg No. 1951/000009/06
Nedbank Retail Relationship Banking
14 APR 2023
RETAIL RELATIONSHIP BANKING

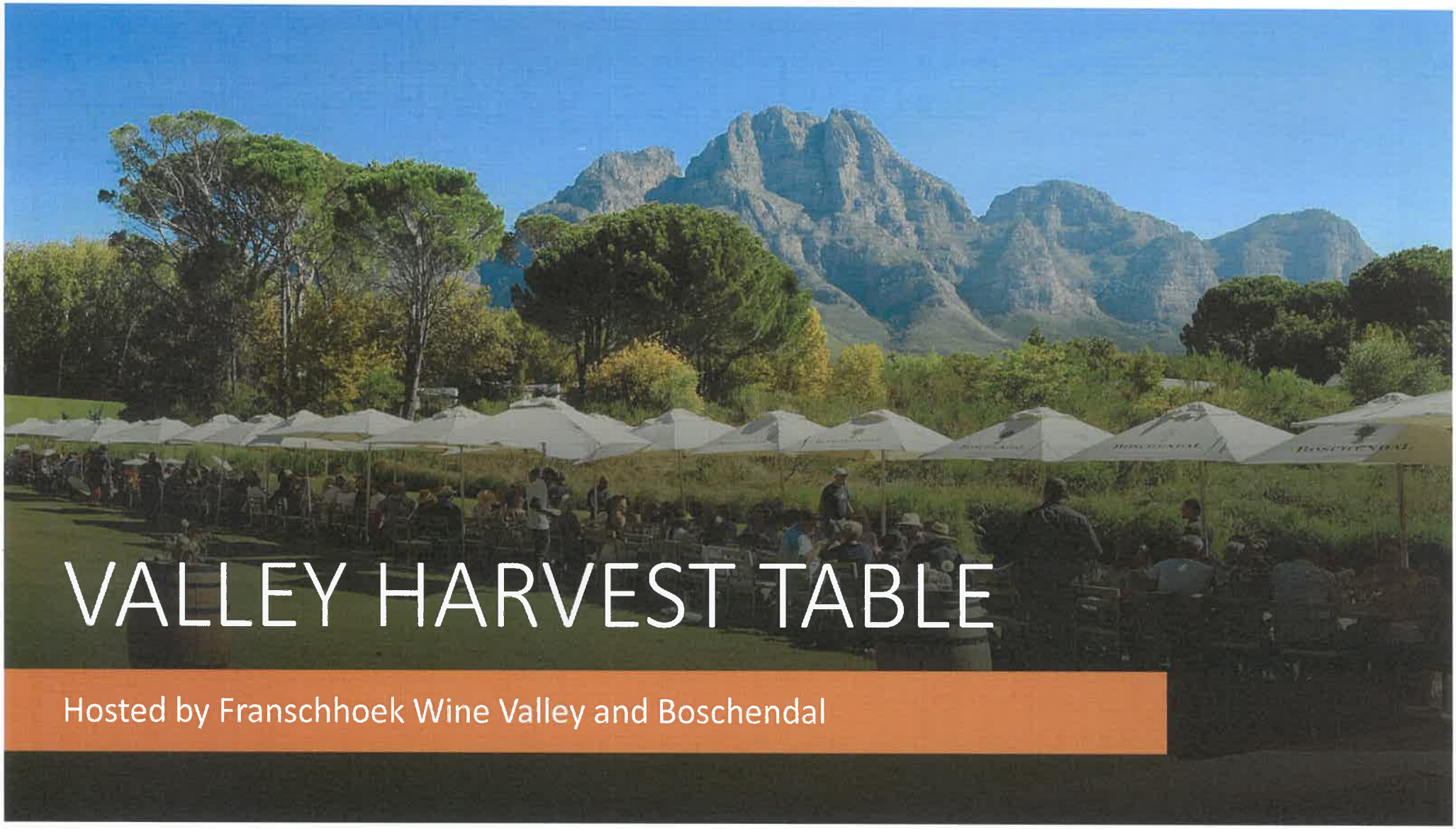
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OFFICE USE / KANTOOR GEBRUIK

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:


VALLEY HARVEST TABLE
Hosted by Franschhoek Wine Valley and Boschendal




VALLEY HARVEST
CHARITY LONG TABLE
STARTER COURSE
Chef Eric Bulpitt | Boschendal
Hokkaido pumpkin, parsnip mousseux, hazelnut butter, sage
VEGETARIAN COURSE
Nicolene Barrow | Le Ludo
Heritage tomato terrine, smooth Delicamet feta, pickled pearl onions, "essence of tomato" mosaic basil salt
FISH COURSE
Nando Cardese | Deux Cieux
"Fish and Chips", potato crisp, Hake mousse & dill emulsion
MAIN COURSE
DESSERT COURSE
Ryan Shad, Oko and Yanna



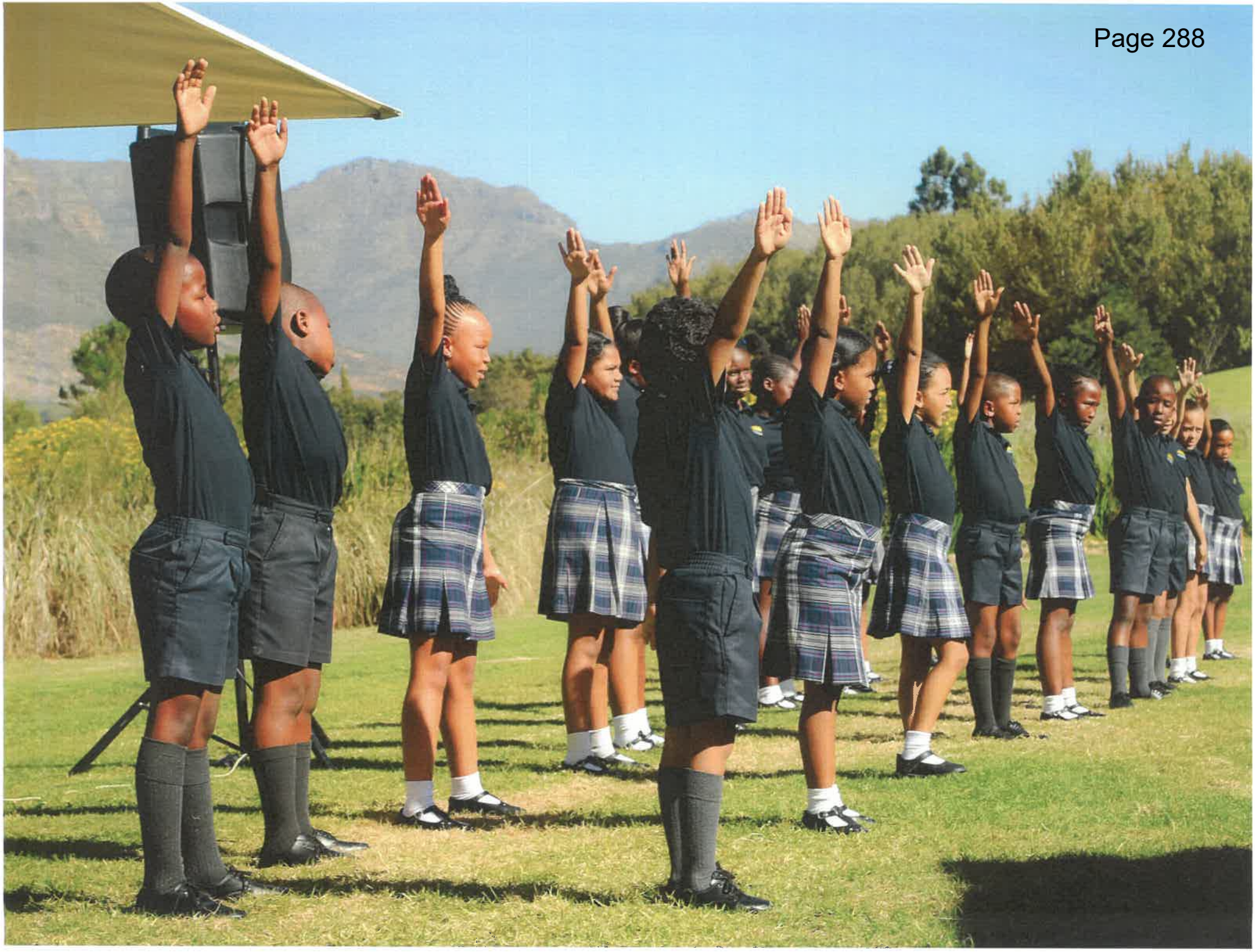

















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NICOLAS
2021

Certificate issued by the Commissioner of Companies & Intellectual Property Commission on Tuesday, September 18, 2018 at 11:07

Companies and Intellectual Property Commission
a member of the dti group

Disclosure Certificate: Companies and Close Corporations

Registration Number: 2003 / 026592 / 08
Enterprise Name: FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATION

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	ADDRESS OF REGISTERED OFFICE
	PO BOX 920 SELLENBOSCH 7599	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

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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
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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
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Docex: 256
Web: www.cipc.co.za
Contact Centre: 086 100 2472 (CIPC)
Contact Centre (International): +27 12 394 9573

SARS

TAX COMPLIANCE STATUS

PIN Issued

FRANSCHHOEK WINE VALLEY TOURIST
ASSOCIATION NPC
PO BOX 920
STELLENBOSCH

7599

Enquiries should be addressed to SARS:

Contact Detail

SARS
Alberton
1528

Contact Centre Tel: 0800 00 SARS (7277)
SARS online: www.sars.gov.za

Details

Taxpayer Reference Number: 9121691159

Always quote this reference number when contacting SARS

Issue Date: 2023/04/13

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	Franschhoek Wine Valley Tourist Association Npc
Trading Name	FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATION
Tax Reference Number(s)	IT - 9121691159 PAYE - 7780749422
Purpose of Request	Good Standing
Request Reference Number	0004029227GS1304230815267
PIN	D8436F721S
PIN Expiry Date	13/04/2024

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

Name	FRANSCHHOEK WINE VALLEY TOURIST	Timestamp:	8843784
Tax reference No:	9121691159	Year:	2023
Form ID:	RFDTCS	Page of Page:	01/01
Content Version:	v2013.01.01	Template version:	v2013.01.01

Franschhoek Wine Valley Tourism Association

Trading as
Franschhoek Wine Valley Tourism Association
(Registration Number 2003/026592/08)
Annual Financial Statements
for the year ended 30 June 2022

Audited Financial Statements
in compliance with the Companies Act of South Africa
Prepared by: Ernst Gouws
Professional designation: CA (SA)

Franschhoek Wine Valley Tourism Association

(Registration Number 2003/026592/08)
Annual Financial Statements for the year ended 30 June 2022

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APPENDIX A

STELLENBOSCH

STELLENBOSCH . PNIEL . FRANSCHHOEK

Municipality • Umasipala • Munisipaliteit

APPLICATION : FUNDING OF EXTERNAL BODIES PERFORMING A MUNICIPAL FUNCTION

NOTE: ONLY APPLICATIONS ON THIS PRESCRIBED FORM WILL BE CONSIDERED

PLEASE COMPLETE THE FOLLOWING:

A **Registered name of organisation:**
FRANSCHHOEK WINE VALLEY TOURIST ASSOCIATION NPC

B **Date and year in which the organisation was founded or incorporated (include brief description of business or activities of organisation):**
2003

Marketing of Franschhoek including Vignerons, Restaurants,

Accommodation, Outdoor activities and Retail Sectors

C **Address:**

(i) Street	(ii) Postal
68 Huguenot Road	P O Box 178
FRANSCHHOEK	FRANSCHHOEK
7690	7690

Contact details:
Name and Surname: Ruth McCourt
Title/Position held: CEO
Tel: 0662246360 E-mail: ceo@franschhoek.org.za

D **List ALL the directors / board / committee members / shareholders / trustees of the organization (use additional pages if necessary):**
Name and Surname: Hein Koegelenberg
Position: Chairman
Contact Address and tel. no: La Motte - 021 876 3119

Name and Surname: Jan van Huyssteen

Contact Address and tel. no: Rickety Bridge, Franschhoek 021 876 2129

Name and Surname: Ann Ferreira

Position: Board Member

Contact Address and tel. no: annferreira01@gmail.com
0829091116

Name and Surname: Reg Lascaris

Position: Board Member

Contact Address and tel. no: Rose Cottage - 083 626 3618

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: 021 876 3706

D **Indicate in which ward the organisation is active**:

Ward: 1 (ONE)

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

If yes, provide company registration number: 2003/026592/08 -

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

If yes, provide registration number: _____ -

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

If yes, provide registration number: _____ -

Is funding required for a specific project? Yes ✓ No

If yes, attach details separately.

Budget amount of projects: .....

Duration of project: .....

Is funding required for general support? Yes No

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

E	**Category:** Please categorise your application (mark with x): Tourism Destination Marketing & Visitors Information X Tourism Development Animal Welfare Note: For more detail, see attached Funding of External Bodies Performing a Municipal Function Policy.(general guidelines and categories) Please indicate the specific type of project/programme, as per the Funding of External Bodies Performing a Municipal Function Policy ....
F	**The following <u>MUST</u> accompany this application:** 1. A copy of the latest, audited financial statements. 2. A copy of the Organisation's Constitution or Memorandum of Incorporation as well as the resolutions/minutes adopting the Constitution or Memorandum of Incorporation. 3. A copy of a project/programme description and/or a business plan for the ensuing financial year. Including the following: • Full details of the proposal or project including its objectives, the number of people who will benefit and how the project will contribute or enhance the strategic objectives of Stellenbosch Municipality. • Commencement and completion dates of the project. • Information on the total cost of the project budget, including a breakdown of costs and an outline of any contribution by fundraising and/or own contribution. • A list of all other sources of funding together with the assessments. • A summary of past achievements. • References independent of the applicant and its executive. 4. An original copy of a correctly completed creditors control form of Stellenbosch Municipality. 5. If the Organisation received funding from Stellenbosch Municipality in the preceding financial year, you need to account for the expenditure of the funding received with your new application. 6. If the Organisation received funding from other bodies, please identify and list the amounts received;

	7. If the Organisation is a non-profit company as defined in the section 1 of the Companies Act, 2008, a certificate/letter issued by the Companies and Intellectual Property Commission (CIPC) confirming registration must be attached; 8. If the Organisation has been registered as a "non-profit" organisation in terms of the Non-Profit Organisation Act, 1997, a certificate/letter issued by the Department of Social Development confirming registration as a non-profit organisation must be attached; 9. If the Organisation has been registered as a "Public Benefit Organisation" in terms of the Income Tax Act, 1962, a certificate/letter issued by SARS confirming the Organisation's tax exemption status must be attached; and 10. Valid Tax Clearance Certificate issued by SARS.
G	**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 will be utilised for. 2. The funding must be exclusively utilised for the purpose defined and the successful applicant must submit the necessary undertaking to this effect. 3. Applicants must in their submission satisfy the Council of their ability to execute the project successfully. 4. Organisations who have already received financial or other assistance from the Council during the previous financial year 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. • Report monthly on the actual expenditure of the amount allocated.

	11. The Council reserves the right not to give funding to any or all organisations applying. 12. Having been awarded funding previously does not give an applicant the right to receive a grant/funding again. 13. Funding will not be considered where a project or organisation is already receiving funds from Council in terms of Council's functions. Applicants are required to disclose other sources of funding, failing which such applicant will be disqualified. 14. Funding will not be considered where in Council's opinion, an organisation received sufficient funds from other sources to sustain its activities or the project applied for. For this purpose, organisations must submit financial statements and budget for the ensuing financial year. 15. Organisations having received funding from Stellenbosch Municipality during the previous financial year, are required to attached to any new application, a copy of the financial statements relating to the year in which the funding was received from Council, as required in terms of section 67(1) of the Municipal Finance Management Act, 2003 (MFMA). (The Funding of External Bodies Performing a Municipal Function Policy must be consulted for the sake of completeness)
H	**Undertaking:** I/We hereby verify that the information provided in this application is true and correct and that the conditions applicable to the allocation of funds as set out above have been read, understood and will be complied with. I/We also declare that the organisation implements effective, efficient and transparent financial management and internal control mechanisms to guard against fraud, theft and financial mismanagement and has in the past complied with requirements for similar transfer(s) of funds. This completed and signed at Stellenbosch on this....20..day of.....April.....20..23. **Chairperson / Authorised Representative** CBarnard **Secretary / Duly Authorised Signatory**

I	**Please take note:** (i) That completed application forms together with all the required documentation must be delivered to: **Director: Planning and Economic Development** **P O Box 17** **Stellenbosch** **7599** Or delivered to: **58 Andringa Street** **Stellenbosch** **7600** (ii) That the closing date for the submission of applications is: ..... at ..... (iii) That **neither late nor incomplete applications** shall be considered.

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: .....**PAUL SIGUQA**.....

Position: ....**BOARD MEMBER**.....

Contact Address and tel. no: **KLEIN GOEDERUST - 0823976703**

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: .....**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**

APPENDIX 3

Table of Content

1. Municipal Notice 35 /2023

2. Application: Funding of external Bodies performing a municipal function 2023 / 2024

3. Latest Audited financial statement

4. Organisation Constitution / Memorandum of Incorporation

5. Project / Programme description / Business Plan

    - Including objectives
    - Commencement and completion dates
    - Costing of the project/ budget
    - Other sources of funding

6. Summary of past achievements

7. Creditors control form

8. CIPC – Confirming registration

9. Valid Tax Clearance Certificate

STELLENBOSCH
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MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

URGENT NOTICE	DRINGENDE KENNISGEWING
MUNICIPAL NOTICE 35 / 2023	**MUNISIPALE KENNISGEWING 35 / 2023**
NOTICE: KINDLY IGNORE THE APPLICATION FORMS PREVIOUSLY UPLOADED ON THE MUNICIPAL WEBSITE. HEREWITH THE NEW APPLICATION FORMS.	KENNISGWING: IGNOREER ASSEBLIEF DIE VORIGE AANSOEK VORMS SOOS GELAAI OP MUNISIPALE WEBTUISTE. HIERMEE DIE NUWE AANSOEK VORMS.

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MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Municipal Notice 35 / 2023

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 2023 / 2024

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 and Tourism Development;
- 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 21 April 2023 will be considered.

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

- NPK Building
  c/o Plein & Ryneveld 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.: 35 / 2023

Munisipale Kennisgewing 35 / 2023

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 2023 / 2024 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 en Toerisme-ontwikkeling;
- 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 21 April 2023 sal oorweeg word.

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

- NPK Gebou
  h/v Plein & Ryneveldtraatt
  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.: 35 / 2023

STELLENBOSCH
STELLENBOSCH • PNIEL • FRANSCHHOEK
MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

APPLICATION: FUNDING OF EXTERNAL BODIES PERFORMING A MUNICIPAL FUNCTION 2023/2024

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):**
19 JUNE 2019
LOCAL TOURISM & DESTINATION MARKETING, AND TOURISM VISITOR INFORMATION CENTRE

C **ADDRESS:**

(i) Street	(ii) Postal
47 CHURCH	SUITE 224
STREET	POSTNET X5061
STELLENBOSCH	STELLENBOSCH

Contact details:
Name and Surname: JEANNERET MOMBERG
Title/Position held: CEO
Tel: 0218864310 E-mail: jeanneret@visitstellenbosch.org

D **LIST ALL THE DIRECTORS / BOARD / COMMITTEE MEMBERS / SHAREHOLDERS / TRUSTEES OF THE ORGANIZATION (USE ADDITIONAL PAGES IF NECESSARY):**
Name and Surname: MIKE RATCLIFFE
Position: CHAIRPERSON
Contact Address and tel. no: LITTLE WEDGE FARM, IDASVALLEY
Name and Surname:

	Contact Address and tel. no: ..... Name and Surname: JEANNERET MOMBERG Position: CEO Contact Address and tel. no: MIDDELVLEI WYNLANDGOED, FLAMINGO STR. Name and Surname: JACOBUS WILHELM BASSON Position: DIRECTOR 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: .....
E	INDICATE IN WHICH WARD THE ORGANISATION IS ACTIVE: Ward: WC 24 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? [ ] Yes [ ] No If yes, provide registration number: _____- Is funding required for a specific project / programme? [X] Yes [ ] No If yes, attach details separately. Budget amount of projects / programmes: R6 055 000 Duration of project / programme: 01 JULY '23 - 30 JUN '24 Is funding required for general support? [X] Yes [ ] No If yes, attach a copy of the organisation's overall budget and business plan.

F	**CATEGORY** Please categorise your application (mark with x): ➢ Local Tourism and Destination Marketing, and ☒ ➢ Tourism Visitors Information Centre ☐ ☐ 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 BUSINESS PLAN VISIT STELLENBOSCH STRATEGIC PROGRAMMES Pages: 15, 16, 17, 18 – 21
G	**THE FOLLOWING <u>MUST</u> 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.
H	**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. LTO funding applicants must be able to demonstrate that the following may be achieved within their 2023 / 2024: • Minimum of five (5) training opportunities must be held • The applicants must possess an existing web-based database of LTO's within the Stellenbosch Municipal Area (The Funding of External Bodies Performing a Municipal Function Policy must be consulted for the sake of completeness)
I	**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 21 day of APRIL 2023 **Chairperson / Authorised Representative** **Secretary / Duly Authorised Signatory**

J	**PLEASE TAKE NOTE:**

- (i) That completed application forms together with all the required documentation must be delivered to:

Directorate: Planning and Economic Development
(Attention: Ms L van Gensen)
P O Box 17
Stellenbosch
7599

Or delivered to:

Cnr. of Plein &
Ryneveld Street
Stellenbosch
7600

(ii) That the closing date for the submission of applications is: 21 April 2023

(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 2022

Visit Stellenbosch NPC

(Registration number: 2019/304510/08)
Annual Financial Statements for the year ended 30 June 2022

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:	
Detailed Income Statement	19 - 20

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 2022, 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 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 2022, 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 20, which we obtained prior to the date of this report. 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 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.

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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

LDP Chartered Accountants and Auditors Incorporated
Registered Auditor
J Goosen
Director

Stellenbosch
Date: 21/11/2022

10 Helderberg Street
Stellenbosch
7600

Visit Stellenbosch NPC

(Registration number: 2019/304510/08)
Annual Financial Statements for the year ended 30 June 2022

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 is 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 sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the company and all employees are required to maintain the highest ethical standards in ensuring the company's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the company is on identifying, assessing, managing and monitoring all known forms of risk across the company. While operating risk cannot be fully eliminated, the company endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the 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 2023 and, in 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 4 to 20, which have been prepared on the going concern basis, were approved by the directors on .....21/11/2022..... 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 2022

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 2022.

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:

Directors
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 2022

Statement of Financial Position as at 30 June 2022

Figures in Rand	Notes	2022	2021
Assets			
Non-Current Assets			
Property, plant and equipment	2	14 111	14 175
Intangible assets	3	7 204	30 537
Deferred tax	4	-	33 168
		21 315	**77 880**
Current Assets			
Trade and other receivables	5	177 190	471 634
Cash and cash equivalents	6	2 929 157	2 385 793
		3 106 347	**2 857 427**
Total Assets		**3 127 662**	**2 935 307**
Equity and Liabilities			
Equity			
Retained income		2 407 120	(159 713)
Liabilities			
Non-Current Liabilities			
Loan from group company	7	250 244	2 402 695
Current Liabilities			
Trade and other payables	8	395 857	652 107
Current tax payable		-	9 018
Provisions	9	74 441	31 200
		470 298	**692 325**
Total Liabilities		**720 542**	**3 095 020**
Total Equity and Liabilities		**3 127 662**	**2 935 307**

Visit Stellenbosch NPC

(Registration number: 2019/304510/08)
Annual Financial Statements for the year ended 30 June 2022

Statement of Profit or Loss and Other Comprehensive Income

Figures in Rand	Notes	2022	2021
Revenue	10	9 015 980	5 089 960
Operating expenses		(6 415 980)	(5 035 971)
Operating profit	11	**2 600 000**	**53 989**
Profit before taxation		**2 600 000**	**53 989**
Taxation	12	(33 167)	24 144
Profit for the year		**2 566 833**	**78 133**
Other comprehensive income		-	-
Total comprehensive income for the year		**2 566 833**	**78 133**

Visit Stellenbosch NPC

(Registration number: 2019/304510/08)
Annual Financial Statements for the year ended 30 June 2022

Statement of Changes in Equity

Figures in Rand	Retained income	Total equity
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 01 July 2021	**(159 713)**	**(159 713)**
Profit for the year	2 566 833	2 566 833
Other comprehensive income	-	-
Total comprehensive income for the year	**2 566 833**	**2 566 833**
Balance at 30 June 2022	**2 407 120**	**2 407 120**

Note

Visit Stellenbosch NPC

(Registration number: 2019/304510/08)
Annual Financial Statements for the year ended 30 June 2022

Statement of Cash Flows

Figures in Rand	Notes	2022	2021
Cash flows from operating activities			
Cash generated from / (used in) operations	13	2 717 532	(206 463)
Tax paid		(9 017)	(964)
Net cash from / (used in) operating activities		**2 708 515**	**(207 427)**
Cash flows from investing activities			
Purchase of property, plant and equipment	2	(12 700)	-
Net movement in loan from group company		(2 152 451)	471 824
Net cash (used in) / from investing activities		**(2 165 151)**	**471 824**
Total cash movement for the year		**543 364**	**264 397**
Cash at the beginning of the year		2 385 793	2 121 396
Total cash at end of the year	6	**2 929 157**	**2 385 793**

Visit Stellenbosch NPC

(Registration number: 2019/304510/08)
Annual Financial Statements for the year ended 30 June 2022

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 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.

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

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 assets) in prior years. A reversal of impairment is recognised immediately in profit or loss.

1.7 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.

1.8 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 2022

Notes to the Annual Financial Statements

Figures in Rand	2022	2021

2. Property, plant and equipment

	2022			2021		
	Cost	**Accumulated depreciation**	**Carrying value**	**Cost**	**Accumulated depreciation**	**Carrying value**
IT equipment	47 650	(33 539)	14 111	34 950	(20 775)	14 175

Reconciliation of property, plant and equipment - 2022

	Opening balance	Additions	Depreciation	Closing balance
IT equipment	14 175	12 700	(12 764)	14 111

Reconciliation of property, plant and equipment - 2021

	Opening balance	Depreciation	Closing balance
IT equipment	23 058	(8 883)	14 175

3. Intangible assets

	2022			2021		
	Cost	**Accumulated amortisation**	**Carrying value**	**Cost**	**Accumulated amortisation**	**Carrying value**
Website	70 000	(62 796)	7 204	70 000	(39 463)	30 537

Reconciliation of intangible assets - 2022

	Opening balance	**Amortisation**	**Total**
Website	30 537	(23 333)	7 204

Reconciliation of intangible assets - 2021

	Opening balance	**Amortisation**	**Total**
Website	53 871	(23 334)	30 537

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Notes to the Annual Financial Statements

Figures in Rand	2022	2021

4. Deferred tax

The major components of the deferred tax balance are as follows:

Deferred tax liability

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

At beginning of year	33 168	-
Recognised in profit or loss:		
Movement in temporary differences on income received in advance	(24 432)	24 432
Movement in temporary differences on provisions and accruals	(8 736)	8 736
	(33 168)	**33 168**
At end of year	**-**	**33 168**

5. Trade and other receivables

Trade receivables	177 190	354 100
Support Stellenbosch	-	117 534
	177 190	**471 634**

6. Cash and cash equivalents

Cash and cash equivalents consist of:

Cash on hand	-	2 646
Bank balances	2 929 157	2 383 147
	2 929 157	**2 385 793**

7. Loan from group company

Other group company

Die Stellenbosse Wynroetes NPC	(250 244)	(2 402 695)

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	27 999	422 468
Income received in advance	74 312	87 253
Value-added taxation	84 856	96 486
Safety Control Reserve	121 400	45 900
Support Stellenbosch	62 738	-
Other payables	24 552	-
	395 857	**652 107**

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Figures in Rand	2022	2021

9. Provisions

Reconciliation of provisions - 2022

	Opening balance	Additions	Utilised during the year	Total
Provision for audit fees	31 200	32 400	(31 200)	32 400
Provision for leave pay	-	42 041	-	42 041
	31 200	**74 441**	**(31 200)**	**74 441**

Reconciliation of provisions - 2021

	Opening balance	Additions	Total
Provision for audit fees	-	31 200	31 200

10. Revenue

Accomodation bookings	13 158	-
Funding received - Cape Winelands District Municipality	207 000	84 082
Funding received - Dwarsrivier Municipality	497 471	502 000
Funding received - SWR	3 580 000	200 000
Funding received - The Municipality of Stellenbosch	3 255 000	3 090 000
Membership fees	133 563	332 060
Other income	100 000	125 618
Sale of merchandise	8 356	2 255
Stay funding	596 920	753 945
Visit Stellenbosch project income	624 512	-
	9 015 980	**5 089 960**

11. Operating profit

Operating profit for the year is stated after accounting for the following:

Operating lease charges		
Premises		
• Contractual amounts	163 484	143 966
Amortisation on intangible assets	23 333	23 333
Depreciation on property, plant and equipment	12 764	8 883
Employee costs	2 248 055	2 032 153

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Notes to the Annual Financial Statements

Figures in Rand	2022	2021

12. Taxation

Major components of the tax expense / (income)

Current taxation		
South African normal tax - year	-	9 024
Deferred taxation		
South African deferred tax - current year	33 167	(33 168)
	33 167	**(24 144)**

Reconciliation of the tax expense

Reconciliation between accounting profit and tax expense.

Accounting profit	2 600 000	53 989
Tax at the applicable tax rate of 28% (2021: 28%)	728 000	15 117
Other		
Donations	-	750
Income received in advance	-	(40 011)
Tax not recognised - exempt as per s(10)(1)(d)(iv)(bb)	(694 833)	-
	33 167	**(24 144)**

The company obtained tax exemption status during the current financial year and therefore no provision for income tax has been made as the company is exempt from income tax in terms of section (10)(1)(d)(iv)(bb).

13. Cash generated from / (used in) operations

(Loss) / profit before taxation	2 600 000	53 989
Adjustments for:		
Depreciation and amortisation	36 097	32 217
Movements in provisions	43 241	31 200
Changes in working capital:		
Trade and other receivables	294 444	658 535
Trade and other payables	(256 250)	(982 404)
	2 717 532	**(206 463)**

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Notes to the Annual Financial Statements

Figures in Rand	2022	2021

14. Related parties

Relationships

Directors	MS Ratcliffe J Momberg JW Basson
Company with mutual directors	Die Stellenbosse Wynroetes NPC

Related party balances

Loan account - Owing to related party		
Die Stellenbosse Wynroetes NPC	250 244	2 402 695
Amounts included in Trade Payable regarding related party		
Die Stellenbosse Wynroetes NPC	-	368 000

Related party transactions

Purchases from related party		
Die Stellenbosse Wynroetes NPC	400 000	368 000

15. Directors' remuneration

Executive

2022

	Emoluments	Total
J Momberg	825 125	825 125

2021

	Emoluments	Total
J Momberg	681 813	681 813

16. 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.

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Annual Financial Statements for the year ended 30 June 2022

Detailed Income Statement

Figures in Rand	Notes	2022	2021
Revenue			
Accomodation bookings		13 158	-
Funding received - Cape Winelands District Municipality		207 000	84 082
Funding received - Dwarsrivier Municipality		497 471	502 000
Funding received - SWR		3 580 000	200 000
Funding received - The Municipality of Stellenbosch		3 255 000	3 090 000
Membership fees		133 563	332 060
Other income		100 000	125 618
Sale of merchandise		8 356	2 255
Stay funding		596 920	753 945
Visit Stellenbosch project income		624 512	-
	10	**9 015 980**	**5 089 960**
Expenses (Refer to page 20)		**(6 415 980)**	**(5 035 970)**
Profit before taxation		**2 600 000**	**53 990**
Taxation	12	(33 167)	24 144
Profit for the year		**2 566 833**	**78 134**

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 2022

Detailed Income Statement

Figures in Rand	Notes	2022	2021
Operating expenses			
Accomodation booking expenses		-	69
Accounting fees		269 741	227 904
Advertising		810 639	1 032 507
Auditor's remuneration		44 240	61 200
Bad debts		14 667	40 734
Bank charges		10 371	6 796
Cape Winelands District Municipality General Projects		127 000	60 102
Cape Winelands District Municipality Project Expenses		-	72 763
Consumables		48 091	29 215
Depreciation and amortisation		36 097	32 217
Donations		-	2 683
Dwarsrivier Municipality Expenses		351 355	363 950
Dwarsrivier Municipality Project Expenses		116 569	-
Employee costs		2 248 055	2 032 153
Entertainment		40 784	51 630
Event expenses		-	320 000
General expenses		3 535	3 835
Insurance		20 320	19 622
Lease rentals on operating lease		163 484	143 966
Legal expenses		3 620	-
Office expense		2 798	23 239
Parking		6 007	12 000
Printing and stationery		21 930	27 787
Professional fees - consulting		10 500	11 000
Professional fees - general		-	18 602
Rent paid: Storage		14 065	14 348
Repairs and maintenance		4 846	5 853
Security		37 616	21 726
Social Economic Development costs		494 804	333 042
Staff welfare		1 129	16 830
Stellenbosch Municipality Project expenses		755 000	-
Subscriptions		-	9 100
Telephone and internet		29 811	29 419
Tradeshows - domestic		13 768	-
Training		850	-
Travel - foreign		-	3 348
Travel - local		12 292	8 330
Visit Stellenbosch Project Expenses		701 996	-
		6 415 980	**5 035 970**

The following supplementary information 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.

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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



PERSAL NUMBER 20957466 RANK SGT

NAME IN PRINT W.T. TWASA

SOUTH AFRICAN POLICE SERVICE
CLOETESVALLE
COMMUNITY SERVICE CENTRE
14 JUN 2019
GEMEENSKAP DIENS SENTRUM
CLOETESVALLE
SUID-AFRIKAANSE POLISIEDIENS

NOTICE OF PERSONAL PARTICULARS

1. Any changes to the personal particulars in your ID Book must be communicated to all relevant parties.

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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 AFRIC

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

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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:
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For enquiry or verification purposes contact 0800 60 11 90

Date of Issue:
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KOMMISSARIS VAN EDE
COMMISSIONER OF OATHS
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STELLENBOSCH

14 JUN 2019

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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



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Edith Jessie Wilkins (Bestuurder / Manager)
Bldg 30, Ground Floor, Oxford Business Park
3 Bauhinia St. Highveld Techno Park
Verwysing / Reference EW417 /10 Pretoria (24/10/2018)
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:

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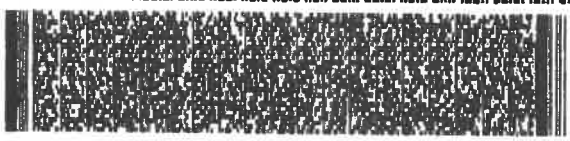
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Verwysing / Reference EW417 / 10 Pretoria (24/10/2010)
Date: 25 MAR 2019

STELLENBOSCH

A DYNAMIC DESTINATION MARKETING APPROACH FOR STELLENBOSCH

2023/2024

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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.

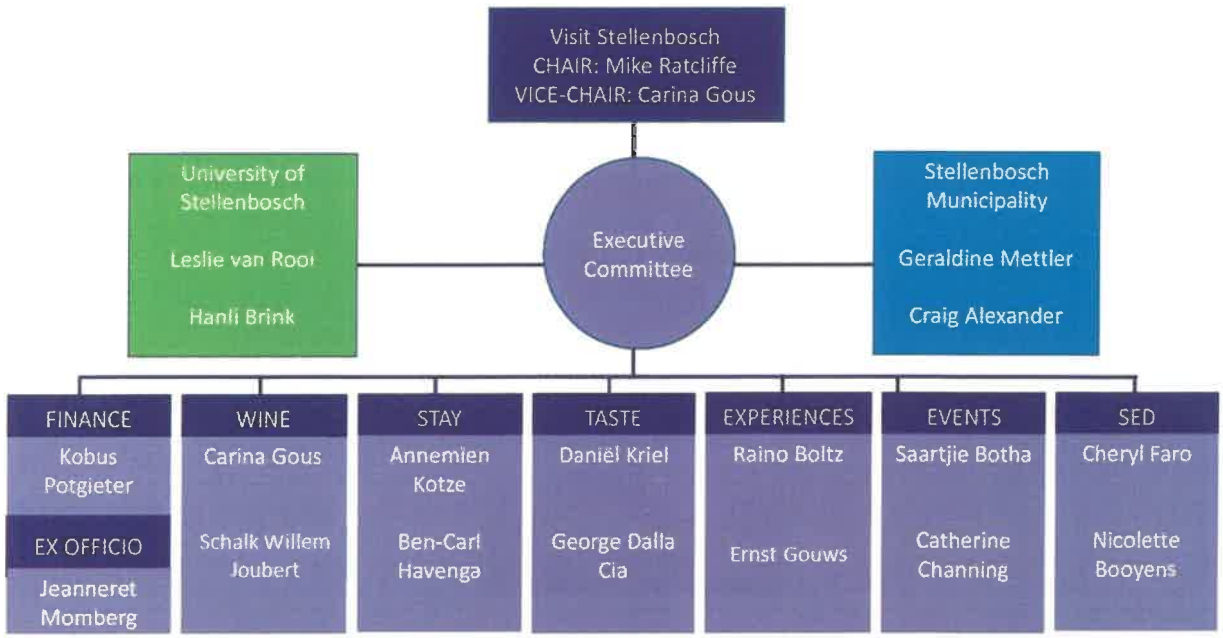
Visit Stellenbosch implemented a long-term destination strategy to maximise the tourism potential with concrete and realistic metrics/milestones for monitoring and evaluation over time. These measures-of-success / KPIs (for sectors, stakeholders, residents and visitors) will guide the effective planning of programmes and activities to ensure that we meaningfully invest resources for maximum impact.



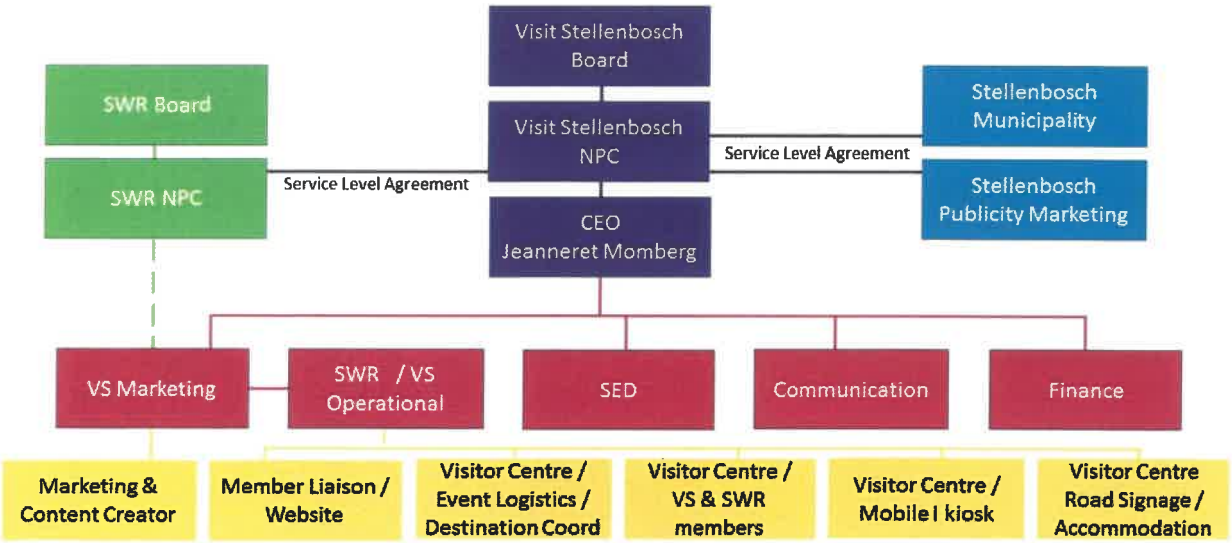
Corporate Governance and Institutional Development

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.

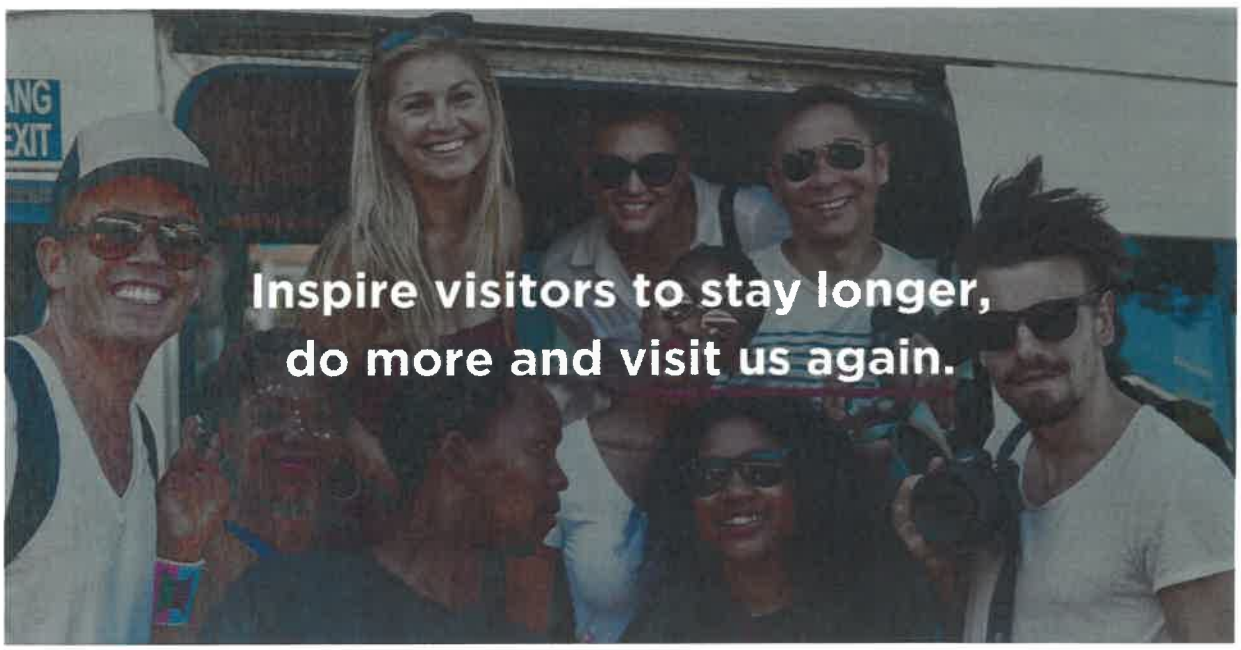
This brand goes beyond our history and scenery and captures the energy and soul of Stellenbosch – a place where people come to discover, learn, create, start up, launch and bring into being.

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



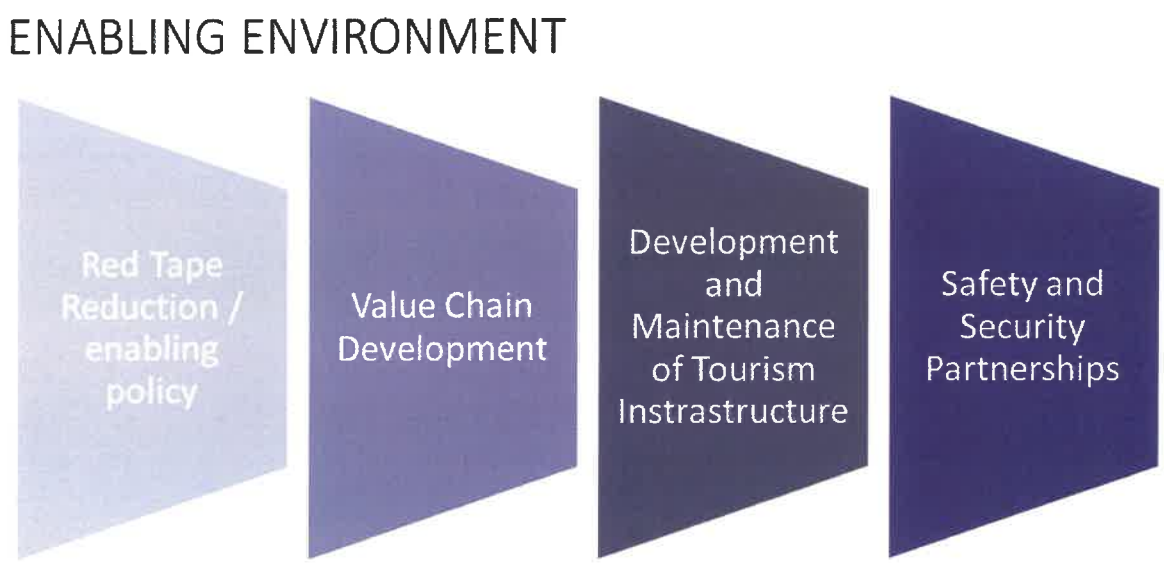
Brand Positioning Statement

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.

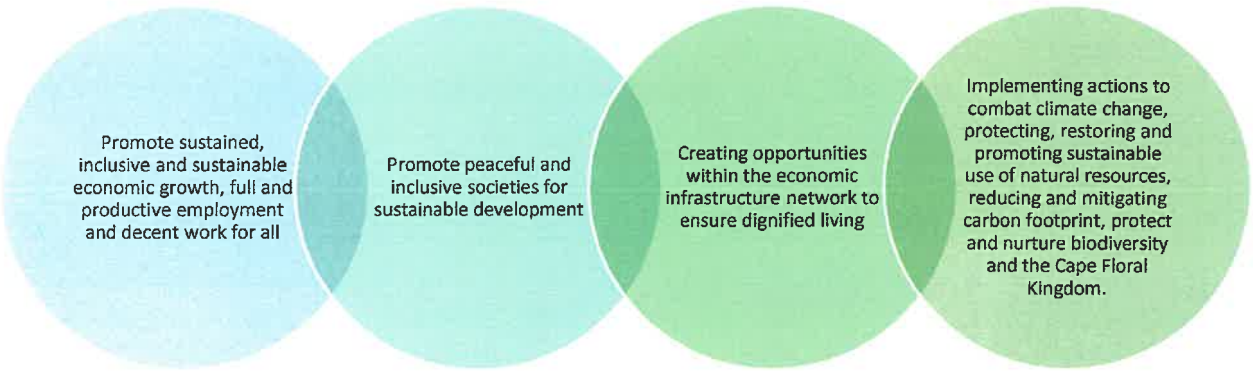
We continue with our **business support** mandate by facilitating an enabling environment for economic growth and recovery. Although the Stellenbosch tourism sector has experienced a bumper season and many tourism businesses exceeded pre-covid levels, these businesses still have a lot of catching up to do and it will remain some time before they will experience the degree of economic stability similar to the time before covid.



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."

According to the Blueprint the role of the LTA should be to coordinate local stakeholders, foster collaboration between the private sector, public sector and communities, and develop and implement destination marketing and promotion strategy in line with the regional brand.

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
- Stellenbosch Business Sector
- 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
- Tourism Trade
- SATSA (Inbound Tourism Industry Body)

Dwarsrivier Valley 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 Valley 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 Valley Tourism Brand Strategy*. The products and stories of Dwarsrivier and its people are told with authenticity and compassion.

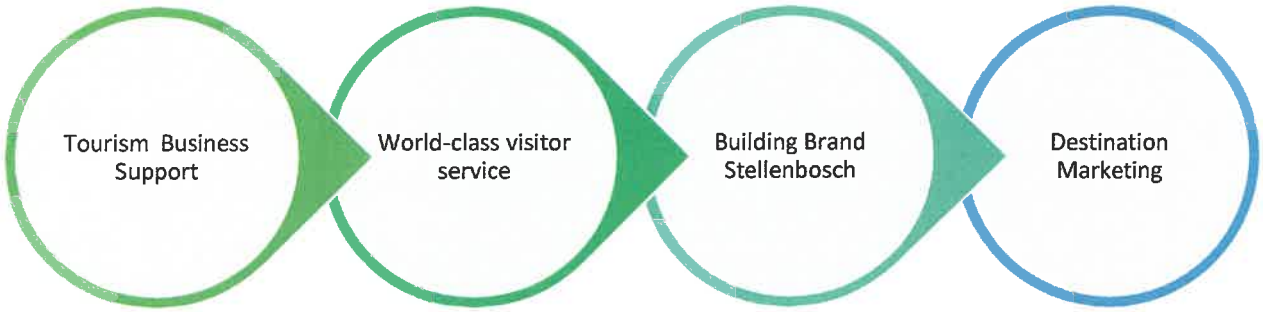
Dwarsrivier
Valley Tourism

* Available on request

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*.
- 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, and I am Boscher.
- Positive personal travel experiences, will help to tell the right stories to the right people who will share them with the world.

* Available on request

Building Brand Stellenbosch

Visit Stellenbosch adopted a communication strategy* 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.



Marketing Objectives

- Increased brand awareness among chosen segments and source markets
- Improve seasonality
- Stellenbosch beyond the half-day visit
- Align and leverage collective marketing for benefit of Destination Stellenbosch
- Make it easier and more attractive for audience to access the destination
- Achieve good balance between international and domestic travel base

* Available on request

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

SUSTAINABLE STELLENBOSCH			
There is a growing demand for sustainability in travel. The traveller mindset is changing, and sustainable travel has emerged as a growing trend as travellers are not only looking to lessen the environmental impact of tourism, but also looking for ways to make meaningful changes to support growth in communities.			
AIM / OBJECTIVE	PERFORMANCE TARGETS	TIMELINE	BUDGET
Develop and roll out sustainable tourism development guidelines and management practices applicable to all sectors of tourism, including mass tourism and the various niche tourism segments. Sustainability principles refer to the environmental, economic, and socio-cultural aspects of tourism development, and a suitable balance must be established between these three dimensions to guarantee its long-term sustainability.	Stakeholder Engagement and Strategy: Conduct stakeholder engagement and sentiment monitoring to identify and prioritise environmental and social issues that must be addressed, as well as developing solutions that meet their needs. Our stakeholders can serve as a powerful force for change within organisations in the tourism sector. In order to develop a strong sustainability brand and strategy, an extensive audit must be completed to understand what is already in place and how to leverage existing assets.	Jul – Sept 2023	R 60 000
	Sustainability Strategy: Develop a strategy with key points for sustainable development to be achieved, it is crucial to harmonise three core elements: economic growth, social inclusion and environmental protection. These elements are interconnected and all are crucial for the well-being of individuals and societies.	Sept – Oct 2023	R 80 000
	Marketing and Communication: Develop a communications strategy and plan with collateral and tools to communicate sustainability right and effectively. Design a toolkit, with a Sustainable Stellenbosch brand mark, guidelines, easy social media messages and designs.	Dec 2023	R 60 000
	Bags4Bread: Dedicated and ongoing campaigns to collect plastic bread bags, plastic shopping bags and VHS tapes used to create the products; Marketing campaign creating awareness for Bags4Bread and promoting the products for sales to PCOs and consumers alike.	Ongoing 2023/2024	R 30 000
SUBTOTAL SUSTAINABLE STELLENBOSCH			**R 230 000**

SUPPORT PROGRAMMES AND CAMPAIGNS FOR COMMUNITY TOURISM			
Community tourism refers to travel experiences owned, led and run by communities – non-profits, cooperatives, social enterprises. At its very best it breaks down barriers to engage underserved communities in meaningful, life-changing ways.			
AIM / OBJECTIVE	PERFORMANCE TARGETS	TIMELINE	BUDGET
Business support offering marketing and promotional assistance especially to the niche tourism sector anchored in community tourism. Through a centralised website and booking portal, marketing support, targeted trade hosting programmes	Hosting Travel Trade: The travel trade can help open up new markets, attract more visitors to our destination and encourage them to spend more time exploring what we have to offer. Hosting travel trade is critical in marketing and creating awareness of a destination and products on offer.	Jul 2023 – Jun 2024	R 50 000
	Website: Website featuring information, a directory and product info pages for qualifying tourism business integrated with primary Visit Stellenbosch website; and booking portal promoting ease of access to product support.	Jul 2023 - Jun 2024	R 25 000
SUBTOTAL SUPPORT PROGRAMME			R 75 000

SOCIAL COHESION			
AIM / OBJECTIVE	PERFORMANCE TARGETS	TIMELINE	BUDGET
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	Freedom of the Slaves Function: Acknowledging the contribution of slaves and celebration of Emancipation Day - 1 December 1838. This event will provide a platform to share throughs and remembrance and the significance of slavery in the history of Stellenbosch.	Dec 2023	R 30 000
	Journey of Hope and Healing social justice walks, involving stakeholders from different communities with the aim to strengthen relationships and the sense of solidarity among members of all communities.	TBC	R 45 000
	Stellenbosch FC watch parties at Amazink. Host and promote four Amazink Stellenbosch FC watch parties in Kayamandi. Supporters and other delegates from across the football community will be invited.	Jan - Jun 2024	R 80 000
SUBTOTAL SOCIAL COHESION			**R 155 000**

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 1-6 August and will attract visitors and guests to Stellenbosch in the slow season as part of the long-term economic and tourism stimulation strategy.	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.	Aug 2023	R 50 000
	Stellenbosch Wine Festival hosted in the Stellenbosch Town Hall is a three-day celebration of the best that Stellenbosch has to offer. Strategically positioned between lunch and dinner times, will 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 1500+ tickets available to be sold.	Aug 2023	R 200 000
	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.	Jun – Aug 2023	R 50 000
WINE TOWN STELLENBOSCH			R 300 000

EVENTS: STELLENBOSCH WINE FESTIVAL - JOHANNESBURG			
AIM / OBJECTIVE	PERFORMANCE TARGETS	TIMELINE	BUDGET
Events can position a destination as a high-value tourism attraction and act as catalysts to change and image-makers for a region. Taking Stellenbosch to Johannesburg	Stellenbosch Wine Festival hosted in Johannesburg with a consumer and trade components. The festival aims to provide a platform for 30-40 producers to show their wines and will make 1000+ tickets available to be sold.	Sept - Nov 2023	R 300 000
	Extensive marketing and communication plan, promoting the event and ticket sales as well as positioning Stellenbosch as a must-visit destination. The campaign will target wine loving / lifestyle niche audiences based in Gauteng and surrounds.	Jun - Aug 2023	R 50 000
STELLENBOSCH WINE FESTIVAL JOHANNESBURG			R 350 000

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.	Nov 2023 - Mar 2024	R 104 000
	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 a wine walk.	Oct 2023	R 50 000
	Harvest Parade: Annual parade celebrating the upcoming harvest and the contributions made by agri-workers. The event is supported by the mayor and remains a high-light on the annual calendar and provides a lot of marketing coverage.	Jan -Feb 2024	R 150 000
LIFESTYLE EVENTS			R 304 000

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 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. Delegates can also join virtually from all over the world which will keep Stellenbosch region and brand top of mind.	May 2024	R60 000
WINE TOURISM CONFERENCE			R 60 000

TRADE EVENT: MASTERS OF WINE TRIP			
AIM / OBJECTIVE	PERFORMANCE TARGETS	TIMELINE	BUDGET
Host destination of choice for 40-48 Masters of Wine for a long-awaited educational and trade visit to South Africa. Being the host destination will not only strengthen our reputation as the heartland of the South African wine	Host a group of Masters of Wine (specialised wine and business degree) in Stellenbosch. Stellenbosch has the opportunity to showcase not only our wines and destination but will benefit from an invaluable feedback session evaluating our offerings with a multitude	Nov 2023	R60 000

industry, it will also provide desirable opportunities to strengthen industry relations and cement economic opportunities.	of opportunities to grow international trade for Stellenbosch. Stellenbosch will be the hub from where day trips will be taken to position Stellenbosch as the gateway to surrounding winelands		
MASTERS OF WINE			R 60 000

SUBTOTAL STELLENBOSCH WINE			R 1 074 000

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 and a garden parade uniting community. The potential of Garden Town Stellenbosch is enormous as it unlocked a niche for our beautiful town.	Oct 2023	R 170 000
	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).	Sept - Oct 2023	R 20 000
	Extensive Marketing programme: Press releases, social media, digital campaigns, Influencer engagement, etc.	Aug - Oct 2023	R 70 000
SUBTOTAL GARDEN TOWN			R 260 000

Sector Specific Campaigns and Activations

PROJECT: STAY IN STELLENBOSCH			
Stay Stellenbosch refers to the accommodation sector in Stellenbosch and the winelands. The accommodation sector is central to the travel and hospitality industry, because people travelling to different areas require somewhere to stay, rest, sleep and unwind.			
AIM / OBJECTIVE	PERFORMANCE TARGETS	TIMELINE	BUDGET
Increase over-night stays in Stellenbosch during peak and off-peak periods.	Stay & Play Stellenbosch: Overarching marketing campaign to package Stellenbosch for overnight stays, restaurants visits, wine farm, outdoors and cultural activities.	Ongoing 2023/2024	R 50 000
	Trade programme: 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	Ongoing 2023/2024	R 50 000

	operators. Invite groups of operators, to experience Stellenbosch educational style to understand how they can sell Stellenbosch to their groups and clients.		
	Repeat and Referral: Dedicated and ongoing Google ads marketing campaign targeted to our international source markets and desired interest groups stimulating an appetite and constant reminder of what Stellenbosch has to offer. Data is used to remarket Stellenbosch. The campaign also gets rolled out to domestic markets around key holiday periods.	Ongoing 2023/2024	R 94 000
SUBTOTAL STAY STELLENBOSCH			R 194 000

PROJECT: TASTE STELLENBOSCH			
Taste Stellenbosch refers to the restaurant collective for Stellenbosch and surrounding winelands. Hospitality is used as a catalyst to trigger sensory memories of the flavours and plays an important role in the sustainable tourism experiences. The choice of quality restaurants and eateries in our region appeals to the visitor's desire for authenticity and aspirational experiences when visit our destination.			
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.	Jul - Aug 2023	R 80 000
	Stellenbucks Restaurant Campaign: Marketing campaign for a restaurant support programme. Stellenbucks is a tool to support the restaurant economy at a time when it is much needed. Marketing elements include online and print media to attract especially locals to support the restaurant industry and position Stellenbosch as a short-break destination and culinary capital.		R 80 000
SUBTOTAL TASTE STELLENBOSCH			R 160 000

EXPERIENCE STELLENBOSCH

Experience Stellenbosch refers to the collective doing tours and offering various experiences both indoors and outdoors. Experiences specifically provide opportunities for visitors to develop attachments to places enhancing their respect and appreciation for the region and natural environment. Tour guides, offering tours, know the area intimately and knows of people, special spots and experiences. They're there to ensure visitors get the most out of their time, and have the most authentic experiences possible. This sector was severely affected during Covid and appears to be slow in recovery.

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 2023/2024	R 80 000
	Stellendaba: Educational events showcasing and promoting the depth of offerings around Stellenbosch's experience industry. All front of house representatives are invited to understand the scope of offerings.	Sept 2023 Jun 2024	R50 000
SUBTOTAL EXPERIENCE STELLENBOSCH			R 130 000

MEET STELLENBOSCH

Meet Stellenbosch refers to the business tourism sector. Compared to leisure travellers, business travellers are less cost-sensitive. The ratio of daily expenditure by a business traveller can be a value between 2:1 and 3:1. Stellenbosch has a range of quality meeting and conferencing venues and accommodation for smaller business tourism events.

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 continuously positing 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 - Jun 2024	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 2023/2024	R 50 000
SUBTOTAL MEET STELLENBOSCH			R 200 000

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 visitor centre is staffed by four Visitor Information Liaison officers as well as several casual employees, 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 2023/2024	R 2 300 000
SUBTOTAL VISITOR INFORMATION CENTRE			R2 300 000

Destination Marketing & Branding			
Increase awareness with a high-level overview of destination products and offerings with multiple tools assisting visitors when planning their visits. Destination marketing and branding will increase sales, keep tourists informed, increase brand loyalty, connects tourists and visitors with Stellenbosch and communicate a clear message cutting through noise.			
Marketing	Managing social media and creating Online content: The tourism industry is highly competitive and great social media content is an excellent tool to create awareness and interest in a destination. These platforms can also be used for remarketing and targeting specific audiences. Creating engaging content is a crucial component to leverage when our aim to attract more visitors.	Ongoing 2023/2024	R 96 000
	Update and produce maps: These maps are essential tools to promote the region as a tourist destination; showing locations of attractions and places of interest as well as restaurants, accommodation establishments, wine routes and other related businesses.	Ongoing 2023/2024	R 100 000

	Website & Online Maintenance: Visit Stellenbosch has a comprehensive website including events and what's on sections as well a useful article about products and activations useful to visitors, helping them to make informed decisions. The website attracts large amounts of traffic and is a one-stop-shop for tourist information and references as well as Give Responsibly and destination safety information.	Ongoing 2023/2024	R 80 000
	Stellenbosch Tourist Guide: The Stellenbosch Guide is one of the most important tool to market our destination. One of the biggest distribution points is the Cape Town International Airport (taking a minimum of 1,000 books per month), Cape Town Tourism offices, hotels and other accommodation establishments around the Cape Peninsula.	Ongoing 2023/2024	R 150 000
SUBTOTAL MARKETING			R 426 000

SAFETY PROGRAMME – STREET SAVVY IN STELLENBOSCH			
Crime against tourists impedes tourism by significantly damaging a destination's image. Stellenbosch has experienced a sharp rise in crime which adversely affects our reputation and standing. A safety programme will increase Stellenbosch's competitive edge and aspirational brand promise to be a warm-hearted, safe, enjoyable tourist destination, attracting visitors to stay longer and do more.			
AIM / OBJECTIVE	PERFORMANCE TARGETS	TIMELINE	BUDGET
Support informal safety sector by formalising and supporting car guards on duty after 5pm and weekends. Provide a safer environment, especially at night.	Provide standardised uniforms to identify the mandated parking guards with police clearance.	Ongoing 2023/2024	R 5 000
	Communication subscription to a tool, allowing this sector to start working together as an effective network.	Ongoing 2023/2024	R 60 000
SUBTOTAL SAFETY PROGRAMME			R 65 000

TOTAL VISIT STELLENBOSCH			R5 269 000

DWARSRIVIER PROJECTS / VISITOR CENTRE

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.	Ongoing 2023/2024	R 350 000

	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) Shared operational costs including telephone, internet, cleaning, security, etc.		
SUBTOTAL VISITOR CENTRE			**R 350 000**
Marketing	Marketing: invest in marketing opportunities, printed and digital collateral to support the promotion of Destination Dwarsrivier	Ongoing 2023/2024	R 100 000
	Content creation, collateral and social media: Create online content, expand image gallery, create reels and short videos; manage social media channels	Ongoing 2023/2024	R 96 000
SUBTOTAL MARKETING			**R 196 000**

Dwarsrivier: Projects – Garden Town & Other Events

EVENT: GARDEN TOWN			
AIM / OBJECTIVE	**PERFORMANCE TARGETS**	**TIMELINE**	**BUDGET**
Linking in with garden day and Garden Town Stellenbosch, Dwarsrivier plans to activate on various fronts. Using events to create economic opportunities and showcase the treasures of the valley.	Garden Tours: Coordinate a programme of events and garden tours, create signage, collateral, maps, admin and logistical assistance.	Oct 2023	R 50 000
	Workshops: Coordinate a speaking programme and several showcases such a chrysanthemum growing workshop, and craft/home industries demonstrations.	Oct 2023	R 20,000
	Community social cohesion: Activate several celebratory events, celebrating gardening. Invite members of the communities and general public to attend an event to share cultures and experiences and customs.	Oct 2023	R 20 000
SUBTOTAL GARDEN TOWN			**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	Jan – Feb 2024	R 50 000
	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. Event logistics and collateral, marketing, photography, speakers programme.	Apr - May 2024	R 50 000
	Slawedag / Slave Day: 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, dining events all blended with storytelling and sharing of stories and cultures. Event logistics and collateral, marketing, photography, speakers programme.	Nov - Dec 2023	R 50 000
SUBTOTAL EVENTS			**R 150 000**
TOTAL DWARSRIVIER			**R 786 000**
TOTAL VISIT STELLENBOSCH & DWARSRIVIER			**R6 055 000**



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 6 055 000** in 2023/2024 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 2023/2024 will total **R 300,000**.
- Cape Winelands District Municipality (grants) ringfenced for specific projects and not part of operation income/expenditure of **R 250,000** for Visit Stellenbosch and **R200,000** for Dwarsrivier.

Marketing Sponsorships

- Project sponsorships are actively being sought. Sponsorships and supplementary funding are sought on event or project basis.

Members

- The total income from Wine Tourism Membership for 2023/2024 is estimated to be **R 1,000,000**.
- Income from **other members** (accommodation, restaurants, local business etc) is estimated to reach **R 350,000**
- **R 1,000,000** Contribution form SPM (Stellenbosch Publicity Marketing)

Total Estimated Income For 2023/2024: **R9 155 000**



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:		2023/2024
Municipal Funding / Grant (Stellenbosch)	R	5 269 000
Municipal Funding / Grant (Dwarsrivier)	R	786 000
Donations	R	300 000
Grands (CWDM / Wesgro)	R	250 000
Grands (CWDM / Wesgro) for Dwarsrivier	R	200 000
Marketing Sponsorships	R	-
Wine Members: Contributions	R	1 000 000
Other Members: Contributions	R	350 000
Stellenbosch Publicity Marketing	R	1 000 000
Commercial Activities	R	-
Total Income	**R**	**9 155 000**

ESTIMATED PROGRAMME EXPENSES		
Visitor Information Centre	R	2 300 000
Destination marketing	R	426 000
Sustainable Stellenbosch	R	230 000
Community Tourism	R	75 000
Social Cohesion	R	155 000
Stellenbosch Wines (Wine Route)	R	1 074 000
Garden Town Stellenbosch	R	260 000
Stay in Stellenbosch (Accommodation)	R	194 000
Taste Stellenbosch (Restaurants)	R	160 000
Experience Stellenbosch (Sport, Outdoor & Adventure)	R	130 000
Meet in Stellenbosch (Business Tourism)	R	200 000
Street Savvy Stellenbosch	R	65 000
Dwarsrivier Valley Tourism	R	786 000
Total (Estimated Programme	**R**	**6 055 000**

ESTIMATED OPERATING EXPENSES		
Management, Programme Delivery & Administration	R	1 054 000
Operating Expenses	R	837 000
Marketing & Communication	R	1 256 000
Total	**R**	**3 147 000**

R	- 47 000

Programme Budget

Sustainable Stellenbosch		
Stakeholder Engagement and Audit	R	60 000
Sustainability Strategy	R	80 000
Marketing and Communication	R	90 000
Total	**R**	**230 000**

Community Tourism		
Collateral	R	15 000
Operating Expenses	R	35 000
Maintenance and Logistics	R	25 000
Total	**R**	**75 000**

Social Cohesion		
Marketing & Communication	R	40 000
Management & Coordination	R	20 000
Events & Execution	R	95 000
Total	**R**	**155 000**

Stellenbosch Wine		
Collateral	R	80 000
Management & Coordination	R	50 000
Marketing & Communication	R	244 000
Operations & Logistics	R	700 000
Total	**R**	**1 074 000**

Garden Town		
Collateral	R	35 000
Management & Coordination	R	20 000
Marketing & Communication	R	105 000
Operations & Logistics	R	100 000
Total	R	**260 000**

Stay Stellenbosch (Accommodation Sector)		
Collateral	R	50 000
Management & Coordination	R	30 000
Marketing & Communication	R	95 000
Operations & Logistics	R	19 000
Total	R	**194 000**

Taste Stellenbosch (Restaurants)		
Collateral	R	40 000
Management & Coordination	R	20 000
Marketing & Communication	R	90 000
Operations & Logistics	R	10 000
Total	**R**	**160 000**

Experience Stellenbosch (Adventure & Sport)		
Collateral	R	10 000
Management & Coordination	R	20 000
Marketing & Communication	R	85 000
Operations & Logistics	R	15 000
Total	**R**	**130 000**

Meet in Stellenbosch (Business Tourism)		
Collateral	R	25 000
Management & Coordination	R	20 000
Marketing & Communication	R	30 000
Operations & Logistics	R	125 000
Total	**R**	**200 000**

Visitor Information		
Collateral	R	250 000
Management & Coordination	R	100 000
Marketing & Communication	R	450 000
Operations & Logistics	R	1 500 000
Total	**R**	**2 300 000**

Destination Marketing		
Collateral	R	260 000
Management & Coordination	R	40 000
Marketing & Communication	R	90 000
Operations & Logistics	R	36 000
Total	**R**	**426 000**

Street Savvy Stellenbosch		
Management & Coordination	R	15 000
Operations & Logistics	R	50 000
Total	**R**	**65 000**

Dwarsrivier, Events & Projects		
Collateral	R	90 000
Management & Coordination	R	60 000
Marketing & Communication	R	256 000
Operations & Logistics	R	380 000
Total	**R**	**786 000**

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.



STELLENBOSCH

VISIT STELLENBOSCH:
STELLENBOSCH MUNICIPALITY
FUNDING REPORT

JANUARY TO MARCH 2023

Jan to March 2023 report - Stellenbosch Municipality

1. 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 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
- Direct sales and hosting of tourism educationals. Direct sales to 60 new potential clients including schools, corporates and tourism companies.
- Website directory and product info pages for qualifying tourism business integrated with primary Visit Stellenbosch website; appropriate marketing material.

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
- Stellenbosch FC watch parties at Amazink. Host and promote two Amazink Stellenbosch FC watch parties in Kayamandi

The grant is aimed at supporting the enterprise development tourism activities of our partner Township and Village as well as a range of other related projects.

BUSSINESS SUPPORT AND CAMPAIGNS

o Jamestown product development	The project has reached its funding target of R80 000 from three contributors and is currently in progress. The project is focussing on: - Development of tourism stakeholder group and leadership in Jamestown - Development of historical walking tour in Jamestown - Exploring secondary tourism development opportunities in Jamestown. - Supporting the development of a Jamestown Museum.

Website Directory

○ Funding to be applied to website requirements by VS	The website updating process is ongoing. A product price increase was done and implemented on the website in this quarter. STV was part of the Talking points that was presented to the trade at Meetings Africa and ITB Berlin.

