



VAN RIEBEECKSHOF VALLEY NON-PROFIT COMPANY (VRHV-NPC)

BUSINESS PLAN

FINANCIAL YEAR 2023/24

Approved at AGM on
19 September 2023

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1. Name and nature of business entity

The name of the entity of which this is the business plan is the **Van Riebeeckshof Valley Non-profit Company** (VRHV-NPC), a non-profit company registered at the CIPC under registration no 2019/105900/08 in terms of section 13 of the Companies Act, No 71 of 2008.

The VRHV-NPC was incorporated and registered on 8 March 2019. Describing the nature of the company and forming an important context to this business plan, a copy of its Memorandum of Incorporation (MoI) is attached as Annexure A hereto, covering (not necessarily in this order) the following aspects:

- Introduction and purposes
 - Company name, status / form of incorporation and identity.
 - Primary purpose and main objectives / business.
 - Geographic boundaries of area of involvement.
 - Powers of the company.
- Membership
 - Consists of members (but identity distinct from members).
 - Who are / may be members.
 - Who represents a member (also alternates).
 - Role and responsibility / obligations of members / terms and conditions of membership.
 - Membership termination / suspension.
 - Continued existence of entity even if membership changes.
 - Member indemnity.
 - Member AGM.
- Governance
 - Member representatives elected as board members (also alternate).
 - Board chairperson and deputy (election).
 - Board meetings (inaugural, quarterly and year-end).
 - Notice, agenda, voting / decision-making / quorum, minutes etc. at board meetings & AGM.
 - Functions and powers.
 - Can have sub-committees.
 - Board may make rules.
 - No compensation to board members (but reasonable expenses).
 - Removal of a board member.
 - Board indemnity.
- Financial aspects
 - Juristic person status.
 - Business plan and budget to be approved annually.
 - Membership fee / funding contributions, ratio / formulae (and when and how paid over – payment agreement).
 - Financial year, audit, AFSs and annual report.
 - Other funding sources; can raise own revenue via other activities, donations, grants etc.
 - Debt / Non-payment of membership contribution.
 - Acquire, hold / invest and dispose assets.
 - Operate bank account and transact; can contract.

- Dissolution, winding-up (asset transfer / dispersal) or amalgamation.
- Operational management
 - Managing Agent that reports to the Board.
 - Roles, responsibilities and functions.
 - Management meeting.
 - Administration.
 - Main programs.
 - Other staff can be appointed.
- General
 - Breach, sanction and dispute resolution.
 - Domicilium.
 - Amendment of Mol.

Besides registration as a non-profit company, the VRHV-NPC is also registered as a NPO in terms of the NPO Act, 71 of 1997. This will enable it to also function as a recipient vehicle for grant funding from the City of Cape Town (COCT) and other donor bodies.

Furthermore, the company also intends registering as a service provider vendor with the COCT to afford it the flexibility to render contracted services as part of its local urban management mandate.

2. Contact details

The general contact details of the company are as follows:

Managing agent	Nolands Tygerberg Inc (For attention: Anel van Wyk).
General contact no	021 943 4340.
Email address	anelvw@nolandstyg.co.za.
Website	www.valleynpc.co.za.
Company office	p/a Nolands Tygerberg, Regus Offices, First Floor, Willowbridge Centre, Carl Cronje Drive, Bellville, 7530

The company board of directors up to the 2023 AGM were as follows:

Ronel Retief (Chairperson) – 082 378 2909
 Nicolene van Niekerk (member) – 082 371 3943
 Robyn Viljoen (member) – 083 977 1275
 Shelly Ann Williams (member) – 082 771 9577
 Chrystal Zietsman (member) – 083 256 8428

The Board Executive Committee (Exco) over the past year comprised the following members:

Ronel Retief (Chairperson);
 Nicolene van Niekerk (member);
 Robyn Viljoen (member);
 Shelly Ann Williams (member); and
 Chrystal Zietsman (member).

Ward councilor - Cllr Ronel Viljoen (ward 70) – 084 512 8850.

3. Approval and implementation of the business plan

This business plan / work plan and budget of the VRHV-NPC is approved annually at the company's AGM, at the commencement of its financial year. Prior to that, it is approved by the Board ahead of final ratification thereof by the annual member AGM, for the year then commencing. At the same meeting, the audited annual financial statements of the preceding year are also to be approved by the member AGM.

Once approved, the company's Board and the Managing Agent takes responsibility for implementation of the approved business plan / work plan and budget, as directed and with assistance, monitoring and oversight by the Board of Directors and its subcommittees. The company's managing agent fulfills a day-to-day managing role in implementing the business plan.

4. Boundary of geographic area of involvement covered by the business plan

Situated east of the Tygerberg Hills on the outskirts of Bellville / Tygervalley and Durbanville, and nestling around the Majik Forest (a public nature area, which feeds into the Elsieskraal River), the geographic area of involvement of the VRHV-NPC (and where its energies are focused) is described as the 'Van Riebeeckshof Road Valley area', the geographic boundaries of which are indicated by a red line in Annexure B to this document.

Illustrated in the aerial photograph extract in Annexure B, the Van Riebeeckshof Road Valley area includes the following suburbs / townships and precincts:

- Van Riebeeckshof
- Oude Westhof
- Kanonberg
- Welgedacht
- Proteavallei
- Van Riebeeckshof Mall area
- Vineyard Hotel & Office Park area / Klein D'Aria

Although aspects of the business plan will require wider cooperation and integration of effort with neighbouring and other areas, the area of involvement described above is the primary focus of the NPC's business plan implementation actions and budget expenditure, to the benefit of the local inhabitants and property owners of this area.

5. Local urban management challenges, problem definition and an innovative approach required

Local challenges

An overview of urban management issues and concerns in the Van Riebeeckshof Valley area reveals a variety of problems and challenges experienced, preventing the area's residents and property owners from enjoying its full potential. Apart from safety and security concerns requiring greater levels of attention and effort, the valley has made significant progress in the development and maintenance of

the area. It is becoming increasingly difficult to obtain municipal services in the area due to the City's resources being stretched generally and allocated in areas of greater need. Areas such the VRH Valley are not targeted for extensive municipal budget spending. The focus is placed on the overwhelming need and lack of services in previously disadvantaged areas across the city.

In our local environment, the Majik Forest area has over the past number of years increasingly become an exceedingly popular area to visit. For this reason, vigilance is always required to address the danger of squatting by informal dwellers and vagrants. To address security concerns, it needs to be noted that the Van Riebeeckshof Valley area is challenged by being divided into two separate SAPS operational regions, ie Bellville and Durbanville., which makes for less effective cooperation.

In the current South African landscape there is an ever-increasing demand for urban land to settle low-income workers closer to where work is available. The social issues of unemployed citizens and a low economic growth rate adds to the problem of homeless people with no income who will stay as close as possible to a potential job opportunity, even informally so or wherever they can find a place to sleep to avoid expensive travel costs. City authorities are furthermore actively pursuing social housing projects on open urban land to alleviate the problem. Furthermore, if one considers the number of SA citizens below 25 years old, the low economic growth rate and lack of skills, the pressure on jobs will just increase over time for the near future.

Problem definition

Given the afore-mentioned context, key dimensions of the main problems and challenges (ie the problem statement) that the VRHV-NPC have to address and find solutions to, can be summarized as follows:

- To focus on future security considerations, it is necessary to coordinate the existing security infrastructure (LPR security cameras) and members' internal security measures. The security measures that are currently in place are adequate but needs to be reviewed on an ongoing basis to integrate the activities taking place in the wider community in Ward 70 of the COCT.
- Significant strides have been made to build better working relationships with the COCT's Departments providing services to role players and stakeholders in the Van Riebeeckshof Valley. Such relationships need to be fostered and enhanced for the collective benefit of all residents.
- Over the past years, good working relationships have been formed with contractors providing services to address the day-to-day maintenance, repair and cleansing around parks and main roads. This approach is aligned with an approach of focus on obvious issues that need to be rectified – in line with the “broken window theory”. Issues such as littering remains an annoyance. However, the work done by contractors to ensure that the VRHV area reflects a clean and tidy atmosphere has developed over time. The importance of creating a culture of “picking up litter” needs to be vested with all residents in the VRHV.
- The VRHV area is blessed with an abundance of scattered endangered plants that need to be preserved. Geographically, a significant area in the VRHV forms an aquifer that runs from the Tygerberg, through Riesling Park into the Tygerberg Wetland. This feeds all the dams in the Majik Forest and the adjacent dams in Doordekraal. From this perspective, it is essential to take active steps to conserve and restore the natural floral and water heritage that the VRHV is blessed with. After many years of neglect, a focus needs to be placed on preserving the natural heritage for future generations.

- Communication with residents and role-players in the VRHV area has become predominantly based on the use of technology. As this manner of communication presents challenges when facts are easily distorted, crisp and clear communication from a central forum presents an ongoing challenge.

In a volatile political environment, it is foreseen that providing municipal services to the VRHV area may diminish over time. This may also be linked to pressure on the use of open land – to allocate to low cost housing.

Need for appropriate response and new governance structure

In terms of community organisation (and in addition to the property owners' associations of the various estates and precincts), an over-arching 'Valley Committee' (made up of representatives from the various estates and areas) was established in and functioned since 2008. Whilst this committee facilitated and undertook various ad-hoc initiatives and improvements in the area over the years, it did not really have the capacity or infrastructure to implement sustained and fully coordinated operational urban management (mostly so due to lack of a secured revenue stream) to address the above challenges.

Given this situation, there was a need to implement a new organisational structure (and financial vehicle) that can provide a full time and sustainable response with dedicated resources to address the stated challenges. This has taken advantage of the opportunity to further formalise collective action as a community, through a formal legal structure which is recognized by the authorities. This structure, in the form of the VRHV-NPC, focuses on common objectives and goals (ie typical crime and grime and maintenance issues including top-up urban management services where necessary), better representing the valley area as a whole and coordinating and integrating the actions and efforts of different role players in the valley, employing dedicated resources funded by its members. In so doing, urban management in the valley is taken to a next level.

Whilst it of course remains an option to in the longer term apply to the City Council for establishment of a Special Rating Area (commonly known as a 'City Improvement District'), which would institute a more formal revenue raising mechanism, the requirements in this regard are onerous and would take a long lead time to put in place. In the interim and in the shorter term, it was considered appropriate to replace the erstwhile Valley Committee structure with a more formal and sophisticated registered Van Riebeeckshof Valley-NPC juristic person, with its own dedicated resources. This was done along the same standards that may eventually be required in case a special rating area is proceeded with, to not preclude such opportunity in future. This ensured the availability of dedicated resources to address local priorities, which the previous Valley Committee structure was not able to achieve any longer. Thus, the Van Riebeeckshof Valley NPC was formally incorporated as a non-profit legal entity in March 2019.

