CAPE WINELANDS DISTRICT
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CAPE WINELANDS DISTRICT MUNICIPALITY

DRAFT ANNUAL REPORT

2025/2026 FINACIAL YEAR

Financial Year: 1 July 2025 – 30 June 2026

Prepared in terms of Section 121 of the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003)

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ABBREVIATIONS

Abbreviation	Description
AEL	Atmospheric Emission License
AIDS	Acquired Immune Deficiency Syndrome
AQMP	Air Quality Management Plan
AQO	Air Quality Officer
CAE	Chief Audit Executive
CWDM	Cape Winelands District Municipality
CWDMC	Cape Winelands Disaster Management Centre
CW-RSEDS	Cape Winelands Regional Socio-Economic Development Strategy
EEM	Employee Efficiency Monitoring
EPWP	Expanded Public Works Programme
ERM	Enterprise Risk Management
FARMCO	Fraud and Risk Management Committee
GRAP	Generally Recognised Accounting Practice
HIV	Human Immunodeficiency Virus
IDDRR	International Day for Risk Reduction
IDP	Integrated Development Plan
IT	Information Technology
JOC	Joint Operations Committee
KPI	Key Performance Indicator
MFMA	Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003)
MHS	Municipal Health Services
MIG	Municipal Infrastructure Grant
MSA	Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)
MSAT	Multi Sectoral Action Team
MSR	Local Government: Municipal Staff Regulations 890 & Guidelines 891 of 2021
NEMA	National Environmental Management Act, 1998 (Act No. 107 of 1998)
NGO	Non-governmental organisation

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PGWC	Provincial Government of the Western Cape
PTIG	Public Transport Infrastructure Grant
PTNOG	Public Transport Network Operation Grant
SALGA	South African Local Government Association
SANS	South African National Standards
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SMME	Small, medium and micro-sized enterprise
SPLUMA	Spatial Planning Land Use Management Act, 2013 (Act No. 16 of 2013)
WCG: DCAS	Western Cape Government: Department of Cultural Affairs and Sport
WCG: DEA&DP	Western Cape Government: Department of Environmental Affairs and Development Planning
WCG: DEDAT	Western Cape Government: Department of Economic Development and Tourism
WCG: DOI	Western Cape Government: Department of Infrastructure
WCG: DOM	Western Cape Government: Department of Mobility
WCG: DLG	Western Cape Government: Department of Local Government
WCG: DSD	Western Cape Government: Department of Social Development
QCTO	Quality Council for Trades and Occupatio

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MAP OF CAPE WINELANDS DISTRICT



CHAPTER 1 - INTRODUCTION

1.1 Executive Mayor's Foreword

Dear Cape Winelands Resident,

I feel a profound sense of pride, humility and accountability as I present the Annual Report of the Cape Winelands District Municipality (CWDM) for the 2025/2026 financial year.

This Annual Report provides an overview of the Municipality's performance, achievements and challenges during the year under review. It reflects our ongoing commitment to good governance, responsible financial management, sustainable development and responsive service delivery. In addition, it highlights our collective responsibility to ensure that the resources entrusted to us as a municipality are utilised effectively and in the best interests of the communities we serve.

The 2025/2026 financial year occurred amidst ongoing social, economic, and environmental challenges. The impacts of climate change have become increasingly apparent across the district, with severe weather events such as flooding and wildfires creating significant pressure on communities, infrastructure, and emergency response capabilities. These challenges highlight the need to enhance resilience, disaster risk reduction, climate adaptation, and cooperation between governments. The CWDM continued to collaborate closely with local municipalities, provincial and national government partners, communities, and other stakeholders to improve preparedness, response, and recovery efforts, ensuring the protection of lives, livelihoods, and public assets.

At the same time, many residents continue to experience the effects of economic uncertainty and the high cost of living. Within the scope of our mandate and available resources, the Cape Winelands District Municipality remained committed to supporting vulnerable communities, promoting inclusive economic development and strengthening partnerships through initiatives such as the Joint District and Metro

Approach (JDMA). These collaborative approaches recognise that sustainable development cannot be achieved by government alone, but requires meaningful partnerships across all sectors of society.

The Cape Winelands District Municipality continues to distinguish itself through sound governance, financial sustainability and institutional stability. Our commitment to maintaining strong financial controls, accountability and compliance remains unwavering. I am particularly proud to have been part of the journey that culminated in 12 consecutive clean audits, a significant achievement that reflects our collective commitment to good governance and ethical leadership.

During the year under review, the municipality continued to fulfil its mandated functions, which include Disaster Management, Fire Services, Municipal Health, and Air Quality. We also focused on Infrastructure Projects, Spatial and Development Planning, Economic Development and Tourism, Social Development, and initiatives aimed at strengthening the resilience of the district. Our efforts have been guided by the priorities outlined in the Integrated Development Plan and informed by our engagements with communities and stakeholders.

Public participation is a fundamental part of our governance approach. We offer various platforms, such as Mayoral Mondays, community engagements, and other stakeholder initiatives, to ensure residents have opportunities to express their concerns, share ideas, and contribute meaningfully to the district's development priorities. A responsive municipality must stay connected to the people it serves, and we are committed to making sure that the voices of our communities shape our plans and decisions.

A Decade of Service

This Annual Report holds special significance for me, as it marks the conclusion of my ten-year tenure as Executive Mayor of the Cape Winelands District Municipality.

Ten years is not just a duration in office; it represents a journey filled with service, responsibility, challenges, achievements, and most importantly, a lasting commitment to the people of the Cape Winelands. It has been a privilege to serve as Executive

Mayor, and I have been honoured to witness the growth and development of both the Municipality and the communities within our district during this time.

Throughout this journey, we have encountered challenging circumstances such as economic pressures, natural disasters, a shifting governance environment, and the unprecedented challenges posed by the COVID-19 pandemic. Despite these periods of uncertainty, the resilience of our communities, along with the dedication of our councillors and officials, has been a lasting source of strength.

Reflecting on the past decade, I take great pride in the strong institutional foundations we have built, the culture of good governance and accountability we have upheld, and the partnerships established across government, the private sector, civil society, and our communities. The achievements of the Cape Winelands District Municipality cannot be attributed to a single individual or administration; they result from the collective efforts of many dedicated Councillors, community members, and administrative staff who have wholeheartedly committed to serving our district.

As I conclude this chapter of my service to the Cape Winelands District Municipality, I do so with a deep sense of gratitude. I want to express my sincere appreciation to the Councillors, the Municipal Manager, Senior Management, Officials, Community Organisations and Community Representatives, Government Partners, Stakeholders, and most importantly, the **Citizens** of the Cape Winelands for their contributions to this journey.

Leadership is measured not just by what is accomplished during a specific term, but also by the foundations established for future leaders. I believe that the efforts made over the past ten years will help create a municipality that is resilient, accountable, financially sustainable, and responsive to the needs of its communities.

The end of this political term marks not only a conclusion but also a chance to reflect on our journey with appreciation and to look ahead with confidence. The Cape Winelands District possesses extraordinary potential, and I firmly believe that by continuing to collaborate, exercising responsible leadership, and committing to excellence, we can unlock this potential for generations to come.

I encourage residents, stakeholders, and partners to engage with this Annual Report and reflect on both the progress we have made and the work that still lies ahead. Our journey has always been guided by a shared vision of “a Unified Cape Winelands of Excellence for Sustainable Development.” This vision remains as relevant today as ever.

Thank you for your trust, your partnership and your support throughout this journey.

We are better together.

Sincerely,

ALD (DR) HELENA VON SCHLICHT
EXECUTIVE MAYOR

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1.2 Municipal Managers Foreword

Dear Reader

It is my privilege to present the Cape Winelands District Municipality's Annual Report for the 2025/2026 financial year.

Annual Reports are often viewed as lengthy documents filled with financial figures and technical terminology that only specialists can fully interpret. Many regard them merely as a legislative requirement. However, an Annual Report is far more than a compliance document, it is a celebration of what has been achieved. It tells the story of our collective efforts and reflects the positive impact our work has on the lives of the residents we serve.

The financial year under review was undoubtedly a challenging one. The effects of global, continental and local events were felt across every sphere of society, placing increasing pressure on public institutions and the communities they serve. In an environment where challenges continue to grow and resources remain finite, meaningful public participation becomes more important than ever.

The more we listen to one another, the better we collaborate. When we take the time to understand the needs and aspirations of our communities, we are better able to apply the collective skills, knowledge and resources of individuals, organisations and community partners. Strong partnerships enable us to respond more effectively to the priorities identified by our residents.

Not every solution, however, requires additional funding. Keeping our communities clean, protecting public infrastructure, reporting illegal dumping, vandalism and criminal activities, and taking pride in our neighbourhoods all contribute towards creating safer, healthier and more attractive communities. These actions cost little, yet their value is immeasurable.

Despite the many challenges, the year also brought significant milestones worth celebrating. We marked the completion of the construction of our state-of-the-art Regional Waste Management Facility outside Worcester, an important investment in sustainable waste management for the district. Our Fire Services responded to well over 1,400 incidents, protecting lives, property and the environment. We proudly hosted the third Winelands Autumn Expo, which attracted more than 5,000 visitors,

confirming its growing popularity as a regional showcase and calendar highlight. We also received an unqualified audit opinion with no material findings (commonly referred to as a clean audit) for the twelfth consecutive year, a remarkable achievement and a testament to

the Municipality's unwavering commitment to sound financial management, accountability and good governance.

At every public participation event we attend, residents consistently speak about community safety, access to services and opportunities for economic growth. These conversations are invaluable. They help shape our Integrated Development Plan (IDP) and Service Delivery and Budget Implementation

Plan (SDBIP), ensuring that our planning remains responsive to the needs of our communities. They have also informed initiatives such as the establishment of Community Safety Forums and the distribution of essential items, including adult diapers and hygiene products, restoring dignity to many of our most vulnerable residents.

Our commitment to service delivery extends across many sectors. Investments in rural sports facilities create opportunities for healthy recreation in communities where substance abuse remains a concern. Despite increasingly severe weather events, our Roads Services teams continue to maintain extensive gravel and rural road networks, ensuring safer travel and improved access. Our Municipal Health Services safeguard public health through environmental health programmes and food safety monitoring, while our investment in Disaster management and mitigation continues to protect lives, through continued education and the coordination of emergency response in times of need.

Ladies and Gentlemen, while no municipality can solve every challenge on its own, I trust this report demonstrates the Cape Winelands District Municipality's continued commitment to responsible governance, sound financial management and service delivery that makes a meaningful difference.

As we reflect on the achievements of the past year, we also look ahead with renewed determination. Together, with our communities, partners and stakeholders, we will continue striving toward building a district that is resilient, sustainable and filled with opportunity for all.

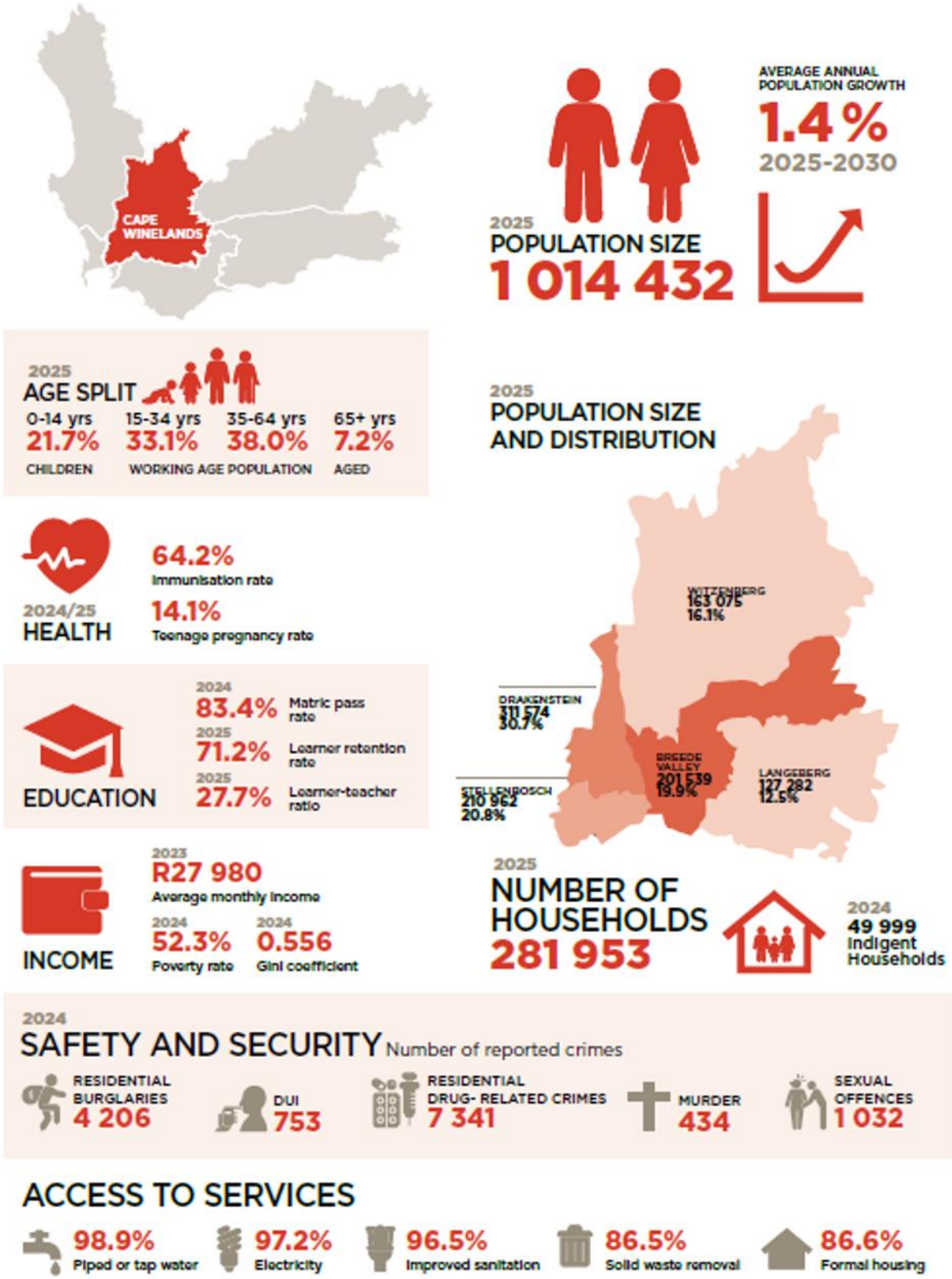
Thank you for your continued support, partnership and engagement with the Cape Winelands District Municipality.

Yours sincerely

Henry Prins

Municipal Manager

1.3 Demographics



Source: Nell, A. & Visagie, J. Spatial Tax Panel 2014 - 2024 (dataset). Version 5.1. National Treasury - Cities Support Programme and Human Sciences Research Council (SEAD-SA) 2025

1.4 Municipal Overview – Financial Health

FINANCIAL OVERVIEW – 2025/2026			
Details	**Approved Budget (R)**	**Final Budget (R)**	**Actual (R)**
Income			
Grants (Operational)	281.953.332	281.953.332	280.086.663
Taxes, levies and tariffs	-	-	-
Other	210.420.457	210.420.457	197.649.347
Sub-total	492.373.789	492.373.789	477.736.010
Less Expenditure	-492.373.789	-492.373.789	-474.708.176
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	2.335.000	2.335.000	2.031.597
Transfers and subsidies - capital (in-kind)	-	-	-
Net Total	2.335.000	2.335.000	5.059.431

1.5 Municipal Overview – Organisational Development

Partial Revision of the CWDM Staff Establishment

During the reporting period, the Cape Winelands District Municipality undertook a partial review of its staff establishment to strengthen organisational effectiveness, clarify reporting lines, and improve capacity within the Legal, Risk and Compliance functions. The review focused specifically on three positions, namely the Deputy Director: Legal, Risk and Compliance, Advisor: Risk and Compliance, and Legal Services Advisor. The process was undertaken in terms of Section 66 of the Local Government: Municipal Systems Act and followed the prescribed governance and consultation requirements.

The need for the revision arose following the implementation of a new staff establishment in July 2024, which combined legal and risk management responsibilities under a single Deputy Director position and created the positions of Advisor: Risk and Compliance and Legal Services Advisor. Following job evaluations and recruitment processes during 2025, it became apparent that suitably qualified candidates with both legal and risk management competencies

were difficult to attract. Recruitment efforts yielded no applicants who fully met the combined requirements of the Deputy Director position, while challenges were also experienced in filling the related specialist posts.

Based on the outcomes of the recruitment and organisational assessment processes, it was determined that the Legal and Risk Management functions should be separated to ensure focused expertise, improved oversight, and greater operational efficiency.
The proposed revised structure retained the position of Deputy Director: Legal Services to oversee legal functions and provide legal support to Council and administration, while creating a dedicated Risk and Compliance Manager position reporting directly to the Municipal Manager. The existing Advisor: Risk and Compliance position would provide support within the Risk and Compliance function, and the vacant Legal Services Advisor position would be abolished.

Extensive consultation was undertaken with organised labour through the Workplace and Services Restructuring Committee and the Local Labour Forum. Both IMATU and SAMWU were consulted throughout the process and ultimately supported the proposed amendments without objection. Discussions focused on the grading of positions, reporting lines, operational requirements, and the impact of the planned transfer of the Roads Division to the Department of Infrastructure. The proposed structure was further supported by management based on considerations of governance, span of control, accountability, and service delivery requirements.

Following the consultation process and consideration by Council, the proposed amendments were refined and resubmitted. The revised structure provides a clearer separation of legal and risk management responsibilities, strengthens organisational governance, improves strategic oversight of risk and compliance matters, and positions the municipality to better meet its legal, regulatory, and organisational obligations.

This process demonstrated the Municipality's commitment to sound organisational design, good governance, legislative compliance, and the development of a staff establishment aligned to operational requirements and

strategic priorities.

TASK Job Evaluation Process and Implementation

During the reporting period, the Municipal Managers' Forum (MMF) considered and resolved matters relating to the implementation of the TASK Job Evaluation System as the recognised job evaluation methodology for local government. The process sought to ensure that jobs are evaluated consistently and fairly, that organisational structures remain aligned to operational requirements, and that employees are remunerated in accordance with the relative value, complexity, accountability and responsibility attached to their positions.

Following the MMF resolution and the conclusion of job evaluation processes by the SALGA Provincial Task Audit Committee, the Cape Winelands District Municipality (CWDM) implemented the approved TASK job evaluation outcomes and incorporated the results into its organisational and human resource management processes. The implementation was aligned with applicable collective agreements, municipal policies and legislative requirements governing municipal staff establishments and grading structures.

Where existing or newly created positions required evaluation, detailed job descriptions were developed and submitted for TASK evaluation. Once evaluation outcomes were received, the municipality assessed the organisational impact of the grading results and implemented the approved outcomes in consultation with the relevant stakeholders. The outcomes informed recruitment processes, reporting structures, organisational design reviews and remuneration decisions.

The Regional TASK Job Evaluation Unit established under the leadership of the CWDM, which includes participating municipalities within the area of jurisdiction of the CWDM, evaluated a total of 354 posts during the period 1 July 2025 to 30 June 2026, which were subsequently submitted to the SALGA Provincial Audit Committee.

Human Resources Employee Roadshows

During November and December 2025, the Human Resources Division conducted a comprehensive employee roadshow programme across the Cape

Winelands District Municipality to strengthen employee awareness, improve communication, and provide staff with important updates on human resource policies, employee wellness initiatives, performance management, and organisational developments. The roadshows were presented through a combination of face-to-face sessions at municipal sites in Worcester, Robertson, Ceres, Paarl and Stellenbosch, as well as a virtual session via Microsoft Teams to ensure broad employee participation.

The programme was designed to engage employees directly on key employment-related matters and to provide a platform for information sharing and employee support. Topics presented included the Code of Conduct for Municipal Staff, leave provisions, performance management processes, and the introduction of the Health First employee wellness programme. These sessions aimed to promote compliance with municipal policies, strengthen accountability, enhance employee wellbeing, and improve understanding of organisational expectations and support services.

Specialised sessions were also conducted for employees within the Roads Division to provide updates on the Roads Agency Function and the planned transfer of provincial roads responsibilities to the Western Cape Department of Infrastructure. These engagements enabled employees to receive accurate information regarding the transition process, ask questions, and gain clarity on matters affecting their employment and future working arrangements.

In addition, representatives from the Consolidated Retirement Fund, Local Authorities Retirement Fund and National Fund for Municipal Workers participated in the roadshows to provide employees with information regarding pension and provident fund benefits, retirement planning, and related employee benefits.

The roadshows formed part of the municipality's ongoing commitment to employee engagement, effective communication, organisational transparency,

employee wellness, and sound human resource management practices. Through direct interaction with employees across various locations, the Human

Resources Division strengthened awareness of key policies and initiatives, promoted employee participation, and supported the municipality's objective of maintaining an informed, productive and resilient workforce.

Labour Relations Capacity Building and Strengthening of Human Resources Capacity

During the reporting period, the Cape Winelands District Municipality (CWDM) continued to strengthen its labour relations environment through targeted capacity-building initiatives and strategic human resource interventions. A key milestone was the appointment of a Senior Human Resources Practitioner: Labour Relations and Recruitment & Selection with effect from 1 October 2025. This appointment enhanced the Municipality's capacity to manage labour relations matters proactively, provide specialist support to management and employees, and ensure legislative compliance in respect of recruitment, selection and employee relations processes.

As part of its ongoing employee relations strategy, the Human Resources Division hosted a Labour Relations Key Processes programme on 29 June 2026 aimed at improving managers' and employees' understanding of key labour relations procedures and employee well-being support mechanisms. The programme provided practical guidance on counselling services, informal disciplinary processes, formal disciplinary hearings and grievance management, while also creating awareness of employee wellness services available through Health First.

Presentations were delivered by Human Resources and Employee Wellness practitioners, covering counselling interventions, informal disciplinary hearings, formal disciplinary procedures and grievance management processes. The initiative promoted consistent application of labour relations policies, procedural fairness, early intervention in workplace issues and the effective resolution of employee concerns.

The training formed part of CWDM's broader commitment to fostering sound employee relations, enhancing management capacity, reducing workplace conflict and ensuring compliance with applicable labour legislation and collective

agreements. Through these awareness and training interventions, the Municipality continued to strengthen a culture of fairness, accountability, employee wellbeing and constructive labour-management relations.

The combined impact of strengthening internal labour relations capacity through the appointment of a dedicated specialist practitioner and delivering focused labour relations training has contributed to improved governance, better-informed management practices and a more supportive and productive workplace environment.

Recruitment, Selection and Talent Acquisition

Significant attention was given to the recruitment and selection of suitably qualified candidates for critical and scarce skills positions across the municipality. Recruitment strategies were reviewed in response to market challenges and job evaluation outcomes, particularly where specialised legal, risk and compliance competencies proved difficult to source. The Human Resources Directorate provided guidance to departments on recruitment planning, advertising strategies and legislative compliance throughout the appointment process.

Strengthening Labour Relations and Governance

The Human Resources Directorate continued to provide strategic labour relations support to management, organised labour and employees. This included facilitating consultation through recognised collective bargaining and consultative structures, promoting procedural fairness, maintaining sound employee relations, managing grievances and disciplinary matters, and ensuring compliance with applicable labour legislation and collective agreements.

Stakeholder Engagement and Labour Consultation

The Directorate maintained constructive engagement with organised labour through the Workplace and Services Restructuring Committee and the Local Labour Forum. Meaningful consultation processes were facilitated on organisational restructuring matters, staff establishment amendments, employee conditions of service and policy-related matters. These engagements contributed to transparent governance, sound labour relations and collaborative

decision-making.

Legislative Compliance and Human Resource Governance

The municipality continued to maintain compliance with a broad range of labour and employment legislation, regulations and collective agreements. The Human Resources Directorate monitored compliance obligations, provided advisory services to management, coordinated statutory reporting requirements and promoted good governance practices across all human resource management disciplines.

Human Resource Advisory and Strategic Support

The Directorate provided ongoing strategic and operational support to the Municipal Manager, Senior Management Team, Council and various committee structures on human resource matters. This included advice on organisational development, labour legislation, governance matters, employment conditions, recruitment, performance management and workforce planning to support informed decision-making and institutional sustainability.

Through these initiatives, the Human Resources Directorate continued to position itself as a strategic partner within the municipality by strengthening governance, enhancing employee relations, supporting organisational transformation, maintaining legislative compliance and ensuring that the municipality remained appropriately structured and resourced to achieve its service delivery objectives.

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CHAPTER 2 – GOVERNANCE

COMPONENT A: GOVERNANCE

POLITICAL GOVERNANCE

Under the strong political leadership of the Democratic Alliance and with sound intergovernmental relations and administrative governance, the Cape Winelands District Municipality (CWDM) ensures public accountability and participation by all citizens and role- players in its area of jurisdiction.

INTRODUCTION TO POLITICAL GOVERNANCE

The CWDM ensures that all political parties represented in Council are also represented on the various committees of Council. This enhances a stable political environment and buy-in from all parties with regard to recommendations/resolutions and ensures that Council applies its mind to all matters.

Section 79 Committees of the CWDM consist of the following:

- Rules Committee; and
- Municipal Public Accounts Committee (established in terms of section 79A of the Local Government: Municipal Structures Act 117 of 1998, as amended by Act 3 of 2021).

The main focus of Section 79 Committees is to ensure the effective and efficient performance of any of the municipal Council's functions or the exercising of any of the municipal council's powers.

The following statutory committees have been established by the CWDM as required by legislation:

- Training Committee;
- Local Labour Forum; and
- Employment Equity Committee

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Section 80 Committees of the CWDM consist of the following:

- Office of the Municipal Manager
- Corporate Services
- Financial Services
- Community Development and Planning Services
- Technical Services

Section 80 Committees have been established with the following Terms of Reference:

(a) Develop and recommend policy within the functional area of their respective portfolios.
(b) Develop and recommend on the content and drafting of by-laws within the functional area of their responsibility.
(c) Comment on and recommend the business plans within the functional area of their respective portfolios.
(d) Make recommendations in regard to the draft Integrated Development Plan and budget within the functional area of their respective portfolios.
(e) Make recommendations in regard to the setting or revision of tariffs, levies, taxes and duties within the functional area of their respective portfolios.
(f) Integrated Development Plan and budget within the functional area of their respective portfolios.
(g) Monitor the implementation of Council's Integrated Development Plan, budget, business plans, strategic objectives, policies and programmes within the functional area of their respective portfolios.
(h) Recommend or determine the best way, including partnership and other approaches, to deliver strategies, programmes and services to the maximum benefit of the community.
(i) Asses the performance of service delivery within the functional area of their respective portfolios.
(j) Receive recommendations from the Section 80 committee of which he/she is the chairperson and make recommendations on any matter to the Executive Mayor.
(k) Identify the needs of the Municipality in respect of his/her portfolio.
(l) Review and evaluate the needs referred to in (k) above in order of priority.
(m) Prepare reports on the involvement of communities and community organisations in respect of his/her portfolio as required by the Executive Mayor.
(n) Ensure that regard is given to public views and report on the effect of consultation on the decisions of Council.
(o) Recommend comments on National and Provincial legislation that affects their portfolios.

MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

The Municipal Public Accounts Committee (MPAC) of the CWDM is established in terms of Section 79 of the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998). For transparency and ethical reasons, the chairperson is appointed from the membership of the political parties represented in the CWDM, other than the majority party.

The MPAC considers various matters, as contained in Chapter 9 of the Annual Report, and is considered essential to the running and sound political governance of the CWDM.

AUDIT & PERFORMANCE COMMITTEE

In compliance with Section 166(2) of the MFMA, the Council has established an Audit and Performance Audit Committee. The Committee serves as an independent advisory body to the Municipal Council, political office-bearers, the Accounting Officer, and management staff on matters relating to:

- Internal control;
- Risk management;
- Accounting policies;
- The adequacy, reliability and accuracy of financial reporting and information;
- Annual financial statements;
- Performance management;
- Governance;
- Compliance with MFMA, DoRA and other applicable legislation;
- Issues raised by the Auditor-General and the Internal Audit Division; and
- The monitoring and evaluation of the Internal Audit Division.

The Audit and Performance Audit Committee Charter are reviewed annually by Council to ensure continued alignment with applicable legislation and governance best practices. The Committee meets on a quarterly basis, and details of its recommendations to Council are included.

In terms of Section 79A of the Local Government: Municipal Structures Amendment Act, the Audit and Performance Committee report quarterly to the Municipal Public Accounts Committee.

Members of the Audit and Performance Audit Committee are prohibited from conducting business

with the Council and are required to declare any conflicts of interest in respect of matters included

on the agenda at each meeting.

The Committee conducts an annual performance assessment, which includes a self-assessment completed by Committee members, as well as evaluations by the Accounting Officer, the Executive Mayor, and the Chief Audit Executive. The results of this assessment are reported to Council annually, together with an improvement plan to address identified areas for enhancement.

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POLITICAL STRUCTURE



Ald (Dr) H von Schlicht
Executive Mayor



Ald M Sampson
Executive Deputy Mayor



Ald DD Joubert
Speaker



Cllr JHP Steyn
Portfolio Holder:
Economic Development



Cllr D Swart
Portfolio Holder:
Sport, Arts and Culture



Ald C Meyer
Portfolio Holder:
Disaster Management



Cllr XL Mdemka
Portfolio Holder:
Municipal Health



Ald R Farao
Portfolio Holder:
Fire Services



Cllr WC Petersen
Portfolio Holder:
Rural and Social Development



Cllr E Groenewald
Portfolio Holder:
Corporate Services



Cllr GJ Carinus
Portfolio Holder:
Technical Services



Cllr WM Blom
Whip of Council

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COUNCILLORS

1 JULY 2025 TO 30 JUNE 2026

Total number of Councillors: 41
Directly elected Councillors: 24
Proportionally elected Councillors: 17

Attached as Appendix A is a full list of Councillors.
Attached as Appendix B is a list of committees and committee purposes.

POLITICAL DECISION MAKING

1 JULY 2025 TO 30 JUNE 2026

Number of Council resolutions: 149 (all resolutions implemented)
Number of Mayoral Committee resolutions: Ordinary meetings – 108
Number of Mayoral Committee resolutions: Confidential meetings – 9
Number of Mayoral Committee resolutions not tabled before Council: None

ADMINISTRATIVE GOVERNANCE

INTRODUCTION TO ADMINISTRATIVE GOVERNANCE

The Municipal Manager primarily serves as chief custodian of service delivery and ensures the implementation of political priorities. During the 2025/2026 financial year, the Municipal Manager provided strategic and management leadership in various fields and projects.

Good governance has eight major characteristics, namely participatory, consensus- orientated, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimised, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision making. It is also responsive to the present and future needs of society.

The Municipal Manager identified the following focus areas:

- Basic service delivery that covers, inter alia, the effective management and maintenance of the infrastructure of the district municipality.

- Social upliftment and economic development as well as establishing an environment that is conducive to local economic development and the development of projects and strategies.
- The optimisation of financial resources through efficient financial management.
- Good governance that includes community participation, effective communication and sound municipal administration.
- The establishment of a safe community through efficient disaster management, fire services and environmental health

Community participation in municipal decision-making is of utmost importance and the Municipal Manager encouraged and created conditions for the local community to participate in the affairs of the district municipality through Integrated Development Plan (IDP) forums and meetings. During the 2025/2026 financial year, all Section 54, 56 and 57 positions were filled. Interaction, as well as the ability to work with these appointees as an efficient management team, provided professional leadership, proving once again that the district municipality's human resources are our greatest asset. Interaction with the Executive Mayor and Portfolio Councillors has resulted in an effective governing body providing sound political leadership, which is essential for successful local governance.

The Municipal Manager had also developed a culture of municipal governance that complements formal representative government with a system of participatory governance. As such, participation is required in terms of the:

- preparation, implementation and review of the IDP;
- establishment, implementation and review of the Performance Management System;
- monitoring and review of performance, including the outcomes and impact of such performance; and
- preparation of the municipal budget.

In terms of section 83(1)(c) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) (MSA), the Municipal Manager has implemented effective bidding structures to minimise the possibility of fraud and corruption. In terms of section 112(1)(m)(i) of the MFMA, the Municipal Manager has identified supply chain measures to be enforced to combat fraud and corruption, favouritism and unfair and irregular practices. Furthermore, in terms of section 115(1) of the MFMA, the Municipal Manager, as the accounting officer, has taken steps

to ensure mechanisms and separation of duties in the supply chain management system to minimise the likelihood of corruption and fraud.

The Municipal Manager has also in terms of sections 165(2)(a) and (b)(iv) of the MFMA ensured the effective operation of the Internal Audit Unit. This unit has
prepared a risk-based audit plan and an internal audit programme for the financial year and has advised the Municipal Manager on the implementation of the internal audit plan and matters relating to internal audit, internal controls, accounting procedures and practices, risk management, performance management and compliance with the MFMA and any other applicable legislation.

As local government has a legal obligation and a political responsibility to ensure regular and effective communication with the community, and as statutory enactments all require high levels of transparency, accountability, openness, participatory democracy and direct communication with the communities, the Municipal Manager ensures that the district municipality's website serves as a tool for community communication. Furthermore, section 75 of the MFMA requires that municipalities publish key documents and information on their websites, including the IDP, the annual budget, adjustment budgets and budget- related documents and policies.

In terms of section 83(1) of the MFMA, the Municipal Manager, senior managers, the chief financial officer, non-financial managers and other financial officials of a municipality must meet the prescribed financial management competency levels that are key to the successful implementation of the MFMA. In view of the aforementioned, the Municipal Manager assured that the necessary training was arranged for the officials of the district municipality in order to meet the competency levels prescribed in the regulations. The MSA and the Local Government: Municipal Planning and Performance Management Regulations, 2001 require municipalities to adopt a performance management system. Once the IDP and budget were prepared and approved, the Municipal Manager ensured that the district municipality had prepared its Service Delivery and Budget Implementation Plan (SDBIP) in accordance with the MFMA and MFMA Circular 13.

The SDBIP indicates performance targets and financial performance targets and assigns responsibility to execute the respective performance targets. The district municipality

assessed its performance on a regular basis and reported progress on performance against set targets to Council on a quarterly basis and ultimately presents the annual performance results in this Annual Report.

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TOP STRUCTURE ADMINISTRATION



Mr Henry Prins

MUNICIPAL MANAGER

Executive Directors



Mrs Fiona Du Raan-Groenewald

CHIEF FINANCIAL OFFICER



Mrs Ingrid Barnard

CORPORATE SERVICES



Mr Pietie Williams

COMMUNITY DEVELOPMENT AND PLANNING SERVICES



Vacant

TECHNICAL SERVICES

COMPONENT B: INTERGOVERNMENTAL RELATIONS

INTRODUCTION TO COOPERATIVE GOVERNANCE AND INTERGOVERNMENTAL RELATIONS

Good cooperative governance and intergovernmental relations are important to the CWDM as a sphere of government, since the district municipality is often the first, or even the only sphere of government that citizens interact with on a regular basis, with specific reference to the rural areas.

Public confidence in the CWDM can only be assured by operating according to the requirements and spirit of cooperative governance and intergovernmental relations. The district municipality has the responsibility to govern its region, taking into account the abovementioned components to create an open society for all where results must meet the needs of society while making the best use of the limited resources at its disposal.

Intergovernmental relations give effect to good governance according to democratic principles and also provide a platform for effective public participation in the region. Through this process, the CWDM ensures that members of the public feel they have a stake in the district municipality. The district municipality also ensures that all role-players have the opportunity to improve or maintain their wellbeing.

The CWDM actively participates in national, provincial, inter-district and local intergovernmental structures and takes part in the agenda-setting process to ensure participation. In this regard there is both direct and indirect engagement on a political and senior management level.

Through this process and engagements, topics directly linked to the district municipality and local municipalities in the area of the CWDM are elevated to a higher level, which ensures greater coordination and participation.

The benefits of sound intergovernmental relations at all levels ensure that problems are resolved to render a cost-effective service to the community that benefits the region through the elimination of duplication.

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RELATIONSHIPS WITH MUNICIPAL ENTITIES

No municipal entities.

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COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

The Cape Winelands District Municipality (CWDM) conducts meetings in collaboration with the local municipalities situated within its area of jurisdiction. The purpose of the public participation and stakeholder meetings is to promote joint planning for the Integrated Development Plan (IDP) of the Cape Winelands District Municipality and the local municipalities. This collaborative approach assists with strategy formulation and supports coordinated development across the region.

These meetings provide municipalities, community organisations, and provincial and national government departments with an opportunity to share and communicate information regarding their current activities. This, in turn, facilitates intergovernmental planning, coordination and budgeting.

For the public participation process during the year under review, the Cape Winelands District Municipality undertook the following activities:

- Mayoral Mondays were held in each local municipality.
- Public invitations were posted on various social media platforms, including Facebook.
- Advertisements were placed in various local newspapers across the district.
- IDP- and budget-related documents were made available on the municipal website.
- Public participation outreach was conducted in the Tankwa Karoo.

PUBLIC MEETINGS

Participation and Forums

The CWDM and the local municipalities within the district, namely Drakenstein, Stellenbosch, Breede Valley, Witzenberg and Langeberg Municipalities, together with the Western Cape Government: Department of Local Government (WCG: DLG) and other district municipalities within the Western Cape, are committed to building strong government institutions that actively promote sustainable and integrated community development.

The District Public Participation Forum, IDP Managers Forum and the Western Cape District Integrated Forum serve as consultative forums aimed at strengthening coordination, integration and communication between the three spheres of government. These forums provide platforms for information sharing, dialogue, capacity building and consultation on matters of mutual interest.

WARD COMMITTEES

The CWDM does not have ward committees, as the establishment and functioning of ward committees are the responsibility of the local municipalities within the district.

Ward committees nevertheless provide valuable support to public participation processes by assisting with the organisation of community sectors and the mobilisation of citizens for public engagements. Their knowledge and understanding of the communities they serve make ward committee members valuable sources of information and important resources in facilitating meaningful community participation.

COMMENT ON THE EFFECTIVENESS OF THE PUBLIC MEETINGS HELD

IDP PARTICIPATION AND ALIGNMENT

IDP participation and alignment criteria*	Yes/No
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly with the KPIs in the strategic plan?	Yes
Do the IDP KPIs align with the Section 57 Managers?	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Do the IDP KPIs align with the provincial KPIs on the 12 outcomes?	Yes
Were the indicators communicated to the public?	Yes
Were the four quarterly aligned reports submitted within stipulated timeframes?	Yes

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COMPONENT D: CORPORATE GOVERNANCE

OVERVIEW OF CORPORATE GOVERNANCE

Through corporate governance, the CWDM converges funds and builds relationships with various stakeholders to determine its mission and vision, with the goal of optimising resources to promote accountability and cost-effective services to the public.

Since corporate governance determines the success or failure of a municipality,

the CWDM closely monitors its business principles through policy guidelines, risk management and political oversight to ensure compliance with the purpose of obtaining a clean audit.

RISK MANAGEMENT

Section 62 of the MFMA states that the accounting officer should take all reasonable steps to ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control, and to ensure the effective, efficient and economical use of the resources of the municipality.

The Enterprise Risk Management (ERM) Framework aims to ensure that risks that could impede the achievement of objectives are managed better and mitigated earlier, thereby improving the district municipality's ability to carry out its mission and achieve its goals.

The Fraud and Risk Management Committee (FARMCO) is guided by Terms of Reference (TOR), which is in compliance with the MFMA. The CWDM's FARMCO members are as follows:

- Municipal Manager
- Chief Financial Officer
- Executive Director: Community Development & Planning Services
- Executive Director: Technical Services
- Executive Director: Corporate Services

- One independent member.

Other officials such as the Deputy Director: Legal, Risk & Compliance and the Chief Audit Executive (CAE) also attend these FARMCO meetings.

During the 2025/2026 financial year, the unit was responsible for risk management awareness, facilitating quarterly reviews and updating risk registers. Although the Deputy Director: Legal, Risk & Compliance is responsible for the coordination of risk management in the organisation, management took ownership of risks and the mitigation thereof.

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ANTI-CORRUPTION AND FRAUD

Fraud and Anti-Corruption Strategy

Section 83(c) of the MSA refers to the implementation of effective bidding structures to minimise the possibility of fraud and corruption, while section 112(1)(m)(i) of the MFMA identifies supply chain measures to be enforced to combat fraud and corruption, favoritism and unfair and irregular practices.

Section 115(1) of the MFMA states that the accounting officer must take steps to ensure mechanisms and separation of duties in a supply chain management system to minimise the likelihood of corruption and fraud.

The CWDM has adopted an attitude of zero tolerance towards fraudulent and corrupt activities.

COMPLIANCE

See Annexure I - 2024/2025 B-BBEE CERTIFICATE & SCORECARD REPORT

SUPPLY CHAIN MANAGEMENT

Overview of Supply Chain Management (SCM)

The Supply Chain Management (SCM) Policy was initially adopted on 23 January 2006, and the latest revision was approved on 29 May 2025. No amendments to the policy were made during the 2025/2026 financial year. The policy remains fully compliant with the applicable National Treasury prescripts and is available on the Cape Winelands District Municipality (CWDM) website.

To support the implementation of the Cape Winelands District Municipality's (CWDM) Integrated Development Plan (IDP), and to strengthen procurement planning practices, the Annual Procurement Plan for the 2026/2027 financial year was compiled during the 2025/2026 Financial Year. The plan outlines all planned procurement activities and includes key milestones and target dates for each procurement initiative. All relevant role players are responsible for ensuring that procurement processes are executed within the approved timelines and in accordance with the procurement plan. Procurement information is continuously monitored, reviewed, and updated in consultation with all relevant stakeholders to ensure alignment with operational

requirements and changing priorities.
Enhanced control measures have also been implemented to ensure that specifications are complete, accurate, and free from bias, thereby promoting the constitutional principles of fairness, equity, transparency, competitiveness, and cost-effectiveness in procurement processes.
The SCM Unit continuously monitors and evaluates the quality and validity of specifications and ensures compliance with all applicable legislative and regulatory requirements. This ongoing oversight contributes to improved procurement outcomes, strengthened governance, and enhanced accountability within the Municipality.

Centralised procurement also assists in preventing the deliberate splitting of procurements into smaller transactions to circumvent the prescribed threshold values and procurement processes. This promotes compliance, transparency, and accountability throughout the procurement cycle.

In line with legislative requirements, all procurement requests exceeding R30 000 are publicly advertised on the Municipality’s notice boards and official website. Competitive bidding opportunities exceeding R200 000 are further advertised through the appropriate media platforms to ensure transparency and broad market participation.

To enhance transparency and promote public access to procurement information, the outcomes of procurement processes are published timeously on the CWDM website. Furthermore, the Municipality has implemented a procurement coding system based on procurement categories and value ranges. This system supports the effective control, management, monitoring, and reporting of acquisitions, thereby strengthening governance and oversight within the SCM environment.

The municipality also maintains a database of current suppliers and accreditation data are regularly updated.

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LEGAL SERVICES

Mention the fact that we did not have a legal person 2025/2026?

Introduction: Legal Services

The CWDM makes many decisions that affect the residents in its area of jurisdiction. In order to ensure that everything is above board and falls within the ambit of the law, Legal Services provide a dedicated and quality support and advisory service in order to strengthen the CWDM to fulfil its constitutional and other legislative mandates in a professional manner and to maintain a workforce that is both well-disciplined and satisfied in order to render service delivery at an acceptable level.

Legal priorities

- Legal compliance;
- Legal support to the Executive Mayor, Speaker and Municipal Manager, heads of department, Council, committees, departments and divisions;
- Legal advice pertaining to draft policies and contracts;
- Written and/or oral opinions;
- Finalisation of legal documents; and
- Labour relations matters.

Legal impact

Through the provision of legal support and advice to the Office of the Executive Mayor, the Speaker, the Municipal Manager, heads of department, Council as well as all the various departments / divisions of the CWDM, many targets have been achieved, thereby strengthening the work relationship and effective teamwork between the various parties.

Legal implications and opinions are provided on a continuous basis on all Council, Mayoral Committee and other committee agenda items.

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INTERNAL AUDIT

In terms of Sections 165(1) and (2) of the Municipal Finance Management Act, 56 of 2003, each municipality and municipal entity is required to establish an Internal Audit unit. The Internal Audit unit is responsible for:

- Developing a risk-based audit plan and internal audit program for each financial year;
- Providing advisory services to the accounting officer and reporting to the Audit Committee on the implementation of internal audit matters, including:
    - Internal audit functions;
    - Internal controls;
    - Accounting procedures and practices;
    - Risk management;
    - Performance management;
    - Loss control;
    - Compliance with the Municipal Finance Management Act, the annual Division of Revenue Act, and any other relevant legislation; and
    - Performing any additional duties assigned by the accounting officer.

The Internal Audit Division is an independent function that reports administratively to the Municipal Manager and functionally to the Audit and Performance Audit Committee. The Division conducts audits in accordance with a three-year strategic plan and an annual risk-based operational plan, both of which are approved by the Audit and Performance Audit Committee at the start of each financial year.

Audit priorities are structured around three key focus areas: internal control systems, risk management, and governance processes. The scheduling and prioritisation of audits within these categories are informed primarily by the Municipality’s risk profile and relevant legislative requirements.

The Internal Audit Division provides quarterly reports to the Audit and Performance Audit Committee on the progress of the approved audit plan and the outcomes of audits performed. Follow-up audits are also conducted to assess the implementation of management action plans in response to previously reported audit findings.

The execution of the approved Annual Internal Audit Plan for the 2025/2026 financial year

Status of Audits	Number
Audits Planned	17
Audits Completed	17
Audits Rolled Over	0
Audits Cancelled	0
Follow-up Audits	12
Ad-hoc Management Requests	6

Overall Assessment of the Control Environment

Rating Category	Number
Optimum	4
Good	4
Acceptable	8
Weak	1
Inadequate	0

All internal audit activities are executed in accordance with the Global Internal Audit Standards. The Audit and Performance Audit Committee evaluates the performance of the Internal Audit Division on a quarterly basis, using a range of key performance indicators linked to the Division’s operational effectiveness.

The performance of the Internal Audit Division was measured against approved key performance

indicators.

Indicator	Number
Total KPIs	24
KPIs Achieved	24
Overall Performance Achievement	100%

The Internal Audit function maintains a Quality Assurance and Improvement Program, which includes an external quality assessment conducted by an independent assessor every five years. During the assessment conducted in December 2024, the municipality's Internal Audit function was rated as "Generally Conforms", the highest rating on the three-tier scale established by the Institute of Internal Auditors (IIA). The next external quality assessment is due prior December 2029.

Client satisfaction surveys were used to assess management's perception of the relevance, quality, and value of Internal Audit services.

Indicator	Result
Average Client Satisfaction Score	87%

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Information and Communications Technology (ICT)

The ICT department continues to play a pivotal role in the Cape Winelands District Municipality (CWDM), enabling secure, efficient, and modern service delivery across all departments. As digital transformation gains momentum in the public sector, our focus has remained on strengthening core infrastructure, enhancing operational resilience, and embracing new technologies.

Technology is no longer a background enabler—it is a strategic asset that underpins the municipality's capacity to deliver on its developmental mandate. ICT has become the connective tissue between people, processes, and service excellence.

Cybersecurity Enhancements: Strengthening the Digital Perimeter

The municipality continues to face an increasingly complex and hostile cybersecurity landscape. Ransomware, social engineering, and phishing attacks are becoming more targeted and frequent, particularly within the local government sector. In response, CWDM has begun transitioning from a traditional cybersecurity model focused primarily on preventing attacks to a modern cyber resilience model focused on preparing for, detecting, responding to, and recovering from attacks.

This strategic shift acknowledges the reality that, despite robust preventative measures, cyber incidents may still occur. Consequently, the municipality has strengthened its focus on response readiness, business continuity, disaster recovery, and operational resilience. The modernisation of the server, storage, backup, and disaster recovery environment during the year forms a critical component of this strategy, ensuring that municipal services can continue and recover rapidly in the event of a cyber-related disruption. This approach positions CWDM to meet current and future cybersecurity challenges while maintaining the trust and confidence of the communities it serves.

Network, Cloud, and Operational Achievements

CWDM's digital backbone continues to support 16 sites across 5 towns, ensuring robust connectivity for administration and service functions. Key achievements this year include:

- Network Uptime: Maintained over 99% network availability through proactive monitoring and redundancy.
- Hybrid Cloud Advancement: Further consolidated cloud and on-premise systems to improve performance and compliance.
- Hardware Lifecycle Management: Continued the systematic refresh of end-user devices, aligned with requirements and performance standards.
- Mobile Office Enablement: Expanded remote work infrastructure, including VPN, endpoint security, and remote support capabilities.
- Data Protection: Upgraded our backup systems to include immutable storage and tiered recovery points, ensuring resilience against cyber incidents.

Major ICT Infrastructure Modernisation Project

One of the most significant achievements during the 2025/2026 financial year was the successful completion of the Cape Winelands District Municipality's core ICT Infrastructure Modernisation Programme. This large-scale investment renewed the municipality's digital foundation and strengthened its ability to deliver secure, reliable, and resilient services well into the future.

The project involved the replacement and upgrade of critical technology platforms that support all municipal operations, effectively resetting the lifecycle of the municipality's core ICT infrastructure for the next three to five years. The modernisation programme has positioned CWDM with a state-of-the-art technology environment capable of supporting increasing digital demands, enhancing business continuity, and improving cybersecurity resilience.

Ongoing Challenges

- Evolving Cyber Threats: Attacks are more sophisticated and require continuous improvements to detection and response systems.
- Increased Demand for ICT Services: The growing digitisation of municipal operations has led to rising support needs and system demands.
- AI Governance: As AI usage grows, ensuring ethical, compliant, and value-

driven use across departments remains a critical area.

- Compliance and Policy Pressures: Keeping up with evolving regulations such as POPIA, cybersecurity frameworks, and AGSA audit expectations.

Conclusion

The 2025/2026 financial year completed the infrastructure renewal for the Cape Winelands District Municipality. Recognising the increasing dependence on technology to support municipal operations and future digital initiatives, the municipality made a significant investment in refreshing its core ICT infrastructure, including servers, storage, network switching, backup, disaster recovery, and virtualisation platforms.

The year therefore represents a significant milestone in the municipality's digital transformation journey, laying the groundwork for future innovation, improved service delivery, enhanced cyber resilience, and the continued advancement of a connected, modern, and responsive municipality.

COMMENT ON BY-LAWS

No new by-laws were promulgated.

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CHAPTER 3 – SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART I)

3. Performance Report

3.1 Performance Management System

As a point of departure, it is the duty of a municipality to establish, develop, and maintain a sound performance management system as prescribed in terms of sections 38 to 40 of the Municipal Systems Act (Act No. 32 of 2000) (MSA). In terms of section 46(1)(a) to (c) of the MSA, a municipality must prepare for each financial year a performance report reflecting (a) the performance of the municipality and of each external service provider during that financial year; (b) a comparison of the performances referred to in paragraph (a) with targets set for and performances in the previous financial year; and (c) measures taken to improve performance. The core components that underscore the performance management system established by the municipality, as prescribed by section 41 of the MSA, are integral to the information reported upon by the municipality. Furthermore, the reflection of the key performance indicators and performance targets in the Integrated Development Plan is prescribed in terms of section 26(i) and is aligned to the predetermined objectives as reflected in the approved 2022/2023 – 2026/2027 IDP.

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The table below illustrates the alignment between the National KPA, Western Cape Provincial Strategic Plan, CWDM Strategic Objectives and the predetermined objectives as per the approved IDP.