Product Educationals/sales to 60 new clients

○ Host 6 x educational with invited guests (@R5 000 each)	The following hostings took place at Amazink/The Hub: - Weg Magazine media educational including various community-based products. - Stellenbosch University staff experience in Kayamandi.

SOCIAL COHESION

○ **Hosting historical tours.**	
Hosting historical tours to showcase and promote community-based tourism products	The remainder of the tours will take place in the last quarter.

Stellenbosch FC watch parties

○ 2 x watch parties to be hosted at Amazink	The following two FC Stellenbosch watch parties have been confirmed to take place at Amazink, Invites to 20 VIPs and 60 Supporters from Kayamandi, Cloetesville, Ida's Valley and Klapmuts: 1 April – 80 guests 5 May – 80 guests

2. Events: Wine Town Stellenbosch

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-term economic and tourism stimulation strategy.

- 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.
- 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 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.

- **Wine Town – project successfully completed in August 2022**
  A report on this event was admitted as part of the 1st quarter report.

- **Extensive marketing and communication plan**
  Grand Total AVE: R 612 856,77 I **Grand Total PR Value:** R2 451 427,08

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 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
- **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.

- **Stellenbosch Street Soirees**
  The Soiree season ended with a bang on the 15th of March 2023 with yet another sold out event.

  In January Stellenbosch Wine Routes announced that the Street Soiree have partnered with Toco:" *Stellenbosch Wine Routes is pleased to announce that we have partnered with Toco, a new digital currency and digital payment platform dedicated to reversing the effects of climate change, and have appointed this as the official currency of our beloved Stellenbosch*

Street Soirees. The Stellenbosch Street Soirees will only accept payments in Toco, revolutionising the way locals and visitors alike can enjoy the beautiful summer evenings of Stellenbosch.'' https://www.visitstellenbosch.org/toco-partners-with-stellenbosch-street-soirees-to-accelerate-climate-action/

Images of the various Street soiree events:



Extensive marketing and communication plan (Oct 2022 to Jan 2023)

Grand Total AVE: R 173 950.92 I **Grand Total PR Value:** R 695,803.68

Total Readership to date: 1,468,675

- **Woordfees activations – Completed on 15th October 2022**

- **Harvest Parade**

  The Stellenbosch Wine Harvest Parade took place on the 28th of January in collaboration with the local municipality and Stellenbosch Wine Routes, the country's oldest wine route.

  '' Annually at an allotted date, the streets of Stellenbosch are lined with watchers who come to see the floats and their dressed-up entourage. Among them are winemakers and workers, and lovers of wine too. It starts mid-morning at the Toy Museum in Market Street and winds its way among the town's renowned oak lined streets to conclude at the Town Hall for a short ceremony. Here, the mayor of Stellenbosch, who is also the festival patron, will officially



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Talented timpanist receives scholarship

Harvest parade

bless the harvest. The parade will then depart and conclude back in Market Street."

The hotly contested trophies for best spirit and best float will also be awarded and the wine route encourages young and old to come and cheer them on. Thank you to the Stellenbosch Municipality and the Department of Agriculture for their support of the Harvest Parade. Thanks also to the Paul Roos Spar for sponsoring 20 cash spot prizes.

kykNET's Fiësta popped in to enjoy our Harvest Parade and aired it on Friday, 10 February.

Congratulations to the below winners:
Beste Vlot Wenner - Lanzerac
Beste Vlot RunnerUp - Blaauwklippen
Beste Gees Wenner - Simonsig
Beste Gees RunnerUp - Kaapzicht

Highlights of Harvest Parade:



4. Events: Business of Wine Tourism Conference

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.
Delegates can also join virtually from all over the world which will keep Stellenbosch region and brand top of mind.

- Business of Wine Tourism Conference is Scheduled for 17 May 2023 and is currently in the planning phase. Stellenbosch Wine Routes was announced as an official partner of this event on 29 March 2023.

5. Events: Garden Week Stellenbosch

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.
- **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).
- **Community teas**: Several dorpies will host a tea for community groups and link to the Best Garden Competition.
- **Extensive Marketing programme:** Press releases, social media, digital campaigns, Influencer engagement, etc.

- **Garden Week/Town Stellenbosch – Completed in October 2022**

- **Extensive Marketing programme**
  Grand Total AVE: R 974,846.71 I **Grand Total PR Value:** R 3,899,386.84

6. Project: Stay Stellenbosch

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.
- 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.

- **Stay Stellenbucks Campaign – Completed**

  Packaging Stellenbosch through Stay and Play campaign:

  Inside Guide Activation

  A one-stop guide of where to eat, shop, play and sleep in Cape Town and the Cape Winelands. This platform activates across channels as well as an annual "Hot List" (printed publication. The Inside Guide is a popular and trusted source in our LSM target market and delivers excellent results.

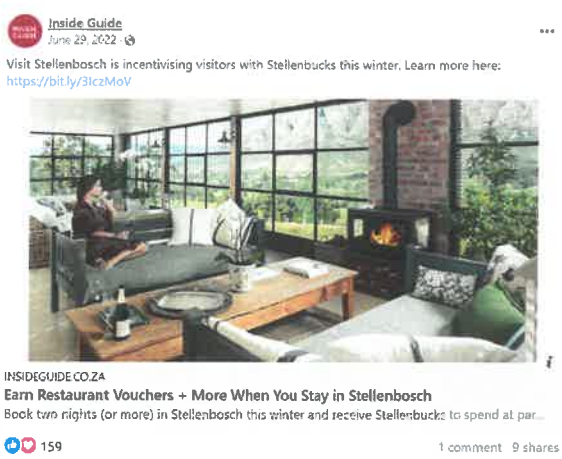
  (https://insideguide.co.za/cape-town/specials/visit-stellenbosch-stellenbucks/); inclusion in their newsletter and two rounds of social media



Visit Stellenbosch: Earn Rewards For Your Winter Breaks

Number of people who read the article	1,095
Average time on article	00:02:38

Newsletter reach	Social Media Reach	Social Media Engagement
41,367	40,257	814





Social media Postings

Dedicated posts on Social media channels and various blogs on the Visit Stellenbosch website.

Playbook

Stellenbosch Playbook: This is our go-to member (and benefit) resource that includes everything you or your guests may need to know.

Talking points - Meetings Africa and ITB

Stay Stellenbosch was part of the talking points at the **Meetings Africa and ITB** trade show events that took place in March 2023.

- Hostings:

Stellenbosch Visio

Arnold Ras I 2 pax I Date: 18 & 19 January 2023

Members visited and what they did during their stay:

- Jordan Wine Estate – 360 Tasting Experience: Vineyard Safari & Wine Tasting
- Segway at Spier with wine tasting and Lunch at Vada's
- Historical Walking tour Stellenbosch on Foot
- Check in at Lanzerac Wine Estate
- Dinner at The Fat Butcher Restaurant
- Guided eBike tour through Stellenbosch & Wine Tasting with Adventure Shop
- Lunch at Hussar Grill
- Spa Treatment at Lanzerac Spa
- Dinner at De Vleispaleis Steakhouse






Link to publication: https://www.stellenboschvisio.co.za/autumn-is-for-adventure/

Sabrina Kihm - @Gypsella
3 pax I Date: 5 – 7 February 2023

Members visited and what they did during their stay:
- Picnic lunch with wine at Spier Wine Estate
- Check-in at Wink Quivertree Apartments
- Guided bike tour through Stellenbosch & Wine Tastings
- Flash food and slow wine pairing at Neethlingshof Wine Estate
- Tapas and a bottle of wine at The Wine Glass Stellenbosch
- Historical Walking tour Stellenbosch on Foot



Annika Ziehen - @themidnightblueelephant
2 pax I Date: 15 – 17 Feb 2023

Members visited and what they did during their stay:
- Jordan Wine Estate – Harvest experience & Wine Tasting
- Picnic lunch, wine tasting and Eagle Encounters experience at Spier Wine Estate
- Check in at Lanzerac Wine Estate
- Stellenbosch Wine Route Street Soiree
- Dinner at De Vrije Burger
- Cellar tour and wine tasting at Delheim
- Lunch and wine tasting at Muratie Wine Estate
- Jonkershoek Wine Tasting at Lanzerac Wine Estate
- Historical Walking tour - Stellenbosch on Foot
- Wine tasting and gourmet platter at De Meye Wines





Link to blog posts:

https://www.midnightblueelephant.com/visit-stellenbosch/

https://www.midnightblueelephant.com/wine-tasting-in-stellenbosch/

STELLENBOSCH





Stellenbosch Visio
Abri Kruger l 2 pax l Date: 15 – 16 March 2023

Members visited and what they did during their stay:

- Horseback riding with Horse Sense and Annandale Wine Estate
- Estate tour and lunch at Cavalli Wine Estate
- Self-guided tour at the Dylan Lewis Sculpture Garden
- Check into Southern Sun de Wagen
- Dinner at Le Grand Domaine Enoteca Wine Bar
- Night Cap at Qbar
- Guided Hike through the Banhoek Valley
- A Fynbos & Wine Tasting Experience at Bartinney Private Cellar
- Lunch at Gåte - Quoin Rock Wine Estate
- Check in and Dinner in the Vergenoed Löw homestead
- Breakfast at Geuwels - Vergenoed Löw Wine Estate
- Spa Treatment at the Vergenoed Löw Spa
- Indigenous food and wine pairing at Vergenoed Löw Wine Estate
- Lunch at Clara's Barn - Vergenoed Löw Wine Estate

Still awaiting exposure in publication

Birte Janzen – International Wine Journalist
1 pax l Date: 17 – 26 March 2023

Members visited and what they did during their stay:

- Wine tasting at Uva Mira Mountain Vineyards
- Winemakers lunch and wine tasting at Rust en Vrede Wine Estate
- Wine tasting at Waterford Estate
- Historical Walking tour Stellenbosch on Foot
- Wine tasting at Longridge Wine Estate
- Chenin Blanc experience and cheese platter at Ken Forrester Wines
- Wine tasting and light bite at Stark-Condé Wines

- Vineyard tour and wine tasting at Kaapzicht Wine Estate
- Wine tasting at Hartenberg Wine Estate
- Late lunch and wine tasting at Muratie Wine Estate
- Wine tasting at Kanonkop Wine Estate
- Wine tasting and lunch at Warwick Wine Estate
- Cap Classique Experience at Simonsig Wine Estate
- Wine and food pairing at L'Avenir Wine Estate
- A day out with the Old Vine Project
- Harvest experience & Wine Tasting at Jordan Wine Estate
- Wine tasting at De Toren Private Cellar
- Lunch and Wine tasting at Glenelly Wine Estate
- Wine Tasting and Cellar tour at Oldenburg Vineyards

Still awaiting exposure in publication.

7. Project: Taste Stellenbosch

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.

- Restaurant Focus
  - **Blogs**

  Regular blogs on VS website and other publications:

- https://www.visitstellenbosch.org/kid-friendly-stellenbosch/?fbclid=IwAR3lHf6B7_sZEdyEYiqPBD422IIAPBmmcEnFMi50W4eLWnj4-hD_bMlZMr8
- Review from Top Wine SA: https://bit.ly/3ZcqZuU
- https://www.eatout.co.za/.../review-chef-nic-van-wyk.../...
- https://insideguide.co.za/.../kleine-zalze-sunday-lunch/...
- https://www.eatout.co.za/.../boschendal-welcomes-new.../

- Feb newsletter- featuring new restaurants opening in Stellenbosch: https://mailchi.mp/.../fall-in-love-with-stellenbosch-the...
- https://www.visitstellenbosch.org/feel-the-love-in-stellenbosch-this-valentines-day/
- https://www.visitstellenbosch.org/beat-the-loadshedding-blues-at-these-coffee-shops/
- https://www.visitstellenbosch.org/at-dusk-we-dine/
- https://www.wantedonline.co.za/.../2023-02-06-exclusive.../
- https://www.visitstellenbosch.org/stellenbosch-wine-bar.../
- https://insideguide.co.za/.../kleine-zalze-sunday-lunch/
- https://www.stellenboschvisio.co.za/wine-bars-the-new-vibe-stellenbosch-historic-centre/

Ongoing restaurant showcase articles on Inside Guide:

- https://insideguide.co.za/cape-town/stellenbosch-wine-farms/?fbclid=IwAR2lHM6R3yxaCbc-G59BjQ_aMZApasTW2fEc8MsxMxg_SjXrRbr9IXNi0iQ
- https://insideguide.co.za/cape-town/stellenbosch-restaurants/

- Inside Guide

Where to eat in Stellenbosch and Inside Guide

About Inside Guide Campaign: A one-stop guide of where to eat, shop, play and sleep in Cape Town and the Cape Winelands. This platform activates across channels as well as an annual "Hot List" (printed publication. The Inside Guide is a popular and trusted source in our LSM target market and delivers excellent results. Apart from a Restaurant Month activation,



Taste Stellenbosch: Restaurant Month in the City of Oaks

Number of people who read the article	2,344
Average time on article	00:02:37

Newsletter reach	Social Media Reach	Social Media Engagement
44,603	33,301	1,176







- **Social Media**

Dedicated posts on Social media channels and various blogs on the Visit Stellenbosch website.

- **Play Book**

Stellenbosch Playbook: This is our go-to member (and benefit) resource that includes everything you or your guests may need to know.

- **Talking Points at ITB and Meetings Africa**

  Taste Stellenbosch was also part of the talking point at the 2 trade shows that Visit Stellenbosch attended.

8. Experience Stellenbosch:

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.

- **Digital campaign**

This project is ongoing. Outdoor activities are always at front of mind and here is what we shared:

Visit Stellenbosch promoted outdoors perspective and Promotion with Stellenbosch Visio

https://www.stellenboschvisio.co.za/trail-happy-in-stellenbosch-mtb-cycling/

Stellenbosch: leading hub of MTB and cycling in the Cape winelands

BY STELLENBOSCH VISIO

Stellenbosch has entrenched itself as the leading hub of MTB and cycling in the Cape winelands. Clifford Roberts reports.



- **Stellendaba**

The next Stellendaba for the Experiences sector networking event will be taking place on the 20th of April.

This event is a wonderful showcase of the many exciting experiences on offer in Stellenbosch. We encourage especially accommodation front-of-house and tasting room staff, or anyone working directly with guests to Stellenbosch to attend. This is an excellent opportunity to engage with operators and not only gain knowledge of what's on offer but to be able to network and potentially craft something with a special touch for your guests and visitors.

- Blogs – Regular VS website blogs with outdoor activities
- Inside Guide Campaign
- Social Media – Regular social media postings
- Play Book - ***Stellenbosch Playbook***: This is our go-to member (and benefit) resource that includes everything you or your guests may need to know
- Talking Points at ITB and Meetings Africa

9. Meet in Stellenbosch:

Continue to capitalise on 2nd tier status to Cape Town for MICE and increase to top 5 in Africa in ICCA ranking.

- 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

The second annual **Meet Stellenbosch** is also in the planning phase and the Save the dates has been send out for 1 & 2 June 2023.



DMC's has been invited to visit Stellenbosch and Visit Stellenbosch hosted the following DMC's and promotion agencies in the last quarter:

Stellenbosch on Foot Hosting from Jan to March

Touchdown DMC - Renowned for creating authentic seamless experiences, a small, yet recognised, boutique tour supplier and destination management company marketing exclusively to the travel industry. 3 Groups of 17 people – Total guest 51

Sister Cities International - Mission is to promote peace and understanding through programs and projects focusing on art and culture, youth and education, economic and sustainable development, and humanitarian assistance. Guest: Leroy Allala – President and CEO

Post Meeting Africa Hosting – In collaboration with WESGRO
Date: 03 March'23 I Pax: 10 Guests including 1 host from Wesgro
Summary of hosting: Stellenbosch on foot tour with Johan Nepgen, Back at 47 Church Street Transport with Scootours with their Wine Safari vehicle to Lanzerac Wine Estate, Wine and Chocolate tasting | Lanzerac Wine Estate

Concours Mondial du Sauvignon
Date: 16 March'23
Pax: 40 Internationals & 10 SA guests including Media
Welcome the guest at Villiera Estate, with welcome packs, they visited the Pebbles Project. VS arranged for an historical Hop on Guide to join then on bus, drive with them back via the Historical Town of Stellenbosch.

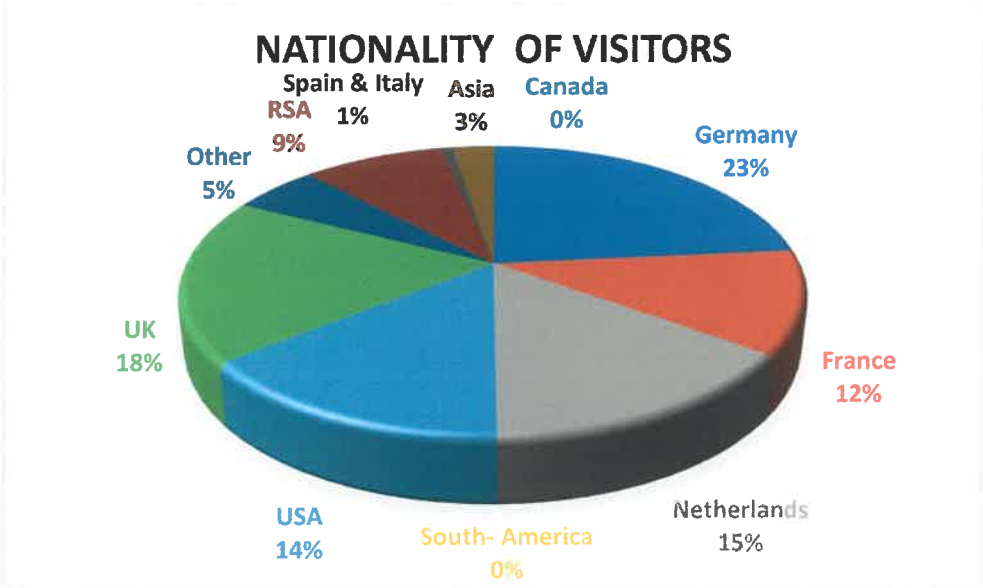


10. Stellenbosch Visitor Information Centre

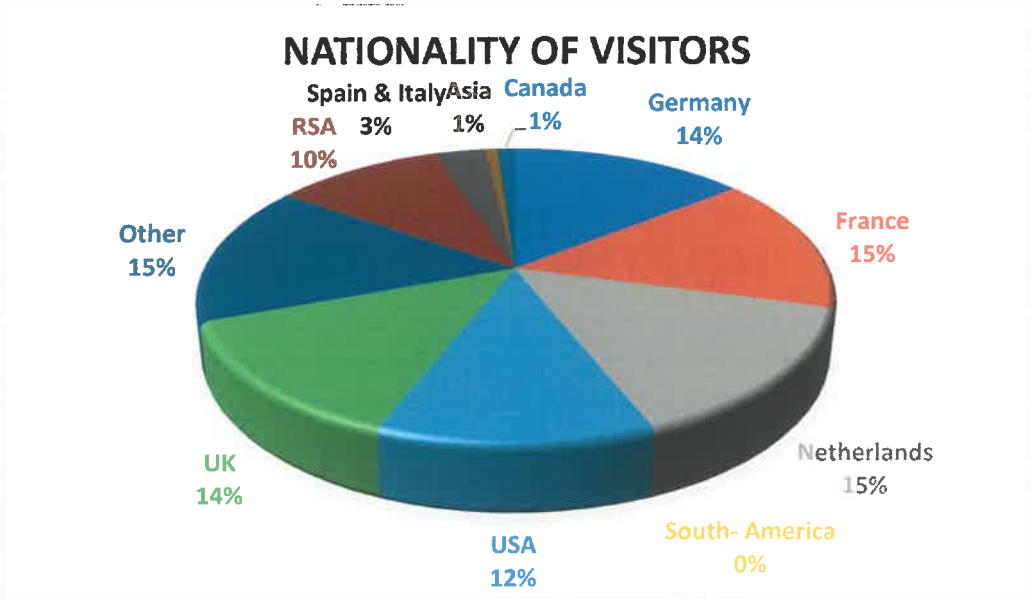
Offer and operate a Visitor Information Centre providing a frictionless visitor Experience.

- 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 2023



- Visitor Stats for February 2023



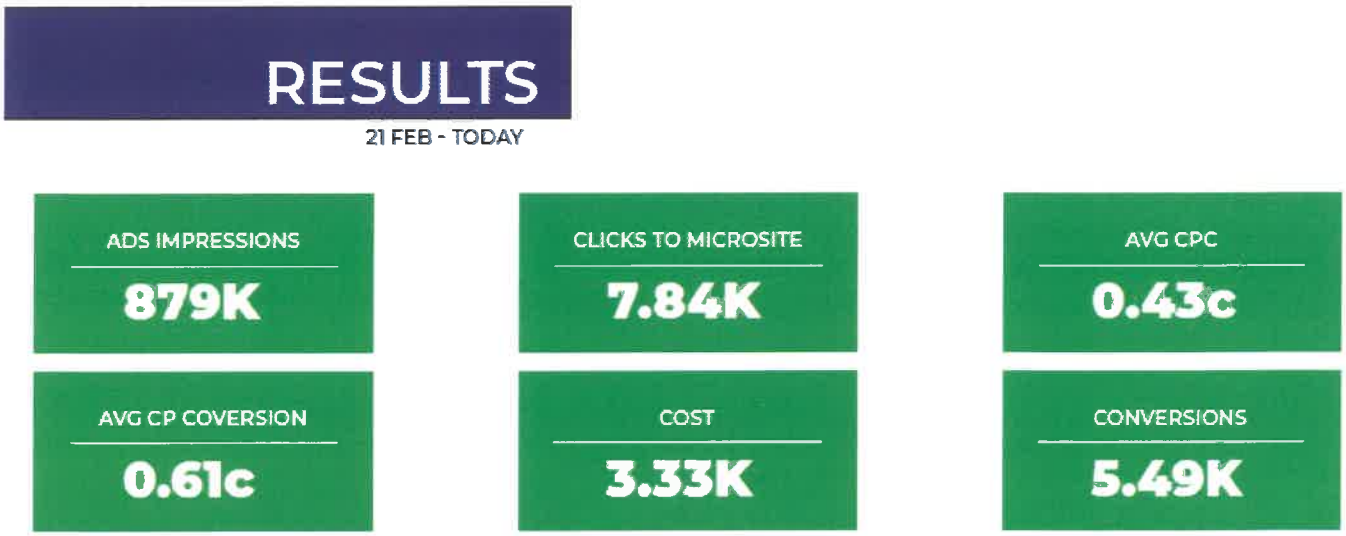
- Visitor Stats for March 2023 (30 March 2023)



- 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**
  This is ongoing. We have launched the Repeat and Referral campaign in November 2022: Website can be found here: https://go.visitstellenbosch.org/

  Feedback: We've been running a very successful Google ads campaign over the last few months, targeting our key EU markets, including Belgium, as well as Gauteng, and the results speak for themselves. People searching for Stellenbosch online, seem to be interested in food, wine, outdoors, and culture in that order



	Event Label	Total Events	% Total Events
1.	food	5	35.71%
2.	all	3	21.43%
3.	wine	3	21.43%
4.	art-culture	2	14.29%
5.	outdoor-adeventure	1	7.14%

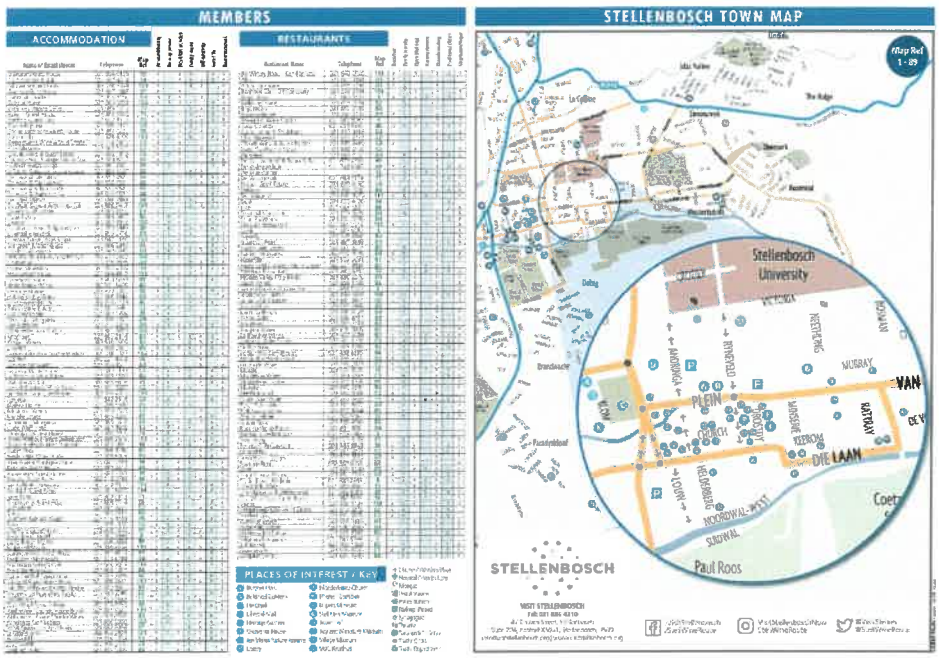
Repeat and Referral – Campaign Overview

- Objective:
  - To inspire Dutch, German and Belgian visitors (to visit) or return to Stellenbosch, share the destination's story with friends and family, inspiring them to visit us too.

- Message:
  - The depth of experience is such that you can visit multiple times.
  - Our values are aligned: Lifetime experiences, feeling pampered, cultural experiences outdoors and adventure.
  - Stellenbosch is just 10 hours away – no jetlag, no visas.
  - Stellenbosch is a gezellig destination.
  - Stellenbosch rewards repeat visitors.
  - Discover the intrigue of Afrikaans in one of the oldest towns of South Africa.

Messaging and collateral

The new Stellenbosch guide and maps are available at our office - 47 Church Street, Stellenbosch. The maps have been redesigned and refreshed with lots of new info!



The Stellenbosch Playbook ,is also updated regularly and is our go to trade and visitor guide for all things Stellenbosch.

DWARSRIVIER PROJECTS / VISITOR CENTRE

11. Dwarsrivier Tourism Research and Communication.

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.
- Revamp social media channels and drive digital presence and advancement.

- The logo and marketing toolkit has been approved. – Completed

- Revamp social media channels and drive digital presence and advancement

  Dedicated sections in both Consumer and Member newsletters has been created to feature all news and highlights of the area. New Instagram account has also been created

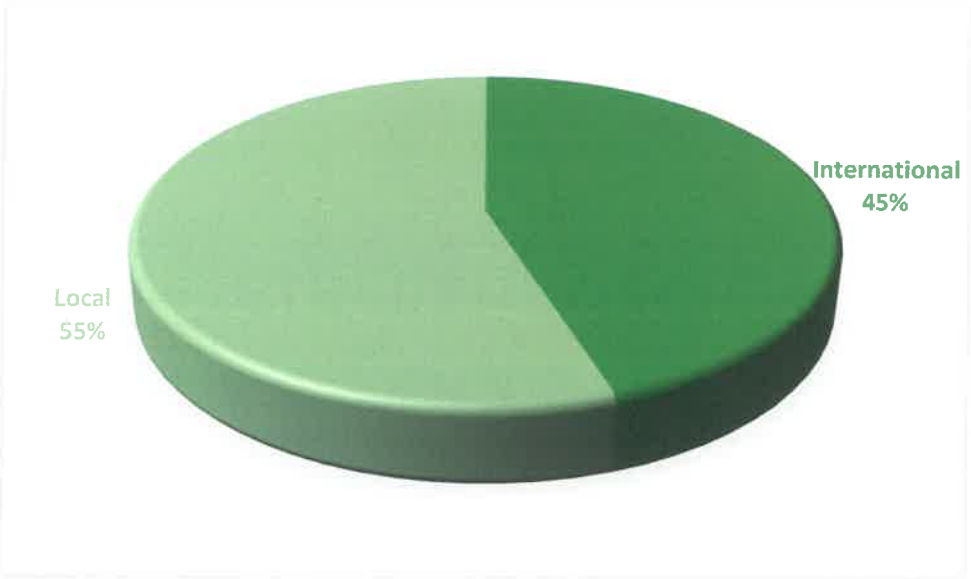
12. Dwarsrivier Information Centre

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

The visitor centre is fully operational with a Visitor Liaison. In the last month there has been no international tourists and only locals that visited the office.

Visitor stats for Jan to March 2023



13. 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.
- 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.

  - **Garden Town Events: Completed in October**

14. Other Events within the Dwarsrivier Region

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

- **Chrysanthemum Festival**

STELLENBOSCH

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.

- **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

- **Adam Small Festival**

" Vanjaar se Adam Small-fees het weereens die nalatenskap van die ikoniese Afrikaanse digter, skrywer en aktivis, Adam Small, herdenk. Die fees het vanaf 24 tot 26 Februarie by die Pniël Museum en Gemeentelike Kerk plaasgevind en is deur die Pniël Erfenis- en Kultuurtrust (PEKT) aangebied, het Janine Myburgh, die voorsitter van die PEKT en mede-organiseerder van die fees, gesê. Talle skrywers en digters het aan gesprekke by die fees deelgeneem. " - https://www.matiemedia.org/adam-small-fees-sy-invloed-leef-voort/

Festival programme: https://adamsmallfees.co.za/2023-fees-program/

ADAM SMALL FEES 2023

VRYDAG, 24 FEBRUARIE 2023	
PNIËL MUSEUM STEGMANN TUIN	
09.00 - 09.15	Aankoms
09.15 - 9:30	Verwelkoming & Opening - Eerwaarde Leon Klate
9:30 - 10.30	Pniel Skrywers - o.l.v. Dr Diana Ferrus
10.30 - 10.45	TEE / KOFFIE
10.50 - 11.20	Ian Sutherland - Catastrophe
11.20 - 11.50	Grant Jepthas - Afvlerkmens
11.50 - 12.20	Gaireyah Fredericks - Skrywersgroep
12.20 - 12.50	Erika Terblanche - For the love of running
13.00 - 13.45	MIDDAGETE
13.00 - 14.00	Jeugprogram vir Skole - VVA: ATKV Crystal-Donna Roberts: Speurder Sammi
14.00 - 14.30	Penny How - The Invincible Miss Cust
14.30 - 15.15	Mengelmoes skrywers - o.l.v. Dr Diana Ferrus
15.15 - 15.45	Bridget Pitt - Eye Brother Horn
15.45 - 16.15	Vivian Kleynhans - Wanneer water wyn word
19.00	Jitsvinger: Jeugprogram (Kerksaal) AfriKaaps Kunstenaar: Sang en Motivering





SATERDAG, 25 FEBRUARIE 2023	
PNIËL MUSEUM STEGMANN TUIN	
09.00 - 09.30	Ashwin Arendse - Swatland. UJ Pryswenner
09.30 - 10.00	Lester Walbrugh - Elton Baatjies
10.00 - 10.30	Audrey Jantjies - As die katjiepiering blom
10.30 - 11.00	TEE / KOFFIE
11.00 - 12.00	ATKV Ommietafelgesprek - o.l.v. Chareldine van der Merwe
PNIEL CONGREGATIONAL KERKSAAL	
12.00 - 13.00	Adam Small GEDENKLESING - Prof Quentin Williams: "Adam Small innie Culture en osse Woordeboek van Kaaps"
13.00 – 14.00	MIDDAGETE
14.00 - 14.30	Mignonne Breier - Bloody Sunday. Sunday Times Prize Winner
14.30 - 15.00	Joanne Joseph - Children of Sugarcane
15.00 - 15.30	Julian Jansen - Moord op Stellenbosch
15.30 - 16.00	Clinton V. du Plessis - 60 op 60
18.30	Klawerjas deur Crescendo ATKV - Patronel Baard, Keanu Harker en Hooflig – vier die legende Adam Small
SONDAG, 26 FEBRUARIE 2023	
PNIEL CONGREGATIONAL KERK	
09.00 - 10.00	Kerkdiens - Eerw Chris Nissen: Menseregte Kommissaris
10.30 - 11.00	Dr Beryl Botman - With (-out) You
11.00 - 11.30	Dominique Botha - Donkerberg/ Bloodwood
11.30 - 12.00	Michael Jordaan - In gesprek met Dr Adrian Enthoven
12.00	Afsluiting - Eerw. Leon Klate, Prof Darryl David
	MIDDAGETE

Image Gallery: https://adamsmallfees.co.za/2023-fees-galery/



Marketing support that Visit Stellenbosch has given:

- Selfie Frame - as seen in above photo collage
- Photo Banner - as seen in above photo collage
- Social Media – Promotion of the events and programmes
- Website - updates of programme, speakers and image galleries
- Photography

- **Chrysanthemum Festival**

The ever popular Chrysanthemum festival is returning on the 6th of May to the Pniël valley.

Do not miss this spectacular event!



- **Slawedag / Slaveday – Completed in December**

STELLENBOSCH

15. Website and Social Media

Website Stats

Month	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Users	11 257	15 511	14 709	11 253	9 011	10 977	14 604	13 412	23 390	20 119	19 704	17 548	16 639
Sessions	13 314	17 906	16 330	12 462	10 129	12 366	16 443	14 790	25 867	22 155	22 228	19 731	18 697
Session per user	1,18	1,15	1,11	1,11	1,12	1,13	1,13	1,1	1,1	1,1	1,13	1,12	1,12
Page Sessions	3,29	2,85	2,65	2,75	2,79	2,72	2,71	2,79	1,53	1,38	1,41	1,48	1,46
Average Sess Duration	01:35	01:01	00:41	00:57	00:52	01:03	00:49	00:52	00:43	01:44	01:55	00:52	00:55
Page Views	43 838	51 053	43 282	43 282	28 242	33 669	44 487	41 267	39 514	30 650	31 333	29 125	27 377
Bounce Rate	0,51%	0,57%	0,89%	0,98%	1,08%	1,24%	2,35%	2,44%	73,18%	83,04%	81,13%	80,12%	80,82%

Facebook Stats

Information	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb
FB Page Reach	82606	63804	58368	47752	52536	79407	107197	80112	70354	115 447	52 170	60 356	191 183	86 482
FB New Follow	315	129	116	120	100	197	315	241	85	250	107	46	676	122
FB Engagements	6104	8534	5634	3802	3954	9446	10384	11408	5492	15 660	6 108	6 529	39 391	17 527
FB Link Clicks	172	1148	285	430	316	475	413	483	605	2 674	749	535	774	2 212
FB Comments	32	90	46	43	52	74	155	101	81	105	121	27	573	169
FB Reactions	654	692	499	654	529	1117	928	978	811	2 204	441	506	2 335	1 369
FB Shares	92	108	80	121	74	85	356	625	155	215	64	85	700	212
IG Reach	4616	2831	2127	4532	4551	2464	5992	9456	6467	15 177	7 309	6 472	11 010	8 529
IG New Followers	126	98	110	232	184	114	87	430	177	342	212	146	386	235
IG Profile Visits	581	460	387	477	525	364	1033	2101	902	1 761	1 080	853	1 551	1 369

STELLENBOSCH

Top Performing Posts for January 2023

Recent content ↑↓	Type		Reach ↓	Likes and reactio... ↑↓
Explore kid friendly spots in ... Sun Jan 1, 7:13pm	Post	Boost post	122,750	1,100
Dine with a view at Skilpadvl... Tue Jan 24, 10:01pm	Post	Boost post	17,634	118
Any plans for the weekend? Enjoy ... Thu Jan 12, 10:53am	Post	Boost post	16,870	13
Wednesday it's BACK TO SCHOOL ... Fri Jan 13, 10:00am	Post	Boost post	9,368	72
This is a friendly reminder... Sun Jan 15, 9:31pm	Post	Boost post	7,843	67



Boost post

Explore kid friendly spots in Stellenbosch this new year! Here are just a ...

January 2, 2023 at 7:13 AM

ID: 5721210967947876

Interactions

1,100 reactions 415 comments 520 shares

Performance

Reach

Total
122,750 Worst Best

This post reached more Accounts Center accounts than 100% of your 50 most recent Facebook posts and stories.

Reach 122,750

Reactions, comments and sh...

Total
2,035 Worst Best

This post received more reactions, comments and shares than 100% of your 50 most recent Facebook posts and stories.

Reactions 1,100
Comments 415
Shares 520

Results

Total
232 Worst Best

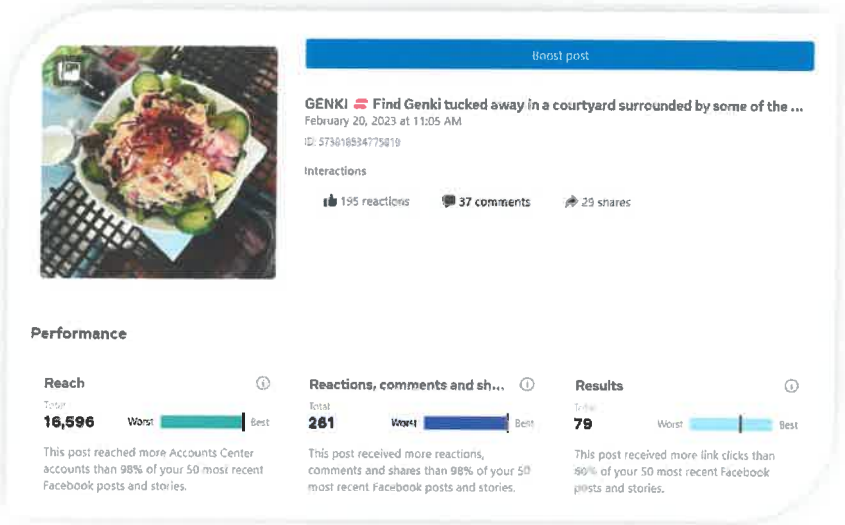
This post received more link clicks than 82% of your 50 most recent Facebook posts and stories.

Link clicks 232

STELLENBOSCH

Top Performing Posts for February

Recent content	Type		Reach	Likes and reactio...
ADAM SMALL FESTIVAL Mar... Mon Feb 20, 11:43am	Post	Boost aga...	31,899	137
GENKI Find Genki tucked away ... Mon Feb 20, 1:05am	Post	Boost post	16,596	195
THE 20 BEST STELLENBOSCH WINE... Mon Feb 6, 11:47pm	Post	Boost post	8,378	196
Wine bars are the new vibe in Stell... Thu Feb 23, 5:46am	Post	Boost post	8,034	137
FRIDAY STOEP SESSIONS Fre... Fri Feb 24, 12:21am	Post	Boost post	6,063	44



Top Performing Posts for March

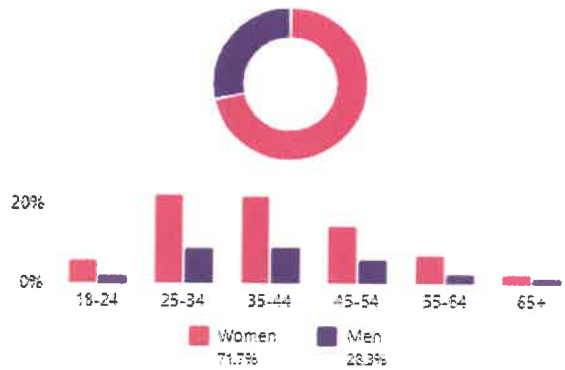
Title		Type	Date published	Reach	Likes and reactions	Sticker
SPIER LIGHT ART | 10 March - 10 April 2023 St... Stellenbosch	Boost post	Post	Thu Mar 9, 7:48am	25.7K Accounts Center accou...	197 Reactions	--
Why Stellenbosch ranks in the Top 100 most love... Stellenbosch	Boost post	Post	Sat Mar 4, 8:18am	10.7K Accounts Center accou...	263 Reactions	--
Wine bars in Stellenbosch from A – Z Wine bar... Stellenbosch	Boost post	Post	Sat Mar 11, 8:48am	9.9K Accounts Center accou...	123 Reactions	--
Stay & Play in Stellenbosch | Calendar 202... Stellenbosch	Boost post	Post	Wed Mar 8, 7:44am	9.5K Accounts Center accou...	66 Reactions	--
STELLENBOSCH STREET SOIREE Tonight is th... Stellenbosch	Boost post	Post	Wed Mar 15, 7:35am	9.3K Accounts Center accou...	51 Reactions	--
OUDE WERF HOTEL & RESTAURANT Modern ... Stellenbosch	Boost post	Post	Wed Mar 22, 9:12am	7.5K Accounts Center accou...	105 Reactions	--

Instagram Stats until 30 March

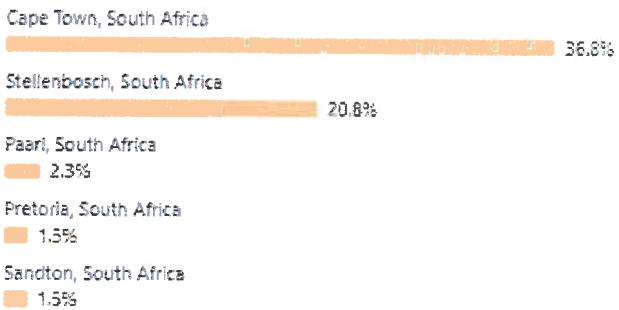
Instagram followers

6,800

Age & gender



Top cities



STELLENBOSCH

Top Performing Instagram Posts for January

Recent content	Type	Reach	Likes and reactio...
Explore kid friendly spots in ... Sun Jan 1, 9:22pm	Post	5,383	215
Stellenbosch Harvest Parade and bl... Fri Jan 27, 11:28pm	Reels	5,262	272
Mark your calendars @wate... Thu Jan 19, 8:14am	Post	2,514	101
Any plans for the weekend? Enjoy ... Thu Jan 12, 11:04pm	Post	2,424	114
Any plans for the weekend? Stellen... Thu Jan 26, 2:20am	Post	2,288	90



Boost post

Explore kid friendly spots in Stellenbosch this new year! Here are just a ...

January 2, 2023 at 7:22 AM

ID: 18334768687008489

Interactions

215 likes 18 comments

Performance

Reach

Total
5,383 Worst Best

This post reached more Accounts Center accounts than 100% of your 50 most recent Instagram posts and stories.

Reach 5,383

Likes, comments and shares

Total
308 Worst Best

This post received more likes, comments and shares than 98% of your 50 most recent Instagram posts and stories.

Likes	215
Comments	18
Shares	75

Results

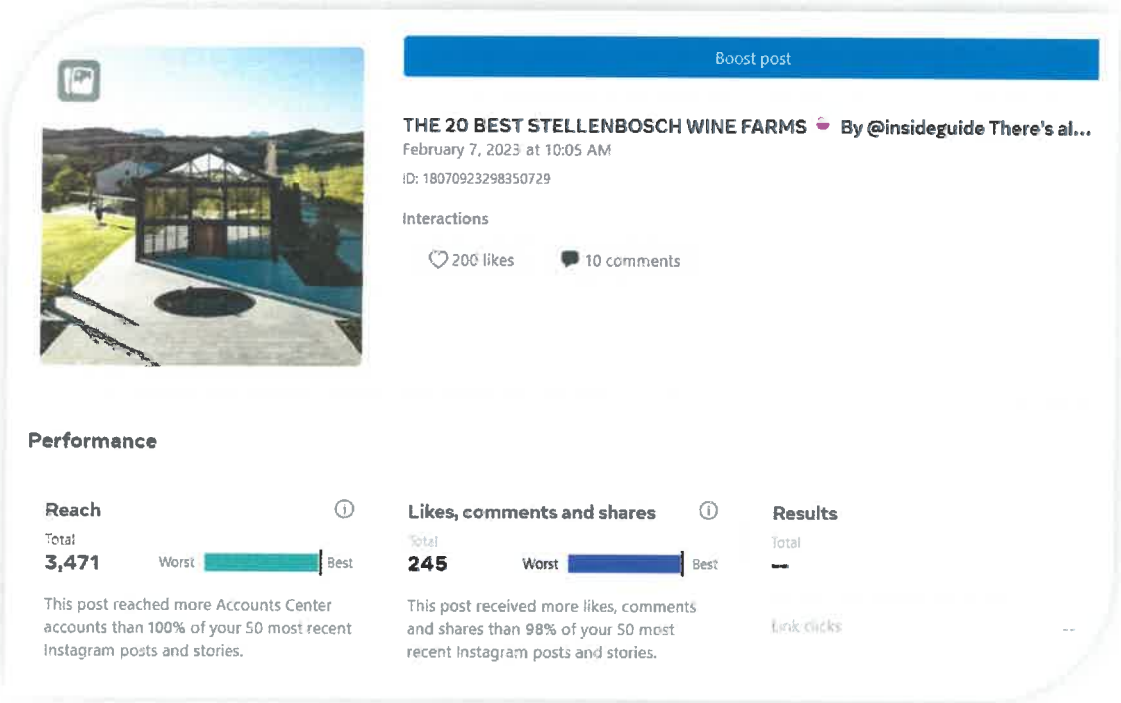
Total
--

Link clicks --

STELLENBOSCH

Top Performing Instagram Posts for February

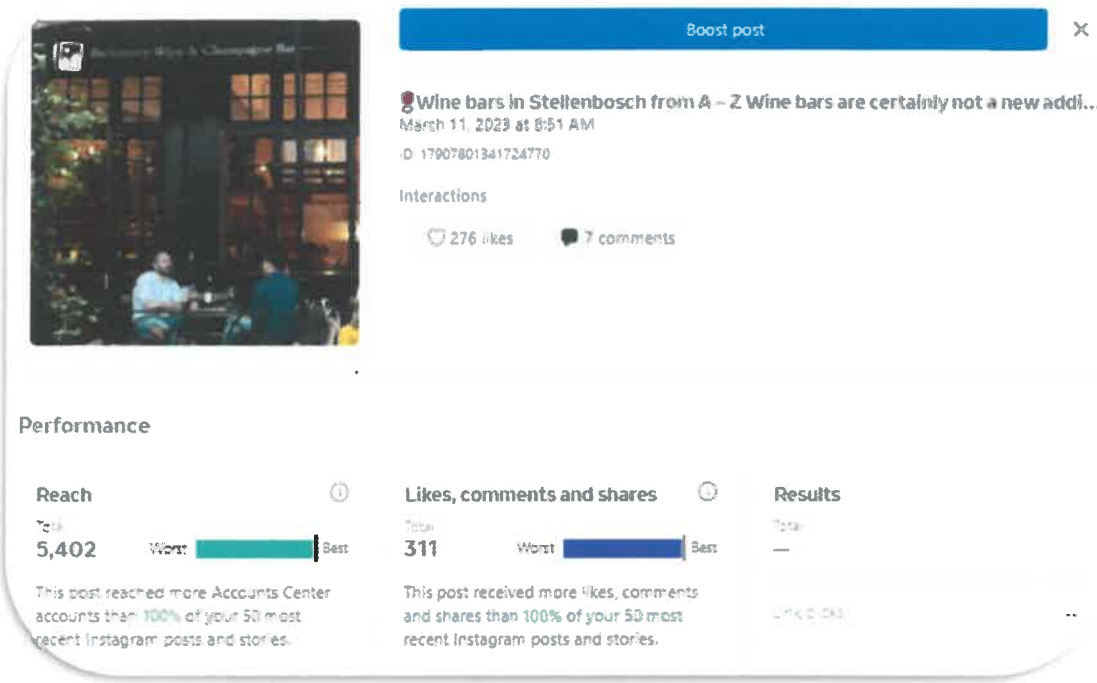
Recent content ↑↓	Type	Reach ↓	Likes and reactio... ↑↓
THE 20 BEST STELLENBOSCH WINE... Tue Feb 7 10:05am	Post	3,471	200
GENKI Find @genki_stellenbos... Mon Feb 20 11:11am	Post	3,045	254
WELCOME MATIES To... Wed Feb 1 9:53pm	Post	2,900	129
ITALIAN FESTIVAL AT IDIOM A FU... Tue Feb 21 10:11pm	Post	2,580	137
STELLENBOSCH STREET SOIREE... Tue Feb 14 5:10am	Post	2,101	112



STELLENBOSCH

Top Performing Instagram Posts for March

Title		Type	Date published	Reach	Likes and reactions
🍷Wine bars in Stellenbosch from A – Z Wine bar... visitstellenboschnow	Boost post	Post	Sat Mar 11, 8:51am	5.4K Accounts Center accou...	276 Likes
🍽️🍷The 20 Best Restaurants in Stellenbosch By ... visitstellenboschnow	Boost post	Post	Thu Mar 16, 10:13am	3K Accounts Center accou...	199 Likes
GET CREATIVE WITH WINE 🍷🎨🖼️ "Wine" not? Paint in Wine	... visitstellenboschnow	Post	Mon Mar 6, 8:47am	2.8K Accounts Center accou...	115 Likes
THE 30 BEST THINGS TO DO IN STELLENBOSCH ... visitstellenboschnow	Boost post	Post	Sat Mar 25, 9:32am	2.2K Accounts Center accou...	148 Likes
🍷STELLENBOSCH STREET SOIREE🍷 Are you read... visitstellenboschnow	Boost post	Post	Wed Mar 1, 10:42am	2.1K Accounts Center accou...	123 Likes
Any p ans for the weekend? Enjoy a fun-filled we... visitstellenboschnow	Boost post	Post	Fri Mar 17, 8:56am	1.7K Accounts Center accou...	83 Likes



Thank You

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	VISIT STELLENBOSCH NPC
PHYSICAL STREET ADDRESS / FISIESE STRAAT ADRES:	POSTAL ADDRESS / POS ADRES: (If different to physical address)
STREET NAME: 47 CHURCH STREET SUBURB: STELLENBOSCH TOWN: POSTAL CODE: 7600	PO BOX : SUITE 224 TOWN POSTNET X5061 Stellenbosch POSTAL CODE: 7599
TEL: 0218864310	FAX / FAKS: N/A

PERSON

CREDITOR CONTACT PERSON DETAIL / KREDITEURE KONTAK PERSOON BESONDERHEDE

NAME AND SURNAME / NAAM EN VAN	JEANNERET MOMBERG	
TEL: 0218864310	FAX / FAKS:	CELL / SEL: 0829443888
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	1191 201414		
BRANCH NUMBER / TAKKODE:	198 765		
ACCOUNT TYPE / TIPE REKENING	CHEQUE / TJEK	X	
	SAVING / SPAAR		
	TRANSM		
VAT REGISTERED / BTW GEREGISTREER	YES / JA	X	VAT / BTW NO: 4710289002
	NO / NEE		

Nedbank Limited
Reg No. 1951/000009/06
STELLENBOSCH
17 APR 2023
BANK STEMPEL
SALES CONSULTANT (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:

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

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

CHANGE SUMMARY

19/06/2019 Registration of CC/CO on 19/06/2019.

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:

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:

SARS

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: 2023/04/12

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	0043935858GS1204231520154
PIN	G71G3C72EX
PIN Expiry Date	12/04/2024

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

Name	VISIT STELLENBOSCH NPC	Timestamp:	8782036
Tax reference No:	9597737189	Year:	2023
Form ID:	RFDTCS	Page of Page:	01/01
Content Version:	v2013.01.01	Template version:	v2013.01.01

9.	**MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC): [CLLR WF PIETERSEN]**

9.1	**CONSIDERATION OF EXPENDITURE INCURRED RELATING TO SERVICES RENDERED BY NIEL LYNERS AND ASSOCIATES (PTY) LTD**

Collaborator No: **750580**
IDP KPA Ref No: **Good Governance**
Meeting Date: **14 June 2023 & 27 June 2023**

1. SUBJECT: CONSIDERATION OF EXPENDITURE INCURRED RELATING TO SERVICES RENDERED BY NIEL LYNERS AND ASSOCIATES (PTY) LTD

2. PURPOSE OF REPORT

To provide information regarding the expenditure incurred for investigation by MPAC and to be recommended to and consideration by Council to certify the expenditure as irrecoverable and that it be written off in terms of the MFMA Section 32 (2). The expenditure with regards to the procurement of services the provision of professional services by means of B/SM 13/21: ESLM.1: Rapid Installation of Photovoltaic (PV) panels, supporting structures and injection equipment to generate electricity at LV at one or two points, required demand input maximum 600kW, which is regarded as irregular because it breached the procurement process.

3. DELEGATED AUTHORITY

Council

4. EXECUTIVE SUMMARY

Bid (B/SM 13/21ESLM.1) was awarded to Niel Lyners and Associates (Pty) Ltd on 21 October 2021 for the ESLM.1: Rapid Installation of Photovoltaic (PV) panels, supporting structures and injection equipment to generate electricity at LV at one or two points, required demand input maximum 600kW. An order Number: 367 308 which was generated for a total amount of R 1 466 250 (incl. VAT) was raised in this regard for their professional fees. In May 2022 during the implementation of B/SM 13/21: ESLM.1 it was then decided by senior management that additional work of similar nature was to be included at the Fire Station at Stellenbosch which is one of the sites covered by B/SM 13/21: ESLM.1 appointment. The service provider Neil Lyners and Associates (Pty) Ltd was called in by the then Director: Infrastructure Services, Mr Deon Louw and instructed to continue with the compilation of specifications and tender documentation for the procurement of a service provider for B/SM 63/22 Engineering Procurement and Construction of Containerized Battery Storage and Grid Interactive Inverter System at Stellenbosch Fire station.

Whilst the Department was finalizing the administrative process the service continued without an official order number. This was because the instruction was given by Director Louw that the works must continue in order to be completed before the financial year end June 2022.

As a result of this irregular expenditure the Department will introduce various corrective measures such as consequence management, training of staff and Standard Operating Procedures (SOPs).

5. RECOMMENDATION

FOR CONSIDERATION

6. DISCUSSION

The Electrical Department required an external service provider to provide professional services for the implementation of an array of Alternative Energy projects. Niel Lyners and Associates (Pty) Ltd was appointed on Bid – B/SM 13/21 ESLM.1: Rapid Installation of Photovoltaic (PV) panels, supporting structures and injection equipment to generate electricity at LV at one or two points, required demand input maximum 600kW.

The Bid was approved and an order number: 367308 which was generated for a total amount of R1 466 250 (incl. VAT) was raised in this regard for their professional fees.

In May 2022 during the implementation of B/SM 13/21: ESLM.1 it was then decided by senior management that additional work of similar nature was to be included at the Fire Station at Stellenbosch which is one of the sites covered by B/SM 13/21: ESLM.1 appointment.

The service provider Neil Lyners and Associates (Pty) Ltd was called in by then Director: Infrastructure Services Mr Deon Louw and instructed to continue with the compilation of specifications and tender documentation for the procurement of a service provider for B/SM 63/22 Engineering Procurement and Construction of Containerized Battery Storage and Grid Interactive Inverter System at Stellenbosch Fire station.

a) Continuation of service providers

In terms of Neil Lyners and Associates (Pty) Ltd appointment on the B/SM 13/21 Consultancy Roster Bid the continuation of their appointment on B/SM 63/22 is deemed to be lawful. Referring to Part T1: Tendering Procedures; T1.2 Tender Data in the Tender Data section of bid B/SM 13/21, with reference to point C4 Additional Conditions of Tender.

Point 14 under subsection C4 on page 19 of the bid document reads:

“Individual Assignments may be allocated at the discretion of the Municipality. For example, two assignments could be allocated to a consultant on the roster to promote continuity where the consultant have been involved in previous work associated with the assignment. Assignments may not necessarily be awarded to all consultants included on the roster.”

b) Payment of service provider

During the last few weeks before the 2021/22 financial year end, no invoices could be raised due to the shutting down of Flexgen and the starting up of SAMRAS.

On 1 July 2022 an email from Monique Steyl detailed what must be done with regards to processing orders and invoices as the Financial Services Directorate was busy with year-end close processes.

The extract from Monique’s mail details the process to be followed:

“It is important that you be informed of the following relevant processes pertaining to Orders and Invoices:

1. **Orders**

   a. All the orders on the Flexgen financial system for the 2021/22 financial year will be cancelled, hence there will be no more increasing of orders or new orders for the 2021/22 financial year.

   b. The orders on the SAMRAS web will not be cancelled. The accruals will be accounted for in the correct financial year.

   c. Invoices **where there are <u>no orders</u>** but a valid appointment – a handwritten requisition, attached to the invoice, must be completed by the user department, and send to SCM (Donray Beerwinkel / SCM Senior Manager: Dalleel Jacobs)

      - The contract register will be updated by SCM.
      - The requisition will be signed by a SCM official to confirm the valid appointment and returned with the invoice to the user department.
      - The user department must ensure that the signed invoice, with the signed requisition attached, reaches the Creditors section along with all other supporting documentation."

c) Process followed by user department

On the 25 July 2022 a handwritten requisition number 354256 signed off by Mr Deon Louw on 22 July 2022 was sent to Mr. Van Der Colff at SCM who reports to Mr Beerwinkel. The handwritten request 354256 was to raise a new order for the service provider Neil Lyners and Associates (Pty) Ltd against B/SM 63/22 for professional services provided for B/SM 63/22. The user department received confirmation from the CFO at the BAC held on 10 June 2022 at 08h30 that R2 500 000.00 is available on u-key 202200223033176 for potential expenditure on B/SM 63/22. The minutes of the BAC held on Friday,10 June 2022 at 08h30 confirms this.

SCM official Mr. Van Der Colff had without the user department's knowledge altered requisition 354256 redirecting the expenditure of R370 530.00 to B/SM 13/21 ESLM.1 Order number 367308. As a result, the user department did not raise the value of order number 367308 to cater for the additional R370 530.00 expenditure. The result is that this invoice could then not be paid by the Creditors department which has given rise to the "do not pay" status of the service providers invoices.

Whilst the Department was finalizing the administrative process, the department under the instruction of Mr Louw allowed the service provider to continue without an official order number to compile the specification and tender documentation in order to complete the works before financial year end. The intent was in good faith as it was not on purpose, and in the interest of continued service delivery.

While the process was admittedly flawed, it is agreed that there were no *male fide*, personal gain or loss for Council, and it is requested that consideration be given to certify the expenditure as irrecoverable and that it be written off.

As recommended in similar recent instances, the need is recognized for improvement and correct procedures in general, with the need for a training program for all level of managers undertaking financial transactions on behalf of Council to be trained or retrained. It is especially important for staff to be informed of correct procedures and the implications of latest financial circulars,

changes to policy, etc. The administration is currently drafting the necessary SOP's in the corporate SOP project, which will also assist in removing the risk of a recurrence. The Department will also introduce consequence management to curb any irregular expenditure.

7. FINANCIAL IMPLICATIONS

Provision has been made from 202200223033176 in the 2021/22 budget for R370 530,00 (VAT incl.) for potential expenditure on B/SM 63/22. The minutes of BAC held on Friday,10 June 2022 at 08h30 confirms this.

8. LEGAL IMPLICATIONS

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

Supply Chain Management Policy, 4.36.1a (i)
Supply Chain Management Policy, 4.36.b
Supply Chain Regulation 36(1)
MFMA Section 32(2)

9. RISK IMPLICATIONS

All intent was in good faith, the breach can be attributed to the initial planning processes and the lack of capacity with regard to ensuring required financial compliances are adhered to.

10. CONCLUSION

It is acknowledged that there was a breach of the procurement processes. If the process was followed correctly however, the outcome and cost would have been identical. The Council incurred no loss during this process and there was no intentional disregard of Council's procurement processes. It is therefore requested that the expenditure be certified as irrecoverable and be written off because the services were rendered.

11. COMMENTS FROM THE SUPPLY CHAIN MANAGER

12. COMMENTS FROM THE CFO

No official procurement process was followed for the additional work performed by Niel Lyners and Associates. The order was generated in line with the approved award and scope of works. The year-end process communicated by Monique Steyl is to account for expenditure incurred up to 30 June 2022. The year-processes does not exempt user departments from following the prescribed procurement process to extend the scope of the works or the appointment of service providers.

The expenditure incurred is irregular expenditure.

13. COMMENTS FROM THE MUNICIPAL MANAGER

The municipal control room is situated at the Fire Station (one of the sites identified). Given the emergency services they deliver, and all emergency services calls go through the control room, it is imperative that it should be online during continuous rolling blackouts.

Increase in diesel cost and generator maintenance requires additional power source which the panels and battery storage provide. Given the continuous rolling loadshedding and unpredictability of it. Solar panels and battery storage provide some stability and availability of an additional power source.

MPAC COMMITTEE DISCUSSIONS

(a) The Committee note the report.

(b) The committee note the continuation of service providers on the Consultancy Rotation Bid.

(c) The MPAC committee noted the communication between the relevant officials regarding the payment of service providers.

(d) The committee noted the instruction of the Director to proceed with the appointing of the service provider although no official order has been generated.

(e) The committee agrees that the intent was in good faith and in the interest of continued good governance and service delivery.

(f) The committee supports the action to introduce corrective measures and consequence management in order to curb any irregular expenditure.

RECOMMENDATIONS FROM MPAC TO COUNCIL: 2023-06-14: ITEM 5.1

(a) that Council takes note of the circumstances as provided in the report;

(b) that Council certifies the irregular expenditure to the amount of R 370 530,00 (Including VAT) as irrecoverable; and

(c) that Council writes off the irregular expenditure as irrecoverable in terms of the MFMA Section 32(2).

ANNEXURE A - Supporting documents

FOR FURTHER DETAILS CONTACT:

NAME	Shane Chandaka
POSITION	**Director: Infrastructure Services**
DIRECTORATE	**Infrastructure Services**
CONTACT NUMBERS	**021 808 8213**
E-MAIL ADDRESS	**shane.chandaka@stellenboch.gov.za**
REPORT DATE	**25 October 2022**

ANNEXURE A

Caring
Innovative
Focussed

Neil
LYNERS
and Associates (RF) (Pty) Ltd

Consulting Engineers & Project Managers

Postal Address : P O Box 4901, TYGERVALLEY 7536
Street Address : Southgate Building, Ground Floor
South Gate Entrance, Carl Cronjé Drive
Tyger Valley Waterfront, BELLVILLE 7530

Our reference: E21185/Acc/BV/rw/08

Your reference: **Fire Station Battery Energy Storage System**

30 June 2022

Stellenbosch Municipality
P.O. Box 17
STELLENBOSCH
7599
Not VAT Registered

Attention : **Mr Mark Benson**

Sir

PROFESSIONAL SERVICES FOR THE ENGINEERING, PROCUREMENT AND CONSTRUCTION OF CONTAINERIZED BATTERY ENERGY STORAGE AND GRID INTERACTIVE INVERTER SYSTEM AT THE STELLENBOSCH FIRE STATION - TENDER B/SM 63/22

Account No: **E21185/08**

Enclosed for payment our 1st account along with all the attachments for services rendered pursuant to the terms and conditions established in the above-mentioned referenced agreement.

Please let us know if you have any questions regarding this invoice.

NB: Due to internet fraud and hacking we will never change our banking details via email. Please ignore any notification with regards to amended banking details which appear to come from our offices. Should you have any queries please contact our offices and speak directly to the person concerned before making any payment(s). Should you make payment based on a fraudulent email, our offices cannot be held responsible for any losses incurred.

Yours faithfully

Blan Vermaak Pr Eng
for LYNERS

SABS ISO 9001

CESA

Caring
Innovative
Focussed

Neil
LYNERS
and Associates (RF) (Pty) Ltd

Consulting Engineers & Project Managers

Stellenbosch Municipality
PO Box 17
STELLENBOSCH
7599

For Attention
Tel : 021 808 8111
Fax :

Enquiries
Tel: +27 (0) 21 914 0300

PO Box 4901
TYGERVALLEY
7536

Tel : +27 (0) 21 914 0300
Fax : +27 (0) 21 914 0437

Statement

Account Number	VAT Reg. No.	Statement Date	Your VAT Reg. No.	Page
21185E	4820180091	30/06/2022	4700102181	1 of 1

Transaction Date	Transaction Reference	Transaction Description	Debit Amount	Credit Amount	Balance Due
27/01/2022	01418	Invoice: Order Number 367308 21185E - Tender B/SM 13/21 : Rapid Installation of PV Panels to	586 500.00		
04/02/2022	B040201	Payment Received		586 500.00	0.00
25/02/2022	01481	Invoice: Order Number 367308 21185E - Tender B/SM 13/21 : Rapid Installation of PV Panels to	146 625.00		
27/06/2022	00243	Credit Note 21185E - Tender B/SM 13/21 : Rapid Installation of PV Panels to		146 625.00	0.00
31/03/2022	01565	Invoice: Order Number 367308 21185E - Tender B/SM 13/21 : Rapid Installation of PV Panels to	183 281.25		
29/04/2022	B2904-003	Payment Received		183 281.25	0.00
29/04/2022	01612	Invoice: Order Number 367308 21185E - Tender B/SM 13/21 : Rapid Installation of PV Panels to	91 640.63		
11/05/2022	B1105-001	Payment Received		91 640.63	0.00
27/05/2022	01675	Invoice: Order Number 367308 21185E - Tender B/SM 13/21 : Rapid Installation of PV Panels to	164 953.13		
10/06/2022	B1006-004	Payment Received		164 953.13	0.00
24/06/2022	01763	Invoice: Order Number 367308 21185E - Tender B/SM 13/21 : Rapid Installation of PV Panels to	369 294.33		369 294.33
27/06/2022	01778	Invoice: Order Number 367308 21185E - Tender B/SM 13/21 : Rapid Installation of PV Panels to	146 625.00		146 625.00
30/06/2022	01825	Invoice: Order Number 367308 21185E - Tender B/SM 13/21 : Rapid Installation of PV Panels to	134 116.16		134 116.16
30/06/2022	01829	Invoice 21185E - Tender B/SM 13/21 : Rapid Installation of PV Panels to	370 530.00		370 530.00
				Amount Due :	1 020 565.49

Age Analysis :

Current Balance	30 Day Balance	60 Day Balance	90 Day Balance	120 Day Balance	Total Balance
1 020 565.49	0.00	0.00	0.00	0.00	1 020 565.49

Banking Details : Neil Lyners and Associates (RF) (Pty) Ltd
Standard Bank : Branch Code : 051 001
Account No : 072 140 933

Amounts are in South African Rands

Total Due
1 020 565.49

Caring
Innovative
Focussed

Neil
LYNERS
and Associates (RF) (Pty) Ltd

Consulting Engineers & Project Managers

Stellenbosch Municipality
PO Box 17
STELLENBOSCH
7599

Attention : Mr Mark Benson

Work Requested By
Mr Mark Benson
021 808 8213
mark.benson@stellenbosch.gov.za

Our Contact Person
BS Vermaak
+27 (0) 21 914 0300
bian@lyners.co.za

PO Box 4901
TYGER VALLEY
7536

Tel : +27 (0) 21 914 0300
Fax : +27 (0) 21 914 0437

Tax Invoice

Invoice No.	VAT Reg. No.	Your VAT Reg. No.	Date	Your Order Number	Account Number
01829	4820180091	4700102181	30/06/2022		21185E

Account No: 8

Project Number: 21185E
Project Name: Tender B/SM 13/21 : Rapid Installation of PV Panels to Generate and Inject Electricity at Low Voltage at One or Two Points - 600kW

1. Professional Fees

	Amount Excl.
Professional Fees as per Attached Annexure	
Sub total	322 200.00

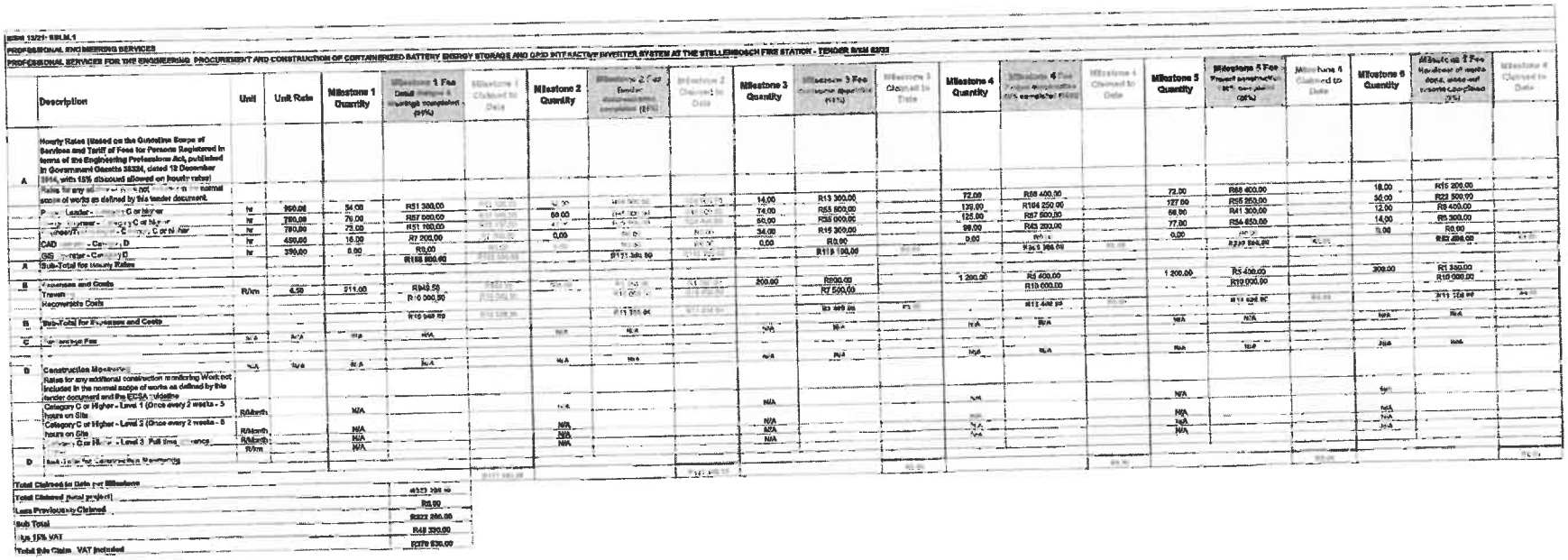
Total for Current Invoice

Amounts are in South African Rands

Amount	Tax	Total
322 200.00	48 330.00	370 530.00

Banking Details : Neil Lyners and Associates (RF) (Pty) Ltd
Standard Bank : Branch Code : 051 001
Account No : 072 140 933

NB: Due to internet fraud and hacking we will never change our banking details via email. Please ignore any notification with regards to amended banking details which appear to come from our offices. Should you have any queries please contact our offices and speak directly to the person concerned before making any payment(s). Should you make payment based on a fraudulent email, our offices cannot be held responsible for any losses incurred.