6. Vision, mission and objectives / priorities identified

Given the foregoing context and problem statement, the vision and mission of the Van Riebeeckshof Valley NPC are as follows:

Vision

To advance the sustainable and coordinated urban management of the Van Riebeeckshof Valley to maintain and extend its status as a desirable living, working and recreational area of which its residents and property owners are proud, whilst conserving the natural heritage of the area and enabling local inhabitants and visitors to continue fully enjoying its many positive attributes and amenities.

Mission

To, on a sustainable basis and focusing on safety, cleanliness, place-making and conservation of natural heritage by coordination of urban management initiatives and functions (liaising with and providing a link between both the municipality and the home / property owners' associations and other main role players in the valley) and to provide top-up services (funded by its members) in line with locally determined priorities, to the benefit of the area's residents, inhabitants, property owners and their investments.

Flowing from the above overall objective / mission, the focus area priorities and programmes of the VRHV-NPC are as follows:

- Public safety and security coordination (eg cameras, monitoring, response etc) across the valley;
- Cleansing and day-to-day urban management and maintenance of all public areas and infrastructure;
- Effective response to social issues (including vagrancy, public transport challenges around workers entering/leaving the area, Uber etc) and other community / upgrading and greening / beautification projects;
- Conservation initiatives and projects aimed at conservation of the natural floral heritage in the area;
- Operational management, coordination / liaison (with COCT and other agencies / collaborators); and
- Communication with the community and marketing initiatives as may be appropriate to achieve identified priorities.

The above priorities and interventions are identified based on the understanding that the regular services and actions by other role players such as the City of Cape Town's various service departments would continue and that the VRHV-NPC's role and involvement in this would be to oversee and coordinate its execution and delivery in the valley. Only where necessary would the VRHV-NPC itself provide top-up services to augment the regular basic service levels. This would ensure that the valley receives its fair share of public resources and attention. A large part of the VRHV-NPC's effort and energy thus goes into coordinating, liaising and relationship building actions.

The above focus does, however, not preclude the VRHV-NPC taking over certain services where warranted on an agreed basis.

7. Governance arrangements and roles / responsibilities

As a non-profit company subject to the rules of the Companies Act, the strategic, governance and operational management arrangements of the VRHV-NPC are centered around three critical inter-related components, i.e.

- members, convening as a full plenary during an AGM,
- a Board of Directors (elected from members), and
- Managing Agent.

Whilst the Board provides strategic direction, guidance, and oversight, and through its subcommittee's assistance where necessary, the Managing Agent is responsible for the day-to-day operational management and administration of the NPC and its staff. In doing so, the Managing Agent responsible to interact and build relationships with partners, other agencies and collaborators, City of Cape Town structures and departments, as well as with residents and community members where necessary.

In implementing the approved business plan, the Managing Agent accounts to the Board, who in turn is accountable to and takes guidance from the NPC membership as expressed at an AGM. As per normal company rules, the VRHV-NPC is also subject to annual audit, the outcome of which is reported by the Board to members at an AGM. This governance structure is illustrated in Annexure C attached to this business plan document.

The Board consists of between three to ten directors who are elected from the member body at an AGM for a three-year term (but with at least some members alternating annually). Membership of the VRHV-NPC consist of primarily homeowners' associations, body corporates, residents' associations and other organisations representing residents or interests in the area, as well as businesses and other enterprises operating in the area, the details around which is set out in the NPC's Memorandum of Incorporation (attached as Annexure A to this business plan document). Members are required to resolve or confirm their membership within their own operating rules.

In line with the focus that is placed on conservation of the VRHV area's floral natural heritage, the Board's structure has been adapted to reflect this priority.

The Board has established several portfolio subcommittees as listed below, and whose terms of reference and membership are further set out in Annexure D attached hereto. Subcommittees include:

- Finance;
- Environment;
- Security;
- Majik Forest;
- Tygerberg Wetland;
- Social response & communication; and
- Operational management.

The NPC is accountable to the wider community and property owners in the valley. These governance and operational arrangements are set out graphically in Annexure C to this document.

With establishment and operationalizing of the VRHV-NPC, the previous Valley Committee structure was discontinued and wound up.

8. Operational management and structure

From an operational perspective, the VRHV-NPC is managed by an appointed Managing Agent who carries out instructions and programs implemented from the Directors and who in turn is managed by the Chairman.

Whist the Managing agent, together with members of the various Board subcommittees, take responsibility for a large part of the activities set out in the business plan, various of the initiatives are also undertaken and actioned via either service providers or other agencies and collaborating partners on behalf of the VRHV-NPC, thereby integrating and 'crowding-in' additional effort and energy. Furthermore, there is no intention to duplicate or replace existing initiatives (unless clearly necessary). Rather, the NPC works with relevant partners, individuals or groupings / organizations in a supportive and coordinating role where such initiatives that the NPC considers important are already being undertaken (see Annexure C, which also sets out the operational relationship with various other role players and partners).

Given this arrangement, it is not necessarily required that the VRHV-NPC undertakes all the work set out in this business plan itself. However, it is evident that liaison with and coordination / integration of others' effort represents a very important and critical part of the VRHV-NPC's role and work.

Furthermore, in addition to providing guidance and support, it is also necessary that Board and other members (via subcommittees or on an ad-hoc basis) still assist with whatever business plan actions / priorities or tasks possible, to spread the load and not set unrealistic demands of the COO and his very small staff (or managing agent as the case may be). This would be much like the previous situation where members of the Valley Committee took responsibility for individual tasks, albeit now just with the availability of more dedicated resources.

The company has employed a managing agent to provide secretarial, bookkeeping, and other administrative services, while most operational services are (for the moment) delivered through contracted service providers. Besides limiting overhead cost, this also reduces upfront capital outlay to acquire vehicles etc. (although it doesn't prohibit this).

The above arrangement does not take away from the complete independence and self-sufficiency of the NPC (including its own unique public image / brand and customer interface), but for now is considered an effective and affordable way of operationalizing the VRHV-NPC. This arrangement may be reviewed in future to ensure it remains the most optimal way of serving the NPC's needs going forward.

9. Focus area programmes – Detailed description and implementation work plan

The primary programmes and work plan activities / tasks of the VRHV-NPC are set out and described below, followed by a table setting out more detailed specifications including benchmarks / performance indicator targets for each.

In most instances, the VRHV-NPC's role involves facilitation and coordination of the efforts and projects of other role players, agencies, service providers and stakeholders. However, where necessary dedicated top-up services are to be rendered by the VRHV-NPC itself.

9.1 Programme 1 – Public safety and security coordination

The role of the VRHV-NPC as part of this programme is to liaise with various service delivery role players, agents, and service providers to coordinate all aspects of safety and security across the valley, and where necessary, facilitate effective response to identified shortcomings / gaps and problems, as well as where necessary delivery of top-up services.

Actions and responsibilities under this programme include following:

- In consultation with various role players, drawing up of an overall safety and security plan, including plotting existing cameras, fences, and other arrangements, and identifying gaps / shortcomings and measures how these should be addressed / attended to.
- Ensuring existing cameras are operating optimally, ensuring weak spots are addressed / new cameras are installed in remaining gap areas, and that the various components of the system are integrated, and the cameras linked up and monitored.
- Liaising with and coordinating efforts by all relevant role players, service providers, neighbourhood watches and other law enforcement agencies to ensure general visible (crime prevention) area patrols and monitoring, as well as a satisfactory and efficient response to reported incidents and threats (and put the necessary protocols / agreements in place in this regard).
- Facilitating and promoting the recording of complaints and problems through correct channels by all role players.
- Regular patrols in and around Majik Forest, including ensuring adequate control of access points (ie arrangements regarding daily locking of gates and implementation of a user access tag system), as well as periodic security clearing / clean-up operations and working with the relevant agencies in this regard (including Park rangers).
- Checking adequacy of perimeter fencing and access gates and facilitating maintenance and repair where necessary.
- Liaison with specific user groups e.g., the Tygerberg Mountain Biking Club and/or abutting farming community / neighbouring property owners in respect of perimeter access arrangements and security threats.
- Liaising with neighbouring safety and security role players / organisations e.g., Welgemoed Safe in respect of cooperation and integration of operations, as well as participating in and providing input to the Bellville CPF.
- Building of relationships and putting in place cooperation agreements with all relevant role players and stakeholders (and defined service standards in the case of contracted service providers), and specifically liaising with both Bellville and Durbanville SAPS stations (as the Valley area is covered by both partially).

- Continually assess threats and new vulnerabilities on an on-going basis after drawing up and implementing the initial plan, and adjust the plans, accordingly, producing a twice-yearly safety and security performance report (dealing with successes achieved and identifying new priorities).

9.2 Programme 2 – Cleansing and day-to-day urban management and maintenance

The role of the VRHV-NPC as part of this programme is to liaise with various service delivery role players and service providers, most notably the City of Cape Town (COCT) municipality, to coordinate and ensure that regular general urban management, cleansing and day-to-day and ad-hoc maintenance of main public and other areas occur. Where necessary, the NPC is to facilitate / deliver top-up services in this regard.

Actions and responsibilities under this programme include following:

- Ensuring public open spaces / parks and other public areas are regularly maintained in terms of mowing, cleaning and tree / shrub maintenance, dam cleaning / clearance etc. Regular liaison with CoCT Parks Department in this regard.
- Regular weeding / weed spraying and flower bed / planted area maintenance (including road medians), upgrading and beautification. Liaison with relevant COCT departments where necessary.
- Ensuring street sweeping, regular stormwater channel / catch pit cleaning and maintenance of public roads where necessary. Liaison with the COCT Roads / Parks Department in this regard.
- Arranging / facilitating refuse removal where necessary and cleaning of any littering / responding to illegal dumping, as well as emptying of litter / refuse bins, including arranging of new bins / receptacles where necessary. Liaison with relevant COCT departments in this regard.
- Liaising with the relevant departments / agencies to ensure / facilitate road and pothole repair, pavement, and manhole repair / missing drain cover replacement where necessary, road marking and other street signage maintenance and repair, traffic signaling or public parking issues, and addressing related defects and shortcomings.
- Monitoring water issues and problems, e.g., reporting leaks, requesting repairs where necessary, reporting unauthorised activities / wastage and promoting / facilitating water saving initiatives etc. Liaising with the relevant departments and authorities in this regard.
- Ensuring pedestrian footways and other related infrastructure e.g., benches, bus shelters etc. in parks and in road reserves are maintained, upgraded, and extended / initiated anew where appropriate. Liaise with the relevant departments / service providers in this regard.
- Ensuring that public lighting is maintained, reporting defects, arranging for repair, as well as motivating for / facilitating new / extended installations where necessary. Liaising with relevant departments / authorities.
- Facilitating graffiti and/or illegal poster / advertising clean-up where necessary.
- Reporting complaints that have an adverse effect on the environment on the MyCity Complaints platform or request the Managing Agent to do so.

