

**GRDM Strategic Communications & Public Participation Framework:
Integrated Human Settlements**



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Executive Statement

This Garden Route District Municipality (GRDM) Strategic Communication and Public Participation Framework: Integrated Human Settlements, sets out the who, what, when, where, why and the how of communicating about Human Settlements from a Garden Route District Municipality level. This will require a consistent, transparent and effective communication system within a clearly defined scope of what programmes and projects the institution is rolling out.

The need for such a communication framework was part of the resolutions taken during August 2021, when the GRDM Council approved its first Integrated Human Settlements Strategic Plan.

The proposed approach is simplified and will focus on communicating before and when certain milestones are achieved. The GRDM will, during such a time, inform its stakeholders about their role in reversing dysfunctional and inequitable settlement patterns through participation. This is still prevalent all over the Garden Route and South Africa, and requires radical and strategic intervention.

As South Africa's populace grows, towns and cities are becoming ever more connected and interlinked through urban systems. This dynamic environment provides for an opportune time to develop in and around spaces where economic activity is happening.

Many of the challenges now faced by those trying to reverse the past injustices, include insufficient institutional capacity and a lack of strong instruments for implementation. These factors are important to keep in mind in the context of communicating about Human Settlements at a district level. Mitigating the possible challenges around outputs, GRDM has now formulated a Strategic Communication and Public Participation Framework. This includes social housing/student accommodation, Finance Linked Individual Subsidy Programme (FLSIP), also known as GAP housing, and Inclusionary Housing.

Linked to the success of the human settlements venture, the institutional capability of the GRDM, through a dedicated Integrated Human Settlements Directorate, would need to be enhanced. This has already been defined in an organisational structure and policy instruments. Through these essential steps, IHS can realise better-located housing typologies in spatially repurposed and transformative areas called Restructuring Zones (RZs) and Priority Human Settlements Housing Development Areas (PHSHDAs).

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PART A: STRATEGIC OVERVIEW

1. VISION

To drive participation *in sustainable* integrated human settlements.

2. MISSION

To ensure that targeted stakeholders and local communities collectively own the Integrated Human Settlements (IHS) Plan, together with the GRDM and its development partners and stakeholders.

3. COMMUNICATION PILLARS

The Human Settlements programmes and projects' executors depend on effective communication to foster a sense of collective ownership of the IHS Plan and related housing programmes. Therefore, it is a strategic and tactical imperative to interweave a strong communication and public participation thread across all the critical activities linked to the IHS.

The goals below, similar to pillars, include advocacy, education, information sharing and publicity.

3.1 Advocacy

Advocacy is aimed at winning the public over so that they become interested partners that support and are actively involved in the decision-making process.

3.2 Education

Education relates to the empowerment of stakeholders to ensure they have a sufficient understanding of the GRDM Human Settlements programmes, projects and how they can benefit from them.

3.3 Information sharing

Information sharing is intended to keep stakeholders up to date on developments. It also allows for an opportunity to listen to communities and build synergies in the GRDM' development approach. Although this is more of a stakeholder communication approach in project management, it will help to enhance the

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prospects for success of the programmes and projects and provide insights in dealing with any risks that threaten the overall success.

3.4 Publicity

Publicity will help to create excitement and maximise awareness around GRDM Human Settlements programmes. PART B: STRATEGIC OBJECTIVES

4. STRATEGIC OBJECTIVES

4.1 Western Cape Government

| | |
|----------------------------|--|
| Strategic objective | Socially, financially affordable and sustainable integrated development planning as well as engaged and informed communities, partners and stakeholders. |
|----------------------------|--|

4.2 Garden Route District Municipality

| | |
|----------------------------|---|
| Strategic objective | Good Governance |
| Objective statement | Collective ownership of the IHS Plan, Programmes and Projects. |
| Baseline | Communications and public participation plans and processes. |
| Justification | Communication and active participation of stakeholders is important because it ensures that the public is involved in all processes and takes ownership of the program. |
| Links | Integrated Human Settlements Plan |
| Five-year target | 80% implementation of communication and public participation plans. |