National KPA	Western Cape Provincial Strategic Plan (2025-2030)	SO	Strategic Objectives	Outcomes
Municipal Financial Viability and Management	**Local Government Stability**	**SO1**	**Provide sustainable strategic financial management and support services**	• *The municipality aims to create sustainable sources of funding and management thereof, ensuring long-term financial viability.* • *Resources are efficiently used to maximise contributions to LED and support services.*
Good Governance and Public Participation	**Local Government Stability**	**SO2**	**Foster good governance processes as prescribed by legislation and best practice**	• *A foundation for effective governance that promotes political and administrative stability, the mitigation of identified risks, an improved ethical culture and functional oversight, has been established and is adhered to.*
Basic Service Delivery	**Economic Growth and Jobs** **Poverty Alleviation**	**SO3**	**Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities**	• *Infrastructure services and resources are financially supported and measured.* • *Municipal infrastructure and transport planning systems are developed in a resilient and well-functioning manner as to result in longevity, and a safe and secure communal environment facilitating socio-economic opportunities*

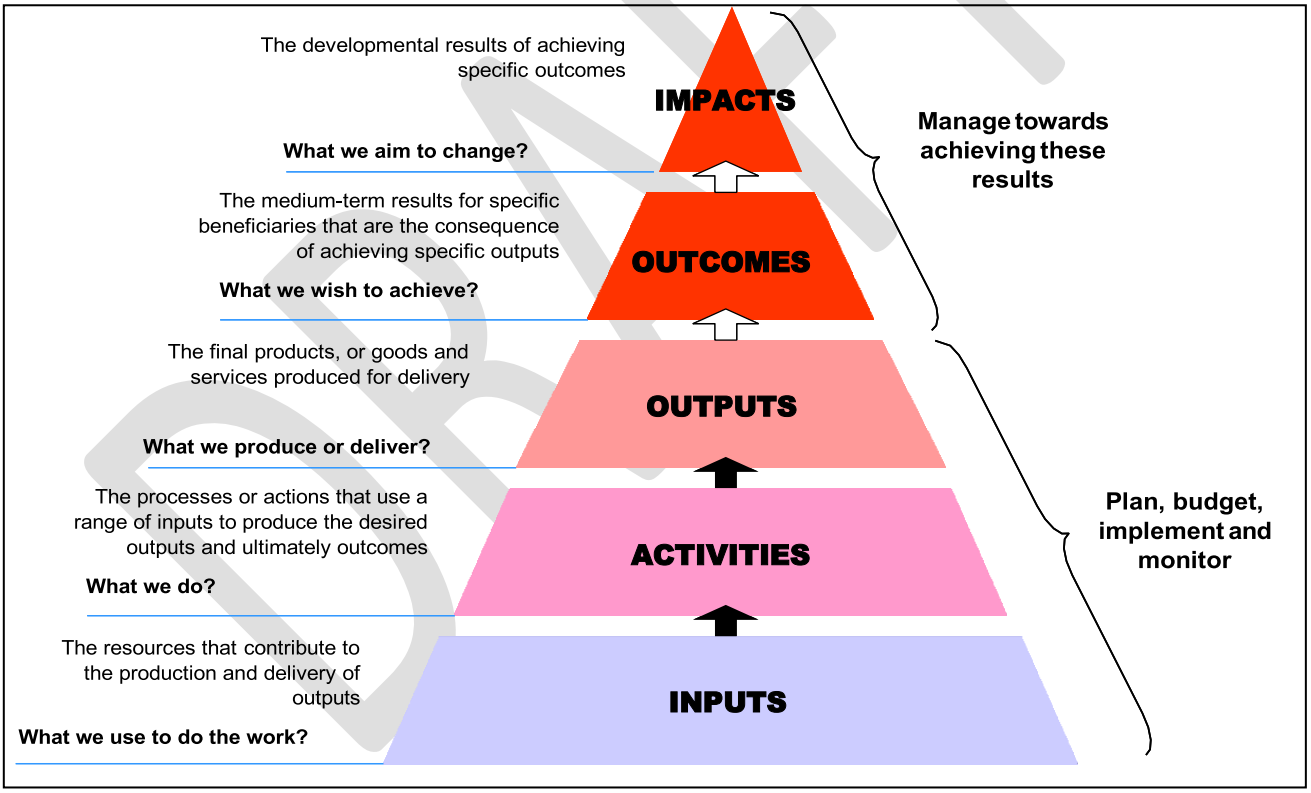
National KPA	Western Cape Provincial Strategic Plan (2025-2030)	SO	Strategic Objectives	Outcomes
Basic Service Delivery	**Safety and Resilience** **Poverty Alleviation**	**SO4**	**Monitor and promote a clean, healthy and safe living environment whilst providing emergency response services for all residents throughout the district**	• *All residents have equal access to basic service delivery.* • *Resources, including stable infrastructure, technological and spatial resources, as well as the promotion of water services, are efficiently utilized to ensure the long-term well-being and unity of the community.* • *Disaster response plans are well-established and regularly tested, enabling an improved response to incidents, which creates stronger relationships within the district and a well-coordinated disaster management centre* • *A well-coordinated fire services division, establishing a fire safe environment for all.* • *The provision of municipal health services and air quality management.*
Municipal Transformation and Institutional Development	**Local Government Stability**	**SO5**	**Establish a skilled workforce and performance orientated administration to promote the growth and development of the organisation**	*A capable and knowledgeable workforce that positively contribute and successfully provide high-quality services to the community, and become enablers of development. Consequence/ development management and a performance management system embedded into the functioning of the municipality in order to promote optimal performance.*
Local Economic Development	**Economic Growth and Jobs**	**SO6**	**Facilitate partnerships that cultivate economic growth and development throughout the district**	• *Achieving an enabled environment by creating inclusive and equitable economies, and developmental growth through the economic benefits generated*

National KPA	Western Cape Provincial Strategic Plan (2025-2030)	SO	Strategic Objectives	Outcomes
				from niche markets, innovation, and partnerships.

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3.1 Framework for managing performance information: Key concepts

When monitoring and assessing performance outcomes and the related impact, it is necessary to consider potential government interventions and the related consequences that may result therefrom. Such considerations should be timeously identified and monitored in order to mitigate potential risks and where risks exist, for these to be effectively managed through corrective actions. Through effective planning, budgeting and implementation of predefined activities that are appropriately monitored, a municipality is able to successfully achieve the desired results in order to deliver against its designated mandate.



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3.2 Planning, budgeting and reporting

The performance information reported in the Annual Performance Report and correlating documentation enables Council as well as the public to hold the municipality accountable and to effect necessary transparency.

In addition, performance information should be available to management at each stage of the planning, budgeting and reporting cycle so that they can adopt a results-based approach to managing service delivery. This approach promotes effective planning and manages a focus on desired results, as well as manages inputs and activities to achieve these results.

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3.3 Financial performance per strategic objective (Jade)

The tables detailed below provide an overview of the operating, capital, and project budget amounts at an SO level for 2024/2025 (budget and actual); 2025/2026 (budget and actual) and 2026/2027 (budget and actual).

Operating Budget					
DEPARTMENT	2024/2025 Budget	2024/2025 Actual	2025/2026 Budget	2025/2026 Actual	2026/2027 Budget
Community Development	R 163.989.794	R 153.331.199	R 158.068.887	R 151.808.615	R 151.848.782
Technical Services	R 165.846.662	R 150.929.088	R 138.728.761	R 125.945.464	R 44.161.350
Financial Services	R 31.027.043	R 29.751.126	R 30.201.707	R 29.495.304	R 33.106.193
Corporate Services	R 133.518.333	R 114.187.699	R 137.892.410	R 136.017.123	R 132.392.447
Office of the Municipal Manager	R 14.829.848	R 13.914.729	R 27.482.024	R 25.594.523	R 28.431.228
Total	**R 509.211.680**	**R 462.113.841**	**R 492.373.789**	**R 468.861.028**	**R 389.940.000**

Capital Budget					
DEPARTMENT	2024/2025 Budget	2024/2025 Actual	2025/2026 Budget	2025/2026 Actual	2026/2027 Budget
Community Development	R 14.440.968	R 5.752.306	R 21.261.363	R 13.568.279	R 47.395.119
Technical Services	R 113.428.870	R 93.908.800	R 22.587.741	R 22.320.789	R 23.770.600
Financial Services	R 250.000	R 222.223	R 173.500	R 78.064	R 129.600
Corporate Services	R 6.848.800	R 4.281.775	R 13.759.000	R 12.734.467	R 9.519.900
Office of the Municipal Manager	R 444.200	R 246.716	R 129.077	R 64.526	R 1.180.000
Total	**R 135.412.838**	**R 104.411.821**	**R 57.910.681**	**R 48.766.125**	**R 81.995.219**

Project Budget					
DEPARTMENT	2024/2025 Budget	2024/2025 Actual	2025/2026 Budget	2025/2026 Actual	2026/2027 Budget
Community Development	R 16.881.011	R 15.160.701	R 13.179.130	R 9.591.665	R 7.054.330
Technical Services	R 9.242.851	R 7.450.343	R 4.837.500	R 3.387.346	R 5.507.623
Financial Services	R -		R -	R -	R -
Corporate Services	R -	R -	R -	R -	R -
Office of the Municipal Manager	R -	R -	R -	R -	R -
Total	**R 26.123.862**	**R 22.611.044**	**R 18.016.630**	**R 12.979.011**	**R 12.561.953**

Summary of Cape Winelands Key Performance Indicators 2024/2025

DEPARTMENT	KPI NR	KPI NAME	STRATEGIC OBJECTIVE NR	STRATEGIC OBJECTIVE NAME	OUTCOME	2024/2025 TARGET	2024/2025 ACTUAL	2025/2026 TARGET	2025/2026 ACTUAL	RATING	PERFORMANCE COMMENTS	CORRECTIVE MEASURES
Office of the Municipal Manager	TL 1	Review the Organisational Strategic Risk Register (Top 10) and submit to Council by 31 May 2025	SO 2	Foster good governance processes as prescribed by legislation and best practice	A foundation for effective governance that promotes political and administrative stability, the mitigation of identified risks, an improved ethical culture and functional oversight has been established and is adhered to	1	0			R	Target not achieved. Responsible official did not submit to Council on time.	Strategic Risk Register will be submitted to Council once vacant position has been filled.
Office of the Municipal Manager	TL 2	Review the Risk-Based Audit Plan (RBAP) for 2025/26 and submit to the Audit Committee for consideration by 30 June 2025	SO 2	Foster good governance processes as prescribed by legislation and best practice	A foundation for effective governance that promotes political and administrative stability, the mitigation of identified risks, an improved ethical culture and functional oversight has been established and is adhered to	1	1			G	Target achieved	
Office of the Municipal Manager	TL 3	Complete 90% of the Risk Based Audit Plan (RBAP) for the 2024/25 financial year by 30 June 2025 [(Number of audits and tasks completed for the period identified in the RBAP / Number of audits and tasks identified in the RBAP) x 100]	SO 2	Foster good governance processes as prescribed by legislation and best practice	A foundation for effective governance that promotes political and administrative stability, the mitigation of identified risks, an improved ethical culture and functional oversight has been established and is adhered to	90%	95%			G2	Target overachieved	

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DEPARTMENT	KPI NR	KPI NAME	STRATEGIC OBJECTIVE NR	STRATEGIC OBJECTIVE NAME	OUTCOME	2024/2025 TARGET	2024/2025 ACTUAL	2025/2026 TARGET	2025/2026 ACTUAL	RATING	PERFORMANCE COMMENTS	CORRECTIVE MEASURES
Office of the Municipal Manager	TL 4	Initiate the DCF and JDMA engagements to improve intergovernmental relations	SO 6	Facilitate partnerships that cultivate economic growth and development throughout the district	Achieving an enabled environment by creating inclusive and equitable economies, and developmental growth through the economic benefits generated from niche markets, innovation and partnerships.	8	6			R	Target not achieved. Two meetings cancelled due to stakeholder availability.	Going forward, more follow-ups will be done with stakeholders to ensure availability.
Office of the Municipal Manager	TL 5	Submit the Top Layer SDBIP 2025/26 to the Executive Mayor for approval within 14 days after the adoption of the IDP and Budget	SO 2	Foster good governance processes as prescribed by legislation and best practice	A foundation for effective governance that promotes political and administrative stability, the mitigation of identified risks, an improved ethical culture and functional oversight has been established and is adhered to	1	1			G	Target achieved	
Office of the Municipal Manager	TL 6	Submit the IDP 2025/26 to Council for adoption by 31 May 2025	SO 2	Foster good governance processes as prescribed by legislation and best practice	A foundation for effective governance that promotes political and administrative stability, the mitigation of identified risks, an improved ethical culture and functional oversight has been established and is adhered to	1	1			G	Target achieved	
Office of the Municipal Manager	TL 7	Submit the Annual Report 2023/24 to Council for adoption by 31 March 2025	SO 2	Foster good governance processes as prescribed by legislation and best practice	A foundation for effective governance that promotes political and administrative stability, the mitigation of identified risks, an improved ethical culture and functional oversight has been established and is adhered to	1	1			G	Target achieved	

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DEPARTMENT	KPI NR	KPI NAME	STRATEGIC OBJECTIVE NR	STRATEGIC OBJECTIVE NAME	OUTCOME	2024/2025 TARGET	2024/2025 ACTUAL	2025/2026 TARGET	2025/2026 ACTUAL	RATING	PERFORMANCE COMMENTS	CORRECTIVE MEASURES
Office of the Municipal Manager	TL 8	Spend 90% of the municipal capital budget on capital projects by 30 June 2025 [(Actual amount spent on projects / Total amount budgeted for capital projects) x 100]	SO 2	Foster good governance processes as prescribed by legislation and best practice	A foundation for effective governance that promotes political and administrative stability, the mitigation of identified risks, an improved ethical culture and functional oversight has been established and is adhered to	90%	77%			R	Target not achieved. Regional landfill site not completed by June 2025 as anticipated. Savings due to VAT.	Landfill site to be completed in 2025/2026 financial year.
Financial Services	TL 9	Maintain a sound liquidity ratio as at 30 June 2025 (Current Assets: Current Liabilities)	SO 1	Provide sustainable strategic financial management and support services	The municipality aims to create sustainable sources of funding and management thereof, ensuring long-term financial viability	12.44:1	5.63			R	Target not achieved. However, the ratio is higher than the norm (1:1) and indicates that the Municipality has the ability to honour its current obligations.	None is required as the Municipality performs above the norm of 1:1.
Financial Services	TL 10	Maintain a sound Impairment of Property, Plant & Equipment and Investment Property and Intangible Asset ratio as at 30 June 2025 [(Property, Plant and Equipment + Investment Property + Intangible Assets Impairment / Total Property, Plant and Equipment + Investment Property + Intangible Assets) x 100]	SO 1	Provide sustainable strategic financial management and support services	The municipality aims to create sustainable sources of funding and management thereof, ensuring long-term financial viability	0%	0%			G	Target achieved	
Financial Services	TL 11	Maintain a sound Cash/Cost Coverage ratio as at 30 June 2025 [(Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft + Short term investment) / Monthly Fixed Operational Expenditure excluding Depreciation, Amortisation and	SO 1	Provide sustainable strategic financial management and support services	The municipality aims to create sustainable sources of funding and management thereof, ensuring long-term financial viability	3	11			B	Target overachieved. The ratio indicates that the Municipality has the ability to meet its monthly fixed operating commitments from cash and short-term investments.	

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DEPARTMENT	KPI NR	KPI NAME	STRATEGIC OBJECTIVE NR	STRATEGIC OBJECTIVE NAME	OUTCOME	2024/2025 TARGET	2024/2025 ACTUAL	2025/2026 TARGET	2025/2026 ACTUAL	RATING	PERFORMANCE COMMENTS	CORRECTIVE MEASURES
		Provision for Bad Debts, Impairment and Loss on Disposal of Assets]										
Financial Services	TL 12	Maintain a sound level of Cash Backed Reserves Ratio as at 30 June 2025 [(Cash and Cash Equivalents - Bank Overdraft + Short Term Investment + Long Term Investment - Unspent Conditional Grants) / (Net Assets - Accumulated Surplus - Non Controlling Interest - Share Premium - Share Capital - Fair Value Adjustment - Revaluation Reserve)]	SO 1	Provide sustainable strategic financial management and support services	The municipality aims to create sustainable sources of funding and management thereof, ensuring long-term financial viability	100%	1336%			B	Target overachieved. The ratio indicates that all of the Municipality's cash reserves are cash backed.	
Financial Services	TL 13	Maintain a sound Net Operating Surplus Margin Ratio as at 30 June 2025 [(Total Operating Revenue - Total Operating Expenditure) / Total Operating Revenue x 100%]	SO 1	Provide sustainable strategic financial management and support services	The municipality aims to create sustainable sources of funding and management thereof, ensuring long-term financial viability	Equal to and greater than 0%	11%			B	Target overachieved. The Municipality can recover its operational costs for the services delivered. The surplus will sustain capital funding requirements and enable infrastructure projects with large capital outflow, such as the regional landfill site.	

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DEPARTMENT	KPI NR	KPI NAME	STRATEGIC OBJECTIVE NR	STRATEGIC OBJECTIVE NAME	OUTCOME	2024/2025 TARGET	2024/2025 ACTUAL	2025/2026 TARGET	2025/2026 ACTUAL	RATING	PERFORMANCE COMMENTS	CORRECTIVE MEASURES
Financial Services	TL 14	Maintain a sound Creditors Payment Period Ratio as at 30 June 2025 [(Trade Creditors Outstanding / Credit Purchases (Operating and Capital)) x 365]	SO 1	Provide sustainable strategic financial management and support services	The municipality aims to create sustainable sources of funding and management thereof, ensuring long-term financial viability	30 days	8 days			B	Target overachieved. The ratio indicates that the Municipality paid its creditors within less than 30 days.	
Financial Services	TL 15	Compile and submit the Main Budget to Council by 31 May 2025	SO 1	Provide sustainable strategic financial management and support services	Resources are efficiently used to maximise contributions to LED and support services	1	1			G	Target achieved	
Corporate Services	TL 16	Percentage of people from employment equity target groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan by 30 June 2025 [(Number of appointments in 3 highest levels which comply with employment equity target groups / total appointments made in 3 highest levels of management) x 100]	SO 2	Foster good governance processes as prescribed by legislation and best practice	A foundation for effective governance that promotes political and administrative stability, the mitigation of identified risks, an improved ethical culture and functional oversight has been established and is adhered to	90%	100%			G2	Target overachieved	

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DEPARTMENT	KPI NR	KPI NAME	STRATEGIC OBJECTIVE NR	STRATEGIC OBJECTIVE NAME	OUTCOME	2024/2025 TARGET	2024/2025 ACTUAL	2025/2026 TARGET	2025/2026 ACTUAL	RATING	PERFORMANCE COMMENTS	CORRECTIVE MEASURES
Corporate Services	TL 17	Spend 0.10% of operational budget on training by 30 June 2025 [(Actual total training expenditure divided by total operational budget) x 100]	SO 5	Establish a skilled workforce and performance orientated administration to promote the growth and development of the organisation	A capable and knowledgeable workforce that positively contributes and successfully provides high-quality services to the community and becomes enablers of development	0.10%	0.16%			B	Target overachieved	
Corporate Services	TL 18	Signed 100% of individual performance agreements for all staff in terms of Regulation 890 by 29 July 2024	SO 5	Establish a skilled workforce and performance orientated administration to promote the growth and development of the organisation	Consequence/development management and a performance management system embedded into the functioning of the municipality in order to promote optimal performance	100%	100%			G	Target achieved	
Corporate Services	TL 19	Limit annual vacancy rate to less than 15% of funded posts [(Number of funded posts vacant / number of funded posts) x 100]	SO 2	Foster good governance processes as prescribed by legislation and best practice	A foundation for effective governance that promotes political and administrative stability, the mitigation of identified risks, an improved ethical culture and functional oversight has been established and is adhered to	15.00%	14.83%			B	Target overachieved	
Corporate Services	TL 20	Review the ICT Governance Framework and ICT Strategic Plan and submit to Council by 31 May 2025	SO 2	Foster good governance processes as prescribed by legislation and best practice	A foundation for effective governance that promotes political and administrative stability, the mitigation of identified risks, an improved ethical culture and functional oversight has been established and is adhered to	1	0			R	Target not achieved. Item submitted to Council in June 2025.	Item submitted to Council in June 2025.

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DEPARTMENT	KPI NR	KPI NAME	STRATEGIC OBJECTIVE NR	STRATEGIC OBJECTIVE NAME	OUTCOME	2024/2025 TARGET	2024/2025 ACTUAL	2025/2026 TARGET	2025/2026 ACTUAL	RATING	PERFORMANCE COMMENTS	CORRECTIVE MEASURES
Community Development & Planning Services	TL 21	Train 60 Fire Services Officials at the CWDM Fire Services Academy by 30 June 2025	SO 4	Monitor and promote a clean, healthy and safe living environment whilst providing emergency response services for all residents throughout the district	A well-coordinated fire services division, establishing a fire safe environment for all	60	237			B	Target exceeded. Overperformance is due to additional needs and requests. The Academy could assist due to its partnerships that could provide additional fire instructors.	
Community Development & Planning Services	TL 22	Review and submit the Disaster Management Plan to Council by 31 May 2025	SO 4	Monitor and promote a clean, healthy and safe living environment whilst providing emergency response services for all residents throughout the district	Disaster response plans are well-established and regularly tested, enabling an improved response to incidents, stronger relationships within the district and a well-coordinated disaster management centre	1	1			G	Target achieved	
Community Development & Planning Services	TL 23	Review and submit the SDF to Council by 31 May 2025	SO 4	Monitor and promote a clean, healthy and safe living environment whilst providing emergency response services for all residents throughout the district	Resources, including stable infrastructure, technological and spatial resources, as well as the promotion of water services, are efficiently utilised to ensure the long-term well-being and unity of the community	1	1			G	Target achieved	

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DEPARTMENT	KPI NR	KPI NAME	STRATEGIC OBJECTIVE NR	STRATEGIC OBJECTIVE NAME	OUTCOME	2024/2025 TARGET	2024/2025 ACTUAL	2025/2026 TARGET	2025/2026 ACTUAL	RATING	PERFORMANCE COMMENTS	CORRECTIVE MEASURES
Community Development & Planning Services	TL 24	Submit the annual Air Quality Officer report to PGWC by 30 June 2025	SO 4	Monitor and promote a clean, healthy and safe living environment whilst providing emergency response services for all residents throughout the district	The provision of municipal health services and air quality management	1	1			G	Target achieved	
Community Development & Planning Services	TL 25	Support the 20 ECD centres throughout the district by 30 June 2025	SO 6	Facilitate partnerships that cultivate economic growth and development throughout the district	Achieving an enabled environment by creating inclusive and equitable economies and developmental growth through the economic benefits generated from niche markets, innovation and partnerships.	20	20			G	Target achieved	
Community Development & Planning Services	TL 26	Report on the health outreach programmes (theatre performance) implemented throughout the district by 30 June 2025	SO 4	Monitor and promote a clean, healthy and safe living environment whilst providing emergency response services for all residents throughout the district	The provision of municipal health services and air quality management	1	1			G	Target achieved	

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DEPARTMENT	KPI NR	KPI NAME	STRATEGIC OBJECTIVE NR	STRATEGIC OBJECTIVE NAME	OUTCOME	2024/2025 TARGET	2024/2025 ACTUAL	2025/2026 TARGET	2025/2026 ACTUAL	RATING	PERFORMANCE COMMENTS	CORRECTIVE MEASURES
Technical Services	TL 27	Blade 5000km's of road by 30 June 2025	SO 3	Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities	Municipal infrastructure and transport planning systems are developed in a resilient and well-functioning manner to result in longevity and a safe and secure communal environment facilitating socio-economic opportunities	5000	6211.74			G2	Target overachieved	
Technical Services	TL 28	Re-gravel 6km's of road by 30 June 2025	SO 3	Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities	Municipal infrastructure and transport planning systems are developed in a resilient and well-functioning manner to result in longevity and a safe and secure communal environment facilitating socio-economic opportunities	6	3.63			R	Target not achieved. Team was doing flood damage repairs for a part of the year.	Approval was obtained from the Municipal Manager to exceed the allowed overtime threshold per week to allow more operational time and increase the re-gravel output by the team.
Technical Services	TL 29	Provide financial assistance with the acquisition of 100 solar geysers by 30 June 2025	SO 3	Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities	Infrastructure services and resources are financially supported and measured	100	50			R	Target not achieved. This is due to approved applicants not taking up subsidy as indicated.	The beneficiaries were contacted telephonically to discuss progress and challenges and were requested to complete installation before year end.
Technical Services	TL 30	Upgrade 2 sports facilities by 30 June 2025	SO 3	Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities	Infrastructure services and resources are financially supported and measured	2	3			B	Target overachieved	

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DEPARTMENT	KPI NR	KPI NAME	STRATEGIC OBJECTIVE NR	STRATEGIC OBJECTIVE NAME	OUTCOME	2024/2025 TARGET	2024/2025 ACTUAL	2025/2026 TARGET	2025/2026 ACTUAL	RATING	PERFORMANCE COMMENTS	CORRECTIVE MEASURES
Technical Services	TL 31	Complete the regional landfill site by 30 June 2025	SO 3	Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities	Municipal infrastructure and transport planning systems are developed in a resilient and well-functioning manner to result in longevity and a safe and secure communal environment facilitating socio-economic opportunities	1	0			R	Target not achieved. To be completed in August/September 2025 due to approved extension of time for extreme wind conditions and a change in the way stone is being put down in the remaining cell area. The rest of the work has been completed; only the cell is not completed.	Approved time extensions were granted to the service provider in line with the requests submitted to the Municipality and the reasonability of the reasons provided.
Technical Services	TL 32	Work opportunities created (in person days) through CWDM's various initiatives	SO 6	Facilitate partnerships that cultivate economic growth and development throughout the district	Achieving an enabled environment by creating inclusive and equitable economies, and developmental growth through the economic benefits generated from niche markets, innovation and partnerships.	9560	18223			B	Target exceeded. More contracts awarded to Alien Clearing project and landfill site labour being over a longer period than estimated.	
Technical Services	TL 33	Spend 90% of the provincial roads conditional grant allocation received by 30 June 2025 [(Total expenditure / total budget received) x 100]	SO 3	Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities	Municipal infrastructure and transport planning systems are developed in a resilient and well-functioning manner to result in longevity and a safe and secure communal environment facilitating socio-economic opportunities	90%	92.70%			G2	Target overachieved	

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DEPARTMENT	KPI NR	KPI NAME	STRATEGIC OBJECTIVE NR	STRATEGIC OBJECTIVE NAME	OUTCOME	2024/2025 TARGET	2024/2025 ACTUAL	2025/2026 TARGET	2025/2026 ACTUAL	RATING	PERFORMANCE COMMENTS	CORRECTIVE MEASURES
Technical Services	TL 34	Submit the District Integrated Transport Plan (DITP) to Council by 30 June 2025	SO 3	Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities	Municipal infrastructure and transport planning systems are developed in a resilient and well-functioning manner to result in longevity and a safe and secure communal environment facilitating socio-economic opportunities	1	1			G	Target achieved. Item was submitted for the June 2025 Council meeting but set aside for a next Council meeting.	
Technical Services	TL 35	Spend 90% of the project budget for Rural projects by 30 June 2025 [(Total Rural project expenditure / total Rural project budget allocated) x 100]	SO 3	Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities	Infrastructure services and resources are financially supported and measured	90%	94.50%			G2	Target overachieved	
Technical Services	TL 36	Assist 1 school with the provision of water/sanitation (installation/upgrade/etc.) by 30 June 2025	SO 3	Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities	Infrastructure services and resources are financially supported and measured	1	1			G	Target achieved	

KPI PERFORMANCE SUMMARY			
Rating	Description	Count	Percentage
R	Target not achieved	8	22.2%
G	Target achieved	14	38.9%
G2	Target overachieved	5	13.9%
B	Target exceeded / overachieved	9	25.0%

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3.6 Summary of Cape Winelands Key Performance Indicators 2025/2026

3.6.1 Cape Winelands District Organisational Key Performance Indicators

The Organisational KPI's were revised during the Adjustment Budget which took place in April 2026. At the mentioned adjustment budget, the following changes were made:

- Performance targets were amended to align with adjusted budget figures and timeframes available to implement (where applicable).