	Description	Unit	Unit Rate	Milestone 1 Quantity	Milestone 1 Fee Detail drawings completed - (25%)	Milestone 1 Claimed to Date	Milestone 2 Quantity	Milestone 2 Fee Tender documentation completed (25%)	Milestone 2 Claimed to Date	Milestone 3 Quantity	Milestone 3 Fee Construction Operational (10%)	Milestone 3 Claimed to Date	Milestone 4 Quantity	Milestone 4 Fee Project completion and commissioning (25%)	Milestone 4 Claimed to Date	Milestone 5 Quantity	Milestone 5 Fee Project completion (25%)	Milestone 5 Claimed to Date	Milestone 6 Quantity	Milestone 6 Fee Handover of works docs, asbuilts and records Completed (25%)	Milestone 6 Claimed to Date
A	Hourly Rates (Based on the Gazetted Scope of Services and Tariff of Fees for Persons Registered in terms of the Engineering Professions Act, published in Government Gazette 38334, dated 12 December 2014, with 15% discount allowed on hourly rates) Rates for any additional construction monitoring Work not included in the normal scope of works as defined by this tender document.																				
	P[illegible] Leader - [illegible] C or higher	hr	900,00	34,00	R31 300,00		80,00			14,00	R13 300,00		72,00	R68 400,00		72,00	R68 400,00		18,00	R15 200,00	
	[illegible] - [illegible] C or higher	hr	780,00	76,00	R57 000,00					60,00	R55 500,00		120,00	R104 250,00		127,00	R95 250,00		30,00	R23 500,00	
	[illegible] - C or higher	hr	780,00	73,00	R51 100,00					34,00	R15 300,00		125,00	R97 500,00		66,00	R41 300,00		12,00	R8 400,00	
	CAD [illegible] - Ca[illegible] D	hr	420,00	16,00	R7 200,00		0,00			0,00	R0,00		99,00	R45 200,00		77,00	R34 650,00		14,00	R5 300,00	
	GIS [illegible]rator - Ca[illegible] D	hr	390,00	0,00	R0,00						R119 100,00		0,00	R36 [illegible]		0,00	R[illegible]		0,00	R0,00	
A	Sub-Total for Hourly Rates				R188 600,00			R111 300,00						R346 350,00			R239 [illegible]			R52 200,00	
B	Expenses and Costs																				
	Travel	R/km	4,50	211,00	R949,50					200,00	R900,00		1 200,00	R5 400,00		1 200,00	R5 400,00		300,00	R1 350,00	
	Recoverable Costs				R[illegible]						R7 500,00			R10 000,00			R10 000,00			R10 000,00	
B	Sub-Total for Expenses and Costs				R10 949,50			R11 [illegible]			R8 400,00			R15 400,00			R[illegible]			R11 [illegible]	
C	[illegible] Fee	N/A	N/A	n/a	N/A		N/A	N/A		N/A	N/A		N/A	N/A		N/A	N/A		N/A	N/A	
D	Construction Monitoring	N/A	N/A	N/A	N/A		N/A	N/A		N/A	N/A		N/A	N/A		N/A	N/A		N/A	N/A	
	Rates for any additional construction monitoring Work not included in the normal scope of works as defined by this tender document and the ECSA Guideline																				
	Category C or Higher - Level 1 (Once every 2 weeks - 5 hours on Site	RA/month		N/A			N/A			N/A			N/A			N/A			N/A		
	Category C or Higher - Level 2 (Once every 2 weeks - 8 hours on Site	RA/month		N/A			N/A			N/A			N/A			N/A			N/A		
	[illegible] - Category C or Higher - Level 3 Full time [illegible]rvice	RA/month		N/A			N/A			N/A			N/A			N/A			N/A		
D	Sub-Total for Construction Monitoring	R/km																			

Total Claimed to Date per Milestone	R523 [illegible]
Total Claimed (total project)	R0,00
Less Previously Claimed	R522 [illegible]
Sub Total	R48 330,00
Plus 15% VAT	[illegible]
Total this Claim VAT Included	R378 [illegible]

Bernine Kwago

From: Donray Beerwinkel
Sent: Tuesday, 20 September 2022 14:16
To: Bernine Kwago
Cc: Dino Jansen; Mark Benson; Gavilan Van Der Colff; Amy Williams
Subject: RE: HAND WRITTEN REQUEST 354257

Hi Bernine

Your handwritten request could not be processed by my section, since it is not in line with the BAC award.

The estimate for this project was R1 500 000.00.
Taking into consideration the discount (15%) and the VAT (15%) the contract amount is R1 466 250.00

The full contract amount R1 466 250.00 was utilised with order 367308.

For any clarity please contact me (#8069)

Kind regards, Vriendelike groete
Donray Beerwinkel
SCM Professional:
Contract Management
Supply Chain Management
Financial Services

Plein Street, Stellenbosch, 7600
www.stellenbosch.gov.za

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http://www.stellenbosch.gov.za/main_pages/disclaimerpage.htm

From: Bernine Kwago <Bernine.Kwago@stellenbosch.gov.za>
Sent: Tuesday, 20 September 2022 09:48
To: Donray Beerwinkel <Donray.Beerwinkel@stellenbosch.gov.za>; Gavilan Van Der Colff <Gavilan.VanDerColff@stellenbosch.gov.za>; Amy Williams <Amy.Williams@stellenbosch.gov.za>
Cc: Dino Jansen <Dino.Jansen@stellenbosch.gov.za>; Mark Benson <Mark.Benson@stellenbosch.gov.za>
Subject: HAND WRITTEN REQUEST 354257
Importance: High

Good day Donray,

Please see attached submitted to Gavilan on 26/08/2022. Kindly advise the status as the supplier account / invoices are currently in the "do not pay" box by creditors.

Caring
Innovative
Focussed

Neil
LYNERS
and Associates (RF) (Pty) Ltd

Consulting Engineers & Project Managers
Postal Address : P O Box 4901, TYGERVALLEY 7536
Street Address : Southgate Building, Ground Floor
South Gate Entrance, Carl Cronje Drive
Tyger Valley Waterfront, BELLVILLE 7530

Our reference: E21165/Acc/BV/nw/08

Your reference: Fire Station Battery Energy Storage System

30 June 2022

Stellenbosch Municipality
P.O. Box 17
STELLENBOSCH
7599
Not VAT Registered

Attention : Mr Mark Benson

Sir

**PROFESSIONAL SERVICES FOR THE ENGINEE
STORAGE AND GRID INTERACTIVE INVERTER**

Account No: E21165/08

Enclosed for payment our 1st account along with the above-mentioned referenced agreement.

Please let us know if you have any questions re

NB: Due to internet fraud and hacking we will n
banking details which appear to come from our
concerned before making any payment(s). Sho
losses incurred.

Yours faithfully

Bian Vermaak Pr Eng
for LYNERS

SABS ISO 9001

Neil Ly
DIRECTORS: Neil Lyn

TTERY ENERGY

ns established in

regards to amended
rectly to the person
d responsible for any

REKWESISIE VIR VOORRADE: NEIL LYNERS AND ASSOCIATES
BESTELVORM NR.:
Departement: Gereedskap Reg.:
KODE NR | GOEDERE | Hoeveelheid | Tarief | Waarde | Pos Nr. en Beskrywing
MARK BENSON | 1 | 22 ENGINEERING | 1 | 370 530.00 | 370 530.00 | 1
Aangevra deur | CONSTRUCTION OF CONTAINERIZED BATTERY | | | VAT INCL | 0
Datum 22/07/2022 | E-NEGA STORAGE AND GRID INTERACTIVE | | | | N
Goedgekeur deur 22/7/2022 | INVERTER SYSTEM AT STELLENBOSCH FIRE STATION | | | | N
Ontvang deur | PO 13211 ESLM.1 | | | | 0
Datum 25/07/2022 | CN 367-2022 | | | |

CESA

Neil
LYNERS
and Associates (RF) (Pty) Ltd

Caring
Innovative
Focussed

Consulting Engineers & Project Managers

Postal Address : P O Box 4901, TYGERVALLEY 7536
Street Address : Southgate Building, Ground Floor
South Gate Entrance, Carl Cronjé Drive
Tyger Valley Waterfront, BELLVILLE 7530

Our reference: E21185/Acc/BV/nw/08

Your reference: Fire Station Battery Energy Storage System

30 June 2022

Stellenbosch Municipality
P.O. Box 17
STELLENBOSCH
7599
Not VAT Registered

Attention : Mr Mark Benson

Sir

PROFESSIONAL SERVICES FOR THE ENGINEERING, PROCUREMENT AND CONSTRUCTION OF CONTAINERIZED BATTERY ENERGY STORAGE AND GRID INTERACTIVE INVERTER SYSTEM AT THE STELLENBOSCH FIRE STATION - TENDER B/SM 63/22

Account No: E21185/08

Enclosed for payment our 1st account along with all the attachments for services rendered pursuant to the terms and conditions established in the above-mentioned referenced agreement.

Please let us know if you have any questions regarding this invoice.

NB: Due to internet fraud and hacking we will never change our banking details via email. Please ignore any notification with regards to amended banking details which appear to come from our offices. Should you have any queries please contact our offices and speak directly to the person concerned before making any payment(s). Should you make payment based on a fraudulent email, our offices cannot be held responsible for any losses incurred.

Yours faithfully

Bian Vermaak Pr Eng
for LYNERS

Bernine Kwago

From: Gavilan Van Der Colff
Sent: Friday, 26 August 2022 15:51
To: Bernine Kwago
Subject: FW: HANDWRITTEN 354256 BSM 13/21 ESLM.1
Attachments: HAND REQUEST 354256.pdf

From: Gavilan Van Der Colff
Sent: Monday, 25 July 2022 11:50
To: Bernine Kwago <Bernine.Kwago@stellenbosch.gov.za>; Mark Benson <Mark.Benson@stellenbosch.gov.za>; Deon Louw <Deon.Louw@stellenbosch.gov.za>
Cc: Dalleel Jacobs <Dalleel.Jacobs@stellenbosch.gov.za>; Donray Beerwinkel <Donray.Beerwinkel@stellenbosch.gov.za>
Subject: HANDWRITTEN 354256 BSM 13/21 ESLM.1

Good day'

Handwritten request 354256 received as per verification to please ensure invoice 01829 is remitted against; BSM 13/21 ESLM.1 for consultancy disbursement and not against cancelled BSM 63/22 for contractor appointment,

RECONCILIATION OF PAYMENTS DONE ON TENDER

B/SM 13/21: APPOINTMENT OF CONSULTING ENGINEERS, FOR PROFESSIONAL CIVIL AND ELECTRICAL SERVICES, FOR VARIOUS PROJECTS FOR A PERIOD ENDING 30 JUNE 2023

DATE AWARDED 2021/10/25
SERVICE PROVIDER NEIL DYKERS
CONTRACTED AMOUNT R1 466 250,00 ESTIMATE
CONTINGENCIES N/A

ORIGINAL TENDER APPROVAL | PROJECT VAC

Requisition	Date	Order Number	Description	Amount	Vote Number	U-Key	PAYMENTS: ORDER LINE	REMITTANCE NR	DATE OF REMITTANCE	AMOUNT PAID	BALANCE OUTSTANDING/OVERPAID TO CONTRACTOR
3078812	2022/01/20	367308	B/SM 13/21 ESTIMATE 1 : RAPID INSTALLATION OF PHOTOVOLTAIC (PV) PANELS, SUPPORTING STRUCTURES AND INJECTION EQUIPMENT TO GENERATE ELECTRICITY	R1 466 250,00	5010800085	202 10705085340	367308-1				R 1 466 250,00
							367308-2	270759	20220304	R5 86 500,00	R 879 750,00
							367308-3	271930	20220429	R1 83 281,25	R 796 468,75
							367308-4	272507	20220511	R91 640,63	R 604 828,12
							367308-5	272566	20220516	R1 64 953,13	R 439 874,99
						ACCRUAL				R9 30 530,00	R 69 344,99
											R 69 344,99
											R 69 344,99
											R 69 344,99
											R 69 344,99
											R 69 344,99
											R 69 344,99
											R 69 344,99
											R 69 344,99
											R 69 344,99
											R 69 344,99
										R 1 396 905,01	TOTAL R 69 344,99
TOTAL AMOUNT REMAINING FOR ORDER				R0,00							

Kind regards,

Gavilan van der Colff
Supply Chain Management
Financial Services

T: +27 21 808 8724 | F: 086 4566 983
Plein Street, Stellenbosch, 7600
www.stellenbosch.gov.za

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http://www.stellenbosch.gov.za/main_pages/disclaimerpage.htm

Bernine Kwago

From:	Mark Benson
Sent:	Friday, 26 August 2022 16:43
To:	Lize-Mari Visser; Monique Steyl
Cc:	Kevin Carolus; Dalleel Jacobs; Johan Fullard; Mark Benson; Bentley Louw; Donray Beerwinkel; Shane Chandaka; Nombulelo Zwane; Tashlee Ismail; Bernine Kwago; Justine Fielies
Subject:	RE: Possible overspent
Attachments:	20220725 HAND WRITTEN REQUEST 354256 BSM 63-22.pdf; 20220811 HAND WRITTEN REQUESITION 354257 B-SM 13-21 ESLM.1.pdf; FW: HANDWRITTEN 354256 BSM 13/21 ESLM.1; Neil lyners _367308 : acc nr 21185E

Good day Monique,

Initially there was a bid B/SM 63/22 Engineering Procurement and Construction of Containerized Battery Storage and Grid Interactive Inverter System at Stellenbosch Fire Station that was cancelled due to insufficient availability of funds, however Lyners Consulting Engineers has completed the detailed design, tender documentation and tender adjudication for this project. The professional fees for these deliverables amounted to R 370 530.00 Inc. Vat.

These costs were remitted against B/SM 13/21 ESLM.1 as B/SM 63/22 was cancelled. These professional fees for B/SM 63/22 created the over expenditure, it can be seen from the attached documentation. Please bear in mind that the CFO has made R 2 000 000.00 available for bid B/SM 63/22 but due to the bid coming back from the market at three times the budget value recommendation was made at the BAC to cancel the bid.

Kind Regards
Mark

From: Lize-Mari Visser <Lize-Mari.Visser@stellenbosch.gov.za>
Sent: Friday, 26 August 2022 14:59
To: Monique Steyl <Monique.Steyl@stellenbosch.gov.za>
Cc: Kevin Carolus <Kevin.Carolus@stellenbosch.gov.za>; Dalleel Jacobs <Dalleel.Jacobs@stellenbosch.gov.za>; Johan Fullard <Johan.Fullard@stellenbosch.gov.za>; Mark Benson <Mark.Benson@stellenbosch.gov.za>; Bentley Louw <Bentley.Louw@stellenbosch.gov.za>; Donray Beerwinkel <Donray.Beerwinkel@stellenbosch.gov.za>; Shane Chandaka <Shane.Chandaka@stellenbosch.gov.za>; Nombulelo Zwane <Nombulelo.Zwane@stellenbosch.gov.za>; Tashlee Ismail <Tashlee.Ismail@stellenbosch.gov.za>; Bernine Kwago <Bernine.Kwago@stellenbosch.gov.za>; Justine Fielies <Justine.Fielies@stellenbosch.gov.za>
Subject: RE: Possible overspent

Afternoon Monique,

We acknowledge receipt of your e-mail. We will attend to this as a matter of urgency and will provide your office with a response as soon as possible.

Kind regards,
Lizé-Mari Visser
Personal Assistant to
Director: Infrastructure Services

T: +27 21 808 8213
1st Floor, Ecclesia Building, 71 Plein Street,
Stellenbosch, 7600
www.stellenbosch.gov.za

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From: Monique Steyl <Monique.Steyl@stellenbosch.gov.za>
Sent: Friday, 26 August 2022 14:47
To: Shane Chandaka <Shane.Chandaka@stellenbosch.gov.za>
Cc: Kevin Carolus <Kevin.Carolus@stellenbosch.gov.za>; Dalleel Jacobs <Dalleel.Jacobs@stellenbosch.gov.za>; Johan Fullard <Johan.Fullard@stellenbosch.gov.za>; Mark Benson <Mark.Benson@stellenbosch.gov.za>; Bentley Louw <Bentley.Louw@stellenbosch.gov.za>; Donray Beerwinkel <Donray.Beerwinkel@stellenbosch.gov.za>
Subject: FW: Possible overspent

Good day Director Chandaka

Herewith attached the capital projects identified with overspending.

We require the supporting information if there was an escalation or any other reason why the initial award amount was overspent.

I would appreciate it if we can get the information by 14:00 tomorrow, Saturday 27 August 2022. We will be working over the weekend to finalise the Commitments and Irregular expenditure listings.

The audit committee meeting is also scheduled for Monday 29 August 2022.

Kind Regards,

Monique Steyl
Senior Manager: Financial Management Services
Financial Services

T: +27 21 808 8516 | C: +27 78 429 8229
Plein Street, Stellenbosch, 7600
Private Bag X17, Stellenbosch, 7599
www.stellenbosch.gov.za

From: Donray Beerwinkel <Donray.Beerwinkel@stellenbosch.gov.za>
Sent: Friday, 26 August 2022 13:11
To: Monique Steyl <Monique.Steyl@stellenbosch.gov.za>
Cc: Johan Fullard <Johan.Fullard@stellenbosch.gov.za>; Mark Benson <Mark.Benson@stellenbosch.gov.za>
Subject: Possible overspent

Hi Monique

Please find attached.

Kind regards, Vriendelike groete
Donray Beerwinkel
SCM Professional:
Contract Management
Supply Chain Management
Financial Services

Plein Street, Stellenbosch, 7600
www.stellenbosch.gov.za



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REKWESISIE VIR VOORRADE : NEIL LYNERS AND ASSOCIATES

BESTELVORM NR.: | Departement: | Gereedskap Reg.: 354256

KODE NR	GOEDERE	Hoeveelheid	Tarief	Waarde	Pos Nr. en Beskrywing
	S/1 68/22 ENGINEERING PROCUREMENT AND CONSTRUCTION OF CONTAINERIZED BATTERY ENERGY STORAGE AND GRID INTERACTIVE INVERTER SYSTEM AT STELLENBOSCH FIRE STATION				0
				370530.00 VAT INC	

MARK BENSON — Aangevra deur — 22/07/2022 — Datum

Goedgekeur deur 22/7/2022

Ontvang deur — Datum

Neil
LYNERS
and Associates (RF) (Pty) Ltd

Caring
Innovative
Focussed

Postal Address : P O Box 4901, TYGERVALLEY 7536
Street Address : Sa.Ghetto Building, Ground Floor
South Gate Entrance, Carl Cronjé Drive
Tyger Valley Waterfront, BELLVILLE 7530

Our reference: E21185/Acc/BV/rw/08

Your reference: Fire Station Battery Energy Storage System

30 June 2022

Stellenbosch Municipality
P.O. Box 17
STELLENBOSCH
7599
Not VAT Registered

Attention : Mr Mark Benson

Sir

PROFESSIONAL SERVICES FOR THE ENGINEERING, PROCUREMENT AND CONSTRUCTION OF CONTAINERIZED BATTERY ENERGY STORAGE AND GRID INTERACTIVE INVERTER SYSTEM AT THE STELLENBOSCH FIRE STATION - TENDER B/SM 63/22

Account No: E21185/08

Enclosed for payment our 1st account along with all the attachments for services rendered pursuant to the terms and conditions established in the above-mentioned referenced agreement.

Please let us know if you have any questions regarding this invoice.

NB: Due to internet fraud and hacking we will never change our banking details via email. Please ignore any notification with regards to amended banking details which appear to come from our offices. Should you have any queries please contact our offices and speak directly to the person concerned before making any payment(s). Should you make payment based on a fraudulent email, our offices cannot be held responsible for any losses incurred.

Yours faithfully

Bian Vermaak Pr Eng
for LYNERS

Neil
LYNERS
and Associates (RF) (Pty) Ltd

Consulting Engineers & Project Managers

Stellenbosch Municipality
PO Box 17
STELLENBOSCH
7599

Attention : Mr Mark Benson

Work Requested By
Mr Mark Benson
021 808 8213
mark.benson@stellenbosch.gov.za

Our Contact Person
BS Vermaak
+27 (0) 21 914 0300
bian@lyners.co.za

PO Box 4901
TYGER VALLEY
7536

Tel : +27 (0) 21 914 0300
Fax : +27 (0) 21 914 0437

Tax Invoice

Invoice No.	VAT Reg. No.	Your VAT Reg. No.	Date	Your Order Number	Account Number
61629	4820160091	4700102161	30/06/2022		21185E

Account No: 8

Project Number: 21185E
Project Name: Tender B/SM 13/21 : Rapid Installation of PV Panels to Generate and Inject Electricity at Low Voltage at One or Two Points - 600kW

1. Professional Fees

	Amount Excl.
Professional Fees as per Attached Annexure	
Sub total	322 200.00

Total for Current Invoice

Amounts are in South African Rands

Amount	Tax	Total
322 200.00	48 330.00	370 530.00

Banking Details : Neil Lyners and Associates (RF) (Pty) Ltd
Standard Bank : Branch Code : 051 001
Account No : 072 140 933

NB: Due to internet fraud and hacking we will never change our banking details via email. Please ignore any notification with regards to amended banking details which appear to come from our offices. Should you have any queries please contact our offices and speak directly to the person concerned before making any payment(s). Should you make payment based on a fraudulent email, our offices cannot be held responsible for any losses incurred.

22/7/22

Caring
Innovative
Focussed

Neil
LYNERS
and Associates (RF) (Pty) Ltd

Consulting Engineers & Project Managers

Stellenbosch Municipality
PO Box 17
STELLENBOSCH
7599

For Attention
Tel : 021 808 8111
Fax :

Enquiries
Tel: +27 (0) 21 914 0300

PO Box 4901
TYGERVALLEY
7536

Tel : +27 (0) 21 914 0300
Fax : +27 (0) 21 914 0437

Statement

Account Number	VAT Reg. No.	Statement Date	Your VAT Reg. No.	Page
21185E	4920180091	30/06/2022	4700102181	1 of 1

Transaction Date	Transaction Reference	Transaction Description	Debit Amount	Credit Amount	Balance Due
27/01/2022	01418	Invoice: Order Number 367308 21185E - Tender B/SM 13/21 : Rapid Installation of PV Panels to	586 500.00		
04/02/2022	B040201	Payment Received		586 500.00	0.00
25/02/2022	01481	Invoice: Order Number 367308 21185E - Tender B/SM 13/21 : Rapid Installation of PV Panels to	146 625.00		
27/06/2022	00243	Credit Note 21185E - Tender B/SM 13/21 : Rapid Installation of PV Panels to		146 625.00	0.00
31/03/2022	01585	Invoice: Order Number 367308 21185E - Tender B/SM 13/21 : Rapid Installation of PV Panels to	183 281.25		
29/04/2022	B2904-003	Payment Received		183 281.25	0.00
29/04/2022	01612	Invoice: Order Number 367308 21185E - Tender B/SM 13/21 : Rapid Installation of PV Panels to	91 640.63		
11/05/2022	B1105-001	Payment Received		91 640.63	0.00
27/05/2022	01675	Invoice: Order Number 367308 21185E - Tender B/SM 13/21 : Rapid Installation of PV Panels to	164 953.13		
10/06/2022	B1006-004	Payment Received		164 953.13	0.00
24/06/2022	01763	Invoice: Order Number 367308 21185E - Tender B/SM 13/21 : Rapid Installation of PV Panels to	369 294.33		369 294.33
27/06/2022	01778	Invoice: Order Number 367308 21185E - Tender B/SM 13/21 : Rapid Installation of PV Panels to	146 625.00		146 625.00
30/06/2022	01825	Invoice: Order Number 367308 21185E - Tender B/SM 13/21 : Rapid Installation of PV Panels to	134 116.16		134 116.16
30/06/2022	01829	Invoice 21185E - Tender B/SM 13/21 : Rapid Installation of PV Panels to	370 530.00		370 530.00
				Amount Due :	1 020 565.49

Age Analysis :

Current Balance	30 Day Balance	60 Day Balance	90 Day Balance	120 Day Balance	Total Balance
1 020 565.49	0.00	0.00	0.00	0.00	1 020 565.49

Banking Details : Neil Lyners and Associates (RF) (Pty) Ltd
Standard Bank : Branch Code : 051 001
Account No : 072 140 933

Amounts are in South African Rands

Total Due
1 020 565.49

Bernine Kwago

From: Monique Steyl
Sent: Friday, 01 July 2022 13:35
To: Directors Group
Cc: Adele Wagenaar; Adiel Albertyn; Albert van der Merwe; Alexander Kannemeyer; Alicia Luiters; Amanda Sondlo; Angelique George; Annelene Rooifontein; Ayanda Royi; Bernabe De La Bat; Cedric Thorpe; Charl Kitching; Christine Du Preez; Chriswill Mannel; Chrizelle Kriel; Clayton Hendricks; Craig Alexander; Dalleel Jacobs; Directors PAs; Elton Klaasen; Esias De Jager; Faiz Hoosain; Garth Abrahams; Gavin Solomons; Gurswin Cain; Harold Daniels; Heidi Coffee; Helena Priem; Ilze Couvaras; Jacky Adonis; James Beukes; Jamie-Leigh Alexander; Janine Adams; Jermaine Rhoda; Joan Felix; Johan Fullard; Johru Robyn; Joswin Paulse; Julia van der Heyde; Justine Fielies; Karin Ebrahim; Kaylin Coetzee; Lehlohonolo Moreki; Lesley van Gensen; Lester Vanstavel; Lindsay Syster; Lourens De Lange; Marco Fouche; Mark Benson; Megan Daniels; Michelle Aalbers; Michelle Moses; Myra Francis; Nadia Hendricks; Natalie Zimri; Nazeema Mohamed; Nigell Winter; Nombulelo Zwane; Nonkosi Kwintshi; Patricia Claasen; Paul Joubert; Piet Smit; Pieter Wagener; Precious Ndlebe; Prudence Oerson; Regan Mooideen; Renae Bergstedt; Roscoe Bergstedt; Rotanda Godlo; Samantha Davids; Sarala Majudith; Sharntell Poole; Sharon Pedro; Silvia Pretorius; Sizeka Monakali; Stiaan Carstens; Stuart Grobbelaar; Tammy Leibrandt; Tammy-Lee Cloete; Tandile Mdutyana; Tanya Carstens; Tashlee Ismail; Theresa Benjamin; Victor Dyusha; Vinolan Narainsamy; Wade van der Merwe; Wayne Smith; William September; Xolisa Skade; Ilhaam Pillay; Monique Steyl; Mervin Williams; Donray Beerwinkel
Subject: Financial Services- Year-end close processes

Importance: High

Dear MM, Directors and Colleagues

As per the email that was communicated through Contact Stellenbosch, the Financial Services directorate are busy with year-end close processes.

It is important that you be informed of the following relevant processes pertaining to Orders and Invoices:

1. **Orders**
    a. All the orders on the Flexgen financial system for the 2021/22 financial year will be cancelled, hence there will be no more increasing of orders or new orders for the 2021/22 financial year.
    b. The orders on the SAMRAS web will not be cancelled. The accruals will be accounted for in the correct financial year.
    c. Invoices **where there are no orders** but a valid appointment –a hand written requisition, attached to invoice, must be completed by the user department and send to SCM (Donray Beerwinkel / SCM Senior Manager: Dalleel Jacobs)
        - The contract register will be updated by SCM.
        - The requisition will be signed by a SCM official to confirm the valid appointment and returned with the invoice to the user department.
        - The user department must ensure that the signed invoice, with the signed requisition attached, reaches the Creditors section along with all other supporting documentation.

    c. Invoices **where the orders are not sufficient** – a hand written requisition, attached to invoice, must be completed by the user department and send to SCM (Donray Beerwinkel / SCM Senior Manager: Dalleel Jacobs)
        - The contract register will be updated by SCM.

- The requisition will be signed by a SCM official to confirm the valid appointment and returned with the invoice to the user department.
- The user department must ensure that the signed invoice, with the signed requisition attached, reaches the Creditors section along with all other supporting documentation.

2. **Statements/ Invoices**
   a. The submission date of **8 July 2022**, is for actual work performed in the 2021/22 financial year. This is due to major capital projects that are measured as at 30 June 2022 and invoices are only provided in July to the municipality.
   b. The invoices must be dated 30 June 2022 or earlier in order for Creditors to raise the accrual in the 2021/22 financial year. Accrual: The expenditure will be accounted for in the period it was incurred. Meaning that the invoices will be processed for payment against the 2021/22 approved budget.
   c. Invoices dated in July 2022 will be paid from the 2022/23 approved budget.

3. **Discrepancies with Invoices/ Statements**
   a. Managers are cautioned to not ask service providers to change dates on invoices, if the service or good was not delivered prior to 30 June 2022. At year end payment is processed on the statement and we have picked up that invoices do not appear on statements because the dates were changed.
   b. Delivery or goods received notes must be attached to invoices.

We will communicate through Contact Stellenbosch, when the SAMRAS Web financial system will be opened for processing for the 2022/23 financial year.

Kind Regards,

Monique Steyl
Senior Manager: Financial Management Services
Financial Services

T: +27 21 808 8516 | C: +27 78 429 8229
Plein Street, Stellenbosch, 7600
Private Bag X17, Stellenbosch, 7599
www.stellenbosch.gov.za

Monique Steyl
Senior Manager: Financial Management Services
Financial Services

T: +27 21 808 8516 | C: +27 78 429 8229
Plein Street, Stellenbosch, 7600
Private Bag X17, Stellenbosch, 7599
www.stellenbosch.gov.za

Bernine Kwago

From: Monique Steyl
Sent: Monday, 18 July 2022 16:07
To: Mark Benson
Cc: Bernine Kwago; Ilhaam Pillay; Adele Wagenaar; Donray Beerwinkel; Gavilan Van Der Colff; Dalleel Jacobs; Nadia Hendricks
Subject: RE: Confirmation email requested 2020/21 Orders/Invoices
Attachments: Financial Services- Year-end close processes

Good day Mark

SCM cannot increase any orders made out in the 2021/22 financial year. These orders were made out in the old flexgen system and the municipality is converting to the eSAMRAS system for all orders, requisitions and payments in the 2022/23 financial year.

If the work was done in the 2021/22 financial year and it is within the original appointment, then the requisition process must be made out as explained in the attached email. This is to ensure that the invoice can be accrued and paid for by the Creditors Section on the 2021/22 (old fin year) budget.

If the budget was not spend by 30 June 2022, then you will have to provide the information for the roll-over adjustment budget process. Communication will be sent out by the budget section with clear time frames and also the supporting information required during the course of next week.

Kind Regards,

Monique Steyl
Senior Manager: Financial Management Services
Financial Services

T: +27 21 808 8516 | C: +27 78 429 8229
Plein Street, Stellenbosch, 7600
Private Bag X17, Stellenbosch, 7599
www.stellenbosch.gov.za

From: Mark Benson <Mark.Benson@stellenbosch.gov.za>
Sent: Monday, 18 July 2022 15:50
To: Monique Steyl <Monique.Steyl@stellenbosch.gov.za>
Cc: Bernine Kwago <Bernine.Kwago@stellenbosch.gov.za>; Ilhaam Pillay <Ilhaam.Pillay@stellenbosch.gov.za>; Adele Wagenaar <Adele.Wagenaar@stellenbosch.gov.za>; Donray Beerwinkel <Donray.Beerwinkel@stellenbosch.gov.za>; Gavilan Van Der Colff <Gavilan.VanDerColff@stellenbosch.gov.za>; Dalleel Jacobs <Dalleel.Jacobs@stellenbosch.gov.za>
Subject: RE: Confirmation email requested 2020/21 Orders/Invoices

Monique

INEP u-key

We just has a discussion with Gavilan and he indicated that he cannot increase the order in the contract register ,as there is no funds available . I have attached previous mails for ease of reference.

Please note that the service provider is on site already busy with construction. Last year we tried to raise the existing order, but there is not sufficient funds available on the INEP U-key 20210705085313 to increase the order for the Kayamandi Bulk appointment of Adenco Construction. Adenco Construction had an order to the value of R 2 380 377.96 which they claimed in full ,as part payment, however there appointment is for R 14 014 568.89 ,hence we wanted to increase their order to R 11 634 190.93 so that we could refer back to this order in the new financial year (2022/23).Unfortunately Gavilan could not do this last year due to insufficient funds. The INEP u-key was overexpanded due to other orders loaded against that u-key.

There old u-key is no longer available ,the contractor has a valid appointment, but we could not raise the order in 2021/22 as the u-key was over-expended. The current u-keys 2022/23 INEP funds is for work to be done in 2022/23.

How do we move forward from this point.

Regards
Mark

From: Monique Steyl <Monique.Steyl@stellenbosch.gov.za>
Sent: Monday, July 18, 2022 12:11 PM
To: Mark Benson <Mark.Benson@stellenbosch.gov.za>
Cc: Bernine Kwago <Bernine.Kwago@stellenbosch.gov.za>; Ilhaam Pillay <Ilhaam.Pillay@stellenbosch.gov.za>; Adele Wagenaar <Adele.Wagenaar@stellenbosch.gov.za>
Subject: RE: Confirmation email requested 2020/21 Orders/Invoices

Good day Mark

My apologies for only responding now.

If the contractor performed the work and it is within the tender award, then a requisition must be made out to increase the order in the contract register.

At this stage we are not looking at the budget for payment, as the work was done prior to 30 June 2022.

Kind Regards,

Monique Steyl
Senior Manager: Financial Management Services
Financial Services

T: +27 21 808 8516 | C: +27 78 429 8229
Plein Street, Stellenbosch, 7600
Private Bag X17, Stellenbosch, 7599
www.stellenbosch.gov.za

From: Mark Benson <Mark.Benson@stellenbosch.gov.za>
Sent: Friday, 15 July 2022 12:54
To: Monique Steyl <Monique.Steyl@stellenbosch.gov.za>
Cc: Bernine Kwago <Bernine.Kwago@stellenbosch.gov.za>; Ilhaam Pillay <Ilhaam.Pillay@stellenbosch.gov.za>; Adele Wagenaar <Adele.Wagenaar@stellenbosch.gov.za>
Subject: Confirmation email requested 2020/21 Orders/Invoices

Hi Monique

Our telephonic conversation on Monday 11 July 2021 regarding the over expenditure on the Alternative Energy u-key refers. Bernine has tried calling but got hold of Adele.

As discussed I need a mail confirming that official appointments will still be paid/honored even if the u-key that was used shows over-spent. As discussed Director did not want to sign off the hand written request submitted to him on Friday 8 July 2021.I requested a mail which I could attach to the written request ,which you agreed to send me. I have not received such a mail and cannot process invoice from last financial year. Please assist so that I can submit invoice for payment.

Kind Regards
Mark

REKWESISIE VIR VOORRADE : NEIL LYNERS AND ASSOCIATES

354257

BESTELVORM NR.: Departement: Gereedskap Reg.:

KODE NR	GOEDERE	Hoeveelheid	Tarief	Waarde	Pos Nr. en Beskrywing
	B/SM B121 ESCM. RAPID INSTALLATION OF PHOTOVOLTIC PV PANELS			R210 160.42 Vat Incl	2022/08/23 71

MARK GNSON 11/08/2022 — Aangevra deur / Datum

K.P. 12/08/22 — Goedgekeur deur

11/08/2022 — Ontvang deur / Datum

Bernine Kwago

From: Elton Klaasen
Sent: Monday, 01 August 2022 10:51
To: Mark Benson; Bernine Kwago
Cc: Dino Jansen
Subject: Neil lyners _367308 : acc nr 21185E

Hi Bernine

As discussed

Order as at 30 June 2022

STB 4174	NEIL LYNERS AND ASSOCIATES t/a	367308	1	ELECTRICAL ENGINEERING	50102000661	20220223033176	B/SM 13/ INSTALL/

Plus Requisition : 354256 (R370 530)

TOTAL value : 810 405.07 (included VAT)

Value on statement is R1 020 565.49 (incl VAT)

Kind regards,

Elton-Steward Klaasen
Stellenbosch Municipality
Senior Accountant : Expenditure
Financial Services

STELLENBOSCH MUNICIPALITY

MINUTES OF

BID ADJUDICATION COMMITTEE MEETING

FRIDAY, 10 JUNE 2022 AT 08h30

CONTENT OF AGENDA ITEM:

TENDERS:

1. **Tender BSM 63/22:** Engineering, Procurement and Construction of Containerized Battery Energy Storage and Grid Interactive Inverter System at The Stellenbosch Fire Station

2. **Tender BSM 52/22:** Supply and delivery of indoor, outdoor plants and florist essentials for the period of 1 July 2022 to 30 June 2025

VARIATION ORDERS:

1. **Expansion of contract BSM 29/19:** Expansion of Contract: Bid B/SM 29/19: Upgrade and Extension of The Pniel Wastewater Treatment Works To 4,5ml/D: Civil Works.

2. **Expansion of contract BSM 30/19:** Expansion of Contract: Upgrade and Extension of The Pniel Wastewater Treatment Works To 4,5ml/D: Mechanical and Electrical Installation

TO: Chief Financial Officer
Acting Director: Infrastructure Services
Director: Corporate Services
Director: Planning and Economic Development
Director: Community & Protection Services
Senior Manager: Supply Chain Management

Chief Financial Officer'
CHAIRPERSON

4. TENDERS:

4.1 TENDER BSM 63/22: ENGINEERING, PROCUREMENT AND CONSTRUCTION OF CONTAINERIZED BATTERY ENERGY STORAGE AND GRID INTERACTIVE INVERTER SYSTEM AT THE STELLENBOSCH FIRE STATION

RECOMMENDATION TO THE BAC:

9.1 The tender be cancelled due to funds no longer available to cover the total envisaged expenditure of sub-regulation 13 (1) (b) of the PPPFA of Jan. 2017.

9.2 That it must be published in the same manner in which the original tender invitation was advertised.

DISCUSSION

Mr Gerald Kraukamp informs the committee that This tender comprises the Engineering, Procurement and Construction (EPC) as well as Operation and Maintenance of a containerized Battery Energy Storage System (BESS) complete with grid-interactive inverter(s) to provide for backup supply to the Stellenbosch Fire Station. The contract allows for a complete, all-inclusive solution to the point of energizing and post-energization tests and safety checks of the facility. The battery storage system will have a minimum design lifetime of 15 years and the installed capacity of the facility shall be agreed upon in writing by all parties.

The BESS facility shall be installed next to the existing standby generator in the parking area behind the Stellenbosch Fire Station. The unit must be permanently wired into the electrical supply of the fire station as per the suggested schematic, complete with changeover switches to enable the generator or the grid to supply the fire station in case of a BESS failure.

The Contractor shall be responsible for the procurement, transportation, offloading, care and custody of all equipment, materials and consumables as well as procuring of services required to complete the Works.

In addition, the Contractor shall procure (and maintain for the duration of the O&M period) spare parts sufficient to maintain the Facility adequately. The Contractor shall ensure that spare parts inventory is fully stocked at the end of the O&M period.

The Contractor shall supply all temporary tools, equipment, vehicles, materials, consumables, machinery, infrastructure, professional services and labour required for the construction of the Works.

The Contractor shall comply with the Occupational Health Act (85 of 1993) and its regulations as applicable. The Contractor shall have a Health and Safety officer present throughout the duration of the construction period.

SCM Regulation 27 (1): "A bid specification committee must compile the specifications for the procurement of goods or services by the municipality."

SCM Regulation 27 (2) (g): "Specifications must be approved by the accounting officer prior to the publication of the invitation for bids – Relevant power has been delegated to the Head: Supply Chain Management in terms of the approved System of Delegations for SCM.

The specifications committee consisted of A De Beer (Director: Corporate Services), D. Louw (Director: Infrastucture Services), A Barnes (Director: Planning & Economic Development), A. Van der Merwe (Acting Director: Community and Protection Services), D. Jacobs (SCM Manager), M. Benson (infrastructure services) and B. Vermaak (Consulting Engineer of Lyners and Associates), who were responsible for the development and compilation of the specification.
Additional Officials: I Thesen (SCM Official), and G Kraukamp (SCM Official).

Specification was approved by the Specifications committee.

The bid was advertised in "Die Burger", on the Stellenbosch municipal website and municipal notice boards based on the 80/20 Preference Points System. This is a CIDB tender with a CIDB grading of 3 EP or higher. Due to technical problems at the CIDB and on the E-Portal websites, this tender could not be advertise on the CIDB and E-Portal websites. Notification was e-mailed to the people who is in charge of the CIDB and E-Portal websites to notify them about the problems, which they acknowledge and are aware of and they will attend to it. These websites were not operational on or after 17 May 2022. The following message was received on the 27 May 2022 from one of the people who is in charge of E-Portal website: "Kindly note that our technicians are still busy with the error message that you are currently experiencing on our i-tender portal. We will communicate when the issue has been resolved". Communication in terms of the problems with the websites are on our file.

The Accounting officer approved the shortened period for advertising as it is a matter of urgency. This project is critical to ensure that the Stellenbosch Fire station is operational during a total black out as the Fire station is the central hub of all operations of the municipality. It is planned that this project be completed by 30 June 2022.

On the closing date 1 offer was received and opened in public.

NO	BIDDERS	SUBMITTED BIDS	TOTAL AMOUNT (15% VAT INCLUSIVE)	CIDB GRADING OF ≥ 3EP
1	Motla Consulting Engineers (Pty) Ltd	√	6 261 495.05	7EP (121493)

The technical evaluation relating to the above tender was done by B. Vermaak (Consultant of Lyners and Associates) and Mark Benson (Manager: Planning, Design, Construction and Services) who examined the tender compliance with the stipulated technical submission requirements.

The bid had pre-qualifying criteria:

The evaluation committee consisted of B. Louw (Supply Chain Management), B. Vermaak (Consultant of Lyners and Associates), Mark Benson (Manager: Planning, Design, Construction and Services) J. Arends (Senior SCM Professional) who examined the bids in terms of its compliance with the stipulated bid and submission requirements.
Additional official G. Kraukamp (Supply Chain Practitioner)

The 80/20 points system was utilized. This tender was evaluated in terms of the Preferential Procurement Regulations 2017 that was promulgated by the Minister of Finance on 20 January 2017 in government Gazette No 40553.

NO	BIDDER	TENDER		TENDER EVALUATION POINTS		
		TOTAL AMOUNT (15%VAT INCL.)	POINTS BASED ON PRICE ONLY (MAX 80)	BBBEE STATUS LEVEL	BBBEE POINTS (OUT OF 20)	TOTAL POINTS (100)
1	Motla Consulting Engineers (Pty) Ltd	6 261 495.05	80.00	*2	0	80.00

Bidder did not complete their financial year on their BBBEE certificate, therefore 0 points

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PART T1: TENDERING PROCEDURES

T1.2 TENDER DATA

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T1.2: TENDER DATA

The Standard Conditions of Tender are as published in Annexure C of the CIDB Standard for Uniformity in Engineering and Construction Works Contract, August 2019

The Standard Conditions of Tender make several references to the Tender Data for details that apply specifically to this tender. The Tender Data shall have precedence in the interpretation of any ambiguity or inconsistency between it and the standard conditions of tender. Each item of data given below is cross-referenced to the clause in the Standard Conditions of Tender to which it mainly applies.

The following variations, amendments and additions to the Standard Conditions of Tender as set out in the Tender Data below shall apply to this tender:

C.1.1 *Add the following:* The employer is : Stellenbosch Municipality

C.1.2 *Add the following:*

This tender document issued by the employer which comprises;

The Tender
Part T1: Tendering Procedures

T1.1
Tender notice and invitation to tender
T1.2 Tender data
Part T2: Returnable Documents
T2.1 List of Returnable Documents (Pro Forma Documents)
T2.2 Returnable Schedules
The Contract
Part C1: Agreement and Contract Data
C1.1 Form of Offer and Acceptance
C1.2 Contract Data
Part C2: Pricing Data
C2.1 Activity Schedule
Part C3: Scope of Work
C3.1 Employers Objective
C3.2 Scope
C3.3 Basis of Prequalification and Procurement
C3.4 Basis for Allocating Engineering Assignments
C3.5 Occupational Health and Safety Conditions

C.1.4 The employer has no agent acting on his behalf for the purposes of this tender.

Supply Chain and administrative queries may be directed to:
Name: Mr G Kraukamp
Telephone: 021 808 8519
Email: gerald.kraukamp@stellenbosch.gov.za

Technical queries may be directed to:
Name: Mr Johan Fullard
Telephone: 021 808 8207
Email: johan.fullard@stellenbosch.gov.za

C.1.6.1 *Replace Clause C.1.6.1 General with the following:*

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All tenderers that have met the initial eligibility and functionality criteria will be further evaluated on Price and Preference. Successful tenderers will then be admitted onto a roster. Tenderers will be ranked, the tenderer with the highest points will be placed first. Individual work assignment will be allocated to tenderers on a rotational basis, as and when required by the Municipality.

C.1.6.2 A competitive negotiation procedure will not be followed.

C.1.6.3 A two – envelope procedure will not be followed.

C.2.1.1 *Add to Clause C2.1.1*
Tenderers who meet the following pre-qualifying criteria are eligible to submit tenders:

1. All required works will occur within the boundaries of Stellenbosch Municipality. Tenderers will be required to establish a Local Office within the boundaries of Stellenbosch Municipality, the Cape Winelands District Municipality, or within the boundaries of the City of Cape Town Metropolitan area for the purpose of carrying out a work assignment. The establishment of a local office will need to be confirmed by the Tenderer when requested to submit a Technical Proposal. Additional payments will not be made for subsistence allowances and travelling to and from Stellenbosch

2. Only those tenderers who have the following personnel in the full time, permanent employment are eligible to submit tender:

   - A Project Leader who is a registered Professional Engineer or registered Professional Technologist, with a minimum of 10 years verifiable post graduate experience in the provision of consulting engineering services and project management of Municipal Infrastructure. The person must verify competence through both experience and post graduate qualification and/or completion of relevant courses.

   - A Design or Contract Engineer / Technologist who are registered Engineer / Technologist / Technician with a minimum of 5 years verifiable post graduate experience in municipal infrastructure projects.

   - Technical staff who are qualified Engineers / Technologists / Technicians with a minimum of 5 years verifiable post graduate experience in contract supervision in municipal infrastructure projects.

   Key personnel will be expected to operate out of the local office and carry out works in line with the requirements of an individual assignment.

3. Tenderers must have a minimum of 5 years' experience in one or more of the work categories as listed below.

C.2.7 **A Virtual MS Teams Meeting will be held on Thursday 3rd December 2020 at 10h30. You are hereby requested to provide your contact details which must include your email address 48 hours prior to the meeting. Therefore, before the 1st December 2020 at 10:30 your contact information must be send to Ms Justine Fielies at justine.fielies@stellenbosch.gov.za, clearly referring to the tender number. Tenderers who fail to provide timeous contact details for the information session will be regarded as non-complaint.**

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C.2.9 *Add clause C.2.9.2:*
Professional indemnity Insurance
Proof of Professional Indemnity Insurance is not required at tender stage. The Consultant must provide proof that the necessary insurance is in place when being considered for an individual assignment. The extent of the Professional Indemnity Insurance required will be specific to an individual assignment.

C.2.12 *Replace clause C.2.12 with*: Alternative tenders offers are not applicable.

C.2.13.2 *Replace clause C.2.13.2 with:*
1. Documents may only be completed in non-erasable ink.
2. The use of correction fluid/tape is not allowed.
3. In the event of a mistake having been made, it shall be crossed out in ink and be accompanied by an initial at each and every alteration.
4. Alterations or deletions not signed by the Tenderer may render the tender invalid.
5. All bids must be submitted in writing on the official forms supplied (not to be re-typed)

C.2.13.4 *Add to clause C.2.13.4:*
Certificate of Authority for Joint Ventures and the Joint Venture Agreement must be completed and submitted as part of the bid documents.
1. No amendments to Joint Venture Agreement may be made without the prior approval of the Municipality; if not accepted by the Municipality and the Joint venture continue without approval the Joint venture contract can be cancelled as if poor performance had taken place;
2. Joint venture will only qualify for points for their B-BBEE status level as a legal entity, provided that the entity submits, together with the submission of the bid, their B-BBEE status level certificate issued in the name of the Joint venture.
3. All members of the Joint venture must submit, with the bid documents:
   - a valid tax clearance certificate or SARS tax pin, individually;
   - an agreement that clearly provides clarity of Profit and liability sharing; and
   - a resolution taken by the board of directors of the Joint venture and other information that agrees with the Joint Venture agreement.

C.2.13.5 The employers address for delivery of tender offers and identification details to be shown on each tender offer package are:

Location of tender box: Stellenbosch Municipality
Plein Street
Stellenbosch

Identification details: **B/SM 13/21 THE ESTABLISHMENT OF A ROSTER, FOR PROFESSIONAL ENGINEERING SERVICES FOR A TERM, ENDING 30 JUNE 2023**

C.2.13.9 *Replace clause C.2.13.9 with:* Mailed, telephonic, telegraphic, telex, facsimile or emailed tender offers will not be accepted.

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C.2.15.1 *Add to clause C.2.15.1:* The closing time for submission of tender offers is as stated in the Tender Notice and Invitation to Tender. Any Tender received after the appointed time for the closing of tenders will not be considered and will be filed unopened with the other tenders received or returned to the Tenderer at his/her request.
Sealed tenders, with the **"Tender Number and Title"** clearly endorsed on the envelope, must be deposited in the **tender box**.
The tender must be lodged by the Tenderer in the tender box in the Main Hall Entrance, Stellenbosch Municipal Offices, Plein Street, Stellenbosch Tenders that are deposited in the incorrect box will not be considered.

C.2.16.1 *Add to clause C.2.16.1:* Tender offer validity period is 180 days.

C.2.20 *Add to clause C.2.20*:
Professional indemnity insurance
Proof of Professional Indemnity Insurance is not required at tender stage. The Consultant must provide proof that the necessary insurance is in place when being considered for an individual assignment. The extent of the Professional Indemnity Insurance required will be specific to the requirement of an individual assignment.

C.2.23 *Add to clause C.2.23*:
The Tenderer must complete and submit all forms and certificates contained in this Tender. The tenderer must also submit with this tender all requirements as stated in these forms and certificates, as listed below:

1. Tender Details
2. Authority to Bid form
3. Certificate of Authority for Joint Venture
4. MBD 2 Tax Clearance Certificate Requirements
5. MBD 4 Declaration of Interest
6. MBD 5 Declaration for Procurement above R10 Million
7. MBD 6.1 Preference Points Claim Form
8. MBD 8 Declaration of Bidders Past Supply Chain Management Practices
9. MBD 9 Certificate of Independent Bid Determination
10. MBD10 Certificate for Payment of Municipal Services
11. Pre-Qualifying Conditions
12. Form of Offer and Acceptance
13. Declaration by Tenderer
14. Occupational Health and Safety Agreement

C.3.4.1 *Add to clause C.3.4.1:*
Tenders shall be opened in public at the Stellenbosch Municipal Offices as soon as possible after the closing time for the receipt of tenders.

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C.3.8.2 *Add the following points to clause C.3.8.2:*

d) The Tenderer does not comply with the required criteria as specified in C.2.1.1 above;
e) The tenderer who has failed to submit the contact details as specified in C.2.7 above.
f) The tenderer has not attended the virtual clarification meeting
g) The Tenderer failed to submit additional information when requested by the due date;
h) The Tenderer has submitted false or incomplete information, with respect to the pre-qualifying conditions.

C.3.11.1 *Add to clause C.3.11.1:*

The procedure for the evaluation of responsive Tenders is Method 2.

Preference points must be claimed in terms of the preferential procurement Regulations 2017 – Purchases / Services 80/20. Form MBD 6.1 must be completed and submitted for the purpose of obtaining preference points. Should the MBD 6.1 not be completed and submitted, the tenderer will forfeit the points allocated in terms of these specific goals.

Tenderers are required to complete and submit information on pre-qualifying conditions as listed in the Returnable Schedules for admission onto the roster. The pre-qualification schedule must be completed in full, where incomplete schedules are submitted, or false information provided, tenderers may be disqualified.

The following pre-qualifying conditions are applicable:

1	Assurance that a Local Office will be established (as described in C.2.1.1.1) Selecting one or more of the Work Categories
2.	Expertise of Key Personnel (described in C.2.1.1.2, specialising in one or more of the selected work categories)
3.	Confirmation of Tenderer experience in one or more of the selected work categories as described in C2.1.1.3

Please refer to Pre-qualifying Schedules contained in the Returnable Schedule for further details.

The Municipality endeavours to appoint tenderers who have experiences and internal staff who specialise in categories listed below. Consultants are therefore required to select from the list below, one or more of the categories following:

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1) Roads
2) Stormwater
3) Traffic Engineering and Transport Planning
4) Water and Waste Water Services – Network Distribution
5) Water and Waste Water Services - Bulk Services
6) Water and Waste Water Services - Planning
7) Environmental Services
8) Solid Waste Management Services
9) Electrical Engineering Services – High Voltage
10) Electrical Engineering Services – MV/LV Reticulation
11) Electrical Engineering Services – Planning
12) Structural Engineering Services

Please refer to Part C3: Scope of Works, C3.4 Basis of Prequalification and C3.5 basis of Allocating Work Assignments for further information.

C3.13.1 *Add to clause C3.13.1 the following:*

g) The tenderer has submitted an original valid Tax Clearance Certificate or PIN number issued by the South African Revenue Services or has made arrangements to meet outstanding tax obligations;
h) The Tenderer or any of its directors/shareholders is not listed on the Register of Tender Defaulters in terms of the Prevention and Combating of Corrupt Activities Act of 2004 as a person prohibited from doing business with the public sector;
i) The Tenderer has not:
(i) abused the Employer's Supply Chain Management System; or
(ii) failed to perform on any previous contract and has been given a written notice to this effect;
j) The Tenderer has completed the Compulsory Enterprise Questionnaire and there are no conflicts of interest which may impact on the tenderer's ability to perform the contract in the best interests of the Employer or potentially compromise the tender process and persons in the employ of the state are permitted to submit tenders or participate in the contract;
k) The tenderer is registered and in good standing with the compensation fund or with a licensed compensation insurer;
l) A Tenderer who submitted a tender as a Joint Venture has included an acceptable Joint Venture Agreement with his tender

C4 *Add Clause C4* ***Additional Conditions of Tender:***

1. Sealed tenders, with the **"Tender Number and Title"** clearly endorsed on the envelope, must be deposited in the **tender box** at the offices of the Stellenbosch Municipality, Plein Street, Stellenbosch.
2. The tender must be lodged by the Tenderer in the tender box in the Main Hall Entrance, Stellenbosch Municipal Offices, Plein Street, Stellenbosch

PLEASE NOTE:

2.1. Tenders that are deposited in the incorrect box will not be considered.
2.2. Mailed, telegraphic or faxed tenders will not be accepted.
2.3. Documents may only be completed in non-erasable ink.
2.4. The use of correction fluid/tape is not allowed.
2.4.1. In the event of a mistake having been made, it shall be crossed out in ink and be accompanied by an initial at each and every alteration.
2.4.2. Alterations or deletions not signed by the Tenderer may render the tender invalid.

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2.5. All bids must be submitted in writing on the official forms supplied (not to be re-typed)

2.6. All prices shall be quoted in South African currency and be **INCLUSIVE of VAT.**

3. **Where the value of an intended contract will exceed R1 000 000, 00 (R1 million) it is the bidder's responsibility to be registered with the South African Revenue Service (SARS) for VAT purposes in order to be able to issue tax invoices. The municipality will deem the price above R 1 000 000,00 (R1 million) to be VAT inclusive even if it is indicated that no VAT is charged. Please insure that provision is made for VAT in these instances.**

3.1 It is a requirement of this contract that the amount of value-added tax (VAT) must be shown clearly on each invoice.

3.2The amended Value-Added Tax Act requires that a Tax Invoice for supplies in excess of R3 000 should, in addition to the other required information, also disclose the VAT registration number of the recipient, with effect from 1 March 2005. The VAT registration number of the Stellenbosch Municipality is **4700102181.**

4. Any Tender received after the appointed time for the closing of Tenders shall not be considered but shall be filed unopened with the other Tenders received or may be returned to the Tenderer at his request.

5. Tenders may not be telefaxed to the Municipality and therefore any tenders received by fax will **not** be considered.

6. Tenders shall be opened in public at the Stellenbosch Municipal Offices as soon as possible after the closing time for the receipt of tenders.

7. The Municipality shall have the right to summarily disqualify any Tenderer who, either at the date of submission of this tender or at the date of its award, is indebted to the Municipality in respect of any rental, levies, rates and/or service charges; ALTERNATIVELY;

7.1. That an agreement be signed whereby the Tenderer agrees that a percentage or fixed amount at the discretion of the Municipality, be deducted from payments due to him for this tender, until the debt is paid in full.

7.2. The tenderer shall declare **all** the Municipal account numbers in the Stellenbosch Area for which the enterprise or the proprietors or directors in their personal capacity is/ are responsible or co-responsible.

8 **Negotiations for a fair market related price**

8.1The award of the tender may be subject to price negotiation with the preferred tenderers.

9 This bid will be evaluated and adjudicated according to the following criteria:

9.1Relevant specifications
9.2Value for money
9.3Capability to execute the contract
9.4PPPFA & associated regulations

10 **Service Level Agreement**

The award of the tender is subject to the signing of a Service Level Agreement (SLA) between the successful bidder and Stellenbosch Municipality

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11 **Centralised Supplier Database**

No Bids will be awarded to a bidder who is not registered on the Centralised Supplier Database (CSD).

The CSD supplier number starting with (MAAA) number is automatically generated by the Central Database System after successful registration and validation of a prospective service provider. This number is now a mandatory requirement, as referred to in regulation 14(1) *(b)* of the Municipal Supply Chain Management Regulations, as part of the listing criteria for accrediting a prospective service provider. Prospective suppliers should self – register on the CSD website at www.csd.gov.za Registration on the CSD will be compulsory in order to conduct business with the STELLENBOSCH MUNICIPALITY. Registration on CSD can be done by contacting 021 808 8594 or Nicoiene.Hamilton@stellenbosch.gov.za

Centralized Supplier Database No. MAAA.....

12 The Municipality would endeavour to achieve a degree of equity among the listed consultants, successive individual assignments, within the same category, will therefore not be made to the same consultant.

13 In an endeavour to promote fairness and transparency, consultants must submit proposals for all requests for technical proposals received, should a consultant:

- fail to submit a proposal when requested;
- submit botched proposal;
- submit proposals after the due date;

detailed reasons must be provided. The Municipality will evaluate the reasons provided - to determine whether the reasons can be deemed valid or not. A consultant may forfeit a work opportunity (and only be eligible again once all other qualifying consultants, within the relevant category, have been allocated assignments), should the reasons provided not be deemed valid.

14 Individual Assignments may be allocated at the discretion of the Municipality. For example, to assignments could be allocated to a consultant on the roster in order to promote continuity where the consultant has had been involvement in previous work associated with the assignment. Assignments may not necessarily be awarded to all consultants included on the roster.

15 The Municipality reserves the right to appoint professional Consulting Engineers, through other procurement means, without making use of the results of this tender, whether such projects could be construed as falling within the ambit of this tender or not.

16 The Municipality may request the signing of an additional Service Level Agreement which, together with the signed tender document, will constitute the full agreement between the Municipality and the successful bidder.

Item	B/SM 21/22 - Stellenbosch Municipality PV Facility	Total Material & Labour (2021/2022)	Variation Orders (2021/2022)	Final Spend Value (2021/2022) Excl VAT	Operation & Maintenance (2022/2023)	Training (2022/2023)	Final Spend Value (2022/2023) Excl VAT	Final Spend Value Total Project Excl VAT	Final Spend Value Total Project Incl VAT
A	Central Municipal Buildings - 225kWp	R 2 831 303.34	R 142 400.81	R 2 973 704.15	R 169 229.90	R 7 200.00	R 176 429.90	R 3 150 134.05	R 3 622 654.15
B	Van der Stel Sportsgrounds - 230kWp	R 2 688 279.56	R 55 051.93	R 2 743 331.49	R 172 006.00	R 7 200.00	R 179 206.00	R 2 922 537.49	R 3 360 918.12
C	Bellana Depot - 125kWp	R 1 839 371.76	R 0.00	R 1 839 371.76	R 97 025.14	R 7 200.00	R 104 225.14	R 1 943 596.90	R 2 235 136.44
D	Traffic Department - 50kWp	R 1 700 528.22	R 103 870.50	R 1 804 398.72	R 75 111.11	R 7 200.00	R 82 311.11	R 1 886 709,83	R 2 169 716.30
E	Fire Station - 80kWp	R 1 845 105.08	R 143 396.80	R 1 988 501.88	R 75 111.11	R 7 200.00	R 82 311.11	R 2 070 812.99	R 2 381 434.93
	Total Construction Contract Value	R 10 904 587.95	R 444 720.04	R 11 349 307.99	R 588 483.26	R 36 000.00	R 624 483.26	R 11 973 791.26	R 13 769 859.94

Bernine Kwago

From: Henk Brand <henk@lyners.co.za>
Sent: Friday, 28 January 2022 16:36
To: Mark Benson; Bernine Kwago
Cc: theo; Bian Vermaak
Subject: [EX] RE: B/SM 13/21 Rapid Installation of PV Panels - Fee Cash Flow

Hi Mark & Bernine,

The fees will be claimed according to the below cash flow and milestones based on the appointed fee value of R1 275 000.00 excluding VAT:

Milestone	Percentage Claimed	Amount (excluding VAT)
On completion of details design and drawings	20%	R 255 000.00
Tender documentation complete	20%	R 255 000.00
Contractor appointed	10%	R 127 500.00
Construction 50% complete	25%	R 318 750.00
Construction 100% complete	20%	R 255 000.00
Handover of works and close-out	5%	R 63 750.00
		R1 275 000.00

Regards

Henk Brand | Technical Director | TYGERVALLEY | T +27 (0)21 914 0300 | M +27 (0)83 631 7708 | henk@lyners.co.za

LYNERS | Established 1999 | www.lyners.co.za
Neil Lyners and Associates (RF) (Pty) Ltd Professional Consulting Engineers & Project Managers
Caring | Innovative | Focussed
WINNER OF THE CESA AON ENGINEERING EXCELLENCE AWARDS 2017 FOR PROJECTS WITH A VALUE BETWEEN R50 AND R250 M

From: Bian Vermaak
Sent: 28 January 2022 06:51
To: Mark Benson <Mark.Benson@stellenbosch.gov.za>; Bernine Kwago <Bernine.Kwago@stellenbosch.gov.za>
Cc: Theo Potgieter <theo@lyners.co.za>; Henk Brand <henk@lyners.co.za>; Rene Willoughby <rene@lyners.co.za>; Jacques Spence <jacques.spence@lyners.co.za>
Subject: B/SM 13/21 Rapid Installation of PV Panels - Lyners Invoice #1

Good morning Bernine, Mark

Please find attached our 1st invoice for professional services relating to the installation of rooftop PV on various municipal buildings in Stellenbosch.

Please let me know if anything is unclear, thank you.

Regards

Bian Vermaak PrEng. CEM | Technical Director | T +27(0)21 914 0300 | M +27(0)83 395 3956 | bian@lyners.co.za

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☎ 021-808 8770 Department: Electricity epos/email:

(Doc C Bid 13/21 – Oct 2021)

Date: 19 October 2021

Neil Lyners and Associates (Pty) Ltd
Unit 2 Ground Floor
Riverside Place
South Gate Entrance
Carl Cronje Drive, Tygervalley, Bellville,7530
bellville@lyners.co.za

LETTER OF APPOINTMENT

It is our pleasure to inform you that you have been appointed in terms Tender B/SM 13/21: ESLM.1, to undertake: **Rapid Installation of Photovoltaic (PV) panels, supporting structures and injection equipment to generate electricity at LV at one or two points. Required Demand Input maximum 600kW**

This document consists of the following sections:

A SCOPE OF WORK
1. Background
2. Objective
3. Description of services required
4. Programme and Timeframe

B PERFORMANCE
C PROFESSIONAL INDEMNITY INSURANCE
D REMUNERATION
E CASH FLOW
F PROGRAMME
G DATA
H COMMUNICATION
I CONFIRMATION OF ACCEPTANCE OF THIS LETTER OF APPOINTMENT

A. SCOPE OF WORK

1. BACKGROUND

The Department requires the services of an Electrical Engineer to rapidly carry out the design, tender creation, tender adjudication and construction management for a project to inject LV Electricity Generation through Photovoltaic Panel (PV), PV panel support,

Invertors, controls and cabling. The tender shall include all the necessary equipment to create a generation entity to be able to generate in the vicinity of 600kVA, depending on the cost thereof and the budget available.

4.1 Stage 1	
• Planning, Studies, Investigations & Assessments	15/10/2021
4.2 Stage 2	
• Inception	15/10/2021
• Concept and Viability (Preliminary Design)	15/10/2021
• Design Development (Detail Design)	15/10/2021 to 29/10/2021
• Documentation and Procurement	30/10/2021 to 30/11/2021
• Construction, Contract Administration and Inspection	06/12/2021 to 31/01/2022
• Close out	01/01/2022 to 04/02/2022
4.3 Additional Services	
• Construction Monitoring	17/01/2022 to 31/01/2022

B. PERFORMANCE

Consultants and their work must abide to the Code of Conduct, Board Notice 41 of 2017, by the Engineering Council of South Africa, as per the Engineering Profession Act, Act 46 of 2000.
As such the actions and work performed by Consultants will result in projects that will work (and perform its function) as required originally (per scope of tender), or as altered thereafter with the approval of the Municipality. Consultants will ensure that all designs, materials and measures chosen will perform as expected by the Municipality. The completed project will perform as required within the prevailing South African conditions, including known political conditions, within and around the Municipality. The Consultants will take responsibility that such project will perform as is required within such conditions. Consultants will take full responsibility for any design faults or misperceptions resulting in a project not performing as specified and will be held liable if such requested specification and operations are not achieved. The Tender Document, Document A as well as this document will form contract with the Consultant, the following Performance Criteria are also applicable:

PERFORMANCE CRITERIA

The following performance criteria apply:

B.1) Consultants are required to keep to programme dates
B.2) Personal involvement with the project and the team as and when needed
B.3) Consultants must liaise with the Local Authority to address any possible issue(s)
B.4) Consultants to provide good administrative support in responding to correspondence timeously
B.5) Your regular attendance at requested meetings
B.6) Consultants are to ensure adequate record keeping
B.7) Timely response to requested information
B.8) Consultants to provide good administrative support in responding to correspondence timeously
B.9) Your regular attendance at requested meetings
B.10) Consultants are to ensure adequate record keeping
B.11) Timely response to requested information
B.12) Consultants to perform the Asset Unbundeling of construction projects implemented, as per Stellenbosch Municipal Standards
B.13) Consultants to provide a professional service on time and within budget

C. PROFESSIONAL INDEMNITY INSURANCE

Clause 5.4.1 of Part C1.2: Contract Data of Tender B/SM 13/21 states: "The Service provider shall insure against professional negligence, errors and omissions under a Professional Indemnity policy for at least twice the fee amount provided for each assignment in respect of a claim, without limit to number of claims. The Bidder must provide proof of such insurance to the Employers Representative within 14 (fourteen) days after the notification of acceptance of the Assignment. For projects that have significant impacts, the Municipality may request additional Professional Indemnity. Such projects may therefore have additional Professional Indemnity requirement that will be determined by the Municipality wen the scope of works is compiled."

The project value is defined as professional fees plus construction value, therefore, your insurance policy must provide cover to Stellenbosch Municipality to a minimum value of at least twice the fee amount provided for each assignment in respect of a claim, against liability for:

C.1) the loss or damage suffered by Stellenbosch Municipality by reason of error, omission, neglect or breach of professional duty by yourself, your employees or independent contractors appointed by yourselves in providing the services as described above,

C.2) death, injury, loss or damage to property of any third Party arising from any error, omission, neglect or breach of professional duty by yourself, your employees or independent contractors appointed by yourselves in providing the services as described above.

Please provide the following:

C.3) A copy of your insurance policy
C.4) Limit of public liability per claim
C.4) Expiry date of the applicable policy

D. REMUNERATION

D.1) Payment in respect of the services to be provided by the consultant as appointed by means of this letter of appointment, will be remunerated by Stellenbosch Municipality will be time and cost based.

D.2) The Estimated fees for various stages will be as agreed with Municipal Project Manager

D.3) The implementation of all further Stages is subject to availability of pre-approved funding.

D.4) Any invoices must be addressed to Stellenbosch Municipality and must indicate the VAT number of the municipality as well as your own VAT number.

D.5) A hard copy must be delivered to Stellenbosch Municipality and an electronic copy must be forwarded to the municipal project manager for this project.

E. CASHFLOW

Updated cash flow projections must accompany all requests for payments.

F. PROGRAMME

An envisaged programme must be forwarded with acceptance of this letter of appointment and it is expected that this programme be adhered to.

G. DATA

All designs, plans, documentation and the like prepared by yourself for this project, become the property of the Stellenbosch Municipality upon payment thereof.

H. COMMUNICATION

All formal communication between yourself and other role players must be copied to the relevant project / line and senior manager. Minutes and/or notes of all meetings must be confirmed in writing and copied to the rest of the team.

We trust that you are willing to accept the appointment and conditions and request you to acknowledge your acceptance of this appointment letter by signing the section below and returning a copy to Stellenbosch Municipality.