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PART B: COMMUNICATION STAKEHOLDERS AND TACTICS

5. STAKEHOLDERS

| Stakeholder Groups | Stakeholder interests | Stake in Human Settlements (Key outputs) |
|---|--|---|
| Community Development Workers | <ul style="list-style-type: none"> Informed public and a strengthened interaction and partnerships with communities | <ul style="list-style-type: none"> Dissemination of information through pamphlets or word of mouth |
| Communities (Public next to project sites) | <ul style="list-style-type: none"> Acknowledgment of projects happening in residential areas | <ul style="list-style-type: none"> Approval of Project in ensuring the smooth transition of projects in community areas Alert relevant departments of issues affecting human settlements, including: illegal dumping, poor drinking water, sanitation, electricity theft etc. |
| Communities (Beneficiaries) | <ul style="list-style-type: none"> Benefiting from the different projects provided by Human Settlements | <ul style="list-style-type: none"> Ensuring that the Human Settlements Department achieve their goals of providing communities with affordable housing opportunities. Attend Human Settlements meetings. |

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| Stakeholder Groups | Stakeholder interests | Stake in Human Settlements (Key outputs) |
|---------------------------------|--|--|
| | | <ul style="list-style-type: none"> • Ask questions, engage in discussions and share information with others who don't have access to information. • Alert relevant departments of issues affecting human settlements including, illegal dumping, poor drinking water, sanitation, electricity theft etc. |
| Communities (Unemployed) | <ul style="list-style-type: none"> • Work opportunities • Informed, listened to and collective ownership | <ul style="list-style-type: none"> • Apply for work with all relevant documents. • Be available for work. • Identify skills requirements and responsive training and development programmes and interventions. • Sustainable support • Pride in development and impact on lives |
| Construction companies | <ul style="list-style-type: none"> • Appointed by the Municipalities and or partnering social housing institutions in the development of affordable housing opportunities | <ul style="list-style-type: none"> • Providing adequate housing for communities per technical specifications • Meeting related contractual obligations for developments • Providing people in communities with work opportunities. |

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| Stakeholder Groups | Stakeholder interests | Stake in Human Settlements (Key outputs) |
|-----------------------------------|---|---|
| | <ul style="list-style-type: none"> Developing target based housing for communities. | |
| Developers | <ul style="list-style-type: none"> Investment opportunity Return on investment | <ul style="list-style-type: none"> Provision of integrated human settlements with access to work opportunities and recreation. |
| GRDM Senior Management | <ul style="list-style-type: none"> Good governance Accountability and control Ensuring satisfaction of all contractual obligations – reports to Council Budget and technical coordination | <ul style="list-style-type: none"> Inputs and support of Human Settlements Communication and Public Participation Framework. |
| GRDM Councillors | <ul style="list-style-type: none"> Oversight and political spin-off | <ul style="list-style-type: none"> Approval of projects. Disseminating of Human Settlements-related content and paid advertisements. Compliance with Code of conduct Political accountability |
| Housing Development Agency | <ul style="list-style-type: none"> Human settlements development FLISP | <ul style="list-style-type: none"> Technical support with identification and packaging of land and properties Provision of professional and project management capacities |

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| Stakeholder Groups | Stakeholder interests | Stake in Human Settlements (Key outputs) |
|-----------------------------|---|--|
| | <ul style="list-style-type: none"> • Access to land parcels for housing • (Not rental/social housing or SRA) | <ul style="list-style-type: none"> • Assistance with financial modelling linked to planned projects |
| Local Municipalities | <ul style="list-style-type: none"> • Collaborative support and cooperation with the GRDM • Make available land parcels • Part of key integrated Human Settlements programme and project planning and roll out • Meeting of long term socio-economic development needs and integration | <ul style="list-style-type: none"> • Town planning, EIA and Bulk Infrastructure planning approvals, authorities and related assessments • Provide insights into efficient public participation at local municipal level of the benefit of human settlements. • All related service and programme data per different localities • Restructuring Zones and PHSHDAs • Key conduit and responsibility for successful roll out and implementation of Human Settlements in well located areas • Sustainable socio-economic integration through all the different development sectors |

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| Stakeholder Groups | Stakeholder interests | Stake in Human Settlements (Key outputs) |
|---|---|---|
| Media | <ul style="list-style-type: none"> • Interrogating government programmes, projects and governance. • Conduit and platform to keep all stakeholders and the public engaged and informed | <ul style="list-style-type: none"> • Produce content relating to human settlements • Dissemination of human settlements-related content and paid advertisements. • Creating trust in government. • Ensures commonly informed stakeholders and communities |
| National Department of Human Settlements | <ul style="list-style-type: none"> • Ensures full compliance to all related legislation and policies • Provision of high level strategic support to key programmes • Critical stakeholder for ensuring co planning, co budgeting and co implementation across all spheres of government • Access to State Funding, properties and land parcels. | <ul style="list-style-type: none"> • Strategic Guidance to meeting national government interventions like the NDP, DDM and One Plan • Advocates for spatial planning rerioritisation to realise transformative goals as advocated by the NDP and One Plan strategic interventions • Link to other key government departments to ensure necessary collaborative work • Provides and control use of State funding and government assets which are leveraged for structured use and development of comprehensive human settlements |