3.6.2 Cape Winelands District Detailed Organisational Key Performance Indicators

The tables below serve as the legend to indicate whether a KPI has been achieved or not:

Overall Summary of Results

N/A	KPI Not Yet Applicable	KPIs with no targets or actuals in the selected period.	1
R	KPI Not Met	0% <= Actual/Target <= 74.999%	2
O	KPI Almost Met	75.000% <= Actual/Target <= 99.999%	3
G	KPI Met	Actual meets Target (Actual/Target = 100%)	19
G2	KPI Well Met	100.001% <= Actual/Target <= 149.999%	6
B	KPI Extremely Well Met	150.000% <= Actual/Target	8
N/A	KPI Did Not Occur	KPIs with a target which did not materialise	0
NU	KPI Not Yet Updated	KPIs which have not yet been updated	0
UR	KPI Under Review	KPIs which have been rejected by a Reviewer	0
	Total KPIs:		**39**

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2025-2026: Top Layer KPI Report

Municipal Manager

Ref	Strategic Objective	KPI	Unit of Measurement	MSC	Overall Performance 2025/2026				
					Target	Actual	R	Performance Comment	Corrective Measures
TL1	Foster good governance processes as prescribed by legislation and best practice	Review the Organisational Strategic Risk Register (Top 10) and submit to Council by 31 May 2026	Reviewed Organisational Strategic Risk Register submitted to Council by 31 May 2026	Whole Municipal area: All	**1**	**0**	R	Starting date of newly appointed Deputy Director: Governance, Risk and Compliance will be 1 September 2026	Starting date of newly appointed Deputy Director: Governance, Risk and Compliance will be 1 September 2026. Al responsibilities and delegations will be assigned to incumbent to ensure adherence to compliance.
TL2	Foster good governance processes as prescribed by legislation and best practice	Develop the Annual Risk-Based Audit Plan (RBAP) for 2026/27 and submit to the Audit Committee for consideration by 30 June 2026	RBAP for 2026/27 reviewed and submitted to the Audit Committee by 30 June 2026	Whole Municipal area: All	**1**	**1**	G	Target achieved	None
TL3	Foster good governance processes as prescribed by	Complete 90% of the Risk Based Audit Plan	% of the Risk Based Audit Plan	Whole Municipal area: All	**90%**	**100%**	G2	Target well met.	None

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	legislation and best practice	(RBAP) for the 2025/26 financial year by 30 June 2026 [(Number of audits and tasks completed for the period identified in the RBAP/ Number of audits and tasks identified in the RBAP) x 100]	completed by 30 June 2026						
TL4	Provide sustainable strategic financial management and support services	Spend 90% of the municipal capital budget on capital projects by 30 June 2026 {(Actual amount spent on projects /Total amount budgeted for capital projects)X100}	% budget spent	Whole Municipal area: All	**90%**	**84%**	O	The majority of tenders were awarded in quarter 4. The volumous nature of the tenders was not properly considered.	Continuous engagement with SCM unit with regards to procurement processes be entered into and better planning of capital projects.

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TL5	Monitor and promote a clean, healthy and safe living environment whilst provide emergency response services for all residents throughout the district	Develop and publish the Grapevine External Newsletters on a quarterly basis	Number of external newsletters developed and published	Whole Municipal area: All	**4**	**20**	B	Target extremely well met.	None
TL6	Facilitate partnerships that cultivate economic growth and development throughout the district	Create work opportunities (in person days) through CWDM's various initiatives	Number of work opportunities created (in person days) through CWDM's various initiatives	Whole Municipal area: All	**11.000**	**11.404**	B	Target extremely well met.	None

Summary of Results: Municipal Manager

N/A	KPI Not Yet Applicable	0
R	KPI Not Met	1
O	KPI Almost Met	1
G	KPI Met	1
G2	KPI Well Met	1
B	KPI Extremely Well Met	2
N/A	KPI Did Not Occur	0
NU	KPI Not Yet Updated	0
UR	KPI Under Review	0
	Total KPIs:	**6**

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Financial Services

Ref	Strategic Objective	KPI	Unit of Measurement	MSC	Performance 2025/2026				
					Target	Actual	R	Performance Comment	Corrective Measures
TL7	Provide sustainable strategic financial management and support services	Maintain a sound liquidity ratio as at 30 June 2026 (Current Assets: Current Liabilities)	Ratio achieved	Whole Municipal area: All	**5**	**4.09**	O	Still better than norm.	None required
TL8	Provide sustainable strategic financial management and support services	Maintain a sound Impairment of Property, Plant and Equipment and Investment Property and Intangible Assets Ratio as at 30 June 2026 (Property, Plant and Equipment + Investment Property + Intangible Assets Impairment/ (Total Property, Plant and Equipment + Investment Property + Intangible Assets) x 100	% achieved	Whole Municipal area: All	**0%**	**0%**	N/A		
TL9	Provide sustainable strategic financial management and support services	Maintain a sound Cash / Cost Coverage Ratio as at 30 June 2026 [(Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation,	Number of months it takes months it takes to maintain a sound cash/cost	Whole Municipal area: All	**3**	**7**	B	Target extremely well met.	None

		Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)].	coverage ratio						
TL10	Provide sustainable strategic financial management and support services	Maintain a sound Level of Cash Backed Reserves Ratio as at 30 June 2026 [(Cash and Cash Equivalents - Bank Overdraft + Short Term Investment + Long Term Investment - Unspent Conditional Grants) / (Net Assets - Accumulated Surplus - Non Controlling Interest - Share Premium - Share Capital - Fair Value Adjustment - Revaluation Reserve)]	% achieved	Whole Municipal area: All	**100%**	**1672%**	B	Target extremely well met.	None
TL11	Provide sustainable strategic financial management and support services	Maintain a sound Net Operating Surplus Margin Ratio as at 30 June 2026 [(Total Operating Revenue - Total Operating Expenditure)/ Total Operating Revenue x 100%]	% achieved	Whole Municipal area: All	**0%**	**2%**	G	Target achieved	None
TL12	Provide sustainable strategic financial management and support services	Compile and submit the Main Budget to Council by 31 May 2026	Main Budget submitted to Council	Whole Municipal area: All	**1**	**1**	G	Target achieved	None
TL13	Provide sustainable strategic financial management and support services	Financial viability measured in terms of the municipality's ability to meet its service debt obligations by 30 June 2026 [(Short Term Borrowing + Bank Overdraft + Short	% of debt coverage	Whole Municipal area: All	**45%**	**41%**	B	Target extremely well met.	None

		Term Lease + Long Term Borrowing + Long Term Lease) / (Total Operating Revenue - Operating Conditional Grant) x 100]							

Summary of Results: Financial Services

N/A	KPI Not Yet Applicable	KPIs with no targets or actuals in the selected period.	1
R	KPI Not Met	0% <= Actual/Target <= 74.999%	0
O	KPI Almost Met	75.000% <= Actual/Target <= 99.999%	1
G	KPI Met	Actual meets Target (Actual/Target = 100%)	2
G2	KPI Well Met	100.001% <= Actual/Target <= 149.999%	0
B	KPI Extremely Well Met	150.000% <= Actual/Target	3
N/A	KPI Did Not Occur	KPIs with a target which did not materialise	0
NU	KPI Not Yet Updated	KPIs which have not yet been updated	0
UR	KPI Under Review	KPIs which have been rejected by a Reviewer	0
	Total KPIs:		**7**

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Corporate Services

Ref	Strategic Objective	KPI	Unit of Measurement	MSC	Performance for 2025/2026				
					Target	Actual	R	Performance Comment	Corrective Measures
TL14	Establish a skilled workforce and performance orientated administration to promote the growth and development of the organisation	Percentage of people from employment equity target groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan by 30 June 2026 {(Number of appointments in 3 highest level which comply with employment equity target groups / total appointments made in 3 higher level of management x 100)	% of people employed	Whole Municipal area: All	**90%**	**90%**	G	Target achieved.	None
TL15	Establish a skilled workforce and performance orientated administration to promote the growth and development of the organisation	Spent 0.10% of operational budget on training by 30 June 2026 (Actual total training expenditure divided by total operational budget)x100}	% budget spent	Whole Municipal area: All	**0.10%**	**0.17%**	B	Target extremely well met.	None

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TL16	Establish a skilled workforce and performance orientated administration to promote the growth and development of the organisation	Signed 100% of individual performance agreements for all staff in terms of Regulation 890 by 29 July 2025	% individual performance agreements signed	Whole Municipal area: All	**100%**	**100%**	G	Target achieved.	None
TL17	Establish a skilled workforce and performance orientated administration to promote the growth and development of the organisation	Limit annual vacancy rate to less than 15% of funded posts {(Number of funded posts vacant / number of funded posts) x100}	% annual vacancy rate	Whole Municipal area: All	**15%**	**14.86 %**	B	Target extremely well met.	None
TL18	Foster good governance processes as prescribed by legislation and best practice	Review the ICT Strategic Plan and submit to Council by 31 May 2026	ICT Strategic Plan reviewed and submitted to Council	Whole Municipal area: All	**1**	**1**	G	Target achieved.	None
TL19	Foster good governance processes as prescribed by legislation and best practice	Spend 90% of the capital budget allocated to ICT by 30 June 2026 [(Actual amount spent on capital projects /Total amount budgeted for capital projects) x 100]	% of budget spent	Whole Municipal area: All	**90%**	**95%**	G2	Target well met.	None
TL20	Facilitate partnerships that cultivate economic growth and development throughout the district	Initiate the DCF and JDMA engagements to improve intergovernmental relations	Number of meetings initiated	Whole Municipal area: All	**8**	**9**	G2	Target well met.	None

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TL21	Facilitate partnerships that cultivate economic growth and development throughout the district	Submit the Top Layer SDBIP 2026/27 to the Executive Mayor for approval within 14days after the adoption of the IDP and Budget	Top Layer SDBIP 2026/27 submitted to the Executive Mayor	Whole Municipal area: All	**1**	**1**	G	Target achieved.	None
TL22	Facilitate partnerships that cultivate economic growth and development throughout the district	Submit the revised IDP 2026/27 to Council for adoption by 31 May 2026	Revised IDP 2026/27 submitted to Council	Whole Municipal area: All	**1**	**1**	G	Target achieved.	None
TL23	Facilitate partnerships that cultivate economic growth and development throughout the district	Submit the Annual Report 2024/25 to Council for adoption by 31 March 2026	Annual Report 2024/25 submitted to Council	Whole Municipal area: All	**1**	**1**	G	Target achieved.	None

Summary of Results: Corporate Services

N/A	KPI Not Yet Applicable	KPIs with no targets or actuals in the selected period.	0
R	KPI Not Met	0% <= Actual/Target <= 74.999%	0
O	KPI Almost Met	75.000% <= Actual/Target <= 99.999%	0
G	KPI Met	Actual meets Target (Actual/Target = 100%)	6
G2	KPI Well Met	100.001% <= Actual/Target <= 149.999%	2
B	KPI Extremely Well Met	150.000% <= Actual/Target	2
N/A	KPI Did Not Occur	KPIs with a target which did not materialise	0
NU	KPI Not Yet Updated	KPIs which have not yet been updated	0
UR	KPI Under Review	KPIs which have been rejected by a Reviewer	0
	Total KPIs:		**10**

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Technical Services

Ref	Strategic Objective	KPI	Unit of Measurement	MSC	Performance for 2025/2026				
					Target	Actual	R	Performance Comment	Corrective Measures
TL24	Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities	Blade 3 800km's of road by 31 March 2026	Number of km's bladed by 31 March 2026	Whole Municipal area: All	**3.800**	**4.319.28**	G2	Target well met.	None
TL25	Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities	Re-gravel 8 km's of road by 31 March 2026	Number of km's of road re-gravelled by 31 March 2026	Whole Municipal area: All	**11**	**5.79**	R	Refer to POE attachment (item 3) Activities will from 1 April 2026 resort under WCG: DOI. From April 2026 onwards, all targets will lie with WCG: DOI. These activities will include re-gravel, blading etc	Refer to POE attachment (item 3) Activities will from 1 April 2026 resort under WCG: DOI. From April 2026 onwards, all targets will lie with WCG: DOI. These activities will include re-gravel, blading etc. (April 2026) all targets will lie with WCG: DOI.

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									These activities will include re-gravel, blading etc.
TL26	Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities	Spend 90% of the provincial roads conditional grant allocation received by 31 March 2026 ((Total expenditure/ total budget received) x100)	% budget received spent	Whole Municipal area: All	**90%**	**91.42%**	G2	Target well met.	None
TL27	Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities	Submit the District Integrated Transport Plan (DITP) to Council by 31 May 2026	District Integrated Transport Plan submitted by 31 May 2026	Whole Municipal area: All	**1**	**1**	G	Target achieved.	None
TL28	Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities	Assist 1 school with the provision of water/sanitation (installation /upgrade/etc.) by 30 June 2026	Number of schools assisted	Whole Municipal area: All	**1**	**1**	G	Target achieved.	None
TL29	Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities	Appoint a Service Provider to operate the Cape Winelands Regional Landfill Site by 31 March 2026	Service Provider appointed by 31 March 2026	Whole Municipal area: All	**1**	**1**	G	Target achieved	None

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TL30	Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities	Clear 500km's of road reserves by 30 June 2026	Number of km's road reserves cleared	Whole Municipal area: All	**500**	**441.36**	O	Target was 500 Km but was not achieved as one contractor did not perform as he should have.	A Vendor default meeting took place and problems were addressed; contractor will perform better during the next cycle.
TL31	Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities	Complete the annual review of the IWMP and submit to Council by 31 May 2026	IWMP reviewed and submitted to Council by 31 May 2026	Whole Municipal area: All	**1**	**1**	G	Target achieve	None
TL32	Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities	Spend 90% of the capital budget allocated to Facilities Management by 30 June 2026 [(Actual amount spent on capital projects /Total amount budgeted for capital projects) x 100]	% of budget spent	Whole Municipal area: All	**90%**	**98%**	G2	Target well met.	None

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Summary of Results: Technical Services

N/A	KPI Not Yet Applicable	KPIs with no targets or actuals in the selected period.	0
R	KPI Not Met	0% <= Actual/Target <= 74.999%	1
O	KPI Almost Met	75.000% <= Actual/Target <= 99.999%	1
G	KPI Met	Actual meets Target (Actual/Target = 100%)	4
G2	KPI Well Met	100.001% <= Actual/Target <= 149.999%	3
B	KPI Extremely Well Met	150.000% <= Actual/Target	0
N/A	KPI Did Not Occur	KPIs with a target which did not materialise	0
NU	KPI Not Yet Updated	KPIs which have not yet been updated	0
UR	KPI Under Review	KPIs which have been rejected by a Reviewer	0
	Total KPIs:		**9**

Community Development and Planning Services

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Ref	Strategic Objective	KPI	Unit of Measurement	MSC	Performance for 2025/2026				
					Target	Actual	R	Performance Comment	Corrective Measures
TL33	Monitor and promote a clean, healthy and safe living environment whilst provide emergency response services for all residents throughout the district	Train 60 Fire Services Officials at the CWDM Fire Services Academy by 30 June 2026	Number of officials trained	Whole Municipal area: All	**60**	**291**	B	Target extremely well met.	None
TL34	Monitor and promote a clean, healthy and safe living environment whilst provide emergency response services for all residents throughout the district	Submit the Disaster Management Plan to Council by 31 May 2026	Disaster Management Plan reviewed and submitted	Whole Municipal area: All	**1**	**1**	G	Target achieved.	None
TL35	Monitor and promote a clean, healthy and safe living environment whilst provide emergency response services for all residents throughout the district	Submit the Spatial Development Framework (SDF) to Council by 31 May 2026	SDF reviewed and submitted	Whole Municipal area: All	**1**	**1**	G	Target achieved.	None
TL36	Monitor and promote a clean, healthy and safe living environment whilst provide emergency response services for all residents throughout the district	Submit the quarterly Air Quality Officer Report to the Western Cape Government (WCG)	Report submitted to WCG	Whole Municipal area: All	**4**	**4**	G	Target achieved.	None

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TL37	Facilitate partnerships that cultivate economic growth and development throughout the district	Support the 25 Early Childhood Development (ECD) centres throughout the district by 30 June 2026	Number of ECD centres supported	Whole Municipal area: All	**24**	**24**	G	Target achieved.	None
TL38	Monitor and promote a clean, healthy and safe living environment whilst provide emergency response services for all residents throughout the district	Submit a report on the health outreach programmes (theatre performance) implemented throughout the district to Council by 30 June 2026	Report submitted to Council by 30 June 2026	Whole Municipal area: All	**1**	**1**	G	Target achieved	None
TL39	Monitor and promote a clean, healthy and safe living environment whilst provide emergency response services for all residents throughout the district	Procure 2 (Light and Major) 4x4 Fire Fighting Vehicles by 30 June 2026	Number of Fire Fighting Vehicles procured	Whole Municipal area: All	**1**	**1**	G	Target was achieved.	None

Summary of Results: Community Development and Planning

N/A	KPI Not Yet Applicable	KPIs with no targets or actuals in the selected period.	0
R	KPI Not Met	0% <= Actual/Target <= 74.999%	0
O	KPI Almost Met	75.000% <= Actual/Target <= 99.999%	0
G	KPI Met	Actual meets Target (Actual/Target = 100%)	6
G2	KPI Well Met	100.001% <= Actual/Target <= 149.999%	0
B	KPI Extremely Well Met	150.000% <= Actual/Target	1
N/A	KPI Did Not Occur	KPIs with a target which did not materialise	0
NU	KPI Not Yet Updated	KPIs which have not yet been updated	0
UR	KPI Under Review	KPIs which have been rejected by a Reviewer	0
	Total KPIs:		**7**

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3.6 National Key Performance Areas 2025/2026

The 5 Core National Key Performance Areas

All municipal objectives, Key Performance Indicators (KPIs), and targets must align directly under these five statutory areas:

1. Infrastructure Development and Basic Service Delivery

- **Focus**: Providing core tangible services to communities.
- **Key Targets**: Delivering clean water, basic sanitation, electricity, waste removal, and maintaining municipal roads.

2. Institutional Transformation and Municipal Development

- **Focus**: Building internal administrative capacity and human resources.
- **Key Targets**: Skills development, filling critical vacancies (like municipal managers), implementing employment equity, and optimizing organizational structures.

3. Local Economic Development (LED)

- **Focus**: Creating an environment that stimulates local business growth and job creation.
- **Key Targets**: Developing local economic strategies, building public-private partnerships, supporting small enterprises (SMMEs), and reducing poverty.

4. Financial Viability and Management

- **Focus**: Ensuring the responsible and sustainable use of public funds in line with the Municipal Finance Management Act (MFMA).
- **Key Targets**: Clean audit outcomes, effective revenue collection, debt management, and ensuring capital budgets are fully spent on community projects.

5. Good Governance and Public Participation

- **Focus**: Promoting transparency, democratic accountability, and anti-corruption.
- **Key Targets**: Activating functional ward committees, hosting regular community feedback meetings, running functional oversight committees, and maintaining clean administrative practices.

3.6.1 The CWDM contributed to the national key performance areas as follows:

KPA 1: Service Delivery and Infrastructure Development			
Roads	**Unit**	**2024/2025**	**2025/2026**
Kilometres of road responsible for (provincial de-proclamation and maintenance contracts)	Kilometre	4254	4247
Kilometres of roads maintained and rehabilitated (provincial de-proclamation and maintenance contracts)	Kilometre	4254	4247
Total amount of operating budget allocated to road maintenance	Rand	133.257.114	114.404.069
Total amount of operating budget spent on road maintenance	Rand	125.927.286	104.591.099

KPA 2: Local Economic Development			
Economic growth	**Unit**	**2024/2025**	**2025/2026**
Total rand value of procurement transactions	Rand	R 223 367 754	R 148 950 968
Total rand value of contracts awarded to SMMEs	Rand	R 216 438 136	R 141 288 808
Total rand value of contracts awarded to BEE suppliers	Rand	R 217 888 162	R 97 649 463
Total rand value of contracts awarded to women	Rand	R 168 626 502	R 47 247 845
Total rand value of contracts awarded to youth	Rand	R 122 152 125	R 14 137 374

KPA 3: Municipal Financial Viability and Management			
Financial viability	**Unit**	**2024/2025**	**2025/2026**
Total operating transfers (grant and subsidy income)	Rand	R 273.385.109	R 282.642.450
Total operating expenditure	Rand	R 432.287.992	R 462.471.373
Capital budget spend in year	Rand	R 104.411.821	R 42.715.770
Council approved capital budget in year	Rand	R 135.412.838	R 57.910.681
Total outstanding customer debt as at 30 June	Rand	R 38.469	R 8.611
Current assets as at 30 June	Rand	R 438.677.804	R 306.958.401
Current liabilities as at 30 June	Rand	R 77.842.438.00	R 74.015.008.00
Total revenue	Rand	R 483.677.980	R 467.530.801

Revenue from grants	Rand	R 273.385.109	R 282.642.450
Debt service payments (Finance Charges)	Rand	R 18.382.399	R 19.988.942
Salaries budget (including benefits)	Rand	R 271.183.770	R 275.272.415
Total operating budget	Rand	R 509.211.680	R 492.373.789
Municipal systems improvement grant (MSIG)	Rand		
Amount of this allocation utilised	Rand	R -	R -
Municipal infrastructure grant allocation	Rand	R -	R -
Amount of this allocation utilised	Rand	R -	R -

KPA 4: Municipal Transformation and Organisational Development			
Organisational design and capacity	**Unit**	**2024/2025**	**2025/2026**
Number of posts on the organogram as at 30 June	Number	596	596
Number of posts on the organogram that were filled as at 30 June	Number	396	385
Total number of staff employed at the municipality as at 30 June	Number	430	420
Total number of Section 57 staff employed at the municipality as at 30 June	Number	4	4
Section 57 posts vacant for more than 3 months in the financial year ending 30 June	Number	1	1
Percentage of municipality's budget spent on implementing its workplace skills plan	Percentage	0.16%	0.17%
Employment equity	**Unit**	**2024/2025**	**2025/2026**
Number of Section 57 staff who were classified as Black (African, Indian and coloured) as at 30 June	Number	4	4
Number of Section 57 staff who were women as at 30 June	Number	2	2
Number of staff (out of total number of staff) at the municipality who were women as at 30 June	Number	162	139
Number of staff (out of total number of staff) at the municipality who were classified as disabled as at 30 June	Number	8	7

KPA 5: Good Governance and Public Participation			
Council meetings	**Unit**	**2024/2025**	**2025/2026**
How many Council meetings were held in the financial year?	Number	20	21
How many open Council meetings were held in the financial year?	Number	13	13
Corporate Governance			
Number of Section 57 staff dismissed	Number	0	
Number of Section 57 staff suspended	Number	1	
Number of Section 57 staff resigned	Number	0	

3.6 Performance Improvement Measures

The followings actions were taken throughout the 2025/2026 financial year to improve the culture of performance management in the organisation:

- Strategic Sessions with the Mayor and the Municipal Manager were held;
- Strategic sessions between the Municipal Manager and the Senior Management Team were held;
- All Executive Directors were tasked by the Municipal Manager to prepare up-to-date evidence files which was uploaded on the performance management system;
- Performance contracts were concluded with identified officials;
- The Internal Audit unit performed testing of organisational key performance indicators and/or projects;
- Internal Audit reports were submitted to Management, as well as other Senior Management involved, for response and action to address any identified shortcomings;
- These Internal Audit reports also served before the Audit and Performance Committee for oversight, where after the Audit Performance Committee's quarterly reports served before Council; and
- An electronic compliance register also assisted to monitor the compliance with various pieces of legislation relating to performance management.

3.6.1 PMS Audit Focus for 2025/206

The objective for the 2025/2026 financial year was to provide reasonable assurance that the internal controls within the performance management processes are adequate and effective.
The focus areas reviewed:

Quarter 1:

The focus area reviewed:
The validity, accuracy and completeness of the supporting evidence for the related key performance indicators reported for **Q4 - 2024/2025 financial year**

Quarter 2:

The focus area reviewed:
The validity, accuracy and completeness of the supporting evidence for the related key performance indicators reported for **Q1 - 2025/2026 financial year.**

Quarter 3:

The focus area reviewed:
The validity, accuracy and completeness of the supporting evidence for the related key performance indicators reported for **Q2 - 2025/2026 financial year.**
Compliance Review of the Organisational Performance Management in terms of the Municipal Systema Act 32 of 200 and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 OF August 2001).

Focusing on the following areas:

- Implementation of Performance Management Systems at Development Priority or Objective Level.
- Monitoring, measuring and review of performance.
- Annual Reporting Process.
- Audit and Performance Committee.

Quarter 4:

The focus area reviewed:
The validity, accuracy and completeness of the supporting evidence for the related key performance indicators reported for **Q3 - 2025/2026 financial year**.
The quarterly review of the key performance indicators reported for Q4 - 2024/2025 financial year will be performed and included in Q1 of the 2026/2027 financial year - Annual Operational

Plan.

The validity, accuracy and completeness of supporting evidence was determined by:

- Information provided must relate to what is reported (valid).
- Information provided must be the total (correctly recorded and calculated) of what is reported (accurate).
- All Information provided should be present - nothing left out (complete).

3.7 Supplier Performance

Looking at the applicable legislation, specifically s46(1)(a) of the MSA – A municipality must prepare for each financial year an annual report consisting of –

> *(a) a performance report reflecting— (i) the municipality's, and any service provider's, performance during that financial year, also in comparison with targets of and with performance in the previous financial year.*

In consideration of this legislative requirement, we consider the definition prescribed to a service provider, as well as a municipal service and a service delivery agreement in terms of the MSA.

A 'service provider' in terms of section 76(b) of the MSA constitutes a person or institution, or combination thereof, that provides provide to or for the benefit of a local community, whereas an 'external service provider' is considered to be an external mechanism (as referred to in section 76(b)) that provides a municipal service for a municipality.

It is necessary to further consider the meaning prescribed to a 'service delivery agreement', as in terms of section 76(b) this is considered to be an agreement between a municipality and an institution or person mentioned in section 76(b) in terms of which a municipal service is provided by the institution or person, either for its own account or on behalf of the municipality. Finally, the MSA defines a 'municipal service' as necessary to ensure an acceptable and reasonable quality of life and, if not provided, would endanger public health or safety of the environment.

In consideration of the year under review, as well as the legislative interpretations detailed above, the municipality asserts that no service delivery agreements were entered into with service providers who provided a municipal service to or for the

benefit of the local community on behalf of the municipality. However, in the table below we provide an overview of the number of SCM awards made in terms of formal written price quotations (> R 30 000.00) and tenders (> R 200 000.00) throughout the year.

Relevant Department/Division	Number of contracts	
	2024/2025	2025/2026
Community Development Services	49	74
Financial Services	8	10
Corporate Services	31	49
Technical Services	25	81
Office of the Municipal Manager	10	5
Grand total	**123**	**219**

It is also necessary to ensure that quality assessment mechanisms are established and in place during the supply chain management process, as this is underscored by contract management practices. It is during this process that the municipality establishes or confirms that all contractual obligations have been met.

3.7.1 Quality of performance

Contract Managers evaluate the performance of contractors/service providers objectively on a monthly basis, whereby a supplier's actual performance is measured against the identified KPIs linked to the contract.

In the event that the supplier is rated lower than 3 out of a possible 5 (60%) on one or all of the KPIs, he/she must be consulted and mutually agreed upon corrective measures must be identified and implemented by the supplier.