Yours faithfully

Mark Benson
Project / Line Manager

Date: 19/10/2021

Nombulelo Zwane
Relevant Senior Manager

Date: 20/10/21

Deon Louw
Relevant Director

Date: 20/10/21

Cc: Municipal Supply Chain Management: donray.beerwinkel@stellenbosch.gov.za

CONFIRMATION OF ACCEPTANCE OF THIS LETTER OF APPOINTMENT, BY THE CONSULTANT WITH RESPECT TO STELLENBOSCH MUNICIPALITY'S:

B/SM 13/21: ESLM.1: Rapid Installation of Photovoltaic (PV) panels, supporting structures and injection equipment to generate electricity at LV at one or two points. Required Demand input maximum 600kW

Signature: _____

Printed Name: Theo Potgieter

Position: Head of Electrical

Dated: 21 October 2021

Neil Lyners and Associates

for and on behalf of the Consultant

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DIRECTORATE: INFRASTRUCTURE SERVICES ELECTRICITY SERVICES

TECHNICAL EVALUATION REPORT

B/SM 13/21: ESLM.1: CONSULTANTS TENDER

REFERENCE NO: ESLM.1

DESCRIPTION: Rapid Installation of Photovoltaic (PV) panels, supporting structures and injection equipment to generate electricity at LV at one or two points. Required Demand input maximum 600kW

FIELD OF EXPERIENCE:

FEE CATEGORY: R 1 500 000.00

1. AIM & BACKGROUND

The Department requires the services of an Electrical Engineer to rapidly carry out the design, tender creation, tender adjudication and construction management for a project to inject LV Electricity Generation through Photovoltaic Panel (PV), PV panel support, Invertors, controls and cabling. The tender shall include all the necessary equipment to create a generation entity to be able to generate in the vicinity of 600kVA, depending on the cost thereof and the budget available.

Installation should be completed and operational by December 2021 or soonest thereafter. The whole design shall be based on a Pre-Feasibility Report submitted by the University of Stellenbosch which will be available by Friday 8 October 2021. The intension is to use 6000m^2 of roof area from various buildings and parking area carports (carport structures to be designed and constructed as part of this contract). The Pre-Feasibility report will be used as the basis of your design and will identify the most suitable roof space available to achieve the projects objectives.

The report is basically looking at two possibilities:

a. Ven Der Stel rooftop PV installation as well as adjacent parking undercover parking.
b. Total parking undercover parking at Bloemhof Carpark, space for 200 vehicles.
c. Or a combination of the above.

Some of the 600kVA generated by the rooftop PV will be for self-consumption but the majority of the energy produced by the PV installation (at one or various sites) will be required to flow back into Stellenbosch Municipality's electrical network (self -wheeling). Part of this appointment will be to ensure that the Municipalities installed MV and LV infrastructure at the various sites will be able to accommodate the self-wheeling process.

Only (8) eight out of the (19) nineteen bidders responded to the bid by submitting proposals.

4. RECOMMENDATION

Only (6) six of the (8) eight bidders scored the minimum 70 points for functionality.

Bidders	Average points
Bigen	85.83
Element Consulting	88.33
Neil Lyners and Associates	88.33
BDE Consulting	78.33
IX Engineers	78.33
BVI Consulting	73.33

Neil Lyners and Associates and Element Consulting both scored the highest and tied at 88.33 points.

It is recommended that further evaluation is done for the six (6) bidders above in terms of preference points and pricing.

Requested / Prepared by:

Project Manager: Mark Benson
Planning, Design, Construction and Services
Date: 15/10/2021

Supported by:

Nombulelo Zwane
Senior Manager: Electricity Services
Date: 15/10/21

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☎ 021-808 8770 Department: Electricity Services

Date: 11 October 2021 **(Doc A Bid 13/21 – Oct 2021)**

Neil Lyners and Associates
rudolph@lyners.co.za
021 914 0300 / 082 807 2826

For Attention: Ridolph Schoonwinkel

REQUEST FOR A RAPID TECHNICAL PROPOSAL to appoint a suitable, qualified and experienced professional service provider through bid **B/SM 13/21: ESLM.1,** to undertake: **Rapid Installation of Photovoltaic (PV) panels, supporting structures and injection equipment to generate electricity at LV at one or two points. Required Demand input maximum 600kW**

The Municipality aims to provide work opportunities to all qualifying consultants within a work category. Once a consultant has received a work assignment, the consultant will only be eligible for another work assignment, once the Municipality has attempted to provide work opportunities to all other qualifying consultants within the work category.

All qualifying consultants in the relevant work category, as listed at the back of this document, have been approached to submit a Technical Proposal Document.

- Work Category: **Electrical Engineering**
- Estimated Consultant Fees **R 1 500 000.00**
- Estimated Project Duration: **16 Weeks**
- Project Description: **Rapid Installation of Photovoltaic (PV) panels, supporting structures and injection equipment to generate electricity at LV at one or two points. Required Demand input maximum 600kW**

Consultants are required to provide the information requested on this form and submit a Technical Proposal with accompanying information by the morning of Tuesday 12 October at 09h00.

This REQUEST FOR TECHNICAL PROPOSAL document consists of the following sections:

1. Background
2. Scope and Objective
3. Consultant Fees
4. Project Timeframe
5. Skill Transfer
6. Performance
7. Submission of Technical Proposal

3. CONSULTANT FEES

Note: due to The Municipal Cost Containment Regulations (Gazette No. 42514, National Treasury Notice 317 of 2019), only time-based fees will be utilized.

3.1 Fee Structure - Fees scales by the Department of Public Services and Administration (DPSA) must be utilized. The DPSA's Guide on Hourly Fee Rates

for Consultants 2003 and the latest published annual rates, will therefore be applicable. Please refer to the following:

- Latest Guidelines for Services and Processes for Estimating Fees for Persons Registered in terms of the Engineering Profession Act, 2000 (Act No.46 of 2000).
- The Department of Public Services and Administration (DPSA's) Guide on Hourly Fee Rates for Consultants (2003 or latest)
- The Latest, Hourly Fee Rates for Consultants, annually published by the DPSA.

ECSA fee scales in relation to the DPSA salary bands:

Category as per par. 4.2(2) and 4.2(3) of ECSA guideline	DPSA Salary band (Fixed)
ECSA Category A {4.2(3)(a)(i)}	13
ECSA Category B {4.2(3)(a)(i)}	13
ECSA Category C {4.2(3)(a)(ii)}	12
ECSA Category D {4.2(3)(a)(iii)}	11

3.1.1 Time Based Fees:
The Municipalities estimate for **consultant fees** for this project is: **R1 500 000.00**
Consultant to indicate the Tendered percentage discount: ☐

3.1.2 Additional Services (where applicable)

- Arranging for **testing, specialist surveys** ect. - 10% management fees of actual cost of additional service.
- **Construction monitoring (time based - tendered percentage discount also applicable)** – consultant to propose fee taking into account:
  - Level of construction monitoring required
  - Engineer Category required

  Engineer's category required: Category A, B, C and / or D

3.1.3 Typing and Duplication:
Typing and duplication will be the latest tariffs and fees as issued by Department of Public Works (DPW).
Consultant to indicate the Tendered percentage discount: ☐

☐

3.1.4 Travelling Cost:
All tenderers must establish a local office in Stellenbosch or the surrounding area to be considered for an assignment. Additional payments will not be made for the following:

- Subsistence allowance
- Travelling time and cost for travelling between the consultant's offices and Stellenbosch municipal offices and between the consultant's offices the main work site.

Travelling cost directly related to carrying out of the duties of an assignment (i.e. travelling between work sites and site supervision) will be claimable.
Consultant to indicate the Tendered percentage discount: ☐

3.2 Acceptance of Conditions
Consultant must indicate whether these conditions are acceptable, failure to accept these conditions may result in consultant's proposal being rejected.

Yes	No
☐	☐

4. PROJECT TIME FRAME

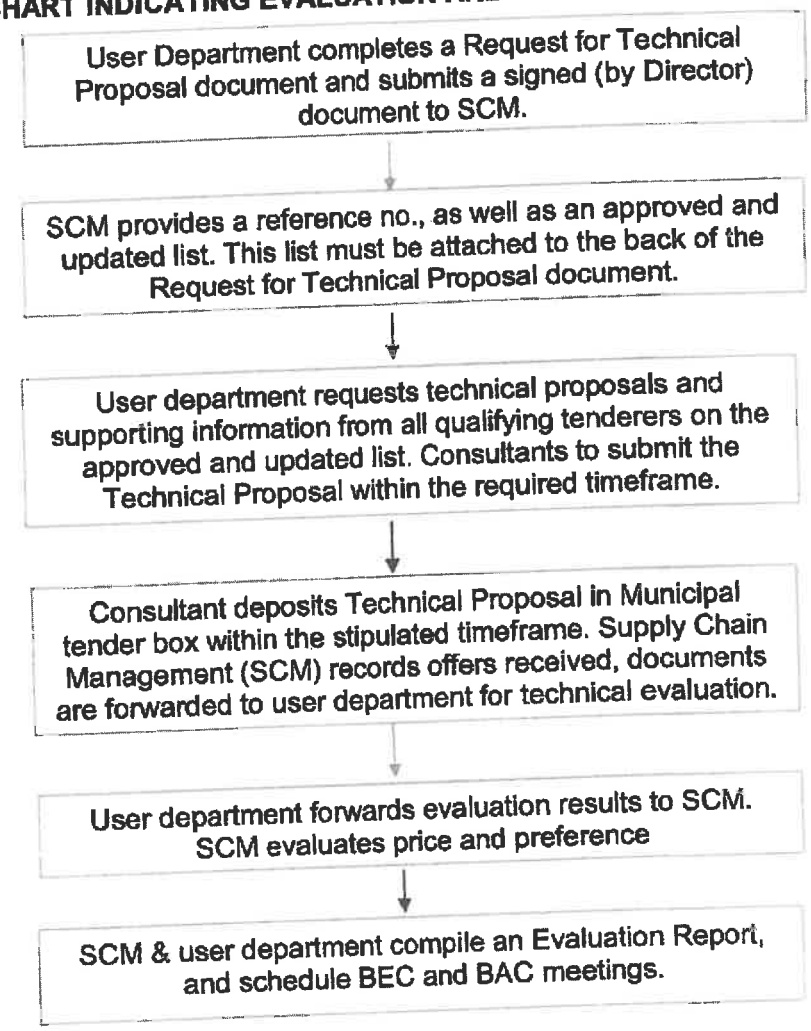
Stages listed hereunder are subject to availability of pre-approved funding, the required municipal preliminary timeframes are as follows:

Stage Description	Completion (month & year)
1. Stage 1	
• Planning, Studies, Investigations & Assessments	15/10/2021
2. Stage 2	
• Inception	15/10/2021
• Concept and Viability (Preliminary Design)	15/10/2021
• Design Development (Detail Design)	15/10/2021 to 29/10/2021
• Documentation and Procurement	30/10/2021 to 30/11/2021
• Construction, Contract Administration and Inspection	06/12/2021 to 31/01/2022
• Close out	01/01/2022 to 04/02/2022
3. Additional Services	
• Construction Monitoring	17/01/2022 to 31/01/2022

Consultant to indicate whether these timeframes are achievable, based on available current resources: failure to adhere to timeframes requirements may result in Consultants proposal being rejected.

Yes	No
☐	☐

9. FLOWCHART INDICATING EVALUATION AND APPOINTMENT PROCESS



Compiled by:

Project / Line Manager: Mark Benson

Supported by:

07/10/2021

Relevant Acting Senior Manager: Victor Dyusha

05/10/21

Relevant Director: Deon Louw

Cc: Municipal Supply Chain Management: donray.beerwinkel@stellenbosch.gov.za

ADD UPDATED LIST (FROM SCM) OF CONSULTANTS THAT ARE BEING REQUESTED TO SUBMITT TECHNICAL PROPOSALS

9. ELECTRICAL [illegible] & I/

TENDER NO.	BIDDERS	PROPOSAL REQUESTED (YES/NO)	ATTENDED CLARIFICATION MEETING (YES/NO) OR N/A	SUBMITTED PROPOSAL (YES/NO)	TENDER CONDITIONS ACCEPTED (YES/NO)	FUNCTIONALITY EVALUATOR NO. 1	FUNCTIONALITY EVALUATOR NO. 2	FUNCTIONALITY EVALUATOR NO. 3	AVERAGE FUNCTIONALITY SCORE	DISCOUNT %	ESTIMATED PRICE	POINTS FOR PRICE	BBBEE	TOTAL SCORED	AWARD
3	Aecom														
9	BDE Consult														
11	B														
15	Bosch														
14	BVI Consulti														
16	CSM Consultin														
20	DFR Kwakudi														
21	EAS CWS & VCE JV														
22	Element Consul														
25	FCE Consulti														
29	Hatch Africa														
35	Innovative T Solution														
37	IX Inners														
46	Lutchoo Consulti														
56	Nell L ers and associates														
57	NWE L neers														
58	Pairodo E Solutions														
67	SMECSouth Africa														
75	Zutari P Ltd														

Work In Progress

Req No.	Reference No.	Descri a	Responsible person
1	BSM 18/21- ESLM.1	Rapid installation of photovoltaic (PV) panels, supporting structures and injection equipment to generate electricity at LV at one or two points. Required demand input maximum 500kW	Mark Benson
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			

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MEMORANDUM

Supply Chain Management

TO/AAN	:	**THE CHAIRPERSON: BID ADJUDICATION COMMITTEE**
Re/Insake	:	**ENGINEERING, PROCUREMENT AND CONSTRUCTION OF CONTAINERIZED BATTERY ENERGY STORAGE AND GRID INTERACTIVE INVERTER SYSTEM AT STELLENBOSCH FIRE STATION**
File /Leer No	:	.....
Date / Datum	:	**30 May 2022**
BID NR:/BOD NO	:	**B/SM 63/22**

1. INTRODUCTION

Lyners Consulting Engineers was appointed by Stellenbosch Municipality for the preliminary design, compilation of bid documents, the bid evaluation, the contract administration, and the construction monitoring required for the implementation of containerized battery energy storage and grid interactive inverter system at Stellenbosch fire station.
Lyners Consulting Engineers evaluated all the bidders in terms of functionality and has compiled an evaluation report (reference number. E21185) with recommendations.

This report is a report compiled by the user department which deals with the evaluation and recommendations associated with the bidder recommended by Lyners Consulting Engineers.

2. BIDDERS RECEIVED

The bid closed on Tuesday, 24 May 2022 at 12:00 at the offices of Stellenbosch Municipality in Stellenbosch. The bids received were opened by representatives of Stellenbosch Municipality.

The details of the bidders received are as follows:

TABLE 1: BIDDERS RECEIVED

NAME OF BIDDER	OFFERED BID AMOUNT	COMPLETION PERIOD	B-BBEE STATUS LEVEL OF CONTRIBUTION
Motla Consulting Engineers (Pty) Ltd	R 6 261 495.05	22 days	2

Offered bid amounts include 15% VAT.

4.1 General

Motla Consulting Engineers (Pty) Ltd is situated in Robertson with offices in Cape Town and Langebaan and is well known to the Electrical Engineer. Based on the schedule of previous similar work completed by the contractor, the contractor is sufficiently experienced for a project of this nature.
Although Motla Consulting Engineers (Pty) Ltd started as a consulting firm, they have through EPC-activities in the Renewable Energy industry obtained a 7EP CIDB contractors grading which was submitted with the bid.

From the information provided in the bid submission the company seems to have the necessary experience, resources, and equipment to successfully complete the project.

4.2 Financial Status

Due to the nature of the works required, a bank rating of Motla Consulting Engineers (Pty) Ltd was requested. Standard Bank rated Motla Consulting Engineers (Pty) Ltd for bridging facility as code C. A "C rating" means good for normal activities strictly in accordance with business. Hence, no problems are anticipated with the cashflow during the contract period. This is regarded as acceptable for the Municipality as the contractor does not present any commercial risk to the municipality.

4.3 Arithmetical Correctness

All calculations in the bill of quantities were checked and the offer contained no arithmetic errors. All rates provided were also verified and found to be in line with current industry norms. The batteries component of the tender was found to be priced slightly higher than market prices.

The tender offer is higher than the initial cost estimation and subsequent EP-rating requirement which can be attributed to the following factors:

4.3.1 The original cost estimation was done based on a typical Rand/Watt formula for battery storage. The specified battery storage system is more advanced than a typical system as integration is required with the existing generator and PV system on site, including transfer switches and advanced communication, metering and reverse feed blocking which will increase costs.

4.3.2 Due to the current state of the national grid and daily loadshedding schedule, batteries are in very high demand and delivery times on battery banks as specified in the tender is typically 12 to 16 weeks. The construction period as indicated in the tender requires express delivery of the batteries which will have an effect on pricing/delivery of the batteries from suppliers. The market was tested in this regard and there is a 40% increase in cost due to the shortened delivery period.

4.3.3 There is no allowance for escalation in the contract and the tenderers had to price for any potential fluctuations in the volatile exchange rates of imported items like the inverter.

4.3.4 No allowance was made for Operation and Maintenance and P&G's in the original cost estimation.

4.4 Construction Period

The bided construction period of the Battery Energy Storage System was stated as 4 weeks (22 working days) by Motla, excluding holidays and abnormal inclement weather delays

4.5 Qualifications

The contractor did not have any amendments or qualifications that might create a risk for the Employer.

4.6 Equipment Offered

All equipment offered is according to the specifications. A proposal was provided by Motla to integrate the PV system being installed at the Fire Station with the new BESS by utilising the same inverter for both applications. This will result in a saving in the PV installation cost and time and will be acceptable as per the technical requirements of the bid specification.

5. CONCLUSION

The following conclusions can be made regarding this bid:

5.1 The bid of Motla Consulting Engineers (Pty) Ltd was the only bid received and is therefore by default the lowest offer.

5.2 The bid of Motla Consulting Engineers (Pty) Ltd was the only bid received and they have therefore by default achieved the highest score according to Stellenbosch Municipality's procurement policy.

5.3 The bid offered by Motla Consulting Engineers (Pty) Ltd fully complies with the specifications. The offer is fair, and market related.

5.4 Motla Consulting Engineers (Pty) Ltd has the required technical expertise and financial back-up to successfully complete this project on time and within budget.

5.5 Motla Consulting Engineers (Pty) Ltd has a 7EP contractor grading and therefore qualifies for the bid amount budget.

5.6 The Engineer is of the opinion that Motla Consulting Engineers (Pty) Ltd submitted substantive evidence to prove that they have all the relevant resources, expertise, and experience to do the required works. There is no reason to believe that they will not be able to honour the contractual obligations

6. COST ESTIMATION

The contingency percentage in the bid document BoQ was mistakenly indicated as 0% while it should have been indicated as 10%. The engineer is of the opinion that a 10% contingency allowance should be added to the offered bid amount before VAT which will bring the total bid amount to R6,887,644.55 as indicated below:

1. Construction Cost (as per the full Scope of Work)	R 5 444 778.30
2. Contingency Amount (10%)	R 544 477.83
Sub Total 1	**R 5 989 256.13**
3. VAT (15%)	R 898 388.42
TOTAL COST	**R 6 887 644.55**

7. RECOMMENDATION

The following recommendation applicable to this bid is made:

That the total bid amount be increased to R 6 887 644.55 (Incl VAT) as per the cost estimation in section 6 above to allow for unforeseen expenses.

In view of only one bid received and points 4.3.1 to 4.3.4 specifically with regards to point 4.3.2 that states that the shortened delivery period of the batteries has increased the cost by 40%. The user department is of the opinion that the bid should be re-advertised for the normal period so that the market can be properly tested in order to receive competitive pricing. This bid pricing is thus deemed not acceptable due to the reasons stipulated in point 4.3.1 to 4.3.4, it is recommended to the Bid Adjudication Committee and the Accounting Officer that **Bid B/SM 63/22: Engineering, Procurement and Construction of Containerized Battery Energy Storage and Grid Interactive Inverter System at the Stellenbosch Fire Station**, be readvertised.

We trust this report to meet with your approval. For any further information or discussion, please contact the undersigned.

Compiled By:

MARK BENSON
MANAGER: PLANNING, DESIGN, CONSTRUCTION & SERVICES

30/05/2022
DATE

Supported By:

NOMBULELO ZWANE
SNR MANAGER: ELECTRICITY SERVICES

DATE

9.2	CONSIDERATION OF EXPENDITURE INCURRED THAT WAS PREVIOUSLY CERTIFIED AS IRREGULAR BY MPAC

Collaborator No:
IDP KPA Ref No: **Good Governance**
Meeting Date: **14 June 2023 & 27 June**

1. SUBJECT: CONSIDERATION OF EXPENDITURE INCURRED THAT WAS PREVIOUSLY CERTIFIED AS IRREGULAR BY MPAC

2. PURPOSE OF REPORT

To provide information regarding the irregular expenditure that was identified subsequent to the tenders serving at MPAC as the tender contracts are still valid and, to be recommended to and considered by Council to certify the expenditure as irrecoverable and to be written off by Council in terms of Section 32 of the MFMA.

3. DELEGATED AUTHORITY

Council

4. EXECUTIVE SUMMARY

Section 32(2)(b) of the Municipal Finance Management, 2003 (Act 56 of 2003) (MFMA) require a municipality to recover unauthorised, irregular or fruitless and wasteful expenditure from the person liable for that expenditure unless the expenditure, in the case of irregular or fruitless and wasteful expenditure, is, after investigation by a council committee, certified by the council as irrecoverable and written off by the council.

Expenditure was identified in the 2021/2022 financial year which was noncompliant with Council approved policies and the Municipal Financial Management Act. All known instances of non-compliance with legislation, which the Municipality is aware of and whose effects should be considered have been recorded.

5. RECOMMENDATION

FOR CONSIDERATION

6. DISCUSSION

CONSIDERATION OF EXPENDITURE INCURRED RELATING TO THE ADVERTISEMENT AND SUB-CONTRACTING REQUIREMENTS: BSM/30/19: THE UPGRADE AND EXTENTION OF THE PNIEL WASTEWATER TREATMENT WORKS

BSM 30/19 was awarded to INENZO WATER (PTY) LTD on the 27th of September 2019 for the amount of R 73 496 265.61 including VAT. The variation order approved was R2 388 628.66 including VAT. The total expenditure incurred since inception of contract inclusive of VAT is R63 371 368.50.

Important to note is that the Auditor – General in its final audit conclusion agreed that the municipality were not Materially Non Complaint and that the municipality must in future clearly state whether it is applying SCM Regulation 4 (Pre-qualification) or SCM Regulation 9 (Sub contracting) and that the irregular expenditure relating to the 19/20 financial year, is not considered to be material in aggregate, but that the municipality must disclose the irregular expenditure for 20/21 and going forward.

This item did serve before MPAC and was certified as irrecoverable and written-off by the municipal council, but council only considered the expenditure that was incurred up to that specific point. This return item is to consider the expenditure that was incurred subsequent to council's resolution.

Tender	Total Award including Variation order	Expenditure previously certified as Irrecoverable by MPAC	Subsequent to Council resolution
BSM 30/19	R75 884 894.27	R 53 705 109.58	R9 666 258.92

CONSIDERATION OF EXPENDITURE INCURRED RELATING TO THE 30% SUB-CONTRACTING REQUIREMENT NOT MET BY THE WINNING BIDDER. BSM/29/19: THE UPGRADE AND EXTENTION OF THE PNIEL WASTEWATER TREATMENT WORKS: CIVIL WORKS

BSM 29/19 was awarded to CSV MAZARIN JV on 16 August 2019 for R 73 093 393.98 including VAT. The variation order approved was R8 737 471.07 including VAT. The total expenditure incurred since the inception of contract, inclusive of VAT is R19 031 490.79.

The Auditor – General in its final audit conclusion agreed that the municipality were not Materially Non-Compliant and that the municipality should in future clearly state whether it is applying SCM Regulation 4 (Pre-qualification) or SCM Regulation 9 (Sub -contracting) and that the irregular expenditure relating to the 19/20 financial year, is not considered to be material in aggregate, but that the municipality must disclose the irregular expenditure for 20/21 and going forward.

This item did serve before MPAC and was certified as irrecoverable and written-off by the municipal council, but council only considered the expenditure that was incurred up to that specific point. This return item is to consider the expenditure that was incurred after council's resolution.

Tender	Total Award including Variation order	Expenditure previously certified as Irrecoverable by MPAC	Subsequent to Council resolution
BSM 29/19	R81 830 865.05	R52 628 768.61	R19 031 490.79

CONSIDERATION OF EXPENDITURE INCURRED RELATING TO LOCAL PRODUCTION AND CONTENT- BSM 95/17

BSM 95/17 was awarded to CSV Construction – Wezan Joint Venture on the 11 August 2017 for R 91 564 374.26 including VAT. The total expenditure incurred since inception of contract inclusive of VAT is R92 564 307.81.

Preferential Procurement Regulations (PPR) 2017, PPR 8(2), requires that, an organ of the state must, in case of a designated sector, advertise the invitation to tender with a specific condition that only locally produced or locally manufactured goods, meeting the stipulated minimum threshold for local production and content, will be considered.

The Auditor-General, in its findings during the 2017/2018 financial year, identified that the Municipality did not include a specific condition that local production and content is applicable when inviting bidders to tender (advertisement). Furthermore, the Municipality also did not include the local production and content in the bid documents (MBD 6.2) and the suppliers declared accordingly. The Auditor-General concluded that the tender award does not comply with Preferential Procurement Regulations 2017.

However, the Municipality disagrees with the findings of the Auditor-General, as the PPFA Regulations of 2017 does not stipulate in brackets (advertisement) as alluded in the findings. In order to advertise, the invitation to tender places emphasis on the tender document that need to include the minimum thresholds (MBD6.2) that are advertised as a complete document and from which potential bidders submit bid offers.

Irregular expenditure is defined in the Municipal Finance Management Act (Act 56 of 2003) as expenditure incurred by a municipality or municipal entity in contravention of, or that is not in accordance with, a requirement of the supply chain management policy of the municipality or entity or any of the municipality's by-laws giving effect to such policy, and which has not been condoned in terms of such policy or by-law. Furthermore, expenditure incurred means the amounts that were expensed, or work done, therefore the MPAC and municipal council can only consider amounts already expensed.

This item did serve before MPAC and was certified as irrecoverable and written-off by the municipal council, but council only considered the expenditure that was incurred up to that specific point. This return item is to consider the expenditure that was incurred after council's resolution.

Tender	Total Award	Expenditure previously certified as Irrecoverable by MPAC	Subsequent to Council resolution
BSM 95/17	R91 564 374.26	R92 564 307.81	R259 897.20

CONSIDERATION RELATING TO EXPENDITURE IDENTIFIED BY THE AUDITOR-GENERAL IN 2019/20 FINANCIAL YEAR

Tender of Formal Quotation	Detail	Amount
D/SM 09/20 - Employee group life solutions - Verso Financial services – Rates	The award of the original contract pre-dated the implementation of the current contract management system and the appointment of the current senior manager of human resources. These two factors significantly contributed to the expiry of this contract not been detected. The new contract management internal controls and system will prevent this reoccurring. Given these factors its management view that it's an isolated incident and not an internal control deficiency. The payments identified as Irregular expenditure was incurred in the period between the expiry of the contract and the deviation award. This item previously served at MPAC and the return item is to consider the expenditure incurred subsequent to the council resolution.	R32 803

Improvements at the Brandwacht reservoir during the implementation of the Paradyskloof Water Treatment Works (Paradyskloof WWTW) project	The Auditor- General identified that the municipality did not follow a competitive bidding process for repair and upgrade work, to the value of R1 374 289, at the Brandwacht reservoir. The municipality did not comply with Paragraph 2(b)(iii) of the Municipality's Supply Chain Management (SCM) Policy, as a tender process was not followed for the R1 232 519 construction work done at the Brandwacht reservoir. The municipality did not also adhere to the SCM policy paragraph 17 (formal price quotations) for the completion of the mechanical and electrical engineering works at the Brandwacht reservoir (of R141 770). Therefore, all the additional work for the Brandwacht reservoir at the municipality amounting to R1 374 289 should be regarded as irregular expenditure and disclosed as such in the Annual Financial Statements. It was the objective of the Municipality to extend the treatment capacity of the WTW and provide various upgrades to the WTW to ensure that the essential service of potable water provision can be delivered. During the construction work it was noticed that the Brandwacht reservoir was leaking excessively and it was decided to repair it under the current appointments. A site instruction for the said work was issued on 10th May 2018. It should also be noted that the costs incurred to execute this work was carried out at competitive rates because of the Contractors being appointed through an open tender process and that their execution under the current appointment does not incur the additional preliminary and general costs that would come with appointment of new contractors. Further, the costs of the consultants preparing an open tender are not incurred. It is therefore value for money and the nature of the works of the variation is similar to that under the original scope. The Municipality therefore does not share the opinion of the Auditor General that irregular expenditure was incurred.	R1 374 289
FQ135/20 - Supply and install slate paving at Voorgelegen Gardens - Keith Meyer	The Auditor General found that the formal quotation award was non-compliant and irregular expenditure relating to the CIDB Act section 18(1) and CIDB regulation 17. The service providers registration with the CIDB was not active at the time of award.	R146 200

7. FINANCIAL IMPLICATIONS

Financial implications relating to irregular expenditure that incurred until 30 April 2023.

8. LEGAL IMPLICATIONS

Supply Chain Management Regulations

Municipal Management Finance Act

9. RISK IMPLICATIONS

Reporting irregular expenditure timeously.

10. MUNICIPAL MANAGER'S COMMENT

I am comfortable that the expenditure be written-off as this was not as a result of negligence. The Municipality received value for money. Given the above, the expenditure is recommended to be written off.

MPAC COMMITTEE DISCUSSIONS

(a) The Committee notes the report.

(b) The committee notes that this item was before MPAC previously.

(c) The MPAC committee noted the Auditor Generals final audit conclusion on BSM 30/19, BSM 29/19.

(d) The committee notes the official's response to BSM 95/17 and DSM 09/20 to consider the expenditure that was incurred after Council's resolution.

(e) The committee noted the officials' comments on the improvements on Brandwach and Paradyskloof WWTW.

(f) The Committee noted the Auditor Generals response on FQ 135/20 regarding Voorgelegen.

(g) The committee agrees that the intent of the MM and Municipal Officials was in good faith and in the interest of continued good governance and service delivery.

RECOMMENDATIONS FROM MPAC TO COUNCIL: 2023-06-14: ITEM 5.2

(a) that Council takes note of the circumstances as provided in the report;

(b) that Council certifies the irregular expenditure to the amount of R 30 510 938.91 (including VAT) as irrecoverable; and

(c) that Council writes off the irregular expenditure as irrecoverable in terms of the MFMA Section 32(2).

FOR FURTHER DETAILS CONTACT:

NAME	Monique Steyl
POSITION	**Senior Manager: Financial Management Services**
DIRECTORATE	**Financial Services**
CONTACT NUMBERS	**021 808 8512**
E-MAIL ADDRESS	Monique.Steyl@stellenbosch.gov.za
REPORT DATE	**1 June 2023**

9.3	CONSIDERATION OF EXPENDITURE INCURRED RELATING TO SERVICES RENDERED BY MARTIN AND EAST (PTY) LTD CIVIL ENGINEERING CONTRACTORS

Collaborator No:
File No: 750730
IDP KPA Ref No: Good Governance
Meeting Date: 14 June 2023 & 27 June 2023

1. SUBJECT: CONSIDERATION OF EXPENDITURE INCURRED RELATING TO SERVICES RENDERED BY MARTIN AND EAST (PTY) LTD CIVIL ENGINEERING CONTRACTORS

2. PURPOSE OF REPORT

To provide information regarding the irregular expenditure that was identified on the value of contract increase and, to be recommended to and considered by Council to certify the expenditure as irrecoverable and to be written-off by Council in terms of Section 32 of the MFMA.

3. DELEGATED AUTHORITY

Council

4. EXECUTIVE SUMMARY

Contract Price Adjustment, linked to inflation was paid to Martin & East (Pty) Ltd of which provision was not made for under contingencies within BSM 10/17.

5. RECOMMENDATION

For consideration.

6. DISCUSSION

6.1 BACKGROUND

The Sport Section residing under the Department: Community Services resurfaced the existing netball courts at Ida's Valley Sport Facility.

The project started in November 2018 of which phase 1 was completed and phase 2 in March 2020 respectively after the relaxation the Covid 19 regulations.

With the assistance and guidance of Department: Engineering Services, BSM 10/17 was utilized for the appointment of Martin & East for their services of resurfacing the netball court. BSM 10/17 did not make provision for contingencies and the project value was increased by Contract Price Adjustment linked to inflation. The CPA and retention percentages was similar, and the CPA was added to the invoice value.

Martin & East (Pty) Ltd claimed for the inflation linked to Contract Price Adjustment and the contract was invoiced with this included **(SEE ANNEXURE A).**

Martin & East (Pty) Ltd received a purchase order for phase 1 to the value of R300 000.00 and a purchase order for phase 2 to the value of R200 000.00 for the resurfacing of the netball courts respectively. Both purchase orders did not accommodate Contract Price Adjustment (CPA) and with invoicing, the CPA amounts were included.

The increase of the contract value due to CPA was not adjusted on the purchase order deeming this as irregular expenditure, unfortunately there was no contingencies included in BSM 10/17 that could have absorbed this inflation related increases.

The value of contract increase was R55 555.53 (Vat inclusive) for phase 1 and phase 2.

7. FINANCIAL IMPLICATIONS

Provision made on the budget for this expenditure was R55 555.53 (VAT inclusive) under vote number 20170609073066.

8. LEGAL IMPLICATIONS

The recommendation in this report complies with Council's policies and all applicable legislation: MFMA Section 32(2).

8.1. Goods/services identified on this invoice was received.

Municipal Management Finance Act

9. RISK IMPLICATIONS

That the resurfacing project would not be completed.

10. CHIEF FINANCIAL OFFICER COMMENT

The Municipality received the services and value for money. The Supply Chain Management breaches was not intentional, and measures were put in place to avoid reoccurrence.

11. MUNICIPAL MANAGER'S COMMENT

The Municipality received value for money and the increase was unavoidable. There was no malice in the increase. Therefore, the expenditure is supported to be written-off as irrecoverable.

MPAC COMMITTEE DISCUSSIONS

(a) The Committee notes the officials report on BSM 10/17.

(b) The committee notes the Chief Financial Managers comments that the municipality receives value for money and that the SCM breaches was not intentionally.

(c) The committee notes that Municipal Managers comments that the contract increase was unavoidable.

RECOMMENDATIONS FROM MPAC TO COUNCIL: 2023-06-14: ITEM 5.3

(a) that Council takes note of the circumstances as provided in the report;

(b) that Council certifies the irregular expenditure to the amount of R 55 555,53 (including VAT) as irrecoverable; and

(c) that Council writes off the irregular expenditure as irrecoverable in terms of the MFMA Section 32(2).

ANNEXURES

Annexure A: Contract Price Adjustment (CPA) price increase statement and retention release.

FOR FURTHER DETAILS CONTACT:

NAME	Garth Abrahams
POSITION	**Manager: Sport, Recreation and Halls**
DIRECTORATE	**Community and Protection Services**
CONTACT NUMBERS	**021 808 8162**
E-MAIL ADDRESS	Garth.abrahams@stellenbosch.gov.za
REPORT DATE	**01 June 2023**

ANNEXURE A

ANNEXURE A

STELLENBOSCH

STELLENBOSCH PNIEL FRANSCHHOEK
MUNISIPALITEIT UMASIPALA MUNICIPALITY

DIRECT PAYMENT REQUEST

Krediteur no: 004557
Creditors nr:
Datum:
21/02/2022

BEGUNSTIGDE :
BENEFICIARY : **MARTIN &EAST**

Description/Detail	Vote	Amount
RETENTION RELEASE MARTIN&EAST	20170609073066	33 333,31
	677884	
RETENTION RELEASE/MARTIN&EAST VAT JRNL	20170609073183	4 347,82
RETENTION RELEASE/MARTIN&EAST VAT JRNL	677885 20180323030774	-4 347,82
	Total Vat incl	33 333,31

AUTHORISED BY

23/02/2022
DATE

r Manager

I HEREBY CONFIRM THAT I REVIEWED THE INVOICE AND CONFIRM IT WAS NOT PAID PREVIOUSLY. (ALL SUPPORTING DOCUMENTS ARE ATTACHED)

PREPARED BY: AMANDA SONDLO

ROADS, TRANSPORT AND STORMWATER

RETENTION

CIVIL WORKS – IDAS VALLEY NETBALL COURTS 1

REFER TO ATTACHED TABLE: NO. 1

Retention to be processed for payment. Retention payment period is a previous financial year.

WHITE – NO RETENTION PAYABLE TO SERVICE PROVIDER
YELLOW – TO BE PROCESSED FOR PAYMENT
GREEN – FUNDS TO BE RETAINED

DISCUSSION:

- Community Services Project (has requested assistance with facilitating retention payment).
- Community Services has not requested retention to be reserved, therefore retention has not been retained, project spreadsheet to be updated.
- Attached Retention Certificate and Final Approval Certificate.

7426

Martin & East (Pty) Ltd

TAX INVOICE

Retention Release

MARTIN & EAST

3 Mercury Crescent, Hillstar Industrial, Wetton, 7780

Tel : 0217613474, Fax :

Invoice No. **4212**

VAT Reg. No. **4530118415**

Company Reg. No. **1950/037428/07**

STELLENBOSCH MUNICIPALITY

PO BOX 17
STELLENBOSCH

7599

VAT Reg. No. **4700102181**
Bus Reg No

Att :
Fax 0218867318
Tel : 0218088111

Order Number **351570**
Valuation Number **2**
Reference **Retention**
Date **28-March-2020**
DEBTOR NUMBER **DSTE6255**
Contract **6255 - STELLENBOSCH MUNICIPALITY**
Contract Value **0.00**
Currency **ZAR**

	Total To Date	THIS MONTH	PREVIOUS
ADVANCED AMOUNTS	0.00	0.00	0.00
TOTAL WORK DONE	289,854.86	0.00	289,854.86
Escalation	0.00	0.00	0.00
MATERIALS ON SITE	0.00	0.00	0.00
ADDITIONAL WORK	0.00	0.00	0.00
BFWD VAT	39,130.41	0.00	39,130.41
Less DISCOUNT	0.00	0.00	0.00
Less RETENTION	0.00	(28,985.49)	28,985.49
CONTRA CHARGES	0.00	0.00	0.00
0.00 % WithHolding Tax	0.00	0.00	0.00
Amount Due	328,985.27		
Less PREVIOUSLY CERTIFIED			299,999.78
TOTAL NOW DUE		28,985.49	
PLUS 15.00 % VAT		4,347.82	
INTEREST CHARGE	0.00	0.00	0.00
INVOICE TOTAL		33,333.31	

Hereby I cerify that / Hiermee sertifiseer ek dat
VOTE / POS NOMMER: _____
(a) Goods / Services identified this invoice was received
Goedere/Dienste geidentifiseer op hierdie faktuur is ontveng.
(b) As per attached order, all goods and services delivered are allocated to the specified budget vote/Goedere en dienste gelewer is toegewys op die gespesifiseerde begrotingsposte soos op meegaande bestelling
(c) Adequate funds are available on the Budget vote /
Voldoende fondse beskikbaar is op die begrotingspos.
(d) Expenditure incurred is in accordance with council's SCM policy /
Uitgawe aangegaan is in ooreenstemming met die Raad se SCM beleid

HEAD OF DEPARTMENT / DELIGATED OFFICIAL — ACCOUNT EXPENDITURE / DELIGATED OFFICIAL
HOOF VAN DEPARTEMENT / GEMAGTIGDE BEAMPTE — REKENMEESTER / GEMAGTIGDE BEAMPTE
DATE/DATUM: 21/04/2020 — DATE/DATUM:

Bank Account	50171134444
Bank Name	FIRST NATIONAL BANK
Branch	VINEYARD
Branch Name	204209
SWIFT Code	FIRNZAJJ
IFSC	

Remarks: Tender no. B/SM 10/17 - Idas Valley Netball Courts - Claim no.2 - Retention release - Att : Andre Gabriels

Mercury Crescent
llstar Wetton 7760
O Box 14335 Kenwyn 7790
ww.martin-east.co.za

MARTIN & EAST (PTY) LIMITED CIVIL ENGINEERING CONTRACTORS

MARTIN & EAST

B/SM 10/17 ROADS AND STORMWATER ANNUAL TENDER :CIVIL WORKS

IDAS VALLEY NETBALL COURTS

RETENTION REI 351570 DATE: 28 March 2020

ITEM NO	DESCRIPTION	TO DATE	PREVIOUS	MOVEMENT
1	Value of Work (estimate)	R 244 424.39	R 244 424.39	R 0.00
2	Extras	R 0.00	R 0.00	R 0.00
3	SUB- TOTAL	R 244 424.39	R 244 424.39	R 0.00
4	Contract Price Adjustment (provisional)	R 30 870.94	R 30 870.94	R 0.00
5	Rise and Fall (provisional)	R 14 559.53	R 14 559.53	R 0.00
6	SUB- TOTAL	R 289 854.86	R 289 854.86	R 0.00
7				
8	Less Retention 0%		R 28 985.49	(R 28 985.49)
9	SUB- TOTAL	R 289 854.86	R 260 869.37	R 28 985.49
10	TOTAL BEFORE VAT	R 289 854.86	R 260 869.37	R 28 985.49
11	VAT	R 43 478.23	R 39 130.41	R 4 347.82
12	ESTIMATED AMOUNT PAYABLE	R 333 333.09	R 299 999.78	R 33 333.31

STELLENBOSCH MUNICIPALITY

DATE 27 | 08 | 2021

MARTIN & EAST

DATE

STELLENBOSCH

STELLENBOSCH PNIEL FRANSCHHOEK
MUNISIPALITEIT UMASIPALA MUNICIPALITY

DIRECT PAYMENT REQUEST

Krediteur no:
Creditors nr:
Datum:
21/02/2022

BEGUNSTIGDE :
BENEFICIARY : **MARTIN &EAST**

Description/Detail	Vote	Amount
RETENTION RELEASE MARTIN&EAST	20170609073066	22 222,22
	677887	
RETENTION RELEASE/MARTIN&EAST VAT JRNL	20170609073183	2 898,55
RETENTION RELEASE/MARTIN&EAST VAT JRNL	677886 20180323030774	-2 898,55
	Total Vat incl	22 222,22

AUTHORISED BY
Senior Manager

23/02/2022
DATE

I HEREBY CONFIRM THAT I REVIEWED THE INVOICE AND CONFIRM IT WAS NOT PAID PREVIOUSLY. (ALL SUPPORTING DOCUMENTS ARE ATTACHED)

PREPARED BY: AMANDA SONDLO

ROADS, TRANSPORT AND STORMWATER

RETENTION

CIVIL WORKS – IDAS VALLEY NETBALL COURTS 2

REFER TO ATTACHED TABLE: NO. 2

Retention to be processed for payment. Retention payment period is a previous financial year.

WHITE – NO RETENTION PAYABLE TO SERVICE PROVIDER
YELLOW – TO BE PROCESSED FOR PAYMENT
GREEN – FUNDS TO BE RETAINED

DISCUSSION:

- Community Services Project has requested assistance with facilitating retention payment.
- Community Services has not requested retention to be reserved, therefore retention has not been retained, project spreadsheet to be updated.
- Attached Retention Certificate and Final Approval Certificate.

J. Fullard
8/10/2021

7427

Martin & East (Pty) Ltd

TAX INVOICE

Retention
Release



3 Mercury Crescent, Hillstar Industrial, Wetton, 7780

Tel : 0217613474, Fax :

Invoice No.	4213
VAT Reg. No.	4530118415
Company Reg. No.	1950/037428/07

STELLENBOSCH MUNICIPALITY

PO BOX 17
STELLENBOSCH

7599

VAT Reg. No. 4700102181
Bus Reg No

Att :
Fax 0218867318
Tel : 0218088111

Order Number	351569
Valuation Number	2
Reference	Retention
Date	28-March-2020
DEBTOR NUMBER	DSTE6255
Contract	6255 - STELLENBOSCH MUNICIPALITY
Contract Value	0.00
Currency	ZAR

	Total To Date	THIS MONTH	PREVIOUS
ADVANCED AMOUNTS	0.00	0.00	0.00
TOTAL WORK DONE	193,236.70	0.00	193,236.70
Escalation	0.00	0.00	0.00
MATERIALS ON SITE	0.00	0.00	0.00
ADDITIONAL WORK	0.00	0.00	0.00
BFWD VAT	26,086.95	0.00	26,086.95
Less DISCOUNT	0.00	0.00	0.00
Less RETENTION	0.00	(19,323.67)	19,323.67
CONTRA CHARGES	0.00	0.00	0.00
0.00 % WithHolding Tax	0.00	0.00	0.00
Amount Due	219,323.65		
Less PREVIOUSLY CERTIFIED			199,999.98
TOTAL NOW DUE		19,323.67	
PLUS 15.00 % VAT		2,898.55	
INTEREST CHARGE	0.00	0.00	0.00
INVOICE TOTAL		22,222.22	

Hereby I cerify that / Hiermee sertifiseer ek dat
VOTE / POS NOMMER: _____
(a) Goods / Services identified this invoice was received
Goedere/Dienste geidentifiseer op hierdie faktuur is ontveng.
(b) As per attached order, all goods and services delivered are allocated to the specified budget vote/Goedere en dienste gelewer is toegewys op die gespesifiseerde begrotingsposte soos op meegaande bestelling
(c) Adequate funds are available on the Budget vote /
Voldoende fondse beskikbaar is op die begrotingspos
(d) Expenditure incurred is in accordance with council's SCM policy /
Uitgawe aangegaan is in ooreenstemming met die Raad se SCM beleid

HEAD OF DEPARTMENT / DELIGATED OFFICIAL
HOOF VAN DEPARTEMENT / GEMAGTIGDE BEAMPTE
DATE/DATUM: 01/06/2020

ACCOUNT EXPENDITURE / DELIGATED OFFICIAL
REKENMEESTER / GEMAGTIGDE BEAMPTE
DATE/DATUM: _____

Bank Account	50171134444
Bank Name	FIRST NATIONAL BANK
Branch	VINEYARD
Branch Name	204209
SWIFT Code	FIRNZAJJ
IFSC	

Remarks: Tender no. B/SM 10/17 - Idas Valley Netball Courts - Claim no.2 - Retention release - Att : Andre Gabriels

Mercury Crescent
Illistar Wetton 7760
PO Box 14335 Kenwyn 7790
www.martin-east.co.za

MARTIN & EAST (PTY) LIMITED CIVIL ENGINEERING CONTRACTORS

MARTIN & EAST

B/SM 10/17 ROADS AND STORMWATER ANNUAL TENDER :CIVIL WORKS

IDAS VALLEY NETBALL COURTS DATE: 28 March 2020

351569

RETENTION

ITEM NO	DESCRIPTION	TO DATE	PREVIOUS	MOVEMENT
1	Value of Work (estimate)	R 162 688.65	R 162 688.65	R 0.00
2	Extras	R 0.00	R 0.00	R 0.00
		R 162 688.65	R 162 688.65	R 0.00
3	SUB- TOTAL	R 20 445.43	R 20 445.43	R 0.00
4	Contract Price Adjustment (provisional)	R 10 102.63	R 10 102.63	R 0.00
5	Rise and Fall (provisional)			
		R 193 236.70	R 193 236.70	R 0.00
6	SUB- TOTAL		R 19 323.67	(R 19 323.67)
7				
8	Less Retention 0%	R 193 236.70	R 173 913.03	R 19 323.67
9	SUB- TOTAL	R 193 236.70	R 173 913.03	R 19 323.67
10	TOTAL BEFORE VAT	R 28 985.51	R 26 086.95	R 2 898.55
11	VAT			
12	ESTIMATED AMOUNT PAYABLE	R 222 222.21	R 199 999.99	R 22 222.22

STELLENBOSCH MUNICIPALITY

DATE 27/08/2021

MARTIN & EAST

DATE

9.4	CONSIDERATION OF POSSIBLE IRREGULAR EXPENDITURE INCURRED RELATING TO SERVICES RENDERED THROUGH TENDER NO BSM 10/17 AND BSM 45/19

Collaborator No:
File No:
IDP KPA Ref No: **Good Governance**
Meeting Date: **14 June 2023 & 27 June 2023**

1. SUBJECT: CONSIDERATION OF POSSIBLE IRREGULAR EXPENDITURE INCURRED RELATING TO SERVICES RENDERED THROUGH TENDER NO BSM 10/17 AND BSM 45/19

2. PURPOSE OF REPORT

To provide information regarding the possible irregular expenditure that was identified, and that the expenditure be regarded as irrecoverable and that it be written-off in terms of the MFMA Section 32 (2).

3. DELEGATED AUTHORITY

Council

4. EXECUTIVE SUMMARY

The applicable tenders, BSM 10/17 and 45/19 are rates-based tenders, which requires technical and administrative verification processes to be followed by Infrastructure Services and Supply Chain Officials to generate and issue orders to contractors, or to increase orders.

Supply Chain Management's contract review of the 2018/19 financial year (carried out in 2022) reflects a possible irregular expenditure of R666 659.70. However, the amount for possible irregular expenditure is R284 402.00 (R436 038.00 – R151 636.00 already paid) and R230 973.19 (still to be paid), see **ANNEXURE A**. Retention monies are payable 12 months after completion of the project and is normally 5% of the contract value. At the time (2018/19) the Roads Section had a severe staff shortage with more than 80% staff vacancy rate for technical staff. In certain instances, the necessary technical and administrative processes could not be concluded timeously to make adequate provision for retention.

The Supply Chain 2022 contract review of the 2019/20 financial year reflects a possible irregular expenditure of R2.2m. This review interpreted the closure of the financial system at the end of the financial year as an order cancellation process where orders to the value of R2.6m was cancelled, see **ANNEXURE B**.

The cancellation of orders by the financial system at financial year end is an administrative process to allow for new budgets to be loaded for the new financial year and should therefore not be viewed as official cancellations or irregular expenditure.

As it relates to retention monies payable and the cancellation of orders, the department has the view that a "material" irregular expenditure had not been incurred and, where the necessary technical and administrative processes could not be timeously concluded due to staff shortages, the resultant outcomes would have been similar should the administrative process been concluded.

5. RECOMMENDATION

FOR CONSIDERATION

6. DISCUSSION

The applicable tenders, BSM 10/17 and 45/19 are rates-based tenders, which requires technical and administrative verification processes to be followed by Infrastructure Services and Supply Chain Management Officials to generate and issue orders to contractors, or to increase orders.

Similarly technical, and administrative processes are carried out by Infrastructure Services and Financial Services to approve and process invoices submitted by contractors.

BID 10/17:

Supply Chain Management's contract review of the 2018/19 financial year (carried out in 2022) reflects a possible irregular expenditure of R666 659.70. However, the amount for possible irregular expenditure is R284 402.00 (R436 038.00 – R151 636.00 = R284 402.00 already paid) and R230 973.19 (still to be paid), see **ANNEXURE A.**

Retention monies are payable 12 months after completion of the project and is normally 5% of the contract value. At the time (2018/19), the Roads Section had a severe staff shortage with more than 80% staff vacancy rate for technical staff. In certain instances, the necessary technical and administrative processes could not be concluded timeously to make adequate provision for retention.

BID 45/19:

Tender BSM 45/19 superseded BSM 10/17 and was in place for the 2019/20 financial year. The administrative processes are the same as BSM 10/17. It should be noted that there are no outstanding payments to Contractors. The Supply Chain Management 2022 contract review of the 2019/20 financial year reflects a possible irregular expenditure of R2.2m. This review interpreted the closure of the financial system at the end of the financial year as an order cancellation process where orders to the value of R2.6m was cancelled, see **ANNEXURE B**.

CONCLUSION:

The cancellation of orders by the financial system at financial year end is an administrative process to allow for new budgets to be loaded for the new financial year and should therefore not be viewed as official cancellations or irregular expenditure.

The department has the view that a material irregular expenditure had not been incurred in cases where orders were cancelled and, with regard to retention, where the necessary technical and administrative processes could not be concluded timeously due to staff shortages. The resultant outcomes would have been similar should the administrative process been concluded.

7. FINANCIAL IMPLICATIONS

BSM 45/19 - There are no financial implications.

BSM10/17 – Retention monies to the value of R230 973.19 remains payable to the contractor. Provision has been made on the budget for this expenditure.

8. LEGAL IMPLICATIONS

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

Supply Chain Management Policy, 4.36.1a (i)
Supply Chain Management Policy, 4.36.b
Supply Chain Regulation 36(1)
MFMA Section 32(2)

9. RISK IMPLICATIONS

Reporting irregular expenditure timeously.

10. COMMENTS FROM CHIEF FINANCIAL OFFICER

The Municipality received the services and value for money. The Supply Chain Management breaches was not intentional.

11. ACTING MUNICIPAL MANAGER'S COMMENT

Services was rendered and the Municipality received value for money. Therefore, the expenditure is supported to be written-off as irrecoverable. Measures have been put in place to prevent reoccurrence.

MPAC COMMITTEE DISCUSSIONS

(a) The committee notes the report.

(b) The committee notes the comments from the officials on BSM 10/17 and BSM 45/19 respectively.

(c) The committee notes that measures are in place to prevent reoccurrence of this practice and that the breaches were not intentional.

RECOMMENDATIONS FROM MPAC TO COUNCIL: 2023-06-14: ITEM 5.4

(a) that Council takes note of the circumstances as provided in the report;

(b) that Council certifies the irregular expenditure to the amount of R230 973,19 (Including VAT) as irrecoverable; and

(c) that Council writes off the irregular expenditure as irrecoverable in terms of the MFMA Section 32(2).

ANNEXURES

Annexure A Reconciliation BSM 45/19

Annexure B Reconciliation BSM 10/17

FOR FURTHER DETAILS CONTACT:

NAME	Johan Fullard
POSITION	**Senior Manager: Road, Transport and Stormwater**
DIRECTORATE	**Infrastructure Services**
CONTACT NUMBERS	**021 808 8207**
E-MAIL ADDRESS	**Johan.fullard@stellenbosch.gov.za**
REPORT DATE	**31 May 2023**

ANNEXURE A

								PAYMENTS				BALACE OUTSTANDING/OVERPAID	
DATE	ORDER NUMBER	DESCRIPTION	AMOUNT EXCL.VAT	VAT	AMOUNT INCL. VA	VOTE NUMBER	U KEY	ORDER LINE	REMITTANCE NR	DATE OF REMITTANCE	AMOUNT PAID	TO CONTRACTOR	
2018/09/18	350711	B/SM 10/17: PAVEMENTS - TRANSPORT FACILITIES	R 4 272 605,00	R 640 890,75	R 4 913 495,75	50102152811	20180711005295	350711-3	250934	20181011	R 496 667,39	R 4 265 192,03	
						16620201470000	20180711006917	350711-4	250934	20181011	R 1 343 013,83	R 2 922 178,20	
								350711-5	251723	20181116	R 555 360,73	R 2 366 817,47	
								350711-6	251723	20181116	R 1 033 857,79	R 1 332 959,68	
								350711-7	251991	20181205	R 495 446,97	R 837 512,71	
								350711-2	255760	20190613	R 116 142,21	R 721 370,50	
								350711-8	255760	20190613	R 721 370,50	R 0,00	
		Cancellation of line on order 350711	-R 133 014,32	-R 18 622,01	-R 151 636,33		RETENTION	671669	261115	20200326	R 114 873,09	-R 114 873,09	
							RETENTION	671669	261115	20200326	R 321 165,44	-R 436 038,53	
												-R 436 038,53	
												-R 436 038,53	
												-R 436 038,53	
NT REMAINING FOR ORDERS					R 4 761 859,42						R 5 197 897,95	TOTAL	-R 436 038,53

								PAYMENTS			
REQUISITION	DATE	ORDER NUMBER	DESCRIPTION	New Amount (excl.VAT)	VAT	AMOUNT INCL. V	VOTE NUMBER	U KEY	ORDER LINE	REMITTANCE NR	DATE OF REMITTANCE	AMOUNT PAID
1056317	2018/11/02	351630	B/SM 10/17: RESEAL ROADS MOSTERTSDRIF,	R 2 000 000,00	R 300 000,00	R 2 300 000,00	50101007701	20180716042398	351630-3	251991	2018/12/05	R3 449 999,66
			JAMESTOWN, TECHNOPARK, LA COLLINE,	R 2 000 000,00	R 300 000,00	R 2 300 000,00	50101007651	20180716042383	351630-6	251991	2018/12/05	R1 244 841,77
			TENNANTVILLE & PLANKENBRUG	R 3 000 000,00	R 450 000,00	R 3 450 000,00	50101007661	20180716042386	351630-7	252690	2019/01/10	R2 104 985,00
				R 1 100 000,00	R 165 000,00	R 1 265 000,00	16620201470000	20180711006917	351630-1	253648	2019/03/11	R2 300 000,00
				R 384 705,30	R 57 705,80	R 442 411,10	16620201470000	20180711006917	351630-2	253648	2019/03/11	R195 500,00
									351630-5	253648	2019/03/11	R442 410,75
									351630-8	253648	2019/03/11	R19 321,89
								RETENTION				R 230 973,19
TOTAL AMOUNT REMAINING FOR ORDERS						R 9 757 411,09						R 9 988 032,26

ANNEXURE B

ANNEXURE B

RECONCILIATION OF PAYMENTS DONE ON TENDER

BSM 45/19: ROADS AND STORMWATER CIVIL INFRASTRUCTURE ENDING 30 JUNE 2021

DATE AWARDED	2019/08/03
SERVICE PROVIDER	**MARTIN & EAST (PTY) LTD**
CONTRACTED AMOUNT	R18 600 378,27
CONTINGENCIES	

							PAYMENTS				BALACE OUTSTANDING/OVERPAID	
REQUISITION	DATE	ORDER NUMBER	DESCRIPTION	AMOUNT	VOTE NUMBER	U KEY	ORDER LINE	REMITTANCE NR	DATE OF REMITTANCE	AMOUNT PAID	TO CONTRACTOR	
1066253	2019/12/23	358558	BSM 45/19:TECHNO PARK PHASE 2	R2 461 423,20	50101009271	20190703005590	358558-1	259501	20191224	R2 461 423,20	R 16 138 955,07	
				R5 112 476,80	50101009321	20190703005632	358558-2	259501	20191224	R4 074 582,06	R 12 064 373,01	
							358558-3	259501	20191224	R1 037 677,46	R 11 026 695,55	
1068220	2020/04/15	359890	BSM 45/19:TECHNO PARK PHASE 2	R4 485 690,00	50101009271	20190703005533	359890-1	261329	20200515	R1 713 500,00	R 9 313 195,55	
							359890-3	261329	20200515	R679 852,62	R 8 633 342,93	
							359890-4	261329	20200515	R2 092 281,41	R 6 541 061,52	
1069057	2020/06/19	360551	BSM 45/19:TECHNO PARK PHASE 2	R893 550,00	50101009171	20190703005533	360551	262138	20200630	R724 518,12	R 5 816 543,40	
2020 / 2021											R 5 816 543,40	
1069217	2020/07/13		BSM 45/19:TECHNO PARK PHASE 2	R1 725 000,00	50101009271	20190703005533					R 5 816 543,40	
											R 5 816 543,40	
			Cancellation of order 360551	-R893 550,00							R 5 816 543,40	
			Cancellation of request 1069217	-R1 725 000,00							R 5 816 543,40	
											R 5 816 543,40	
			Hand written requisition 352482	R1 004 781,65		20190703005533		262797	20200820	R1 004 781,65	R 4 811 761,75	
1071070	2020/09/30	361848	BSM 45/19:TECHNO PARK PHASE 2	R4 397 968,04	50103000441	20200817071822	361848-1&5	263567	20201008	R1 720 693,47	R 3 091 068,28	
							361848-2-4	264300	20201126	R2 677 587,55	R 413 480,73	
						RETENTION	678239	271857	20220421	R 1 205 329,92	-R 791 849,19	
											-R 791 849,19	
TOTAL AMOUNT REMAINING FOR ORDERS				**R 1 138 038,58**						**R 19 392 227,46**	TOTAL	**-R 791 849,19**

COMMENTS:

9.5	ANNUAL WORK PLAN 2023/24 OF THE MUNICIPAL PUBLIC ACCOUNT COMMITTEE

Collaborator No:
File No:
IDP KPA Ref No: **Good Governance**
Meeting Date: **14 June 2023 & 27 June 2023**

1. SUBJECT: ANNUAL WORK PLAN 2023/24 OF THE MUNICIPAL PUBLIC ACCOUNT COMMITTEE

2. PURPOSE OF REPORT

To request Council to approve the Annual Work Plan for the Municipal Public Account Committee (MPAC) for the 2023/24 financial year.

3. DELEGATED AUTHORITY

Council

4. EXECUTIVE SUMMARY

The MPAC is a committee of council and is established in terms of Section 79 of the Local Government: Municipal Structures Act, 1998, (Act No 117 of 1998), and as per the "Guideline for Establishment of Municipal Public Accounts Committees" issued by the Department of Cooperative Governance (CoGTA) and National Treasury. Its primary responsibility and mandate are to exercise oversight over the executive functionaries of council and to ensure good governance within the Municipality.

In order to ensure the effective functioning of the committee and to achieve the set objectives, an annual work plan has been developed for the consideration and approval of Council.

5. RECOMMENDATION

For consideration

6. DISCUSSION

6.1 BACKGROUND

It is a legislative mandate of MPAC as per the MPAC Practical Guide, approved by SALGA NEC in March 2012, to develop an annual work plan for approval by the municipal council prior to the start of a financial year.

It is for this reason that an annual work plan was developed for council consideration. The proposed annual work plan is aligned to the approved Council schedule of meetings and the MFMA Annual Calendar.

The activities of MPAC include but are not limited to the interrogation of governance and financial aspects as listed in the terms of reference to raise matters of concern and make recommendations to Council. These aspects assist the committee in ensuring that the Municipality complies in terms of the prescribed legislative requirements.

7. FINANCIAL IMPLICATIONS

None

8. LEGAL IMPLICATIONS

The recommendation in this report complies with Council's policies and all applicable legislation.

9. RISK IMPLICATIONS

The risk is addressed in the content of the item.

MPAC COMMITTEE DISCUSSIONS

(a) That the workplan be accepted.

(b) That the workplan be presented to Council for acceptance.

RECOMMENDATIONS FROM MPAC TO COUNCIL: 2023-06-14: ITEM 5.5

(a) that Council notes the report; and

(b) that Council approves MPAC annual work plan for 2023/24 financial year.

Annexures

Annexure A: MPAC Annual Work Plan 2023/24

FOR FURTHER DETAILS CONTACT:

NAME	*Wilfred Pietersen*
POSITION	***Chairperson: Municipal Public Account Committee (MPAC)***
DIRECTORATE	***Corporate Services***
CONTACT NUMBERS	***021 808 8095***
E-MAIL ADDRESS	*wilfred.pietersen@stellenbosch.gov.za*
REPORT DATE	***08 June 2023***

ANNEXURE A

STELLENBOSCH
STELLENBOSCH • PNIEL • FRANSCHHOEK
MUNICIPALITY • UMASIPALA • MUNISIPALITEIT

	• Monthly Budget statement		MFMA (s 71)
January / February	• Review oversight progress on the Annual Report for the prior year	Auditor General	MFMA (s 129.2)
	• Conduct public hearings on the Annual Report	Manager IDP/PM/PP	MFMA (s 131.1)
	• Consider public inputs on the Annual Report		MFMA (129-130) Municipal systems Act (s 21A)
	• Compile draft oversight report on the Annual report	Manager IDP/PM/PP	MFMA (129.2.b)
	• Review 1st draft of oversight report on the Annual Report for the prior year	Auditor General	MFMA (130.2)
	• Present oversight report on the Annual report to Council	Council & AG	MFMA (130.1 &2)
	• Monthly budget statement	CFO	MFMA (s 71)
March	• Review 3rd Quarter Performance Reports of MM & s56 managers	Manager IDP/PM/PP	MFMA (s 52) Municipal Systems Act (s 41.1.e)
	• Confirm Annual financial Statements and Annual Report of current year will be submitted to	CFO	

	AG at end of August • Verify submission of minutes of Annual Report to NT, PT, AG by MM • Verify Adoption of oversight report with comments on Annual report for prior year • Verify publication of oversight report by MM		MFMA (52&66), Procurement management Regs (14.2) MFMA (s 129.1) MFMA (s 129.3.)
April	• Monthly Budget Statements • Verify Council adoption of IDP and Budget for new year • Verify submission of approved IDP & Budget to the MEC for Local Government, NT, PT, AG • Verify public notification that IDP & Budget for new year are adopted and available for public consideration	CFO Manager IDP/PM/PP	MFMA (s 71) MFMA (s 24) Municipal Systems Act (s 25) Municipal Systems Act (s 21)
May	• Verify that IDP/ Budget/ Annual Report and other required documents are	Manager IDP/PM/PP CFO	Municipal Systems Act (s 21A) MFMA (s 75)

	published on municipal website		
June	• Verify that SDBIP has been submitted to Mayor within 14 days of Budget & IDP adoption • Verify that draft performance agreements have been submitted to Mayor within 14 days of Budget & IDP adaption		MFMA (s 53) MFMA (s 53)
Monthly/ Quarterly	• Meetings as required: Investigations and follow-up of addressing Unauthorised, Irregular, Fruitless and Wasteful Expenditure and consequence management	CFO, Applicable directors, SCM Manager, CAE	

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MPAC ANNUAL WORK PLAN 2023/2024

	Activity	Required Presence (apart from MPAC and the MM)	Relevant Legislation
July/August/September	Confirm that Financial Statements and Annual Report for the prior year was submitted at end of August to Auditor General	CFO	Municipal Systems Act (s 126) & MFMA (s 46)
October/November	• Review /Confirm implementation of annual action plan/ audit action plan • 1st Quarter progress report &budget implementation plan • Prepare oversight program on Annual Report for prior year	Internal Audit & Audit Committee Chair Manager IDP/PM/PP	MFMA (s 166) Municipal Structures Act (s 56)
November/December	• Consider monthly budget report (Jul- Oct) for the current year • Check 1st Quarter progress report for current year • Review of Integrated Development Plan (scorecards, KPI's,	Internal Audit Manager IDP/PM/PP	MFMA (71.1) MFMA (52 &166) Municipal Systems Act (s 34)

	objectives, budget etc.) • Monthly Budget statement		MPAC (s 71)
November/December/ January	• Prepare and confirm progress of oversight program on Annual report	Manager IDP/PM/PP	
	• Verify tabling of Annual report to Council by Mayor	Manager IDP/PM/PP	MFMA (s 21 & 127)
	• Council publicise Annual report and invite community input		MFMA (s 129 &130) Municipal Systems Act (s 21.a)
	• Obtain feedback from audit committee on implementation of annual action plan/audit action plan	Internal Audit	
	• Review 2nd Quarter performance reports of MM and S56 Managers for the current year	Manager IDP/PM/PP	MFMA (s 52), Municipal Systems Act (s 41.1.e)
	• Review 1st draft of the oversight report on the Annual report for the prior year	Auditor General Manager IDP/PM/PP	MFMA (130.2)

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South African Local Government Association

March 2012

MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

Enhancing oversight in the Municipality

Practical Guide

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ENHANCING OVERSIGHT IN MUNICIPALITIES

A PRACTICAL GUIDE

1. INTRODUCTION

One of the strategic objectives of the Local Government Turnaround Strategy is to build clean, effective, efficient, responsive and accountable local government. While governance systems and structures are operational in municipalities, its quality and effectiveness is sometimes questionable.

Oversight is a concept that refers primarily to the crucial role of legislatures in reviewing and monitoring the actions of the executive organs of government. The executive in carrying out its tasks, whether by implementing legislation or policy, acquires considerable power (the ability to influence or determine a person's conduct). A condition of the exercise of that power in a constitutional democracy is that the administration or executive is checked by being held accountable to an organ distinct from it (the legislature). This notion is inherent in the concept of the separation of powers, which simultaneously provides for checks and balances on the exercise of executive power, making the executive more accountable to an elected legislature.

While our Constitution gives expression to the principle of separation of powers by recognising the functional independence of the three branches of government (executive, legislature and judiciary), at local government level, however, a municipal council is vested with both legislative and executive authority. Subsequent legislation, in particular the Local Government: Municipal Finance Management Act, 2003, requires a certain level of oversight by the municipality over the executive authority. This entails amongst others, the annual report which includes the financial statements, the SDBIP, and also the performance of the municipal manager and other section 57 employees.

Since there is no neat distinction between the 'executive' and 'legislative' arms of council as it were, effective and proper oversight of the 'executive' at local level thus requires members of Council to fully understand the justifications and rationale behind accountable government and the purpose it serves. The oversight role is often seen as that of opposition parties alone, designed to police and expose maladministration and corruption. Such a view is limited and deficient. Oversight and accountability helps to ensure that the executive implements programmes and plans in a way consistent with policy, legislation and the dictates of the Constitution.

The Local Government: Municipal Structures Act, 1998, provides that a municipality, taking into account the extent of its functions and powers, the need for delegation and the resources available, may establish committees. Clearly, a municipality has substantial discretion on how to structure its committee system. Importantly, the manner in which a municipality uses that discretion can have consequences for the capacity of the council to hold the executive to account, which directly affects the quality of the governance in the municipality and ultimately the sustainability of such a municipality. The important role of committees in assisting the Council (section 79 committees) and Executive Committee or Executive Mayor (section 80 committees) to perform their functions effectively should thus be clearly understood and utilised for that purpose, so as to ensure good governance in the municipality.

Section 129 of the Municipal Finance Management Act requires a municipality to prepare an oversight report over the annual report and to publish the same. However, no further formal oversight requirements are contained in the legislation. Section 129(4) of the MFMA only provides for the issuance of guidance on the manner in which municipal councils should consider annual reports and conduct public hearings, and the functioning and composition of any public accounts or oversight committees established by the council to assist it to consider an annual report.

Section 79 of the Municipal Structures Act provides for committees of the Council reporting directly to the council, in accordance with the terms of reference of such committees are developed by the councils. Such committees, because of its direct reporting lines to the full council, are best suited to do oversight in the municipality, not only in terms of the oversight report referred to above, but general oversight over both the administrative and executive arms of the municipality.

It is against this background that SALGA, as well as National Treasury and DCOG, are promoting the establishment and effective functioning of Municipal Public Accounts Committees (MPACs). This guide is intended to supplement the guidelines on establishment of MPACs issued jointly by National Treasury and the Department of Cooperative Governance in August 2011, after consultation with SALGA. In particular it focuses on internal oversight as well as the establishment and effective functioning of MPACs, its terms of reference and delegations.

The document was approved by the SALGA NEC in March 2012.