9.3 Programme 3 – Social response and community projects / upgrading / beautification.

The role of the NPC as part of this programme is to identify, monitor and arrange / facilitate effective response to social issues and challenges (including but not limited to vagrancy, squatting, public anti-social behavior / intoxication / drug abuse / trafficking, commuter transport challenges etc.) and to liaise with and coordinate the actions of the various role players and service providers in this regard. It also includes other local area / community upgrading or beautification projects and initiatives as may be identified.

Actions and responsibilities under this programme include following:

- Liaison with various social and welfare services agencies (e.g., Night shelters, SafeSpace, MES, Badisa, COCT Displaced persons unit and/or Social Services Department, City police, SAPS etc.) to ensure appropriate and effective response to instances of vagrancy, loitering, squatting, public anti-social behavior / intoxication / drug abuse / trafficking, etc. and setting up collaboration / service agreements in this regard.
- Ensuring complaints in the above regard are appropriately reported / channeled and responded to (e.g., by COCT agencies such as Law Enforcement etc.) including follow-up / case closing afterwards.
- Exploring challenges and potential solutions around informal job seeking in the area and aspects related to this, including liaison with the various role players and agencies that can potentially assist.
- Initiating and promoting appropriate responses to challenges like begging e.g., 'give responsibly' campaigns and other social responsibility campaigns.
- Exploring challenges and potential solutions around public commuter transport issues, e.g. bus stops / shelters / drop-off points, taxi embayment, Uber waiting areas, traffic enforcement, pedestrian routes etc. Liaising with the relevant parties in this regard.
- Coordination, facilitation or undertaking of ad-hoc new community (e.g., parks) upgrading and/or beautification projects as identified, including response to environmental issues / conservation initiatives, name board and outdoor signage aspects, heritage issues, public optic fiber lines etc.
- Initiate or facilitate new tree planting, flower beds and/or other greening / landscaping initiatives where appropriate (in line with water-wise principles and what watering opportunities exist) and apply to the relevant departments / authorities / partners for the necessary assistance and resources in this regard.

9.4 Programme 4 – Operational management, coordination / liaison, communication with community and marketing

Besides day to day operational and administrative management of the VRHV-NPC itself and its own activities and reporting on this, this programme primarily focusses on the need for effective overall coordination and liaison with all relevant role players and stakeholders (including with COCT / other agencies / collaborators), as well as proper communication with the community and associated marketing activities.

The programme includes the following actions and responsibilities:

- Overall coordination and liaison with all relevant role players, agencies, stakeholders and service providers, including COCT line departments in implementing the various actions and responsibilities set out in the programs and projects of the NPC, and building and maintaining necessary working relationships in this regard and putting in place cooperation agreements where necessary.
- Liaising directly with homeowners' associations / individual NPC members re specific issues / requests and with other community organisations or individual stakeholders on specific issues and to provide feedback.
- Liaising with all departments and structures (including ward councilor, ward committee etc.) of the COCT, including registering with the sub-council as a community organisation (and with the COCT as a service provider / vendor) and formulating and submitting requests for assistance via the relevant channels and/or applying for grant / in-kind funding / area upgrades / ward allocations etc. where necessary.
- Liaise with relevant COCT departments in respect of day-to-day urban management functions and establish standard service levels.
- Liaise with the relevant COCT departments to arrange EPWP worker assistance and coordination as and when available in respect of any of the above programs and activities.
- Proper fault and incident reporting through the relevant channels and promoting correct procedure in this regard by other parties and role players.
- Ad-hoc news flashes (including feeding such to local newspapers where appropriate) and bi-monthly / quarterly newsletter for electronic dissemination, and related communication activities / marketing (e.g. ensure appropriate visibility where the NPC undertakes initiatives, regular feedback of positive stories / new initiatives to newspapers etc.) as may be required. Where appropriate, Board members or subcommittees may assist with this.
- Related to the above, implementing and maintaining a website presence.
- After liaison with and as guided by a relevant Board member, responding to development or other proposals for the area / requests for comment / input and representing the Van Riebeeckshof Valley on relevant structures and fora e.g., the Ward committee.
- Regular on-going day to day administrative management and control of the NPC and its activities, including financial management, banking, invoicing / payments, contracting with service providers where necessary, bookkeeping / accounting, annual auditing, payroll and HR management, vehicle / plant maintenance, insurance etc., and exploring / implementing the most efficient / cost effective mechanisms in this regard. Where appropriate, Board members or subcommittees will assist with / support these aspects.
- Regular month-end reporting by Managing Agent to the Board or relevant subcommittee on all activities / actions / initiatives and projects undertaken and completed (including budget spending, any membership arrears and other financial status), challenges / problems experienced and planning for next month.
- Annual / year-end report by the Managing Agent to the Board on all activities / actions / initiatives undertaken and completed during the year, challenges / problems experienced and draft planning and budget for next year. This will form the basis for / input to the work plan / business plan and draft budget to be finalised by the Board (and approved at the AGM) for the following year.
- Preparation and external auditing of annual financial statements.
- Arranging and preparing for Board and AGM meetings may be necessary.

An Implementation work plan reflecting the foregoing programs and key performance area actions is set out below with relevant target and performance indicators:

9.5 **Programme 5 - Involvement and guidance to role players in conservation initiatives**

Conservation of the indigenous floral heritage of the VRHV forms a key focus area of the VRHV-NPC. As there are several existing organisations and focus groups that have similar interests in conservation in VRHV, the programme includes the following:

- Facilitating and/or assisting with regular clearing of the Majik Forest area (including cleaning littering illegal structures, discarded vagrant belongings, brush cutting, dam cleaning / clearance, alien vegetation clearing etc.). Liaison with the relevant agencies / service providers in this regard.
- Assisting with and coordinating (with for example Park Rangers / Law Enforcement) regular clean-up / emptying of Majik Forest of squatters / unauthorised activities. Liaising with the various agencies / role players in this regard.
- Liaison with community organisations involved in the efforts to conserve the natural heritage of the Majik Forest. These include the Friends of the Majik Forest, and organisations involved in preserving the Vink Arboretum.
- Liaison with organisations that use the Majik Forest for recreational purposes (e.g., the Durbanville Mountain Bile Club).
- Liaison with the Tygerberg Wetlands Association to support the conservation and security initiatives to restore the natural floral heritage of the wetlands.
- Liaison with the COCT and Community organisations (e.g. Welgemoed CID) to promote the current conservation status of the Tygerberg Wetlands and the adjoining public open spaces forming an aquafer from the Tyberberg flowing towards the Elsieskraal river.
- Support to the Tygerberg Wetlands Association to ensure the security measures that have been put in place.
- Provide guidance to organisations wishing to promote conservation and educational opportunities.

Implementation work plan			
Action / Key performance area (KPA) description	Frequency / duration & timing	Performance metric / target / benchmark / indicator	Responsible party
PROGRAMME 1 Public safety and security coordination			
1.1 Drawing up of overall safety & security plan, plotting cameras, fences etc. identifying gaps / shortcomings with proposed solutions.	Priority to complete / put in place in first 6 months.	Draft overall plan available for consideration by 2 nd Board meeting.	Directors S&S subcommittee
1.2 Ensure existing camera network functioning optimally, integrated and linked up / monitored (subject to funding).	Priority in Year 1.	Cameras fully functional / linked / monitored by end of Y1.	Directors
1.3 Implement new cameras in gap / weak spot areas.	In place by end of Year 2.	As identified per overall plan Depending on funding, to be in place by end of Year 2.	Directors S&S subcommittee
1.4 Coordinate efforts of all relevant role players, service providers, neighbourhood watches and other law enforcement agencies iro general visible (crime prevention) area patrols and monitoring.	Immediate priority, to be a focus to achieve in first 6 months.	Formalised agreement (of whatever kind, with defined service standards in case of contracted services) in place by end 3 rd quarter (ie March 2020).	Directors S&S subcommittee
1.5 As part of 1.4 above, ensuring a satisfactory / efficient response to reported incidents and threats.			
1.6 Facilitating and promoting correct channel recording of complaints and problems by all role players & residents.	Ongoing	Correctly reported incidents / complaints – Protocol implemented by end 2 nd quarter.	Directors
1.7 Ensuring adequate access control to Majik Forest (ie arrangements re daily locking of gates and implementation of a user access tag system).	Priority in Year 1	Tag / access control system functioning by end of Year 1.	Directors
1.8 Regular patrols in and around Majik Forest and periodic security clean-up operations, working with relevant agencies such as Park rangers.	Random daily patrols Clean-up operation quarterly.	In place by 2 nd quarter.	Directors Other role players e.g. Park rangers
1.9 Checking adequacy of Valley perimeter fencing and access gates, and facilitating maintenance and repair where necessary.	Inspection every 2 nd month, ad-hoc repair as necessary.	On-going from quarter 2 onwards.	Applicable estates / HOAs Directors

1.10 Liaison with specific user groups e.g. the Tygerberg Mountain Biking Club and/or abutting farming community / neighbouring property owners in respect of perimeter access arrangements and security threats.	On-going as necessary.	First round of consultation completed by end 3 rd quarter.	DIRECTORS Applicable estates / HOAs
1.11 Liaising with neighbouring safety and security role players / organisations e.g., Welgemoed Safe in respect of cooperation and integration of operations.	Ongoing – priority in Year 1.	Agreements (or regular contact at least) in place by end Y1.	DIRECTORS
1.12 Participating in and providing input to the Bellville CPF.	Ongoing	Regular attendance of CPF meetings.	DIRECTORS
1.13 Building working relationships with both Bellville and Durbanville SAPS stations.	Ongoing – priority in Year 1.	Meeting with each station commander in first 6 months (Action minutes recorded).	DIRECTORS
1.14 Implement other aspects of overall security plan and continually re-assess threats and new vulnerabilities and adjust the plans, accordingly, producing a twice-yearly safety and security performance report.	Ongoing Reporting by mid and end of Year 1.	Updated overall plan 2x security performance reports submitted to Board.	DIRECTORS S&S subcommittee
PROGRAMME 2 Cleansing and day-to-day urban management and maintenance			
2.1 Regular maintenance of public open spaces / parks and other public areas in terms of mowing, cleaning, tree / shrub trimming / pruning and dam cleaning / clearance.	Mowing once per quarter (as necessary), tree maintenance once a year, dam maintenance twice a year – Ongoing on rotational basis Priority in first 6 months.	Agreements with other role players in place and marked improvement by end of Year 1.	DIRECTORS in liaison with relevant City dept & other role players.
2.2 Regular weeding / weed spraying and flower bed / planted area maintenance (including road medians).			
2.3 Upgrading / re-doing and beautification of flower bed / planted area (including road medians).	Annual attention required - Priority in Year 1	Marked improvement by end of Y1.	DIRECTORS in liaison with relevant City dept & other role players.