3.7.2 National Treasury Supplier restrictions

The Municipality has not requested National Treasury to restrict any service provider during the 2025/2026 financial year.

3.8 AG Outcomes

During the last twelve (12) financial years the municipality has received clean audits. The table detailed below provides more detail:

Nr	Financial year	Audit Outcome
1.	01 July 2024 - 30 June 2025	Unqualified with no findings
2.	01 July 2023 - 30 June 2024	Unqualified with no findings
3.	01 July 2022 - 30 June 2023	Unqualified with no findings
4.	01 July 2021 - 30 June 2022	Unqualified with no findings
5.	01 July 2020 - 30 June 2021	Unqualified with no findings
6.	01 July 2019 - 30 June 2020	Unqualified with no findings
7.	01 July 2018 -30 June 2019	Unqualified with no findings
8.	01 July 2017 - 30 June 2018	Unqualified with no findings
9.	01 July 2016 - 30 June 2017	Unqualified with no findings
10.	01 July 2015 - 30 June 2016	Unqualified with no findings
11.	01 July 2014 - 30 June 2015	Unqualified with no findings
12.	01 July 2013 - 30 June 2014	Unqualified with no findings

COMPONENT A: BASIC SERVICES

This component includes the following services:

- The provision of potable water
- Wastewater (sanitation)
- The supply of electricity
- Waste management
- Sport facilities

A. INTRODUCTION TO BASIC SERVICES

The CWDM does not provide any basic services to consumers as it is the function of the local municipalities in the district but does assist with the provision of services and certain infrastructure in the rural areas.

a) THE PROVISION OF WATER AND WASTEWATER SERVICES

INTRODUCTION TO WATER AND SANITATION PROVISION

Rural schools battle with the upkeep of water and sanitation infrastructure due to the increase in learners as well as the cost of proper maintenance. Council assists some of these schools with the provision of potable water as well as sanitation services. Farm workers are also assisted by Council with the provision of water and sanitation services inside their homes. This is accomplished by granting landowners subsidies to install these services.

As indicated above, the municipality grants subsidies that assist landowners to provide sanitation within the farm labour cottages. Rural schools expand due to additional classes and grades and the existing facilities sometimes cannot cope with the number of learners. In these cases, the municipality assists with the construction of additional infrastructure to provide effective and clean sanitation and water services at these schools.



COMMENT ON WATER AND SANITATION SERVICES PERFORMANCE OVERALL

The set target was achieved as the contract for the construction of a sewer package plant in Achter Witzenberg Valley was completed.

b) ELECTRICITY



INTRODUCTION TO ELECTRICITY

The CWDM does not provide electrical services but did assist landowners in the rural areas to improve the lives of the farm workers by providing a subsidy for warm solar water systems as part of the Council's contribution towards renewable energy.

COMMENT ON ELECTRICITY SERVICES PERFORMANCE OVERALL

The original budget makes provision to assist with 66 subsidies and for the 2025/2026 financial year only 23 units were installed during the year. The reason for the low installation amount was because of a Circular 131 from National Treasury that prevents council from providing any more subsidies.

c) WASTE MANAGEMENT

INTRODUCTION TO WASTE MANAGEMENT

The CWDM does not render any refuse collection service but is in the process of establishing a regional waste disposal site near the town of Worcester.

COMMENT ON WASTE MANAGEMENT SERVICE PERFORMANCE OVERALL



Construction of the regional waste disposal facility was completed during Quarter 1 of the 2025/26 financial year. The tender for the management of the regional landfill site was also awarded, and operation should have started in July 2026. This start of operations was delayed due to the May 2026 floods which caused extensive damage which needs to be repaired to become operational again.





d) SPORT FACILITIES

INTRODUCTION TO SPORT FACILITIES

The CWDM does assist rural registered sport clubs in upgrading / providing of sport facilities. The criteria being used is that such a facility must be of benefit to a school, registered sport club and the community.

COMMENT ON SPORT FACILITIES PERFORMANCE OVERALL

No provision was made for sport facilities for the 2025/26 financial year.

COMPONANT B: ROADS SERVICES

B. INTRODUCTION TO ROAD TRANSPORT

Ownership of public roads in the CWDM's area vests with the national or provincial government or with the local municipalities. The five district municipalities within the Western Cape perform a roads agency service for the Western Cape Government: Department of Infrastructure (WCG: Dept Infrastructure). The main function of the CWDM Roads Division is to perform various maintenance activities on the allocated provincial roads under the technical guidance of the Provincial District Roads Engineer's office.

a) ROADS SERVICES

I. The Extent of the Road Network

CWDM Roads activities are 100% funded and funding transfers are governed by a Memorandum of Agreement (MOA) with WCG: Dept. Infrastructure. It is expected that CWDM Roads perform this function with its own staff. All plant and equipment (commonly known as the yellow fleet) are provided by the WCG: Dept Infrastructure.

Extent of the provincial road network in CWDM's jurisdiction:

- Provincial roads allocated to CWDM to maintain: 2 872 km gravel roads and 1 382 km surfaced
- Provincial roads maintained by the Provincial District Roads Engineer's office: 1 600 km by their own staff

The Agency Agreement with the WCG: Dept Infrastructure stipulates what is expected of the CWDM. The emphasis of CWDM Roads is on road maintenance activities to assist the WCG: Dept Infrastructure with their important task of preserving their existing upgraded 7 281 km of surfaced provincial road network asset in the province. The biggest challenge is the shortfall in allocated funding versus funding required to attend to all the identified technical maintenance, resealing, re-gravelling, rehabilitation and reconstruction needs as reflected on the annually updated road and bridge infrastructure management systems.

Provincial gravel roads: Most of the complaints received from the rural communities pertain to the poor condition of the provincial gravel road network. The majority of the 2 872 km provincial gravel road network in the CWDM area needs re-gravelling/reworking/reshaping. Wet weather has a negative impact on the riding quality of these roads, as they urgently require reshaping (to improve drainage) and re-graveling (to improve riding quality) that cannot be achieved with the current resources and huge backlogs.

Taking the above into account, the reality is that funding allocated by the national government to the

provincial government is insufficient to address all the requests from communities to upgrade or to attend to the technical re-gravelling needs of the approximately 24 936 km provincial gravel roads in the province – the need thus outweighs the resources, and it is therefore imperative that the available resources be utilized optimally.

II. Performance and Measurement

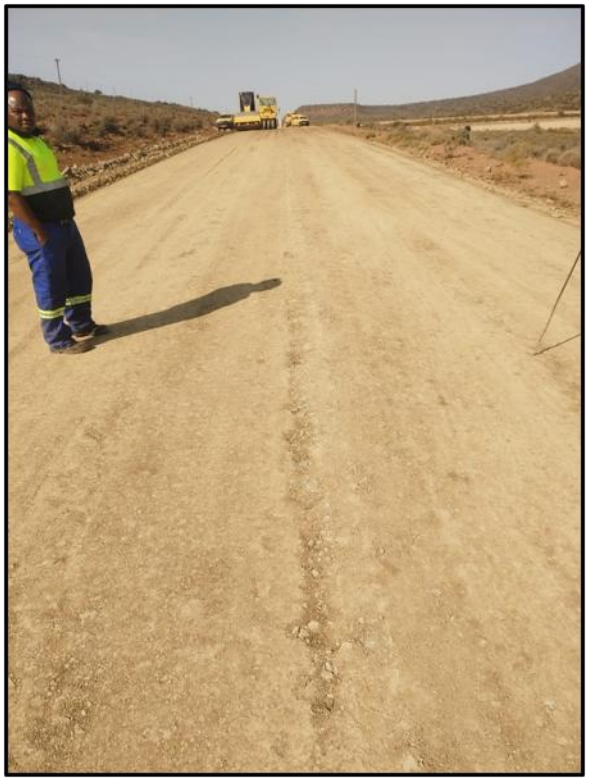
The main performance targets set by the WCG: Dept Infrastructure can be summarized as follows:

- To assist in reinstating scarce road construction skills by performing (on a limited scale) road construction work with own staff.
- All funding allocated for road maintenance and limited construction activities must be spent within the financial year and linked to performance indicators.
- Costs relating to the different maintenance and limited construction activities must be economically sound.

The measurement of the main performance targets by the WCG: Dept Infrastructure is done by:

- the use of a computerized management system (IMMS) where all CWDM's roads staff are registered against total cost per road maintenance activity per road;
- road projects re-gravel, reseal and upgrade per km per allocated budget per project; and
- regular quarterly meetings between senior technical officials from the five district municipalities and WCG: Dept Infrastructure to evaluate total spending and compare each district municipality's cost per road maintenance activity per road.

Below some photos are shown of the re-gravel projects dne in the 2025/26 financial year;





MR00294 (Ou Berg Road re-gravel)





DR01080 (Fishers Road re-gravel)

III. Flood Damages and Repairs

The CWDM was hit by minor flooding in February 2026, and more severe flooding during 11 & 12 May 2026. The latter flooding event caused major damage to higher order roads and bridges. The strategy with flood damage repairs is that it is done by the existing maintenance teams in service of CWDM. Needless to state that flood damage repairs put a pause on the much-needed maintenance

action required on the roads. The operating procedure that is followed by all district municipalities in the Western Cape Province is to immediately make the areas safe, do temporary repairs if possible and return later to fix the damage to required standards. The Western Cape Government could source consultants and contractors to start urgent planning, design and repairs on the strategic infrastructure. Most of these repairs will happen in the 2026-2027 financial year. Below are some photos showing the damage and the subsequent actions and repairs.





MR00288 (Drew bridge approach roads washed away)





DR01395(Bridge approaches washed away)

IV. CWDM Roads to transfer to Western Cape Government

CWDM received a Notice of Discontinuation of the Roads Agency Agreement, reference no. 4/1/2/1 dated 7 April 2025 and a subsequent visit by Minister Simmers and his delegation on 23 April 2025 to give more clarity. A Section 197(6) process was started to transfer the personnel of CWDM Roads to Western Cape Government: Department of Infrastructure.

Due to delays in the process, it became evident that the transfer would not be concluded by 31 March 2026. Correspondence was received from the Western Cape Government: Department of Infrastructure, dated 19 March 2026, outlining an interim arrangement whereby the Roads Function and all associated responsibilities will vest with the Department, while the Cape Winelands District Municipality will remain the employer of the employees performing the related functions.

Following a series of engagements, a contract titled “Transitional Addendum to the Memorandum of Agreement pending conclusion of the Section 197(6) Agreement” was submitted by the Department for signature by the Municipal Manager. Minor budget-related matters were subsequently referred back to the Department for consideration. The Transitional Addendum was effective for a three-month period, from 1 April 2026 to 30 June 2026.

V. Financial Performance

The KPI’s for both the expenditure and technical target were adjusted to end 31 March 2026, after the notice received from Western Cape Government of the transfer of the CWDM Roads to the Department. When the extension of the agreement was done from 1 April 2026 to 30 June 2026, an additional KPI was created to measure the expenditure (mostly COE) for the last three months of the financial year. Hence the two sets of data attached below:

1 July 2025 to 31 March 2026

Department	Original Budget	Adjustments Budget	Actual Spending
ROADS-MAIN/DIV. INDIRECT	64.971.580.00	60790613	56.279.357.75
MANAGEMENT: ROADS	7.989.638.00	7912517	7.834.323.31
ROADS: PLANT	7.559.022.00	12038687	11.129.052.46
ROADS: WORKSHOP	7.908.040.00	7751183	7.673.207.45
TOTAL	**88.428.280.00**	**88.493.000.00**	**82.915.940.97**

The expenditure of R82.915.940.97 against a budget of R88.493.000.00 relates to 93.7% of budget spent for the first 9 months of the 2025/26 financial year.

1 April 2026 to 30 June 2026

Department	Original Budget	Adjustments Budget	Actual Spending
ROADS-MAIN/DIV. INDIRECT	17.824.076.00	17.824.076.00	15.312.554.86
MANAGEMENT: ROADS	2.177.752.00	2.177.752.00	2.630.741.76
ROADS: PLANT	2.969.241.00	2.969.241.00	4.018.608.98
ROADS: WORKSHOP	2.940.000.00	2.940.000.00	2.476.158.23
TOTAL	25.911.069.00	25.911.069.00	**24.438.063.83**

The expenditure of R24.438.063.83 against a budget of R25.911.069.00 relates to 94.3% of budget spent for the last 3 months of the 2025/26 financial year.
Adding the expenditures of the two parts of the year R107.354.004.80 against the full adjusted budget R114.404.069.00, relates to 93.83% of budget spent for the 2025/26 financial year.

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b) PUBLIC TRANSPORT

The mandate for transport at district municipal level is derived from the following legislative framework: The Constitution of the Republic of South Africa provides that local government matters listed under Part B of Schedule 4, including “Municipal Public Transport”, fall within the responsibility of municipalities. Furthermore, section 84(1)(g) of the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998), which provides for the division of functions and powers between district and local municipalities, identifies the “regulation of passenger transport services” as a district municipal competency. In fulfilling its statutory mandate, the Cape Winelands District Municipality established a dedicated unit within its organisational structure, namely the Regulation of Passenger Transport Services. The approach adopted by the Sub directorate included the development of a District Integrated Transport Plan, together with Local Integrated Transport Plans for the B municipalities within the district. The District Integrated Transport Plan provides strategic guidance for the implementation of measures aimed at achieving the various service delivery objectives relating to public transport.

The table below presents the critical areas identified in support of achieving service delivery objectives, together with the corresponding projects.

Outcome	Projects	Targets	Achievement 2025/2026
Improved mobility of citizens in the district	Review of the CWDM District Integrated Transport Plan	Improve public transport level of service rendered by the unregulated and privately funded minibus taxi industry	The Rationalisation of Minibus taxi routes for the Breede Valley, Langeberg and Witzenberg Local Municipality have been successfully completed and submitted to Council.
Improved road safety	Planning for improved road safety infrastructure at urban schools in Breede Valley LM	Reduce the number of learner traffic-related incidents. Reduce the speed of vehicles passing urban schools through traffic calming infrastructure. Improved road signage.	Planning for the upgrading of pedestrian road crossings at intersections, infrastructure (sidewalks), improving of road signage and road markings, applying traffic calming measures (speed humps) at Avian Park and De Tuinen Primary schools were completed. Implementation to take place during 2026/2027 financial year.
	Distribution of promotional items within the district.	Distribute road safety promotional items to improve the safety of the public.	A total of 10 000 learner peak caps and 10 000 reflective vests and 5 004 reflective beanies were successfully distributed equally across all five local municipalities within the district. Each municipality received an

			equal allocation of promotional items to ensure fairness and consistent support for road safety awareness initiatives across the district. A total of 115 schools were reached across the Cape Winelands District Municipality through the distribution of road safety promotional items
	Transport Month event	Host Transport Month event in all five Local Municipalities during the month of October 2025.	Transport events were successfully hosted in the following schools: • Glenn Heatlie Primary School and Stettyn Primary in Breede Valley Municipality • Simondium Primary School in Drakenstein Municipality • GB Batt Primary School in Langeberg Municipality • Bottleray Primary School in Stellenbosch Municipality • Piet Hugo Primary School School in Witzenberg Municipality.

Transport Month Event

The Cape Winelands Transport Month event was implemented in alignment with Pillar 4 of the National Road Safety Strategy 2016–2030, namely Safer Road Users. The approved theme for the event was “ROAD SAFETY – 365 DAYS A YEAR”.

ii. Aim of Transport Month

The objective of Transport Month was to strengthen awareness and visibility of road safety interventions, with particular emphasis on learners and pedestrians as vulnerable road users. In support of this objective, reflective learner peak caps, beanies and vests were distributed during Transport Month to promote sustained road safety awareness among learners.

The photographic evidence below provides a visual record of the Transport Month activities implemented in support of the road safety awareness initiative.



Simondium Primary School Drakenstein



Stettyn Primary School Breede Valley Municipality



Piet Hugo Primary Witzenberg Municipality



GB Batt primary school Langeberg Municipality



Bottleray Primary School Stellenbosch Municipality



OCTOBER 2025 • Imbizo 15

Be Bright, Be Safe, Be Seen: CWDM raises pedestrian visibility

Learners and stakeholders after the training sessions.

October marks Transport Month, during which the Cape Winelands District Municipality's (CWDM) Regulation of Passenger and Transport Services Unit, within the Department of Technical Services, highlighted the importance of pedestrian visibility on the roads.

The *"Be Bright, Be Safe, Be Seen"* campaign focuses on informing and equipping the district's most vulnerable pedestrians — learners who walk to and from school, particularly those who use rural and farm roads.

In collaboration with several related departments and organisations, teams visited rural schools throughout the district to educate and equip learners with knowledge and reflective gear to help ensure they arrive home safely.

The CWDM teams were joined by representatives from the Western Cape Government's Department of Mobility (Directorate: Road Safety), the South African Police Service (SAPS), Local Traffic Services, Fire Services, Emergency Medical Services (EMS), and the Passenger Rail Agency of South Africa (PRASA).

Cllr Deon Carinus, CWDM Portfolio Holder for Technical Services, Sport and Culture, accompanied the teams and assisted in distributing reflective waistcoats and caps — helping ensure that young pedestrians are visible while on the road.

"This project is especially relevant as we head into the holiday season, a time when many children walk to and from the homes of friends and family. I urge adults to always follow the rules of the road — and to never, ever drive under the influence," said Cllr Carinus.

Cllr Carinus with two learners from Glen Heatlie Primary School, proudly showing off their reflective jackets.

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COMMENT ON THE OVERALL PERFORMANCE OF TRANSPORT

The exclusion of district municipalities from accessing the Municipal Infrastructure Grant (MIG) results in the CWDM's public transport funding being largely dependent on the Council's equitable share allocation and ad hoc grant funding from the Western Cape Government: Mobility Department. Consequently, the extent to which the mandatory transport function can be implemented and its performance improved is directly influenced by the availability of funding through the Council-approved budget.

Notwithstanding these funding constraints, the Municipality continued to undertake planning aimed at improving citizen mobility and implemented a range of public transport-related initiatives. These included the Transport Month event, which was hosted across all five local municipalities and supported by the distribution of road safety promotional material to learners, as reflected in the photographic evidence.

COMPONANT C: COMMUNITY DEVELOPMENT AND PLANNING SERVICES

Departmental Introduction

The Community Development and Planning Services Department comprises the following divisions:

- Spatial Planning and Environmental Management;
- Socio-Economic Development;
- Municipal Health Services;
- Disaster Management Services; and
- Fire Services

Spatial Planning and Environmental Management

This division's town and regional planning function is limited to spatial planning. Land use management is a function of the five local municipalities within the Cape Winelands district although the CWDM's involvement in land use planning is through participation in local municipal planning tribunals established in terms of the Spatial Planning and Land Use Management Act (Act No. 16 of 2013) (SPLUMA). The division's environmental management function focuses mainly on natural resource management, biodiversity and water through the implementation of an invasive alien vegetation management and river rehabilitation programmes. The division is also responsible for Geographic Information Systems (GIS). This is a newly acquired support function. The purpose of this function is to;

- Support all departments/divisions within the CWDM organisation with spatial data analysis and maps.
- Project management and oversight pertaining to GIS related data management/usage and,
- Managing GIS software and contractual agreements.

The CWDM's involvement in terms of planning in general is as follows:

- Compiling, reviewing, and amending a Spatial Development Framework for the Cape Winelands district municipal area.
- Active participation in provincial and local municipal spatial development framework processes.
- Participation in environmental planning policy processes that are facilitated/implemented by other spheres of government.
- Participation in the law reform process pertaining to the Western Cape Land Use Planning Act (Act No. 3 of 2014) and SPLUMA.
- Member of the Cape Winelands Biosphere Reserve Technical Committee and fulfilling a secretariat role to the board of directors of the biosphere reserve non-profit company.
- Participation in environmental conservation landscape initiatives throughout the district.
- The CWDM Deputy Director: Spatial Planning and Environmental Management is a member of Breede Valley, Witzenberg and Langeberg Municipal Planning Tribunals established in terms of SPLUMA.

CARING for our environment

ENVIRONMENTAL MANAGEMENT

Natural resource management programmes

Two projects: Cape Winelands Invasive Alien Vegetation Management Programme; and River Rehabilitation Programme

Fifty-Five (53) sites/contracts were awarded and cleared.

- Work opportunities created**: ± 530** work opportunities
- Hectares cleared**: ± 1825**

Socio-Economic Development

The Division Socio-Economic Development submitted Cape Winelands Regional Socio-Economic Development Strategy's (CW-RSEDS) to Council and the strategy was adopted by Council on 27 May 2019.

The Cape Winelands Regional Socio-Economic Development Strategy's (CW-RSEDS) core focus is to outline how the cape winelands district municipality will invest in its people and how it will create an enabling environment in which business can develop, grow and thrive by fostering greater investment that will increase job growth and alleviate poverty in the district.

The CW-RSEDS is intended to provide an achievable, evidence-based plan for the future while responding to the challenges and opportunities presented by the local economic and social context. The CW-RSEDS includes Sector Plans/Strategies for:

- Local Economic Development Strategy;
- Investment Attraction, Retention and Opportunities Strategy;
- Tourism Development and Marketing;
- Rural Economic Development Strategy; and
- Social Development Strategy.

Together these five strategies form the Cape Winelands Regional Socio-Economic Development Strategy.

District Role in Local Economic Development (LED)

While it is acknowledged that the private sector remains the primary contributor to economic development driven by a desire to develop business, build the economy and accumulate wealth, we still believe that Municipalities have an important role to play in economic development.

A District Municipality must provide a coordinating and supporting role to the Local Municipalities within their geographical area

- Manage & monitor implementation of Economic Development Strategies
- Identify lead LED sectors that can kick-start development within the District
- Establish the LED structure;
- Promote networking of firms within the district

- Collect and disseminate information to assist local municipalities
- Provide the necessary training to municipalities that are under capacitated
- Promote joint marketing, purchasing and production activities
- Maintain a strong relationship with the Province
- Identify resource availability (e.g. grants, land, infrastructure, etc)

As the District municipality, we understand that economic growth can only be achieved through the ongoing co-operation and collaboration of all sectors:

- the leading and enabling role of government;
- a thriving and innovative private sector;
- and the active involvement by civil society.

To this end, the Cape Winelands District Municipality have tirelessly work to build and strengthen our strategic partnerships and collaborations.

LED Programmmes and Projects

STAKEHOLDER ENGAGEMENT

Cape Winelands Regional LED Forum

The Cape Winelands District coordinates the Regional LED Forum Meetings. For the 2025/2026 financial year four meetings took place. This platform is created for consultation and discussions for CWDM, National, Provincial and Local Municipalities on issues of economic development.

From time to time particularly during the 2025/2026 financial year we had visitors from the private sector and different government departments from both national and provincial government doing presentations to the Regional LED Forum on different support programs that could be of benefit to our businesses in the Cape Winelands.

Western Cape Investment Summit

The CWDM participated in the Western Cape Investment Summit. The Summit was an initiative by the Western Cape Minister of Agriculture, Economic Development and Tourism. The summit took place from 5 to 7 November 2025.

The Cape Winelands District Municipality and the Local Municipalities in the region were offered an opportunity to showcase their respective areas.



BUSINESS NETWORK PROJECT

The CWDM participated in the launch of a business network project by Breede Valley Municipality in collaboration with DEDAT. The project was launched on 13 November 2025. Ms N Peacock of CWDM did a presentation and shared their experience with the stakeholders of the Breed Valley Municipality





COLLABORATION WITH LOCAL MUNICIPALITIES

The Cape Winelands District Municipality (CWDM) continues to work closely with all five Local Municipalities in the region to support and implement joint economic development initiatives. As part of this collaboration, all Local Municipalities will enter into Service Level Agreements (SLAs) with CWDM for the roll-out of designated projects.

The fencing project was erected around the Bonnievale informal trading area as part of the efforts to enhance security, improve access control, creating a conducive environment and infrastructure for small business, and addressing concerns relating to unauthorized after-hours activities.





The Witzenberg LED unit identified the upgrading of the informal trader infrastructure at Op die Berg as the project for the 2025/2026 CWDM Economic Recovery project. Previously the informal traders at Op die Berg traded on gravel, which was undignified, unhygienic and not an attractive selling point. Constructing a dignified platform for informal traders will lure more informal traders and clients and will stimulate informal sector trading in Op die Berg.





Winelands Autumn Expo 2026

The Winelands Autumn Expo 2025 was hosted on 29 & 30 May 2026 at Montana High School, Fairy Glen, Worcester, by the Cape Winelands District Municipality (CWDM), in collaboration with the Breede Valley Municipality (BVM), Worcester Tourism Association (WTA) and SWEY Design. As the third edition of this annual showcase, the Expo successfully built upon the foundation laid in 2024, positioning itself as a premier platform for highlighting the Cape Winelands' tourism, culinary, lifestyle, and artisanal sectors.

The primary aims of the Expo were to:

• Showcase the tourism and trade offerings of the Cape Winelands.
• Stimulate local economic development.
• Create opportunities for branding, product sales, and community engagement.

The event exceeded all expectations and targets, drawing:

- 143 exhibitors and vendors
- 4,496 visitors over two days
- Three sponsors
- Significant media and social media exposure
- Positive feedback from exhibitors, vendors, and visitors.








The Winelands Autumn Expo generated significant economic activity across the Breede Valley. Economic benefits included:

- Increased tourism spending.
- Increased occupancy at accommodation establishments.

- Revenue generation for restaurants and retail businesses.
- Increased sales opportunities for exhibitors and vendors.
- Destination marketing and brand exposure.

The event generated substantial direct and indirect spending and has become a major economic catalyst for the Cape Winelands District.

LED Projects

This report will focus on the highlights achieved during the 2025/2026 financial year for each program.

SMALL-SCALE FARMERS/ AGTO-PROCESSING PROGRAMME

The CWDM allocated R200 000 towards support for upcoming and established Small-Scale Farmers/Agro-Processors for the 2025/2026 financial year. The allocation was as follows:

Drakenstein: 2 Beneficiaries



Featured in picture: Wayne Mansfield — Fruitfield Farming Pty Ltd, Southern Paarl

ENTREPRENEURIAL SEED FUND PROGRAMME

The CWDM has allocated R600 000 towards support for upcoming and established Small, Micro & Medium Enterprises for the 2025/2026 financial year. The allocation was as follows:

Langeberg: 5 Entrepreneurs
Witzenberg: 5 Entrepreneurs
Breede Valley: 8 Entrepreneurs
Drakenstein: 6 Entrepreneurs
Stellenbosch: 6 Entrepreneur



One of the Stellenbosch Entrepreneurial Seed Fund Programme beneficiaries, Luxolo Cakata was recently featured in the Independent Online (IOL)newspaper.His working day started at the age of 22. He started his business on a full-time basis in August 2018 and has been situated at Kayamandi Corridor since 2024. He designs and makes streetwear and formal wear. His clothes featured on Instagram, Facebook and Tiktok. This is an extract from the article: “Through the G+D Open Programme, the NBI Green Programme and initiatives supported by the Cape Winelands District Municipality and the Small Enterprise Development and Finance Agency (SEDFA), he is set to

receive industrial equipment including sewing machines, an overlocker, a heat press and a vinyl cutter. He believes the equipment will help him reduce production times, bring more services in-house and create employment opportunities. Once I receive the machines, I will be able to minimise waiting time for printing. Having those machines, I'll be able to employ people,"

TRAINING & MENTORSHIP PROGRAMME



BVM group with Breede Valley Municipality LED officer.

