

CURRICULUM VITAE OF DUPRÉ LOMBAARD

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1. INTRODUCTION

I am an experienced development management consultant, qualified, registered and capable of advising clients and providing professional services in property development, facilities management, land use planning, environmental and economic development matters. Amongst others I contracted to Stellenbosch Municipality to manage integrated human settlement developments, worked as professional planner for City of Cape Town, Durbanville and Witzenberg Municipalities and as Director: Planning and Economic Development of the Stellenbosch Municipality and Head: Strategic Services of the Bitou Municipality.

My education and training includes a research based Masters degree in Earth Sciences, a research based Masters degree in Urban Geography, certified specialised training in Project Management, SHEQ and Commercial Mediation.

2. SKILLS AND ABILITIES

- Due diligence, risk assessment and management
 - Due diligence: Project planning commences with the identification of solutions or opportunities for clients, based on proper, in-depth situational assessment, which forms the basis of a feasibility study and risk assessment. Understanding the client's needs and matching these to the opportunities are critical.
 - Financial analysis: The potential level of risk for the impact / consequence of a project and for the implementation cost / complexity must be made known or confirmed with the client. My experience in this regard includes large scale residential developments (up to 8 000 units) across the spectrum (high to low income), commercial developments and agricultural projects.
 - Physical situation: A risk averse approach to development has benefitted my clients through cost savings and improved implementation. My project experience includes correct assessment of coastal climate change impacts on development and infrastructure projects on the West Coast and Garden Route.
- Outcomes based focus
 - Focus on economic objectives: I successfully participated in setting up structures and projects for tourism development, economic growth through agricultural development, development facilitation and management of the informal economy in Plettenberg Bay, Ceres and Stellenbosch. These include implementation of development projects for private sector investment in land development and public-sector investment in the informal economy.

- Implementing plans: I believe that investment and development planning must flow in prioritised implementation projects and programs to ensure efficient resource use and best returns on investment for clients. My speciality is in implementation of projects and on-going participation in the project management, rather than gaining approvals and authorisations and leaving clients to implement the projects. I am willing to share the risks and challenges.
 - Human resources: Winning teams need a variety of players. I take pride in being able to identify and use specialists in positions where their strengths can be best used, through negotiations with clients and stakeholders to ensure successful achievement of the determined objectives. Moreover, I prefer zero budget approaches when doing project resource allocation.
 - Natural resources: I have been involved in numerous projects for resource conservation, not the least of which is the successful implementation of the water re-use scheme at the Outeniqua Waste Water Treatment Works, where effluent is treated at a rate of 8ML/d for replenishment of the raw water source.
 - Project and program management
 - Life cycle approach: Projects do not end when the capital expenditure is incurred. They have a life after, requiring operational resources. My ability to properly detail programs and projects in business plans with qualitative and quantitative information is borne out amongst others in the Plettenberg Bay Airport re-opening / turnaround strategy, Blue Mountain urban development (George) and various development projects for local authorities and clients.
 - Ability to break down projects and to foresee resource requirements: Experience and networking have taught me to incorporate a wide range of activities and aspects into project plans. Stellenbosch Municipality won the Govan Mbeki Award in 2014 for the best integrated human settlement development at Klapmuts as a result of my project planning in 2011.
 - Environmental management
 - Impact assessment: As consultant I was responsible for the assessment of amongst others the impact of the upgrading of the Robben Island Museum Airfield. The assessment indicated a preference for sea based tourist movements and resulted in the acquisition of additional ferries. I have done numerous assessments where the mitigation measures were successfully implemented for Shoprite Checkers Properties, Engen Petroleum and Denel Land Systems.
 - Environmental Management Systems: ATKV Resorts (Goudini), Denel Land Systems (Kranskop Acid Plant) and Astral Foods (County Fair Joostenberg Abattoir) are examples of successful development and implementation of EMS's.
 - My experience as business owner taught me to work with small, specialised teams, while my local government experience equipped me to work with large groups (80 – 120 staff) in different management and organisational tiers. As acting Municipal Manager for Stellenbosch (2015) I had to oversee the functioning of an organisation with 1 100 staff. My

municipal experience includes non-financial auditing of operations and achievement of strategic objectives at two municipalities, both of which received unqualified (clean) audits.