2.4 Ensuring Street sweeping and regular stormwater channel / catch pit cleaning / maintenance of public roads where necessary.	Twice annually, as necessary, on rotational basis Priority in first 6 months.	Marked improvement by end 2 nd quarter.	DIRECTORS in liaison with relevant COCT dept.
2.5 Refuse removal where necessary and cleaning of any littering / responding to illegal dumping, as well as facilitating emptying of overflowing litter / refuse bins.	Ad-hoc, as necessary Bin cleaning weekly.	Prompt response to instances of dumping Regular bin cleaning in place by end of 2 nd quarter.	DIRECTORS in liaison with relevant COCT depts.
2.6 Arranging of new public refuse bins / receptacles where necessary.	Ad-hoc, as necessary.	As and when necessary.	DIRECTORS in liaison with relevant COCT depts.
2.7 Facilitating and/or assisting with regular clearing / litter picking of Majik Forest area (including cleaning littering, illegal structures, discarded vagrant belongings, brush cutting, dam cleaning / clearance, alien vegetation clearing etc.).	Clean-up operation quarterly.	Agreements with other role players in place and marked improvement by end of Year 1.	DIRECTORS in liaison with other role players e.g., Park rangers.
2.8 Ensuring maintenance and/or regular cleaning, brush cutting and alien clearing of the vlei area.	Ad-hoc, as necessary (but at least once a year).	In place by end of Year 1.	DIRECTORS in liaison with relevant COCT depts. / other role players.
2.9 Facilitating road and/or pothole repair, pavement and manhole repair / missing drain cover replacement where necessary, road marking and other street signage maintenance and repair.	Ad-hoc, as necessary.	Effected within reasonable period (subject to funding where relevant).	DIRECTORS in liaison with relevant COCT depts.
2.10 Facilitating an appropriate response to any traffic signaling or public parking issues, and addressing related defects and shortcomings			
2.11 Monitoring water issues and problems, e.g., reporting leaks, requesting repairs where necessary, reporting unauthorised activities / wastage and promoting / facilitating water saving initiatives etc.	Ad-hoc, on-going as necessary.	Reported as required, response within reasonable period. Proposals for savings initiatives tabled by end Year 1.	DIRECTORS in liaison with relevant COCT depts.

2.12 Ensuring pedestrian footways and other related infrastructure e.g., benches, bus shelters etc. in parks and in road reserves are maintained and upgraded.	Ad-hoc, on-going as necessary.	Upgrade / maintenance proposals available for consideration by end of quarter 2 Vlei ring road completed by end of Year 1.	DIRECTORS in liaison with relevant COCT depts. / other role players.
2.13 Extension of and/or initiating anew pedestrian footways and other related infrastructure e.g. benches, bus shelters, public lighting, etc. in parks and in road reserves where necessary			
2.14 Ensuring that public lighting is maintained, reporting defects, arranging for repair etc.	Ad-hoc, on-going as necessary.	Reported as required, response within reasonable period.	DIRECTORS in liaison with relevant COCT depts.
2.15 Facilitating graffiti and/or illegal poster / advertising clean-up.	Ad-hoc, on-going as necessary.	Reported as required, response within reasonable period.	DIRECTORS in liaison with relevant COCT depts.
PROGRAMME 3 Social response and community projects / upgrading / beautification			
3.1 Effective response by social and welfare services agencies to instances of vagrancy, loitering, squatting, public anti-social behavior / intoxication / drug abuse / trafficking, etc./ setting up collaboration / service agreements in this regard.	Priority to put in place in Year 1.	Collaboration / service agreements in place by end of Year 1.	DIRECTORS in collaboration with relevant role players.
3.2 Ensuring complaints re above are appropriately reported / channeled and responded to (e.g., by COCT agencies such as Law Enforcement etc.).	Ad-hoc, on-going as necessary.	Reported as required, response within reasonable period.	DIRECTORS in collaboration with relevant role players.
3.3 Exploring potential solutions around informal job seeking in the area and aspects related to this, liaison with various role players and agencies that can potentially assist.	Ad-hoc and ongoing.	Draft strategy / plan submitted to Board in 2 nd half of Year 1.	DIRECTORS in collaboration with relevant role players.
3.4 Initiating and promoting appropriate / bespoke responses to challenges like begging e.g., 'give responsibly' campaigns and other social responsibility campaigns.	Ad-hoc and ongoing.	Draft strategy / plan submitted to Board in 2 nd half of Year 1.	DIRECTORS in collaboration with relevant role players.
3.5 Assisting with and Directors coordinating regular clean-up / emptying of Majik Forest of squatters / unauthorised activities.	Clean-up operation quarterly.	Marked improvement by end of Year 1.	DIRECTORS in liaison with other

			role players e.g. Park rangers.
3.6 Introducing solutions around public commuter transport challenges, e.g., bus stops / shelters / drop-off points, taxi embayments, Uber waiting areas, traffic enforcement, pedestrian routes etc.	Ad-hoc, on-going as necessary.	Where relevant, proposals for consideration tabled by second half of Year 1.	DIRECTORS in liaison with relevant COCT depts. / other role players.
3.7 Ad-hoc new community (e.g., park) upgrading and/or beautification projects, including environmental issues / conservation initiatives, name board and outdoor signage aspects, heritage issues, public optic fiber lines etc.	Ad-hoc, on-going as necessary.	Proposals tabled for consideration by end of 2 nd quarter. One project focused on per quarter from Q3 onwards (subject to funding).	DIRECTORS in liaison with relevant role players.
3.8 New tree planting, flower beds and/or other greening / landscaping initiatives where appropriate (in line with water-wise principles); application to relevant authorities / departments / partners for necessary assistance and resources	Ad-hoc, on-going as necessary	Proposals tabled for consideration by the end of 2 nd quarter. Applications / requests for assistance submitted by Q3 and initiative implemented by end of Y1.	DIRECTORS in liaison with relevant role players.
PROGRAMME 4 Operational management, coordination / liaison, communication with community and marketing			
4.1 Liaising directly with homeowners' associations / individual NPC members re specific issues / requests and with other community organisations or individual stakeholders on specific issues and to provide feedback.	On-going, annually.	One direct consultation meeting / visit per member organisation per year.	DIRECTORS
4.2 Liaising with ward committee / ward councilor and registering with the sub council as a community organisation (and with the City as a service provider / vendor, as well as a NPO in terms of the Act 71/1997); submitting requests for grant / in-kind funding assistance / area upgrades / ward allocations etc. via these forums where necessary.	On-going, as necessary.	Registered by end of 2 nd quarter. Submit proposals / requests by 3 rd quarter of Year 1.	DIRECTORS
4.3 Liaise with relevant COCT departments in respect of day-to-day urban management functions and establish standard service levels.	On-going, as necessary.	Standard service levels established by end of 2 nd quarter.	DIRECTORS
4.4 Liaise with relevant COCT departments to arrange EPWP worker assistance and coordination as and when available.	On-going, as necessary.	First request submitted by end of quarter 1.	DIRECTORS

4.5 Ad-hoc news flashes / clips (including feeding such to local newspapers where appropriate).	Ad-hoc, as and when necessary.	Issuing of news clips / info updates during every quarter. Liaison with newspapers as necessary.	DIRECTORS
4.6 Quarterly newsletter for electronic dissemination, and related communication activities / marketing (e.g., ensuring appropriate visibility where the NPC undertakes initiatives, regular feedback of positive stories / new initiatives to newspapers, flash surveys etc.) and building up contacts database for this purpose.	On-going and ad-hoc.	Newsletter issued quarterly. Ad-hoc marketing activities as necessary (e.g., project / worker visibility) from 2 nd quarter onwards Newspaper presence one per every 6 months. One survey per year.	DIRECTORS Board member
4.7 Implementing and maintaining a website presence.	On-going	Basic website up and running by end of Year 1.	DIRECTORS Board member
4.8 Responding to development and/or other proposals for the area / requests for comment / input etc.	Ad-hoc, as and when necessary.	Response within required timeframes as necessary.	DIRECTORS, after consultation with Board member.
4.9 Representing the VRHV-NPC on relevant structures and fora e.g., the Ward committee.	Ad-hoc, as and when necessary.	Representation at appropriate forums.	DIRECTORS, in consultation with Board.
4.10 Day to day administrative management and control of all NPC activities, including financial management, banking, invoicing / payments, contracting with service providers where necessary, bookkeeping / accounting, annual auditing, payroll and HR management, vehicle / plant maintenance, insurance etc., and exploring / implementing the most efficient / cost effective mechanisms in this regard.	On-going	Operational office functioning effectively, incl <ul style="list-style-type: none"> ▪ Monthly invoices issued timeously. ▪ Prompt payments where necessary. ▪ Prompt monthly payroll admin. ▪ Vehicle / equipment servicing as necessary. ▪ Updated accounting. ▪ CIPC & SARS compliance. ▪ HR contracts in place. 	DIRECTORS Monthly oversight by Board members.
4.11 Month-end management reporting to Board or relevant subcommittee on all activities / actions / initiatives and	Monthly	Submitted to Board chair not later than middle of following month.	DIRECTORS