2. INTERNAL OVERSIGHT

Internal oversight of the municipal administration is done by the internal Audit Division and the Audit Committee.

2.1 Internal Audit Unit

Section 165 of the Local Government: Municipal Finance Management Act, 2003, (hereinafter referred to as the MFMA) requires each municipality to have an internal audit unit. As the municipal manager is the accounting officer of the municipality, the internal audit unit is best situated in the office of the municipal manager. The internal audit unit must:

2.1.1 prepare a risk-based audit plan and an internal audit program for each financial year;

2.1.2 advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to

- internal audit;
- internal controls;
- accounting procedures and practices;
- risk and risk management;
- performance management;
- loss control; and
- compliance with the MFMA, the annual Division of Revenue Act and any other applicable legislation; and

2.1.3 perform such other duties as may be assigned to it by the accounting officer.

The annual audit plan and internal audit program needs to be submitted to the municipal council for approval. As indicated, the internal audit unit reports to the audit committee on the implementation of its plan and program, but the audit committee only makes recommendations to the municipal council as there is no enforcement mechanism.

In addition to the statutory requirements set out above, internal audit should also ensure that the King III report as far as it relates to local government is implemented in the municipality. The actual implementation will be a cross cutting responsibility in the administration, but the implementation plan and monitoring thereof must rest with internal audit, as it is also interlinked with the internal controls, risk management as well as performance management.

2.2 **Audit Committee**

Section 166 of the MFMA requires each municipality to have an audit committee. The audit committee is an independent advisory body which must:

2.2.1 advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality, or the board of directors, the accounting officer and the management staff of a municipal entity, on matters relating to

- internal financial control and internal audits;
- risk management;
- accounting policies;
- the adequacy, reliability and accuracy of financial reporting and information;
- performance management;
- effective governance;
- compliance with the MFMA, the annual Division of Revenue Act and any other applicable legislation;
- performance evaluation; and
- any other issues referred to it by the municipality or municipal entity.

2.2.2 review the annual financial statements to provide the council of the municipality or, in the case of a municipal entity, the council of the parent municipality and the board of directors of the entity, with an authoritative and credible view of the financial position of the municipality or municipal entity, its efficiency and effectiveness and its overall level of compliance with the MFMA, the annual Division of Revenue Act and any other applicable legislation;

2.2.3 respond to the municipal council on any issues raised by the Auditor-General in the audit report;

2.2.4 carry out such investigations into the financial affairs of the municipality or municipal entity as the council of the municipality, or in the case of a municipal entity, the council of the parent municipality or the board of directors of the entity, may request; and

2.2.5 perform such other functions as may be prescribed.

The members of an audit committee are appointed by the municipal council of the municipality (in the case of a municipal entity, by the council of the parent municipality). It consists of at least three persons with appropriate experience, of whom the majority may not be in the employ of the municipality or municipal entity, as the case may be; and one of the members who is not in the employ of the municipality or municipal entity, must be appointed as the chairperson of the committee. No councillor may be a member of an audit committee.

The committee is a committee of the municipal council, as contemplated in section 79 of the Local Government: Municipal Structures Act, 1998 (hereinafter referred to as the Structures Act), but none of its members are councilors, contrary to the normal nature of a section 79 committee. The committee also advises and makes recommendations to the municipal council, but does not have any executive functions or enforcement powers.

However, the aforesaid does not detract from the requirement of the committee to specifically interrogate the following financial and governance aspects in the municipality:

- internal financial controls in the municipality;
- identification of strategic risks in the municipality;
- the establishment and updating of a municipal risk register;
- management and mitigation of risks contained in the risk register;
- accounting policies in the municipality;
- the frequency, accuracy and reliability of financial reporting by the municipality and where applicable, municipal entities;
- the performance management system of the municipality;
- the implementation and effectiveness of the performance management system;
- evaluation of the actual performance of the municipality;
- compliance with legislation;
- effective governance in the municipality;
- review of the annual financial statements;
- financial position of the municipality;
- the municipal response to the A-G report;
- loss control; and
- implementation of the King III principles.

The view of the audit committee on these matters provides the municipality with an objective and expert view which should guide the municipal council and executive. The development of strategies to address these aspects rests with the internal audit unit. The audit committee therefore casts an expert eye on the strategies developed by the internal audit section and the implementation thereof by the municipality as a whole.

3. EXECUTIVE OVERSIGHT

Municipal Public Accounts Committee (MPAC): Appointment and Legal Framework

Within the context of this guide, it refers to oversight of the 'executive" of the municipality by council structures. The MPAC is a committee of the municipal council, appointed in accordance with section 79 of the Structures Act. It is also important to note that in metros and large category B municipalities it is, due to the number of councillors, easier to appoint section 79 oversight committees to provide oversight over the functions of the section 80 committees. Many of the smaller municipalities do not have enough councillors to appoint such section 79 committees and can only appoint one oversight committee tasked with the complete oversight role, but focusing mainly on compliance with the provisions of the Local Government: Municipal Finance Management Act, 2003.

Nevertheless, municipalities are encouraged to establish MPACs as far as is possible and practical. As a section 79 committee, the following principles will apply:

- the municipal council must resolve to establish a MPAC by way of a council resolution;
- the municipal council must determine the functions of the committee and agree on the terms of reference for the committee;
- the municipal council must delegate functions to the MPAC in accordance with the terms of reference of the committee;
- the municipal council may determine the procedure of the committee or allow it to determine its own procedure;
- the municipal council appoints the members of the MPAC from amongst the councilllors;
- section 160(8) of the Constitution applies to the committee and therefore its composition must be such that it allows parties and interests reflected within the Council to be fairly represented in the MPAC;
- the municipal council appoints the chairperson of the MPAC;
- the municipal council may dissolve the MPAC at any time;
- the municipal council may remove any member of the committee at any time;
- the municipal council may allow the MPAC to co-opt advisory members who are not members of the council, within the limits determined by the council;
- the meetings of the MPAC should, as far as is possible and practical, be open to the public in accordance with section 160(7) of the Constitution;
- the municipal administration must ensure that adequate financial and human resources are made available to support the functions of the MPAC;
- meetings of the MPAC should be provided for and included in the annual calendar of the council; and
- the MPAC reports directly to the municipal council and the chairperson of the MPAC liaise directly with the Speaker on the inclusion of reports of the MPAC in the council agenda.

What follows is a three-part guide to the establishment and effective functioning of MPACs, its terms of reference and delegations.

Part 1
Guidelines for the establishment, appointment and general functioning of MPACs:

1. Establishment of the MPAC

A report needs to be submitted to the municipal council that recommends the establishment of the MPAC. The report also needs to include all the aspects dealt with above, and which will be further unpacked below. The resolution passed by the municipal council must be clear on all powers and functions of the committee in order to prevent disputes in this regard. Disputes must be referred to the municipal council for resolution.

2. Functions and terms of reference of the committee

The main purpose of the MPAC is to exercise oversight over the executive functionaries of council and to ensure good governance in the municipality. This will include oversight over municipal entities. In order for the MPAC to fulfill this oversight role, it needs to be provided with the necessary information and documentation to interrogate the actions of the executive. Part 2 below provides generic terms of reference for the MPAC.

3. Delegation of functions to the MPAC

Functions must be formally delegated to the MPAC in accordance with the provisions of section 59 of the Local Government: Municipal Systems Act, 2000 (hereinafter referred to as the Systems Act). The delegations must be included as part of the System of Delegations of the Municipality. It should be noted that with regard to the delegations to the MPAC, the municipality should not allow for a review of the decisions of the MPAC by the Exco or Executive Mayor in accordance with section 59(3)(b) of the Systems Act, as the purpose of the MPAC is to do oversight of the executive. The delegations to the MPAC should specifically exclude the said powers to the executive of the municipality.

The requirement to report on the delegated authorities by the MPAC can be included as part of the quarterly report submitted to the council by the MPAC. The delegations required in this regard are further alluded to in Part 3 below.

4. The procedures and rules of order of the committee

Due to the nature of the committee, it is proposed that the municipal council determines the procedures of the committee with its establishment, provided that the committee may make recommendations to the council on possible amendments to be approved by the council once the activities of the MPAC commences. Such an arrangement will allow the MPAC to operate efficiently form its appointment and not having to spend time on the development of procedures.

5. Appoint of the members of the MPAC

There is no prescription on the number of members elected to serve on the MPAC committee. The municipality must determine the number of members that will be appointed, taking into account the number of councillors in the municipality and the fact that no office bearers/ executive councillors in the municipality may serve on the committee. It is ideal that the members be appointed for the term of the council, to ensure

continuity across financial years. However, this is subject to the right of the council to remove committee members by way of council resolution.

The National Treasury and DCOG guidelines propose maximum numbers of committee members but municipalities are not required to follow the guideline and a smaller number can also be appointed, provided that section 160(8) of the Constitution apply to the composition of the committee, which requires that the membership of the committee must be such that it allows parties and interests reflected within the Council to be fairly represented in the MPAC.

Once the number of MPAC members are agreed upon, the actual appointment can take place. The number of members as well as the names of the councillors appointed as members must be specified in the council resolution. The councillors appointed to the committee should have a wide range of experience and expertise in order to enable the committee to exercise it oversight function optimally.

6. Appointment of the chairperson of the MPAC

The chairperson of the MPAC must be appointed in terms of a council resolution. The chairperson may not be an office bearer/ executive councillor in the municipality. The chairperson of the MPAC should be an experienced councillor, due to the important role to be played by the MPAC in the council. The chairperson can be from the ruling or an opposition party, at the choice of the municipal council.

7. Co-opting of advisory members to the MPAC

The council must indicate whether it will allow the MPAC to co-opt advisory members, which are not councillors, but based on their expertise. This will be informed by the experience and capacity of members appointed to the MPAC. In the event where such co-option is allowed, the council has to prescribe the number of members that may be co-opted, the expertise required, the manner of co-option as well as the payment of a stipend to such co-opted members.

8. Meetings of the MPAC should be open to the public

Section 160(7) of the Constitution provides that a municipal council must conduct its business in an open manner, and may close its sittings, or those of its committees, only when it is reasonable to do so having regard to the nature of the business being transacted. As a principle, the meetings of the MPAC should be open to the public and the rules and procedures of the committee should specify in which instances the meeting can be closed to the public.

9. Availability of resources for the MPAC

The municipal administration must ensure that adequate financial and human resources are made available to support the functions of the MPAC. As the MPAC is a formal committee of the council, dedicated administrative as well as committee staff members must be made available to assist it in its functions. Formal agendas and minutes of meetings need to be prepared by committee staff under the guidance of the chairperson. Administrative staff should also assist committee members and the necessary infrastructure must to be provided to the MPAC as well as all the finances required to fulfill its obligations.

10. Minutes and Agendas

Agendas of meetings need to be delivered to members in advance in order for them ample time to prepare for the meeting. Documents produced in the municipality that need to be submitted to the MPAC in terms of its terms of reference, must be submitted to the committee staff as soon as it is finalised in order to include it in the MPAC agenda for the next meeting.

11. Meetings of the MPAC

The MPAC needs to meet at least 4 times per annum, each such meeting to be held prior to the quarterly meeting of the municipal council (where applicable) or before the council meeting schedules for the month in which the MPAC meets, to allow ample time to include the report of the MPAC in the agenda for each council meeting. Meeting dates should be set and should be included in the annual calendar of meetings.

12 Reporting

The MPAC reports directly to the municipal council and the chairperson of the MPAC must liaise directly with the speaker on the inclusion of reports of the MPAC in the council agenda. As the MAPC is a committee of the council, its reports are submitted directly to the council without being submitted to the Exco or Mayoral Committee. The chairperson of the MPAC liaises directly with the speaker on the inclusion of its report in the council agenda, and the committee staff ensures that the documentation is physically included in the agenda of the council meeting.

Part 2
Terms of reference for the MPAC

1. The MPAC must interrogate the following financial aspects addressed in the Municipal Finance Management Act:

1.1 **Unforeseen and unavoidable expenditure** (Section 29)

- any unforeseen and unavoidable expenditure incurred must be reported to the MPAC;
- proof of the necessary appropriation in an adjustment budget;
- the MPAC must consider the expenditure and make recommendations to the council; and
- where the necessary adjustment budget has not been prepared, the MPAC must report same to the council.

1.2 **Unauthorized, irregular or fruitless and wasteful expenditure** (Section 32)

- any unauthorized, irregular or fruitless and wasteful expenditure by the council, the executive mayor / mayor, executive committee or any political office bearer of the municipality must also be reported to the MPAC;
- the municipal manager must report to the MPAC on all steps taken to either authorize or certify the payment or to recover or write off the expenditure;

- the municipal manager must report on whether any criminal action was instituted in this regard; and
- the MPAC must report to the council on the appropriateness of the any criminal or civil steps taken and report where no further action was taken and why.

1.3 **The quarterly report of the mayor on the implementation of the budget and the state of affairs of the municipality / SDBIP** (Section 52(d))

- a copy of the quarterly report of the mayor on the implementation of the budget and the state of affairs of the municipality must be submitted to the MPAC;
- where the report is not submitted to the MPAC within 30 days after the end of the quarter, the MPAC must report this to the council;
- where the report is submitted, it must be interrogated and recommendations must be made to the council;
- the MPAC must ensure that the mayor attend to the necessary amendments to the SDBIP and submit the necessary report to the council with proposals for the adjustment budget, and where this is not done by the mayor, report it to the council;
- the MPAC must report any matter of concern regarding the report of the mayor to the council.

1.4 **Monthly budget statements** (Section 71)

- the monthly budget statement submitted to the mayor must be submitted to the MPAC;
- the MPAC must interrogate the statement and report any matter of concern on the statement to the council.

1.5 **Mid-year budget and performance assessment** (Section 72)

- the mid-year budget and performance assessment report submitted to the mayor must be submitted to the MPAC;
- the MPAC must interrogate the assessment and submit its comments on the assessment to the council.

1.6 **Mid-year budget and performance assessment of municipal entities** (Section 88)

- the mid-year budget and performance assessment report submitted by the municipal entity needs to be submitted to the MPAC;
- the MPAC needs to interrogate the report and report matters of concern to the council;
- where the report has not been received or not published, it must be reported to the council.

1.7 **Disclosures concerning councillors, directors and officials** (Section 124)

- as part of its interrogation of the annual financial statements, the MPAC must ensure that the necessary disclosures were made in the financial statements, including:

- salaries, allowances and benefits of political office bearers and councilors of the municipality;
- arrears owed by individual councilors by the municipality for more than 90 days;
- salaries, allowances and benefits of the municipal manager, CFO and senior managers;
- salaries, allowances and benefits of the board of directors of municipal entities
- the salaries, allowances and benefits of the chief executive officer and senior managers of municipal entities;

1.8 **Submission and auditing of annual financial statements** (Section 126)

- copies of the financial statements submitted to the A-G must be submitted to the MPAC as well as the financial statements of any municipal entity under the control of the municipality as well as proof of submission thereof to the A-G;
- where the MPAC has not been provided with the financial statements or with proof that it has been submitted to the A-G it must be reported to the council.

1.9 **Submission of the annual report** (Section 127)

- the annual report must be submitted to the MPAC no later than two weeks after the date required for submission to the council;
- where the annual report is not submitted to the council as required, the MPAC must be provided with a copy of the written explanations of the mayor as submitted to the council;
- where neither the annual report nor the explanation has been submitted, the MPAC must report same to the council;
- the MPAC must monitor that the annual report has been submitted to the A-G, as well as the provincial government departments required and has been published for comment; and
- the MPAC must also monitor that all municipal entities have complied with the said requirements.

1.10 **Oversight report on the annual report** (Section 129)

- the MPAC must consider the annual report and prepare a draft oversight report to be submitted to the council for purposes of adopting the oversight report;
- in preparing the draft oversight report, the MPAC must consider all representations in connection with the annual report received from the local community;
- the meeting of the MPAC considering the annual report must be open to the public and members of the local community must be allowed to make representations in connection with the annual report at the meeting;
- National Treasury Circular 32 provides guidance on the preparation of the oversight report and a copy is attached as Annexure "A" hereto. Reference to the oversight committee must be read as the MPAC.

1.11 **Issues raised by the Auditor-General in audit reports** (Section 131)

- the MPAC must be provided with the report prepared to address issues raised by the A-G;
- where the report is submitted, MPAC should interrogate same and make recommendations to the

council; and

- where the report has not been submitted, MPAC should report this to the council.

1.12 **Audit Committee** (Section 166)

- the MPAC must ensure that the municipality at all times have an operational audit committee;
- all reports received from the audit committee need to be submitted to the MPAC to assist it in its functions and to capacitate the MPAC;
- where no audit committee has been appointed or where the audit committee is not operative, the MPAC must report this to the council.

1.13 **Disciplinary action instituted in terms of the MFMA**

- all disciplinary processes instituted for the contravention of the MFMA must be reported to the MPAC;
- MPAC must monitor that all matters are brought to conclusion;
- MPAC must report to council where matters are not dealt with effectively and timeously.

2. The MPAC must interrogate the following aspects addressed in the Municipal Systems Act.

2.1 **Review of the IDP post elections** (Section 25)

- MPAC must monitor whether the Executive mayor / Exco initiate the review of the IDP posts elections;
- Where the review is not done, the MPAC must report same to the council.

2.2 **Annual review of the IDP** (Section 34)

- MPAC must monitor whether the Executive mayor / Exco initiate the annual review of the IDP;
- Where the review is not done, the MPAC must report same to the council.

2.3 **Performance management plan** (Section 39)

- MPAC must monitor whether the annual performance plan is being prepared;
- Where the plan is not prepared, the MPAC must report same to the council.

2.4 **Monitoring that the annual budget is informed by the IDP** (Regulation 6 of the Local Government: Municipal Planning and Performance Management Regulations)

- MPAC must review the draft annual budget and ensure that it is informed by the IDP adopted by the municipal council; but
- Where the draft annual budget is not aligned with the IDP, the MPAC must report same to the municipal council.

2.5 **Monitoring that all declaration of interest forms are completed by councillors on an annual basis** (Section 54 read with Item 7 of Schedule 1)

- MPAC must monitor whether all councillors have completed their declaration of interest forms and update it annually;
- Where declaration of interest forms have not be completed or updated same must be reported to the municipal council.

3. The MPAC must prepare an annual work plan for approval by the municipal council prior to start of the financial year.

PART 3
Delegations to the MPAC

The following responsibilities are to be delegated to the MPAC in terms of the provisions of section 59 of the Systems Act:

1. The authority to interrogate the following documents and to make recommendations to the municipal council in accordance with the terms of reference of the committee:

1.1 Unforeseen and unavoidable expenditure;
1.2 Unauthorised, irregular or fruitless and wasteful expenditure;
1.3 SDBIP;
1.4 Monthly budget statements;
1.5 Mid-year budget and performance assessment;
1.6 Mid-year budget and performance assessment of municipal entities;
1.7 Disclosures concerning councillors, directors and officials;
1.8 Annual financial statements;
1.9 Annual report;
1.10 Issues raised by the A-G in the audit reports;
1.11 The appointment of the audit committee;
1.12 Disciplinary steps instituted in terms of the MFMA;
1.13 The review of the IDP post elections;
1.14 The annual review of the IDP;
1.15 Performance management plan;
1.16 The draft annual budget with reference to the approved IDP; and
1.17 Declaration of interest forms submitted by councillors.

2 The authority to consider all presentations made by the community on the annual report and the authority to have interviews with members of the community to obtain input on the annual report, as

well as the authority to prepare the draft oversight report over the annual report.

3. The authority to instruct any member of the executive or the municipal manager to attend the meeting of the MPAC to address matters specified by the MPAC and to provide the MPAC with copies of documents to be dealt with by the committee in terms of its terms of reference.

4. The authority to instruct any member of the board or the CEO of a municipal entity to attend the meeting of the MPAC to address matters specified by the MPAC and to provide the MPAC with copies of documents to be dealt with by the committee in terms of its terms of reference.

5. The authority to obtain legal, technical and other specialised assistance required to exercise its functions and duties within the budget approved for the committee and subject to the supply chain management policy where applicable.

4. CONCLUSION

The functionality of the internal governance arrangements in a municipality is to a large extent determined by the effectiveness of its committee system and oversight in the municipality. Accountability and oversight can be most effective if recognised by those in power as promoting accountability and good governance, which in turn are there to enhance performance, effectiveness and efficiency of service delivery. Seen in this light the oversight function complements rather than hampers the effective delivery of services, which is the ultimate aim.

The establishment and effectiveness of MPACs is thus critical for this purpose. Municipalities must ensure that members of oversight committees are continually empowered with the necessary skills, knowledge and information needed to execute the oversight function effectively so as to enhance good governance and ultimately the performance of the municipality, in accordance with the constitutional vision of local government being a developmentally orientated sphere. SALGA will undertake continuous training and coordinate information-sharing sessions periodically for the benefit of our members.

10.	REPORTS BY THE MUNICIPAL MANAGER

10.1	APPROVED TOP LAYER (TL) SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) 2023/24

Collaborator No: 751447
IDP KPA Ref No: Good Governance and Compliance
Meeting Date: Special Council: 27 June 2023

1. SUBJECT: APPROVED TOP LAYER (TL) SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) 2023/24

2. PURPOSE

To inform the Council that the Executive Mayor has approved the Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP) 2023/24.

3. DELEGATED AUTHORITY

Council.

4. EXECUTIVE SUMMARY

Section 53(1)(c)(ii) of the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA) requires the Mayor of a municipality to take all reasonable steps to ensure that the municipality's Service Delivery and Budget Implementation Plan (SDBIP) is approved by the mayor within 28 days after the approval of the budget.

The TL SDBIP 2023/24 was approved by the Executive Mayor on 20 June 2023, which falls within the prescribed 28 days after the approval of the Budget.

The TL SDBIP 2023/24 is herewith submitted to the Council for notification.

5. RECOMMENDATIONS

(a) that the Council **TAKE NOTE** of the approved TL SDBIP 2023/24 attached hereto as **ANNEXURE A**;

(b) that the Council **TAKE NOTE** that the approved TL SDBIP 2023/24 has been made public within 10 working days after the approval of the TL SDBIP 2023/24 and duly submitted to the MEC for Local Government in the Province; and

(c) that the Council **TAKE NOTE** that the Approved TL SDBIP 2023/24 must be read together with the first review of the 5th Generation Integrated Development Plan (IDP) 2022 – 2027 and that the performance indicators and targets contained in the approved TL SDBIP 2023/24 be considered to have been made in the IDP to ensure accurate technical alignment between the first review of the IDP 2022 – 2027 and the TL SDBIP 2023/24.

6. DISCUSSION

6.1 Background

The Draft Top Layer SDBIP 2023/24 was made public for public participation in April 2023 as part of the IDP and Budget consultative process.

The Municipal Manager, Chief Financial Officer (CFO), Directors and all affected managers participated in setting the key performance indicators and targets.

The Municipal IDP and Budget were approved by Council on 24 May 2023. As a result, the TL SDBIP 2023/24 was submitted to the Executive Mayor for consideration on 07 June 2023, which was subsequently approved by the Executive Mayor on 20 June 2023.

The Council should note that the provisions of the MFMA allow the Executive Mayor to approve the TL SDBIP within 28 days after the approval of the Budget. The local community was notified in terms of Regulation 19 of the Local Government: Municipal Budget and Reporting Regulations, 2009.

The approved TL SDBIP 2023/24 must be read together with the approved first review of the 5th Generation IDP 2022 – 2027.

6.3. Financial Implications

There are no financial implications beyond that which was approved in the 2023/24 MTRF Budget.

6.4. Legal Implications

In terms of Section 53(1)(c)(ii) of the MFMA the mayor of a municipality must take all reasonable steps to ensure that the municipality's service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget.

6.5. Staff Implications

This report has no staff implications for the municipality.

6.6. Risk Implication

None

6.7. Comments from Senior Management

6.7.1. Director: Community and Protection Services

Supported

6.7.2. Chief Financial Officer

Supported

6.7.3. Director: Infrastructure Services

Supported

6.7.4. Director: Corporate Services

Supported

6.7.5. Director: Planning and Economic Development

Supported

6.7.6. Comments from the Municipal Manager

Supported

ANNEXURES

Annexure A: Approved TL SDBIP 2023/24

FOR FURTHER DETAILS CONTACT:

NAME	Geraldine Mettler
POSITION	Municipal Manager
DIRECTORATE	Office of the Municipal Manager
CONTACT NUMBERS	021 808 8025
E-MAIL ADDRESS	mm@stellenbosch.gov.za
REPORT DATE	20 June 2023

ANNEXURE A

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TOP LAYER SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2023/24

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1. MUNICIPAL MANAGER'S QUALITY CERTIFICATE

I, Geraldine Mettler, the Municipal Manager of the Stellenbosch Municipality, hereby submit the Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP) for the 2023/24 financial year for consideration by the Executive Mayor. This TL SDBIP 2023/24 has been prepared in terms of the stipulated requirements as documented in the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) and regulations made under this Act.

GERALDINE METTLER
MUNICIPAL MANAGER

Date: 20 June 2023

2. EXECUTIVE MAYOR'S CERTIFICATE OF APPROVAL

I, Gesie Van Deventer, in my capacity as the Executive Mayor of the Stellenbosch Municipality, hereby approve and submit the Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP) for the 2023/24 financial year to the Council for notification, as required in terms of the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) and the regulations made under this Act.

CLLR ADV GESIE VAN DEVENTER
EXECUTIVE MAYOR

Date: 20 June 2023

3. IMPLEMENTATION, MONITORING AND REVIEW – ONE YEAR

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

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

The SDBIP is a one–year detailed implementation plan which gives effect to the IDP and Budget of the Municipality. It is a contract between the administration, Council and community expressing the goals and objectives set by Council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring the performance in service delivery against end-year targets and implementing the budget.
Indicators developed for the Stellenbosch Municipality address the SFAs of the municipality. The municipality utilises the one-year TL SDBIP to ensure that it delivers on its service delivery mandate by indicating clear indicators and targets. These indicators also form the basis of the performance plans of the Municipal Manager and Directors, hence, the Municipal Manager and Directors are being evaluated on the approved TL SDBIP indicators.

The **five** necessary components are:

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

TOP LAYER SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) 2023/24: PER STRATEGIC FOCUS AREA (SFA)

4.1 SFA 1 - VALLEY OF POSSIBILITY

SFA 1 – Valley of Possibility													
IDP Ref No	Directorate	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator Type	Wards	5-year target	Baseline (Actual result (2021/22)	Annual Target 2023/24	TOP LAYER: Service Delivery and Budget Implementation Plan (2023/24)				Delivery Indicator
									Q1	Q2	Q3	Q4	
KPI003	Planning and Economic Development	The number of jobs created through the municipality's local economic development initiatives including capital projects (NKPI Proxy - MSA, Reg. S10(d))	Number of job opportunities created through the municipality's local economic development initiatives including capital projects by 30 June	Programme	ALL	1 100 per annum	1 439	1 100 job opportunities created through the municipality's local economic development initiatives including capital projects by 30 June	330 (330)	660 (660)	990 (990)	1 100 (1 100)	Output
KPI004	Planning and Economic Development	Submission of Land-use applications to the Municipal Planning Tribunal (MPT) within 120 days from the conclusion of the administrative processing of the application	Percentage of Land-use applications submitted to the MPT within 120 days from the conclusion of the administrative processing of the application	Programme	ALL	75% per annum	66.66%	75% of land-use applications submitted to the Municipal MPT within 120 days from the conclusion of the administrative processing of the application	75%	75%	75%	75%	Output
KPI005	Planning and Economic Development	Provide training opportunities to entrepreneurs and Small, Medium and Micro Enterprises (SMMEs)	Number of quarterly training opportunities provided to entrepreneurs and SMMEs	Programme	All	4 per annum	11	4 quarterly training opportunities provided to entrepreneurs and SMMEs	1 (1)	1 (2)	1 (3)	1 (4)	Output
KPI006	Planning and Economic Development	Submission of the revised Spatial Development Framework (SDF) to the Council	Number of revised SDFs submitted to the Council by 30 June	Programme	All	1 per annum	1	1 revised SDF submitted to the Council by 30 June	n/a	n/a	n/a	1	Output
KPI007	Planning and Economic Development	Submission of the revised Housing Pipeline (document) to the MayCo	Number of revised Housing Pipelines (document) submitted to the MayCo by 31 May	Programme	ALL	1 per annum	1	1 revised Housing Pipeline (document) submitted to the MayCo by 31 May	n/a	n/a	n/a	1	Output

SFA 1 – Valley of Possibility													
IDP Ref No	Directorate	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator Type	Wards	5-year target	Baseline (Actual result (2021/22)	Annual Target 2023/24	TOP LAYER: Service Delivery and Budget Implementation Plan (2023/24)				Delivery Indicator
									Q1	Q2	Q3	Q4	
KPI061	Planning and Economic Development	Submission of the revised Economic Development Strategy to the MayCo	Number of revised Economic Development Strategies submitted to the MayCo by 31 May	Programme	ALL	1 per annum	1	1 revised Economic Development Strategy submitted to the MayCo by 31 May	n/a	n/a	n/a	1	Output

4.2 SFA 2 - GREEN AND SUSTAINABLE VALLEY

SFA 2 – Green and Sustainable Valley													
IDP Ref No	Directorate	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator Type	Wards	5-year target	Baseline (Actual result (2021/22)	Annual Target 2023/24	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				Delivery Indicator
									Q1	Q2	Q3	Q4	
KPI010	Infrastructure Services	Upgrade the telemetry monitoring system	Number of telemetry monitoring systems upgraded by 30 June	Project	All	1 per annum	New KPI	1 telemetry monitoring system upgraded by 30 June	n/a	n/a	n/a	1	Output
KPI011	Infrastructure Services	Construction of a new landfill cell at Stellenbosch Landfill Facility	Number of new landfill cells constructed at the Stellenbosch Landfill Facility by 30 June	Project	All	1 per annum	New KPI	1 new landfill cell constructed at the Stellenbosch Landfill Facility by 30 June	n/a	n/a	n/a	1	Output
KPI014	Planning and Economic Development	Process building plan applications of <500sqm within 30 days after the date of receipt	Percentage of building plan applications of <500sqm processed within 30 days after the date of receipt	Programme	All	60% per annum	62.35%	60% of building plan applications of <500sqm processed within 30 days after the date of receipt	60%	60%	60%	60%	Outcome
KPI016	Infrastructure Services	Reduce organic waste	Percentage of organic waste reduced by 30 June	Programme	All	20% per annum	42%	20% of organic waste reduced by 30 June	n/a	n/a	n/a	20%	Output
KPI019	Infrastructure Services	Submission of a Service Level Charter to the Municipal Manager	Number of Service Level Charters submitted to the Municipal Manager by 30 June	Key Initiative	All	1 per annum	New KPI	1 Service Level Charter submitted to the Municipal Manager by 30 June	n/a	n/a	n/a	1	Output
KPI020	Infrastructure Services	Conduct an external audit of the Stellenbosch Municipal Waste Disposal Facilities	Number of external audits of the Stellenbosch Municipal Waste Disposal Facilities conducted by 30 June	Programme	All	1 per annum	1	1 external audit of the Stellenbosch Municipal Waste Disposal Facilities conducted by 30 June	n/a	n/a	n/a	1	Output

SFA 2 – Green and Sustainable Valley													
IDP Ref No	Directorate	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator Type	Wards	5-year target	Baseline (Actual result (2021/22)	Annual Target 2023/24	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				Delivery Indicator
									Q1	Q2	Q3	Q4	
KPI021	Infrastructure Services	Implementation of identified waste minimisation projects	Number of identified waste minimisation projects implemented by 30 June	Programme	All	2 per annum	2	2 identified waste minimisation projects implemented by 30 June	n/a	n/a	1 (1)	1 (2)	Output
KP022	Infrastructure Services	Wastewater quality measured it o the Department of Water and Sanitation's License Conditions for physical and micro parameters	Percentage of wastewater quality compliance as per the analysis certificate, measured quarterly	Programme	All	70% per annum	51.75%	70% of wastewater quality compliance as per the analysis certificate, measured quarterly	70%	70%	70%	70%	Outcome

4.3 SFA 3 - SAFE VALLEY

SFA 3 – Safe Valley													
IDP Ref No	Directorate	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator Type	Wards	5-year target	Baseline (Actual result 2021/22	Annual Target 2023/24	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				Delivery Indicator
									Q1	Q2	Q3	Q4	
KPI024	Community and Protection Services	Submission of the revised Disaster Management Plan to the Municipal Manager	Number of revised Disaster Management Plans submitted to the Municipal Manager by 31 March	Programme	All	1 per annum	1	1 revised Disaster Management Plan submitted to the Municipal Manager by 31 March	n/a	n/a	1	n/a	Output
KPI025	Community and Protection Services	Submission of the revised Safety and Security Strategy to the Municipal Manager	Number of revised Safety and Security Strategies submitted to the Municipal Manager by 30 April	Programme	All	1 per annum	1	1 revised Safety and Security Strategy submitted to the Municipal Manager by 30 April	n/a	n/a	n/a	1	Output
KPI026	Community and Protection Services	Submission of the revised Traffic Management Plan to the Municipal Manager	Number of revised Traffic Management Plans submitted to the Municipal Manager by 31 March	Programme	All	1 per annum	1	1 revised Traffic Management Plan submitted to the Municipal Manager by 31 March	n/a	n/a	1	n/a	Output

4.4 SFA 4 - DIGNIFIED LIVING

SFA 4 – Dignified Living													
IDP Ref No	Directorate	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator Type	Wards	5-year target	Baseline (Actual result (2021/22)	Annual Target 2023/24	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				Delivery Indicator
									Q1	Q2	Q3	Q4	
KPI028	Infrastructure Services	Provision of waterborne toilet facilities in informal settlements as identified by the Department: Integrated Human Settlements	Number of waterborne toilet facilities provided in Informal settlements as identified by the Department: Integrated Human Settlements by 30 June	Programme	All	20 per annum	0	20 waterborne toilet facilities provided in Informal settlements as identified by the Department: Integrated Human Settlements by 30 June	n/a	n/a	n/a	20	Output
KPI029	Infrastructure Services	Limit unaccounted electricity to less than 9% annually {(Number of Electricity Units Purchased and / or Generated - Number of Electricity Units Sold (incl. Free basic electricity)) / Number of Electricity Units Purchased and/or Generated) x 100}	Percentage of average electricity losses, measured by 30 June	Programme	All	<9% per annum	9.60%	<9% of average electricity losses, measured by 30 June	n/a	n/a	n/a	<9%	Outcome
KPI030	Infrastructure Services	Water quality measured quarterly ito the SANS 241 physical and micro parameters	Percentage of water quality level as per the analysis certificate, measured quarterly	Programme	All	90% per annum	95%	90% of water quality level as per the analysis certificate, measured quarterly	90%	90%	90%	90%	Outcome
KPI031	Infrastructure Services	Limit unaccounted water to less than 25%	Percentage of average unaccounted water, measured by 30 June	Programme	All	<25% per annum	18.70%	<25% of average unaccounted water, measured by 30 June	n/a	n/a	n/a	<25%	Outcome
KPI032	Financial Services	Registered indigent formal households with access to free basic water (NKPI Proxy - MSA, Reg. S10(a), (b)	Percentage of registered indigent formal households with access to free basic water, measured quarterly	Programme	All	100% per annum	100%	100% of registered indigent formal households with access to free basic water, measured quarterly	100%	100%	100%	100%	Outcome

SFA 4 – Dignified Living													
IDP Ref No	Directorate	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator Type	Wards	5-year target	Baseline (Actual result (2021/22)	Annual Target 2023/24	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				Delivery Indicator
									Q1	Q2	Q3	Q4	
KPI033	Financial Services	Registered indigent formal households with access to free basic electricity provided by the municipality (NKPI Proxy - MSA, Reg. S10(a), (b)	Percentage of registered indigent formal households with access to free basic electricity provided by the municipality, measured quarterly	Programme	All	100% per annum	100%	100% of registered indigent formal households with access to free basic electricity provided by the municipality, measured quarterly	100%	100%	100%	100%	Outcome
KPI034	Financial Services	Registered indigent formal households with access to free basic refuse removal (NKPI Proxy - MSA, Reg. S10(a), (b)	Percentage of registered indigent formal households with access to free basic refuse removal, measured quarterly	Programme	All	100% per annum	100%	100% of registered indigent formal households with access to free basic refuse removal, measured quarterly	100%	100%	100%	100%	Outcome
KPI035	Financial Services	Registered indigent formal households with access to free basic sanitation (NKPI Proxy - MSA, Reg. S10(a), (b)	Percentage of registered indigent formal households with access to free basic sanitation, measured quarterly	Programme	All	100% per annum	100%	100% of registered indigent formal households with access to free basic sanitation, measured quarterly	100%	100%	100%	100%	Outcome
KPI036	Financial Services	Formal households with access to water (NKPI Proxy - MSA, Reg. S10(a))	Number of formal households with access to water, measured quarterly	Programme	All	27 000 per annum	26 825	27 000 formal households with access to water, measured quarterly	27 000 (27 000)	27 000 (27 000)	27 000 (27 000)	27 000 (27 000)	Outcome
KPI037	Financial Services	Formal households with access to electricity (NKPI Proxy - MSA, Reg. S10(a))	Number of formal households with access to electricity, measured quarterly	Programme	All	27 000 per annum	26 825	27 000 formal households with access to electricity, measured quarterly	27 000 (27 000)	27 000 (27 000)	27 000 (27 000)	27 000 (27 000)	Outcome
KPI038	Financial Services	Formal households with access to refuse removal (NKPI Proxy - MSA, Reg. S10(a))	Number of formal households with access to refuse removal, measured quarterly	Programme	All	27 000 per annum	26 825	27 000 formal households with access to refuse removal, measured quarterly	27 000 (27 000)	27 000 (27 000)	27 000 (27 000)	27 000 (27 000)	Outcome

SFA 4 – Dignified Living													
IDP Ref No	Directorate	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator Type	Wards	5-year target	Baseline (Actual result (2021/22)	Annual Target 2023/24	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				Delivery Indicator
									Q1	Q2	Q3	Q4	
KPI039	Financial Services	Formal households with access to sanitation (NKPI Proxy - MSA, Reg. S10(a))	Number of formal households with access to sanitation, measured quarterly	Programme	All	27 000 per annum	26 825	27 000 formal households with access to sanitation, measured quarterly	27 000 (27 000)	27 000 (27 000)	27 000 (27 000)	27 000 (27 000)	Outcome

4.5 SFA 5 - GOOD GOVERNANCE AND COMPLIANCE

SFA 5 – Good Governance and Compliance													
IDP Ref No	Directorate	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator Type	Wards	5-year target	Baseline (Actual result 2021/22)	Annual Target 2023/24	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				Delivery Indicator
									Q1	Q2	Q3	Q4	
KPI040	Financial Services	Actual expenditure of the approved Capital Budget for the municipality by 30 June (NKPI - MSA, Reg. S10(c))	Percentage of the approved Capital Budget for the municipality actually spent by 30 June	Programme	All	90% per annum	84.29%	90% of the approved Capital Budget for the municipality actually spent by 30 June	10%	30%	60%	90%	Input
KPI042	Financial Services	Financial viability measured in terms of the available cash to cover fixed operating expenditure (NKPI Proxy - MSA, Reg. S10(g)(iii))	Cost coverage as at 30 June annually [(Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation)	Programme	All	2 per annum	3	2	n/a	n/a	n/a	2 (months)	Input
KPI043	Financial Services	Achieve an average payment percentage of 96% by 30 June (Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue x 100	(Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue x 100	Programme	All	96% per annum	96%	96%	n/a	n/a	n/a	96%	Input
KPI044	Office of the Municipal Manager	Employment equity appointments made within the financial year in the three highest levels of management	Percentage of employment equity appointments made within the financial year in the three highest levels of management, measured by 30 June	Programme	All	50% per annum	33.30%	50% of employment equity appointments made within the financial year in the three highest levels of management, measured by 30 June	n/a	n/a	n/a	50%	Output

SFA 5 – Good Governance and Compliance													
IDP Ref No	Directorate	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator Type	Wards	5-year target	Baseline (Actual result 2021/22)	Annual Target 2023/24	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				Delivery Indicator
									Q1	Q2	Q3	Q4	
KPI045	Corporate Services	The percentage of the payroll budget spent on implementing the Municipal Workplace Skills Plan (NKPI Proxy- MSA, Reg. S10(f))	Percentage of the municipality's payroll budget actually spent on implementing its Workplace Skills Plan ((Total Actual Training Expenditure / Total Annual payroll Budget) x 100), measured by 30 June	Programme	All	0.20% per annum	0.43%	0.20% of the municipality's payroll budget actually spent on implementing its Workplace Skills Plan ((Total Actual Training Expenditure / Total Annual payroll Budget) x 100), measured by 30 June	n/a	n/a	n/a	0.20%	Input
KPI046	Financial Services	Financial viability measured in terms of the municipality's ability to meet its service debt obligations (NKPI Proxy - MSA, Reg. S10(g)(i))	Debt coverage ratio ((Total operating revenue - operating grants received) / (Debt service payments due within the year)) measured by 30 June	Programme	All	15% per annum	17.55%	15%	n/a	n/a	n/a	15%	Input
KPI047	Financial Services	Financial viability measured in terms of the outstanding service debtors (NKPI Proxy - MSA, Reg. S10(g)(ii))	Service debtors to revenue ratio – (Total outstanding service debtors / revenue received for services) measured by 30 June	Programme	All	27% per annum	15.56%	27%	n/a	n/a	n/a	27%	Input
KPI048	Office of the Municipal Manager	Submission of the revised Risk-Based Audit Plan (RBAP) to the Audit and Performance Audit Committee (APAC)	Number of revised RBAPs submitted to the APAC by 30 June	Programme	All	1 per annum	1	1 revised RBAP submitted to the APAC by 30 June	n/a	n/a	n/a	1	Output
KPI049	Office of the Municipal Manager	Submission of the Auditor General of South Africa (AGSA) Audit Action Plan (AAP) to the APAC	Number of AGSA Audit Action Plans submitted to the APAC by 31 July	Programme	All	1 per annum	1	1 AGSA Audit Action Plan submitted to the APAC by 31 July	1	n/a	n/a	n/a	Output
KPI050	Office of the Municipal Manager	Submission of the revised Strategic Risk Register (SRR) to the Risk Management Committee	Number of revised SRRs submitted to the Risk Management Committee by 30 June	Programme	All	1 per annum	1	1 revised SRR submitted to the Risk Management Committee by 30 June	n/a	n/a	n/a	1	Output

SFA 5 – Good Governance and Compliance													
IDP Ref No	Directorate	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator Type	Wards	5-year target	Baseline (Actual result 2021/22)	Annual Target 2023/24	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				Delivery Indicator
									Q1	Q2	Q3	Q4	
KPI051	Corporate Services	Submission of the revised Information and Communication Technology (ICT) Backup Disaster Recovery Plan to the ICT Steering Committee	Number of revised ICT Backup Disaster Recovery Plans submitted to the ICT Steering Committee by 31 March	Programme	All	1 per annum	1	1 revised ICT Backup Disaster Recovery Plan submitted to the ICT Steering Committee by 31 March	n/a	n/a	1	N/A	Output
KPI052	Corporate Services	Submission of the revised Strategic ICT Plan to the ICT Steering Committee	Number of revised Strategic ICT Plans submitted to the ICT Steering Committee by 31 March	Programme	All	1 per annum	1	1 revised Strategic ICT Plan submitted to the ICT Steering Committee by 31 March	n/a	n/a	1	N/A	Output
KPI053	Office of the Municipal Manager	Submission of the draft Integrated Development Plan (IDP) to the Council	Number of draft IDPs submitted to the Council by 31 March	Programme	All	1 per annum	1	1 draft IDP submitted to the Council by 31 March	n/a	n/a	1	N/A	Output
KPI054	Office of the Municipal Manager	Submission of the IDP / Budget / SDF time schedule (process plan) to the Council	Number of IDP / Budget / SDF time schedules (process plan) submitted to the Council by 31 August	Programme	All	1 per annum	1	1 IDP / Budget / SDF time schedule (process plan) submitted to the Council by 31 August	1	n/a	n/a	N/A	Output
KPI055	Infrastructure Services	Submission of the revised Wastewater Master Plan to the Municipal Manager	Number of revised Wastewater Master Plans submitted to the Municipal Manager by 30 June	Programme	All	1 per annum	New KPI	1 revised Wastewater Master Plan submitted to the Municipal Manager by 30 June	n/a	n/a	n/a	1	Output
KPI056	Infrastructure Services	Submission of the revised Electrical Master Plan to the Council	Number of revised Electrical Master Plans submitted to the Council by 30 June	Key Initiative	All	1 per annum	New KPI	1 revised Electrical Master Plan submitted to the Council by 30 June	n/a	n/a	n/a	1	Output
KPI059	Office of the Municipal Manager	Submission of the revised Communication Policy to the MayCo	Number of revised Communication Policies submitted to the MayCo by 31 May	Programme	All	1 per annum	New KPI	1 revised Communication Policy submitted to the MayCo by 31 May	n/a	n/a	n/a	1	Output

SFA 5 – Good Governance and Compliance													
IDP Ref No	Directorate	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator Type	Wards	5-year target	Baseline (Actual result 2021/22)	Annual Target 2023/24	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				Delivery Indicator
									Q1	Q2	Q3	Q4	
KPI060	Infrastructure Services	Submission of the updated Comprehensive Integrated Transport Plan (CITP) to the Municipal Manager	Number of updated CITPs submitted to the Municipal Manager by 30 June	Programme	All	1 per annum	1	1 updated CITP submitted to the Municipal Manager by 30 June	n/a	n/a	n/a	1	Output
KPI062	Planning and Economic Development	Submission of the revised Integrated Zoning Scheme to the MayCo	Number of revised Integrated Zoning Schemes submitted to the MayCo by 30 June	Programme	All	1 per annum	New KPI	1 revised Integrated Zoning Schemes submitted to the MayCo by 30 June	n/a	n/a	n/a	1	Output

Annexure A:
Revenue by source projections for the 2023/24 financial year

Revenue by source projections for the 2023/2024 financial year

Revenue	July	August	September	October	November	December	January	February	March	April	May	June
Exchange Revenue												
Service charges - Electricity	-61 919 779	-63 768 329	-71 560 101	-48 612 984	-46 960 999	-42 456 843	-44 179 888	-50 952 884	-51 803 144	-56 543 157	-58 043 157	-316 867 922
Service charges - Water	-11 721 439	-13 289 089	-12 634 593	-14 541 682	-15 028 159	-16 934 664	-17 118 241	-16 983 518	-15 482 084	-17 520 870	-17 520 472	-16 847 032
Service charges - Waste Water Management	-13 894 808	-6 938 684	-8 176 283	-8 644 429	-8 570 229	-8 369 297	-8 606 083	-9 367 938	-8 269 060	-8 730 793	-8 728 506	-10 350 557
Service charges - Waste Management	-15 159 855	-6 736 168	-6 831 621	-6 878 733	-7 331 982	-6 889 598	-6 539 838	-6 976 943	-7 083 541	-7 035 435	-6 856 417	-23 333 443
Sale of Goods and Rendering of Services	-1 158 057	-2 155 671	-1 534 068	-1 535 077	-2 596 028	-789 049	-1 508 534	-2 376 640	-2 376 640	-1 219 391	-1 186 425	-3 754 090
Agency services	-102 426	-384 614	-260 058	-312 071	-239 934	-175 329	-166 970	-284 504	-284 504	-284 504	-284 504	-578 279
Interest	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned from Receivables	-941 105	-1 068 392	-1 091 634	-1 220 115	-1 225 817	-1 298 334	-1 298 389	-1 173 103	-1 173 793	-1 181 037	-1 181 037	-2 559 872
Interest earned from Current and Non Current Assets	-3 432 722	-3 432 722	-3 432 722	-3 432 722	-3 432 722	-3 432 722	-3 432 722	-3 432 722	-3 432 722	-3 432 722	-3 432 722	-3 432 719
Dividends	-	-	-	-	-	-	-	-	-	-	-	-
Rent on Land	-	-	-	-	-	-	-	-	-	-	-	-
Rental from Fixed Assets	-438 370	-420 164	-447 870	-427 528	-2 088 533	-717 247	-713 014	-789 500	-789 500	-789 500	-789 500	-2 193 175
Licence and permits	-127 654	-932 413	-776 902	-642 912	-1 048 109	-355 726	-467 734	-477 587	-480 810	-480 810	-480 810	-1 600 132
Operational Revenue	-843 159	-297 866	-643 920	-394 524	-451 845	-329 263	-231 523	-383 954	-383 954	-331 899	-331 899	-14 721 803
Non-Exchange Revenue												
Property rates	-133 454 810	-30 149 846	-30 175 986	-30 169 522	-30 625 249	-30 255 436	-30 629 276	-29 487 322	-29 557 384	-29 482 356	-29 482 356	-40 119 375
Surcharges and Taxes	-	-	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	-100	-10 519 905	-7 003 187	-18 686 919	-6 272 382	-12 280 905	-17 117 650	-10 409 931	-10 409 931	-10 409 931	-10 409 931	-18 049 306
Licences or permits	-	-	-	-	-	-	-	-	-	-	-	-
Transfer and subsidies - Operational	-68 195 745	-398 830	-4 846 900	-398 830	-1 032 137	-55 266 688	-5 471 181	-16 146 240	-16 771 994	-16 771 994	-17 770 661	-37 839 300
Interest	-194 289	-208 615	-221 318	-344 855	-310 611	-314 296	-305 060	-310 611	-208 615	-208 615	-208 615	-457 296
Fuel Levy	-	-	-	-	-	-	-	-	-	-	-	-
Operational Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Gains on disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other Gains	-	-	-	-	-	-	-	-	-	-	-	-
Discontinued Operations	-	-	-	-	-	-	-	-114 526	-114 526	-114 526	-	-343 578
Transfers and subsidies - capital (monetary allocations)	-419 416	-419 416	-419 416	-419 416	-419 416	-419 416	-419 416	-419 416	-419 416	-419 416	-419 416	-99 241 924
Transfers and subsidies - capital (in-kind)	-	-	-	-	-	-	-	-	-	-	-	-
Grand Total	**-312 003 734**	**-141 120 724**	**-150 056 579**	**-136 662 319**	**-127 634 152**	**-180 284 813**	**-138 205 519**	**-150 087 339**	**-149 041 618**	**-154 956 956**	**-157 126 428**	**-592 289 803**

Annexure B:
Expenditure by type projections for the 2023/24 financial year

Expenditure by type projections for the 2023/2024 financial yea

Expenditure by Type	July	August	September	October	November	December	January	February	March	April	May	June
Employee related costs	46 711 361.00	46 905 256.00	47 018 142.00	47 138 091.00	76 128 937.00	47 049 720.00	47 268 157.00	46 918 741.00	47 908 945.00	47 028 214.00	46 849 039.00	70 768 946.00
Remuneration of councillors	1 841 366.00	1 841 366.00	1 841 366.00	1 841 366.00	1 841 366.00	1 841 366.00	1 841 366.00	1 841 366.00	1 841 366.00	1 841 366.00	1 841 366.00	1 841 488.00
Inventory consumed	31 770 595.00	31 770 595.00	73 722 766.00	40 467 158.00	37 278 441.00	37 233 523.00	32 439 538.00	37 339 816.00	59 322 533.00	47 086 944.00	117 578 590.00	90 382 315.00
Debt impairment	1 012 187.00	3 337 419.00	3 476 154.00	12 757 104.00	2 051 316.00	6 924 900.00	4 351 749.00	5 125 085.00	11 552 766.00	11 727 530.00	297 328.00	37 835 707.00
Depreciation and amortisation	-	-	-	-	-	-	-	-	-	-	-	16 684 048.00
Bulk purchases - electricity	18 160 460.00	18 160 460.00	18 160 460.00	18 160 460.00	18 160 460.00	18 160 460.00	18 160 460.00	18 351 989.00	18 351 988.00	18 172 123.00	18 351 987.00	19 932 162.00
Interest	-	-	10 700 449.00	-	-	19 143 792.00	-	-	10 700 449.00	-	-	19 143 797.00
Contracted services	658 771.00	2 521 826.00	9 416 123.00	23 125 961.00	8 109 868.00	13 920 440.00	12 122 762.00	12 680 149.00	34 248 329.00	22 162 756.00	6 885 112.00	143 015 739.00
Transfers and subsidies	-	3 015 899.00	201 993.00	6 514 775.00	2 443 646.00	333 616.00	566 786.00	490 996.00	773 227.00	645 827.00	-	5 648 753.00
Irrecoverable debts written off	-	-	-	-	355 425.00	-	6 795 896.00	-	4 475 000.00	-	-	83 331 679.00
Operational costs	2 283 678.00	14 118 034.00	5 397 803.00	16 272 301.00	12 791 254.00	7 053 418.00	12 211 692.00	8 664 361.00	19 151 642.00	10 071 769.00	1 007 206.00	71 576 230.00
Losses on disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Other Losses	-	-	-	-	-	-	-	-	-	-	-	-
Grand Total	**102 438 418**	**121 670 855**	**169 935 256**	**166 277 216**	**159 160 713**	**151 661 235**	**135 758 406**	**131 412 503**	**208 326 245**	**158 736 529**	**192 810 628**	**560 160 864**

Annexure C:
Projections for the 2023/24 Financial Year

Projections for the 2023/2024 financial year

Operational Expenditure

Directorates	July	August	September	October	November	December	January	February	March	April	May	June	Total
Municipal Manager	1 024 674	1 103 853	1 136 253	1 070 141	2 067 029	1 114 091	1 235 626	1 272 769	1 728 040	1 503 099	1 111 714	3 473 742	17 841 031
Planning and Development	5 428 683	5 473 064	5 558 776	11 571 745	8 644 935	7 344 306	6 012 063	5 858 233	7 220 461	6 908 940	6 079 131	17 302 229	93 402 566
Infrastructure Services	62 563 661	68 102 503	125 878 483	100 315 835	84 365 214	100 333 594	83 458 504	79 024 709	140 852 846	103 101 869	154 069 617	264 589 658	1 366 656 493
Community and Protection Services	17 692 418	21 239 448	19 701 569	25 599 969	32 249 675	22 147 732	21 802 538	25 017 320	26 361 153	25 156 182	17 572 448	168 362 321	422 902 773
Corporate Services	10 579 996	11 238 890	11 822 052	17 390 907	18 537 573	13 940 811	13 419 470	12 313 241	23 584 672	14 062 066	8 557 195	79 309 825	234 756 698
Financial Services	5 148 986	14 513 097	5 838 123	10 328 619	13 296 287	6 780 701	9 830 205	8 040 757	8 693 599	8 118 899	5 420 523	26 779 511	122 789 307
Grand Total	**102 438 418**	**121 670 855**	**169 935 256**	**166 277 216**	**159 160 713**	**151 661 235**	**135 758 406**	**131 527 029**	**208 440 771**	**158 851 055**	**192 810 628**	**559 817 286**	**2 258 348 868**

Operational Revenue

Directorates	July	August	September	October	November	December	January	February	March	April	May	June	Total
Municipal Manager	-	-	-	-	-	-	-	-	-	-	-	-	-
Planning and Development	- 1 305 234	- 2 112 784	- 1 672 813	- 1 504 427	- 3 727 874	- 1 455 557	- 1 774 225	- 1 961 038	- 1 982 371	- 1 982 371	- 1 981 038	- 4 897 348	- 26 357 080
Infrastructure Services	- 145 529 321	- 91 909 023	- 102 742 812	- 80 035 111	- 79 302 678	- 108 805 967	- 80 070 568	- 94 868 127	- 93 225 363	- 100 425 033	- 102 743 330	- 510 299 060	- 1 589 956 393
Community and Protection Services	- 748 313	- 12 465 547	- 10 674 253	- 20 301 482	- 9 127 861	- 14 074 949	- 19 679 617	- 13 331 230	- 13 938 874	- 12 780 248	- 12 780 248	- 24 874 103	- 164 776 725
Corporate Services	- 684 934	- 601 273	- 794 172	- 573 665	- 638 720	- 573 637	- 610 695	- 491 019	- 491 019	- 440 341	- 440 341	- 3 838 754	- 10 178 570
Financial Services	- 163 735 932	- 34 032 097	- 34 172 529	- 34 247 634	- 34 837 019	- 55 374 703	- 36 070 414	- 39 321 399	- 39 289 465	- 39 214 437	- 39 181 471	- 48 036 960	- 597 514 060
Grand Total	**- 312 003 734**	**- 141 120 724**	**- 150 056 579**	**- 136 662 319**	**- 127 634 152**	**- 180 284 813**	**- 138 205 519**	**- 149 972 813**	**- 148 927 092**	**- 154 842 430**	**- 157 126 428**	**- 591 946 225**	**- 2 388 782 828**

Capital Expenditure

Directorates	July	August	September	October	November	December	January	February	March	April	May	June	Total
Municipal Manager	-	-	-	25 835	11 021	1 350	1 794	-	-	-	-	-	40 000
Planning and Development	-	234 414	344 414	529 414	523 077	388 077	823 873	1 058 077	1 540 577	1 173 077	1 295 500	1 133 000	9 043 500
Infrastructure Services	16 256 784	17 821 846	37 743 344	45 429 840	40 928 199	31 311 718	36 643 159	39 127 505	50 906 774	39 474 974	40 790 685	39 988 535	436 423 363
Community and Protection Services	-	300 000	1 440 000	1 350 000	1 080 000	2 546 979	2 200 000	2 015 000	1 743 993	1 715 000	4 690 900	5 560 130	24 642 002
Corporate Services	300 000	-	32 532	308 034	400 048	2 000 000	321 645	3 498 982	5 232 999	5 633 000	5 262 500	10 911 260	33 901 000
Financial Services	-	18 402	24 928	49 810	-	-	1 109	250 000	22 522	285 310	97 919	-	750 000
Grand Total	**16 556 784**	**18 374 662**	**39 585 218**	**47 692 933**	**42 942 345**	**36 248 124**	**39 991 580**	**45 949 564**	**59 446 865**	**48 281 361**	**52 137 504**	**57 592 925**	**504 799 865**

Annexure D:
Capital Budget 2023/24

Directorate	Department	Project name	Strategic Objectives	Final Budget 2022/23	Final Budget 2023/24	Final Budget 2024/25	Total MTREF
Municipal Manager	Executive Support: Office of the Municipal Manager	Furniture, Tools and Equipment	Good Governance and Compliance	40 000	40 000	40 000	120 000
Total Municipal Manager				**40 000**	**40 000**	**40 000**	**120 000**
Planning and Economic Development	Economic Development & Tourism	Furniture, Tools & Equipment: LED	Dignified Living	75 000	75 000	75 000	225 000
Planning and Economic Development	Economic Development & Tourism	Establishment of the Kayamandi Informal Trading Area	Dignified Living	1 000 000	-	-	1 000 000
Planning and Economic Development	Housing Development	Erf 64, Kylemore	Dignified Living	833 000	2 000 000	-	2 833 000
Planning and Economic Development	Housing Development	Erf 7001 Cloetesville (380) FLISP	Dignified Living	1 300 000	4 100 000	6 500 000	11 900 000
Planning and Economic Development	Housing Development	Erven 81/2 and 82/9, Stellenbosch	Dignified Living	437 500	-	-	437 500
Planning and Economic Development	Housing Development	Furniture, Tools & Equipment: Housing Development	Good Governance and Compliance	70 000	80 000	150 000	300 000
Planning and Economic Development	Housing Development	Housing Projects (Social housing planning)	Dignified Living	750 000	500 000	500 000	1 750 000
Planning and Economic Development	Housing Development	Jamestown: Housing	Dignified Living	-	6 000 000	6 000 000	12 000 000
Planning and Economic Development	Housing Development	Kayamandi Town Centre	Dignified Living	-	6 000 000	6 000 000	12 000 000
Planning and Economic Development	Housing Development	Kayamandi Watergang Northern Extension (2000)	Dignified Living	-	6 000 000	6 000 000	12 000 000
Planning and Economic Development	Housing Development	Klapmuts La Rochelle (100)	Dignified Living	283 000	-	-	283 000
Planning and Economic Development	Housing Development	La Motte Old Forest Station (±430 services & ±430 units)	Dignified Living	1 500 000	-	6 000 000	7 500 000
Planning and Economic Development	Housing Development	Droë Dyke 100 TOD	Dignified Living	1 400 000	3 425 000	-	4 825 000
Planning and Economic Development	IHS: Informal Settlements	Langrug UISP (1899) Subdivisional area	Dignified Living	250 000	500 000	-	750 000
Planning and Economic Development	Housing Administration	Flats: Interior Upgrading - Kayamandi	Dignified Living	1 000 000	1 000 000	-	2 000 000
Planning and Economic Development	Housing Administration	Furniture, Tools & Equipment: Housing Administration	Dignified Living	70 000	80 000	150 000	300 000
Planning and Economic Development	Development Planning	Furniture, Tools and Equipment: Spatial Planning	Dignified Living	75 000	75 000	75 000	225 000
Total Planing and Economic Development	**TOTAL Planning and Development Services**			**9 043 500**	**29 835 000**	**31 450 000**	**70 328 500**
Infrastructure Services	Infrastructure Services	Furniture, Tools & Equipment: IS	Good Governance and Compliance	75 000	75 000	75 000	225 000
Infrastructure Services	Waste Management: Solid Waste Management	Expansion of the landfill site (New cells)	Green and Sustainable Valley	46 000 000	55 600 000	1 000 000	102 600 000
Infrastructure Services	Waste Management: Solid Waste Management	Furniture, Tools & Equipment: Solid Waste	Dignified Living	45 000	50 000	50 000	145 000
Infrastructure Services	Waste Management: Solid Waste Management	Landfill Gas To Energy	Green and Sustainable Valley	10 000 000	20 000 000	11 000 000	41 000 000
Infrastructure Services	Waste Management: Solid Waste Management	Major Drop-Offs: Construction - Franschoek	Green and Sustainable Valley	500 000	3 000 000	2 000 000	5 500 000
Infrastructure Services	Waste Management: Solid Waste Management	Major Drop-offs: Construction - Klapmuts	Green and Sustainable Valley	800 000	6 199 985	3 000 000	9 999 985
Infrastructure Services	Waste Management: Solid Waste Management	Mini Waste drop-off facilities at Inf Settlements	Green and Sustainable Valley	200 000	100 000	-	300 000
Infrastructure Services	Waste Management: Solid Waste Management	Skips (5,5Kl)	Green and Sustainable Valley	200 000	200 000	200 000	600 000
Infrastructure Services	Waste Management: Solid Waste Management	Street Refuse Bins	Green and Sustainable Valley	300 000	-	-	300 000
Infrastructure Services	Waste Management: Solid Waste Management	Transfer Station: Stellenbosch Planning and Design	Green and Sustainable Valley	-	1 000 000	10 000 000	11 000 000
Infrastructure Services	Waste Management: Solid Waste Management	Vehicles: Solid Waste	Dignified Living	2 500 000	2 500 000	3 500 000	8 500 000
Infrastructure Services	Waste Management: Solid Waste Management	Waste Minimization Projects	Green and Sustainable Valley	500 000	500 000	500 000	1 500 000
Infrastructure Services	Waste Management: Solid Waste Management	Upgrade Refuse disposal sites	Dignified Living	-	-	300 000	300 000
Infrastructure Services	Waste Management: Solid Waste Management	Upgrade Material Recovery Facility	Dignified Living	500 000	2 000 000	-	2 500 000
Infrastructure Services	Waste Management: Solid Waste Management	Area Cleaning Depot: Franschhoek	Dignified Living	1 000 000	2 000 000	-	3 000 000
Infrastructure Services	Electrical Services	Ad-Hoc Provision of Streetlighting	Safe Valley	2 000 000	2 100 000	2 140 000	6 240 000
Infrastructure Services	Electrical Services	Alternative Energy	Safe Valley	5 018 307	5 068 490	5 828 764	15 915 561
Infrastructure Services	Electrical Services	Automatic Meter Reader	Green and Sustainable Valley	400 000	400 000	440 000	1 240 000
Infrastructure Services	Electrical Services	Bien don 66/11kV substation new	Valley of Possibility	25 000 000	25 000 000	25 000 000	75 000 000
Infrastructure Services	Electrical Services	Cable replacement 66kV	Valley of Possibility	-	-	400 000	400 000
Infrastructure Services	Electrical Services	Demand Side Management Geyser Control	Green and Sustainable Valley	450 000	450 000	450 000	1 350 000
Infrastructure Services	Electrical Services	Electricity Network: Pniel	Valley of Possibility	3 500 000	3 500 000	3 500 000	10 500 000
Infrastructure Services	Electrical Services	Electrification INEP	Valley of Possibility	18 450 000	16 000 000	15 000 000	49 450 000
Infrastructure Services	Electrical Services	Energy Balancing - Metering and Mini-Substations	Valley of Possibility	250 000	250 000	250 000	750 000

Directorate	Department	Project name	Strategic Objectives	Final Budget 2022/23	Final Budget 2023/24	Final Budget 2024/25	Total MTREF
Infrastructure Services	Electrical Services	Energy Efficiency and Demand Side Management	Green and Sustainable Valley	1 000 000	1 000 000	-	2 000 000
Infrastructure Services	Electrical Services	Feeder cable (Watergang to Enkanini) 11kV 95cu	Valley of Possibility	4 300 000	-	-	4 300 000
Infrastructure Services	Electrical Services	General System Improvements - Franschhoek	Valley of Possibility	2 000 000	2 000 000	2 000 000	6 000 000
Infrastructure Services	Electrical Services	General Systems Improvements - Stellenbosch	Valley of Possibility	5 000 000	4 000 000	5 200 000	14 200 000
Infrastructure Services	Electrical Services	Infrastructure Improvement - Franschoek	Valley of Possibility	1 500 000	1 500 000	1 500 000	4 500 000
Infrastructure Services	Electrical Services	Integrated National Electrification Programme	Valley of Possibility	321 957	321 957	321 957	965 871
Infrastructure Services	Electrical Services	Jan Marais Upgrade: Remove Existing Tx and replace with 20MVA	Valley of Possibility	6 630 746	-	-	6 630 746
Infrastructure Services	Electrical Services	Kayamandi(Costa grounds)new substation 11 kV switching station	Valley of Possibility	300 000	30 000 000	-	30 300 000
Infrastructure Services	Electrical Services	Laterra Substation	Valley of Possibility	23 108 003	225 680	-	23 333 683
Infrastructure Services	Electrical Services	Meter Panels	Green and Sustainable Valley	250 000	250 000	250 000	750 000
Infrastructure Services	Electrical Services	Network Cable Replace 11 Kv	Valley of Possibility	3 000 000	3 000 000	3 300 000	9 300 000
Infrastructure Services	Electrical Services	Replace Control Panels 66 kV & Circuit breakers	Dignified Living	-	-	8 664 498	8 664 498
Infrastructure Services	Electrical Services	Replace Ineffective Meters	Green and Sustainable Valley	250 000	-	302 500	552 500
Infrastructure Services	Electrical Services	Replace Switchgear - Franschhoek	Green and Sustainable Valley	-	-	9 500 000	9 500 000
Infrastructure Services	Electrical Services	Furniture, Tools and Equipment: Electrical Services	Good Governance and Compliance	100 000	100 000	333 182	533 182
Infrastructure Services	Electrical Services	STB Switchgear (11kV) SF6	Valley of Possibility	-	-	27 606 738	27 606 738
Infrastructure Services	Electrical Services	Substation 66kV equipment	Good Governance and Compliance	2 184 000	2 295 974	5 301 136	9 781 110
Infrastructure Services	Electrical Services	System Control Centre & Upgrade Telemetry:	Dignified Living	3 000 000	2 075 428	-	5 075 428
Infrastructure Services	Electrical Services	System Control Centre & Upgrade Telemetry	Dignified Living	3 600 000	3 960 000	4 356 000	11 916 000
Infrastructure Services	Electrical Services	Third transformer and associated works 20MVA Cloetesville	Dignified Living	-	550 000	450 000	1 000 000
Infrastructure Services	Electrical Services	Uninterupted Power Supply for buildings	Safe Valley	1 000 000	2 000 000	2 000 000	5 000 000
Infrastructure Services	Electrical Services	Upgrade transformers at Main substation 7.5MVA to 20MVA	Dignified Living	-	500 000	27 571 200	28 071 200
Infrastructure Services	Electrical Services	Upgrading of Offices Beltana	Dignified Living	500 000	500 000	500 000	1 500 000
Infrastructure Services	Electrical Services	Vehicles: Electrical Services	Dignified Living	-	2 800 000	-	2 800 000
Infrastructure Services	Electrical Services	Cable Network: Franschhoek	Dignified Living	-	-	500 000	500 000
Infrastructure Services	Electrical Services	Streetlights R304	Dignified Living	-	-	1 000 000	1 000 000
Infrastructure Services	Project Management Unit (PMU)	Kayamandi: Zone O (±711 services)	Dignified Living	13 350 000	10 080 000	-	23 430 000
Infrastructure Services	Project Management Unit (PMU)	Franschhoek Mooiwater 236	Dignified Living	5 000 000	-	-	5 000 000
Infrastructure Services	Project Management Unit (PMU)	Furniture, Tools & Equipment: PMU	Dignified Living	50 000	75 000	75 000	200 000
Infrastructure Services	Project Management Unit (PMU)	Housing Projects	Dignified Living	250 000	300 000	350 000	900 000
Infrastructure Services	Water and Wastewater Services: Water	Bulk Water Supply Klapmuts	Valley of Possibility	8 000 000	-	-	8 000 000
Infrastructure Services	Water and Wastewater Services: Water	Bulk Water Supply Pipe: Cloetesville/ Idas Valley	Valley of Possibility	-	1 000 000	7 000 000	8 000 000
Infrastructure Services	Water and Wastewater Services: Water	Bulk Water Supply Pipe and Reservoir: Stellenbosch	Valley of Possibility	1 500 000	40 000 000	75 000 000	116 500 000
Infrastructure Services	Water and Wastewater Services: Water	Bulk Water Supply Pipe Line & Pumpstations: Franschhoek	Valley of Possibility	1 000 000	9 000 000	4 000 000	14 000 000
Infrastructure Services	Water and Wastewater Services: Water	Bulk Water Supply Pipe: Idas Valley/Papegaaiberg and Network Upgrades	Valley of Possibility	1 000 000	1 000 000	-	2 000 000
Infrastructure Services	Water and Wastewater Services: Water	Bulk Water Supply Pipeline & Reservoir - Jamestown	Valley of Possibility	32 500 000	-	-	32 500 000
Infrastructure Services	Water and Wastewater Services: Water	Bulk Water Upgrades Franschoek	Valley of Possibility	-	1 000 000	15 000 000	16 000 000
Infrastructure Services	Water and Wastewater Services: Water	Chlorination Installation: Upgrade	Valley of Possibility	2 000 000	2 000 000	1 500 000	5 500 000
Infrastructure Services	Water and Wastewater Services: Water	Dwarsriver Bulk Supply Augmentation and Network Upgrades	Valley of Possibility	7 000 000	-	750 000	7 750 000
Infrastructure Services	Water and Wastewater Services: Water	Furniture, Tools & Equipment: Water	Dignified Living	150 000	150 000	200 000	500 000
Infrastructure Services	Water and Wastewater Services: Water	New Developments Bulk Water Supply WC024	Valley of Possibility	1 500 000	1 500 000	1 500 000	4 500 000
Infrastructure Services	Water and Wastewater Services: Water	Uniepark & Helshoogte Storage and Supply scheme	Dignified Living	-	-	1 000 000	1 000 000
Infrastructure Services	Water and Wastewater Services: Water	New Reservoir & Pipeline: Vlottenburg	Dignified Living	46 000 000	34 000 000	-	80 000 000
Infrastructure Services	Water and Wastewater Services: Water	Reservoirs and Dam Safety	Dignified Living	2 000 000	-	500 000	2 500 000
Infrastructure Services	Water and Wastewater Services: Water	Update Water Masterplan	Dignified Living	1 000 000	1 000 000	1 000 000	3 000 000
Infrastructure Services	Water and Wastewater Services: Water	Upgrade and Replace Water Meters	Dignified Living	2 500 000	1 000 000	1 000 000	4 500 000
Infrastructure Services	Water and Wastewater Services: Water	Vehicles: Water	Good Governance and Compliance	-	1 000 000	1 000 000	2 000 000
Infrastructure Services	Water and Wastewater Services: Water	Water Conservation & Demand Management	Good Governance and Compliance	2 000 000	2 000 000	6 000 000	10 000 000