The procurement of equipment for the seed fund & small-scale farmers' beneficiaries was facilitated by the service provider NLT Investments.

● Step 1 — Needs identification: Each beneficiary, together with the NLT Investments mentor, identified the specific equipment required to grow or stabilise their enterprise or farming operation.

● Step 2 — Fund allocation: Cape Winelands District Municipality, through its LED Office, approved and allocated a grant of R20,000.00 to each beneficiary, and R100,000.00 to each of the two subsistence small farmers within the Drakenstein area, in line with the programme's funding categories.

● Step 3 — Supplier quotation: Beneficiaries sourced formal, itemised quotations from suppliers of their choice for the required equipment and submitted these quotations to their NLT Investments project mentor for review and approval.

● Step 4 — Verification: NLT Investments, through the Project Manager verified that each quotation aligned with the beneficiary's approved allocation and business needs.

● Step 5 — Invoicing and payment: On approval, NLT Investments issued a corresponding invoice/purchase instruction to the respective supplier and processed payment directly to that supplier on behalf of the beneficiary, ensuring accountable use of programme funds.

● Step 6 — Handover and monitoring: Equipment was delivered or collected by the beneficiary, with NLT Investments following up to confirm receipt and to photograph the equipment in use for record-keeping purposes.

Budget spend: R292 086





Tourism projects

TOURISM TRAINING

Training in the tourism industry is about equipping people with the skills, knowledge, and confidence to work confidentially within the tourism, travel and hospitality industry. Hence, CWDM tourism training programmes are identified to uplift both the local economy and individual livelihoods and focusses on:

Skills Development

CWDM constantly strives towards improving the skills of entrepreneurs, front office staff and people working within the hospitality industry to offer services of the highest quality and excellence.

- **Entrepreneurship & Hospitality**: Training targets front office staff and hospitality workers to raise service standards.
- **Unemployed Youth**: Offers accessible pathways for young people to gain marketable skills and enter the workforce.

Programmes

Tourism Training programmes offered by CWDM include:

- **Assistant Chef**: Culinary basics for entry-level kitchen roles.
- **Customer Service**: Essential for guest-facing positions in tourism and hospitality.
- **First Aid**: A vital skill for safety in tourism environments.
- **Cultural Site Guide**: Equips guides to share local heritage with visitors.

Impact on SMMEs

- **Job Readiness**: Small businesses gain access to a better-trained workforce.
- **Niche Market Access**: Skills like wine knowledge and cultural guiding help tap into specialized tourism segments.

Budget: R900 000





Culinary Training in Pniel



Site Guide training in Montagu



Customer Service training Robertson



First Aid training Montagu



Customer Service training Ceres

Customer Service training Worcester



Customer Service training Montagu





Customer Service training Tulbagh



Customer Service training Worcester

TOWNSHIP TOURISM

The CWDM, had through several studies identified that municipality's need assistance in developing lucrative and sustainable tourism routes within townships. These new routes aim to ensure that smaller tour guides, operators and small businesses be afforded opportunities to gain access to established tourism routes and access partnerships with established tourism businesses to help expand smaller tourism enterprises.

In realising this project some initiatives embarked upon are:

Inclusive tourism development:

- **Economic Upliftment**: By supporting SMMEs and township tourism, CWDM is creating jobs and stimulating local economies.

- **Cultural Preservation**: Empowering communities to showcase their heritage fosters pride and sustainable storytelling.
- **Market Diversification**: Initiatives like halaal certification and art-based tourism open doors to niche markets.

Township Tourism Route Development

- **Strategic Partnerships**: CWDM has partnered with local municipalities to co-develop sustainable tourism routes within townships.
- **Access to Established Networks**: These routes help smaller operators and guides integrate with mainstream tourism circuits, unlocking new visitor flows and revenue streams.

SMME Empowerment and Creative Support

- **20 Entrepreneurs Supported**: Received marketing collateral, signage, and raw materials to elevate their product presentation.
- **Halaal Certification**: 6 tourism SMMEs certified by the Islamic Council of South Africa (ICSA), expanding their market reach to Muslim travellers.

Women in Tourism Western Cape

- **Membership Sponsorships**: 6 female-owned businesses membership to the Women in Tourism Western Cape network was paid, ensuring access to networking, mentorship, and training.
- Women in Tourism Business Connect Breakfast Sessions were hosted throughout the year.
- These sessions provided a platform for female tourism entrepreneurs to network, collaborate, and share insights to strengthen women-owned enterprises across the district.
- Women in Tourism Western Cape also participated in marketing platforms, including:
    - **WTM Africa**
    - **Africa's Travel Indaba**
    - **Cape Winelands Autumn Expo**

Budget: R400 000



















MEDIA EDUCATIONALS

The Cape Winelands is a treasure trove of culture, nature, and hospitality Hence, the project aims to promote hidden tourism gems and experiences within the Cape Winelands region through the scheduling of media, tour operators and staff educational trips, aligned with the seven (7) destination promotion themes to spread the economic benefits more widely. LTAs within the region were funded with R20 000 each to roll out media educationals aligned with the seven (7) destination themes of

the Cape Winelands.

Key Objectives

- **Awareness Building**: Increase visibility of hidden tourism gems through curated experiences that align with the seven promotion themes.
- **Strategic Storytelling**: Empower media and tour operators to craft compelling narratives that highlight the region's unique offerings.
- **Capacity Development**: Equip tourism staff with rich insights and deeper appreciation for the Winelands to enhance visitor interactions.
- **Visitor Diversification**: Attract new target markets beyond the traditional wine tourism crowd.

Hidden Gems Showcase

- Farm-to-table experiences in remote valleys
- Artisanal food and wine producers off the beaten path
- Historical villages with Cape Dutch architecture
- Guided hikes, mountain or e-bike tours through less-travelled mountain passes
- Cultural exchanges with local makers or performers, such as dine with the locals.

Media Coverage

- Offer unique angles or experiences they can’t access on standard tours
- Provide media kits with high-quality photos, story leads, and press contacts
- Encourage social media content creation in real-time during the trip
- Spotlight collaborations with local entrepreneurs or conservation projects

Budget: R300 000





TOURISM MONTH

This project aims to stimulate domestic travel within South Africa, especially the Cape Winelands, to foster sustainable tourism recovery, job retention, and long-term growth. Further, to encourages all tourism stakeholders within the Cape Winelands region to continue providing support to each other. In the 2025/2026 financial year, the Executive Mayor, Ald. (Dr) Elna von Schlicht bestowed appreciation awards to deserving LTAs and tourism products that has a positive impact on tourism promotion in the region, including but not limited to:

Strategic Goals

- Promote collaboration across operators, service providers, and municipalities.
- Motivate innovation and upgrades in local tourism offerings.
- Raise hospitality standards through training and feedback loops.
- Reignite interest in regional exploration among South Africans.

Economic Impact

- Growth in tax revenue and personal income
- Rising standards of living through tourism-linked industries
- Expanded employment opportunities, especially in underserved communities

Cultural Impact

- Cultural exchange and deeper understanding among local and visiting populations
- Strengthened regional identity and pride
- Development of local ambassadors who champion tourism narratives



Executive Mayor, Ald. (Dr) Elna von Schlicht, Mayoral Committee Member: Cllr. Koos Steyn, Ms. Tarryn Thomlinson, Mrs. Cheryl Phillips, Mrs. Chrismare Carse, Ms. Jenna Moses, Mrs. Marletta Mundey and Mrs Lindie Groenewald.

Budget: R71 000

TOURISM CAMPAIGN

Destination marketing is important because tourism regions, like any other business, needs a good marketing strategy that will enable it to build a brand, attract new tourists and hopefully encourage and maintain repeat visitors. Furthermore, destination marketing is important since competition in tourism is between destinations and not individual tourism products. It therefore important to invest in marketing of the destination utilising all partners as an extension of our marketing effort and this is done through our Tourism Campaign each year.

In 2025/26 part of the Tourism Campaign were centred around promoting **Tourism SAFETY** in the region. The integration of **Tourism Safety** and the **Winelands Tourism Expo** into the 2025/26 Tourism Campaign not only expands the region's appeal but also reinforces its commitment to equitable travel opportunities.

The strategic highlights to showcase the tourism campaign are:

traveling to South Africa and Cape Winelands region can be rewarding, but it is essential to be aware of safety concerns, including crime and local conditions, to ensure a safe experience.

General Safety Overview

South Africa is known for its stunning landscapes and rich cultural experiences, but it also has a reputation for crime, particularly in urban areas. Tourists should remain vigilant and take precautions to minimize risks. Here are some key safety considerations:

1. **Crime Risks**: Violent crime, including robbery, carjacking, and mugging, is prevalent, especially in major cities like Johannesburg and Cape Town. Tourists are often targeted in crowded areas and at night. It is advisable to avoid displaying valuables and to stay in well-lit, busy areas .
2. **Transportation Safety**: Public transportation can be unreliable and unsafe. It is recommended to use reputable taxi services or ride-hailing apps like Uber instead of public transport, especially at night. If driving, keep doors locked and windows closed, and avoid driving outside metropolitan areas after dark due to potential hazards and crime .
3. **Areas to Avoid**: Certain neighbourhoods, particularly informal settlements (townships), can be dangerous for tourists. It is best to avoid these areas unless accompanied by someone familiar with the region. Always check local advisories for specific areas to avoid.

4. **Emergency Preparedness**: Travelers should have a contingency plan in case of emergencies. This includes keeping travel documents secure, being aware of surroundings, and having evacuation plans that do not rely solely on government assistance. Enrolling in the Smart Traveler Enrolment Program (STEP) can provide alerts and assistance.
5. **Health and Natural Risks**: While South Africa and Cape Winelands have a relatively low risk of natural disasters, traveller's should be aware of health advisories and ensure they have appropriate travel insurance. It is also wise to stay informed about any health-related travel advisories from the CDC .

While South Africa offers incredible experiences, being informed and prepared can significantly enhance your safety while traveling. By following local advice, staying aware of your surroundings, and taking necessary precautions, you can enjoy a memorable and safe visit to this beautiful country. Always check the latest travel advisories from reliable sources before your trip.

- **Multi-Platform Engagement**: Leveraging Radio KC, Paarl FM, Moona Production, Cape Winelands Road Safety and South African Police Services and powerful authenticity could assist to reach the designated traveller.
- **Cross-Partner Amplification**: Tour operators, accommodation providers, and experience hosts should be involved as brand ambassadors of the region.

Budget: R589 000

TOURISM EXHIBITIONS, ROAD SHOWS AND EXPOS

PURPOSE OF THE REPORT

The Cape Winelands District Municipality (CWDM) attended and participated in Africa's Travel Indaba 2026, generally known as Indaba International expo, from Monday, 11 May 2026 to Thursday, 14 May 2026 at the Inkosi Albert Luthuli Convention Centre, Durban, KwaZulu-Natal Province.

Therefore, the purpose of this report is to provide Council with an overview of the Cape Winelands District Municipality's participation in Africa's Travel Indaba 2026, including objectives, activities undertaken, outcomes achieved, and recommendations for future participation.

BACKGROUND

Africa's Travel Indaba is one of the largest tourism marketing events on the African calendar and provides a valuable platform for showcasing regional tourism offerings, networking with international buyers, and promoting local tourism development initiatives. Indaba, is owned and managed by South African Tourism, managed by Synergy Business Events (Pty) Ltd and hosted in partnership with Tourism KwaZulu-Natal, eThekwini Municipality and the Inkosi Albert Luthuli Convention Centre.

The event is a big economic contributor to the city of Durban, and the greater KwaZulu-Natal province, and the economic statistics for Indaba 2026 was as follows:

a) Approximately 9,800 delegates, including 274 hosted buyers, 637 non-hosted buyers, and 404 registered media, attended.
b) Over 1,200 exhibitors from 22 African countries exhibited.
c) 1,000 buyers from more than 40 nations participated.
d) An impressive hotel occupancy rate of 97% in Durban was recorded.
e) Around R240 million in direct spending was generated
f) Approximately R850m was contributed to the broader tourism economy.
g) A total of 191 small, medium, and micro-sized enterprises (SMMEs) was empowered; and
h) Over 1,100 jobs were created.

It is also worth noting that Africa's Travel Indaba has won the awards for Africa's best travel and tourism show, indicating that this is a key strategic event for tourism-led growth, investment attraction and intra-African trade. It also provides extensive coverage of the exhibition by radio, television, print media and dedicated travel publications to exhibitors in promoting their tourism brands and grow their businesses.

EXPO TIMES AND DATES

The details of the Africa's Travel Indaba 2026 for the 4-day period were as follows:

DAY	DATE	EVENT	TIME
Monday	11 May 2026	Business Opportunity Networking Day	08h00 – 18h00
Tuesday	12 May 2026	Local and International Trade Day	08h00 – 18h00
Wednesday	13 May 2026	Local and International Trade Day	10h00 – 18h00
Thursday	14 May 2016	Local and International Trade Day	10h00 – 17h30

DELEGATION

The delegation from the Cape Winelands region that attended and participated at the Indaba International expo consisted of 15 persons, comprised as follows:

Cape Winelands District Municipality

a) Mayoral Committee Member: Cllr. Mr. Koos Steyn
b) Municipal Manager: Mr. Henry Prins
c) Director: Socio-Economic Development: Mr. Rhian van Wyk
d) Chief Tourism Officer: Mr. Abel Sondlo

Drakenstein Municipality

a) Senior Manager: Economic Development and Tourism, Mrs. Cheryl Phillips
b) Senior Tourism Officer: Mrs. Chrismaré Carse

Local Tourism Authorities (LTAs)

a) Enjoy Drakenstein: Mr. Gurshell Abrahams
b) Tulbagh Wine and Tourism: Mrs. Patty Nieuwoudt
c) Dwarsrivier Tourism: Mrs. Lavinia Goshai
d) Montagu-Ashton Tourism: Mrs. Mareletta Mundey
e) Bonnievale Tourism: Mrs. Amanda Barnard
f) Robertson Tourism: Mrs. Renate Kuschke

Local Wine Routes

a) Go Wellington - Imbuko Wines: Mr. Henry de Koker
b) Paarl Wine Route - Totem Wines: Mr. Mats Pelser
c) Stellenbosch Wine route, Reyneke Wines: Ms. Tristyn Biggs

Picture 1: Mr. Rhian van Wyk, Cllr., Mr. Koos Steyn and Mr. Henry Prins - Entrance of Africa's Travel Indaba 2026

Picture 2: Mr. Abel Sondlo, Mr. Henry Prins, Mr. Rhian van Wyk and Cllr., Mr. Koos Steyn - Cape Winelands Stand





OBJECTIVES OF PARTICIPATION

The objectives of the CWDM participation at Africa's Travel Indaba 2026 were as follows:

Destination Marketing and Visibility

Africa's Travel Indaba attracts high-value international buyers and media, providing CWDM with:

a) A global platform to showcase the Cape Winelands' unique tourism offerings.
b) Increased destination awareness, particularly among emerging markets.
c) Opportunities to position lesser-known towns and rural tourism routes.

SMME and Stakeholder Support

CWDM's participation will:

a) Enable **local tourism businesses (especially SMMEs)** to gain exposure to international markets.
b) Facilitate **business-to-business engagements**, leading to potential trade deals.
c) Support transformation and inclusion within the tourism value chain.

Economic Development Impact

Tourism is a key driver of economic activity in the district. Participation will:

a) Attract potential investors and tour operators.
b) Stimulate demand for local products and services.
c) Contribute to job creation and income generation in rural and peri-urban areas.

Strengthening Partnerships

The platform allows CWDM to:

a) Engage with national and international stakeholders.
b) Build partnerships that enhance regional tourism packaging and promotion.

Leveraging Existing Programmes

Participation will complement ongoing CWDM initiatives such as:

a) Entrepreneurial support programmes (SMMEs and tourism enterprises).
b) Skills development and training initiatives.
c) Community-based tourism development projects.

PARTICIPATION OVERVIEW

The theme of Africa's Travel Indaba 2026, *"Unlimited Africa: Growing Africa's Tourism Economy,"* positions tourism not merely as an industry, but as a strategic catalyst for inclusive economic growth. It emphasises the need to unlock the full potential of local communities, SMMEs, and tourism entrepreneurs through collaborative efforts that are sustainable, inclusive, and authentically African. The Cape Winelands District Municipality (CWDM) participated as a main exhibitor, securing a 36m²

exhibition stand which was shared among the Local Tourism Associations (LTAs) across the Cape Winelands to collectively promote the region's tourism offerings. Through this participation, CWDM strengthened strategic relationships and partnerships across all spheres of government, as well as with destination marketing and investment agencies. The shared platform also enabled the LTAs to showcase their products and access several benefits.

KEY ACTIVITIES

The CWDM stand was a buzz, and the key activities were as follows:

a) Business-to-Business (B2B) Meetings: CWDM representatives engaged in pre-scheduled and walk-in meetings with international and domestic buyers, tour operators, and travel trade professionals to promote the Cape Winelands as a preferred tourism destination.



b) Destination Marketing and Promotion: The stand showcased the diversity of the Cape Winelands, highlighting wine tourism, agri-tourism, cultural heritage, wellness offerings, and adventure tourism through promotional materials and interactive engagements.

c) Stakeholder Engagement: Continuous interaction with tourism product owners, and provincial partners to strengthen collaborative relationships and enhanced regional tourism packaging.

d) SMME Exposure and Support: Tourism SMMEs and Wine Cellars were promoted, providing them with access to international markets and valuable networking opportunities.

e) Media and Public Relations Engagements: Engagements with travel media and influencers contributed to increased visibility and coverage of the Cape Winelands across various platforms.

f) Brand Visibility and Awareness: The visually appealing and strategically branded stand attracted significant foot traffic, contributing to heightened brand awareness of the Cape Winelands District.

g) Information Dissemination: Distribution of brochures, itineraries, and investment information packs ensured that potential partners and buyers gained comprehensive insights into the region's tourism offerings.

h) Networking Events and Functions: Daily wine tasting sessions enable relationship-building with key stakeholders, potential investors, and tourism authorities.

i) The Cape Winelands Tourism stand was officially opened by the Honorable, Dr. Ivan Meyer, Minister of Agriculture, Economic Development and Tourism, Western Cape Provincial Government.

Dr. Ivan Meyer and Member of the Mayoral Committee, Mr. Koos Steyn – Interview at stand

Dr. Ivan Meyer and the Cape Winelands delegation – Opening of Cape Winelands stand





Ready for Wine tasting - Montagu-Ashton Tourism, Tulbagh Wine and Tourism and Bonnievale Tourism

Wine tasting session at stand



KEY OUTCOMES

The key outcomes for the CWDM will be measured by the Return On Investment (ROI). This ROI is expected to yield positive medium- to long-term returns, contributing to economic development, tourism growth, and enhanced stakeholder collaboration.

Access to Global Markets

Direct engagement with international buyers provided high-value exposure that would otherwise require significantly higher marketing expenditure.

Lead Conversion Potential

The leads generated are expected to translate into increased tourist arrivals, bookings, and trade agreements over time.

SMME Development Impact

Supported SMMEs benefit from increased visibility, potential revenue growth, and job creation opportunities.

Brand Positioning
The Cape Winelands Tourism brand was strengthened globally, enhancing its competitive standing as a leading tourism destination.

Strategic Intelligence
Insights into market trends and buyer preferences will inform more targeted and effective future marketing initiatives.

Tourism exhibitions, road shows, and expos are dynamic platforms that can dramatically elevate the Cape Winelands' visibility and appeal. They give you direct access to travellers, travel trade professionals, and media, while reinforcing the region's brand in meaningful, experiential ways. The main purpose of attending these exhibitions, road shows and expos is to:

- Showcase Cape Winelands' hidden gems, inclusive offerings, and signature experiences
- Foster partnerships with national and international tour operators and media
- Drive awareness among domestic travellers to support local tourism and recovery
- Promote event tourism and encourage travel during off-peak seasons

It should be noted that the target markets for each, exhibitions, road shows and expos, are different. In the main their roles can be summarised as follows:

Exhibitions

- Engage destinations highlighting hidden gems, cultural experiences and attractions to entice tourist and travel agents
- Position the Cape Winelands as a premium, inclusive destination.
- Participate in prominent travel trade shows (e.g., Africa's Travel Indaba)
- Display themed booths aligned with the region's seven promotion pillars
- Offer tasting stations, cultural performances, and digital tours
- Promote authentic local crafts and signature experiences
- Exhibit local products, experiences, and accessibility innovations

Road shows

- Engage Travel Trade Partners Facilitate networking between tourism boards, tour operators, airlines, and hospitality providers to create new packages and collaborations.
- Boost Brand Awareness Create visibility for a country or region in target markets through immersive presentations, cultural performances, and interactive exhibits.

- Educate and Inspire Provide training and updates to travel agents and media about new offerings, safety protocols, and travel trends.
- Drive Immediate Bookings Some roadshows include promotional deals or incentives to encourage on-the-spot travel bookings.
- Strengthen Relationships Build trust and loyalty with existing partners and reconnect with markets that may have been dormant.

Expos

- Engage local audiences and stakeholders while attracting broader visitor interest
- Host in-region expos like the **Winelands Autumn Expo**, celebrating seasonal experiences
- Spotlight rural attractions and lesser-known communities
- Offer workshops, panels, and ambassador-led sessions (e.g., with Ms. Tarryn)
- Use interactive media corners, virtual reality previews, and art displays

Cape Winelands attended tourism exhibitions, road shows and expos during the 2025/ 2026 financial year are as follows:





Pictured above are images from the ITB 2025

World Travel Market Africa (WTM)

The Cape Winelands District Municipality (CWDM) attended the World Travel Market (WTM) Africa from Wednesday, 13 April 2026 until Friday, 15 April 2026 at Cape Town International Conversion Centre (CTICC) in Cape Town on the Cape Winelands stand.

Cape Winelands delegation

- Municipal Manager, Mr Henri Prince
- Executive Director Mr AP Williams
- Chief Tourism Officer: Mr. A Sondlo
- Tourism Officer: Mr. C. Fielies
- Visit Stellenbosch: Ms. Elmarie Rabie and Ms. Jenna Moses

- Drakenstein Municipality: Mrs. Chrismare Carse
- Robertson Tourism: Mrs. Renate Kuschke
- Tulbagh Tourism: Mrs. Patty Nieuwoudt
- Breedekloof Wine and Tourism: Mrs. Melody Botha
- Montagu/Ashton Tourism: Mrs Mareletta Mundey
- Ceres Tourism: Mrs Shirley Wagenaar
- Franschhoek Wine Tourism: Ms. Carmen Arendse

Cape Winelands rationale for participation

- As exhibitor at the WTM Africa 2026, CWDM could connect with tourism gurus and travel operators from around the world, enabling them to discover the latest travel trends, products and business network opportunities, providing ample space for the CWDM to promote its generic marketing strategy.
- World Travel Market Africa (WTM - Africa) as the leading Business to Business (B2B) exhibition for both the inbound and outbound African Travel and Tourism market, enables the region to capitalise on existing and niche market opportunities in the tourism sector.
- Through its industry networks, global reach and regional focus, WTM Africa creates personal and business opportunities that provides customers with quality contacts and commodities.
- WTM Africa provides the perfect business platform for the CWDM to present our products, services and brands to senior decision-makers, buyers and influencers.
- CWDM could meet and engage with local and international professionals from meetings, events and business travel industry.
- The Cape Winelands District Municipality could honour regular appointments at the stand during the exhibition.

Rural and Social Development

INTRODUCTION TO CHILD CARE, AGED CARE AND SOCIAL PROGRAMMES

The Rural and Social Development Division of the Cape Winelands District Municipality focuses on building and maintaining social capital through access to programmes and services. Related programmes aim to increase physical activity, enhance education, improve skills levels, enhance employability and provide funding for community-based organisations and promote the rights of vulnerable groups. The success of these programmes are based on the strong and vibrant partnerships with national and provincial government, B-municipalities, civil society organisations, communities across the Cape Winelands municipal district and training institutions. The following projects were implemented to address the service delivery priorities for the 2025/2026 financial year:

COMMUNITY SUPPORT PROGRAMME

Non-Profit organisations and Community Based organisations are facing various challenges and financial constraints. Cape Winelands District Municipality provides funding to support civil society organisations in rendering services which have a direct and immediate impact on the well-being of disadvantaged communities at a grass-roots level. The funding maximised the poverty alleviation impact of Thirty-two (32) community organisations across the Cape Winelands municipal district. This programme also enhances the capacity of beneficiary organisations to render services that will contribute to the achievement of the strategic objectives of Cape Winelands District Municipality.

DISABILITY PROGRAMME

Cape Winelands District Municipality aims to improve the livelihoods of people with disabilities and to address social barriers that exclude them from the various systems of society. Accessibility is important to achieve the principles of full inclusion, equality and participation in mainstream society.

International Day for Persons with Disabilities Project

On 3 December 2025 Cape Winelands District Municipality in partnership with Government Departments and NGOs in the Disability Sector, commemorated the International Day for Persons with Disabilities. Events were implemented in three B, Municipalities of the Cape Wineland District municipality to observe and promote the rights of persons with disabilities. These events covered the spectrum of disabilities and created an awareness amongst citizens of the district. 350 Persons with disabilities and their families were reached through these programmes.

Disabled grant in Aid

Cape Winelands District Municipality provides funding to support civil society organisations in rendering services which have a direct and immediate impact on the well-being of people with disabilities across the district.The funding maximised the poverty alleviation impact of nine (9) community organisations across the Cape Winelands municipal district. This programme also enhances the capacity of beneficiary organisations to render services that will contribute to the achievement of the strategic objectives of Cape Winelands District Municipality.

Adult diapers

The Cape Winelands District Municipality focussing on building and maintaining social capital through access to programmes and services. Our partners at Department of Health, Community Base Services, DSD social workers and NGOs indicated some of the challenges are the need for diapers.

No adult, regardless of their level of physical or mental disability, should be treated differently because aging and age- related conditions already rob our loved ones of much of their independence. One thousand six hundred and ninety (1690) diapers were distributed across the district from the 19-26 June 2026.

ELDERLY PROGRAMME

Cape Winelands District Municipality strives to maintain and protect the status, wellbeing, safety and rights of older people. This project also aims to promote and create an enabling environment for the elderly to participate actively in a healthy lifestyle, wellness and cultural activities. Cape Winelands District Municipality acknowledges the valuable contributions that elderly people have made in communities across the district.