projects undertaken and completed (including budget spending, any membership arrears and other financial status), challenges / problems experienced and planning for next month.			
4.12 Annual / year-end report to Board on all activities / actions / initiatives undertaken and completed during the year, challenges / problems experienced.	Annually	Submitted to Board chair by mid-July annually.	DIRECTORS
4.13 Draft business planning and budget for next year.	Annually	Submitted to Board by end April annually.	DIRECTORS in consultation with Board chair.
4.14 Preparation and external auditing of annual financial statements.	Annually	Draft AFSs submitted for auditing by mid-July. Annual audits complete by mid Aug.	DIRECTORS
4.15 4x Board meetings.	Quarterly	Sept, Dec / Jan, Mar / Apr & Jul Notices, agendas, information packs and minutes etc. for each Board meeting issued timeously.	Board chair assisted by DIRECTORS.
4.16 Hosting annual member AGM.	Annually	By August / September. Notices, agendas, information packs and minutes etc. for each meeting issued timeously.	Board chair assisted by DIRECTORS.
PROGRAMME 5 - Involvement and guidance to role players in conservation initiatives			
5.1 – Identification of organisations who actively promote effort to promote conservation in the Majik forest and the other areas in VRHV.	Quarterly	Reporting to the Board on a quarterly basis.	Responsible Directors
5.2 - Liaison with identified conservation organisations to provide inputs and possible support to promote efforts to promote conservation effort in the Majik Forest, the Tygerberg Wetlands and areas falling in the VRHV area.	Quarterly	Reporting to the Board on a quarterly basis.	Responsible Directors
5.3 – Liaison with Trustees of MHOA's and HOA's to provide inputs and support alignment in the approach to conservation efforts in the VRHV.	Quarterly	Reporting to the Board on a quarterly basis.	Responsible Directors

10. Financial plan

The VRHV-NPC's business plan is based on a sound financial plan, which provides the resources to enable it to carry out its mandate towards achieving the set targets and accounts for how this occurs. Besides an annually approved business plan and budget (approved by both the Board who then tables it at the AGM for ratification), oversight is also provided by Board subcommittees, specifically the Finance Subcommittee.

Further aspects of the financial plan part of the business plan, including revenue, expenditure, financial management and control (which include auditing and reporting) and budgeting is set out in more detail below.

The VRHV-NPC start-up was facilitated with the capital proceeds realized because of the Valley Committee winding up in lieu of the former coming into operation. This start-up capital represents a value of potentially around R75K.

10.1 Revenue sources

The VRHV-NPC's operations are funded primarily from member contributions (as a condition of individual membership – see the Mol in Annexure A for more detail on this).

This revenue is potentially further supplemented by ad-hoc fundraising, grants and donations, contracted service revenue / agency fees and other possible revenue streams (e.g. corporate advertising / sponsorship). It may also include in-kind contributions (and/or COCT departmental funding / allocations, ward allocation, vendor to City fees etc.). The existing regular member contributions are considered in funding the budget.

Member contributions are agreed with members upfront (per signed 2-year agreement individually and collected / invoiced monthly). Members are required to provide for and approve such contributions in their own annual budgeting processes.

At the initial establishment of the NPC (and at the time of approval of this subsequent business plan), only agreed contributions from the initial members as set out in the Mol (see Annexure A) were considered as part of the revenue budget. Notwithstanding, it is envisaged that membership is likely to grow as more organisations and associations join formally in due course, which may increase the revenue stream and even further improve the financial position of the NPC.

Contribution formula and rate

Members fall primarily in two categories, i.e., homeowners' associations, body corporates, residents' associations and the like covering residential areas, and business enterprises (e.g., shopping centre, office space or a hotel etc.) operating in the area.

On the residential side, member contributions are based on number of residential units / stands represented, whereas on the commercial side it relates to m² gross leasable floor area (GLA) owned or managed, or as agreed on an ad-hoc basis. To simplify matters and as a guideline, on the commercial side, 100m² GLA floor area is regarded as equal to one residential unit. (The contribution rate on the commercial side may however also be based on an ad-hoc arrangement depending on the agreement reached).

In context of the above, the contribution rate on the residential side in 2023/24 increased to R25 / unit / month. Notwithstanding and as exceptions, reduced rates are applied in the case of:

- Proteavalley Residents' Association / Neighbourhood Watch was initially a member of the Van Riebeeckshof Valley NPC, but due to funding problems resigned. However, an agreement was concluded whereby the Proteavalley Resident's Association would contribute 20% of the expenses in cases where disbursements are made that also benefit the Proteavalley area.
- Oude Westhof Retirement Village
(70% reduction applied, as it becomes difficult to count for instance assisted living units (effectively just a separate bedroom with en-suite) as full residential units.

As mentioned, different rates could also be applied in the case of commercial units, depending on the nature of the agreement reached.

Envisaged member contributions

Given the foregoing formula and rate, annual member contributions (i.e., the financial year of this business plan) are thus potentially as detailed in the indicative schedule attached as Annexure E to this business plan. Annual escalation of membership contributions in the next year and beyond would be based on the CPIX inflation rate, as agreed at the AGM.

Revenue projections are based on contributions from residential members. Contributions from commercial members that come online subsequently (as they are agreed) would further improve the financial position of the VRHV-NPC.

Membership contributions are invoiced monthly in advance, except where otherwise agreed with individual members.

10.2 Capital and operational expenditure

Seed capital, funded from the winding up of the erstwhile Valley Committee, paid for the following preparatory actions in setting up the NPC:

- MoI drafting by an attorney.
- CIPC registration costs.

Initially the services of the Welgedacht HOA's administrative infrastructure was used to provide administrative support to the Van Riebeeckshof Valley NPC. However, due to capacity constraints, it was formalized that Nolands would take over this responsibility and now acts as Managing Agent.

10.3 Financial management and control

The DIRECTORS / Manager (or managing agent as the case may be) is responsible for day-to-day financial management and control. This includes all electronic banking transactions having to be signed off by two people (based on the principle of role separation). Major capital expenditure is to be agreed by the Board beforehand, specifically its Finance Subcommittee.

Furthermore, the VRHV-NPC is subject to the normal financial control mechanisms through proper bookkeeping, annual auditing etc.

The managing agent is required to provide a summary of financial management and banking control aspects (e.g. cash flow – revenue and expenditure) in his/her monthly operational oversight report to the Board.

Financial and operational control arrangements and mechanisms with regards to payment and accounting procedures are set out in more detail in Annexure F to this business plan document.

It is accepted that the VRHV-NPC has a responsibility to its stakeholders to be able to maintain financial soundness. It was therefore agreed that a financial reserve equal to a 3-month running expenses should be maintained. The balance of the financial reserve account (Money Market Account) is R168K, and this would be maintained. In the 2022/23 financial year, a surplus amount of R8,590 was realised, that has not been capitalised, but would be used to supplement the expenses foreseen in the 2023/24 budget period.

10.4 Detailed budget

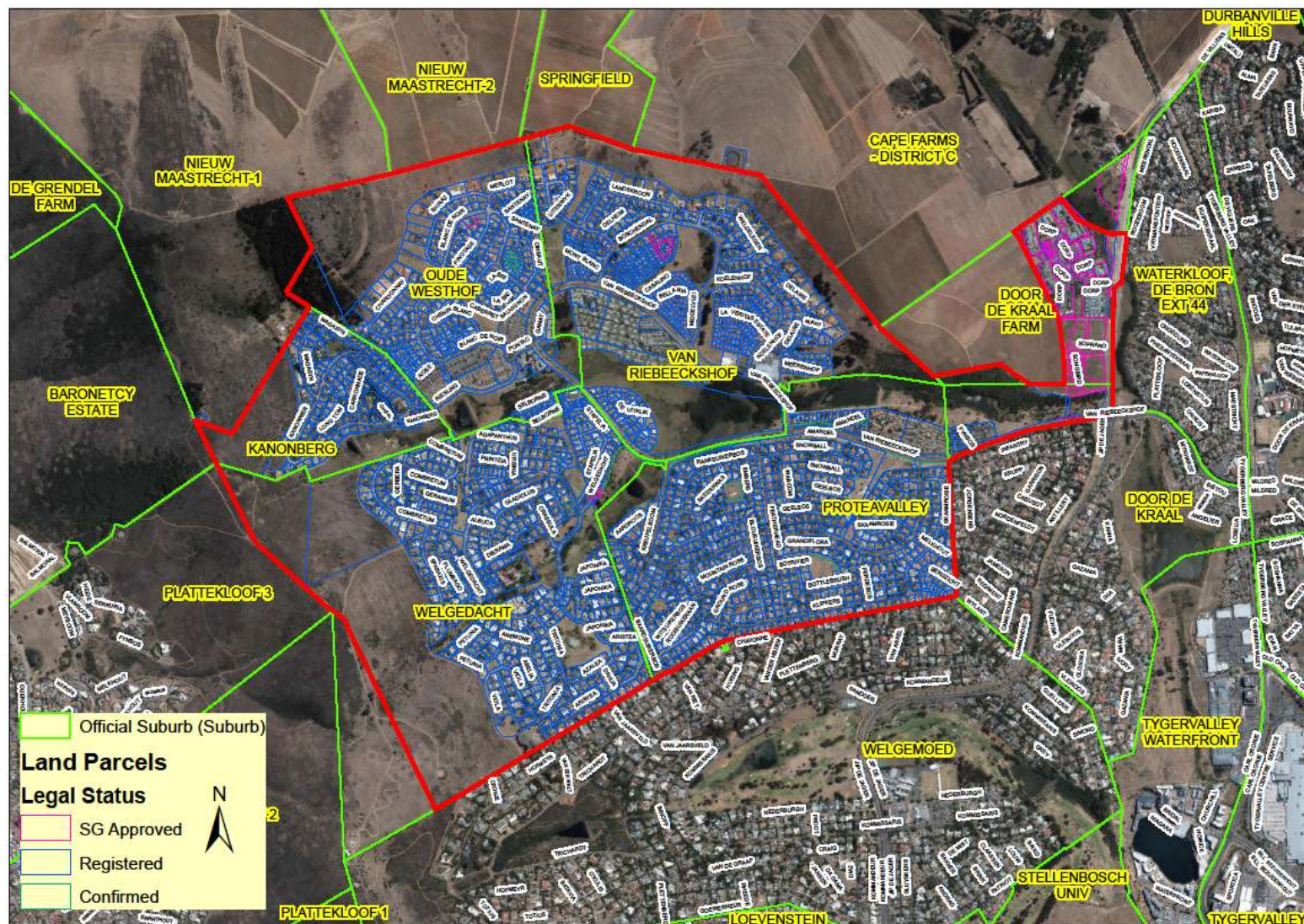
In the preparation of the budget, a **6% increase** in expenditure has been assumed. (Although Eden Landscaping has indicated that due to their labour expenses, the level of service can only be maintained if a 7% increase is made.) This is reflected in the SLA's that have been concluded.