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| Stakeholder Groups | Stakeholder interests | Stake in Human Settlements (Key outputs) |
|---|---|---|
| National Department of Public Works and Infrastructure | <ul style="list-style-type: none"> • Access to land parcels • Technical support • Part of coplanning, cobudgeting and coimplementation | <ul style="list-style-type: none"> • Support to the DDM, PSHDAs which anchor the One Plan • Co-operate with Provincial and local government land and property assets and related needs • Allows optimisation of land and properties which have potential for affordable housing delivery |
| National Department of Rural Development and Land Reform | <ul style="list-style-type: none"> • Access to land parcels | <ul style="list-style-type: none"> • Support for land acquisition • Support for affordable housing and long term sustainable development programmes • Technical support • Alignment with farming communities and labour component • Cohesive partnership |
| Social Housing Institutions (SHIs) | <ul style="list-style-type: none"> • Formal partnership with SHRA Accredited housing institutions • Receive land and support for State Funding from the GRDM. | <ul style="list-style-type: none"> • Development and long term management of identified social housing projects • Use of social housing instruments, systems and resources. |

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| Stakeholder Groups | Stakeholder interests | Stake in Human Settlements (Key outputs) |
|---|--|--|
| | | <ul style="list-style-type: none"> • Roll-out public participation, customer relations and long term maintenance of completed social housing assets and linked clients residing in same • Assist the Municipality to meet its development goals through quality social housing products in well located areas • Assist with development of mixed range of primary rental and individual ownership where feasible • Forge long term development relations through cohesive partnership arrangements with the GRDM |
| Social Housing Regulatory Authority (SHRA) | <ul style="list-style-type: none"> • Ensure social housing complies with SHRA Regulations. Therefore, regulate social housing sector, in our case, housing institutions that seek to provide rental accommodation | <ul style="list-style-type: none"> • Providing empowerment grants for municipalities (Municipal Social Housing Support Programme), meaning a 'vehicle' for restructuring of the MSHSP. • Funding conduit for the social housing sector (housing institutions) through operating and capital grants. |

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| Stakeholder Groups | Stakeholder interests | Stake in Human Settlements (Key outputs) |
|--|--|---|
| | <p>for those earning R1 500 – R15 000 per month).</p> <ul style="list-style-type: none"> Provides operational, Institutional Subsidies and Restructuring Grants Institutional support to the social housing sector and participating Municipalities | <ul style="list-style-type: none"> Ensures structured use of State Funding and targeted land / properties Contributes to identification of development incentives for a thriving and sustainable social housing sector |
| Ward Councillors | <ul style="list-style-type: none"> Benefit to their wards. Political stability and accountability Keeps their constituencies engaged and and informed Enhance socio-political support to enhance informed communities and lessening of potential risks | <ul style="list-style-type: none"> Support and control of communities within wards. Keep community members informed of human settlements development in the area. Give regular and accurate feedback on progress made with regards to human settlements. Ensure continuously engaged and informed local communities |
| Western Cape Environmental Affairs and Development Planning | <ul style="list-style-type: none"> Sustainable Development Healthy environment | <ul style="list-style-type: none"> Approval of Environmental Impact Assessments |

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| Stakeholder Groups | Stakeholder interests | Stake in Human Settlements (Key outputs) |
|---|--|--|
| Western Cape Department of Human Settlements (WC DoHS) | <ul style="list-style-type: none"> • Accelerate human settlement delivery • Promoting social inclusion through the development of integrated, safe, resilient and sustainable human settlements. • Reduce red tape and bureaucracy. • Compliance to regulatory, legislative and policy obligations • Comprehensive support to local municipalities • Development and training interventions • Provisions of technical and funding support | <ul style="list-style-type: none"> • Assist with the planning of human settlements projects • Assist with strategic and programme management of certain priority projects. • Provide technical support and human resources for limited periods whilst long term interventions are being sought • Sustainable Funding through State interventions and programmes • Provides technical support with planning and bulk support requirements • Assist with targeting of State properties and assets to enhance long term delivery of social housing • Determination and guidance with RZs and Priority Zones • Alignment to the DDM, PHSHDAs and the One Plan Strategic intervention |