Directorate	Department	Project name	Strategic Objectives	Final Budget 2022/23	Final Budget 2023/24	Final Budget 2024/25	Total MTREF
Infrastructure Services	Water and Wastewater Services: Water	Water Telemetry Upgrade	Good Governance and Compliance	1 500 000	1 500 000	1 500 000	4 500 000
Infrastructure Services	Water and Wastewater Services: Water	Water Treatment Works: Franschhoek	Dignified Living	2 500 000	-	-	2 500 000
Infrastructure Services	Water and Wastewater Services: Water	Water Treatment Works: Idasvalley	Dignified Living	1 000 000	-	-	1 000 000
Infrastructure Services	Water and Wastewater Services: Water	Waterpipe Replacement	Dignified Living	4 000 000	4 000 000	7 000 000	15 000 000
Infrastructure Services	Water and Wastewater Services: Water	New 5 Ml Reservoir: Cloetesville	Dignified Living	-	-	500 000	500 000
Infrastructure Services	Water and Wastewater Services: Water	Specialized Vehicles: Water	Good Governance and Compliance	-	-	5 500 000	5 500 000
Infrastructure Services	Water and Wastewater Services: Sanitation	New Development Bulk Sewer Supply WC024	Valley of Possibility	1 000 000	2 000 000	2 000 000	5 000 000
Infrastructure Services	Water and Wastewater Services: Sanitation	Sewerpipe Replacement: Alexander Street	Dignified Living	-	-	2 000 000	2 000 000
Infrastructure Services	Water and Wastewater Services: Sanitation	Sewer Pumpstation & Telemetry Upgrade	Dignified Living	500 000	2 500 000	2 500 000	5 500 000
Infrastructure Services	Water and Wastewater Services: Sanitation	Sewerpipe Replacement	Dignified Living	4 000 000	4 000 000	8 000 000	16 000 000
Infrastructure Services	Water and Wastewater Services: Sanitation	Specialized Vehicles: Sanitation	Dignified Living	-	4 500 000	-	4 500 000
Infrastructure Services	Water and Wastewater Services: Sanitation	Update Sewer Masterplan	Good Governance and Compliance	500 000	500 000	500 000	1 500 000
Infrastructure Services	Water and Wastewater Services: Sanitation	Compilation of Water Service Development Plan (tri-annually)	Good Governance and Compliance	300 000	300 000	400 000	1 000 000
Infrastructure Services	Water and Wastewater Services: Sanitation	Upgrade of WWTW: Klapmuts	Dignified Living	15 040 350	35 000 000	10 500 000	60 540 350
Infrastructure Services	Water and Wastewater Services: Sanitation	Upgrade of WWTW Wemmershoek	Dignified Living	19 500 000	45 000 000	5 000 000	69 500 000
Infrastructure Services	Water and Wastewater Services: Sanitation	Extention Of WWTW: Stellenbosch	Dignified Living	2 000 000	4 000 000	-	6 000 000
Infrastructure Services	Water and Wastewater Services: Sanitation	Refurbish Plant & Equipment - Raithby WWTW	Dignified Living	5 500 000	2 500 000	-	8 000 000
Infrastructure Services	Water and Wastewater Services: Sanitation	Furniture, Tools & Equipment: Sanitation	Dignified Living	300 000	400 000	400 000	1 100 000
Infrastructure Services	Water and Wastewater Services: Sanitation	Upgrade Laboratory Equipment	Dignified Living	-	500 000	-	500 000
Infrastructure Services	Water and Wastewater Services: Sanitation	Upgrade Auto-Samplers	Dignified Living	200 000	-	-	200 000
Infrastructure Services	Water and Wastewater Services: Sanitation	Cloetesville Bulk Sewer Upgrade	Dignified Living	1 000 000	-	-	1 000 000
Infrastructure Services	Water and Wastewater Services: Sanitation	Dorp Street Bulk Sewer Upgrade	Dignified Living	-	500 000	-	500 000
Infrastructure Services	Water and Wastewater Services: Sanitation	Industrial Effluent Monitoring	Dignified Living	1 500 000	-	-	1 500 000
Infrastructure Services	Water and Wastewater Services: Sanitation	Vehicles: Sanitation	Good Governance and Compliance	800 000	1 500 000	2 000 000	4 300 000
Infrastructure Services	Water and Wastewater Services: Sanitation	Vlottenburg Outfall Sewer: Construction of Digteby Sewerpipe	Dignified Living	500 000	-	-	500 000
Infrastructure Services	Water and Wastewater Services: Sanitation	Pond rehabilitation and pond pumping systems construction WWTW	Dignified Living	500 000	-	-	500 000
Infrastructure Services	Roads and Stormwater	Adhoc Reconstruction Of Roads (WC024)	Valley of Possibility	3 000 000	3 000 000	5 000 000	11 000 000
Infrastructure Services	Roads and Stormwater	Furniture, Tools & Equipment: Roads & Stormwater	Good Governance and Compliance	400 000	400 000	400 000	1 200 000
Infrastructure Services	Roads and Stormwater	Gravel Roads Devon Valley - Safety Improvements Structural Repairs	Dignified Living	-	500 000	300 000	800 000
Infrastructure Services	Roads and Stormwater	Klapmuts Transport Network	Valley of Possibility	600 000	-	-	600 000
Infrastructure Services	Roads and Stormwater	Lanquedoc Access road and Bridge	Good Governance and Compliance	5 000 000	15 000 000	15 000 000	35 000 000
Infrastructure Services	Roads and Stormwater	Reseal Roads - Klapmuts, Raithby & Surrounding	Dignified Living	1 250 000	100 000	100 000	1 450 000
Infrastructure Services	Roads and Stormwater	Reseal Roads - Kylemore & Surrounding	Dignified Living	100 000	100 000	1 500 000	1 700 000
Infrastructure Services	Roads and Stormwater	Reseal Roads - Stellenbosch & Surrrounding	Dignified Living	3 000 000	4 000 000	5 000 000	12 000 000
Infrastructure Services	Roads and Stormwater	Reseal Roads - Franschhoek & Surrrounding	Dignified Living	2 000 000	100 000	100 000	2 200 000
Infrastructure Services	Roads and Stormwater	River Rehabilitation Implementation	Dignified Living	1 000 000	100 000	100 000	1 200 000
Infrastructure Services	Roads and Stormwater	Specialized Vehicles: Heavy Duty Vehicles: Roads	Good Governance and Compliance	2 500 000	2 000 000	2 500 000	7 000 000
Infrastructure Services	Roads and Stormwater	Upgrade Stormwater Retention Facilities	Dignified Living	500 000	1 000 000	500 000	2 000 000
Infrastructure Services	Roads and Stormwater	Update Pavement Management System	Good Governance and Compliance	1 000 000	-	-	1 000 000
Infrastructure Services	Roads and Stormwater	Upgrade Stormwater System	Dignified Living	100 000	50 000	50 000	200 000
Infrastructure Services	Roads and Stormwater	Update Stormwater Masterplan	Valley of Possibility	1 000 000	-	-	1 000 000
Infrastructure Services	Roads and Stormwater	Wilderbosch Extension to Trumali	Valley of Possibility	1 500 000	1 500 000	3 000 000	6 000 000
Infrastructure Services	Roads and Stormwater	Adam Tas Road Intersection Upgrades	Valley of Possibility	1 000 000	300 000	300 000	1 600 000
Infrastructure Services	Roads and Stormwater	Specialized Vehicles - Digger Loader	Good Governance and Compliance	-	3 000 000	-	3 000 000
Infrastructure Services	Roads and Stormwater	Adhoc Minor Upgrading of Roads (WC024)	Dignified Living	300 000	300 000	700 000	1 300 000
Infrastructure Services	Traffic Engineering	Bird Street Dualling - Adam Tas to Kayamandi	Dignified Living	500 000	5 000 000	10 000 000	15 500 000
Infrastructure Services	Traffic Engineering	Road Upgrades at School Precincts	Dignified Living	200 000	200 000	200 000	600 000

Directorate	Department	Project name	Strategic Objectives	Final Budget 2022/23	Final Budget 2023/24	Final Budget 2024/25	Total MTREF
Infrastructure Services	Traffic Engineering	Furniture, Tools & Equipment: Traffic Engineering	Dignified Living	150 000	150 000	150 000	450 000
Infrastructure Services	Traffic Engineering	Jamestown Transport Network - School Street	Dignified Living	3 000 000	-	2 000 000	5 000 000
Infrastructure Services	Traffic Engineering	Main Road Intersection Improvements: Franschhoek	Dignified Living	10 000 000	2 129 950	-	12 129 950
Infrastructure Services	Traffic Engineering	Main road intersection improvements: Helshoogte rd/La Colline	Dignified Living	3 000 000	-	-	3 000 000
Infrastructure Services	Traffic Engineering	Main Road Intersection Improvements: R44 / Merriman Street	Dignified Living	-	4 000 000	-	4 000 000
Infrastructure Services	Traffic Engineering	Main Road Intersection Improvements: Strand / Adam Tas / Alexander	Dignified Living	-	4 000 000	5 000 000	9 000 000
Infrastructure Services	Traffic Engineering	Optic Fibre for Traffic Signals	Good Governance and Compliance	500 000	-	-	500 000
Infrastructure Services	Traffic Engineering	Pedestrian Crossing Implementation	Safe Valley	300 000	100 000	100 000	500 000
Infrastructure Services	Traffic Engineering	Raised Intersection Implementation	Safe Valley	-	600 000	-	600 000
Infrastructure Services	Traffic Engineering	Road Safety Improvements	Safe Valley	-	500 000	-	500 000
Infrastructure Services	Traffic Engineering	Signalisation implementation	Safe Valley	500 000	-	-	500 000
Infrastructure Services	Traffic Engineering	Specialized Equipment: Roadmarking Machine + Trailer	Good Governance and Compliance	-	500 000	600 000	1 100 000
Infrastructure Services	Traffic Engineering	Traffic Calming Projects: Implementation	Safe Valley	300 000	-	400 000	700 000
Infrastructure Services	Traffic Engineering	Traffic Management Improvement Programme	Safe Valley	1 000 000	-	-	1 000 000
Infrastructure Services	Traffic Engineering	Traffic Signal Control: Installation and Upgrading of Traffic Signals and Associated Components	Safe Valley	500 000	500 000	500 000	1 500 000
Infrastructure Services	Traffic Engineering	Universal Access Implementation	Safe Valley	200 000	-	-	200 000
Infrastructure Services	Traffic Engineering	Adhoc Intersection Improvements	Safe Valley	-	-	2 000 000	2 000 000
Infrastructure Services	Traffic Engineering	Vehicle Fleet: Traffic Engineering	Good Governance and Compliance	500 000	-	-	500 000
Infrastructure Services	Traffic Engineering	Traffic Signal Management System	Safe Valley	-	-	1 000 000	1 000 000
Infrastructure Services	Transport Planning	Adam Tas - Technopark Link Road	Safe Valley	3 000 000	5 000 000	20 000 000	28 000 000
Infrastructure Services	Transport Planning	Adam Tas - Corridor Transport	Safe Valley	1 000 000	-	1 000 000	2 000 000
Infrastructure Services	Transport Planning	Bicycle Lockup Facilities	Safe Valley	300 000	-	-	300 000
Infrastructure Services	Transport Planning	Comprehensive Integrated Transport Plan	Good Governance and Compliance	600 000	628 000	1 000 000	2 228 000
Infrastructure Services	Transport Planning	Cycle Plan - Design & Implementation	Safe Valley	500 000	-	500 000	1 000 000
Infrastructure Services	Transport Planning	Freight Strategy for Stellenbosch & Franschhoek	Valley of Possibility	500 000	-	-	500 000
Infrastructure Services	Transport Planning	Khayamandi Pedestrian Bridge (R304, River and Railway Line)	Safe Valley	11 000 000	10 000 000	10 000 000	31 000 000
Infrastructure Services	Transport Planning	Non-Motorised Transport Implementation	Safe Valley	1 000 000	-	3 000 000	4 000 000
Infrastructure Services	Transport Planning	Park and Ride (Transport Interchange)	Safe Valley	250 000	-	-	250 000
Infrastructure Services	Transport Planning	Provision of Bulk Parking Planning & Development	Safe Valley	3 000 000	3 000 000	3 000 000	9 000 000
Infrastructure Services	Transport Planning	Pedestrian Streets in Stellenbosch	Safe Valley	-	1 700 000	-	1 700 000
Infrastructure Services	Transport Planning	Public Transport Infrastructure (Public Transport Shelters & Embayments)	Valley of Possibility	-	400 000	-	400 000
Infrastructure Services	Transport Planning	Public Transport Planning - WC024	Valley of Possibility	600 000	-	2 000 000	2 600 000
Infrastructure Services	Transport Planning	Public Transport Service (Inclusive of Disabled)	Valley of Possibility	-	500 000	-	500 000
Infrastructure Services	Transport Planning	Stellenbosch - Bicycle network	Valley of Possibility	1 000 000	-	-	1 000 000
Infrastructure Services	Transport Planning	Stellenbosch Tour Bus Parking	Valley of Possibility	600 000	-	-	600 000
Infrastructure Services	Transport Planning	Technopark Kerb and Channel Upgrade	Safe Valley	-	1 500 000	-	1 500 000
Infrastructure Services	Transport Planning	Update Roads Master Plan for WC024	Good Governance and Compliance	-	2 000 000	-	2 000 000
Infrastructure Services	Transport Planning	Public Transport Facilities (Taxi Ranks) Adhoc Upgrades	Safe Valley	3 000 000	3 500 000	-	6 500 000
Infrastructure Services	Transport Planning	Taxi Rank Franschhoek	Safe Valley	500 000	-	-	500 000
Total Infrastructure Services				**436 423 363**	**494 235 464**	**445 965 975**	**1 376 624 802**
Corporate Services	Information and Communications Technology (ICT)	Fibre Optic Implementation	Good Governance and Compliance	2 000 000	2 000 000	2 000 000	6 000 000
Corporate Services	Information and Communications Technology (ICT)	ICT Cable Reticulation and Management	Valley of Possibility	1 000 000	500 000	500 000	2 000 000
Corporate Services	Information and Communications Technology (ICT)	Purchase and Replacement of Computer/software and Peripheral devices	Good Governance and Compliance	1 270 000	1 270 000	1 270 000	3 810 000
Corporate Services	Information and Communications Technology (ICT)	Server Storage expansion and upgrades	Good Governance and Compliance	2 000 000	1 000 000	1 000 000	4 000 000
Corporate Services	Information and Communications Technology (ICT)	Upgrade and Expansion of IT Infrastructure Platforms	Good Governance and Compliance	3 500 000	3 500 000	2 000 000	9 000 000
Corporate Services	Information and Communications Technology (ICT)	Upgrading Communication Network	Safe Valley	4 000 000	1 500 000	1 500 000	7 000 000

Directorate	Department	Project name	Strategic Objectives	Final Budget 2022/23	Final Budget 2023/24	Final Budget 2024/25	Total MTREF
Corporate Services	Properties and Municipal Building Maintenance	Airconditioners	Dignified Living	300 000	500 000	-	800 000
Corporate Services	Properties and Municipal Building Maintenance	Upgrade Facilities for the Disabled	Dignified Living	200 000	-	-	200 000
Corporate Services	Properties and Municipal Building Maintenance	Furniture, Tools & Equipment: Property Management	Good Governance and Compliance	250 000	250 000	-	500 000
Corporate Services	Properties and Municipal Building Maintenance	Kayamandi: Upgrading of Makapula Hall	Dignified Living	2 000 000	1 000 000	-	3 000 000
Corporate Services	Properties and Municipal Building Maintenance	New Depot: La Motte	Good Governance and Compliance	-	300 000	-	300 000
Corporate Services	Properties and Municipal Building Maintenance	Structural Improvement: General	Valley of Possibility	2 000 000	3 000 000	-	5 000 000
Corporate Services	Properties and Municipal Building Maintenance	Structural improvements: Sport grounds	Valley of Possibility	3 500 000	-	-	3 500 000
Corporate Services	Properties and Municipal Building Maintenance	Structural Maintenance/Upgrade: Beltana	Valley of Possibility	2 000 000	2 000 000	-	4 000 000
Corporate Services	Properties and Municipal Building Maintenance	Structural Upgrade: Jamestown Ward Office and Library	Valley of Possibility	2 900 000	1 000 000	-	3 900 000
Corporate Services	Properties and Municipal Building Maintenance	Structural Upgrade: Heritage Building	Valley of Possibility	5 781 000	-	-	5 781 000
Corporate Services	Properties and Municipal Building Maintenance	Upgrade Millenium Hall Pniel	Dignified Living	200 000	800 000	-	1 000 000
Corporate Services	Properties and Municipal Building Maintenance	Upgrading Fencing	Safe Valley	1 000 000	1 000 000	1 000 000	3 000 000
Total Corporate Services				**33 901 000**	**19 620 000**	**9 270 000**	**62 791 000**
Community and Protection Services	Community Development	Furniture, Tools & Equipment: Comm Development	Good Governance and Compliance	55 000	60 000	-	115 000
Community and Protection Services	Community Development	Early Childhood Development Centres	Good Governance and Compliance	1 000 000	1 000 000	1 000 000	3 000 000
Community and Protection Services	Community Services: Library Services	Furniture, Tools & Equipment: Pniel Library	Good Governance and Compliance	20 000	-	10 000	30 000
Community and Protection Services	Community Services: Library Services	Library Books	Good Governance and Compliance	180 000	180 000	200 000	560 000
Community and Protection Services	Community Services: Library Services	Upgrading: Cloetesville Library	Dignified Living	180 000	-	-	180 000
Community and Protection Services	Community Services: Library Services	Idas Valley: Furniture, Tools and Equipment	Good Governance and Compliance	-	30 000	-	30 000
Community and Protection Services	Community Services: Library Services	Kayamandi: Furniture, Tools and Equipment	Good Governance and Compliance	-	-	20 000	20 000
Community and Protection Services	Halls	Community Hall	Dignified Living	200 000	1 500 000	-	1 700 000
Community and Protection Services	Halls	Furniture, Tools & Equipment: Halls	Good Governance and Compliance	150 000	-	-	150 000
Community and Protection Services	Halls	Upgrading of Halls	Dignified Living	-	250 000	-	250 000
Community and Protection Services	Sports Grounds and Picnic Sites	Borehole: Rural Sportsgrounds	Dignified Living	-	1 100 000	-	1 100 000
Community and Protection Services	Sports Grounds and Picnic Sites	Fencing of Netball Courts	Safe Valley	350 000	-	-	350 000
Community and Protection Services	Sports Grounds and Picnic Sites	Fencing: Sport Grounds (WC024)	Safe Valley	-	1 750 000	-	1 750 000
Community and Protection Services	Sports Grounds and Picnic Sites	Furniture, Tools & Equipment: Sports	Good Governance and Compliance	-	400 000	-	400 000
Community and Protection Services	Sports Grounds and Picnic Sites	Install Prepaid Meters at Sports Facilities	Dignified Living	-	200 000	-	200 000
Community and Protection Services	Sports Grounds and Picnic Sites	Installation of Boreholes	Dignified Living	-	1 500 000	-	1 500 000
Community and Protection Services	Sports Grounds and Picnic Sites	Jonkershoek Picnic Site upgrades	Valley of Possibility	500 000	-	-	500 000
Community and Protection Services	Sports Grounds and Picnic Sites	Kayamandi Sports Ground	Dignified Living	300 000	-	-	300 000
Community and Protection Services	Sports Grounds and Picnic Sites	La Motte Open Air Gym	Dignified Living	300 000	-	-	300 000
Community and Protection Services	Sports Grounds and Picnic Sites	Upgrade of netball courts	Dignified Living	-	1 000 000	-	1 000 000
Community and Protection Services	Sports Grounds and Picnic Sites	Upgrade of Sport Facilities	Dignified Living	3 561 030	3 000 000	-	6 561 030
Community and Protection Services	Sports Grounds and Picnic Sites	Installation of cricket nets	Dignified Living	200 000	150 000	-	350 000
Community and Protection Services	Sports Grounds and Picnic Sites	Clubhouse Devon Valley Sport Facility	Dignified Living	-	200 000	2 000 000	2 200 000
Community and Protection Services	Sports Grounds and Picnic Sites	Specialised Vehicles	Dignified Living	-	1 000 000	-	1 000 000
Community and Protection Services	Sports Grounds and Picnic Sites	Upgrading of Swimming Pool	Dignified Living	-	-	200 000	200 000
Community and Protection Services	Environmental Management: Implementation	Furniture, Tools & Equipment: Environmental Management	Good Governance and Compliance	100 000	150 000	150 000	400 000
Community and Protection Services	Environmental Management: Implementation	Jonkershoek Picnic Site: Upgrade of Facilities.	Valley of Possibility	700 000	-	-	700 000
Community and Protection Services	Environmental Management: Implementation	Mont Rochelle Nature Reserve: Upgrade of Facilities	Green and Sustainable Valley	1 000 000	-	-	1 000 000

Directorate	Department	Project name	Strategic Objectives	Final Budget 2022/23	Final Budget 2023/24	Final Budget 2024/25	Total MTREF
Community and Protection Services	Environmental Management: Implementation	Specialized Equipment: Workshop	Good Governance and Compliance	-	1 500 000	-	1 500 000
Community and Protection Services	Environmental Management: Implementation	Specialized Vehicles: Workshop	Good Governance and Compliance	800 000	-	-	800 000
Community and Protection Services	Environmental Management: Implementation	Vehicle Fleet: Workshop	Good Governance and Compliance	-	100 000	-	100 000
Community and Protection Services	Environmental Management: Implementation	Workshop: Upgrading of facilities	Good Governance and Compliance	-		3 500 000	3 500 000
Community and Protection Services	Environmental Management: Urban Forestry	Design and implement electronic Urban Forestry management tool	Green and Sustainable Valley	250 000	250 000	-	500 000
Community and Protection Services	Environmental Management: Urban Forestry	Furniture, Tools & Equipment: Urban Forestry	Good Governance and Compliance	-	1 500 000	-	1 500 000
Community and Protection Services	Environmental Management: Urban Forestry	Specialized equipment: Urban Forestry	Good Governance and Compliance	-	1 500 000	-	1 500 000
Community and Protection Services	Environmental Management: Urban Forestry	Installation of Boreholes	Good Governance and Compliance	500 000	-	-	500 000
Community and Protection Services	Environmental Management: Urban Forestry	Landscaping of Nature Areas	Good Governance and Compliance	-	1 000 000	-	1 000 000
Community and Protection Services	Cemeteries	Extension of Cemetery Infrastructure	Dignified Living	5 500 000	10 000 000	-	15 500 000
Community and Protection Services	Cemeteries	Vehicle Fleet: Cemeteries	Good Governance and Compliance	-	500 000	-	500 000
Community and Protection Services	Parks and Cemeteries	Beautification of Parks and Cemeteries	Green and Sustainable Valley	300 000	800 000	1 000 000	2 100 000
Community and Protection Services	Parks and Cemeteries	Fencing :Parks and Gardens	Safe Valley	200 000	200 000	-	400 000
Community and Protection Services	Parks and Cemeteries	Furniture, Tools & Equipment: Parks & Cemetries	Good Governance and Compliance	-	50 000	-	50 000
Community and Protection Services	Parks and Cemeteries	Vehicle Fleet: Parks & Cemeteries	Good Governance and Compliance	-	1 000 000	-	1 000 000
Community and Protection Services	Fire and Rescue Services	Furniture, Tools & Equipment: Fire	Good Governance and Compliance	200 000	50 000	-	250 000
Community and Protection Services	Fire and Rescue Services	Specialized Vehicles: Fire	Safe Valley	2 500 000	1 000 000	-	3 500 000
Community and Protection Services	Fire and Rescue Services	Fire Station - Jamestown	Safe Valley	300 000	1 000 000	8 000 000	9 300 000
Community and Protection Services	Fire and Rescue Services	Rescue equipment	Safe Valley	-	1 000 000	-	1 000 000
Community and Protection Services	Law Enforcement and Security	Furniture, Tools & Equipment: Law Enforcement	Good Governance and Compliance	150 000	200 000	-	350 000
Community and Protection Services	Law Enforcement and Security	Install and Upgrade CCTV/ LPR Cameras In WC024	Safe Valley	1 000 000	2 000 000	-	3 000 000
Community and Protection Services	Law Enforcement and Security	Install Computerized Access Security Systems and CCTV Cameras At Municipal Buildings	Safe Valley	1 200 000	1 000 000	-	2 200 000
Community and Protection Services	Law Enforcement and Security	Law Enforcement Tools and Equipment	Safe Valley	-	300 000	-	300 000
Community and Protection Services	Law Enforcement and Security	Neighborhood Watch Safety equipment	Safe Valley	250 000	250 000	-	500 000
Community and Protection Services	Law Enforcement and Security	Security Upgrades	Safe Valley	-	650 000	-	650 000
Community and Protection Services	Law Enforcement and Security	Vehicle Fleet: Law Enforcement	Good Governance and Compliance	1 365 972	2 500 000	-	3 865 972
Community and Protection Services	Traffic Services	Furniture, Tools & Equipment: Traffic Services	Good Governance and Compliance	130 000	45 000	-	175 000
Community and Protection Services	Traffic Services	Specialized Equipment: Traffic	Good Governance and Compliance	-	1 500 000	-	1 500 000
Community and Protection Services	Traffic Services	Specialized Vehicles: Traffic	Good Governance and Compliance	-	1 750 000	-	1 750 000
Community and Protection Services	Traffic Services	Vehicle Fleet: Traffic	Good Governance and Compliance	1 200 000	-	-	1 200 000
Total Community Services				**24 642 002**	**45 115 000**	**16 080 000**	**85 837 002**
Financial Services	Financial Services: General	Furniture, Tools & Equipment: FS	Good Governance and Compliance	250 000	250 000	250 000	750 000
Financial Services	Financial Services: General	Vehicle Fleet: FMS	Good Governance and Compliance	500 000	-	-	500 000
Total Financial Services				**750 000**	**250 000**	**250 000**	**1 250 000**
Grand Total				**504 799 865**	**589 095 464**	**503 055 975**	**1 596 951 304**

10.2	**SIGNED PERFORMANCE AGREEMENTS 2023/24 OF THE MUNICIPAL MANAGER AND MANAGERS DIRECTLY ACCOUNTABLE TO THE MUNICIPAL MANAGER (THE CFO AND DIRECTORS)**

Collaborator No:
IDP KPA Ref No: Good Governance and Compliance
Meeting Date: Special Council: 27 June 2023

1. SUBJECT: SIGNED PERFORMANCE AGREEMENTS 2023/24 OF THE MUNICIPAL MANAGER AND MANAGERS DIRECTLY ACCOUNTABLE TO THE MUNICIPAL MANAGER (THE CFO AND DIRECTORS)

2. PURPOSE

To submit to the Council, for notification, the following:

(a) The signed Performance Agreements 2023/24 of the Municipal Manager and Managers Directly Accountable to the Municipal Manager (the Chief Financial Officer (CFO) and Directors).

3. DELEGATED AUTHORITY

Council.

4. EXECUTIVE SUMMARY

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

"(a) …within one month after the beginning of each financial year of the municipality."

The Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA) further requires that the signed performance agreements be promptly submitted to the Council.

The Performance Agreements 2023/24 was developed in consultation with the Municipal Manager, CFO and Directors and signed on 20 June 2023.

5. RECOMMENDATION

that the signed Performance Agreements 2023/24 of the Municipal Manager, the CFO and Directors, be noted.

6. DISCUSSION

6.1 Background

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

The performance agreements 2023/24 of the Municipal Manager, the CFO, and the Directors were concluded on 20 June 2023. Hence, the municipality complied with Regulation (4)(4)(a) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006.

6.2 Financial Implications

There are no financial implications beyond that which has been provided for in the 2023/24 MTREF Budget.

6.3 Legal Implications

According to Section 57(2) of the MSA, the performance agreement/s must be concluded annually: "(a) …within one month after the beginning of each financial year of the municipality."

In terms of Section 53(3)(b) of the MFMA the Executive Mayor must ensure that the performance agreements are *"…submitted to the council and the MEC for local government in the province."*

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

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

"(1) comply with the provisions of Section 57(1)(b), (4A), (4B), (46) and (5) of the Act as well as the employment contract entered into between the parties;

(2) specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;

(3) specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;

(4) monitor and measure performance against set targeted outputs;

(5) use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;

(6) in the event of outstanding performance, to appropriately reward the employee; and

(7) give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery."

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

6.4 Staff Implications

This report has no staff implications for the municipality.

6.5 Risk Implication

None

6.6 Comments from Senior Management

6.6.1 Director: Community and Protection Services

Supported

6.6.2 Chief Financial Officer

Supported

6.6.3 Director: Infrastructure Services

Supported

6.6.4 Director: Corporate Services

Supported

6.6.5 Director: Planning and Economic Development

Supported

6.6.6 Comments from the Municipal Manager

Supported

ANNEXURES

Performance Agreements 2023/24 for:

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

FOR FURTHER DETAILS CONTACT:

NAME	Geraldine Mettler
POSITION	Municipal Manager
DIRECTORATE	Office of the Municipal Manager
CONTACT NUMBERS	021 808 8025
E-MAIL ADDRESS	mm@stellenbosch.gov.za
REPORT DATE	20 June 2023

ANNEXURE 1

STELLENBOSCH

STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Performance Agreement

2023/24

Municipal Manager

PERFORMANCE AGREEMENT

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

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

AND

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

FOR THE FINANCIAL YEAR:

01 JULY 2023 – 30 JUNE 2024

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Municipal Manager
Ms Geraldine Mettler

Executive Mayor:
Cllr Adv Gesie Van Deventer

1. INTRODUCTION

1.1 The Employer, duly represented by **Cllr Adv Gesie Van Deventer**, in her capacity as the Executive Mayor has entered into a contract of employment with the Employee, **Ms Geraldine Mettler**, in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties";

1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;

1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote local government policy goals;

1.4 The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act;

1.5 In this Agreement, the followings terms will have the meaning ascribed thereto:

1.5.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;

1.5.2 "the Executive Mayor" – means the **Executive Mayor** elected in terms of Section 55 of the Local Government: Municipal Structures Act 117 of 1998 ("the Structures Act") as represented by its chairperson, the Executive Mayor;

1.5.3 "the Employee" means the **Municipal Manager** appointed in terms of Section 54 (A) and 56 of the Systems Act;

1.5.4 "the Employer" means **Stellenbosch Municipality**; and

1.5.5 "the Parties" means the Employer and Employee.

2. PURPOSE OF THIS AGREEMENT

2.1 To comply with the provisions of Section 57(1)(b), (4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;

2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;

2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);

2.4 To monitor and measure performance against set targeted outputs and outcomes;

2.5 To establish a transparent and accountable working relationship;

2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and

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

3. COMMENCEMENT AND DURATION

3.1 This Agreement will commence on **01 July 2023** and will remain in force until **30 June 2024** where-after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;

3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;

3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and

3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out –

4.1.1 The performance objectives and targets that must be met by the Employee;

4.1.2 The time frames within which those performance objectives and targets must be met; and

4.1.3 The core competency requirements (Annexure B – definitions) as the management skills regarded as critical to the position held by the Employee.

4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:

4.2.1 Key objectives that describe the main tasks that need to be done;

4.2.2 Key performance indicators (KPIs) that provide the details of the evidence that must be provided to show that a key objective has been achieved;

4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and

4.2.4 Weightings showing the relative importance of the key objectives to each other.

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

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

5. PERFORMANCE MANAGEMENT SYSTEM

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

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

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

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

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

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

Table 1: Strategic Focus Areas

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

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

Table 2: Leading and Core Competencies

Leading and Core Competencies		
1.	**Strategic direction and leadership**	• Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness
2.	**People management**	• Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management
3.	**Programme and project management**	• Programme and project planning and implementation • Service delivery management • Program and project monitoring and evaluation
4.	**Financial management**	• Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery
5.	**Change leadership**	• Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation
6.	**Governance leadership**	• Policy formulation • Risk and compliance management • Cooperative governance
7.	**Moral competence**	• Core Competency
8.	**Planning and organising**	• Core Competency
9.	**Analysis and innovation**	• Core Competency
10.	**Knowledge and information management**	• Core Competency
11.	**Communication**	• Core Competency
12.	**Results and quality focus**	• Core Competency

6. PERFORMANCE ASSESSMENT

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

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

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

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

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;

6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.12 below;

6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;

6.6 Assessment of the achievement of results as outlined in the performance plan:

6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;

6.6.2 A rating on the five-point scale shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;

6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;

6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and

6.6.5 An overall score will be calculated based on the total of the scores calculated above.

6.7 Assessment of the Competencies:

6.7.1 Each Competency shall be assessed in terms of the description provided in (Annexure B);

6.7.2 A rating shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and

6.7.3 An overall score will be calculated based on the total of the scores calculated above.

6.8 Overall rating

6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and

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

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

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

Table 3: Performance rating scale

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

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

Table 4: Rating scale for Competencies

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

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

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

6.10.1 Executive Mayor;

6.10.2 Mayor from another municipality;

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

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

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

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

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

7. SCHEDULE FOR PERFORMANCE REVIEWS

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

Table 5: Schedule for performance reviews

Quarter	Review Period	Review to be completed by
1	July - September	October / November 2023 (Informal)
2	October – December	January / February 2024 (Formal)
3	January – March	April / May 2024 (Informal)
4	April - June	After the receipt of the AG's Management Report

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

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

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

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

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall-

9.1.1 Create an enabling environment to facilitate effective performance by the employee;

9.1.2 Provide access to skills development and capacity-building opportunities;

9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact the performance of the Employee;

9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-

10.1.1 A direct effect on the performance of any of the Employee's functions;

10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and

10.1.3 A substantial financial effect on the Employer.

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

11. REWARD

11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;

11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter and as informed by the quarterly performance assessments;

11.3 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

Table 6: Performance bonus calculations

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

11.4 In the event of the Employee terminating his services during the validity period of this Agreement, the Employee's performance will be evaluated for the portion during which he was employed and he will be entitled to a pro-rata performance bonus based on his evaluated performance for the period of actual service; and

11.5 The Employer will submit the total score of the annual assessment and of the Employee, to the full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

12.1 Where the Employer is, at any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;

12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;

12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and

12.4 In the case of unacceptable performance, the Employer shall –

12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and

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

13. DISPUTE RESOLUTION

13.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;

13.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and

13.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment together with the relevant laws and regulations shall apply.

14. GENERAL

14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and

14.2 Nothing in this agreement diminishes the obligations, duties, or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives, or other instruments.

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Municipal Manager
Ms Geraldine Mettler

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Executive Mayor:
Cllr Adv Gesie Van Deventer

Thus, done and signed at Stellenbosch on the 20th day of June 2023

MUNICIPAL MANAGER

AS WITNESSES:

1.

2.

Thus, done and signed at Stellenbosch on the 20th day of June 2023

EXECUTIVE MAYOR

AS WITNESSES:

1.

2.

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MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Annexure A
Performance Plan

MUNICIPAL MANAGER

Municipal Manager
Ms Geraldine Mettler

Executive Mayor:
Cllr Adv Gesie Van Deventer

The Performance Plan sets out:

a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and

b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

KEY PERFORMANCE INDICATORS

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

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

MUNICIPAL MANAGER													
IDP / Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2021/22)	5 Year Target	2023/24	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Director: Corporate Services	Percentage of indicators of the Director: Corporate Services achieved, measured quarterly	Outcome	81.99%	80% per annum	80%	SM	80%	80%	80%	80%	5
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Chief Financial Officer (CFO)	Percentage of indicators of the CFO achieved, measured quarterly	Outcome	85.34%	80% per annum	80%	SM	80%	80%	80%	80%	5

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MUNICIPAL MANAGER													
IDP / Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2021/22)	5 Year Target	2023/24	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Director: Planning and Economic Development	Percentage of indicators of the Director: Planning and Economic Development achieved, measured quarterly	Outcome	73.39%	80% per annum	80%	SM	80%	80%	80%	80%	5
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Director: Infrastructure Services	Percentage of indicators of the Director: Infrastructure Services achieved, measured quarterly	Outcome	58.25%	80% per annum	80%	SM	80%	80%	80%	80%	5
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Director: Community and Protection Services	Percentage of indicators of the Director: Community and Protection Services achieved, measured quarterly	Outcome	74.08%	80% per annum	80%	SM	80%	80%	80%	80%	5
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Section: Internal Audit	Percentage of indicators of the Section: Internal Audit achieved, measured quarterly	Outcome	100%	80% per annum	80%	SM	80%	80%	80%	80%	3
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Section: IDP/PMS/PP	Percentage of indicators of the Section: IDP/PMS/PP achieved, measured quarterly	Outcome	91.88%	80% per annum	80%	SM	80%	80%	80%	80%	3
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Section: Communication	Percentage of indicators of the Section: Communication achieved, measured quarterly	Outcome	81.25%	80% per annum	80%	SM	80%	80%	80%	80%	2

Municipal Manager
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Executive Mayor:
Cllr Adv Gesie Van Deventer

MUNICIPAL MANAGER													
IDP / Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2021/22)	5 Year Target	2023/24	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Section: Risk Management	Percentage of indicators of the Section: Risk Management achieved, measured quarterly	Outcome	81.25%	80% per annum	80%	SM	80%	80%	80%	80%	2
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Section: Office of the Municipal Manager	Percentage of indicators of the Section: Office of the Municipal Manager achieved, measured quarterly	Outcome	New KPI	80% per annum	80%	SM	80%	80%	80%	80%	2
KPI044	SFA 5: Good Governance and Compliance	Employment equity appointments made within the financial year in the three highest levels of management	Percentage of employment equity appointments made within the financial year in the three highest levels of management, measured by 30 June	Outcome	33.30%	50% per annum	50%	SM	N/A	N/A	N/A	50%	1
KPI048	SFA 5: Good Governance and Compliance	Submission of the revised Risk-Based Audit Plan (RBAP) to the Audit and Performance Committee (APAC)	Number of revised RBAPs submitted to the APAC by 30 June	Output	1	1 per annum	1	SM	N/A	N/A	N/A	1	2
KPI049	SFA 5: Good Governance and Compliance	Submission of the Auditor General of South Africa (AGSA) Audit Action Plan (AAP) to the APAC	Number of AGSA Audit Action Plans submitted to the APAC by 31 July	Output	1	1 per annum	1	SM	1	N/A	N/A	N/A	2
KPI050	SFA 5: Good Governance and Compliance	Submission of the revised Strategic Risk Register (SRR) to the Risk Management Committee	Number of revised SRRs submitted to the Risk Management Committee by 30 June	Output	1	1 per annum	1	SM	N/A	N/A	N/A	1	2
KPI053	SFA 5: Good Governance and Compliance	Submission of the draft Integrated Development Plan (IDP) to the Council	Number of draft IDPs submitted to the Council by 31 March	Output	1	1 per annum	1	SM	N/A	N/A	1	N/A	3

Municipal Manager
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MUNICIPAL MANAGER													
IDP / Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2021/22)	5 Year Target	2023/24	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				Weight
									Q1	Q2	Q3	Q4	
KPI054	SFA 5: Good Governance and Compliance	Submission of the IDP / Budget / SDF time schedule (process plan) to the Council	Number of IDP / Budget / SDF time schedules (process plan) submitted to the Council by 31 August	Output	1	1 per annum	1	SM	1	N/A	N/A	N/A	1
KPI059	SFA 5: Good Governance and Compliance	Submission of the revised Communication Policy to the MayCo	Number of revised Communication Policies submitted to the MayCo by 31 May	Output	1	1 per annum	1	SM	N/A	N/A	N/A	1	1
TBC	SFA 5: Good Governance and Compliance	Conclude performance with the CFO and Directors	Number of performance agreements with the CFO and Directors concluded by 31 July	Output	6	5 per annum	5	SM	5	N/A	N/A	N/A	1
TBC	SFA 5: Good Governance and Compliance	Conclude performance plans with all identified personnel	Number of performance plans with all identified personnel concluded by 31 August	Output	4	5 per annum	5	SM	5	N/A	N/A	N/A	1
TBC	SFA 5: Good Governance and Compliance	Conduct formal performance evaluations with the CFO and Directors	Number of formal performance evaluations with the CFO and Directors conducted by 28 February	Output	New KPI	10 per annum	10	SM	N/A	N/A	10	N/A	1
TBC	SFA 5: Good Governance and Compliance	Conduct formal performance evaluations with all identified personnel	Number of formal performance evaluations conducted with all identified personnel by 28 February	Output	8	18 per annum	10	SM	N/A	N/A	10	N/A	1
TBC	SFA 5: Good Governance and Compliance	Facilitation of Strategic Management meetings	Number of Strategic Management meetings facilitated per month	Output	39	20 per annum	20	SM	5 (5)	5 (10)	5 (15)	5 (20)	1

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Municipal Manager
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MUNICIPAL MANAGER													
IDP / Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2021/22)	5 Year Target	2023/24	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good Governance and Compliance	Implementation of Directors Forum resolutions	Percentage of Directors Forum Resolutions implemented, measured quarterly	Output	100%	80% per annum	80%	SM	80%	80%	80%	80%	1
TBC	SFA 5: Good Governance and Compliance	Spend the Office of the Municipal Manager's approved Capital Budget	Percentage of the approved Capital Budget of the Office of the Municipal Manager actually spent by 30 June	Input	90.76%	90% per annum	90%	SM	10%	30%	60%	90%	20
TBC	SFA 5: Good Governance and Compliance	Develop an Annual Departmental Risk Register	Number of Annual Departmental Risk Registers developed by 31 July	Output	4	1 per annum	1	SM	1	N/A	N/A	N/A	1
TBC	SFA 5: Good Governance and Compliance	Evaluation of the Departmental Risk Register	Number of Departmental Risk Registers evaluated by 31 May	Output	2	2 per annum	2	SM	N/A	1 (1)	N/A	1 (2)	1
TBC	SFA 5: Good Governance and Compliance	Implementation of the Council resolutions	Percentage of the Council resolutions implemented, measured quarterly	Output	90%	70% per annum	70%	SM	70%	70%	70%	70%	2
TBC	SFA 5: Good Governance and Compliance	Implementation of the Directorate's actions as per the AGSA Audit Action Plan	Percentage of the Directorate's actions as per the AGSA Audit Action Plan implemented by 30 June	Output	100%	100% per annum	100%	SM	N/A	N/A	50%	100%	1
												Total	80

Municipal Manager
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Executive Mayor:
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Part 2: Competency Requirements (20%)

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

Municipal Manager
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Executive Mayor:
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Annexure B
Competency Framework

MUNICIPAL MANAGER

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Municipal Manager
Ms Geraldine Mettler

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Executive Mayor:
Cllr Adv Gesie Van Deventer

CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Strategic Direction and Leadership**
COMPETENCY DEFINITION :	**Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand institutional and departmental strategic objectives, but • lacks the ability to inspire others to achieve set mandate. • Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy. • Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole. • Demonstrate basic understanding of key decision making.	• Give direction to a team in realising the institution's strategic mandate and set objectives. • Has a positive impact and influence on the morale, engagement and participation of team members. • Develop action plans to execute and guide strategy. • Assist in defining performance measures to monitor the progress and effectiveness of the institution. • Displays an awareness of institutional structures and political factors. • Effectively communicate barriers to execution to relevant parties. • Provide guidance to all stakeholders in the achievement of the strategic mandate. • Understand the aim and objectives of the institution and relate it to own work.	• Evaluate all activities to determine value and alignment to strategic intent. • Display in-depth knowledge and understanding of strategic planning. • Align strategy and goals across all functional areas. • Actively define performance measures to monitor the progress and effectiveness of the institution. • Consistently challenge strategic plans to ensure relevance. • Understand institutional structures and political factors, and the consequences of actions. • Empower others to follow the strategic direction and deal with complex situations. • Guide the institution through complex and ambiguous concern. • Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances.	• Structure and position the institution to local government priorities. • Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework. • Hold self-accountable for strategy execution and results. • Provide impact and influence through building and maintaining strategic relationships. • Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions. • Integrate various systems into a collective whole to optimise institutional performance management. • Uses understanding of competing interests to maneuver successfully to a win / win outcome.

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Municipal Manager
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Executive Mayor:
Cllr Adv Gesie Van Deventer

CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**People Management**
COMPETENCY DEFINITION :	**Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Participate in team goalsetting and problem solving.	• Seek opportunities to increase team contribution and responsibility.	• Identify ineffective team and work processes and recommend remedial interventions.	• Develop and incorporate best practice people management processes, approaches and tools across the institution.
• Interact and collaborate with people of diverse backgrounds.	• Respect and support the diverse nature of others and be aware of the benefits of a diverse approach.	• Recognise and reward effective and desired behavior.	• Foster a culture of discipline, responsibility and accountability.
	• Effectively delegate tasks and empower others to increase contribution and execute functions optimally.	• Provide mentoring and guidance to others in order to increase personal effectiveness.	• Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution.
	• Apply relevant employee legislation fairly and consistently.	• Identify development and learning needs within the team.	• Develop comprehensive integrated strategies and approaches to human capital development and management.
• Aware of guidelines for employee development, but requires support in implementing development initiatives.		• Inspire a culture of performance excellence by giving positive and constructive feedback to the team.	
	• Effectively identify capacity requirements to fulfill the strategic mandate.	• Achieve agreement or consensus in adversarial environments.	• Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.
		• Lead and unite diverse teams across divisions to achieve institutional objectives.	

GM
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Municipal Manager
Ms Geraldine Mettler

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Executive Mayor:
Cllr Adv Gesie Van Deventer

CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Programme and Project Management**
COMPETENCY DEFINITION :	**Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Initiate projects after approval from higher authorities.	• Establish broad stakeholder involvement and communicate the project status and key milestones.	• Manage multiple programs and balance priorities and conflicts according to institutional goals.	• Understand and conceptualise the long-term implications of desired project outcomes.
• Understand procedures of program and project management methodology, implications and stakeholder involvement.	• Define the roles and responsibilities of the project team and create clarity around expectations.	• Apply effective risk management strategies through impact assessment and resource requirements.	• Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives.
• Understand the rational of projects in relation to the institution's strategic objectives.	• Find a balance between project deadline and the quality of deliverables.	• Modify project scope and budget when required without compromising the quality and objectives of the project.	• Influence people in positions of authority to implement outcomes of projects
• Document and communicate factors and risk associated with own work.	• Identify appropriate project resources to facilitate the effective completion of the deliverables.	• Involve top-level authorities and relevant stakeholders in seeking project buy-in.	• Lead and direct translation of policy into workable action plans
• Use results and approaches of successful project implementation as guide.	• Comply with statutory requirements and apply policies in a consistent manner. • Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation.	• Identify and apply contemporary project management methodology • Influence and motivate project team to deliver exceptional results. • Monitor policy implementation and apply procedures to manage risks.	• Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed.

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Executive Mayor:
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CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Change Leadership**
COMPETENCY DEFINITION :	**Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Display an awareness of change interventions and the benefits of transformation initiatives.	• Perform an analysis of the change impact on the social, political and economic environment.	• Actively monitor change impact and results and convey progress to relevant stakeholders.	• Sponsor change agents and create a network of change leaders who support the interventions.
• Able to identify basic needs for change.	• Maintain calm and focus during change.	• Secure buy-in and sponsorship for change initiatives.	• Actively adapt current structures and processes to incorporate the change interventions.
• Identify gaps between the current and desired state.	• Able to assist team members during change and keep them focused on the deliverables.	• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness.	• Mentor and guide team members on the effects of change, resistance factors and how to integrate change.
• Identify potential risk and challenges to transformation, including resistance to change factors.	• Volunteer to lead change efforts outside of own work team.	• Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change.	
• Participate in change programs and piloting change interventions.	• Able to gain buy-in and approval for change from relevant stakeholders.	• Take the lead in impactful change programmes.	
	• Identify change readiness levels and assist in resolving resistance to change factors.	• Benchmark change interventions against best change practices.	• Motivate and inspire others around change initiatives.
• Understand the impact of change interventions on the institution within the broader scope of local government.	• Design change interventions that are aligned with the institution's strategic objectives and goals.	• Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation. • Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation.	

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CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Financial Management**
COMPETENCY DEFINITION :	**Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand basic financial concepts and methods as they relate to institutional processes and activities	• Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate	• Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility.	• Develop planning tools to assist in evaluating and monitoring future expenditure trends.
• Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems	• Assess, identify and manage financial risks.	• Prepare budgets that are aligned to the strategic objectives of the institution.	• Set budget frameworks for the institution.
• Understand the importance of financial accountability	• Assume a cost-saving approach to financial management.	• Address complex budgeting and financial management concerns.	• Set strategic direction for the institution on expenditure and other financial processes.
	• Prepare financial reports based on specified formats.	• Put systems and processes in place to enhance the quality and integrity of financial management practices.	• Build and nurture partnerships to improve financial management and achieve financial savings.
	• Consider and understand the financial implications of decisions and suggestions.	• Advise on policies and procedures regarding asset control.	• Actively identify and implement new methods to improve asset control.
• Understand the importance of asset control.	• Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated.		
	• Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget.	• Promote National Treasury's regulatory framework for Financial Management.	• Display professionalism in dealing with financial data and processes.

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Municipal Manager
Ms Geraldine Mettler

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Executive Mayor:
Cllr Adv Gesie Van Deventer

CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Governance Leadership**
COMPETENCY DEFINITION:	**Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships.**

ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements.	• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these.	• Able to link risk initiatives into key institutional objectives and drivers.	• Demonstrate a high level of commitment in complying with governance requirements.
• Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders.	• Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution.	• Identify, analyse and measure risk, create valid risk forecasts and map risk profiles.	• Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework.
		• Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives.	• Able to advise local government on risk management, best practice interventions and compliance management.
		• Demonstrate a thorough understanding of risk retention plans.	• Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government.
• Provide input into policy formulation.	• Actively drive policy formulation within the institution to ensure the achievement of objectives.	• Identify and implement comprehensive risk management systems and processes.	
		• Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement.	• Able to shape, direct and drive the formulation of policies on a macro level.

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Municipal Manager
Ms Geraldine Mettler

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Executive Mayor:
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CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Moral Competence**
COMPETENCY DEFINITION :	**Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Realise the impact of acting with integrity, but requires guidance and development in implementing principles.	• Conduct self in alignment with the values of local government and the institution.	• Identify, develop and apply measures of self-correction.	• Create an environment conducive of moral practices.
• Follow basic rules and regulations of the institution.	• Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver.	• Able to gain trust and respect through aligning actions with commitments.	• Actively develop and implement measures to combat fraud and corruption.
	• Actively report fraudulent activity and corruption with local government.	• Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders.	• Set integrity standards and shared accountability measures across the institution to support the objectives of local government.
	• Understand and honor the confidential nature of matters without seeking personal gain.	• Present values, beliefs and ideas that are congruent with the institution's rules and regulations.	
• Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.		• Takes an active stance against corruption and dishonesty when noted.	
	• Able to deal with situations of conflict of interest promptly and in the best interest of local government.	• Actively promote the value of the institution to internal and external stakeholders.	• Take responsibility for own actions and decisions, even if the consequences are unfavorable.
		• Able to work in unity with a team and not seek personal gain.	
		• Apply universal moral principles consistently to achieve moral decisions.	

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Ms Geraldine Mettler

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Executive Mayor:
Cllr Adv Gesie Van Deventer

CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Planning and Organising**
COMPETENCY DEFINITION :	**Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Able to follow basic plans and organise tasks around set objectives. • Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans. • Able to follow existing plans and ensure that objectives are met. • Focus on short-term objectives in developing plans and actions • Arrange information and resources required for a task, but require further structure and organisation.	• Actively and appropriately organise information and resources required for a task. • Recognise the urgency and importance of tasks. • Balance short and long-term plans and goals and incorporate into the team's performance objectives. • Schedule tasks to ensure they are performed within budget and with efficient use of time and resources. • Measures progress and monitor performance results.	• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation. • Identify in advance required stages and actions to complete tasks. • Schedule realistic timelines, objectives and milestones for tasks and projects. • Produce clear, detailed and comprehensive plans to achieve institutional objectives. • Identify possible risk factors and design and implement appropriate contingency plans. • Adapt plans in light of changing circumstances. • Prioritise tasks and projects according to their relevant urgency and importance.	• Focus on broad strategies and initiatives when developing plans and actions. • Able to protect and forecast short, medium and long term requirements of the institution and local government. • Translate policy into relevant projects to facilitate the achievement of institutional objectives.

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Municipal Manager
Ms Geraldine Mettler

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Executive Mayor:
Cllr Adv Gesie Van Deventer

CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Analysis and Innovation**
COMPETENCY DEFINITION :	**Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand the basic operation of analysis, but lack detail and thoroughness.	• Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations.	• Coaches team members on analytical and innovative approaches and techniques.	• Demonstrate complex analytical and problem solving approaches and techniques.
• Able to balance independent analysis with requesting assistance from others.	• Demonstrate objectivity, insight and thoroughness when analysing problems.	• Engage with appropriate individuals in analysing and resolving complex problems.	• Create an environment conducive to analytical and fact-based problem solving.
• Recommend new ways to perform tasks within own function.	• Able to break down complex problems into manageable parts and identify solutions.	• Identify solutions on various areas in the institution.	• Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence.
• Propose simple remedial interventions that marginally challenges the status quo.	• Consult internal and external stakeholders on opportunities to improve processes and service delivery.	• Formulate and implement new ideas throughout the institution.	• Create an environment that fosters innovative thinking and follows a learning organisation approach.
	• Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders.	• Able to gain approval and buy-in for proposed interventions from relevant stakeholders.	• Be a thought leader on innovative customer service delivery and process optimisation.
• Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking.	• Continuously identify opportunities to enhance internal processes.	• Identify trends and best practices in process and service delivery and propose institutional application.	• Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.
	• Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention.	• Continuously engage in research to identify client needs.	

Municipal Manager
Ms Geraldine Mettler

Executive Mayor:
Cllr Adv Gesie Van Deventer

CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Knowledge and Information Management**
COMPETENCY DEFINITION :	**Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Collect, categorise and track relevant information required for specific tasks and projects.	• Use appropriate information systems and technology to manage institutional knowledge and information sharing.	• Effectively predict future information and knowledge management requirements and systems.	• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information.
• Analyse and interpret information to draw conclusions.	• Evaluate data from various sources and use information effectively to influence decisions and provide solutions.	• Develop standards and processes to meet future knowledge management needs.	• Establish partnerships across local government to facilitate knowledge management.
• Seek new sources of information to increase the knowledge base.	• Actively create mechanisms and structures for sharing information.	• Share and promote best-practice knowledge management across various institutions. • Establish accurate measures and monitoring systems for knowledge and information management.	• Demonstrate a mature approach.
• Regularly share information and knowledge with internal stakeholders and team members.	• Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.	• Create a culture conducive of learning and knowledge sharing. • Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.	• Recognise and exploit knowledge points in interactions with internal and external stakeholders.

Municipal Manager
Ms Geraldine Mettler

Executive Mayor:
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CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Communication**
COMPETENCY DEFINITION :	**Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools.	• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating.	• Effectively communicate high-risk and sensitive matters to relevant stakeholders.	• Regarded as a specialist in negotiations and representing the institution.
• Express ideas in a clear and focused manner, but does not always take the audience into consideration.	• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs.	• Develop a well-defined communication strategy.	• Able to inspire and motivate others through positive communication that is impactful and relevant.
	• Adapt communication content and style to suit the audience and facilitate optimal information transfer.	• Balance political perspectives with institutional needs when communicating viewpoints on complex issues.	• Creates an environment conducive to transparent and productive communication and critical appreciate conversations.
	• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders.	• Able to effectively direct negotiations around complex.	
• Disseminate and convey information and knowledge adequately.		• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution.	• Able to coordinate negotiations at different levels within local government and externally.
	• Compile clear, focused, concise and well-structured written documents.	• Able to communicate with the media with high levels of moral competence and discipline.	

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Municipal Manager
Ms Geraldine Mettler

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Executive Mayor:
Cllr Adv Gesie Van Deventer

CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Results and Quality Focus**
COMPETENCY DEFINITION :	**Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand quality of work but requires guidance in attending to important matters.	• Focus on high-priority actions and does not become distracted by lower-priority activities.	• Consistently verify own standards and outcomes to ensure quality output.	• Coach and guide others to exceed quality standards and results.
• Show a basic commitment to achieving the correct results.	• Display firm commitment and pride in achieving the correct results.	• Focus on the end result and avoids being distracted	• Develop challenging, client-focused goals and sets high standards for personal performance.
• Produce the minimum level of results required in the role.	• Set quality standards and design processes and tasks around achieving set standards.	• Demonstrate a determined and committed approach to achieving results and quality standards.	• Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required.
• Produce outcomes that is of a good standard.	• Produce output of high quality.	• Follow task and projects through to completion.	• Work with team to set ambitious and challenging team goals, communicating long- and short term expectations.
• Focus on the quantity of output but requires development in incorporating the quality of work.	• Able to balance the quantity and quality and quality of results in order to achieve objectives.	• Set challenging goals and objectives to self and team and display commitment to achieving expectations.	• Take appropriate risks to accomplish goals.
		• Maintain a focus on quality outputs when placed under pressure.	• Overcome setbacks and adjust action plans to realise goals.
• Produce quality work in general circumstances, but fails to meet expectation when under pressure.	• Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed.	• Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.	• Focus people on critical activities that yield a high impact.

Municipal Manager
Ms Geraldine Mettler

Executive Mayor:
Cllr Adv Gesie Van Deventer

STELLENBOSCH
STELLENBOSCH • PNIEL • FRANSCHHOEK
MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Annexure C

Personal Development Plan

MUNICIPAL MANAGER

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Municipal Manager
Ms Geraldine Mettler

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Executive Mayor:
Cllr Adv Gesie Van Deventer

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

Signed and accepted by the Employee

_____ Date: 20 June 2023.

Signed by the Executive Mayor on behalf of the Municipality

_____ Date: 20 June 2023

ANNEXURE 2

STELLENBOSCH

STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Performance Agreement

2023/24

Chief Financial Officer

KE

GM

PERFORMANCE AGREEMENT

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

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

AND

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

FOR THE FINANCIAL YEAR:

01 JULY 2023 – 30 JUNE 2024

Chief Financial Officer
Mr Kevin Carolus

Municipal Manager:
Ms Geraldine Mettler

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Chief Financial Officer
Mr Kevin Carolus

Municipal Manager:
Ms Geraldine Mettler

1. INTRODUCTION

1.1 The Employer, duly represented by **Ms Geraldine Mettler**, in her capacity as the Municipal Manager has entered into a contract of employment with the Employee, **Mr Kevin Carolus**, in terms of section 57(1)(a) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties";

1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;

1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote local government policy goals;

1.4 The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act;

1.5 In this Agreement, the followings terms will have the meaning ascribed thereto:

1.5.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;

1.5.2 "the **Municipal Manager**" – means the Municipal Manager of the Municipality appointed in terms of Section 54(A) of the Systems Act;

1.5.3 "the Employee" means the **Chief Financial Officer** appointed in terms of Section 56 of the Systems Act;

1.5.4 "the Employer" means the **Stellenbosch Municipality**; and

1.5.5 "the Parties" means the Employer and Employee.

2. PURPOSE OF THIS AGREEMENT

2.1 To comply with the provisions of Section 57(1)(b), (4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;

2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;

2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);

2.4 To monitor and measure performance against set targeted outputs and outcomes;

2.5 To establish a transparent and accountable working relationship;

2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and

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

3. COMMENCEMENT AND DURATION

3.1 This Agreement will commence on **01 July 2023** and will remain in force until **30 June 2024** where-after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;

3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;

3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and

3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out –

4.1.1 The performance objectives and targets that must be met by the Employee;

4.1.2 The time frames within which those performance objectives and targets must be met; and

4.1.3 The core competency requirements (Annexure B – definitions) as the management skills regarded as critical to the position held by the Employee.

4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:

4.2.1 Key objectives that describe the main tasks that need to be done;

4.2.2 Key performance indicators (KPIs) that provide the details of the evidence that must be provided to show that a key objective has been achieved;

4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and

4.2.4 Weightings showing the relative importance of the key objectives to each other.

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

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

5. PERFORMANCE MANAGEMENT SYSTEM

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

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

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

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

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

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

Table 1: Strategic Focus Areas

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

Chief Financial Officer
Mr Kevin Carolus

Municipal Manager:
Ms Geraldine Mettler

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

Table 2: Leading and Core Competencies

Leading and Core Competencies		
1.	**Strategic direction and leadership**	• Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness
2.	**People management**	• Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management
3.	**Programme and project management**	• Programme and project planning and implementation • Service delivery management • Programme and project monitoring and evaluation
4.	**Financial management**	• Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery
5.	**Change leadership**	• Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation
6.	**Governance leadership**	• Policy formulation • Risk and compliance management • Cooperative governance
7.	**Moral competence**	• Core Competency
8.	**Planning and organising**	• Core Competency
9.	**Analysis and innovation**	• Core Competency
10.	**Knowledge and information management**	• Core Competency
11.	**Communication**	• Core Competency
12.	**Results and quality focus**	• Core Competency

6. PERFORMANCE ASSESSMENT

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

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

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

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

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;

6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.12 below;

6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;

6.6 Assessment of the achievement of results as outlined in the performance plan:

6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;

6.6.2 A rating on the five-point scale shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;

6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;

6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and

6.6.5 An overall score will be calculated based on the total of the scores calculated above.

6.7 Assessment of the Competencies:

6.7.1 Each Competency shall be assessed in terms of the description provided in (Annexure B);

6.7.2 A rating shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and

6.7.3 An overall score will be calculated based on the total of the scores calculated above.

6.8 Overall rating

6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and

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

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

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

Table 3: Performance rating scale

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

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

Table 4: Rating scale for Competencies

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

Chief Financial Officer
Mr Kevin Carolus

Municipal Manager:
Ms Geraldine Mettler

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

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

6.10.1 Municipal Manager;

6.10.2 Municipal Manager from another municipality;

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

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

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

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

7. SCHEDULE FOR PERFORMANCE REVIEWS

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

Table 5: Schedule for performance reviews

Quarter	Review Period	Review to be completed by
1	July - September	October / November 2023 (Informal)
2	October – December	January / February 2024 (Formal)
3	January – March	April / May 2024 (Informal)
4	April - June	After the receipt of the AG's Management Report

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

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

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

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

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall-

9.1.1 Create an enabling environment to facilitate effective performance by the employee;

9.1.2 Provide access to skills development and capacity-building opportunities;

9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact the performance of the Employee;

9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-

10.1.1 A direct effect on the performance of any of the Employee's functions;

10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and

10.1.3 A substantial financial effect on the Employer.

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

11. REWARD

11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;

11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter and as informed by the quarterly performance assessments;

11.3 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

Table 6: Performance bonus calculations

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

11.4 In the event of the Employee terminating his services during the validity period of this Agreement, the Employee's performance will be evaluated for the portion during which he was employed and he will be entitled to a pro-rata performance bonus based on his evaluated performance for the period of actual service; and

11.5 The Employer will submit the total score of the annual assessment and of the Employee, to the full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

12.1 Where the Employer is, at any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;

12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;

12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and

12.4 In the case of unacceptable performance, the Employer shall –

12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and

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

13. DISPUTE RESOLUTION

13.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;

13.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and

13.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment together with the relevant laws and regulations shall apply.

14. GENERAL

14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and

14.2 Nothing in this agreement diminishes the obligations, duties, or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives, or other instruments.

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Chief Financial Officer
Mr Kevin Carolus

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Municipal Manager:
Ms Geraldine Mettler

Thus, done and signed at STELLENBOSCH on the 20 day of JUNE 2023

CHIEF FINANCIAL OFFICER

AS WITNESSES:

1.

2.

Thus, done and signed at Stellenbosch on the 20th day of June 2023.

MUNICIPAL MANAGER

AS WITNESSES:

1.

2.