The VRHV-NPC budget for the current financial year is attached as Annexure G to this business plan document.

**VAN RIEBEECKSHOF VALLEY (VRHV) NPC MEMORANDUM OF INCORPORATION
(Mol)**

See separate VRHV-NPC Mol document

BOUNDARIES AND DESCRIPTION OF GEOGRAPHIC AREA OF INVOLVEMENT



Van Riebeeckshof Valley – Area description

Incorporating portions of five historic farms dating back to 1700's (from which resulting townships derived their names) situated east of the Tygerberg Hills and on the outskirts of both Bellville / Tygervally and Durbanville, the Van Riebeeckshof Valley nestles around the Majik Forest (public nature area) and backs onto a number of well-known Durbanville wine farms further north (along the so-called 'Durbanville Inner Valley').

With Proteavallei the first, township development in the Valley started expanding during the 1980s and 1990s, with the bottom (eastern) portion of the remaining Doordekraal Farm the latest addition in the form of the Vineyard Hotel & Office Park and Klein D'Aria Residential and Office Estate. The Van Riebeeckshof Valley area (as described for the purposes of this document) includes the following suburbs / townships and precincts (see aerial photograph extract above):

- Van Riebeeckshof.
- Oude Westhof.
- Kanonberg.
- Welgedacht.
- Proteavallei.
- Van Riebeeckshof Mall area.
- Vineyard Hotel & Office Park area / Klein D'Aria.

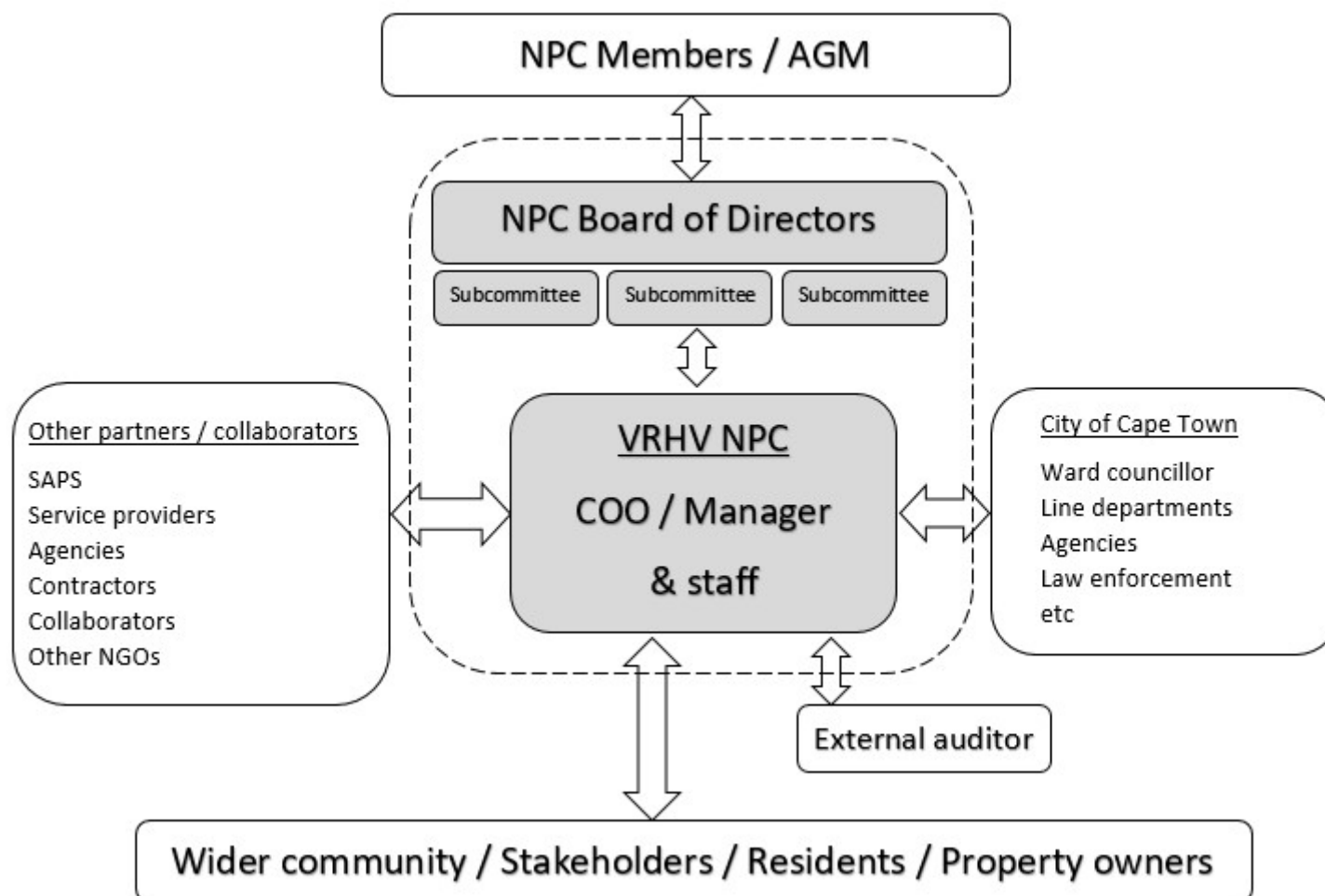
A rough property profile of the area indicates around 3 000 residential units and 24 business stands.

The Van Riebeeckshof Valley is known for its high-quality residential estates and easy access to surrounding leisure and recreation opportunities, including both hiking and mountain biking in the abutting Tygerberg Nature Reserve and through the Majik Forest public recreation area. It is further located on the doorstep of various well-known wine estates and a short distance away from the Tygervally commercial node.

Zoning profile of townships forming part of the Van Riebeeckshof Valley



GOVERNANCE ARRANGEMENTS AND OPERATIONAL MANAGEMENT STRUCTURE



BOARD SUBCOMMITTEES – TERMS OF REFERENCE

as at 1 September 2020

1. EXECUTIVE COMMITTEE (EXCO)

Membership

Board Chairperson (Ronel Retief)
 Deputy Board Chairperson (???)
 Additional Board member (Robyn Viljoen)
 Additional Board member (Nicolene van Niekerk)
 Additional Board member (Shelly Ann Williams)
 Additional Board member (Chrystal Zietsman)
 Managing agent (Nolands Tygerberg Inc) – *ex officio* (Anel van Wyk)

Mandate / Area of focus / Responsibilities

- General interaction with Company Manager and staff;
- Decisions or matters not covered anywhere else, or needing attention in the short- term (i.e. between Board or Committee meetings – day-to-day decision-making);
- In case of an emergency, or instances where urgent attention is required, Exco are able to make decisions on behalf of the Board (but the Board is to be informed asap);
- Must report back to the full Board on any actions or decisions taken;
- Providing guidance to the Board on its obligations in terms of the Company's Act and other relevant regulatory requirements;
- Consider and approve declarations of interest of Board members, members of Sub-committees and/or the Company Manager / staff; and
- Providing a liaison platform with the local Ward Councillor

2. PORTFOLIO SUBCOMMITTEES OF THE BOARD

Five separate portfolio Board sub-committees are established (roughly aligning with the NPC Business plan programmes), namely:

- Finance;
- Environment;
- Security;
- Majik Forest;
- Tygerberg Wetlands
- Social response & communication; and

- Operational management

3. GENERAL ROLE AND FUNCTIONING OF THE BOARD AND SUBCOMMITTEES AND MEMBERSHIP GUIDELINES

General role and functioning

- Guidance to and oversight over the Managing Agent and company operations;
- Determining priorities / focus areas where necessary;
- Members to also assist where possible with individual tasks (to spread the load) in coordination / consultation with the Managing Agent (but not duplicating or taking over);
- The chair of the subcommittee is responsible to prepare an agenda for sub-committee meetings and ensure action minutes are kept;
- In the interest of good governance, the Managing Agent's office is to provide company secretarial infrastructure and support to meet the standards required in terms of the Company's Act. To assist the functioning of the Board and its subcommittees, the Managing Agent's office is to schedule dates and time for subcommittee meetings, provide attendance registers, minute discussions and keep notes of decisions / actions to be attended to (if not produced by the chair);
- The chair of the subcommittee is responsible to provide a quarterly report in respect of the portfolio's functioning to be considered by the Board in a standard format appropriate to good company secretarial practice – with such reports containing draft resolutions for consideration by the Board; and
- Subcommittee meeting frequency should be at least four times per year.

Note on mandate – Boundaries between committee focus areas and mandates are not necessarily 100% clear-cut. For this reason, subcommittee chairs and members are expected to liaise and consult with each other to ensure appropriate and functional coordination.

Reminder – Board members / subcommittee chairpersons in their capacity as executives of the Board, represent the interests of the Van Riebeeckshof Valley as a whole, and not their own individual member organisations.

Sub-committee membership guidelines

- Meetings are chaired (and overall responsibility taken) by the appointed Board member;
- Members can include non-Board members volunteered from NPC members' own structures or otherwise co-opted from the community – the idea is to garner strengths and expertise of valley residents; and
- The Managing Agent to attend committee meetings as far as possible for purposes of continuity and coordination.

4. FINANCE SUBCOMMITTEE

Membership

Nicolene van Niekerk

Mandate / Area of focus / Responsibilities

To provide guidance / exercise oversight over the following:

- Budget refinement / implementation and membership contribution (including forward budget planning);
- Invoicing and revenue (including membership funding agreements);
- Expenditure / payments / procurement / contracting – pre-approve ‘out of the norm’ expenditure (and committee chair gets informed of all expenditure);
- Oversight over service provider agreements (including NPC management agency agreement) and contracts entered into or proposed to be entered into by the NPC;
- Payroll and HR related matters affecting the NPC;
- Banking and accounting procedures;
- Auditing and AFSs;
- Tax and insurance;
- Surplus and short-term investments (e.g. fixed deposits);
- General financial management including spot checks of systems / books / controls etc (i.e. financial risk management); and
- Compliance with the Company’s Act insofar as it affects non-profit companies and meeting the standards of good governance and company secretarial practice

Meeting frequency

At least quarterly, but additional meetings may be called by the Chairperson should the need arise

Quorum

>50% of Committee membership.