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| Stakeholder Groups | Stakeholder interests | Stake in Human Settlements (Key outputs) |
|--|--|--|
| Western Cape Department of Transport and Public Works | <ul style="list-style-type: none"> • Access to land parcels | <ul style="list-style-type: none"> • Job opportunities • Construction of Roads to access human settlements. |
| National Association of Public Organizations (NASHO) | <ul style="list-style-type: none"> • Represents the critical interests of all its member SHIs • Lobbying front relative to legislation, Policy and development instruments and resources for SH • Provides necessary research and best practice interventions to sustain local SH Programmes and a thriving sector • Works in collaboration with the SHRA and local municipal support base | <ul style="list-style-type: none"> • Different training and development programmes • Creating and establishment of sustainable social housing incentives and organizations • Ensure compliance to the SHRA Regulatory framework • Links with local and international similar social housing institutions and bodies relative to technical support and best practice • Marketing and communication interventions for the social housing sector |
| National Housing Finance Corporation (NHFC) | <ul style="list-style-type: none"> • Provides long term funding loans and technical support to the sector | <ul style="list-style-type: none"> • Government conduits that should seek affordable funding modalities and schemes • Self sustaining social housing institutions |

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| Stakeholder Groups | Stakeholder interests | Stake in Human Settlements (Key outputs) |
|---------------------------|--|---|
| | <ul style="list-style-type: none"> Covers both the operational and long term capital funding for development of rental assets | <ul style="list-style-type: none"> Long term financial modelling and sustainability |
| Commercial Banks in SA | <ul style="list-style-type: none"> Private loan funding for different income groups covering social housing individual ownership projects like FLISP, GAP Housing | <ul style="list-style-type: none"> Critical conduit for financing capital requirements for SH projects Positive and collaborative long term business financing and financial modelling to sustain both operational and capital development requirements |

6. TACTICS

The GRDM Human Settlement Division, in collaboration with its seven (7) local municipalities, will use two critical components for the Human Settlement roll out projects in relation to community involvement. These critical components are: **Informing** and **Consulting**. Other essential tactics required to promote inclusivity and transparency, are media relations. Media relations include: Public Participation and Communication:

SECTION A: PUBLIC PARTICIPATION

Public participation is defined by the International Labour Organisation (ILO) as "the collective effort by the people concerned in an organised framework to pool their efforts to attain objectives they set for themselves. In the context of Human Settlements, the housing beneficiaries should be part of the process from planning to implementation.

According to Chapter 4 of the Local Government: Municipal Systems Act 32 of 2000, The Municipality has the duty:

- To encourage the involvement of the local community;
- To develop mechanisms, processes and procedures for community participation;
- Communication of information concerning community participation; and
- To consult the community about the level quality, range and impact of municipal services provided by the municipality, either directly or through another service provider

Public participation principles

- Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
- Public participation includes the promise that the public's contribution will influence the decision.
- Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers.

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- Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
- Public participation seeks input from participants in designing how they participate.
- Public participation provides participants with the information they need to participate in a meaningful way.
- Public participation communicates to participants how their input affected the decision.

6.1 *Listening and Informing*

6.1.1 *Advertisements*

Notices, pamphlets and call-to-actions in the news, digital or broadcast media, inviting the public to get involved in processes.

6.1.2 *Background Information and materials*

The GRDM at accessible locations such as libraries and satellite sites across the region will make available materials like brochures and flyers providing feedback and updates on progress regarding planned projects.

6.1.3 *Technical Reports*

Municipal newsletter and websites will be utilized for information sharing in relation to reporting on the Human Settlement projects.

6.2 *Consulting*

6.2.1 *Charities and Consensus Conferences*

In an event there is arising conflicts or unrests in municipal areas about the housing projects, the GRDM will facilitate meetings or workshops with the purpose of reaching an agreement or resolving conflict on the particular issue(s).

6.2.2 *Public Meetings*

At the municipal location where the project is to be implemented, a well advertised formal public meeting will be held which include the project manager, project team or specific stakeholders required. These public meetings will offer the community of the Garden Route an opportunity for open discussion and question and answer sessions about the housing project.

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Engaging with stakeholders such as ward committee members, communities and local municipal officials through face-to-face or digital (webinar or Zoom) engagements during Integrated Development Planning (IDP) Representative Forums. Loud hailing and outdoor information sessions related to Human Settlement activities in the communities, with the assistance of local municipalities to inform the public of developments. This should happen during each phase of project roll-outs. These engagements will continuously happen between the GRDM, each local municipality, civil society groups and the public.

The aforementioned interventions create a solid foundation to enhance informed and engaged communities which will eventuate in collective ownership of the GRDM Human Settlements Strategic Plan and related brand.