More Living Active Age Project

Recreational and cultural tours were implemented as part of the More Living Active Age Programme for the elderly in our district. These tours provided the elderly with opportunities to research on the socio-economic, cultural and historical developments that have taken place as well as the significant impact history and developments have on the underprivileged communities and the elderly. The support of Cape Winelands District Municipality created opportunities for elderly people to visit recreational and historical landmarks. Some Elderly persons have never been out of their residential

areas due to financial constraints, and the municipality provided them with the opportunity. Approximately 1000 elderly people from across the district were the beneficiaries of the recreational and educational excursions.

FAMILIES AND CHILDREN PROGRAMME

The project aims to strengthen the capacity of families and communities to care for and protect children. The project aims to strengthen the capacity of families and communities to care for and protect children. Families are the cornerstone of communities. Dysfunctional families lead to dysfunctional communities. The family has been and continues to be the principal institution in society, playing a vital role in socialization, nurturing and care, as well as determining the conditions of social reproduction. Interventions to support vulnerable families are vital in alleviating abuse, neglect and poverty. This project is implemented in partnership with Government Departments, Civil Society organizations, NGO's and Faith Based organizations.

Victim Empowerment Programmes Project

Victim empowerment is an approach to facilitate access to a range of services for all people who have individually or collectively suffered harm, trauma or material loss due to violence, crime, natural disaster human accident or through socio-economic conditions. It aims to restore the loss or damage. Victim empowerment programmes focus on taking control, having a voice, being heard, being recognized and respected as an individual. These initiatives focus on empowering people but especially, women and children with information and skills. Through these types of programmes they learn to understand and manage emotions, set and achieve positive goals, feel and show empathy for others. It also teaches them to establish and maintain positive relationships and make responsible decisions. Victim Empowerment programmes were implemented in partnership with Department of Social Development to ensure that the one thousand two hundred (1200) children in the Cape Winelands Municipal District were empowered through a holistic approach. The programme activities included prevention of re-exposure, reframing of cognitive distortions, symptoms management, problem-solving, informed decision-making and group therapy.

Educational Excursions Project

Learners of rural schools are afforded opportunities to embark on educational excursions which enhanced learning outside of the classroom. They are mostly from low-income households which cannot afford the fees attached to educational excursions but through the support of the municipality, they can attend the excursions. Approximately 1500 children were reached through this activity.

Holiday Programmes

During school holidays, young children, especially in impoverished communities, have very little or no recreational space where they can give expression to their need for positive socialisation and interaction with their peers. This places them at risk of being drawn into negative activities such as, youth criminality, increase in substance abuse and risky sexual behaviour. Holiday programmes were implemented in partnership with civil society organisations to ensure the safety of children during school holidays. The programme included a variety of educational and recreational activities which are provided in a safe environment to learn, interact with and enjoy. It covered important topics such as crime prevention, teenage pregnancy, drug abuse, anti-bullying and addressing challenges facing children and young people during puberty. Approximately 1000 children were kept safe during holiday programmes

Sanitary Ware

Cape Winelands District Municipality (CWDM) in partnership with Department of Education in our district encourages the nation that education as a tool for a better future. Both CWDM and DOE ensure that the education of young girls is not hindered because of lack of the necessity of feminine hygiene products, they visited rural schools across the district to handover sanitary towels packs.

The Rural and Social Development Division of the Cape Winelands District Municipality focuses on building and maintaining social capital through access to programmes and services. Department of Health is currently busy with Health and Hygiene awareness programme at senior centres within the Cape Winelands District. Some of the challenges were the need for sanitary ware for school learners across the district. The success of this programme is based on the strong and vibrant partnership with Department of education in our district.

Through Rural and Social Division programmes, CWDM portfolio councilor Margareth Sampson visited 65 schools across the district to handover Plus minus 12 500 sanitary ware was distributed from the 13-25th of May 2026.

Young people are the heart of the future of South Africa and of our district. CWDM wants to break

the cycle of poverty and education plays an integral role in doing this, thus this initiative will continue to ensure that not one girl misses a single day of her education.

ECD Support

Cape Winelands District Municipality has invested in various programs to better the education of Early Childhood Development, because it's not about care and protection of children but also the development of young children. Also to ensure that these babies and toddlers go to crèche that has the facilities to give children a good start in life. The building of human capital puts a specific focus on opening doors of learning and culture by providing grant in Aid to 25 ECD centers.

HIV AND AIDS PROGRAMME

HIV and AIDS impact on the sustainability of communities and their development conditions. The implementation of interventions is crucial in ensuring that the vulnerability of infected and affected persons is decreased. HIV/AIDS awareness campaigns, World Aids Day, HIV/Aids &Male circumcision; HIV & breastfeeding and 16 Days of Activism Against the Abuse of Women and Children are implemented in partnership with the Multi Sectoral Action Team (MSAT) structures in each B-Municipal area. These programmes focus on reversing the effects of the HIV/AIDS pandemic and support infected and affected families in the district.

HIV/Aids Awareness Programmes

HIV/Aids awareness campaigns were held across the district which included programmes such as, World Aids Day, HIV/Aids & Male circumcision; HIV & breastfeeding. A HIV/Aids awareness programme was implemented for foster parents. Implementation of interventions focusing on reversing the effects of the pandemic in the district.

16 Days of Activism Project

The Municipality facilitates joint planning and collates the inputs of all partners to produce a District calendar of events that are implemented across the district. The calendar provides a 16-day window (25 November -10 December) of opportunity in communities for intense awareness-making and education to reduce levels of women and child abuse. Catalytic Events include the Launch of the 16 Days Campaign, World Aids Day and the International Day for People with Disabilities. Implementation of interventions focusing on reversing the effects of the pandemic in the district.
Implementation of awareness campaigns including World AIDS Day and 16Days of Activism

The incidence of violence against women and children; to highlight the stories of survivors of gender-based violence and the impact that the campaign has had on their lives; to create awareness around the link between HIV/AIDS and gender-based violence. Approximately 1500 persons are reached through the 16 Days programmes.

SKILLS DEVELOPMENT PROGRAMME

Skills development is identified as one of the priority needs for sustainable development in rural communities within the Cape Winelands District Municipality. Violence, social isolation and low education levels make young unemployed women more vulnerable and increases their risks of sexual exploitation. Economic empowerment opportunities reduce conditions of vulnerability and improve the resilience of young women. Young people are the important focus and a priority because the lack of skills development contributes to increasing unemployment rate amongst youth in rural areas. The Skills development programme also formed part of the EPWP programmes of the Municipality. Skills development programmes enhance the employability and SMME development amongst women and youth.

Driver's License Training Project

Cape Winelands District Municipality in partnership with the Health, Education, Social Development sector departments and Stellenbosch Municipality embarked on an Integrated Governmental Relations programme for 25 youth in the Stellenbosch area. The programme afforded the participants the opportunity to obtain a Driver's License. Training consisted of 10 (ten) Practical driving lessons and a Driver's License test. The lack of skills development effects sustainable development in the rural communities of the Cape Winelands District. Violence, social isolation and low education levels make young, unemployed youth more vulnerable and increase their risks of sexual exploitation and drug abuse. The Municipality has identified the need to empower young people by providing access to K53 Driver's License Training. The project was implemented by Rabe driving school in March 2026.

Cape Winelands District Municipality in partnership with Department Social Development and Stellenbosch Municipality, Department of Health, Department of Social Development and department of agriculture identified 25 interns from Stellenbosch to be part of this programme. The twenty-five (25) enrolled learners in this programme were required to be interns and in possession of a valid C1and B learner license.

Baking skills training

Cape Winelands District municipality in partnership with department of social development, Drakenstein Municipality and NGOs identified 18 abused women to be part of this baking skills programme which was implemented from the 13th -24 April 2026 in Drakenstein. Eighteen abused women were trained on baking skills.

WOMEN PROGRAMME

Although Government has made significant progress in empowering women in the political, public and educational spheres, the marginalization of poor women severely compromises progress. Women development programmes are implemented in partnership with various stakeholders during August (Women's Month) and throughout the financial year.

Various Women's programmes across the district were supported by NGOs such as Kayamandi empowerment, Stellenbosch municipality, social development and community-based organizations. The women were motivated to overcome challenges in their lives and to be proud of who they are. Seven hundred and eighty (780) women were reached through this programme.

Hair dressing skills programme

Hairdressing programme was implemented in partnership with social development and Witzenberg Municipality from the 13th -24 April 2026. Twelve women were trained on hair dressing.

YOUTH PROGRAMME

Young people are at the heart of the future of South Africa, and they are facing many challenges in modern day society. There is great benefit in investing in young people by creating pathways for accelerated development. When young people can claim their right to health, education and decent working conditions, they become a powerful force for economic development and positive change. Initiatives for youth are crucial in terms of the economy and the prevention of social crimes. Youth Development programmes were implemented in partnership with various Youth sector organisations. These programmes focused on equipping young people with life skills, job readiness, entrepreneurial skills and career guidance.

Grade 10-12 Support Project

Activities like career exhibitions, Matric Motivation programmes and Spring-school programmes were supported to enhance opportunities for Grade 10 - 12 Learners. six (6) Secondary schools and one thousand Seven hundred (700) learners from across the district were afforded the opportunity to participate in Career Exhibitions. Through the Career Exhibitions they gained information to make appropriate career choices. This programme was implemented in partnership with Department of Education, Tertiary institutions and financial study aid institutions.

Grade 12 Top Achievers

The Grade 12 Top Achievers annual event was held on Tuesday 5th February 2026. The event was held at Paarl town hall in Drakenstein. The Cape Winelands District Municipality hosted this event in partnership with the Department of Education. The event started with the registration at 17h30. We had more than 350 people who attended the event. We had learners with their parents from all the schools in our region. These learners received certificates from the Executive Mayor of Cape Winelands District Municipality at the ceremony.

SPORTS AND RECREATION

Sports, recreational and cultural programmes provide opportunities for vulnerable groups to participate in mass participation programmes. It enhances social cohesion amongst communities, and it allow children, families, senior citizens, disabled, men and women to participate in and attend numerous events that would have otherwise been denied.

Sports and Cultural Events Funding Programme

Funding was provided to support sports and cultural organisations in implementing mass participation in sports and cultural events. The funding maximized the participation of healthy lifestyles impact of community organisations across the Cape Winelands Municipal district. This programme also enhanced the capacity of beneficiary organisations to render services that will contribute to the achievement of our strategic objectives. The programme provides opportunities for vulnerable groups to advance to local, provincial and national sports and cultural programmes. 2025/26 financial year.

Cape Winelands Sports Awards

The Cape Winelands Sports Awards Ceremony is annually held in partnership with Dept. of Sports, Arts and Culture, Boland Sports Council and Federations. At this ceremony people who have achieved exceptional achievements in the various sports codes are honored.

This prestige event is attended by 350 guests, which includes dignitaries and nominees of the various sport codes. Cape Winelands Sport council to host its annual Sport Awards which was held in Drakenstein at Paarl town hall on the 21st of February 2026.

The purpose of these sport awards is to celebrate the achievements of athletes for contribution to sport for the year 2025. The event was well planned, and we received great support and attendance from members of federations and other guests. The inspiring event was hosted by Cape Winelands Sport Council the Department of Cultural Affairs and Sport, in partnership with Department of Cultural Affairs and Sport and Cape Winelands District Municipality. The Executive Mayor of the

Cape Winelands District, Alderman von Schlicht, delivering the keynote address.

Clubs Supported

A number of Clubs and organization are supported to honor their league games across the district. Rugby clubs, Soccer clubs and NPO’s across the district. Approximately 10 500 people were reached through embarking on various sporting codes across the district

Drama Festival

The Cape Winelands Drama Festival is a drama development programme of the Western Cape Government’s Department of Cultural Affairs and Sport and is presented in partnership with the Cape Winelands District Municipality’s Department of Community Development and Planning Services. This programme has been particularly successful in the CWDM, as partnerships were also forged with Stellenbosch Municipality, Langeberg Municipality and Breede Valley Municipality, as well as with professional artists, tertiary institutions and the private sector. This facilitated the growth of the drama programme at various levels and provided the youth with opportunities to learn from and be guided by professionals in the field. A Cape Winelands Drama festival was implemented at where various groups competed for the best drama performance.

The festival process for the DCAS festival in partnership with Cape Winelands district municipality has not only shown great success since its implementation but the biggest success has been the growth and elevation of theatre standards in these communities. The new approaches utilized to develop the groups during the initial training have thus resulted in productions of an exceptional caliber being presented.

All the groups selected to continue to the next round would be developed further in an attempt to elevate their current skills while ensuring that these emerging artists present productions based on the professional requirements and fundamentals of theatre. The adjudicators' feedback of these artists' showcases was presented to them by these theatre professionals to assist these groups with their productions. These developed productions would then be presented at a Finale showcase to select the most improved and developed production that will be presented at professional festivals

Municipal Health Services

LEGAL FRAMEWORK

In terms of Section 156(1)(a) in Part B of Schedule 4 of the Constitution of the Republic of South Africa, 1996, municipal health services (MHS) are entrusted to local authorities. According to Section 84(1)(i) of the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998), MHS was consequently declared the responsibility of a district municipality (Category C) and/or metropolitan area (Category A).

The National Health Act, 2003 (Act No. 61 of 2003) in Section 32(1) tasks every metropolitan and district municipality to ensure the provision/rendering of MHS.

Therefore, the Minister of Local Government and Housing in Government Notice No. 826, dated 13 June 2003, with effect from 1 July 2004 entrusted the delivery of MHS to district and metropolitan municipalities.

In terms of Section 1 of the National Health Act, 2003 (Act No. 61 of 2003), municipal health services were declared to consist of:

- water quality monitoring
- food control;
- solid waste management;
- health surveillance of premises
- surveillance and prevention of contagious diseases, excluding immunization
- vector control
- environmental pollution control;
- disposal of the dead; and
- safe handling of chemical substances, excluding port health, malaria control and control of hazardous substances.

MUNICIPAL HEALTH SERVICES MISSION AND VISION

MISSION

To ensure a well-managed, accessible, quality, comprehensive and equitable municipal health service throughout the Cape Winelands District.

VISION

A safe and healthy environment for all communities within the Cape Winelands district.

PROJECTS

INTERACTIVE HEALTH EDUCATION: LIVE THEATRE SHOW PERFORMANCES:

This flagship project of the Municipal Health Services Division was once again successfully implemented throughout the district during the reporting period.

Following approval from the Department of Basic Education to access schools, and with funding made available by Council, the project was once again successfully implemented.

The production, titled “Uncle Shakes Learns to Clean”, was set against the backdrop of a spaza shop and aimed to create environmental health awareness among young learners regarding current issues that may impact their health and well-being.

This year's production was presented as an interactive theatre show in Afrikaans, English, and isiXhosa. A total of 70 performances were conducted across the Cape Winelands District Municipality area of jurisdiction, reaching 18 308 learners.

The total cost of the production amounted to R438 475, resulting in a cost of R23.95 per learner. The show was produced by Klein Libertas Theatre in consultation with Municipal Health Services personnel. The educational messages conveyed through the production were well received and resonated with learners, as they reflected issues and challenges experienced at schools and within local communities. The project successfully achieved its intended objective of promoting environmental health

awareness and encouraging positive behavioural change among young audiences.





MHS – WATER AND SANITATION PROJECT

Access to safe drinking water and dignified sanitation is a prerequisite for good health and a fundamental human right. One of the key functions of Municipal Health Services (MHS) is the prevention of communicable diseases such as cholera, diarrhea, hepatitis A and typhoid, all of which are associated with inadequate water and sanitation services.

The Municipal Health Services Water and Sanitation Project promote and facilitates access to safe water and sanitation services for farm workers and rural communities, thereby contributing to improved health outcomes and enhanced quality of life. The project also provides basic health and hygiene education to beneficiary communities, farm dwellers and rural schools.

During the reporting period, the project was implemented by the appointed service provider, **Ezolimo**, with a total budget allocation of **R145 219**.

The project delivered training and awareness interventions at **40 premises**, reaching a total of **6 331 beneficiaries** across the district. Training focused on common environmental health challenges identified in farm worker housing and rural settlements and included the following topics:

- Waste management;
- Pest control;
- The correct use and maintenance of sanitation facilities;

- Personal hygiene and effective handwashing practices; and
- Water conservation, as well as the reporting of water quality and infrastructure-related problems.

The project contributed to increasing awareness of good hygiene and environmental health practices, empowering communities to take an active role in protecting their health and wellbeing. Through targeted education and capacity-building initiatives, beneficiaries were equipped with practical knowledge to promote healthier living environments and reduce the risk of waterborne and sanitation-related diseases.

ENVIRONMENTAL HEALTH TRAINING

Environmental Health Education remains a cornerstone of Municipal Health Services (MHS) and plays a crucial role in promoting healthy lifestyles, sustainable environmental practices and disease prevention within communities. Through awareness campaigns, educational programmes and the dissemination of information, MHS seeks to address harmful behavioural practices, empower residents to take responsibility for their environment and contribute to improved health outcomes and quality of life.

Environmental health education initiatives are delivered across all sectors of the community, from young learners to older persons. To maximise its impact, MHS utilises a wide range of platforms and opportunities, including school-based programmes, community outreach initiatives, public awareness campaigns, exhibitions, stakeholder engagements and special commemorative events.

During the 2025/2026 financial year, a variety of environmental health education interventions were undertaken throughout the district. These activities focused on key environmental health priorities such as waste management, water quality and sanitation, food safety, personal hygiene, vector and pest control, communicable disease prevention, environmental pollution and the health impacts of climate change.

Through these initiatives, MHS continued to raise awareness, strengthen community knowledge and encourage positive behavioural change. By equipping individuals and communities with practical information and skills, the programme contributed towards

creating healthier, safer and more sustainable living environments across the Cape Winelands District.

The table below reflects the environmental health education activities and interventions undertaken during the 2025/2026 financial year.

PROTECTING OUR COMMUNITIES			
TRAINING PROVIDED	**NUMBER OF SESSIONS**	**NUMBER OF PEOPLE TRAINED/REACHED**	**RELATED EDUCATIONAL MATERIAL DISSEMINATED**
Duties of the Food Handler	55	535	136 posters & pamphlets.
Standards & Requirements for Formal Food Premises	82	413	144 posters & pamphlets
Legal & Health Requirements for “Spaza” shops.	11	188	196 posters & pamphlets.
Spaza Shop Training/Information Sessions	11	826	415 posters & pamphlets.
Cleaning and disinfection of food premises	9	66	
Transport, Storage and Display of Foodstuffs.	10	90	
National School Nutrition Programme (NSNP): Volunteer Food Handlers & Coordinators.	2	96	18 posters & pamphlets.
Informal Food Traders	88	513	641 posters & pamphlets.
Personal Hygiene & Handwashing	58	1753	1682 posters & pamphlets.

Health Standards for Early Childhood Development Centres (ECDs)	1	70	293 posters & pamphlets.
World Rabies Awareness Day	1	262	262 posters & pamphlets.
Interactive Health Education Live Theatre Performances	70	18308	
Health & Hygiene: (Primary school learners& Farm dwellers)	40	6202	
World Environment Day	1	90	171 posters & pamphlets.
Community Clean-up: Campaigns	3	171	24 posters & pamphlets.
General Municipal Health Services promotion/education.	5	837	60 posters & pamphlets.
TOTAL	**447**	**29 584**	**3 627**

WORLD ENVIRONMENT DAY 2026 AWARENESS

Background

World Environment Day is commemorated annually on 5 June to raise awareness and encourage action towards the protection of the environment.

In celebration of this important day, Cape Winelands District Municipality's – Drakenstein, Municipal Health Services Office, responded to an invitation from Keep Mbekweni Clean NPO, to assist in conducting an environmental awareness campaign on 6 June 2026 at Mzomhle Park, eDube, Mbekweni.

The event aims to mobilise the youth and community members to promote environmental stewardship, responsible waste management practices, and community ownership of public spaces.

Goal and Objectives

The primary goal of the campaign was to encourage and empower youth and

community members, to understand the value and significance of maintaining a clean and healthy environment.

Specific objectives included:

- Raising awareness about the importance of environmental conservation and sustainability.
- Educating the community on the principles of the waste hierarchy, namely Reduce, Reuse, Recycle, Recover, and Dispose.
- Promoting waste recycling initiatives within schools and communities.
- Creating awareness regarding the negative impacts of illegal dumping.
- Educating participants on the health and environmental consequences of waste burning, including air pollution and the increased risk of respiratory and other environmental-related diseases.
- Encouraging community participation in environmental protection and pollution prevention activities.
- Instilling a sense of responsibility and pride in maintaining public spaces and community facilities.

Target Audience

The campaign targeted primarily youth from the Mbekweni community, while also welcoming community members of all ages. Approximately 90 participants attended the event, demonstrating strong community interest and support for environmental initiatives.

Activities Conducted

1. Environmental Health Education and Awareness – MHS driven

Environmental Health Practitioners from the Drakenstein Municipal Health Services office and representatives from Keep Mbekweni Clean NPO delivered educational talks on environmental protection and sustainable waste management practices.

Topics covered included:

- The importance of maintaining a clean and healthy environment.

- The waste hierarchy and its practical application in households, schools, and communities.
- Waste reduction, re-use, and recycling opportunities.
- Environmental and public health impacts of illegal dumping.
- Negative effects of waste burning and air pollution.
- Prevention of environmental pollution and promotion of healthy living environments.
- Community responsibility in protecting public spaces and natural resources.

Participants actively engaged in discussions and demonstrated a good understanding of the environmental challenges affecting their community.

2. Community Cleaning Campaign- NGO driven

A community clean-up campaign was conducted at Mzomhle Park and the surrounding areas. Youth participants enthusiastically participated in collecting litter and removing waste from public spaces.

The activity promoted teamwork, civic responsibility, and environmental stewardship while visibly improving the cleanliness and appearance of the park and surrounding environment.

3. Tree Planting Initiative- NGO driven

As part of promoting environmental sustainability and greening initiatives, participants planted lemon trees and indigenous trees within the park area.

The tree-planting activity highlighted the importance of increasing green spaces, improving air quality, supporting biodiversity, and creating a healthier environment for future generations.

4. Mural Painting and Community Pledge- NGO driven

Participants contributed to a mural painting activity, which served as a visual representation of their commitment to environmental protection.

The mural incorporated environmental messages and acted as a community pledge to:

- Keep the park clean.

- Prevent littering and illegal dumping.
- Promote recycling and responsible waste management.
- Protect community assets and public spaces.

This activity encouraged ownership and pride among participants and reinforced the campaign's environmental messages.

5. Interactive Question-and-Answer Session- MHS driven

To assess knowledge gained during the awareness sessions, an interactive questionnaire and question-and-answer session was conducted.

Participants actively engaged with facilitators and demonstrated a good understanding of the topics discussed.

6. Distribution of Food and Snack Packs – NGO driven

Food and snack packs were provided for attendees throughout the event. This contributed to participant comfort and encouraged sustained participation during the day's activities.

Outcomes and Impact

The campaign achieved its intended objectives and generated significant interest among both youth and community members. Participants demonstrated increased awareness regarding environmental protection, waste management, recycling, and pollution prevention.

The practical activities enabled participants to apply the knowledge gained through direct involvement in environmental improvement initiatives. The clean-up campaign, tree planting, and mural painting fostered a sense of community ownership and responsibility.

The event further strengthened partnerships between local government, community-based organisations, and residents in promoting environmental health and sustainability.

Conclusion

The World Environment Day 2026 Awareness Campaign was a great success. The collaboration between Cape Winelands District Municipality: Drakenstein Municipal Health Services and Keep Mbekweni Clean NPO successfully promoted environmental awareness, encouraged positive behavioural change, and inspired community participation in protecting the environment.

The enthusiastic participation of approximately 90 community members, particularly youth, demonstrated a growing commitment to environmental stewardship. Participants pledged to maintain the cleanliness of Mzomhle Park and preventing environmental pollution within their community.

Continued environmental awareness programmes and community-based initiatives are recommended to sustain the momentum created through this successful campaign

and to further strengthen environmental consciousness and responsibility among residents.







EHP with participating children from the neighbourhood.

FUNCTIONS

WATER QUALITY MONITORING

DEFINITION

Monitoring and surveillance of water safety, quality and availability intended for human consumption, recreational and industrial use.

This function includes the following:

- Monitoring of water reticulation systems in terms of health-related issues;
- Monitoring of quality and availability of water intended for human consumption, recreation or industrial use;
- Regular sampling and analysis of water
- Identify and control sources of water pollution
- Protection of water sources and resources through the enforcement of laws and regulations relating to water quality;
- Ensure water supply that is safe for human consumption and that complies with the Water Services Act, 1997 (Act No. 108 of 1997) and SANS Code 241;
- Implementation of health and hygiene awareness actions and education relating to water quality, water supply and sanitation.

This function excludes water supply and purification.

WATER QUALITY SAMPLING 2025-2026	
General limit for wastewater discharged into a water resource	138
SANS 241 Farms Non-Water Services Authority: Specifications for Drinking Water	263
SANS 241 Rural Schools Non-Water Services Authority: Specifications for Drinking Water	90
SANS 241 Water Services Authority: Specifications for Drinking Water	663
Special limit for wastewater discharged into a water resource	48
Standard for rivers, dams, canals	171
Standard for swimming pool water	120
TOTAL	1 493

FOOD CONTROL

DEFINITION

Food control is described by the World Health Organisation (WHO) as a mandatory regulatory activity of enforcement by national or local authorities to provide consumer protection and ensure that all foods are safe, wholesome and fit for human consumption during production, handling, storage, processing and distribution; conform to quality and safety requirements and are honestly and accurately labelled as prescribed by law.

The function ensures consumer protection through the following actions:

- Food inspection at point of production, storage, distribution and consumption.
- Regulate food premises regarding hygiene and the prevention of nuisances through certification, regular inspections and the enforcement of the Regulations governing General Hygiene requirements for Food Premises, the Transport of Food and Related Matters, R638 of 23 June 2018;
- Regulate milking sheds and issue Certificates of Acceptability for Milking Sheds in terms of Regulations relating to Hygiene Requirements for Milking Sheds and the Transport of Milk and Related Matters, R961 of 23 November 2012;
- Regulate the informal food industry by means of R962 of 23 November 2012;
- Control of food premises by issuing Certificates of Acceptability for Food Premises in terms of Regulation R638 of 23 June 2018;

- Ensure that food is safe and healthy for human consumption through enforcement of the Foodstuffs, Cosmetics and Disinfectants Act, 1972 (Act No. 54 of 1972);
- The detention, seizure, condemnation and sampling of foodstuffs in terms of Regulations relating to the Powers and Duties of Inspectors and Analysts conducting Inspections and Analyses on Foodstuffs and at Food Premises, R328 of 20 April 2007;
- Monitor labelling of foodstuffs as prescribed by the Foodstuffs, Cosmetics and Disinfectants Act, 1972 (Act No. 54 of 1972);
- Provide education and training on food safety to the food industry; and
- Issue Export Certificates at the request of industries.