5. ENVIRONMENT SUBCOMMITTEE

Membership

Chrystal Zietsman

Mandate / Area of focus / Responsibilities

- To create an overall development plan for the upgrading and maintenance of the environment within the Van Riebeeckshof Valley area. Such an overall plan should be capable of being implemented in a phased manner based on the City of Cape Town’s overall development plan and the NPC’s financial means.
- To provide guidance / exercise oversight over the following:

- Upgrading, maintenance and use of public open spaces (public areas, parks, dams, road medians and sidewalks, etc);
- Maintenance of public areas, including mowing, weed spraying, pruning of vegetation etc.
- Steps to counter littering / dumping, refuse/rubbish removal, cleaning of public refuse bins, cleaning of stormwater channels and similar activities to counter anti-social behaviour;
- Steps to counter the erection of informal living structures and the removal thereof;
- Maintaining the dams within Majik Forest, and the Vleiland area;
- Reporting on road potholes / areas that are in need of repair, signage and parking / traffic issues, public lighting, bus shelters and similar public utility needs;
- Creating and maintaining pedestrian walkways, benches and similar facilities; cleaning of graffiti, removal of illegal posters or similar objectionable signage;
- Enhancing the environment (e.g. parks and communal areas) by undertaking projects aimed at beautifying the Van Riebeeckshof Valley area. This could include new tree planting and/or landscaping initiatives, nameboards etc;
- Management of water usage and storm water related issues; and
- Liaison with various service providing entities, especially municipal service departments (e.g., City of Cape Town Parks Department) and establishing service standards in this regard.

Approach:

The NPC's aim is not to take over any existing or future initiatives that its respective member organisations have or will be launching. The approach is rather to coordinate the various initiatives or initiate new ones where gaps exist, that will benefit the Van Riebeeckshof Valley community as a whole.

Meeting frequency

At least quarterly, but additional meetings may be called by the Chairperson should the need arise.

Quorum

>50% of Committee membership.

6. SECURITY SUBCOMMITTEE

Membership

Shelly Ann Williams

Mandate / Area of focus / Responsibilities

To provide guidance / exercise oversight over the following:

- Development of an overall safety and security plan and threat assessment for the NPC area;
- Introducing and maintaining existing security related hard infrastructure, e.g. cameras, fences etc, including maintenance where required, as well as new security equipment (e.g. cameras on Van Riebeeckshof Rd);

- Overseeing effective monitoring and response coordination of security services providers (including private service providers, SAPS, Neighbourhood watch, City Law enforcement and others);
- Monitoring and managing NPC security service provider contractor issues;
- Enhancement of an incident reporting system and effective communication protocols;
- Enhancing security in and around Majik Forest (e.g. gates, patrols, ranger effectiveness, decision on gate tags, periodic clean-up, etc);
- Monitoring and managing perimeter fencing and access to the Tygerberg / farms; and
- Liaison with all necessary forums (e.g. CPFs, SAPS), user groups (e.g. mountain bikers), authorities, neighbouring areas, other related stakeholders etc.

Meeting frequency

At least quarterly, but additional meetings may be called by the Chairperson should the need arise.

Quorum

>50% of Committee membership.

7. SOCIAL RESPONSE AND COMMUNICATION SUBCOMMITTEE

Membership

Robyn Viljoen

Mandate / Area of focus / Responsibilities

To provide guidance / exercise oversight over the following:

- Effective response to social issues and challenges (e.g. vagrancy, squatting, public anti-social behaviour / intoxication / drug abuse / trafficking);
- Liaison with various social and welfare services agencies (e.g. Night shelters, SafeSpace, MES, Badisa, CoCT's Displaced Persons Unit and/or Social Services Department, City police, SAPS etc) and setting up SOPs / agreements in this regard;
- Commuter transport challenges, e.g. taxi drop-off points, bus stops, Uber waiting areas, pedestrian routes etc;
- Issues around informal job-seeking in the NPC area;
- Appropriate responses to social challenges and anti-social behaviour (e.g. begging) and coordinating 'give responsibly' campaigns and other social responsibility campaigns;
- Community liaison / feedback and communication, including the publication of periodic newsletters, ad-hoc news flashes, exposure in newspapers, website establishment and maintenance thereof, etc;
- Any other marketing activities / visual exposure initiatives as the need may arise, and
- Liaison with sub council and ward committees where necessary.

Meeting frequency

At least quarterly, but additional meetings may be called by the Chairperson should the need arise.

Quorum

>50% of Committee membership.

8. MAJIK FOREST SUBCOMMITTEE**Membership**

???

Managing agent (*ex officio*)

Mandate / Area of focus / Responsibilities

To provide guidance / exercise oversight over the following:

- Facilitating and/or assisting with regular clearing of the Majik Forest area (including cleaning littering illegal structures, discarded vagrant belongings, brush cutting, dam cleaning / clearance, alien vegetation clearing etc). Liaison with the relevant agencies / service providers in this regard.
- Assisting with and coordinating (with for example Park Rangers / Law Enforcement) regular clean-up / emptying of Majik Forest of squatters / unauthorised activities. Liaising with the various agencies / role players in this regard.
- Liaison with community organisations involved in the efforts to conserve the natural heritage of the Majik Forest. These include the Friends of the Majik Forest and organisations involved in preserving the Vink Arboretum.
- Liaison with organisations that use the Majik Forest for recreational purposes (e.g. the Durbanville Mountain Bile Club).

Meeting frequency

At least quarterly, but additional meetings may be called by the Chairperson should the need arise.

9. TYGERBERG WETLANDS SUBCOMMITTEE**Membership**

Anel Botha

Managing agent (*ex officio*)

Mandate / Area of focus / Responsibilities

To provide guidance / exercise oversight over the following:

- Liaison with the Tygerberg Wetlands Association to support the conservation and security initiatives to restore the natural floral heritage of the wetlands.
- Liaison with the COCT and Community organisations (e.g. Welgemoed CID) to promote the current conservation status of the Tygerberg Wetlands and the adjoining public openspaces forming an aquafer from the Tyberberg flowing towards the Elsieskraal river.
- Support to the Tygerberg Wetlands Association to ensure the security measures that have been put in place.

- Provide guidance to organisations wishing to promote conservation and educational opportunities.

Meeting frequency

At least quarterly, but additional meetings may be called by the Chairperson should the need arise.

Quorum

>50% of Committee membership.

INDICATIVE MEMBER CONTRIBUTIONS (BASED ON NUMBER OF RESIDENTIAL UNITS / BUSINESS FLOOR AREA)

Notes on contribution calculation:

Residential contribution rate: R25 / unit / month (except where special rate applied)

Commercial contribution rate: R25 / 100m² GLA / month (except where ad-hoc rate agreed)

(Strikeout = actual unit numbers, where adjustments applied; Double strikeout = no longer applicable)

Township	Entity / Prospective member	No of res units / m ² GLA		Remarks	Indicative contribution	
					Monthly	Annually
Kanonberg	Kanonberg Estate HOA	149			3 725	44 700
Welgedacht	Welgedacht Estate HOA	542		Homestead Villas counts as single unit	13 550	162 600
Proteavalley	Proteavallei Resident's Association / Neighbourhood Watch	714 357		Special rate (50% reduction) applied	1370	16 4400
	Amandel Close HOA	24			0	0
	Klein Welgemoed I Body Co	49			0	0
	Klein Welgemoed II Body Co	46			0	0
	Heuwelsig HOA	10			0	0
Oude Westhof	Oude Westhof MHOA	616		Includes Gamay Str (8) and Selbourne Str (33)	15 400	184 800
	Oude Westhof Village Square Body Co		??m ²	Commercial	??	??
	IHT Hotel School (Hollow Tree)		??m ²	Commercial	??	??
	ZAPop Ad agency		??m ²	Commercial	??	??
Van Riebeeckshof	Van Riebeeckshof MHOA (includes Oude Westhof Retirement Village and Medical Suites offices)	532 + 251 60 + 10 = 602		Special rate (70% reduction) applied to 251x Retirement village units 10x Medical Suites = residential units	15 050	180 600
	De Uitkijk HOA	48			1 200	14 400
	Van Riebeeckshof Mall (Vukile Property Fund)		5800m ²	Commercial	0	0
	Protea Valley Family Church			Community organisation – No contribution required	0	0

	Kido Kids Educare Centre			Community organisation – No contribution required	0	0
Doordekraal	Fynbos Close	13 0		No BC / HOA – thus no separate contribution required (regarded as part of Proteavallei) In Doordekraal Township, but functions as part of Proteavallei	0	0
	Valleizicht Body Co	16		In Doordekraal Township, but functions as part of Proteavallei	400	4 800
	Klein D'Aria Residential and Office Estate POA	22	2 900 ± 6 500 m²	Residential and Commercial	440 ± ??	5 280 ± ??
	Vineyard Office Estate (VOE 21) Body Co		??m ²	Commercial	??	??
	Protea Vineyard Hotel		??m ²	Commercial	??	??
Total no of residential units / m ² GLA		3 030 2 479	??m ²	Total contribution	49 580	594 960

VRHV-NPC ACCOUNTING AND BANKING PROCEDURES

20 August 2020

Purpose

This procedure is to provide a structure for

- 1 – the purchasing of items and services for maintenance, upgrades, projects and contracts,
- 2 – the payment of invoices, and
- 3 – claiming of expenses / refund of purchases on behalf of VRHV-NPC.

Purchasing is not centralised at VRHV-NPC and more than one person can therefore do purchasing, provided the correct authorisations are obtained and an order is created in advance. The procedure needs to be understood in that context.

Directors may also periodically purchase items on behalf of VRHV-NPC and need to abide by the same rules as the office staff.

Managing Agent

The daily financial and general administration of the company is handled by its managing agent, ie

Nolands Tygerberg Inc
Unit 12, Canal Edge 1
Tyger Waterfront
Tygervally 7538
Anel van Wyk
021 943 4340
anelvw@nolandstyg.co.za

Purchasing

The price of an item/service is to be obtained by phoning the supplier and asking for a written quote depending on what is to be purchased by VRHV-NPC.

For item/service above the amount of R10 000, two or three quotes must be obtained, unless the item is supplier specific.

An order must be raised for each intended purchase or payment, by recording all the detail of the item or service to be purchased in the VRHV-NPC order book in triplicate.