SECTION B: COMMUNICATION

6.3 Public Relations and Developmental Communication

Develop a range of multimedia content for public relations, developmental and marketing purposes. These shall include frequently asked questions and answers, case studies, infographics, radio and video interviews and explainer videos, as well as multimedia coverage of stakeholders.

Content can be shared amongst the mass media channels and digital social media platforms. Platforms include, but are not limited to the municipal website, Council's WhatsApp groups (Media, Staff Alerts and District Communicators), LinkedIn, Facebook, Instagram and Youtube. Newspapers will be urged to publish news reflecting milestones of the municipality. Advertorials would also need to be budgeted for.

The widespread use of social media will increase citizen journalism and word-of-mouth.

Educating members of the public about principles like spatial justice, sustainability, resilience, quality, and efficiency are some of the topics that need to be unpacked and shared. A variety of other topics will be identified that are linked to human settlements and the socio-economic environment surrounding it.

Local radio stations will be used for call-to-actions in the news, digital or broadcast media, inviting the public to get involved in processes.

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6.3.1 Media relations

6.3.1 Media queries

All media queries will be signed off by the GRDM. All public related queries on housing development such as application queries, will be facilitated by local municipalities.

6.3.2 Media statements and releases

Reactionary statements about issues in the media and media releases for the issuing of announcements and updates about projects and programmes.

6.3.3 Media tours

A series of face-to-face meetings between the GRDM, stakeholders and news media outlets. These will be used to promote and build relationships with news media and generate news coverage of new and existing human settlements projects.

6.3.4 Media interviews

Interviews would need to take place by the media about human settlements projects and programmes. Members of the media are there to be the watchdogs over government and its performance and have the right to scrutinise the municipality.

6.3.5 Launches and/or sod-turning events

These are important for creating awareness of major milestones achieved. An example would be when a project is completed, and the first homeowners are given the keys to their first-time homes; it would be preceded or followed by a media engagement session.

Sod-turning events mark the start of a new human settlements building project or at the beginning of collective ownership of a project in critical stakeholders and local community representatives.

Housing summits and indabas, roadshows, are also on the cards as these provide a platform for stakeholders to network and future projects to be shared with specific target audiences.

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7. WHEN TO COMMUNICATE AND PARTICIPATE

| No. | Milestone | Press conference | Media release | Radio interview | SABC Coverage | Infographics | Video interview | Case study | Advert | Public participation |
|-----|---|---------------------|------------------|--------------------|------------------|--------------|--------------------|---------------|--------|-------------------------|
| 1. | Partnership formation with SHRA Accredited social housing institution <i>Student Housing, etc.</i> | x | x | x | x | | x | | x | x |
| 2. | Partnership formation: FLISP/GAP and/or <i>Inclusionary Housing</i> | x | x | x | x | | x | | x | x |
| 3. | Partnership formation: Community Residential Units (Public Flats) | x | x | x | x | | x | | x | |
| 4. | First beneficiary handovers (events) and a subset of groups of people relating to age, race and gender. | | x | x | x | x | | | | |
| 5. | Measurable socio-economic impact | | | | | | | x | | x |
| 6. | Rezoning of properties | | | | | | | | X | |
| 7. | Call for proposals | | | | | | | | x | x |
| 8. | Completion of Environmental Impact Assessments | | | | | | | | x | |

ANNEXURE A: STANDARD OPERATING PROCEDURE FOR PUBLIC PARTICIPATION

Each Human Settlements typology namely social housing/ student accommodation Finance Linked Individual Subsidy Programme, will have a unique public participation methodology suitable for the human settlements typology. The Communication and Public Participation team, in consultation with the Human Settlements unit, will prescribe the appropriate techniques or methods to be used for each typology from the list detailed under mechanisms for communication and public participation

| Steps | Details |
|---------------|--|
| Step 1 | Conduct a situational analysis of all the affected persons and roleplayers within the specified community relating to the human settlements project. |
| Step 2 | Integration of consultation. District to partner with the local municipality when servicing that specific community. |
| Step 3 | Facilitate civil society to organise themselves and or by making use of effective existing community bodies. |
| Step 4 | Formulate the principles of engagement to guide instances where there may be contestation and resistance. |
| Step 5 | Elicit in principle, approval from the community. Draw up a Memorandum of Agreement that sets out the agreed terms and conditions with communities. |

ANNEXURE B: STANDARD OPERATING PROCEDURE FOR HS AGENCY MEDIA QUERIES