MEMBER OF MAYORAL COMMITTEE
(Portfolio: Financial Services)
Cllr J Fasser

.....
Chief Financial Officer
Mr Kevin Carolus

.....
Municipal Manager:
Ms Geraldine Mettler

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Annexure A
Performance Plan

CHIEF FINANCIAL OFFICER

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Chief Financial Officer
Mr Kevin Carolus

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Municipal Manager:
Ms Geraldine Mettler

The Performance Plan sets out:

a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and

b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

KEY PERFORMANCE INDICATORS

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

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

CHIEF FINANCIAL OFFICER													
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2021/22)	5 Year Target	2023/24	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Department: Financial Management Services	Percentage of indicators of the Department: Financial Management Services achieved, measured quarterly	Outcome	82.50%	80% per annum	80%	SM	80%	80%	80%	80%	5
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Department: Revenue and Expenditure	Percentage of indicators of the Department: Revenue and Expenditure achieved, measured quarterly	Outcome	83.75%	80% per annum	80%	SM	80%	80%	80%	80%	5

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CHIEF FINANCIAL OFFICER									Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2021/22)	5 Year Target	2023/24	Funding Source	Q1	Q2	Q3	Q4	Weight
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Department: Supply Chain Management (SCM)	Percentage of indicators of the Department: Supply Chain Management (SCM) achieved, measured quarterly	Outcome	85%	80% per annum	80%	SM	80%	80%	80%	80%	5
KPI032	SFA 4 - Dignified Living	Registered indigent formal households with access to free basic water (NKPI Proxy - MSA, Reg. S10(a), (b)	Percentage of registered indigent formal households with access to free basic water, measured quarterly	Outcome	100%	100% per annum	100%	SM	100%	100%	100%	100%	2
KPI033	SFA 4 - Dignified Living	Registered indigent formal households with access to free basic electricity provided by the municipality (NKPI Proxy - MSA, Reg. S10(a), (b)	Percentage of registered indigent formal households with access to free basic electricity provided by the municipality, measured quarterly	Output	100%	100% per annum	100%	SM	100%	100%	100%	100%	1
KPI034	SFA 4 - Dignified Living	Registered indigent formal households with access to free basic refuse removal (NKPI Proxy - MSA, Reg. S10(a), (b)	Percentage of registered indigent formal households with access to free basic refuse removal, measured quarterly	Output	100%	100% per annum	100%	SM	100%	100%	100%	100%	2
KPI035	SFA 4 - Dignified Living	Registered indigent formal households with access to free basic sanitation (NKPI Proxy - MSA, Reg. S10(a), (b)	Percentage of registered indigent formal households with access to free basic sanitation, measured quarterly	Output	100%	100% per annum	100%	SM	100%	100%	100%	100%	2
KPI036	SFA 4 - Dignified Living	Formal households with access to water (NKPI Proxy - MSA, Reg. S10(a))	Number of formal households with access to water, measured quarterly	Output	26 825	27 000 per annum	27 000	SM	27 000 (27 000)	27 000 (27 000)	27 000 (27 000)	27 000 (27 000)	2
KPI037	SFA 4 - Dignified Living	Formal households with access to electricity (NKPI Proxy - MSA, Reg. S10(a))	Number of formal households with access to electricity, measured quarterly	Output	26 825	27 000 per annum	27 000	SM	27 000 (27 000)	27 000 (27 000)	27 000 (27 000)	27 000 (27 000)	2

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CHIEF FINANCIAL OFFICER													
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2021/22)	5 Year Target	2023/24	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				Weight
									Q1	Q2	Q3	Q4	
KPI038	SFA 4 - Dignified Living	Formal households with access to refuse removal (NKPI Proxy - MSA, Reg. S10(a))	Number of formal households with access to refuse removal, measured quarterly	Output	26 825	27 000 per annum	27 000	SM	27 000 (27 000)	27 000 (27 000)	27 000 (27 000)	27 000 (27 000)	2
KPI039	SFA 4 - Dignified Living	Formal households with access to sanitation (NKPI Proxy - MSA, Reg. S10(a))	Number of formal households with access to sanitation, measured quarterly	Output	26 825	27 000 per annum	27 000	SM	27 000 (27 000)	27 000 (27 000)	27 000 (27 000)	27 000 (27 000)	2
KPI040	SFA 5: Good Governance and Compliance	Actual expenditure on the approved Capital Budget for the municipality by 30 June (NKPI - MSA, Reg. S10(c))	Percentage of the approved Capital Budget for the municipality actually spent by 30 June	Input	84.29%	90% per annum	90%	SM	10%	30%	60%	90%	2
KPI042	SFA 5: Good Governance and Compliance	Financial viability measured in terms of the available cash to cover fixed operating expenditure (NKPI Proxy - MSA, Reg. S10(g)(iii))	Cost coverage as at 30 June annually [(Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation)	Input	3	2 per annum	2 (months)	SM	N/A	N/A	N/A	2 (months)	1
KPI043	SFA 5: Good Governance and Compliance	Achieve an average payment percentage of 96% by 30 June (Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue x 100	(Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue x 100	Outcome	96%	96% per annum	96%	SM	N/A	N/A	N/A	96%	1
KPI046	SFA 5: Good Governance and Compliance	Financial viability measured in terms of the municipality's ability to meet its service debt obligations (NKPI Proxy - MSA, Reg. S10(g)(i))	Debt coverage ratio ((Total operating revenue - operating grants received) / (Debt service payments due within the year)) measured by 30 June	Outcome	17.55%	15% per annum	15%	SM	N/A	N/A	N/A	15%	1

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CHIEF FINANCIAL OFFICER													
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2021/22)	5 Year Target	2023/24	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				Weight
									Q1	Q2	Q3	Q4	
KPI047	SFA 5: Good Governance and Compliance	Financial viability measured in terms of the outstanding service debtors (NKPI Proxy - MSA, Reg. S10(g)(ii))	Service debtors to revenue ratio – (Total outstanding service debtors/revenue received for services) measured by 30 June	Outcome	15.56%	27% per annum	27%	SM	N/A	N/A	N/A	27%	1
TBC	SFA 5: Good Governance and Compliance	Implementation of the Mayoral Outcomes in the Integrated Development Plan (IDP) for the 2023/24 financial year	Percentage of the Mayoral Outcomes in the IDP for the 2023/24 financial year implemented by 30 June	Outcome	New KPI	80% per annum	80%	SM	80%	80%	80%	80%	1
TBC	SFA 5: Good Governance and Compliance	Implementation of the Portfolio: Financial Services Outcomes in the Integrated Development Plan (IDP) for the 2023/24 financial year	Percentage of the Portfolio: Financial Services' Outcomes in the IDP for the 2023/24 financial year implemented by 30 June	Outcome	New KPI	80% per annum	80%	SM	80%	80%	80%	80%	1
TBC	SFA 5: Good Governance and Compliance	Implementation of the Municipal Manager's Outcomes in the Integrated Development Plan (IDP) for the 2023/24 financial year	Percentage of the Municipal Manager's Outcomes in the IDP for the 2023/24 financial year implemented by 30 June	Outcome	New KPI	80% per annum	80%	SM	80%	80%	80%	80%	1
TBC	SFA 5: Good Governance and Compliance	Spend the Directorate: Financial Services approved Capital Budget	Percentage of the approved Capital Budget of the Directorate: Financial Services actually spent by 30 June	Input	90.96%	90% per annum	90%	SM	10%	30%	60%	90%	20
TBC	SFA 5: Good Governance and Compliance	Submission of the final bid specifications for all capital projects to the Bid Specification Committee (BSC) *(2024/25)*	Percentage of the final bid specifications for all capital projects submitted to the BSC by 30 June *(50% by 31 March 2024 and 100% by 30 June 2024 for the 2024/25 financial year)*	Output	100%	100% per annum	100%	SM	N/A	N/A	50%	100%	5

Chief Financial Officer
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CHIEF FINANCIAL OFFICER													
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2021/22)	5 Year Target	2023/24	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good Governance and Compliance	Submission of detailed procurement needs for all operational projects to the Supply Chain Management (SCM) Department	Number of quarterly detailed procurement needs submitted to SCM 10 days before the start of the quarter	Output	4	4 per annum	4	SM	1 (1)	1 (2)	1 (3)	1 (4)	**2**
TBC	SFA 5: Good Governance and Compliance	Performance agreements signed with all identified personnel	Number of performance agreements signed with all identified personnel by 31 August	Output	3	3 per annum	3	SM	3	N/A	N/A	N/A	**1**
TBC	SFA 5: Good Governance and Compliance	Conduct formal performance evaluations with all identified personnel	Number of formal performance evaluations conducted with all identified personnel by 28 February	Output	6	6 per annum	6	SM	N/A	N/A	6	N/A	**1**
TBC	SFA 5: Good Governance and Compliance	Develop an Annual Departmental Risk Register	Number of Annual Departmental Risk Registers developed by 31 July	Output	1	1 per annum	1	SM	1	N/A	N/A	N/A	**1**
TBC	SFA 5: Good Governance and Compliance	Evaluation of the Departmental Risk Register	Number of Departmental Risk Registers evaluated by 31 May	Output	3	2 per annum	2	SM	N/A	1 (1)	N/A	1 (2)	**1**
TBC	SFA 5: Good Governance and Compliance	Implementation of the Council resolutions	Percentage of the Council resolutions implemented, measured quarterly	Output	77.50%	70% per annum	70%	SM	70%	70%	70%	70%	**1**
TBC	SFA 5: Good Governance and Compliance	Implementation of the adopted Revenue Enhancement Strategy	Number of actions implemented as identified in the Revenue Enhancement Strategy by 30 June	Output	3	4 per annum	4	SM	1 (1)	1 (2)	1 (3)	1 (4)	**3**

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Municipal Manager:
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CHIEF FINANCIAL OFFICER													
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2021/22)	5 Year Target	2023/24	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good Governance and Compliance	Resolve formal financial complaints received	Percentage of formal financial complaints resolved within 10 working days after the date of receipt	Outcome	92.50%	90% per annum	90%	SM	90%	90%	90%	90%	2
TBC	SFA 5: Good Governance and Compliance	Implementation of the agreed actions as per the AGSA Audit Action Plan	Percentage of the agreed actions as per the AGSA Audit Action Plan implemented by 30 June	Outcome	100%	100% per annum	100%	SM	N/A	N/A	50%	100%	2
TBC	SFA 5: Good Governance and Compliance	Receive an unqualified audit opinion from the AGSA	Number of unqualified audit opinions from AGSA received by 30 November	Outcome	New KPI	1 per annum	1	SM	N/A	1	N/A	N/A	2
												Total	80

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Chief Financial Officer
Mr Kevin Carolus

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Municipal Manager:
Ms Geraldine Mettler

Part 2: Competency Requirements (20%)

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

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Municipal Manager:
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Annexure B
Competency Framework

CHIEF FINANCIAL OFFICER

Chief Financial Officer
Mr Kevin Carolus

Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Strategic Direction and Leadership**
COMPETENCY DEFINITION :	**Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand institutional and departmental strategic objectives, but • lacks the ability to inspire others to achieve set mandate. • Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy. • Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole. • Demonstrate basic understanding of key decision making.	• Give direction to a team in realising the institution's strategic mandate and set objectives. • Has a positive impact and influence on the morale, engagement and participation of team members. • Develop action plans to execute and guide strategy. • Assist in defining performance measures to monitor the progress and effectiveness of the institution. • Displays an awareness of institutional structures and political factors. • Effectively communicate barriers to execution to relevant parties. • Provide guidance to all stakeholders in the achievement of the strategic mandate. • Understand the aim and objectives of the institution and relate it to own work.	• Evaluate all activities to determine value and alignment to strategic intent. • Display in-depth knowledge and understanding of strategic planning. • Align strategy and goals across all functional areas. • Actively define performance measures to monitor the progress and effectiveness of the institution. • Consistently challenge strategic plans to ensure relevance. • Understand institutional structures and political factors, and the consequences of actions. • Empower others to follow the strategic direction and deal with complex situations. • Guide the institution through complex and ambiguous concern. • Use understanding of power relationships and dynamic tensions among key players	• Structure and position the institution to local government priorities. • Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework. • Hold self-accountable for strategy execution and results. • Provide impact and influence through building and maintaining strategic relationships. • Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions. • Integrate various systems into a collective whole to optimise institutional performance management. • Uses understanding of competing interests to maneuver successfully to a win/win outcome.

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Chief Financial Officer
Mr Kevin Carolus

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Municipal Manager:
Ms Geraldine Mettler

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

Chief Financial Officer
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Municipal Manager:
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CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**People Management**
COMPETENCY DEFINITION :	**Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Participate in team goalsetting and problem solving.	• Seek opportunities to increase team contribution and responsibility.	• Identify ineffective team and work processes and recommend remedial interventions.	• Develop and incorporate best practice people management processes, approaches and tools across the institution.
• Interact and collaborate with people of diverse backgrounds.	• Respect and support the diverse nature of others and be aware of the benefits of a diverse approach.	• Recognise and reward effective and desired behavior.	• Foster a culture of discipline, responsibility and accountability.
	• Effectively delegate tasks and empower others to increase contribution and execute functions optimally.	• Provide mentoring and guidance to others in order to increase personal effectiveness.	• Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution.
• Aware of guidelines for employee development, but requires support in implementing development initiatives.	• Apply relevant employee legislation fairly and consistently.	• Identify development and learning needs within the team.	• Develop comprehensive integrated strategies and approaches to human capital development and management.
	• Effectively identify capacity requirements to fulfill the strategic mandate.	• Inspire a culture of performance excellence by giving positive and constructive feedback to the team. • Achieve agreement or consensus in adversarial environments. • Lead and unite diverse teams across divisions to achieve institutional objectives.	• Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.

Chief Financial Officer
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Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Programme and Project Management**
COMPETENCY DEFINITION :	**Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Initiate projects after approval from higher authorities.	• Establish broad stakeholder involvement and communicate the project status and key milestones.	• Manage multiple programs and balance priorities and conflicts according to institutional goals.	• Understand and conceptualize the long-term implications of desired project outcomes.
• Understand procedures of program and project management methodology, implications and stakeholder involvement.	• Define the roles and responsibilities of the project team and create clarity around expectations.	• Apply effective risk management strategies through impact assessment and resource requirements.	• Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realize institutional objectives.
• Understand the rational of projects in relation to the institution's strategic objectives.	• Find a balance between project deadline and the quality of deliverables.	• Modify project scope and budget when required without compromising the quality and objectives of the project.	• Influence people in positions of authority to implement outcomes of projects
• Document and communicate factors and risk associated with own work.	• Identify appropriate project resources to facilitate the effective completion of the deliverables.	• Involve top-level authorities and relevant stakeholders in seeking project buy-in.	• Lead and direct translation of policy into workable action plans
• Use results and approaches of successful project implementation as guide.	• Comply with statutory requirements and apply policies in a consistent manner. • Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation.	• Identify and apply contemporary project management methodology • Influence and motivate project team to deliver exceptional results. • Monitor policy implementation and apply procedures to manage risks.	• Ensures that programs are monitored to track progress and optimal resource utilization, and that adjustments are made as needed.

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Chief Financial Officer
Mr Kevin Carolus

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Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Change Leadership**
COMPETENCY DEFINITION :	**Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Display an awareness of change interventions and the benefits of transformation initiatives.	• Perform an analysis of the change impact on the social, political and economic environment.	• Actively monitor change impact and results and convey progress to relevant stakeholders.	• Sponsor change agents and create a network of change leaders who support the interventions.
• Able to identify basic needs for change.	• Maintain calm and focus during change.	• Secure buy-in and sponsorship for change initiatives.	• Actively adapt current structures and processes to incorporate the change interventions.
• Identify gaps between the current and desired state.	• Able to assist team members during change and keep them focused on the deliverables.	• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness.	• Mentor and guide team members on the effects of change, resistance factors and how to integrate change.
• Identify potential risk and challenges to transformation, including resistance to change factors.	• Volunteer to lead change efforts outside of own work team.	• Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change.	
• Participate in change programs and piloting change interventions.	• Able to gain buy-in and approval for change from relevant stakeholders.	• Take the lead in impactful change programs.	
	• Identify change readiness levels and assist in resolving resistance to change factors.	• Benchmark change interventions against best change practices.	• Motivate and inspire others around change initiatives.
• Understand the impact of change interventions on the institution within the broader scope of local government.	• Design change interventions that are aligned with the institution's strategic objectives and goals.	• Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation. • Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation.	

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Chief Financial Officer
Mr Kevin Carolus

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Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Financial Management**
COMPETENCY DEFINITION :	**Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognized financial practices. Further to ensure that all financial transactions are managed in an ethical manner**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand basic financial concepts and methods as they relate to institutional processes and activities	• Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate	• Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility.	• Develop planning tools to assist in evaluating and monitoring future expenditure trends.
• Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems	• Assess, identify and manage financial risks.	• Prepare budgets that are aligned to the strategic objectives of the institution.	• Set budget frameworks for the institution.
• Understand the importance of financial accountability	• Assume a cost-saving approach to financial management.	• Address complex budgeting and financial management concerns.	• Set strategic direction for the institution on expenditure and other financial processes.
	• Prepare financial reports based on specified formats.	• Put systems and processes in place to enhance the quality and integrity of financial management practices.	• Build and nurture partnerships to improve financial management and achieve financial savings.
	• Consider and understand the financial implications of decisions and suggestions.	• Advise on policies and procedures regarding asset control.	• Actively identify and implement new methods to improve asset control.
• Understand the importance of asset control.	• Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated.		
	• Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget.	• Promote National Treasury's regulatory framework for Financial Management.	• Display professionalism in dealing with financial data and processes.

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Chief Financial Officer
Mr Kevin Carolus

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Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Governance Leadership**
COMPETENCY DEFINITION:	**Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualization of relevant policies and enhance cooperative governance relationships.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements.	• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these.	• Able to link risk initiatives into key institutional objectives and drivers.	• Demonstrate a high level of commitment in complying with governance requirements.
• Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders.	• Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution.	• Identify, analyse and measure risk, create valid risk forecasts and map risk profiles.	• Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework.
		• Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives.	• Able to advise local government on risk management, best practice interventions and compliance management.
		• Demonstrate a thorough understanding of risk retention plans.	• Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government.t
• Provide input into policy formulation.	• Actively drive policy formulation within the institution to ensure the achievement of objectives.	• Identify and implement comprehensive risk management systems and processes.	
		• Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement.	• Able to shape, direct and drive the formulation of policies on a macro level.

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Chief Financial Officer
Mr Kevin Carolus

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Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Moral Competence**
COMPETENCY DEFINITION :	**Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Realise the impact of acting with integrity, but requires guidance and development in implementing principles.	• Conduct self in alignment with the values of local government and the institution.	• Identify, develop and apply measures of self-correction.	• Create an environment conducive of moral practices.
• Follow basic rules and regulations of the institution.	• Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver.	• Able to gain trust and respect through aligning actions with commitments.	• Actively develop and implement measures to combat fraud and corruption.
	• Actively report fraudulent activity and corruption with local government.	• Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders.	• Set integrity standards and shared accountability measures across the institution to support the objectives of local government.
	• Understand and honor the confidential nature of matters without seeking personal gain.	• Present values, beliefs and ideas that are congruent with the institution's rules and regulations.	
• Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.		• Takes an active stance against corruption and dishonesty when noted.	
	• Able to deal with situations of conflict of interest promptly and in the best interest of local government.	• Actively promote the value of the institution to internal and external stakeholders.	• Take responsibility for own actions and decisions, even if the consequences are unfavorable.
		• Able to work in unity with a team and not seek personal gain.	
		• Apply universal moral principles consistently to achieve moral decisions.	

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Chief Financial Officer
Mr Kevin Carolus

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Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Planning and Organising**
COMPETENCY DEFINITION :	**Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Able to follow basic plans and organise tasks around set objectives. • Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans. • Able to follow existing plans and ensure that objectives are met. • Focus on short-term objectives in developing plans and actions • Arrange information and resources required for a task, but require further structure and organisation.	• Actively and appropriately organise information and resources required for a task. • Recognise the urgency and importance of tasks. • Balance short and long-term plans and goals and incorporate into the team's performance objectives. • Schedule tasks to ensure they are performed within budget and with efficient use of time and resources. • Measures progress and monitor performance results.	• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation. • Identify in advance required stages and actions to complete tasks. • Schedule realistic timelines, objectives and milestones for tasks and projects. • Produce clear, detailed and comprehensive plans to achieve institutional objectives. • Identify possible risk factors and design and implement appropriate contingency plans. • Adapt plans in light of changing circumstances. • Prioritise tasks and projects according to their relevant urgency and importance.	• Focus on broad strategies and initiatives when developing plans and actions. • Able to protect and forecast short, medium and long term requirements of the institution and local government. • Translate policy into relevant projects to facilitate the achievement of institutional objectives.

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Chief Financial Officer
Mr Kevin Carolus

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Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Analysis and Innovation**
COMPETENCY DEFINITION :	**Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand the basic operation of analysis, but lack detail and thoroughness.	• Demonstrate logical problem-solving techniques and approaches and provide rationale for recommendations.	• Coaches team members on analytical and innovative approaches and techniques.	• Demonstrate complex analytical and problem-solving approaches and techniques.
• Able to balance independent analysis with requesting assistance from others.	• Demonstrate objectivity, insight and thoroughness when analysing problems.	• Engage with appropriate individuals in analysing and resolving complex problems.	• Create an environment conducive to analytical and fact-based problem-solving.
• Recommend new ways to perform tasks within own function.	• Able to break down complex problems into manageable parts and identify solutions.	• Identify solutions on various areas in the institution.	• Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence.
• Propose simple remedial interventions that marginally challenges the status quo.	• Consult internal and external stakeholders on opportunities to improve processes and service delivery.	• Formulate and implement new ideas throughout the institution.	• Create an environment that fosters innovative thinking and follows a learning organisation approach.
	• Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders.	• Able to gain approval and buy-in for proposed interventions from relevant stakeholders.	• Be a thought leader on innovative customer service delivery and process optimisation.
• Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking.	• Continuously identify opportunities to enhance internal processes.	• Identify trends and best practices in process and service delivery and propose institutional application.	• Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.
	• Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention.	• Continuously engage in research to identify client needs.	

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Chief Financial Officer
Mr Kevin Carolus

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Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Knowledge and Information Management**
COMPETENCY DEFINITION :	**Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Collect, categorise and track relevant information required for specific tasks and projects.	• Use appropriate information systems and technology to manage institutional knowledge and information sharing.	• Effectively predict future information and knowledge management requirements and systems.	• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information.
• Analyse and interpret information to draw conclusions.	• Evaluate data from various sources and use information effectively to influence decisions and provide solutions.	• Develop standards and processes to meet future knowledge management needs.	• Establish partnerships across local government to facilitate knowledge management.
• Seek new sources of information to increase the knowledge base.	• Actively create mechanisms and structures for sharing information.	• Share and promote best-practice knowledge management across various institutions.	• Demonstrate a mature approach.
		• Establish accurate measures and monitoring systems for knowledge and information management.	
• Regularly share information and knowledge with internal stakeholders and team members.	• Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.	• Create a culture conducive of learning and knowledge sharing. • Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.	• Recognise and exploit knowledge points in interactions with internal and external stakeholders.

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Chief Financial Officer
Mr Kevin Carolus

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Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Results and Quality Focus**
COMPETENCY DEFINITION :	**Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand quality of work but requires guidance in attending to important matters.	• Focus on high-priority actions and does not become distracted by lower-priority activities.	• Consistently verify own standards and outcomes to ensure quality output.	• Coach and guide others to exceed quality standards and results.
• Show a basic commitment to achieving the correct results.	• Display firm commitment and pride in achieving the correct results.	• Focus on the end result and avoids being distracted	• Develop challenging, client-focused goals and sets high standards for personal performance.
• Produce the minimum level of results required in the role.	• Set quality standards and design processes and tasks around achieving set standards.	• Demonstrate a determined and committed approach to achieving results and quality standards.	• Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required.
• Produce outcomes that is of a good standard.	• Produce output of high quality.	• Follow task and projects through to completion.	• Work with team to set ambitious and challenging team goals, communicating long- and short-term expectations.
• Focus on the quantity of output but requires development in incorporating the quality of work.	• Able to balance the quantity and quality and quality of results in order to achieve objectives.	• Set challenging goals and objectives to self and team and display commitment to achieving expectations.	• Take appropriate risks to accomplish goals.
		• Maintain a focus on quality outputs when placed under pressure.	• Overcome setbacks and adjust action plans to realise goals.
• Produce quality work in general circumstances, but fails to meet expectation when under pressure.	• Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed.	• Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.	• Focus people on critical activities that yield a high impact.

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Chief Financial Officer
Mr Kevin Carolus

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Municipal Manager:
Ms Geraldine Mettler

STELLENBOSCH
STELLENBOSCH • PNIEL • FRANSCHHOEK
MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Annexure C:

Personal Development Plan

CHIEF FINANCIAL OFFICER

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Chief Financial Officer
Mr Kevin Carolus

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Municipal Manager:
Ms Geraldine Mettler

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

Signed and accepted by the Employee



Date: 20/06/2023

Signed by the Municipal Manager on behalf of the Municipality



Date: 20/06/2023.

ANNEXURE 3

STELLENBOSCH

STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Performance Agreement

2023/24

Director: Corporate Services

PERFORMANCE AGREEMENT

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

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

AND

DIRECTOR: CORPORATE SERVICES
Ms Annalene de Beer
(herein and after referred to as the Employee)

FOR THE FINANCIAL YEAR:

01 JULY 2023 – 30 JUNE 2024

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Director: Corporate Services
Ms Annalene de Beer

Municipal Manager:
Ms Geraldine Mettler

1. INTRODUCTION

1.1 The Employer, duly represented by **Ms Geraldine Mettler**, in her capacity as the Municipal Manager has entered into a contract of employment with the Employee, **Ms Annalene de Beer**, in terms of section 57(1)(a) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties";

1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;

1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote local government policy goals;

1.4 The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act;

1.5 In this Agreement, the followings terms will have the meaning ascribed thereto:

1.5.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;

1.5.2 "the **Municipal Manager**" – means the Municipal Manager of the Municipality appointed in terms of Section 54(A) of the Systems Act;

1.5.3 "the Employee" means the **Director: Corporate Services** appointed in terms of Section 56 of the Systems Act;

1.5.4 "the Employer" means **Stellenbosch Municipality**; and

1.5.5 "the Parties" means the Employer and Employee.

2. PURPOSE OF THIS AGREEMENT

2.1 To comply with the provisions of Section 57(1)(b), (4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;

2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;

2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);

2.4 To monitor and measure performance against set targeted outputs and outcomes;

2.5 To establish a transparent and accountable working relationship;

Director: Corporate Services
Ms Annalene de Beer

Municipal Manager:
Ms Geraldine Mettler

2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and

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

3. COMMENCEMENT AND DURATION

3.1 This Agreement will commence on **01 July 2023** and will remain in force until **30 June 2024** where-after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;

3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;

3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and

3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out –

4.1.1 The performance objectives and targets that must be met by the Employee;

4.1.2 The time frames within which those performance objectives and targets must be met; and

4.1.3 The core competency requirements (Annexure B – definitions) as the management skills regarded as critical to the position held by the Employee.

4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:

4.2.1 Key objectives that describe the main tasks that need to be done;

4.2.2 Key performance indicators (KPIs) that provide the details of the evidence that must be provided to show that a key objective has been achieved;

4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and

4.2.4 Weightings showing the relative importance of the key objectives to each other.

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

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

5. PERFORMANCE MANAGEMENT SYSTEM

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

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

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

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

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

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

Table 1: Strategic Focus Areas

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

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

Table 2: Leading and Core Competencies

Leading and Core Competencies		
1.	Strategic direction and leadership	• Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness
2.	People management	• Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management
3.	Programme and project management	• Programme and project planning and implementation • Service delivery management • Programme and project monitoring and evaluation
4.	Financial management	• Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery
5.	Change leadership	• Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation
6.	Governance leadership	• Policy formulation • Risk and compliance management • Cooperative governance
7.	Moral competence	• Core Competency
8.	Planning and organising	• Core Competency
9.	Analysis and innovation	• Core Competency
10.	Knowledge and information management	• Core Competency
11.	Communication	• Core Competency
12.	Results and quality focus	• Core Competency

6. PERFORMANCE ASSESSMENT

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

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

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

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

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Director: Corporate Services
Ms Annalene de Beer

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Municipal Manager:
Ms Geraldine Mettler

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;

6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.12 below;

6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;

6.6 Assessment of the achievement of results as outlined in the performance plan:

6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;

6.6.2 A rating on the five-point scale shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;

6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;

6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and

6.6.5 An overall score will be calculated based on the total of the scores calculated above.

6.7 Assessment of the Competencies:

6.7.1 Each Competency shall be assessed in terms of the description provided in (Annexure B);

6.7.2 A rating shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and

6.7.3 An overall score will be calculated based on the total of the scores calculated above.

6.8 Overall rating

6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and

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

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

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

Table 3: Performance rating scale

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

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

Table 4: Rating scale for Competencies

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

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

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

6.10.1 Municipal Manager;

6.10.2 Municipal Manager from another municipality;

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

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

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

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

7. SCHEDULE FOR PERFORMANCE REVIEWS

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

Table 5: Schedule for performance reviews

Quarter	Review Period	Review to be completed by
1	July - September	October / November 2023 (Informal)
2	October – December	January / February 2024 (Formal)
3	January – March	April / May 2024 (Informal)
4	April - June	After the receipt of the AG's Management Report

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

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

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

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

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall-

9.1.1 Create an enabling environment to facilitate effective performance by the employee;

9.1.2 Provide access to skills development and capacity-building opportunities;

9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact the performance of the Employee;

9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-

10.1.1 A direct effect on the performance of any of the Employee's functions;

10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and

10.1.3 A substantial financial effect on the Employer.

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

11. REWARD

11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;

11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter and as informed by the quarterly performance assessments;

11.3 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

Table 6: Performance bonus calculations

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

11.4 In the event of the Employee terminating his services during the validity period of this Agreement, the Employee's performance will be evaluated for the portion during which he was employed and he will be entitled to a pro-rata performance bonus based on his evaluated performance for the period of actual service; and

11.5 The Employer will submit the total score of the annual assessment and of the Employee, to the full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

12.1 Where the Employer is, at any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;

12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;

12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and

12.4 In the case of unacceptable performance, the Employer shall –

12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and

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Municipal Manager:
Ms Geraldine Mettler

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

13. DISPUTE RESOLUTION

13.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;

13.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and

13.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment together with the relevant laws and regulations shall apply.

14. GENERAL

14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and

14.2 Nothing in this agreement diminishes the obligations, duties, or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives, or other instruments.

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Municipal Manager:
Ms Geraldine Mettler

Thus, done and signed at Stellenbosch on the 19 day of June 2023.

DIRECTOR: ~~CORPORATE~~ SERVICES

AS WITNESSES:

1. _____

2. _____

Thus, done and signed at Stellenbosch. on the 26th day of June 2023

MUNICIPAL MANAGER

AS WITNESSES:

1. _____

2. _____

MEMBER OF MAYORAL COMMITTEE
(Portfolio: Corporate Services)
Cllr L Nkamisa

Director: Corporate Services
Ms Annalene de Beer

Municipal Manager:
Ms Geraldine Mettler

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Annexure A
Performance Plan

DIRECTOR: CORPORATE SERVICES

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Director: Corporate Services
Ms Annalene de Beer

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Municipal Manager:
Ms Geraldine Mettler

The Performance Plan sets out:

a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and

b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

KEY PERFORMANCE INDICATORS

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

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

DIRECTOR: CORPORATE SERVICES													
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2021/22)	5 Year Target	2023/24	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Section: Registry and Office Auxiliary Services	Percentage of indicators of the Section: Registry and Office Auxiliary Services achieved, measured quarterly	**Outcome**	97.5%	80% per annum	80%	**SM**	80%	80%	80%	80%	**3**
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Section: Secretariat / Committee Services	Percentage of indicators of the Section: Secretariat / Committee Services achieved, measured quarterly	**Outcome**	90.52%	80% per annum	80%	**SM**	80%	80%	80%	80%	**4**

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DIRECTOR: CORPORATE SERVICES													
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2021/22)	5 Year Target	2023/24	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Department: Human Resources Management (HRM)	Percentage of indicators of the Department: Human Resources Management (HRM) achieved, measured quarterly	Outcome	98.53%	80% per annum	80%	SM	80%	80%	80%	80%	5
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Department: Information and Communications Technology (ICT)	Percentage of indicators of the Department: Information and Communications Technology (ICT) achieved, measured quarterly	Outcome	91.71%	80% per annum	80%	SM	80%	80%	80%	80%	5
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Section: Councillor's Support	Percentage of indicators of the Section: Councillor's Support achieved, measured quarterly	Outcome	100%	80% per annum	80%	SM	80%	80%	80%	80%	5
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Section: Properties Management and Municipal Building Maintenance	Percentage of indicators of the Section: Properties Management and Municipal Building Maintenance achieved, measured quarterly	Outcome	75.45%	80% per annum	80%	SM	80%	80%	80%	80%	4
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Section: Legal and Compliance Services	Percentage of indicators of the Section: Legal and Compliance Services achieved, measured quarterly	Outcome	94.95%	80% per annum	80%	SM	80%	80%	80%	80%	4
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Section: Municipal Court	Percentage of indicators of the Section: Municipal Court achieved, measured quarterly	Outcome	93.75%	80% per annum	80%	SM	80%	80%	80%	80%	4

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DIRECTOR: CORPORATE SERVICES													
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2021/22)	5 Year Target	2023/24	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				Weight
									Q1	Q2	Q3	Q4	
KPI045	SFA 5: Good Governance and Compliance	The percentage of the actual payroll budget spent on implementing the Municipal Workplace Skills Plan (NKPI Proxy- MSA, Reg. S10(f))	Percentage of the municipality's payroll budget actually spent on implementing its Workplace Skills Plan ((Total Actual Training Expenditure / Total Annual payroll Budget) x 100), measured by 30 June	Input	0.43%	0.20% per annum	0.20%	SM	N/A	N/A	N/A	0.20%	2
KPI051	SFA 5: Good Governance and Compliance	Submission of the revised Information and Communication Technology (ICT) Backup Disaster Recovery Plan to the ICT Steering Committee	Number of revised ICT Backup Disaster Recovery Plans submitted to the ICT Steering Committee by 31 March	Output	1	1 per annum	1	SM	N/A	N/A	1	N/A	2
KPI052	SFA 5: Good Governance and Compliance	Submission of the revised Strategic ICT Plan to the ICT Steering Committee	Number of revised Strategic ICT Plans submitted to the ICT Steering Committee by 31 March	Output	1	1 per annum	1	SM	N/A	N/A	1	N/A	2
TBC	SFA 5: Good Governance and Compliance	Spend the Directorate: Corporate Services approved Capital Budget	Percentage of the approved Capital Budget of the Directorate: Corporate Services actually spent by 30 June	Input	79%	90% per annum	90%	SM	10%	30%	60%	90%	20
TBC	SFA 5: Good Governance and Compliance	Submission of the final bid specifications for all capital projects to the Bid Specification Committee (BSC) *(2024/25)*	Percentage of final bid specifications for all capital projects submitted to the BSC by 30 June *(50% by 31 March 2024 and 100% by 30 June 2024 for the 2024/25 financial year)*	Output	100%	100% per annum	100%	SM	N/A	N/A	50%	100%	5
TBC	SFA 5: Good Governance and Compliance	Performance agreements signed with all identified personnel	Number of performance agreements signed with all identified personnel by 31 August	Output	8	7 per annum	7	SM	7	N/A	N/A	N/A	3

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DIRECTOR: CORPORATE SERVICES													
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2021/22)	5 Year Target	2023/24	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good Governance and Compliance	Conduct formal performance evaluations with all identified personnel	Number of formal performance evaluations conducted with all identified personnel by 28 February	Output	17	14 per annum	14	SM	N/A	N/A	14	N/A	3
TBC	SFA 5: Good Governance and Compliance	Develop an Annual Departmental Risk Register	Number of Annual Departmental Risk Registers developed by 31 July	Output	1	1 per annum	1	SM	1	N/A	N/A	N/A	2
TBC	SFA 5: Good Governance and Compliance	Evaluation of the Departmental Risk Register	Number of Departmental Risk Registers evaluated quarterly	Output	4	4 per annum	4	SM	N/A	1 (1)	N/A	1 (2)	2
TBC	SFA 5: Good Governance and Compliance	Implementation of the Council resolutions	Percentage of the Council resolutions implemented, measured quarterly	Output	70%	70% per annum	70%	SM	70%	70%	70%	70%	1
TBC	SFA 5: Good Governance and Compliance	Implementation of the ICT Strategy	Number of actions implemented as identified in the ICT Strategy by 30 June	Outcome	4	4 per annum	4	SM	1 (1)	1 (2)	1 (3)	1 (4)	1
TBC	SFA 5: Good Governance and Compliance	Conduct a customer satisfaction survey (CSS)	Number of CSSs conducted by 31 March	Output	0	1 per annum	1	SM	N/A	N/A	1	N/A	1
TBC	SFA 5: Good Governance and Compliance	Implementation of the Directorate's actions as per the AGSA Audit Action Plan	Percentage of the Directorate's actions as per the AGSA Audit Action Plan implemented by 30 June	Output	100%	100%	100%	SM	N/A	N/A	50%	100%	2
												Total	80

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Municipal Manager:
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Part 2: Competency Requirements (20%)

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

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Annexure B
Competency Framework

DIRECTOR: CORPORATE SERVICES

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CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Strategic Direction and Leadership**
COMPETENCY DEFINITION :	**Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand institutional and departmental strategic objectives, but • lacks the ability to inspire others to achieve set mandate. • Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy. • Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole. • Demonstrate basic understanding of key decision making.	• Give direction to a team in realising the institution's strategic mandate and set objectives. • Has a positive impact and influence on the morale, engagement and participation of team members. • Develop action plans to execute and guide strategy. • Assist in defining performance measures to monitor the progress and effectiveness of the institution. • Displays an awareness of institutional structures and political factors. • Effectively communicate barriers to execution to relevant parties. • Provide guidance to all stakeholders in the achievement of the strategic mandate. • Understand the aim and objectives of the institution and relate it to own work.	• Evaluate all activities to determine value and alignment to strategic intent. • Display in-depth knowledge and understanding of strategic planning. • Align strategy and goals across all functional areas. • Actively define performance measures to monitor the progress and effectiveness of the institution. • Consistently challenge strategic plans to ensure relevance. • Understand institutional structures and political factors, and the consequences of actions. • Empower others to follow the strategic direction and deal with complex situations. • Guide the institution through complex and ambiguous concern. • Use understanding of power relationships and dynamic tensions among key players	• Structure and position the institution to local government priorities. • Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework. • Hold self-accountable for strategy execution and results. • Provide impact and influence through building and maintaining strategic relationships. • Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions. • Integrate various systems into a collective whole to optimise institutional performance management. • Uses understanding of competing interests to maneuver successfully to a win/win outcome.

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CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Strategic Direction and Leadership**
COMPETENCY DEFINITION :	**Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
		to frame communications and develop strategies, positions and alliances.	

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CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**People Management**
COMPETENCY DEFINITION :	**Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Participate in team goalsetting and problem solving.	• Seek opportunities to increase team contribution and responsibility.	• Identify ineffective team and work processes and recommend remedial interventions.	• Develop and incorporate best practice people management processes, approaches and tools across the institution.
• Interact and collaborate with people of diverse backgrounds.	• Respect and support the diverse nature of others and be aware of the benefits of a diverse approach.	• Recognise and reward effective and desired behavior.	• Foster a culture of discipline, responsibility and accountability.
	• Effectively delegate tasks and empower others to increase contribution and execute functions optimally.	• Provide mentoring and guidance to others in order to increase personal effectiveness.	• Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution.
	• Apply relevant employee legislation fairly and consistently.	• Identify development and learning needs within the team.	• Develop comprehensive integrated strategies and approaches to human capital development and management.
• Aware of guidelines for employee development, but requires support in implementing development initiatives.		• Inspire a culture of performance excellence by giving positive and constructive feedback to the team.	
	• Effectively identify capacity requirements to fulfill the strategic mandate.	• Achieve agreement or consensus in adversarial environments.	• Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.
		• Lead and unite diverse teams across divisions to achieve institutional objectives.	

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CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Programme and Project Management**
COMPETENCY DEFINITION :	**Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Initiate projects after approval from higher authorities.	• Establish broad stakeholder involvement and communicate the project status and key milestones.	• Manage multiple programs and balance priorities and conflicts according to institutional goals.	• Understand and conceptualise the long-term implications of desired project outcomes.
• Understand procedures of program and project management methodology, implications and stakeholder involvement.	• Define the roles and responsibilities of the project team and create clarity around expectations.	• Apply effective risk management strategies through impact assessment and resource requirements.	• Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives.
• Understand the rational of projects in relation to the institution's strategic objectives.	• Find a balance between project deadline and the quality of deliverables.	• Modify project scope and budget when required without compromising the quality and objectives of the project.	• Influence people in positions of authority to implement outcomes of projects
• Document and communicate factors and risk associated with own work.	• Identify appropriate project resources to facilitate the effective completion of the deliverables.	• Involve top-level authorities and relevant stakeholders in seeking project buy-in.	• Lead and direct translation of policy into workable action plans
• Use results and approaches of successful project implementation as guide.	• Comply with statutory requirements and apply policies in a consistent manner. • Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation.	• Identify and apply contemporary project management methodology • Influence and motivate project team to deliver exceptional results. • Monitor policy implementation and apply procedures to manage risks.	• Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed.

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CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Change Leadership**
COMPETENCY DEFINITION :	**Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Display an awareness of change interventions and the benefits of transformation initiatives.	• Perform an analysis of the change impact on the social, political and economic environment.	• Actively monitor change impact and results and convey progress to relevant stakeholders.	• Sponsor change agents and create a network of change leaders who support the interventions.
• Able to identify basic needs for change.	• Maintain calm and focus during change.	• Secure buy-in and sponsorship for change initiatives.	• Actively adapt current structures and processes to incorporate the change interventions.
• Identify gaps between the current and desired state.	• Able to assist team members during change and keep them focused on the deliverables.	• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness.	• Mentor and guide team members on the effects of change, resistance factors and how to integrate change.
• Identify potential risk and challenges to transformation, including resistance to change factors.	• Volunteer to lead change efforts outside of own work team.	• Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change.	
• Participate in change programs and piloting change interventions.	• Able to gain buy-in and approval for change from relevant stakeholders.	• Take the lead in impactful change programs.	
	• Identify change readiness levels and assist in resolving resistance to change factors.	• Benchmark change interventions against best change practices.	• Motivate and inspire others around change initiatives.
• Understand the impact of change interventions on the institution within the broader scope of local government.	• Design change interventions that are aligned with the institution's strategic objectives and goals.	• Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation. • Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation.	

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CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Financial Management**
COMPETENCY DEFINITION :	**Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand basic financial concepts and methods as they relate to institutional processes and activities	• Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate	• Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility.	• Develop planning tools to assist in evaluating and monitoring future expenditure trends.
• Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems	• Assess, identify and manage financial risks.	• Prepare budgets that are aligned to the strategic objectives of the institution.	• Set budget frameworks for the institution.
• Understand the importance of financial accountability	• Assume a cost-saving approach to financial management.	• Address complex budgeting and financial management concerns.	• Set strategic direction for the institution on expenditure and other financial processes.
	• Prepare financial reports based on specified formats.	• Put systems and processes in place to enhance the quality and integrity of financial management practices.	• Build and nurture partnerships to improve financial management and achieve financial savings.
	• Consider and understand the financial implications of decisions and suggestions.	• Advise on policies and procedures regarding asset control.	• Actively identify and implement new methods to improve asset control.
• Understand the importance of asset control.	• Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated.		
	• Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget.	• Promote National Treasury's regulatory framework for Financial Management.	• Display professionalism in dealing with financial data and processes.

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Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Governance Leadership**
COMPETENCY DEFINITION:	**Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements.	• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these.	• Able to link risk initiatives into key institutional objectives and drivers.	• Demonstrate a high level of commitment in complying with governance requirements.
• Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders.	• Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution.	• Identify, analyse and measure risk, create valid risk forecasts and map risk profiles.	• Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework.
		• Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives.	• Able to advise local government on risk management, best practice interventions and compliance management.
		• Demonstrate a thorough understanding of risk retention plans.	• Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government.
• Provide input into policy formulation.	• Actively drive policy formulation within the institution to ensure the achievement of objectives.	• Identify and implement comprehensive risk management systems and processes.	
		• Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement.	• Able to shape, direct and drive the formulation of policies on a macro level.

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Municipal Manager:
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CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Moral Competence**
COMPETENCY DEFINITION :	**Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Realise the impact of acting with integrity, but requires guidance and development in implementing principles.	• Conduct self in alignment with the values of local government and the institution.	• Identify, develop and apply measures of self-correction.	• Create an environment conducive of moral practices.
• Follow basic rules and regulations of the institution.	• Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver.	• Able to gain trust and respect through aligning actions with commitments.	• Actively develop and implement measures to combat fraud and corruption.
	• Actively report fraudulent activity and corruption with local government.	• Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders.	• Set integrity standards and shared accountability measures across the institution to support the objectives of local government.
	• Understand and honor the confidential nature of matters without seeking personal gain.	• Present values, beliefs and ideas that are congruent with the institution's rules and regulations.	
• Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.		• Takes an active stance against corruption and dishonesty when noted.	
	• Able to deal with situations of conflict of interest promptly and in the best interest of local government.	• Actively promote the value of the institution to internal and external stakeholders.	• Take responsibility for own actions and decisions, even if the consequences are unfavorable.
		• Able to work in unity with a team and not seek personal gain.	
		• Apply universal moral principles consistently to achieve moral decisions.	

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Director: Corporate Services
Ms Annalene de Beer

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Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Planning and Organising**
COMPETENCY DEFINITION :	**Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Able to follow basic plans and organise tasks around set objectives.	• Actively and appropriately organise information and resources required for a task.	• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation.	• Focus on broad strategies and initiatives when developing plans and actions.
• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans.	• Recognise the urgency and importance of tasks.	• Identify in advance required stages and actions to complete tasks.	• Able to protect and forecast short, medium and long term requirements of the institution and local government.
• Able to follow existing plans and ensure that objectives are met.	• Balance short and long-term plans and goals and incorporate into the team's performance objectives.	• Schedule realistic timelines, objectives and milestones for tasks and projects.	
• Focus on short-term objectives in developing plans and actions	• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources.	• Produce clear, detailed and comprehensive plans to achieve institutional objectives.	
		• Identify possible risk factors and design and implement appropriate contingency plans.	• Translate policy into relevant projects to facilitate the achievement of institutional objectives.
• Arrange information and resources required for a task, but require further structure and organisation.	• Measures progress and monitor performance results.	• Adapt plans in light of changing circumstances.	
		• Prioritise tasks and projects according to their relevant urgency and importance.	

Director: Corporate Services
Ms Annalene de Beer

Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Analysis and Innovation**
COMPETENCY DEFINITION :	**Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives**

ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Understand the basic operation of analysis, but lack detail and thoroughness.	• Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations.	• Coaches team members on analytical and innovative approaches and techniques.	• Demonstrate complex analytical and problem solving approaches and techniques.
• Able to balance independent analysis with requesting assistance from others.	• Demonstrate objectivity, insight and thoroughness when analysing problems.	• Engage with appropriate individuals in analysing and resolving complex problems.	• Create an environment conducive to analytical and fact-based problem solving.
• Recommend new ways to perform tasks within own function.	• Able to break down complex problems into manageable parts and identify solutions.	• Identify solutions on various areas in the institution.	• Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence.
• Propose simple remedial interventions that marginally challenges the status quo.	• Consult internal and external stakeholders on opportunities to improve processes and service delivery.	• Formulate and implement new ideas throughout the institution.	• Create an environment that fosters innovative thinking and follows a learning organisation approach.
	• Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders.	• Able to gain approval and buy-in for proposed interventions from relevant stakeholders.	• Be a thought leader on innovative customer service delivery and process optimisation.
• Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking.	• Continuously identify opportunities to enhance internal processes.	• Identify trends and best practices in process and service delivery and propose institutional application.	• Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.
	• Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention.	• Continuously engage in research to identify client needs.	

Director: Corporate Services
Ms Annalene de Beer

Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Knowledge and Information Management**
COMPETENCY DEFINITION :	**Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Collect, categorise and track relevant information required for specific tasks and projects.	• Use appropriate information systems and technology to manage institutional knowledge and information sharing.	• Effectively predict future information and knowledge management requirements and systems.	• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information.
• Analyse and interpret information to draw conclusions.	• Evaluate data from various sources and use information effectively to influence decisions and provide solutions.	• Develop standards and processes to meet future knowledge management needs.	• Establish partnerships across local government to facilitate knowledge management.
• Seek new sources of information to increase the knowledge base.	• Actively create mechanisms and structures for sharing information.	• Share and promote best-practice knowledge management across various institutions.	• Demonstrate a mature approach.
		• Establish accurate measures and monitoring systems for knowledge and information management.	
• Regularly share information and knowledge with internal stakeholders and team members.	• Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.	• Create a culture conducive of learning and knowledge sharing.	• Recognise and exploit knowledge points in interactions with internal and external stakeholders.
		• Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.	

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Director: Corporate Services
Ms Annalene de Beer

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Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Communication**
COMPETENCY DEFINITION :	**Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools.	• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating.	• Effectively communicate high-risk and sensitive matters to relevant stakeholders.	• Regarded as a specialist in negotiations and representing the institution.
• Express ideas in a clear and focused manner, but does not always take the audience into consideration.	• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs.	• Develop a well-defined communication strategy.	• Able to inspire and motivate others through positive communication that is impactful and relevant.
	• Adapt communication content and style to suit the audience and facilitate optimal information transfer.	• Balance political perspectives with institutional needs when communicating viewpoints on complex issues.	• Creates an environment conducive to transparent and productive communication and critical appreciate conversations.
	• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders.	• Able to effectively direct negotiations around complex.	
• Disseminate and convey information and knowledge adequately.		• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution.	• Able to coordinate negotiations at different levels within local government and externally.
	• Compile clear, focused, concise and well-structured written documents.	• Able to communicate with the media with high levels of moral competence and discipline.	

Director: Corporate Services
Ms Annalene de Beer

Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Results and Quality Focus**
COMPETENCY DEFINITION :	**Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand quality of work but requires guidance in attending to important matters.	• Focus on high-priority actions and does not become distracted by lower-priority activities.	• Consistently verify own standards and outcomes to ensure quality output.	• Coach and guide others to exceed quality standards and results.
• Show a basic commitment to achieving the correct results.	• Display firm commitment and pride in achieving the correct results.	• Focus on the end result and avoids being distracted	• Develop challenging, client-focused goals and sets high standards for personal performance.
• Produce the minimum level of results required in the role.	• Set quality standards and design processes and tasks around achieving set standards.	• Demonstrate a determined and committed approach to achieving results and quality standards.	• Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required.
• Produce outcomes that is of a good standard.	• Produce output of high quality.	• Follow task and projects through to completion.	• Work with team to set ambitious and challenging team goals, communicating long- and short term expectations.
• Focus on the quantity of output but requires development in incorporating the quality of work.	• Able to balance the quantity and quality and quality of results in order to achieve objectives.	• Set challenging goals and objectives to self and team and display commitment to achieving expectations.	• Take appropriate risks to accomplish goals.
		• Maintain a focus on quality outputs when placed under pressure.	• Overcome setbacks and adjust action plans to realise goals.
• Produce quality work in general circumstances, but fails to meet expectation when under pressure.	• Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed.	• Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.	• Focus people on critical activities that yield a high impact.

Director: Corporate Services
Ms Annalene de Beer

Municipal Manager:
Ms Geraldine Mettler

STELLENBOSCH
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Annexure C

Personal Development Plan

DIRECTOR: CORPORATE SERVICES

Director: Corporate Services
Ms Annalene de Beer

Municipal Manager:
Ms Geraldine Mettler

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

Signed and accepted by the Employee

Date: 19/6/2023

Signed by the Municipal Manager on behalf of the Municipality

Date: 20/6/2023.

ANNEXURE 4

STELLENBOSCH

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Performance Agreement

2023/24

Director: Planning and Economic Development

PERFORMANCE AGREEMENT

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

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

AND

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

FOR THE FINANCIAL YEAR:

01 JULY 2023 – 30 JUNE 2024

Director: Planning and Economic Development
Mr Anthony Barnes

Municipal Manager
Ms Geraldine Mettler

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Director: Planning and Economic Development
Mr Anthony Barnes

Municipal Manager
Ms Geraldine Mettler

1. INTRODUCTION

1.1 The Employer, duly represented by **Ms Geraldine Mettler**, in her capacity as the Municipal Manager has entered into a contract of employment with the Employee, **Mr Anthony Barnes**, in terms of section 57(1)(a) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties";

1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;

1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote local government policy goals;

1.4 The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act;

1.5 In this Agreement, the followings terms will have the meaning ascribed thereto:

1.5.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;

1.5.2 "the **Municipal Manager**" – means the Municipal Manager of the Municipality appointed in terms of Section 54(A) of the Systems Act;

1.5.3 "the Employee" means the **Director: Planning and Economic Development** appointed in terms of Section 56 of the Systems Act;

1.5.4 "the Employer" means **Stellenbosch Municipality**; and

1.5.5 "the Parties" means the Employer and Employee.

2. PURPOSE OF THIS AGREEMENT

2.1 To comply with the provisions of Section 57(1)(b), (4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;

2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;

2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);

2.4 To monitor and measure performance against set targeted outputs and outcomes;

2.5 To establish a transparent and accountable working relationship;

2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and

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

3. COMMENCEMENT AND DURATION

3.1 This Agreement will commence on **01 July 2023** and will remain in force until **30 June 2024** where-after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;

3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;

3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and

3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out –

4.1.1 The performance objectives and targets that must be met by the Employee;

4.1.2 The time frames within which those performance objectives and targets must be met; and

4.1.3 The core competency requirements (Annexure B – definitions) as the management skills regarded as critical to the position held by the Employee.

4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:

4.2.1 Key objectives that describe the main tasks that need to be done;

4.2.2 Key performance indicators (KPIs) that provide the details of the evidence that must be provided to show that a key objective has been achieved;

4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and

4.2.4 Weightings showing the relative importance of the key objectives to each other.

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

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

5. PERFORMANCE MANAGEMENT SYSTEM

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

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

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

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

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

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

Table 1: Strategic Focus Areas

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

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

Table 2: Leading and Core Competencies

Leading and Core Competencies		
1.	**Strategic direction and leadership**	• Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness
2.	**People management**	• Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management
3.	**Programme and project management**	• Programme and project planning and implementation • Service delivery management • Programme and project monitoring and evaluation
4.	**Financial management**	• Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery
5.	**Change leadership**	• Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation
6.	**Governance leadership**	• Policy formulation • Risk and compliance management • Cooperative governance
7.	**Moral competence**	• Core Competency
8.	**Planning and organising**	• Core Competency
9.	**Analysis and innovation**	• Core Competency
10.	**Knowledge and information management**	• Core Competency
11.	**Communication**	• Core Competency
12.	**Results and quality focus**	• Core Competency

6. PERFORMANCE ASSESSMENT

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

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

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

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

AB

Director: Planning and Economic Development
Mr Anthony Barnes

Municipal Manager
Ms Geraldine Mettler

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;

6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.12 below;

6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;

6.6 Assessment of the achievement of results as outlined in the performance plan:

6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;

6.6.2 A rating on the five-point scale shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;

6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;

6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and

6.6.5 An overall score will be calculated based on the total of the scores calculated above.

6.7 Assessment of the Competencies:

6.7.1 Each Competency shall be assessed in terms of the description provided in (Annexure B);

6.7.2 A rating shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and

6.7.3 An overall score will be calculated based on the total of the scores calculated above.

6.8 Overall rating

6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and

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

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

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

Table 3: Performance rating scale

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

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

Table 4: Rating scale for Competencies

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

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

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

6.10.1 Municipal Manager;

6.10.2 Municipal Manager from another municipality;

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

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

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

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

7. SCHEDULE FOR PERFORMANCE REVIEWS

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

Table 5: Schedule for performance reviews

Quarter	Review Period	Review to be completed by
1	July - September	October / November 2023 (Informal)
2	October – December	January / February 2024 (Formal)
3	January – March	April / May 2024 (Informal)
4	April - June	After the receipt of the AG's Management Report

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

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

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

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

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall-

9.1.1 Create an enabling environment to facilitate effective performance by the employee;

9.1.2 Provide access to skills development and capacity building opportunities;

9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact the performance of the Employee;

9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-

10.1.1 A direct effect on the performance of any of the Employee's functions;

10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and

10.1.3 A substantial financial effect on the Employer.

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

11. REWARD

11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;

11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter and as informed by the quarterly performance assessments;

11.3 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

Table 6: Performance bonus calculations

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

11.4 In the event of the Employee terminating his services during the validity period of this Agreement, the Employee's performance will be evaluated for the portion during which he was employed and he will be entitled to a pro-rata performance bonus based on his evaluated performance for the period of actual service; and

11.5 The Employer will submit the total score of the annual assessment and of the Employee, to the full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

12.1 Where the Employer is, at any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;

12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;

12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and

12.4 In the case of unacceptable performance, the Employer shall –

12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and

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

13. DISPUTE RESOLUTION

13.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;

13.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and

13.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment together with the relevant laws and regulations shall apply.

14. GENERAL

14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and

14.2 Nothing in this agreement diminishes the obligations, duties, or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives, or other instruments.

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Director: Planning and Economic Development
Mr Anthony Barnes

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Municipal Manager
Ms Geraldine Mettler

Thus, done and signed at Stellenbosch on the 20 day of June 2023.

DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT

AS WITNESSES:

1. _____

2. _____

Thus, done and signed at Stellenbosch on the 20th day of June 2023.

MUNICIPAL MANAGER

AS WITNESSES:

1. _____

2. _____

MEMBER OF MAYORAL COMMITTEE
(Portfolio: Human Settlements)
Cllr R du Toit

MEMBER OF MAYORAL COMMITTEE
(Portfolio: Planning, Local Economic Development and Tourism)
Cllr Carli van Wyk

MEMBER OF MAYORAL COMMITTEE
(Portfolio: Rural Management)
Cllr J Joon

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

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Municipal Manager
Ms Geraldine Mettler

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Annexure A
Performance Plan

DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT

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Mr Anthony Barnes

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Municipal Manager
Ms Geraldine Mettler

The Performance Plan sets out:

a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and

b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

KEY PERFORMANCE INDICATORS

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

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

DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT													
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2021/22)	5 Year Target	2023/24	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Department: Development Management	Percentage of indicators of the Department: Development Management achieved, measured quarterly	Outcome	72.75%	80% per annum	80%	SM	80%	80%	80%	80%	5
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Department: Development Planning	Percentage of indicators of the Department: Development Planning achieved, measured quarterly	Outcome	86.75%	80% per annum	80%	SM	80%	80%	80%	80%	5

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Ms Geraldine Mettler

DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT									Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2021/22)	5 Year Target	2023/24	Funding Source	Q1	Q2	Q3	Q4	Weight
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Department: Integrated Human Settlements	Percentage of indicators of the Department: Integrated Human Settlements achieved, measured quarterly	Outcome	89.50%	80% per annum	80%	SM	80%	80%	80%	80%	5
KPI003	SFA 1: Valley of Possibility	The number of jobs created through the municipality's local economic development initiatives including capital projects (NKPI Proxy - MSA, Reg. S10(d))	Number of job opportunities created through the municipality's local economic development initiatives including capital projects by 30 June	Output	1 439	1 100 per annum	1 100	SM	330 (330)	660 (660)	990 (990)	1 100 (1 100)	4
KPI004	SFA 1: Valley of Possibility	Submission of Land-use applications to the Municipal Planning Tribunal (MPT) within 120 days from the conclusion of the administrative processing of the application	Percentage of land-use applications submitted to the MPT within 120 days from the conclusion of the administrative processing of the application	Output	66.66%	75% per annum	75%	SM	75%	75%	75%	75%	4
KPI005	SFA 1: Valley of Possibility	Provide training opportunities to entrepreneurs and Small, Medium and Micro Enterprises (SMMEs)	Number of quarterly training opportunities provided to entrepreneurs and SMMEs	Output	11	4 per annum	4	SM	1 (1)	1 (2)	1 (3)	1 (4)	2
KPI006	SFA 1: Valley of Possibility	Submission of the revised Spatial Development Framework (SDF) to the Council	Number of revised SDFs submitted to the Council by 30 June	Output	1	1 per annum	1	SM	N/A	N/A	N/A	1	2
KPI007	SFA 1: Valley of Possibility	Submission of the revised Housing Pipeline (document) to the MayCo	Number of revised Housing Pipelines (document) submitted to the MayCo by 31 May	Output	1	1 per annum	1	SM	N/A	N/A	N/A	1	1
KPI061	SFA 1: Valley of Possibility	Submission of the revised Economic Development Strategy to the MayCo	Number of revised Economic Development Strategies submitted to the MayCo by 31 May	Output	New KPI	1 per annum	1	SM	N/A	N/A	N/A	1	1

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Ms Geraldine Mettler

DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT									Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2021/22)	5 Year Target	2023/24	Funding Source	Q1	Q2	Q3	Q4	Weight
KPI014	SFA 2: Green and Sustainable Valley	Process building plan applications of <500sqm within 30 days after the date of receipt	Percentage of building plan applications of <500sqm processed within 30 days after the date of receipt	Outcome	62.35%	60% per annum	60%	SM	60%	60%	60%	60%	3
KPI062	SFA 5 – Good Governance and Compliance	Submission of the revised Integrated Zoning Scheme to the MayCo	Number of revised Integrated Zoning Schemes submitted to the MayCo by 30 June	Output	1	1 per annum	1	SM	N/A	N/A	N/A	1	2
TBC	SFA 5: Good Governance and Compliance	Implementation of the Mayoral Outcomes in the Integrated Development Plan (IDP) for the 2023/24 financial year	Percentage of the Mayoral Outcomes in the IDP for the 2023/24 financial year implemented by 30 June	Outcome	New KPI	80% per annum	80%	SM	80%	80%	80%	80%	2
TBC	SFA 5 – Good Governance and Compliance	Implementation of the Portfolio: Planning, LED and Tourism's Outcomes in the Integrated Development Plan (IDP) for the 2023/24 financial year	Percentage of the Portfolio: Planning, LED and Tourism's Outcomes in the IDP for the 2023/24 financial year implemented by 30 June	Outcome	New KPI	80% per annum	80%	SM	80%	80%	80%	80%	2
TBC	SFA 5: Good Governance and Compliance	Implementation of the Portfolio: Rural Management's Outcomes in the Integrated Development Plan (IDP) for the 2023/24 financial year	Percentage of the Portfolio: Rural Management's Outcomes in the IDP for the 2023/24 financial year implemented by 30 June	Outcome	New KPI	80% per annum	80%	SM	80%	80%	80%	80%	2
TBC	SFA 5 – Good Governance and Compliance	Implementation of the Portfolio: Human Settlements' Outcomes in the Integrated Development Plan (IDP) for the 2023/24 financial year	Percentage of the Portfolio: Human Settlements' Outcomes in the IDP for the 2023/24 financial year implemented by 30 June	Outcome	New KPI	80% per annum	80%	SM	80%	80%	80%	80%	2
TBC	SFA 5 – Good Governance and Compliance	Implementation of the Municipal Manager's Outcomes in the Integrated Development Plan (IDP) for the 2023/24 financial year	Percentage of the Municipal Manager's Outcomes in the IDP for the 2023/24 financial year implemented by 30 June	Outcome	New KPI	80% per annum	80%	SM	80%	80%	80%	80%	2

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DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT													
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2021/22)	5 Year Target	2023/24	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good Governance and Compliance	Spend the Directorate: Planning and Economic Development approved Capital Budget	Percentage of the approved Capital Budget of the Directorate: Planning and Economic Development actually spent by 30 June	Input	44.15%	90% per annum	90%	SM	10%	30%	60%	90%	**20**
TBC	SFA 5: Good Governance and Compliance	Submission of the final bid specifications for all capital projects to the Bid Specification Committee (BSC) (2024/25)	Percentage of the final bid specifications for all capital projects submitted to the BSC by 30 June (50% by 31 March 2024 and 100% by 30 June 2024. For the 2024/25 financial year)	Output	100%	100% per annum	100%	SM	N/A	N/A	50%	100%	**5**
TBC	SFA 5: Good Governance and Compliance	Submission of detailed procurement needs for all operational projects to the Supply Chain Management (SCM) Department	Number of quarterly detailed procurement needs submitted to SCM 10 days before the start of the quarter	Output	4	4 per annum	4	SM	1 (1)	1 (2)	1 (3)	1 (4)	**1**
TBC	SFA 5: Good Governance and Compliance	Performance agreements signed with all identified personnel	Number of performance agreements signed with all identified personnel by 31 August	Output	5	5 per annum	5	SM	5	N/A	N/A	N/A	**1**
TBC	SFA 5: Good Governance and Compliance	Conduct formal performance evaluations with all identified personnel	Number of formal performance evaluations conducted with all identified personnel by 28 February	Output	12	10 per annum	10	SM	N/A	N/A	10	N/A	**1**
TBC	SFA 5: Good Governance and Compliance	Develop an Annual Departmental Risk Register	Number of Annual Departmental Risk Registers developed by 31 July	Output	1	1 per annum	1	SM	1	N/A	N/A	N/A	**1**
TBC	SFA 5: Good Governance and Compliance	Evaluation of the Departmental Risk Register	Number of Departmental Risk Registers evaluated by 31 May	Output	3	2 per annum	2	SM	N/A	1 (1)	N/A	1 (2)	**1**

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Municipal Manager
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DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT													
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2021/22)	5 Year Target	2023/24	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good Governance and Compliance	Implementation of the Council resolutions	Percentage of the Council resolutions implemented, measured quarterly	Output	100%	70% per annum	70%	SM	70%	70%	70%	70%	2
TBC	SFA 5: Good Governance and Compliance	Raise / Collect Operating Budget revenue of the Department: Planning and Economic Development as per the approved budget	Percentage of the Department: Planning and Economic Development revenue raised / collected by 30 June	Outcome	86.54%	96% per annum	96%	SM	25%	50%	75%	96%	2
TBC	SFA 1: Valley of Possibility	Submission of an Investment Prospectus to the Municipal Manager	Number of Investment Prospectuses submitted to the Municipal Manager by 30 June	Output	New KPI	1 per annum	1	SM	N/A	N/A	N/A	1	2
												Total	80

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Part 2: Competency Requirements (20%)

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

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Annexure B
Competency Framework

DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT

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Director: Planning and Economic Development
Mr Anthony Barnes

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Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Strategic Direction and Leadership**
COMPETENCY DEFINITION :	**Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand institutional and departmental strategic objectives, but • lacks the ability to inspire others to achieve set mandate. • Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy. • Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole. • Demonstrate basic understanding of key decision making.	• Give direction to a team in realising the institution's strategic mandate and set objectives. • Has a positive impact and influence on the morale, engagement and participation of team members. • Develop action plans to execute and guide strategy. • Assist in defining performance measures to monitor the progress and effectiveness of the institution. • Displays an awareness of institutional structures and political factors. • Effectively communicate barriers to execution to relevant parties. • Provide guidance to all stakeholders in the achievement of the strategic mandate. • Understand the aim and objectives of the institution and relate it to own work.	• Evaluate all activities to determine value and alignment to strategic intent. • Display in-depth knowledge and understanding of strategic planning. • Align strategy and goals across all functional areas. • Actively define performance measures to monitor the progress and effectiveness of the institution. • Consistently challenge strategic plans to ensure relevance. • Understand institutional structures and political factors, and the consequences of actions. • Empower others to follow the strategic direction and deal with complex situations. • Guide the institution through complex and ambiguous concern. • Use understanding of power relationships and dynamic tensions among key players	• Structure and position the institution to local government priorities. • Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework. • Hold self-accountable for strategy execution and results. • Provide impact and influence through building and maintaining strategic relationships. • Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions. • Integrate various systems into a collective whole to optimise institutional performance management. • Uses understanding of competing interests to maneuver successfully to a win/win outcome.

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CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Strategic Direction and Leadership**
COMPETENCY DEFINITION :	**Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
		to frame communications and develop strategies, positions and alliances.	

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CLUSTER :	LEADING COMPETENCIES
COMPETENCY NAME :	**People Management**
COMPETENCY DEFINITION :	**Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Participate in team goalsetting and problem solving.	• Seek opportunities to increase team contribution and responsibility.	• Identify ineffective team and work processes and recommend remedial interventions.	• Develop and incorporate best practice people management processes, approaches and tools across the institution.
• Interact and collaborate with people of diverse backgrounds.	• Respect and support the diverse nature of others and be aware of the benefits of a diverse approach.	• Recognise and reward effective and desired behavior.	• Foster a culture of discipline, responsibility and accountability.
	• Effectively delegate tasks and empower others to increase contribution and execute functions optimally.	• Provide mentoring and guidance to others in order to increase personal effectiveness.	• Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution.
	• Apply relevant employee legislation fairly and consistently.	• Identify development and learning needs within the team.	• Develop comprehensive integrated strategies and approaches to human capital development and management.
• Aware of guidelines for employee development, but requires support in implementing development initiatives.		• Inspire a culture of performance excellence by giving positive and constructive feedback to the team.	
	• Effectively identify capacity requirements to fulfill the strategic mandate.	• Achieve agreement or consensus in adversarial environments.	• Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.
		• Lead and unite diverse teams across divisions to achieve institutional objectives.	

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CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Programme and Project Management**
COMPETENCY DEFINITION :	**Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Initiate projects after approval from higher authorities.	• Establish broad stakeholder involvement and communicate the project status and key milestones.	• Manage multiple programs and balance priorities and conflicts according to institutional goals.	• Understand and conceptualise the long-term implications of desired project outcomes.
• Understand procedures of program and project management methodology, implications and stakeholder involvement.	• Define the roles and responsibilities of the project team and create clarity around expectations.	• Apply effective risk management strategies through impact assessment and resource requirements.	• Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives.
• Understand the rational of projects in relation to the institution's strategic objectives.	• Find a balance between project deadline and the quality of deliverables.	• Modify project scope and budget when required without compromising the quality and objectives of the project.	• Influence people in positions of authority to implement outcomes of projects
• Document and communicate factors and risk associated with own work.	• Identify appropriate project resources to facilitate the effective completion of the deliverables.	• Involve top-level authorities and relevant stakeholders in seeking project buy-in.	• Lead and direct translation of policy into workable action plans
• Use results and approaches of successful project implementation as guide.	• Comply with statutory requirements and apply policies in a consistent manner. • Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation.	• Identify and apply contemporary project management methodology • Influence and motivate project team to deliver exceptional results. • Monitor policy implementation and apply procedures to manage risks.	• Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed.

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CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Change Leadership**
COMPETENCY DEFINITION :	**Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Display an awareness of change interventions and the benefits of transformation initiatives.	• Perform an analysis of the change impact on the social, political and economic environment.	• Actively monitor change impact and results and convey progress to relevant stakeholders.	• Sponsor change agents and create a network of change leaders who support the interventions.
• Able to identify basic needs for change.	• Maintain calm and focus during change.	• Secure buy-in and sponsorship for change initiatives.	• Actively adapt current structures and processes to incorporate the change interventions.
• Identify gaps between the current and desired state.	• Able to assist team members during change and keep them focused on the deliverables.	• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness.	• Mentor and guide team members on the effects of change, resistance factors and how to integrate change.
• Identify potential risk and challenges to transformation, including resistance to change factors.	• Volunteer to lead change efforts outside of own work team.	• Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change.	
• Participate in change programs and piloting change interventions.	• Able to gain buy-in and approval for change from relevant stakeholders.	• Take the lead in impactful change programs.	
	• Identify change readiness levels and assist in resolving resistance to change factors.	• Benchmark change interventions against best change practices.	• Motivate and inspire others around change initiatives.
• Understand the impact of change interventions on the institution within the broader scope of local government.	• Design change interventions that are aligned with the institution's strategic objectives and goals.	• Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation. • Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation.	

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CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Financial Management**
COMPETENCY DEFINITION :	**Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand basic financial concepts and methods as they relate to institutional processes and activities	• Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate	• Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility.	• Develop planning tools to assist in evaluating and monitoring future expenditure trends.
• Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems	• Assess, identify and manage financial risks.	• Prepare budgets that are aligned to the strategic objectives of the institution.	• Set budget frameworks for the institution.
• Understand the importance of financial accountability	• Assume a cost-saving approach to financial management.	• Address complex budgeting and financial management concerns.	• Set strategic direction for the institution on expenditure and other financial processes.
	• Prepare financial reports based on specified formats.	• Put systems and processes in place to enhance the quality and integrity of financial management practices.	• Build and nurture partnerships to improve financial management and achieve financial savings.
	• Consider and understand the financial implications of decisions and suggestions.	• Advise on policies and procedures regarding asset control.	• Actively identify and implement new methods to improve asset control.
• Understand the importance of asset control.	• Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated.		
	• Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget.	• Promote National Treasury's regulatory framework for Financial Management.	• Display professionalism in dealing with financial data and processes.

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CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Governance Leadership**
COMPETENCY DEFINITION:	**Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements.	• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these.	• Able to link risk initiatives into key institutional objectives and drivers.	• Demonstrate a high level of commitment in complying with governance requirements.
• Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders.	• Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution.	• Identify, analyse and measure risk, create valid risk forecasts and map risk profiles. • Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives.	• Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework. • Able to advise local government on risk management, best practice interventions and compliance management.
• Provide input into policy formulation.	• Actively drive policy formulation within the institution to ensure the achievement of objectives.	• Demonstrate a thorough understanding of risk retention plans. • Identify and implement comprehensive risk management systems and processes. • Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement.	• Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government.t • Able to shape, direct and drive the formulation of policies on a macro level.