Each purchase order must be signed by the Chairperson/Managing Agent before the order can be placed with the supplier/service provider. For planned orders of R10 000 or more, the order must be approved by the chairperson of the Board Finance subcommittee.

The Chairperson/Managing Agent must ensure that the cost is within the approved budget or if not specified can be covered by the approved budget. Where this is not the case, again the Finance subcommittee is required to approve the order.

The order or order number is to be send to the supplier / service provider and must be displayed on the invoice from the supplier to VRHV-NPC.

If an item is to be purchased by someone, using his/her own funds, the person needs to obtain prior approval for the purchase from the Chairperson/Managing Agent. After purchasing is complete an Expense Claim Form, for the amount to be refunded by EFT must be completed and handed to the Managing Agent.

Invoices payment, filing and checking

When an invoice is received, the second page of the order must be stapled to the invoice. The person responsible for the purchase has to sign the invoice confirming that the requested items/service was delivered to his/her satisfaction.

All invoices must be approved, by means of a signature on the invoice, by the Chairperson/Managing Agent before it can be processed.

The Managing Agent then raises a request for payment onto the banking system. The Managing Agent files the invoices which were lodged for payment and a printed copy of the "Standard Bank – Payments Interim Audit Report" in the "Invoices for Payment" file.

The Managing Agent will load the payment on the banking system and the nominated VRHV-NPC Director will release the lodged invoices on the banking system for payment by checking the detail of each invoice against the invoice hard copy in the file to ensure that the supplier and invoice amount is correct. It is the responsibility of the Managing Agent to ensure that the creditor bank details and the invoice amount are correctly captured.

The Managing Agent then captures the payment details on PASTEL (The accounting system used by the Managing agent of VRHV-NPC).

The filing of all processed invoices is to be done on a weekly basis as the payments are released. The invoices are to be filed in sequence of payment with the payment advice.

The Managing Agent must check the bank statements against all the payments made and invoices received monthly. A bank statement hard copy which is proof of the check is to be filed with the invoices and payments advice.

New supplier / beneficiary banking details

If an item / service is purchased from a new supplier, or an existing supplier's banking details change, the Managing Agent loads the (new) banking details onto the Standard Bank system before the invoice is loaded for payment whereafter the nominated VRHV-NPC Director will release the lodged invoices on the banking system for payment by checking the detail of each invoice against the invoice hard copy in the file to ensure that the supplier and invoice amount is correct.

The banking details of the supplier is attached to the invoice and filed in the “Invoices for Payment” file.

Bank authorisations

VRHV-NPC uses Standard Bank of South Africa. At Standard Bank, clients can be registered to: 1 – only load transactions, 2 – only release transactions or 3 – load and release transactions.

The VRHV-NPC’s managing agent staff and nominated NPC directors are registered as follows:

Managing Agent – to load and release transactions (below R10 000.00), create and release new creditors or update same and transfer funds between VRHV-NPC accounts.

Nominated directors (for releasing payments over R10 000.00) – to release transactions and transfer funds between VRHV-NPC accounts.

Notwithstanding the above, no person is allowed to load and release the same transaction, or beneficiary/creditor details.

Project management

VRHV-NPC periodically undertakes projects. A project manager who is not in the employ of VRHV-NPC or its management agency may be appointed by the Company.

Such a person will be responsible to manage the project and the costs of the project in accordance with any contract signed or agreement made and therefore has to approve all payments before the invoices are given to the Chairperson/Managing Agent for counter signing for payment.

It is the responsibility of the appointed Project Manager to ensure that payments are correct as per the agreed project budget.

Collection of member contributions

Member contributions are invoiced on a monthly basis (except where otherwise agreed) in advance by or after the 15th of each month, on the basis of the amount agreed in the member financing agreement. Such invoices must be paid by the end of the month / before start of the new month, and will be followed up by the Managing Agent if still not paid by the 7th of the following month.

Accounts in arrears are reported by the Managing Agent to the Board Chairperson and Finance Subcommittee chairperson on a monthly basis.

Surplus and investment

The Managing Agent is to open and maintain a 24 hour call account linked to the same profile to be used as a reserve facility (in order to distinguish from current account cashflow). Appropriations to the reserve account is to be approved by the Board Finance Subcommittee. Any other investments are similarly to be approved by the Finance Subcommittee.

FINANCIAL YEAR 2023/24 BUDGET

(1 July 2023 – 30 June 2024)

		July 2023	Aug 2023	Sept2023	Oct2023	Nov2023	Dec2023	Jan2024	Feb2024	Mar2024	Apr2024	May2024	June2024	Annual Budget 2024
Income		Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
	Kanonberg	3,725	3,725	3,725	3,725	3,725	3,725	3,725	3,725	3,725	3,725	3,725	3,725	44,700
	Oude Westhof	15,400	15,400	15,400	15,400	15,400	15,400	15,400	15,400	15,400	15,400	15,400	15,400	184,800
	De Uitkijk	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	14,400
	Van Riebeeckshof	15,050	15,050	15,050	15,050	15,050	15,050	15,050	15,050	15,050	15,050	15,050	15,050	180,600
	Proteavallei	1,370	1,370	1,370	1,370	1,370	1,370	1,370	1,370	1,370	1,370	1,370	1,370	16,440
	Welgedacht	13,550	13,550	13,550	13,550	13,550	13,550	13,550	13,550	13,550	13,550	13,550	13,550	162,600
	Valleizicht	400	400	400	400	400	400	400	400	400	400	400	400	4,800
2750/000	Interest	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Total Income	TOTAL INCOME	51,195	51,195	51,195	51,195	51,195	51,195	51,195	51,195	51,195	51,195	51,195	51,195	614,340
Expenses:														
Staffing & Office	Management Fee Nolands	8,070	8,554	8,554	8,554	8,554	8,554	8,554	8,554	8,554	8,554	8,554	8,554	102,166
														0
Administr: 3000/000	Auditors fees	0	14,064	0	0	0	0	0	0	0	0	0	0	14,064
3200/000	Banking fees	750	750	750	750	750	750	750	750	750	750	750	750	9,000
3350/000	NPC CIPC Services	0	0	8,000	0	0	0	0	0	0	0	0	0	8,000
	Total Admin Expenses	8,820	23,368	17,304	9,304	9,304	9,304	9,304	9,304	9,304	9,304	9,304	9,304	133,230
Environmental														
	Riesling Park													
3250/001	Maintenance of area	4,496	4,496	4,496	4,496	4,496	4,496	4,496	4,496	4,496	4,496	4,496	4,496	53,952
3250/003	Fuel for bush cutter	637	637	637	637	637	637	637	637	637	637	637	637	7,644
3250/005	General maintenance in Riesling Park	6,000	0	0	0	0	0	6,000	0	0	0	0	0	12,000
	Van Riebeeckshof Road													
3260/001	Clearing along the length of the ring-road including spraying	9,229	9,229	9,229	9,229	9,229	9,229	9,229	9,229	9,229	9,229	9,229	9,229	110,748
3260/002	Maintenance of traffic islands	677	677	677	677	677	677	677	677	677	677	677	677	8,124
3260/003	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3260/004	Materials	476	476	476	476	476	476	476	476	476	476	476	476	5,712
	Planting of trees													
4100/001	Watering of 82 trees	0	0	0	0	9,840	9,840	9,840	9,840	9,840	9,840	9,840	0	68,880
4100/002	Maintaining of 107 trees	1,605	1,605	1,605	1,605	1,605	1,605	1,605	1,605	1,605	1,605	1,605	1,605	19,260
4100/003	General maintenance	500	500	500	500	500	500	500	500	500	500	500	500	6,000
	Planting of 30 trees	0	25,500	0	0	0	0	0	0	0	0	0	0	25,500

		General Maintenance												
4110/001		Majik Forest	0	0	0	5,000	0	0	0	0	0	0	0	5,000
4110/002		Development of VRH Street Traffic corner	7,200	0	0	0	0	0	0	0	0	0	0	7,200
4110/003		Development (Walkway in Majik Forest)	8,000	0	0	0	0	0	0	0	0	0	0	8,000
		Ad hoc expenses	10,000	0	0	0	0	0	0	0	0	0	0	10,000
		Provision for Tygerberg Wetlands	20,000	0	0	0	0	0	0	0	0	0	0	20,000
		Provision for CAN Donation	0	0	0	0	0	5,000	0	0	0	0	0	5,000
		Total Environment Expenses	68,820	43,120	17,620	22,620	27,460	32,460	33,460	27,460	27,460	27,460	17,620	373,020
Security	4710/000	Camera Monitoring Majik Forest Welg Safe	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000
	4740/000	Camera Monitoring New Cameras	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
	4760/000	Camera Maintenance/Breakage	8,490	0	0	0	0	0	0	0	0	0	0	8,490
	4731/000	Camera power costs - OWH	225	225	225	225	225	225	225	225	225	225	225	2,700
	4732/000	Camera power costs - VRH	225	225	225	225	225	225	225	225	225	225	225	2,700
	4730/000	Camera power costs - 2 Jorgensen Str	0	0	0	0	0	0	0	0	0	0	1,272	1,272
	4770/000	Welgemoed Safe Annual Fee	0	0	0	0	0	0	0	878	0	0	0	878
	4800/000	Battery back-up	0	14,182	0	0	0	0	0	0	0	0	0	14,182
	3850/000	Camera Insurance	553	553	553	553	553	553	553	553	553	553	553	6,636
	4750/000	Camera maintenace	0	0	2,714	0	0	2,714	0	0	2,714	0	0	10,856
		Total Security Expenses	15,493	21,185	9,717	7,003	7,003	9,717	7,003	7,003	10,595	7,003	7,003	119,714
Communic	3050/000	Website Hosting & Domain renewal - Azapi	159	159	159	159	159	159	159	159	159	159	159	1,908
	3060/000	Website Support - Azapi	0	0	725	0	0	725	0	0	725	0	0	2,900
	3040/000	Website - Azapi Quaterly Care Package	0	0	850	0	0	850	0	0	850	0	0	3,400
		Communication	0	0	1,060	0	0	1,060	0	0	1,060	0	0	4,240
		Total Communication Expenses	159	159	2,794	159	159	2,794	159	159	2,794	159	159	12,448
Total Expenses		TOTAL EXPENSES	93,292	87,832	47,435	39,086	43,926	54,275	49,926	43,926	50,153	43,926	43,926	638,412
														0
Net effect			-42,097	-36,637	3,760	12,109	7,269	-3,080	1,269	7,269	1,042	7,269	7,269	-24,072