3. **EDUCATION AND TRAINING**

- M.Sc. studied at University of the Western Cape (Earth Sciences), 2000 – 2002 (cum laude). The studies equipped me to understand processes, interdependencies, cause and effect and to make maximum use of technology, e.g. GIS to maximise output.
- M.A. studied at University of the Orange Free State, 1985 – 1989. Study entailed research in Urban Geography and writing a full thesis on economic manipulation of housing markets through housing subsidies. Statistics taken as first year level subject to improve research background. This contributes to my ability to plan projects holistically.
- Honns. B.A. studied at University of South Africa, 1981 – 1982. Main focus and benefit was ability to research and plan in diverse communities; used in all employment positions.
- B.Mil. Degree studied at the Military Academy (Faculty of Military Science, University of Stellenbosch) 1978 – 1980. This laid the foundation for a disciplined approach to work.
- Matriculated in 1975 from Grey College, Bloemfontein.
- Other training courses of relevance include:
 - An introduction into nature conservation, 1979, culminating in appointment as honorary game ranger for the then Cape Provincial Administration.
 - Transport and traffic engineering course, offered by the then S A Institute for Town and Regional Planners in 1991.
 - Project Management for Environmental Managers, offered by the University of the Free State, Centre for Environmental Management, 2009.
 - Integrated Water Resource Management, offered by the University of the Western Cape, UNESCO Chair of Hydrogeology, 2010.
 - Accredited Professional Course, Green Building Council of SA, 2010.
 - SAMTRAC (safety, health and environmental management), NOSA, 2010.
 - Municipal Minimum Competency Training (Regulation GNR.493 of 15 June 2007), University of Stellenbosch, 2014, developed skills in supply chain management.
 - Commercial Mediation, through University of Cape Town, 2016.

4. **EMPLOYMENT / EXPERIENCE**

- Current project examples:
 - Strategic planning input: Trekoskraal (Vredenburg), Lagoon Bay (George).
 - Development management: Business tourism centre, Stellenbosch (CDDC Trust), Sawmill mixed use (Lurand Investments).

- ❑ Land reform for agricultural development: Hemp farming (Môreson), Blue berries (Southern Cross Marketing and Management).
 - ❑ Environmental impact assessment: Schaapkop Dam (Rainbow Place Properties), Tourism development and resource utilisation (Monterosso).
 - ❑ Project management: Vlotenburg nodal development (Longlands Village).
- Director: Planning and Economic Development (Stellenbosch, 2014 - 18) function included management of Planning, Heritage and Environment functions (incorporating noise and air quality management), Building Development, Customer Services, Local Economic and Community Development. As acting Stellenbosch Municipal Manager (Accounting Officer) (2015), accountability for a R1,73 billion budget (R1,3 billion operating budget and R452 million capital) and management of six municipal functions (Finance, Strategic and Corporate Services, Community and Public Safety Services, Integrated Human Settlements and Property, Engineering Services, Planning and Economic Development) rested with me.
- Head: Strategic Services at Bitou Municipality (2012 – 14): Oversee implementation of state funded and other strategic projects, which incorporated amongst others, Performance Management, Property and Project Management and Strategic Planning. I successfully developed and implemented policies and methods to maximise revenue from the property portfolio and turned around the financial outflows / losses.
- Owner / Managing Director: I established Calidris Development Management Services in George in March 2007, amongst others to assist in the management of development projects for a national development group. The projects include a shopping centre at Rustenburg (Boitekong Extension 24), the Destiny Africa and Blue Mountain developments (436ha commercial and tourism related development) at George. Amongst others, the project included the use of MBR (membrane bio-reactor technology) for purification of the waste water from the Outeniqua plant and its indirect re-use as raw water for purification to potable water standards for the George Municipality.
- Shareholder / Managing Director: Established Western Cape Environmental Consultants (Pty) Ltd 2001/000010/07, T/A Enviro Dinamik, with fellow UWC student in December 2000. Projects of note include:
 - ❑ application for authorisation and construction supervision of the extension of the Khayelitsha Railway Line for Metrorail with BKS (as project manager); and
 - ❑ environmental management of the Shoprite Checkers Property Seaview Village development at Big Bay, Bloubergstrand (construction management).
- Partner / Co-owner: I joined Macroplan Town and Regional Planners as a partner in 1993. Significant planning projects of relevance include the Development Framework for Swartklip Products (120 ha mixed use development acquired by Airports Company of South Africa in 2016) and the West Bank development as co-ordinating town planner (4 000 residential units in integrated mixed use settlement).

5. **MEMBERSHIP OF PROFESSIONAL BODIES**

- Registered as Planning Technician with the SA Council for Town and Regional Planners since 1998 (B/8076/1998).
- Member of IAIA SA since 2001 (member 1060).