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Municipal Manager:
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CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Moral Competence**
COMPETENCY DEFINITION :	**Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Realise the impact of acting with integrity, but requires guidance and development in implementing principles.	• Conduct self in alignment with the values of local government and the institution.	• Identify, develop and apply measures of self-correction.	• Create an environment conducive of moral practices.
• Follow basic rules and regulations of the institution.	• Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver.	• Able to gain trust and respect through aligning actions with commitments.	• Actively develop and implement measures to combat fraud and corruption.
	• Actively report fraudulent activity and corruption with local government.	• Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders.	• Set integrity standards and shared accountability measures across the institution to support the objectives of local government.
	• Understand and honor the confidential nature of matters without seeking personal gain.	• Present values, beliefs and ideas that are congruent with the institution's rules and regulations.	
• Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.		• Takes an active stance against corruption and dishonesty when noted.	
	• Able to deal with situations of conflict of interest promptly and in the best interest of local government.	• Actively promote the value of the institution to internal and external stakeholders.	• Take responsibility for own actions and decisions, even if the consequences are unfavorable.
		• Able to work in unity with a team and not seek personal gain.	
		• Apply universal moral principles consistently to achieve moral decisions.	

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CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Planning and Organising**
COMPETENCY DEFINITION :	**Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Able to follow basic plans and organise tasks around set objectives.	• Actively and appropriately organise information and resources required for a task.	• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation.	• Focus on broad strategies and initiatives when developing plans and actions.
• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans.	• Recognise the urgency and importance of tasks.	• Identify in advance required stages and actions to complete tasks.	• Able to protect and forecast short, medium and long term requirements of the institution and local government.
• Able to follow existing plans and ensure that objectives are met.	• Balance short and long-term plans and goals and incorporate into the team's performance objectives.	• Schedule realistic timelines, objectives and milestones for tasks and projects.	
• Focus on short-term objectives in developing plans and actions	• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources.	• Produce clear, detailed and comprehensive plans to achieve institutional objectives.	
		• Identify possible risk factors and design and implement appropriate contingency plans.	• Translate policy into relevant projects to facilitate the achievement of institutional objectives.
• Arrange information and resources required for a task, but require further structure and organisation.	• Measures progress and monitor performance results.	• Adapt plans in light of changing circumstances.	
		• Prioritise tasks and projects according to their relevant urgency and importance.	

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Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Analysis and Innovation**
COMPETENCY DEFINITION :	**Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand the basic operation of analysis, but lack detail and thoroughness.	• Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations.	• Coaches team members on analytical and innovative approaches and techniques.	• Demonstrate complex analytical and problem solving approaches and techniques.
• Able to balance independent analysis with requesting assistance from others.	• Demonstrate objectivity, insight and thoroughness when analysing problems.	• Engage with appropriate individuals in analysing and resolving complex problems.	• Create an environment conducive to analytical and fact-based problem solving.
• Recommend new ways to perform tasks within own function.	• Able to break down complex problems into manageable parts and identify solutions.	• Identify solutions on various areas in the institution.	• Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence.
• Propose simple remedial interventions that marginally challenges the status quo.	• Consult internal and external stakeholders on opportunities to improve processes and service delivery.	• Formulate and implement new ideas throughout the institution.	• Create an environment that fosters innovative thinking and follows a learning organisation approach.
	• Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders.	• Able to gain approval and buy-in for proposed interventions from relevant stakeholders.	• Be a thought leader on innovative customer service delivery and process optimisation.
• Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking.	• Continuously identify opportunities to enhance internal processes.	• Identify trends and best practices in process and service delivery and propose institutional application.	• Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.
	• Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention.	• Continuously engage in research to identify client needs.	

AB

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Director: Planning and Economic Development
Mr Anthony Barnes

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Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Knowledge and Information Management**
COMPETENCY DEFINITION :	**Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Collect, categorise and track relevant information required for specific tasks and projects.	• Use appropriate information systems and technology to manage institutional knowledge and information sharing.	• Effectively predict future information and knowledge management requirements and systems.	• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information.
• Analyse and interpret information to draw conclusions.	• Evaluate data from various sources and use information effectively to influence decisions and provide solutions.	• Develop standards and processes to meet future knowledge management needs.	• Establish partnerships across local government to facilitate knowledge management.
• Seek new sources of information to increase the knowledge base.	• Actively create mechanisms and structures for sharing information.	• Share and promote best-practice knowledge management across various institutions.	• Demonstrate a mature approach.
		• Establish accurate measures and monitoring systems for knowledge and information management.	
• Regularly share information and knowledge with internal stakeholders and team members.	• Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.	• Create a culture conducive of learning and knowledge sharing.	• Recognise and exploit knowledge points in interactions with internal and external stakeholders.
		• Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.	

AB

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Director: Planning and Economic Development
Mr Anthony Barnes

GM

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Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Communication**
COMPETENCY DEFINITION :	**Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools.	• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating.	• Effectively communicate high-risk and sensitive matters to relevant stakeholders.	• Regarded as a specialist in negotiations and representing the institution.
• Express ideas in a clear and focused manner, but does not always take the audience into consideration.	• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs.	• Develop a well-defined communication strategy.	• Able to inspire and motivate others through positive communication that is impactful and relevant.
	• Adapt communication content and style to suit the audience and facilitate optimal information transfer.	• Balance political perspectives with institutional needs when communicating viewpoints on complex issues.	• Creates an environment conducive to transparent and productive communication and critical appreciate conversations.
	• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders.	• Able to effectively direct negotiations around complex.	
• Disseminate and convey information and knowledge adequately.		• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution.	• Able to coordinate negotiations at different levels within local government and externally.
	• Compile clear, focused, concise and well-structured written documents.	• Able to communicate with the media with high levels of moral competence and discipline.	

AB

Director: Planning and Economic Development
Mr Anthony Barnes

GM

Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Results and Quality Focus**
COMPETENCY DEFINITION :	**Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand quality of work but requires guidance in attending to important matters.	• Focus on high-priority actions and does not become distracted by lower-priority activities.	• Consistently verify own standards and outcomes to ensure quality output.	• Coach and guide others to exceed quality standards and results.
• Show a basic commitment to achieving the correct results.	• Display firm commitment and pride in achieving the correct results.	• Focus on the end result and avoids being distracted	• Develop challenging, client-focused goals and sets high standards for personal performance.
• Produce the minimum level of results required in the role.	• Set quality standards and design processes and tasks around achieving set standards.	• Demonstrate a determined and committed approach to achieving results and quality standards.	• Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required.
• Produce outcomes that is of a good standard.	• Produce output of high quality.	• Follow task and projects through to completion.	• Work with team to set ambitious and challenging team goals, communicating long- and short term expectations.
• Focus on the quantity of output but requires development in incorporating the quality of work.	• Able to balance the quantity and quality and quality of results in order to achieve objectives.	• Set challenging goals and objectives to self and team and display commitment to achieving expectations.	• Take appropriate risks to accomplish goals.
		• Maintain a focus on quality outputs when placed under pressure.	• Overcome setbacks and adjust action plans to realise goals.
• Produce quality work in general circumstances, but fails to meet expectation when under pressure.	• Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed.	• Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.	• Focus people on critical activities that yield a high impact.

AB

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Director: Planning and Economic Development
Mr Anthony Barnes

GM

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Municipal Manager:
Ms Geraldine Mettler

STELLENBOSCH
STELLENBOSCH • PNIEL • FRANSCHHOEK
MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Annexure C

Personal Development Plan

DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT

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Director: Planning and Economic Development
Mr Anthony Barnes

.....
Municipal Manager:
Ms Geraldine Mettler

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

Signed and accepted by the Employee

Date: 20 June 2023

Signed by the Municipal Manager on behalf of the Municipality

Date: 20/06/2023.

ANNEXURE 5

STELLENBOSCH

STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Performance Agreement

2023/24

Director:

Infrastructure Services

PERFORMANCE AGREEMENT

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

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

AND

DIRECTOR: INFRASTRUCTURE SERVICES
Mr Preshane Chandaka
(herein and after referred to as the Employee**)**

FOR THE FINANCIAL YEAR:

01 JULY 2023 – 30 JUNE 2024

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Director: Infrastructure Services
Mr Preshane Chandaka

Municipal Manager:
Ms Geraldine Mettler

1. INTRODUCTION

1.1 The Employer, duly represented by **Ms Geraldine Mettler**, in her capacity as the Municipal Manager has entered into a contract of employment with the Employee, **Mr Shane Chandaka**, in terms of section 57(1)(a) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties";

1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;

1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote local government policy goals;

1.4 The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act;

1.5 In this Agreement, the followings terms will have the meaning ascribed thereto:

1.5.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;

1.5.2 "the **Municipal Manager**" – means the Municipal Manager of the Municipality appointed in terms of Section 54(A) of the Systems Act;

1.5.3 "the Employee" means the **Director: Infrastructure Services** appointed in terms of Section 56 of the Systems Act;

1.5.4 "the Employer" means **Stellenbosch Municipality**; and

1.5.5 "the Parties" means the Employer and Employee.

2. PURPOSE OF THIS AGREEMENT

2.1 To comply with the provisions of Section 57(1)(b), (4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;

2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;

2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);

2.4 To monitor and measure performance against set targeted outputs and outcomes;

2.5 To establish a transparent and accountable working relationship;

2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and

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

3. COMMENCEMENT AND DURATION

3.1 This Agreement will commence on **01 July 2023** and will remain in force until **30 June 2024** where-after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof for the 2022/23 financial year;

3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;

3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and

3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out –

4.1.1 The performance objectives and targets that must be met by the Employee;

4.1.2 The time frames within which those performance objectives and targets must be met; and

4.1.3 The core competency requirements (Annexure B – definitions) as the management skills regarded as critical to the position held by the Employee.

4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:

4.2.1 Key objectives that describe the main tasks that need to be done;

4.2.2 Key performance indicators (KPIs) that provide the details of the evidence that must be provided to show that a key objective has been achieved;

4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and

4.2.4 Weightings showing the relative importance of the key objectives to each other.

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

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

5. PERFORMANCE MANAGEMENT SYSTEM

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

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

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

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

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

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

Table 1: Strategic Focus Areas

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

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

Table 2: Leading and Core Competencies

Leading and Core Competencies		
1.	Strategic direction and leadership	• Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness
2.	People management	• Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management
3.	Programme and project management	• Programme and project planning and implementation • Service delivery management • Programme and project monitoring and evaluation
4.	Financial management	• Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery
5.	Change leadership	• Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation
6.	Governance leadership	• Policy formulation • Risk and compliance management • Cooperative governance
7.	Moral competence	• Core Competency
8.	Planning and organising	• Core Competency
9.	Analysis and innovation	• Core Competency
10.	Knowledge and information management	• Core Competency
11.	Communication	• Core Competency
12.	Results and quality focus	• Core Competency

6. PERFORMANCE ASSESSMENT

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

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

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

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

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;

6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.12 below;

6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;

6.6 Assessment of the achievement of results as outlined in the performance plan:

6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;

6.6.2 A rating on the five-point scale shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;

6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;

6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and

6.6.5 An overall score will be calculated based on the total of the scores calculated above.

6.7 Assessment of the Competencies:

6.7.1 Each Competency shall be assessed in terms of the description provided in (Annexure B);

6.7.2 A rating shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and

6.7.3 An overall score will be calculated based on the total of the scores calculated above.

6.8 Overall rating

6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and

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

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

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

Table 3: Performance rating scale

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

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

Table 4: Rating scale for Competencies

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

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

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

6.10.1 Municipal Manager;

6.10.2 Municipal Manager from another municipality;

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

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

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

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

7. SCHEDULE FOR PERFORMANCE REVIEWS

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

Table 5: Schedule for performance reviews

Quarter	Review Period	Review to be completed by
1	July - September	October / November 2023 (Informal)
2	October – December	January / February 2024 (Formal)
3	January – March	April / May 2024 (Informal)
4	April - June	After the receipt of the AG's Management Report

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

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

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

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

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall-

9.1.1 Create an enabling environment to facilitate effective performance by the employee;

9.1.2 Provide access to skills development and capacity-building opportunities;

9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact the performance of the Employee;

9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-

10.1.1 A direct effect on the performance of any of the Employee's functions;

10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and

10.1.3 A substantial financial effect on the Employer.

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

11. REWARD

11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;

11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter and as informed by the quarterly performance assessments;

11.3 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

Table 6: Performance bonus calculations

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

11.4 In the event of the Employee terminating his services during the validity period of this Agreement, the Employee's performance will be evaluated for the portion during which he was employed and he will be entitled to a pro-rata performance bonus based on his evaluated performance for the period of actual service; and

11.5 The Employer will submit the total score of the annual assessment and of the Employee, to the full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

12.1 Where the Employer is, at any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;

12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;

12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and

12.4 In the case of unacceptable performance, the Employer shall –

12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and

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

13. DISPUTE RESOLUTION

13.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;

13.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and

13.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment together with the relevant laws and regulations shall apply.

14. GENERAL

14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and

14.2 Nothing in this agreement diminishes the obligations, duties, or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives, or other instruments.

Thus, done and signed at STELLENBOSCH on the 20th day of JUNE 2023.

DIRECTOR: INFRASTRUCTURE SERVICES

AS WITNESSES:

1.

2.

Thus, done and signed at Stellenbosch on the 20th day of June 2023.

MUNICIPAL MANAGER

AS WITNESSES:

1.

2.

Director: Infrastructure Services
Mr Preshane Chandaka

Municipal Manager:
Ms Geraldine Mettler

MEMBER OF MAYORAL COMMITTEE
(Portfolio: Infrastructure Services)
Cllr P Johnson

Director: Infrastructure Services
Mr Preshane Chandaka

Municipal Manager:
Ms Geraldine Mettler

STELLENBOSCH
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Annexure A
Performance Plan

DIRECTOR: INFRASTRUCTURE SERVICES

Director: Infrastructure Services
Mr Preshane Chandaka

Municipal Manager:
Ms Geraldine Mettler

The Performance Plan sets out:

a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and

b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

KEY PERFORMANCE INDICATORS

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

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

DIRECTOR: INFRASTRUCTURE SERVICES													
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2021/22)	5 Year Target	2023/24	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 20223/24)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Department: Water and Wastewater Services	Percentage of indicators of the Department: Water and Wastewater Services achieved, measured quarterly	Outcome	58.88%	80% per annum	80%	SM	80%	80%	80%	80%	4
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Department: Infrastructure Planning, Development and Implementation	Percentage of indicators of the Department: Infrastructure Planning, Development and Implementation achieved, measured quarterly	Outcome	62.57%	80% per annum	80%	SM	80%	80%	80%	80%	4

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Director: Infrastructure Services
Mr Preshane Chandaka

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Municipal Manager:
Ms Geraldine Mettler

DIRECTOR: INFRASTRUCTURE SERVICES													
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2021/22)	5 Year Target	2023/24	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 20223/24)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Department: Roads, Transport and Storm Water (RTS)	Percentage of indicators of the Department: Roads, Transport and Storm Water (RTS) achieved, measured quarterly	Outcome	85.58%	80% per annum	80%	SM	80%	80%	80%	80%	4
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Department: Electrical Services	Percentage of indicators of the Department: Electrical Services achieved, measured quarterly	Outcome	40.75%	80% per annum	80%	SM	80%	80%	80%	80%	3
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Department: Waste Services	Percentage of indicators of the Department: Waste Services achieved, measured quarterly	Outcome	77.95%	80% per annum	80%	SM	80%	80%	80%	80%	3
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Section: Support Services	Percentage of indicators of the Section: Support Services achieved, measured quarterly	Outcome	81.03%	80% per annum	80%	SM	80%	80%	80%	80%	2
KPI010	SFA 2 - Green and Sustainable Valley	Upgrade the telemetry monitoring system	Number of telemetry monitoring systems upgraded by 30 June	Output	New KPI	1 per annum	1	SM	N/A	N/A	N/A	1	1
KPI011	SFA 2 - Green and Sustainable Valley	Construction of a new landfill cell at Stellenbosch Landfill Facility	Number of new landfill cells constructed at the Stellenbosch Landfill Facility by 30 June	Output	New KPI	1 per annum	1	SM	N/A	N/A	N/A	1	1
KPI016	SFA 2 - Green and Sustainable Valley	Reduce organic waste	Percentage of organic waste reduced by 30 June	Output	42%	20% per annum	20%	SM	N/A	N/A	N/A	20%	1

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IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2021/22)	5 Year Target	2023/24	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 20223/24)				Weight
									Q1	Q2	Q3	Q4	
KPI019	SFA 2 - Green and Sustainable Valley	Submission of a Service Level Charter to the Municipal Manager	Number of Service Level Charters submitted to the Municipal Manager by 30 June	Output	New KPI	1 per annum	1	SM	N/A	N/A	N/A	1	1
KPI020	SFA 2 - Green and Sustainable Valley	Conduct an external audit of the Stellenbosch Municipal Waste Disposal Facilities	Number of external audits of the Stellenbosch Municipal Waste Disposal Facilities conducted by 30 June	Output	1	1 per annum	1	SM	N/A	N/A	N/A	1	1
KPI021	SFA 2 - Green and Sustainable Valley	Implementation of identified waste minimisation projects	Number of identified waste minimisation projects implemented by 30 June	Output	2	2 per annum	2	SM	N/A	N/A	1 (1)	1 (2)	1
KPI022	SFA 2 - Green and Sustainable Valley	Wastewater quality measured ito the Department of Water and Sanitation's License Conditions for physical and micro parameters	Percentage of wastewater quality compliance as per the analysis certificate, measured quarterly	Outcome	51.75%	70% per annum	70%	SM	70%	70%	70%	70%	2
KPI028	SFA 4 - Dignified Living	Provision of waterborne toilet facilities in informal settlements as identified by the Department: Integrated Human Settlements	Number of waterborne toilet facilities provided in Informal settlements as identified by the Department: Integrated Human Settlements by 30 June	Output	0	20 per annum	20	SM	N/A	N/A	N/A	20	2
KPI029	SFA 4 - Dignified Living	Limit unaccounted electricity to less than 9% annually {(Number of Electricity Units Purchased and / or Generated - Number of Electricity Units Sold (incl. Free basic electricity)) / Number of Electricity Units Purchased and/or Generated) x 100}	Percentage of average electricity losses measured by 30 June	Outcome	9.60%	<9% per annum	<9%	SM	N/A	N/A	N/A	<9%	1

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									Q1	Q2	Q3	Q4	
KPI030	SFA 4 - Dignified Living	Water quality measured quarterly ito the SANS 241 physical and micro parameters	Percentage of water quality level as per the analysis certificate, measured quarterly	Outcome	95%	90% per annum	90%	SM	90%	90%	90%	90%	1
KPI031	SFA 4 - Dignified Living	Limit unaccounted water to less than 25%	Percentage of average water losses, measured by 30 June	Outcome	18.70%	<25% per annum	<25%	SM	N/A	N/A	N/A	<25%	2
KPI055	SFA 5: Good Governance and Compliance	Submission of the revised Wastewater Master Plan to the Municipal Manager	Number of revised Wastewater Master Plans submitted to the Municipal Manager by 30 June	Output	New KPI	1 per annum	1	SM	N/A	N/A	N/A	1	1
KPI056	SFA 5: Good Governance and Compliance	Submission of the revised Electrical Master Plan to the Council	Number of revised Electrical Master Plans submitted to the Council by 30 June	Output	New KPI	1 per annum	1	SM	N/A	N/A	N/A	1	1
KPI060	SFA 5: Good Governance and Compliance	Submission of the updated Comprehensive Integrated Transport Plan (CITP) to the Municipal Manager	Number of updated CITPs submitted to the Municipal Manager by 30 June	Output	1	1 per annum	1	SM	N/A	N/A	N/A	1	2
TBC	SFA 4 - Dignified Living	Installation of new standpipes in informal settlements	Number of new standpipes installed in informal settlements by 30 June	Output	New KPI	50 per annum	50	SM	N/A	N/A	20 (20)	50 (50)	2

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IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2021/22)	5 Year Target	2023/24	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 20223/24)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good Governance and Compliance	Implementation of the Mayoral Outcomes in the Integrated Development Plan (IDP) for the 2023/24 financial year	Percentage of the Mayoral Outcomes in the IDP for the 2023/24 financial year implemented by 30 June	Outcome	New KPI	80% per annum	80%	SM	80%	80%	80%	80%	1
TBC	SFA 5: Good Governance and Compliance	Implementation of the Portfolio: Infrastructure Services Outcomes in the Integrated Development Plan (IDP) for the 2023/24 financial year	Percentage of the Portfolio: Infrastructure Services Outcomes in the IDP for the 2023/24 financial year implemented by 30 June	Outcome	New KPI	80% per annum	80%	SM	80%	80%	80%	80%	1
TBC	SFA 5: Good Governance and Compliance	Implementation of the Municipal Manager's Outcomes in the Integrated Development Plan (IDP) for the 2023/24 financial year	Percentage of the Municipal Manager's Outcomes in the IDP for the 2023/24 financial year implemented by 30 June	Outcome	New KPI	80% per annum	80%	SM	80%	80%	80%	80%	1
TBC	SFA 5: Good Governance and Compliance	Spend the Directorate: Infrastructure Services approved Capital Budget	Percentage of the approved Capital Budget of the Directorate: Infrastructure Services actually spent by 30 June	Input	77.65%	90% per annum	90%	SM	10%	30%	60%	90%	20
TBC	SFA 5: Good Governance and Compliance	Submission of the final bid specifications for all capital projects to the Bid Specification Committee (BSC) *(2023/24)*	Percentage of the final bid specifications for all capital projects submitted to the BSC by 30 June *(50% by 31 March 2023 and 100% by 30 June 2023 for the 2023/24 financial year)*	Output	100%	100% per annum	100%	SM	N/A	N/A	50%	100%	3
TBC	SFA 5: Good Governance and Compliance	Submission of detailed procurement needs for all operational projects to the Supply Chain Management (SCM) Department	Number of quarterly detailed procurement needs submitted to the SCM Department within 10 days before the start of the quarter	Output	4	4 per annum	4	SM	1 (1)	1 (2)	1 (3)	1 (4)	1

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IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2021/22)	5 Year Target	2023/24	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 20223/24)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good Governance and Compliance	Performance agreements signed with all identified personnel	Number of performance agreements signed with all identified personnel by 31 August	Output	6	6 per annum	6	SM	6	N/A	N/A	N/A	1
TBC	SFA 5: Good Governance and Compliance	Conduct formal performance evaluations with all identified personnel	Number of formal performance evaluations conducted with all identified personnel by 28 February	Output	12	12 per annum	12	SM	N/A	N/A	12	N/A	1
TBC	SFA 5: Good Governance and Compliance	Develop an Annual Departmental Risk Register	Number of Annual Departmental Risk Registers developed by 31 July	Output	1	1 per annum	1	SM	1	N/A	N/A	N/A	1
TBC	SFA 5: Good Governance and Compliance	Evaluation of the Departmental Risk Register	Number of Departmental Risk Registers evaluated by 31 May	Output	2	2 per annum	2	SM	N/A	1 (1)	N/A	1 (1)	1
TBC	SFA 5: Good Governance and Compliance	Implementation of the Council resolutions	Percentage of the Council resolutions implemented, measured quarterly	Output	70%	70% per annum	70%	SM	70%	70%	70%	70%	1
TBC	SFA 5: Good Governance and Compliance	Raise / Collect Operating Budget revenue of the Department: Infrastructure Services as per approved budget	Percentage of the Department: Infrastructure Services revenue raised / collected by 30 June	Outcome	94.21%	96% per annum	96%	SM	25%	50%	75%	96%	1
TBC	SFA 2 - Green and Sustainable Valley	Implementation of the Non-Motorised Transport (NMT) Plan	Percentage of actions implemented for the 2023/24 financial year as per the NMT Plan by 30 June	Outcome	100%	90% per annum	90%	SM	N/A	30%	60%	90%	2

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									Q1	Q2	Q3	Q4	
TBC	SFA 2 - Green and Sustainable Valley	Submission of an updated Alternative Energy Strategy to the Municipal Manager	Number of updated Alternative Energy Strategies submitted to the Municipal Manager by 31 March	Output	New KPI	1 per annum	1	SM	N/A	N/A	1	N/A	1
TBC	SFA 2 - Green and Sustainable Valley	Implementation of the Integrated Waste Management Plan	Number of Integrated Waste Management Plan progress reports submitted to the Municipal Manager, measured bi-annually	Outcome	93%	2 per annum	2	SM	N/A	1	N/A	1	1
TBC	SFA 5: Good Governance and Compliance	Resolve formal complaints received	Percentage of formal complaints resolved within 10 working days after receipt	Outcome	82.25%	90% per annum	90%	SM	90%	90%	90%	90%	1
TBC	SFA 2 - Green and Sustainable Valley	Submission of an updated Asset Management Policy to the Municipal Manager	Number of updated Asset Management Policies submitted to the Municipal Manager by 31 December	Output	New KPI	1 per annum	1	SM	N/A	1	N/A	N/A	1
TBC	SFA 5: Good Governance and Compliance	Implementation of the Directorate's actions as per the AGSA Audit Action Plan	Percentage of the Directorate's actions as per the AGSA Audit Action Plan implemented by 30 June	Outcome	100%	100% per annum	100%	SM	N/A	N/A	50%	100%	1
												Total	80

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Part 2: Competency Requirements (20%)

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

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Annexure B
Competency Framework

DIRECTOR: INFRASTRUCTURE SERVICES

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CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Strategic Direction and Leadership**
COMPETENCY DEFINITION :	**Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand institutional and departmental strategic objectives, but • lacks the ability to inspire others to achieve set mandate. • Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy. • Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole. • Demonstrate basic understanding of key decision making.	• Give direction to a team in realising the institution's strategic mandate and set objectives. • Has a positive impact and influence on the morale, engagement and participation of team members. • Develop action plans to execute and guide strategy. • Assist in defining performance measures to monitor the progress and effectiveness of the institution. • Displays an awareness of institutional structures and political factors. • Effectively communicate barriers to execution to relevant parties. • Provide guidance to all stakeholders in the achievement of the strategic mandate. • Understand the aim and objectives of the institution and relate it to own work.	• Evaluate all activities to determine value and alignment to strategic intent. • Display in-depth knowledge and understanding of strategic planning. • Align strategy and goals across all functional areas. • Actively define performance measures to monitor the progress and effectiveness of the institution. • Consistently challenge strategic plans to ensure relevance. • Understand institutional structures and political factors, and the consequences of actions. • Empower others to follow the strategic direction and deal with complex situations. • Guide the institution through complex and ambiguous concern. • Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances.	• Structure and position the institution to local government priorities. • Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework. • Hold self-accountable for strategy execution and results. • Provide impact and influence through building and maintaining strategic relationships. • Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions. • Integrate various systems into a collective whole to optimise institutional performance management. • Uses understanding of competing interests to maneuver successfully to a win/win outcome.

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CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**People Management**
COMPETENCY DEFINITION :	**Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Participate in team goalsetting and problem solving.	• Seek opportunities to increase team contribution and responsibility.	• Identify ineffective team and work processes and recommend remedial interventions.	• Develop and incorporate best practice people management processes, approaches and tools across the institution.
• Interact and collaborate with people of diverse backgrounds.	• Respect and support the diverse nature of others and be aware of the benefits of a diverse approach.	• Recognise and reward effective and desired behavior.	• Foster a culture of discipline, responsibility and accountability.
	• Effectively delegate tasks and empower others to increase contribution and execute functions optimally.	• Provide mentoring and guidance to others in order to increase personal effectiveness.	• Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution.
	• Apply relevant employee legislation fairly and consistently.	• Identify development and learning needs within the team.	• Develop comprehensive integrated strategies and approaches to human capital development and management.
• Aware of guidelines for employee development, but requires support in implementing development initiatives.		• Inspire a culture of performance excellence by giving positive and constructive feedback to the team.	
	• Effectively identify capacity requirements to fulfill the strategic mandate.	• Achieve agreement or consensus in adversarial environments.	• Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.
		• Lead and unite diverse teams across divisions to achieve institutional objectives.	

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CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Programme and Project Management**
COMPETENCY DEFINITION :	**Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Initiate projects after approval from higher authorities.	• Establish broad stakeholder involvement and communicate the project status and key milestones.	• Manage multiple programs and balance priorities and conflicts according to institutional goals.	• Understand and conceptualise the long-term implications of desired project outcomes.
• Understand procedures of program and project management methodology, implications and stakeholder involvement.	• Define the roles and responsibilities of the project team and create clarity around expectations.	• Apply effective risk management strategies through impact assessment and resource requirements.	• Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives.
• Understand the rational of projects in relation to the institution's strategic objectives.	• Find a balance between project deadline and the quality of deliverables.	• Modify project scope and budget when required without compromising the quality and objectives of the project.	• Influence people in positions of authority to implement outcomes of projects
• Document and communicate factors and risk associated with own work.	• Identify appropriate project resources to facilitate the effective completion of the deliverables.	• Involve top-level authorities and relevant stakeholders in seeking project buy-in.	• Lead and direct translation of policy into workable action plans
• Use results and approaches of successful project implementation as guide.	• Comply with statutory requirements and apply policies in a consistent manner. • Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation.	• Identify and apply contemporary project management methodology • Influence and motivate project team to deliver exceptional results. • Monitor policy implementation and apply procedures to manage risks.	• Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed.

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CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Change Leadership**
COMPETENCY DEFINITION :	**Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Display an awareness of change interventions and the benefits of transformation initiatives.	• Perform an analysis of the change impact on the social, political and economic environment.	• Actively monitor change impact and results and convey progress to relevant stakeholders.	• Sponsor change agents and create a network of change leaders who support the interventions.
• Able to identify basic needs for change.	• Maintain calm and focus during change.	• Secure buy-in and sponsorship for change initiatives.	• Actively adapt current structures and processes to incorporate the change interventions.
• Identify gaps between the current and desired state.	• Able to assist team members during change and keep them focused on the deliverables.	• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness.	• Mentor and guide team members on the effects of change, resistance factors and how to integrate change.
• Identify potential risk and challenges to transformation, including resistance to change factors.	• Volunteer to lead change efforts outside of own work team.	• Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change.	
• Participate in change programs and piloting change interventions.	• Able to gain buy-in and approval for change from relevant stakeholders.	• Take the lead in impactful change programs.	
	• Identify change readiness levels and assist in resolving resistance to change factors.	• Benchmark change interventions against best change practices.	• Motivate and inspire others around change initiatives.
• Understand the impact of change interventions on the institution within the broader scope of local government.	• Design change interventions that are aligned with the institution's strategic objectives and goals.	• Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation. • Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation.	

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CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Financial Management**
COMPETENCY DEFINITION :	**Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand basic financial concepts and methods as they relate to institutional processes and activities	• Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate	• Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility.	• Develop planning tools to assist in evaluating and monitoring future expenditure trends.
• Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems	• Assess, identify and manage financial risks.	• Prepare budgets that are aligned to the strategic objectives of the institution.	• Set budget frameworks for the institution.
• Understand the importance of financial accountability	• Assume a cost-saving approach to financial management.	• Address complex budgeting and financial management concerns.	• Set strategic direction for the institution on expenditure and other financial processes.
	• Prepare financial reports based on specified formats.	• Put systems and processes in place to enhance the quality and integrity of financial management practices.	• Build and nurture partnerships to improve financial management and achieve financial savings.
	• Consider and understand the financial implications of decisions and suggestions.	• Advise on policies and procedures regarding asset control.	• Actively identify and implement new methods to improve asset control.
• Understand the importance of asset control.	• Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated.		
	• Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget.	• Promote National Treasury's regulatory framework for Financial Management.	• Display professionalism in dealing with financial data and processes.

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CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Governance Leadership**
COMPETENCY DEFINITION:	**Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements.	• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these.	• Able to link risk initiatives into key institutional objectives and drivers.	• Demonstrate a high level of commitment in complying with governance requirements.
• Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders.	• Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution.	• Identify, analyse and measure risk, create valid risk forecasts and map risk profiles.	• Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework.
		• Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives.	• Able to advise local government on risk management, best practice interventions and compliance management.
		• Demonstrate a thorough understanding of risk retention plans.	• Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government.t
• Provide input into policy formulation.	• Actively drive policy formulation within the institution to ensure the achievement of objectives.	• Identify and implement comprehensive risk management systems and processes.	
		• Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement.	• Able to shape, direct and drive the formulation of policies on a macro level.

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CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Moral Competence**
COMPETENCY DEFINITION :	**Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Realise the impact of acting with integrity, but requires guidance and development in implementing principles.	• Conduct self in alignment with the values of local government and the institution.	• Identify, develop and apply measures of self-correction.	• Create an environment conducive of moral practices.
• Follow basic rules and regulations of the institution.	• Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver.	• Able to gain trust and respect through aligning actions with commitments.	• Actively develop and implement measures to combat fraud and corruption.
	• Actively report fraudulent activity and corruption with local government.	• Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders.	• Set integrity standards and shared accountability measures across the institution to support the objectives of local government.
	• Understand and honor the confidential nature of matters without seeking personal gain.	• Present values, beliefs and ideas that are congruent with the institution's rules and regulations.	
• Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.		• Takes an active stance against corruption and dishonesty when noted.	
	• Able to deal with situations of conflict of interest promptly and in the best interest of local government.	• Actively promote the value of the institution to internal and external stakeholders.	• Take responsibility for own actions and decisions, even if the consequences are unfavorable.
		• Able to work in unity with a team and not seek personal gain.	
		• Apply universal moral principles consistently to achieve moral decisions.	

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CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Planning and Organising**
COMPETENCY DEFINITION :	**Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Able to follow basic plans and organise tasks around set objectives. • Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans. • Able to follow existing plans and ensure that objectives are met. • Focus on short-term objectives in developing plans and actions • Arrange information and resources required for a task, but require further structure and organisation.	• Actively and appropriately organise information and resources required for a task. • Recognise the urgency and importance of tasks. • Balance short and long-term plans and goals and incorporate into the team's performance objectives. • Schedule tasks to ensure they are performed within budget and with efficient use of time and resources. • Measures progress and monitor performance results.	• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation. • Identify in advance required stages and actions to complete tasks. • Schedule realistic timelines, objectives and milestones for tasks and projects. • Produce clear, detailed and comprehensive plans to achieve institutional objectives. • Identify possible risk factors and design and implement appropriate contingency plans. • Adapt plans in light of changing circumstances. • Prioritise tasks and projects according to their relevant urgency and importance.	• Focus on broad strategies and initiatives when developing plans and actions. • Able to protect and forecast short, medium and long term requirements of the institution and local government. • Translate policy into relevant projects to facilitate the achievement of institutional objectives.

.....
Director: Infrastructure Services
Mr Preshane Chandaka

.....
Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Analysis and Innovation**
COMPETENCY DEFINITION :	**Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand the basic operation of analysis, but lack detail and thoroughness.	• Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations.	• Coaches team members on analytical and innovative approaches and techniques.	• Demonstrate complex analytical and problem solving approaches and techniques.
• Able to balance independent analysis with requesting assistance from others.	• Demonstrate objectivity, insight and thoroughness when analysing problems.	• Engage with appropriate individuals in analysing and resolving complex problems.	• Create an environment conducive to analytical and fact-based problem solving.
• Recommend new ways to perform tasks within own function.	• Able to break down complex problems into manageable parts and identify solutions.	• Identify solutions on various areas in the institution.	• Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence.
• Propose simple remedial interventions that marginally challenges the status quo.	• Consult internal and external stakeholders on opportunities to improve processes and service delivery.	• Formulate and implement new ideas throughout the institution.	• Create an environment that fosters innovative thinking and follows a learning organisation approach.
	• Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders.	• Able to gain approval and buy-in for proposed interventions from relevant stakeholders.	• Be a thought leader on innovative customer service delivery and process optimisation.
• Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking.	• Continuously identify opportunities to enhance internal processes.	• Identify trends and best practices in process and service delivery and propose institutional application.	• Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.
	• Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention.	• Continuously engage in research to identify client needs.	

Director: Infrastructure Services
Mr Preshane Chandaka

Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Knowledge and Information Management**
COMPETENCY DEFINITION :	**Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Collect, categorise and track relevant information required for specific tasks and projects.	• Use appropriate information systems and technology to manage institutional knowledge and information sharing.	• Effectively predict future information and knowledge management requirements and systems.	• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information.
• Analyse and interpret information to draw conclusions.	• Evaluate data from various sources and use information effectively to influence decisions and provide solutions.	• Develop standards and processes to meet future knowledge management needs.	• Establish partnerships across local government to facilitate knowledge management.
• Seek new sources of information to increase the knowledge base.	• Actively create mechanisms and structures for sharing information.	• Share and promote best-practice knowledge management across various institutions.	• Demonstrate a mature approach.
		• Establish accurate measures and monitoring systems for knowledge and information management.	
• Regularly share information and knowledge with internal stakeholders and team members.	• Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.	• Create a culture conducive of learning and knowledge sharing.	• Recognise and exploit knowledge points in interactions with internal and external stakeholders.
		• Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.	

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Director: Infrastructure Services
Mr Preshane Chandaka

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Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Communication**
COMPETENCY DEFINITION :	**Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools. • Express ideas in a clear and focused manner, but does not always take the audience into consideration. • Disseminate and convey information and knowledge adequately.	• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating. • Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs. • Adapt communication content and style to suit the audience and facilitate optimal information transfer. • Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders. • Compile clear, focused, concise and well-structured written documents.	• Effectively communicate high-risk and sensitive matters to relevant stakeholders. • Develop a well-defined communication strategy. • Balance political perspectives with institutional needs when communicating viewpoints on complex issues. • Able to effectively direct negotiations around complex. • Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution. • Able to communicate with the media with high levels of moral competence and discipline.	• Regarded as a specialist in negotiations and representing the institution. • Able to inspire and motivate others through positive communication that is impactful and relevant. • Creates an environment conducive to transparent and productive communication and critical appreciate conversations. • Able to coordinate negotiations at different levels within local government and externally.

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Director: Infrastructure Services
Mr Preshane Chandaka

.....
Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Results and Quality Focus**
COMPETENCY DEFINITION :	**Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand quality of work but requires guidance in attending to important matters.	• Focus on high-priority actions and does not become distracted by lower-priority activities.	• Consistently verify own standards and outcomes to ensure quality output.	• Coach and guide others to exceed quality standards and results.
• Show a basic commitment to achieving the correct results.	• Display firm commitment and pride in achieving the correct results.	• Focus on the end result and avoids being distracted	• Develop challenging, client-focused goals and sets high standards for personal performance.
• Produce the minimum level of results required in the role.	• Set quality standards and design processes and tasks around achieving set standards.	• Demonstrate a determined and committed approach to achieving results and quality standards.	• Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required.
• Produce outcomes that is of a good standard.	• Produce output of high quality.	• Follow task and projects through to completion.	• Work with team to set ambitious and challenging team goals, communicating long- and short term expectations.
• Focus on the quantity of output but requires development in incorporating the quality of work.	• Able to balance the quantity and quality and quality of results in order to achieve objectives.	• Set challenging goals and objectives to self and team and display commitment to achieving expectations.	• Take appropriate risks to accomplish goals.
		• Maintain a focus on quality outputs when placed under pressure.	• Overcome setbacks and adjust action plans to realise goals.
• Produce quality work in general circumstances, but fails to meet expectation when under pressure.	• Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed.	• Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.	• Focus people on critical activities that yield a high impact.

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Director: Infrastructure Services
Mr Preshane Chandaka

.....
Municipal Manager:
Ms Geraldine Mettler

STELLENBOSCH
STELLENBOSCH • PNIEL • FRANSCHHOEK
MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Annexure C

Personal Development Plan

DIRECTOR: INFRASTRUCTURE SERVICES

Director: Infrastructure Services
Mr Preshane Chandaka

Municipal Manager:
Ms Geraldine Mettler

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

Signed and accepted by the Employee



Date: 20/06/2023

Signed by the Municipal Manager on behalf of the Municipality



Date: 20/06/2023.

ANNEXURE 6

STELLENBOSCH
STELLENBOSCH • PNIEL • FRANSCHHOEK
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Performance Agreement
2023/24

Director:
Community and Protection Services

PERFORMANCE AGREEMENT

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

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

AND

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

FOR THE FINANCIAL YEAR:

01 JULY 2023 – 30 JUNE 2024

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Director: Community and Protection Services
Mr Gary Boshoff

Municipal Manager:
Ms Geraldine Mettler

1. INTRODUCTION

1.1 The Employer, duly represented by **Ms Geraldine Mettler**, in her capacity as the Municipal Manager has entered into a contract of employment with the Employee, **Mr Gary Boshoff**, in terms of section 57(1)(a) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties";

1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;

1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote local government policy goals;

1.4 The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act;

1.5 In this Agreement, the followings terms will have the meaning ascribed thereto:

1.5.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;

1.5.2 "the **Municipal Manager**" – means the Municipal Manager of the Municipality appointed in terms of Section 54(A) of the Systems Act;

1.5.3 "the Employee" means the **Director: Community and Protection Services** appointed in terms of Section 56 of the Systems Act;

1.5.4 "the Employer" means **Stellenbosch Municipality**; and

1.5.5 "the Parties" means the Employer and Employee.

2. PURPOSE OF THIS AGREEMENT

2.1 To comply with the provisions of Section 57(1)(b), (4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;

2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;

2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);

2.4 To monitor and measure performance against set targeted outputs and outcomes;

2.5 To establish a transparent and accountable working relationship;

2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and

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

3. COMMENCEMENT AND DURATION

3.1 This Agreement will commence on **01 July 2023** and will remain in force until **30 June 2024** where after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;

3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;

3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and

3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out –

4.1.1 The performance objectives and targets that must be met by the Employee;

4.1.2 The time frames within which those performance objectives and targets must be met; and

4.1.3 The core competency requirements (Annexure B – definitions) as the management skills regarded as critical to the position held by the Employee.

4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:

4.2.1 Key objectives that describe the main tasks that need to be done;

4.2.2 Key performance indicators (KPIs) that provide the details of the evidence that must be provided to show that a key objective has been achieved;

4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and

4.2.4 Weightings showing the relative importance of the key objectives to each other.

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

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

5. PERFORMANCE MANAGEMENT SYSTEM

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

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

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

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

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

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

Table 1: Strategic Focus Areas

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

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

Table 2: Leading and Core Competencies

Leading and Core Competencies		
1.	**Strategic Direction and Leadership**	• Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness
2.	**People management**	• Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management
3.	**Programme and project management**	• Programme and project planning and implementation • Service delivery management • Programme and project monitoring and evaluation
4.	**Financial management**	• Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery
5.	**Change leadership**	• Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation
6.	**Governance leadership**	• Policy formulation • Risk and compliance management • Cooperative governance
7.	**Moral competence**	• Core Competency
8.	**Planning and organising**	• Core Competency
9.	**Analysis and innovation**	• Core Competency
10.	**Knowledge and information management**	• Core Competency
11.	**Communication**	• Core Competency
12.	**Results and quality focus**	• Core Competency

6. PERFORMANCE ASSESSMENT

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

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

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

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

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;

6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.12 below;

6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;

6.6 Assessment of the achievement of results as outlined in the performance plan:

6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;

6.6.2 A rating on the five-point scale shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;

6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;

6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and

6.6.5 An overall score will be calculated based on the total of the scores calculated above.

6.7 Assessment of the Competencies:

6.7.1 Each Competency shall be assessed in terms of the description provided in (Annexure B);

6.7.2 A rating shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and

6.7.3 An overall score will be calculated based on the total of the scores calculated above.

6.8 Overall rating

6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and

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

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

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

Table 3: Performance rating scale

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

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

Table 4: Rating scale for Competencies

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

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

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

6.10.1 Municipal Manager;

6.10.2 Municipal Manager from another municipality;

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

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

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

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

7. SCHEDULE FOR PERFORMANCE REVIEWS

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

Table 5: Schedule for performance reviews

Quarter	Review Period	Review to be completed by
1	July - September	October / November 2023 (Informal)
2	October – December	January / February 2024 (Formal)
3	January – March	April / May 2024 (Informal)
4	April - June	After the receipt of the AG's Management Report

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

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

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

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

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall-

9.1.1 Create an enabling environment to facilitate effective performance by the employee;

9.1.2 Provide access to skills development and capacity-building opportunities;

9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact the performance of the Employee;

9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-

10.1.1 A direct effect on the performance of any of the Employee's functions;

10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and

10.1.3 A substantial financial effect on the Employer.

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

11. REWARD

11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;

11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter and as informed by the quarterly performance assessments;

11.3 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

Table 6: Performance bonus calculations

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

11.4 In the event of the Employee terminating his services during the validity period of this Agreement, the Employee's performance will be evaluated for the portion during which he was employed and he will be entitled to a pro-rata performance bonus based on his evaluated performance for the period of actual service; and

11.5 The Employer will submit the total score of the annual assessment and of the Employee, to the full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

12.1 Where the Employer is, at any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;

12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;

12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and

12.4 In the case of unacceptable performance, the Employer shall –

12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and

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

13. DISPUTE RESOLUTION

13.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;

13.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and

13.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment together with the relevant laws and regulations shall apply.

14. GENERAL

14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and

14.2 Nothing in this agreement diminishes the obligations, duties, or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives, or other instruments.

Thus, done and signed at Stellenbosch on the 20th day of June 2023.

DIRECTOR: COMMUNITY AND PROTECTION SERVICES

AS WITNESSES:

1.

2.

Thus, done and signed at Stellenbosch on the 20th day of June 2023.

MUNICIPAL MANAGER

AS WITNESSES:

1.

2.

MEMBER OF MAYORAL COMMITTEE
(Portfolio: Protection Services)
Cllr R Pheiffer

MEMBER OF MAYORAL COMMITTEE
(Portfolio: Parks, Open Spaces and Environment)
Cllr J Williams

MEMBER OF MAYORAL COMMITTEE
(Portfolio: Sport, Youth and Culture)
Cllr JC Anthony

MEMBER OF MAYORAL COMMITTEE
(Portfolio: Community Services)
Cllr X Kalipa

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

.....
Municipal Manager:
Ms Geraldine Mettler

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Annexure A
Performance Plan

DIRECTOR: COMMUNITY AND PROTECTION SERVICES

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

.....
Municipal Manager:
Ms Geraldine Mettler

The Performance Plan sets out:

a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and

b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

KEY PERFORMANCE INDICATORS

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

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

DIRECTOR: COMMUNITY AND PROTECTION SERVICES														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2021/22)	5 Year Target	2023/24	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Department: Protection Services	Percentage of indicators of the Department: Protection Services achieved, measured quarterly	Outcome	85.12%	80%per annum	80%	SM	80%	80%	80%	80%	5
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Department: Community Services	Percentage of indicators of the Department: Community Services achieved, measured quarterly	Outcome	57.95%	80% per annum	80%	SM	80%	80%	80%	80%	5

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IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2021/22)	5 Year Target	2023/24	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Section: Community Development	Percentage of indicators of the Section: Community Development achieved, measured quarterly	Outcome	91.25%	80%per annum	80%	SM	80%	80%	80%	80%	5
KPI024	SFA 3: Safe Valley	Submission of the revised Disaster Management Plan to the Municipal Manager	Number of revised Disaster Management Plans submitted to the Municipal Manager by 31 March	Output	1	1 per annum	1	SM	N/A	N/A	1	N/A	2
KPI025	SFA 3: Safe Valley	Submission of the revised Safety and Security Strategy to the Municipal Manager	Number of revised Safety and Security Strategies submitted to the Municipal Manager by 30 April	Output	1	1 per annum	1	SM	N/A	N/A	N/A	1	2
KPI026	SFA 3: Safe Valley	Submission of the revised Traffic Management Plan to the Municipal Manager	Number of revised Traffic Management Plans submitted to the Municipal Manager by 31 March	Output	1	1 per annum	1	SM	N/A	N/A	1	N/A	2
TBC	SFA 5: Good Governance and Compliance	Implementation of the Mayoral Outcomes in the Integrated Development Plan (IDP) for the 2023/24 financial year	Percentage of the Mayoral Outcomes in the IDP for the 2023/24 financial year implemented by 30 June	Outcome	New KPI	80% per annum	80%	SM	80%	80%	80%	80%	2
TBC	SFA 5: Good Governance and Compliance	Implementation of the Portfolio: Protection Services' Outcomes in the Integrated Development Plan (IDP) for the 2023/24 financial year	Percentage of the Portfolio: Protection Services' Outcomes in the IDP for the 2023/24 financial year implemented by 30 June	Outcome	New KPI	80% per annum	80%	SM	80%	80%	80%	80%	2
TBC	SFA 5: Good Governance and Compliance	Implementation of the Portfolio: Youth, Sport and Culture's Outcomes in the Integrated Development Plan (IDP) for the 2023/24 financial year	Percentage of the Portfolio: Youth, Sport and Culture's Outcomes in the IDP for the 2023/24 financial year implemented by 30 June	Outcome	New KPI	80% per annum	80%	SM	80%	80%	80%	80%	2

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DIRECTOR: COMMUNITY AND PROTECTION SERVICES														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2021/22)	5 Year Target	2023/24	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good Governance and Compliance	Implementation of the Portfolio: Parks, Open Spaces and Environment's Outcomes in the Integrated Development Plan (IDP) for the 2023/24 financial year	Percentage of the Portfolio: Parks, Open Spaces and Environment's Outcomes in the IDP for the 2023/24 financial year implemented by 30 June	Outcome	New KPI	80% per annum	80%	SM	80%	80%	80%	80%	2
TBC	SFA 5: Good Governance and Compliance	Implementation of the Portfolio: Community Development's Outcomes in the Integrated Development Plan (IDP) for the 2023/24 financial year	Percentage of the Portfolio: Community Development's Outcomes in the IDP for the 2023/24 financial year implemented by 30 June	Outcome	New KPI	80% per annum	80%	SM	80%	80%	80%	80%	1
TBC	SFA 5: Good Governance and Compliance	Implementation of the Municipal Manager's Outcomes in the Integrated Development Plan (IDP) for the 2023/24 financial year	Percentage of the Municipal Manager's Outcomes in the IDP for the 2023/24 financial year implemented by 30 June	Outcome	New KPI	80% per annum	80%	SM	80%	80%	80%	80%	2
TBC	SFA 5: Good Governance and Compliance	Spend the Directorate: Community and Protection Services approved Capital Budget	Percentage of the approved Capital Budget of the Directorate: Community and Protection Services actually spent by 30 June	Input	68.40%	90% per annum	90%	SM	10%	30%	60%	90%	20
TBC	SFA 5: Good Governance and Compliance	Submission of the final bid specifications for all capital projects to the Bid Specification Committee (BSC) *(2024/25)*	Percentage of the final bid specifications for all capital projects submitted to the BSC by 30 June *(50% by 31 March 2024 and 100% by 30 June 2024 for the 2024/25 financial year)*	Output	75%	100% per annum	100%	SM	N/A	N/A	50%	100%	5
TBC	SFA 5: Good Governance and Compliance	Submission of detailed procurement needs for all operational projects to the Supply Chain Management (SCM) Department	Number of quarterly detailed procurement needs submitted to the SCM Department within 10 days before the start of the quarter	Output	4	4 per annum	4	SM	1 (1)	1 (2)	1 (3)	1 (4)	2

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DIRECTOR: COMMUNITY AND PROTECTION SERVICES													
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2021/22)	5 Year Target	2023/24	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good Governance and Compliance	Performance agreements signed with all identified personnel	Number of performance agreements signed with all identified personnel by 31 August	Output	3	3 per annum	3	SM	3	N/A	N/A	N/A	2
TBC	SFA 5: Good Governance and Compliance	Conduct formal performance evaluations with all identified personnel	Number of formal performance evaluations conducted with all identified personnel by 28 February	Output	6	6 per annum	6	SM	N/A	N/A	6	N/A	2
TBC	SFA 5: Good Governance and Compliance	Develop an Annual Departmental Risk Register	Number of Annual Departmental Risk Registers developed by 31 July	Output	1	1 per annum	1	SM	1	N/A	N/A	N/A	1
TBC	SFA 5: Good Governance and Compliance	Evaluation of the Departmental Risk Register	Number of Departmental Risk Registers evaluated by 31 May	Output	2	2 per annum	2	SM	N/A	1 (1)	N/A	1 (2)	1
TBC	SFA 5: Good Governance and Compliance	Implementation of the Council resolutions	Percentage of the Council resolutions implemented, measured quarterly	Output	100%	70% per annum	70%	SM	70%	70%	70%	70%	3
TBC	SFA 3 - Safe Valley	Spend the allocated CCTV cameras budget	Percentage of the allocated CCTV Cameras budget actually spend by 30 June	Output	77.78%	90% per annum	90%	SM	10%	30%	60%	90%	2
TBC	SFA 5: Good Governance and Compliance	Raise / Collect Operating Budget revenue of the Department: Community and Protection Services as per the approved budget	Percentage of the Department: Community and Protection Services revenue raised / collected by 30 June	Outcome	103.93%	96% per annum	96%	SM	25%	50%	75%	96%	2
TBC	SFA 2 - Green and Sustainable Valley	Implementation of the Invasive Alien Vegetation Management Plan	Number of alien vegetation areas cleared in the 2023/24 financial year as per the Invasive Alien Vegetation Management Plan by 30 June	Outcome	100%	6 per annum	6	SM	1 (1)	2 (3)	2 (5)	1 (6)	2

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IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2021/22)	5 Year Target	2023/24	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2023/24)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 3 - Safe Valley	Implementation of the Safety Plan	Percentage of actions implemented for the 2023/24 financial year as per the Safety Plan by 30 June	Outcome	92.30%	90% per annum	90%	SM	5%	30%	60%	90%	**2**
TBC	SFA 5: Good Governance and Compliance	Implementation of the Sport Facilities Management Plan	Percentage of actions implemented for the 2023/24 financial year as per the Sport Facilities Management Plan by 30 June	Outcome	100%	90% per annum	90%	SM	5%	30%	60%	90%	**1**
TBC	SFA 5: Good Governance and Compliance	Establishment of a Local Drug Action Committee (LDAC)	Number of Local LDACs established by 31 May	Output	0	1 per annum	1	SM	N/A	N/A	N/A	1	**1**
TBC	Good governance and Compliance	Implementation of the Directorate's actions as per the AGSA Audit Action Plan	Percentage of the Directorate's actions as per the AGSA Audit Action Plan implemented by 30 June	Outcome	100%	100% per annum	100%	SM	N/A	N/A	50%	100%	**2**
												Total	80

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Part 2: Competency Requirements (20%)

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

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Annexure B

Competency Framework

DIRECTOR: COMMUNITY AND PROTECTION SERVICES

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CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Strategic Direction and Leadership**
COMPETENCY DEFINITION :	**Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand Institutional and departmental strategic objectives, but • lacks the ability to inspire others to achieve set mandate. • Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy. • Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole. • Demonstrate basic understanding of key decision making.	• Give direction to a team in realising the institution's strategic mandate and set objectives. • Has a positive impact and influence on the morale, engagement and participation of team members. • Develop action plans to execute and guide strategy. • Assist in defining performance measures to monitor the progress and effectiveness of the institution. • Displays an awareness of institutional structures and political factors. • Effectively communicate barriers to execution to relevant parties. • Provide guidance to all stakeholders in the achievement of the strategic mandate. • Understand the aim and objectives of the institution and relate it to own work.	• Evaluate all activities to determine value and alignment to strategic intent. • Display in-depth knowledge and understanding of strategic planning. • Align strategy and goals across all functional areas. • Actively define performance measures to monitor the progress and effectiveness of the institution. • Consistently challenge strategic plans to ensure relevance. • Understand institutional structures and political factors, and the consequences of actions. • Empower others to follow the strategic direction and deal with complex situations. • Guide the institution through complex and ambiguous concern. • Use understanding of power relationships and dynamic tensions among key players	• Structure and position the institution to local government priorities. • Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework. • Hold self-accountable for strategy execution and results. • Provide impact and influence through building and maintaining strategic relationships. • Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions. • Integrate various systems into a collective whole to optimise institutional performance management. • Uses understanding of competing interests to maneuver successfully to a win/win outcome.

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

CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**People Management**
COMPETENCY DEFINITION :	**Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Participate in team goalsetting and problem solving.	• Seek opportunities to increase team contribution and responsibility.	• Identify ineffective team and work processes and recommend remedial interventions.	• Develop and incorporate best practice people management processes, approaches and tools across the institution.
• Interact and collaborate with people of diverse backgrounds.	• Respect and support the diverse nature of others and be aware of the benefits of a diverse approach.	• Recognise and reward effective and desired behavior.	• Foster a culture of discipline, responsibility and accountability.
	• Effectively delegate tasks and empower others to increase contribution and execute functions optimally.	• Provide mentoring and guidance to others in order to increase personal effectiveness.	• Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution.
	• Apply relevant employee legislation fairly and consistently.	• Identify development and learning needs within the team.	• Develop comprehensive integrated strategies and approaches to human capital development and management.
• Aware of guidelines for employee development, but requires support in implementing development initiatives.		• Inspire a culture of performance excellence by giving positive and constructive feedback to the team.	
	• Effectively identify capacity requirements to fulfill the strategic mandate.	• Achieve agreement or consensus in adversarial environments.	• Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.
		• Lead and unite diverse teams across divisions to achieve institutional objectives.	

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CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Programme and Project Management**
COMPETENCY DEFINITION :	**Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Initiate projects after approval from higher authorities.	• Establish broad stakeholder involvement and communicate the project status and key milestones.	• Manage multiple programs and balance priorities and conflicts according to institutional goals.	• Understand and conceptualise the long-term implications of desired project outcomes.
• Understand procedures of program and project management methodology, implications and stakeholder involvement.	• Define the roles and responsibilities of the project team and create clarity around expectations.	• Apply effective risk management strategies through impact assessment and resource requirements.	• Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives.
• Understand the rational of projects in relation to the institution's strategic objectives.	• Find a balance between project deadline and the quality of deliverables.	• Modify project scope and budget when required without compromising the quality and objectives of the project.	• Influence people in positions of authority to implement outcomes of projects
• Document and communicate factors and risk associated with own work.	• Identify appropriate project resources to facilitate the effective completion of the deliverables.	• Involve top-level authorities and relevant stakeholders in seeking project buy-in.	• Lead and direct translation of policy into workable action plans
• Use results and approaches of successful project implementation as guide.	• Comply with statutory requirements and apply policies in a consistent manner. • Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation.	• Identify and apply contemporary project management methodology • Influence and motivate project team to deliver exceptional results. • Monitor policy implementation and apply procedures to manage risks.	• Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed.

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CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Change Leadership**
COMPETENCY DEFINITION :	**Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Display an awareness of change interventions and the benefits of transformation initiatives.	• Perform an analysis of the change impact on the social, political and economic environment.	• Actively monitor change impact and results and convey progress to relevant stakeholders.	• Sponsor change agents and create a network of change leaders who support the interventions.
• Able to identify basic needs for change.	• Maintain calm and focus during change.	• Secure buy-in and sponsorship for change initiatives.	• Actively adapt current structures and processes to incorporate the change interventions.
• Identify gaps between the current and desired state.	• Able to assist team members during change and keep them focused on the deliverables.	• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness.	• Mentor and guide team members on the effects of change, resistance factors and how to integrate change.
• Identify potential risk and challenges to transformation, including resistance to change factors.	• Volunteer to lead change efforts outside of own work team.	• Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change.	
• Participate in change programs and piloting change interventions.	• Able to gain buy-in and approval for change from relevant stakeholders.	• Take the lead in impactful change programs.	
	• Identify change readiness levels and assist in resolving resistance to change factors.	• Benchmark change interventions against best change practices.	• Motivate and inspire others around change initiatives.
• Understand the impact of change interventions on the institution within the broader scope of local government.	• Design change interventions that are aligned with the institution's strategic objectives and goals.	• Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation. • Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation.	

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CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Financial Management**
COMPETENCY DEFINITION :	**Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand basic financial concepts and methods as they relate to institutional processes and activities	• Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate	• Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility.	• Develop planning tools to assist in evaluating and monitoring future expenditure trends.
• Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems	• Assess, identify and manage financial risks.	• Prepare budgets that are aligned to the strategic objectives of the institution.	• Set budget frameworks for the institution.
• Understand the importance of financial accountability	• Assume a cost-saving approach to financial management.	• Address complex budgeting and financial management concerns.	• Set strategic direction for the institution on expenditure and other financial processes.
	• Prepare financial reports based on specified formats.	• Put systems and processes in place to enhance the quality and integrity of financial management practices.	• Build and nurture partnerships to improve financial management and achieve financial savings.
	• Consider and understand the financial implications of decisions and suggestions.	• Advise on policies and procedures regarding asset control.	• Actively identify and implement new methods to improve asset control.
• Understand the importance of asset control.	• Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated.		
	• Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget.	• Promote National Treasury's regulatory framework for Financial Management.	• Display professionalism in dealing with financial data and processes.

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CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Governance Leadership**
COMPETENCY DEFINITION:	**Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements.	• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these.	• Able to link risk initiatives into key institutional objectives and drivers.	• Demonstrate a high level of commitment in complying with governance requirements.
• Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders.	• Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution.	• Identify, analyse and measure risk, create valid risk forecasts and map risk profiles.	• Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework.
		• Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives.	• Able to advise local government on risk management, best practice interventions and compliance management.
		• Demonstrate a thorough understanding of risk retention plans.	• Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government.t
• Provide input into policy formulation.	• Actively drive policy formulation within the institution to ensure the achievement of objectives.	• Identify and implement comprehensive risk management systems and processes.	
		• Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement.	• Able to shape, direct and drive the formulation of policies on a macro level.

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CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Moral Competence**
COMPETENCY DEFINITION :	**Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Realise the impact of acting with integrity, but requires guidance and development in implementing principles.	• Conduct self in alignment with the values of local government and the institution.	• Identify, develop and apply measures of self-correction.	• Create an environment conducive of moral practices.
• Follow basic rules and regulations of the institution.	• Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver.	• Able to gain trust and respect through aligning actions with commitments.	• Actively develop and implement measures to combat fraud and corruption.
	• Actively report fraudulent activity and corruption with local government.	• Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders.	• Set integrity standards and shared accountability measures across the institution to support the objectives of local government.
	• Understand and honor the confidential nature of matters without seeking personal gain.	• Present values, beliefs and ideas that are congruent with the institution's rules and regulations.	
• Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.		• Takes an active stance against corruption and dishonesty when noted.	
	• Able to deal with situations of conflict of interest promptly and in the best interest of local government.	• Actively promote the value of the institution to internal and external stakeholders.	• Take responsibility for own actions and decisions, even if the consequences are unfavorable.
		• Able to work in unity with a team and not seek personal gain.	
		• Apply universal moral principles consistently to achieve moral decisions.	

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CLUSTER :	CORE COMPETENCIES
COMPETENCY NAME :	**Planning and Organising**
COMPETENCY DEFINITION :	**Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Able to follow basic plans and organise tasks around set objectives. • Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans. • Able to follow existing plans and ensure that objectives are met. • Focus on short-term objectives in developing plans and actions • Arrange information and resources required for a task, but require further structure and organisation.	• Actively and appropriately organise information and resources required for a task. • Recognise the urgency and importance of tasks. • Balance short and long-term plans and goals and incorporate into the team's performance objectives. • Schedule tasks to ensure they are performed within budget and with efficient use of time and resources. • Measures progress and monitor performance results.	• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation. • Identify in advance required stages and actions to complete tasks. • Schedule realistic timelines, objectives and milestones for tasks and projects. • Produce clear, detailed and comprehensive plans to achieve institutional objectives. • Identify possible risk factors and design and implement appropriate contingency plans. • Adapt plans in light of changing circumstances. • Prioritise tasks and projects according to their relevant urgency and importance.	• Focus on broad strategies and initiatives when developing plans and actions. • Able to protect and forecast short, medium and long term requirements of the institution and local government. • Translate policy into relevant projects to facilitate the achievement of institutional objectives.

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CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Analysis and Innovation**
COMPETENCY DEFINITION :	**Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand the basic operation of analysis, but lack detail and thoroughness.	• Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations.	• Coaches team members on analytical and innovative approaches and techniques.	• Demonstrate complex analytical and problem solving approaches and techniques.
• Able to balance independent analysis with requesting assistance from others.	• Demonstrate objectivity, insight and thoroughness when analysing problems.	• Engage with appropriate individuals in analysing and resolving complex problems.	• Create an environment conducive to analytical and fact-based problem solving.
• Recommend new ways to perform tasks within own function.	• Able to break down complex problems into manageable parts and identify solutions.	• Identify solutions on various areas in the institution.	• Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence.
• Propose simple remedial interventions that marginally challenges the status quo.	• Consult internal and external stakeholders on opportunities to improve processes and service delivery.	• Formulate and implement new ideas throughout the institution.	• Create an environment that fosters innovative thinking and follows a learning organisation approach.
	• Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders.	• Able to gain approval and buy-in for proposed interventions from relevant stakeholders.	• Be a thought leader on innovative customer service delivery and process optimisation.
• Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking.	• Continuously identify opportunities to enhance internal processes.	• Identify trends and best practices in process and service delivery and propose institutional application.	• Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.
	• Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention.	• Continuously engage in research to identify client needs.	

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CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Knowledge and Information Management**
COMPETENCY DEFINITION :	**Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Collect, categorise and track relevant information required for specific tasks and projects.	• Use appropriate information systems and technology to manage institutional knowledge and information sharing.	• Effectively predict future information and knowledge management requirements and systems.	• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information.
• Analyse and interpret information to draw conclusions.	• Evaluate data from various sources and use information effectively to influence decisions and provide solutions.	• Develop standards and processes to meet future knowledge management needs.	• Establish partnerships across local government to facilitate knowledge management.
• Seek new sources of information to increase the knowledge base.	• Actively create mechanisms and structures for sharing information.	• Share and promote best-practice knowledge management across various institutions.	• Demonstrate a mature approach.
		• Establish accurate measures and monitoring systems for knowledge and information management.	
• Regularly share information and knowledge with internal stakeholders and team members.	• Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.	• Create a culture conducive of learning and knowledge sharing.	• Recognise and exploit knowledge points in interactions with internal and external stakeholders.
		• Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.	

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Director: Community and Protection Services
Mr Gary Boshoff

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Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Communication**
COMPETENCY DEFINITION :	**Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools.	• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating.	• Effectively communicate high-risk and sensitive matters to relevant stakeholders.	• Regarded as a specialist in negotiations and representing the institution.
• Express ideas in a clear and focused manner, but does not always take the audience into consideration.	• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs.	• Develop a well-defined communication strategy.	• Able to inspire and motivate others through positive communication that is impactful and relevant.
	• Adapt communication content and style to suit the audience and facilitate optimal information transfer.	• Balance political perspectives with institutional needs when communicating viewpoints on complex issues.	• Creates an environment conducive to transparent and productive communication and critical appreciate conversations.
	• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders.	• Able to effectively direct negotiations around complex.	
• Disseminate and convey information and knowledge adequately.		• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution.	• Able to coordinate negotiations at different levels within local government and externally.
	• Compile clear, focused, concise and well-structured written documents.	• Able to communicate with the media with high levels of moral competence and discipline.	

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Mr Gary Boshoff

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Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Results and Quality Focus**
COMPETENCY DEFINITION :	**Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand quality of work but requires guidance in attending to important matters.	• Focus on high-priority actions and does not become distracted by lower-priority activities.	• Consistently verify own standards and outcomes to ensure quality output.	• Coach and guide others to exceed quality standards and results.
• Show a basic commitment to achieving the correct results.	• Display firm commitment and pride in achieving the correct results.	• Focus on the end result and avoids being distracted	• Develop challenging, client-focused goals and sets high standards for personal performance.
• Produce the minimum level of results required in the role.	• Set quality standards and design processes and tasks around achieving set standards.	• Demonstrate a determined and committed approach to achieving results and quality standards.	• Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required.
• Produce outcomes that is of a good standard.	• Produce output of high quality.	• Follow task and projects through to completion.	• Work with team to set ambitious and challenging team goals, communicating long- and short term expectations.
• Focus on the quantity of output but requires development in incorporating the quality of work.	• Able to balance the quantity and quality and quality of results in order to achieve objectives.	• Set challenging goals and objectives to self and team and display commitment to achieving expectations.	• Take appropriate risks to accomplish goals.
		• Maintain a focus on quality outputs when placed under pressure.	• Overcome setbacks and adjust action plans to realise goals.
• Produce quality work in general circumstances, but fails to meet expectation when under pressure.	• Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed.	• Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.	• Focus people on critical activities that yield a high impact.

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Mr Gary Boshoff

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Municipal Manager:
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Annexure C:

Personal Development Plan

DIRECTOR: COMMUNITY AND PROTECTION SERVICES

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Director: Community and Protection Services
Mr Gary Bosboff

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Municipal Manager:
Ms Geraldine Mettler

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

Signed and accepted by the Employee

Date: 20 JUNE 2023

Signed by the Municipal Manager on behalf of the Municipality

Date: 20/06/2023.

10.3	**RETURN ITEM: REQUEST FOR THE APPROVAL OF THE FINAL DRAFT STELLENBOSCH MUNICIPALITY INCLUSIONARY ZONING POLICY, 2023**

KINDLY NOTE: THE ITEM WILL BE DISTRIBUTED UNDER SEPARATE COVER IN DUE COURSE.

10.4	**RETURN ITEM: REQUEST FOR THE APPROVAL, ADOPTION AND PROMULGATION OF THE AMENDED STELLENBOSCH MUNICIPALITY SPATIAL DEVELOPMENT FRAMEWORK ("MSDF") AND THE STELLENBOSCH MUNICIPALITY CAPITAL EXPENDITURE FRAMEWORK ("CEF")**

KINDLY NOTE: THE ITEM WILL BE DISTRIBUTED UNDER SEPARATE COVER IN DUE COURSE.

10.5	**AMENDED DEVELOPMENT CHARGES, ELECTRICITY AND SEWERAGE EFFLUENT TARIFFS FOR 2023/24 FINANCIAL YEAR**

KINDLY NOTE: THE ITEM WILL BE DISTRIBUTED UNDER SEPARATE COVER IN DUE COURSE.

10.6	**THE FUTURE USE OF ERVEN RE/279, RE/119 AND FARM 181/10 FOR POSSIBLE ALTERNATIVE ENERGY GENERATION**

KINDLY NOTE: THE ITEM WILL BE DISTRIBUTED UNDER SEPARATE COVER IN DUE COURSE.

11.	**MATTERS TO BE CONSIDERED IN–COMMITTEE**

SEE PINK DOCUMENTATION

THE AGENDA HAS BEEN DISCUSSED WITH THE SPEAKER, CLLR Q SMIT AND HE AGREES WITH THE CONTENT.