ACTIVITIES CONDUCTED IN RELATION TO FOOD CONTROL	
Number of inspections conducted at food premises	**9 364**
Applications for Certificates of Acceptability inspections conducted	**1 004**
Number of Certificates of Acceptability issued	**976**
Number of orders and notices issued to food premises	**654**

FOOD SAFETY SAMPLING 2025 – 2026	
Surface swabs analysed	**77**
Cooked poultry	**95**
Cooked seawater and freshwater foods	**88**
Dairy products or composite dairy products with the exception of ripened cheese	**113**
Desiccated coconut	**2**
Dried spices and aromatic plants	**56**
Edible Ices	**16**
Egg product after pasteurisation or irradiation	**1**
Fruit juice for consumption	**62**
General micro analyses of foodstuffs	**208**
Ripened cheese	**25**
Natural mineral water or bottled water	**60**
Partly cooked or uncooked seawater and freshwater foods	**7**
Pasteurised milk, pasteurised reconstituted (prepared) milk,	**125**

pasteurised skimmed milk, pasteurised reconstituted (prepared) skimmed milk or pasteurised cream	
Raw milk intended for further processing	**11**
Rooibos tea packed in retail packaging at the point of sale	**4**
TOTAL	**950**

EID AL-ADHA (EID MUBARAK) RELIGIOUS SLAUGHTERING: WORCESTER ISLAMIC SOCIETY MOSQUE-28 JUNE 2026:

This annual slaughtering of animals for “religious” purposes has been overseen by this office (MHS) from an environmental health perspective.

This form of slaughtering is permitted in terms of the **Meat Safety Act no. 40 of 2000** and **Regulations 1072 of 17 September 2004: Red meat Regulations** made in terms of **“Reg.128. Slaughter of animals, not in an abattoir, for religious purposes of the Muslim faith.** - (3) directs that the parts of animals slaughtered that are not utilised, must be regarded as condemned material and disposed of in accordance with applicable prescripts of Part VIII of these regulations or according to health requirements of the relevant local authority. “Apart from the religious sacredness of the event, food safety within the best available practice methods should still be maintained. **Thirty-four (34)** sheep were slaughtered.

Carcasses/ meat products were transported to and stored in the cold storage facilities at Victoria Park Butchery, located on Le Seuer Street, Worcester. Families collected their allocated meat portions directly from the butchery.









WASTE MANAGEMENT

DEFINITION

Monitoring of waste management systems, refuse, healthcare waste, hazardous waste and sewage.

This function refers to:

- the monitoring of waste management systems, including healthcare waste (SANS 10248: 2004), hazardous waste, sewage and waste water;
- monitoring for the occurrence of health nuisances during the storage, treatment, collection, handling and disposal of the various categories of waste;
- taking samples of any waste product and the analysis thereof in order to determine possible health risks;
- the identification of need
- and motivation for the promotion of sanitation;
- the enforcement of municipal by-laws and the National Health Act, 2003 (Act No. 61 of 2003) where health nuisances arise as a result of waste;
- excludes the operation of a waste management system as rendered by B municipalities; and
- educating communities within the Cape Winelands on issues of waste management and pollution control.

HEALTH SURVEILLANCE OF PREMISES

DEFINITION

The identification, monitoring and evaluation of health risks, nuisances and hazards and instituting remedial and preventative measures. This function includes:

- the identification, monitoring and evaluation of health risks, nuisances and hazards;
- acting in terms of the National Health Act, 2003 (Act No. 61 of 2003) and the municipal health by-laws to ensure that corrective and preventative measures are implemented;
- registering and certifying funeral undertakers' premises and mortuaries in terms of R363 of 22 May 2013, regulations relating to the management of human remains;
- monitoring premises on an ongoing basis for compliance with health regulations relating to smoking in public places;
- providing inputs towards environmental impact assessments on health-related issues;
- the prevention or reduction of any condition on any premises that may be hazardous to the health or welfare of people;
- law enforcement; and
- educating communities of the Cape Winelands on communicable diseases.

SURVEILLANCE AND PREVENTION OF COMMUNICABLE DISEASES EXCLUDING IMMUNISATIONS

DEFINITION

The identification, monitoring and prevention of any disease that can be communicated directly or indirectly from any animal or through any agent to any person or from any person suffering therefrom or who is a carrier to any other person.

This function entails:

- the identification, investigation and monitoring of outbreaks of listed notifiable medical conditions;
- the introduction of the required corrective and preventative measures;
- deployment of the required response teams in respect of municipal health;

- the promotion of health and hygiene aimed at preventing the incidence of environmental conditions that could result in contagious diseases;
- the drafting of contingency plans for certain diseases and giving inputs anda participating in disaster management plans; and
- the collection, analysis and dissemination of epidemiological data and information.

VECTOR CONTROL

A vector is any organism (insect or rodent) that can transmit a disease from one organism to another.

DEFINITION

Monitoring, identification, evaluation and prevention of vectors.

The function refers to:

- the elimination or correction of conditions promoting the habits and breeding habits of vectors; and
- developing awareness in communities of zoonotic diseases by means of vectors and the control thereof through education and training.

ENVIRONMENTAL POLLUTION CONTROL

DEFINITION

The identification, evaluation, monitoring and prevention of land, soil, noise, water and air pollution.

The National Health Act, 2003 (Act No. 61 of 2003) refers to pollution as per definition in Section 1 of the National Environmental Management Act, 1998 (Act No. 107 of 1998), which defines pollution as any change in the environment caused by: • substances • radioactive or other waves or • noise, odours, dust or heat; emitted from any activity, including the storage or treatment of waste or substances, construction and the provision of services, whether engaged in by any person or an organ of state, where the change has an adverse effect on human health or wellbeing or on the composition, resilience and productivity of natural or managed ecosystems, or on materials useful to people, or will have such an effect in the future.

The function relates to the identification, evaluation, monitoring and prevention of the pollution of soil, water, air and noise in so as far as it relates to health:

- Promote living areas safe for your health;
- Identify pollution agents and sources;
- Provide health-related inputs regarding new developments;
- Evaluate and give input regarding environmental impact studies; and
- Educate and train communities regarding environmental pollution.

DISPOSAL OF THE DEAD

DEFINITION

Compliance monitoring of funeral undertakers, mortuaries, embalmers, crematoria, graves and cemeteries and to manage, control and monitor exhumations and reburial or disposal of human remains.

This function refers to the monitoring and certification of:

- undertakers and embalmers;
- mortuaries and other places involved in the handling of human remains;
- facilities for storing corpses/ human remains;
- treatment, removal or transport of corpses;
- monitoring of cemeteries, crematoriums and other facilities for the disposal of corpses; and
- monitoring and supervision of exhumations and re-interments.

There are currently two crematoria and 45 certified undertakers operating within the boundaries of the CWDM.

The safe disposal of the dead is a MHS function and as such MHS is responsible for multiple functions related to this such as supervising the exhumation and reinterment of bodies, monitoring and certifying Funeral Undertakers premises and Mortuaries and the safe disposal of pauper bodies.

Examination of human remains

Supervision of the exhumation of human remains in terms of Regulations R363 of 22 May 2013: Regulations relating to the management of human remains made in terms of the National Health Act, 2003 (Act.no.61 of 2003).

AREA	EXHUMATION AND REBURIALS
Breede Valley	1
Drakenstein	13
Langeberg	0
Stellenbosch	0
Witzenberg	1
TOTAL	**15**







Pauper burials

Twenty-one (17) unclaimed or unidentified (pauper) bodies were buried by AVBOB on behalf of the CWDM in the 2025/2026 financial year.

- 8 from Worcester Forensic Services Mortuary,
- 9 from Paarl Forensic Services Mortuary

SAFE HANDLING OF CHEMICAL SUBSTANCES

DEFINITION

The monitoring, identification, evaluation and prevention of risks relating to chemicals hazardous to humans (e.g. storage and use of agricultural substances).

This function refers to:

- the education and training of high-risk groups and communities in the safe use and handling of chemicals; and
- investigating incidences of pesticide poisoning

AIR QUALITY MANAGEMENT

Within the Cape Winelands District Municipality (CWDM), the Air Quality Management (AQM) function is administered by the Municipal Health Services and Air Quality Management Division within the Department of Community Development and Planning Services. The function is responsible for implementing the provisions of the National Environmental Management: Air Quality Act, 2004 (Act No. 39 of 2004) (NEM: AQA), particularly in relation to the regulation of emissions from Section 21 Listed Activities and Section 23 controlled emitter, to protect air quality, promote a healthy environment, and safeguard public health across the district.

CWDM AIR QUALITY MANAGEMENT PLAN

In accordance with the NEM: AQA, the CWDM implements an Air Quality Management Plan (AQMP) as a sector plan for its Integrated Development Plan (IDP). The AQMP provides a strategic framework for managing air quality and guiding the district's air quality objectives.

The current 2nd Generation AQMP is being reviewed to inform the development of the 3rd Generation AQMP. The revised plan will incorporate updated legislative requirements, respond to current air quality priorities and align with the Western Cape Provincial AQMP.

Once the 3rd Generation AQMP is approved it will be adopted by Council as a sector plan for the next generation CWDM IDP.

AIR QUALITY TRAINING

The CWDM Air Quality Officer (AQO) attended the following training/workshops over the reporting period: -

- Department of Forestry, Fisheries and Environment (DFFE) – Workshop on Offensive Odour Regulatory Tool – 13 August 2025
- DFFE – Workshop AEL Tools & NAEIS Audit – 19 August 2025
- Department Environmental Affairs and Development Planning (DEA&DP) – Public Participation Workshop on the 3rd Generation WC AQMP Review– 21 August 2025
- DFFE – Workshop NEMA & NEM: AQA Section 30 Incident Management – 11 September 2025.

- DFFE – 19th Annual Air Quality Governance Lekgotla – 29 to 30 September 2025
- DFFE – G20 Environment and Climate Sustainability Working Group Webinar on Air Quality – 1 October 2025
- DFFE – Workshop SA Air Quality Information System Incident Reporting Tool – 06 March 2026
- DFFE – Health Impact from Manganese Ore Dust Emissions – 31 March 2026
- DFFE – Assessment of Air Quality Intergovernmental Governance – 10 June 2026
- DFFE – Atmospheric Emission Licensing System Management Training – 22 June 2026
- DFFE & SALGA – Workshop Draft Legal Mandate of Environmental Management Inspectors employed by local authorities – 25 June 2026

AIR QUALITY MONITORING

The Directorate: Air Quality Management of the DEA&DP operates three ambient air quality monitoring stations within the CWDM as part of the Western Cape Ambient Air Quality Monitoring Network.

The Stellenbosch ambient air quality monitoring station was relocated from the CWDM Bird Street offices due to building renovations and will be relocated to Curry Road, Cloetesville. The new location is within 200 meters of the R44, will continue to provide representative monitoring of traffic-related air quality impacts.

The following monitoring locations within the CWDM are part of the DEA&DP ambient air quality-monitoring network:

Location	Date Commenced	Air Quality Parameters Measured
Van Riebeeck Road – Paarl	June 2018	SO_2, O_3, NO_2, CO, meteorological parameters
Curry Street Stellenbosch	October 2011	SO_2, O_3, NO_2, CO, CO_2, PM_{10} & $PM_{2.5}$, VOC's (BTEX), meteorological parameters
Meirings Park - Worcester	July 2009	SO_2, O_3, NO_2, CO, PM_{10}, meteorological parameters

INTERGOVERNMENTAL COOPERATION / INDUSTRY WORKING GROUPS

During the reporting period, the Cape Winelands District Municipality (CWDM) strengthened cooperation with DEA&DP and the five local municipalities to improve air quality management across the district. This integrated approach helped advance the goals of the CWDM Air Quality Management Plan and reinforced shared accountability among stakeholders.

The municipality undertook the following key activities in their approach to air quality management by supporting stakeholders and addressing concerns across the district.

- Investigating and resolving complaints related to air pollution from various sources, including Section 21 listed activities, Section 23 controlled emitters, and other industrial and domestic operations.
- Conducted targeted inspections at Section 21 listed activities and Section 23 controlled emitters to assess compliance with air quality legislation.
- CWDM collaborated with local municipalities, provided technical guidance to municipal air quality officers, and participated in stakeholder meetings focused on air quality challenges and the development of pollution mitigation strategies.
- Contributed to policy discussions on legislative amendments, environmental authorizations, and development planning.

These efforts highlight CWDM's ongoing commitment to proactive, cooperative, and effective air quality governance in working across all levels of government to protect public health and strengthen air quality management across the Cape Winelands.

Collaborative Involvement in Meetings and Forums

- Participated in discussions and provided input on -
  - Air Quality Management legislate amendments
  - Draft Environmental Noise Standard
- Attended and engaged in discussions at –
  - 19th Annual Air Quality Lekgotla
  - Quarterly Western Cape Provincial Air Quality Officer and Noise Forum
  - Quarterly Western Cape Provincial AQMP Working Groups
  - Quarterly Technical Meetings on AEL's and Controlled Emitters
  - Western Cape Provincial Region 2 EMI Forum
  -

- Provide written inputs to:
  - CWDM Quarterly Municipal Air Quality Report (Q3-Q4 -2025 & Q1-Q2 -2026)
  - National Air Quality Officers Report 2025

MANAGING INDUSTRY – LISTED ACTIVITIES AND CONTROLLED EMITTERS

During the reporting period, CWDM fulfilled its air quality management responsibilities through the regulation of Section 21 Listed Activities and Section 23 Controlled Emitters. All but two Section 21 facilities and all Section 23 controlled emitter facilities, were operational and monitored for compliance with applicable legislation. Annual emission reports were reviewed and audited, facilities were maintained on the CWDM emissions inventory, and compliance with reporting requirements was monitored.

CWDM also provided technical input on AEL applications and variations. During the reporting period, two AEL variation applications, three AEL renewal applications, and one new AEL application were received. Three AEL renewals and one provisional AEL were finalised, while the remaining applications are under review.

COMPLIANCE AND ENFORCEMENT

During the reporting period, all Section 21 Listed Activities and Section 23 Controlled Emitters submitted emissions monitoring results and supporting technical information to demonstrate compliance with the applicable Minimum Emission Standards, AEL conditions, and relevant legislative requirements. CWDM verified compliance through the assessment of these submissions, facility inspections, document reviews, and the evaluation of emissions monitoring records. Where non-compliance or emission limit exceedances were identified; appropriate regulatory and enforcement action was taken in accordance with NEM: AQA.

<u>Illegal Lead Smelting and Die-Casting Facility</u>

On 12 March 2026, the CWDM Air Quality Officer, acting in his capacity as a designated Grade 1 Environmental Management Inspector (EMI) in terms of Section 31B of NEMA, conducted a formal inspection in terms of Section 31G of NEMA at Tyre Consumable Products, Unit 8, Winelands Park, Stellenbosch, to investigate suspected non-compliance with NEM: AQA. The inspection confirmed that recycled lead smelting and die-casting activities were undertaken. Lead smelting is a Section 21 Listed

Activity (Category 4.13: Metallurgical Industry) requiring an Atmospheric Emission License (AEL), and the facility was operating without the required authorisation, constituting a contravention of NEM: AQA.

The CWDM issued a Pre-Compliance Notice in terms of Section 31L of NEMA, advising the owner of the intention to issue a Compliance Notice for the identified contraventions.

A follow-up inspection in April 2026 confirmed that the illegal lead smelting and die-casting operations had ceased. The smelting unit had been removed, the die-casting equipment dismantled, no recycled lead feedstock or production activities remained on site, and a subsequent inspection confirmed that the business had vacated the premises.

Drakenstein Crematorium

All site-related activities were undertaken under the supervision of an air quality specialist. The facility completed the enlargement of the secondary cremator chamber to increase gas retention time and improve combustion efficiency, with the objective of reducing atmospheric emissions, followed by emission resampling.

The review of the latest emission monitoring results for Drakenstein Crematorium confirmed compliance with the applicable Minimum Emission Standards, except for a marginal exceedance of Particulate Matter (PM). The measured PM concentration was 44.1 mg/Nm³ compared to the applicable limit of 40 mg/Nm³. The monitoring house indicated that a sampling anomaly during one of the sampling runs may have contributed to the elevated result.

Following engagement with the License Holder, continued operation was permitted

subject to specific conditions, including operational restrictions, re-sampling and the installation of an automated oxygen monitoring and control system. Compliance with these conditions will be considered as part of the Atmospheric Emission Licence renewal process.

More Asphalt Worcester

CWDM issued a Provisional AEL to More Asphalt Worcester in August 2025. A site inspection conducted in May 2026 confirmed that construction of the asphalt plant was

nearing completion and progressing in accordance with approved license requirements. Commissioning is anticipated by the end of July 2026, with CWDM continuing to monitor compliance prior to commencement of operations.

Non-Operational Facilities

1. **Western Cape Provincial Veterinary Laboratory**

The Western Cape Provincial Veterinary Laboratory incinerator failed to comply with the legislated Minimum Emission Standards and was not operational during this reporting period. Due to the age of the incinerator the Provincial Veterinary Laboratory requested funding to replace the incinerator with a new incinerator in 2026.

2. **Naude Bakstene**

The License Holder of Naude Bakstene passed away, resulting in the cessation of all manufacturing and production activities at the facility. The Naude estate subsequently submitted an application to mothball the facility while the estate administration process is being finalised. During inspections conducted by CWDM, it was confirmed that all operations had ceased and that no production activities were taking place at the facility.

Cleaner Production Technologies

Cabrioco obtained environmental authorisation to vary its AEL in order to implement cleaner production methods. This variation includes the building of a new tunnel kiln to replace the conventional clamp kilns as an alternative operational technology aimed at enhancing efficiency and significantly reducing environmental impacts, particularly air pollutant emissions. The facility's proactive efforts demonstrate a commitment to sustainable operations and align closely with the Cape Winelands District

Municipality's air quality management objectives.

Another brick production facility is currently exploring a similar variation process, focused on improving production output while reducing fuel consumption and minimising offensive emissions.

Storm Damage to Listed Activities

Following severe weather conditions experienced in the Western Cape on 11 May 2026, several listed activities within the CWDM were affected. Drakenstein Crematorium experienced temporary operational disruptions due to water ingress affecting the burner system, with corrective measures implemented. Cape Lime Langvlei temporarily suspended operations before resuming normal activities on 12 May 2026. Rainbow Chicken's Worcester Rendering Plant experienced damage to its odour abatement system, resulting in temporary emission impacts; repairs were completed and the system restored by 20 May 2026. Worcester Bakstene sustained significant flood damage affecting kilns, equipment and production capacity, with rehabilitation and recovery activities ongoing.

COMPLAINTS

The complaint reported only includes those received directly by the district municipality or reported by listed facilities. Complaints submitted solely to local municipalities are not included in these figures, suggesting that the actual number of complaints within the district is likely underreported.

During the 2025/2026 (Table 1) reporting period, the Cape Winelands District Municipality (CWDM) received 53 air quality-related complaints, representing a significant decrease compared to the 143 complaints received during the 2024/2025 (Table 2) reporting period.

The nature of complaints received changed compared to the previous reporting period. In 2024/2025, offensive odours were the dominant complaint category, accounting for 85 complaints of all reported complaints, mainly due to repeated odour-related concerns. During 2025/2026, offensive odour complaints decreased substantially to 12 complaints indicating a notable reduction in odour-related concerns.

The overall reduction in complaints indicates an improvement in reported air quality-related concerns across the district. However, the increase in smoke, agricultural burning, and crop spraying complaints highlights the continued need for awareness, stakeholder engagement, and regulatory oversight of activities contributing to temporary air quality impacts.

COMPLAINTS	July - September	October - December	January –March	April - June	Total Complaints	% of total Complaints
Fumes	0	0	2	1	3	**5.60%**
Smoke	4	3	2	4	13	**24.60%**
Dust	0	1	2	1	4	**7.50%**
Burning waste/ Tyre	1	1	3	2	7	**13.30%**
Farmland burning	1	0	4	6	11	**20.80%**
Crop spraying	2	0	0	1	3	**5.60%**
Offensive odours	3	4	2	3	12	**22.60%**
TOTAL	**11**	**9**	**15**	**18**	**53**	**100%**

Table 1- Air Quality Complaints 2025 -2026

COMPLAINTS	July - September	October - December	January – March	April - June	Total Complaints	% of total Complaints
Fumes	3	1	1	3	8	**5.6%**
Smoke	3	1	1	2	7	**4.9%**
Dust	1	2	2	2	7	**4.9%**
Burning waste/ Tyre	6	6	9	6	27	**18.6%**
Farmland burning	4	0	2	3	9	**6.4%**
Crop spraying	0	0	0	0	0	**0%**
Offensive odours	12	30	42	1	85	**59.6%**
TOTAL	29	40	57	17	143	100%

Table 2- Historical Air Quality Complaints 2024 -2025

RECOMMONDATIONS/CHALLENGES

Burning Permits

Farms within the CWDM area may apply for seasonal burning permits in terms of the National Veld and Forest Fire Act to reduce agricultural biomass. These permits are administered through CWDM Fire Services, which conducts site inspections and issues provisional permits subject to specific conditions, including suitable weather conditions and restricted burning hours between 06:00 and 16:00. Landowners are

responsible for ensuring compliance with all permit conditions.
The approval of burning permits in close proximity to residential areas continues to present air quality management challenges, with residents frequently lodging complaints regarding smoke and odour impacts associated with these burns.

While the district is the responsibility authority issuing these burning permits, in terms of the NEM: AQA and the National Framework, complaints relating to offensive emissions from non-listed activities fall within the jurisdiction of the relevant local municipality's Air Quality Officer.
The recurring complaints from neighbouring residential communities highlight the need for further engagement between CWDM Legal Services, Fire Services, air quality authorities, local municipalities, and the agricultural sector to explore practical measures that balance agricultural needs with the protection of public health and amenity. Discussions should consider the development of clearer criteria for burning permit approvals near residential areas, including the possible establishment of buffer zones where agricultural biomass burning would be restricted or prohibited within a specified distance of residential settlements. Such measures could assist in reducing community exposure to smoke impacts while providing greater certainty for both residents and landowners.

AMENDED NATIONAL DUST CONTROL REGULATIONS

The CWDM Air Quality Officer attended a DFFE hosted a National Dust Control Regulations (NDCR) Authorities Workshop and an implementation workshop for industry stakeholders to obtain guidance on the implementation of the amended regulations.
The amended NDCR introduced expanded regulatory responsibilities for district

municipalities, including the regulation of listed activities, mining and reclamation operations, controlled emitters and suspected dust nuisance activities. Additional responsibilities include inspections, compliance monitoring, audits and reporting. DFFE further advised that district municipalities will assume responsibility for regulating mines and quarries currently administered by the Department of Mineral and Petroleum Resources.

The expanded regulatory mandate will have significant operational and resource implications for district municipalities. The additional statutory functions have been assigned without corresponding increases in institutional capacity or funding, placing increased pressure on existing municipal resources. In this regard, CWDM engaged with both DFFE and the Western Cape Department of Environmental Affairs and Development Planning to raise concerns regarding the implementation of the amended regulations and the potential impact of these unfunded mandates on municipal air quality management functions.

Air Quality Staff Capacity

CWDM's Air Quality Management function was established in accordance with legislative mandates though the expansion and increasing complexity of air quality regulatory responsibilities have placed greater demands on the existing capacity. The designated Air Quality Officer is responsible for managing a wide range of regulatory, compliance, monitoring, licensing, reporting, and enforcement functions with limited institutional support. Strengthening the institutional capacity of the function would enhance regulatory implementation, improve operational resilience, and support more effective proactive air quality management in alignment with national air quality objectives.

SUCCESSES

CWDM AIR QUALITY MANAGEMENT BY-LAW

Following provisional Council approval on 18 August 2025, the draft CWDM Air Quality Management By-law was published for public comment in accordance with the Municipal Systems Act. Due to language limitations in the initial public notice, the public participation process was re-advertised in isiXhosa to enhance accessibility and inclusivity.

The renewed public participation process closed on 2 April 2026, with no submissions or objections received. The draft By-law will now be submitted to Council at the next Council meeting for consideration as part of the formal decision-making and adoption process in line with applicable legislative requirements. Upon adoption, the final Air Quality Management By-law will be promulgated and made publicly available in terms of Section 13 of the Municipal Systems Act, ensuring transparency, legal certainty, and regulatory compliance.

NATIONAL ATMOSPHERIC EMISSION INVENTORY SYSTEM REPORTING

In terms of the National Atmospheric Emission Reporting Regulations (GN No. R. 283 of 2 April 2015), listed activities and controlled emitters are required to annually submit atmospheric emissions information. For the 2026 National Atmospheric Emission Inventory System (NAEIS) reporting cycle, all submissions were completed manually in accordance with the Manual Emissions Reporting Notice (GN No. 4493 of 8 March 2024).

CWDM notified all Section 21 Listed Activities and Section 23 Controlled Emitters of their reporting obligations and provided support through engagements and site visits to assist with manual submissions and emission calculations. By 30 June 2026, all facilities listed on the CWDM NAEIS Master List had submitted their 2025 emission reports and supporting documentation to the DFFE NAEIS SharePoint platform.

Disaster Management Services

The Cape Winelands Disaster Management Centre (CWDMC) consists of a Disaster Management Centre and four permanent staff members (2 filled, 2 vacant) assisted by interns. The purpose of the CWDMC is to ensure the coordination of multidisciplinary and multisectoral risk reduction through integrated institutional capacity for disaster risk management, disaster risk assessment, response and recovery.

The CWDMC is fully functional and compliant with the Disaster Management Act, 2002 (Act No. 57 of 2002) as amended by the Disaster Management Amendment Act, 2015 (Act No. 16 of 2015).

The functions of Disaster Management include:

- Risk assessment: A process to determine the nature and extent of risk by analysing potential hazards and evaluating existing conditions of vulnerability that could pose a potential threat or harm to people, property, livelihoods and the environment on which they depend.
- Planning: This includes the development of disaster management plans, standard operating procedures, seasonal preparedness plans, and contingency plans.
- Risk reduction: This includes:
    - prevention – how to avoid the adverse impacts of a hazard, which includes awareness and education programmes.
    - mitigation – this can include structural or non-structural measures undertaken to limit the adverse impacts of a hazard, including policies or physical structures.
    - preparedness – activities and measures taken in advance to ensure effective response to the impacts of hazards, including the issuing of early warnings, evacuation of people, etc.
- Response: The provision of assistance during or immediately after a disaster. This can be short-term such as the provision of relief items, e.g. food parcels and blankets, or of a protracted duration such as setting up of temporary shelters.

- Recovery: Decisions and actions taken after a disaster with a view to restoring the situation to normality or improving the pre-disaster conditions.

Strategic Focus: Risk Assessment and Operational Readiness

The CWDM Disaster Management Services division coordinates emergency and preparedness efforts across the district. Its strategic mandate is to reduce disaster risk and enhance community resilience, aligning with the Disaster Management Act, 2002 and the CWDM's Disaster Risk Management Plan.

The division's activities are fully integrated with the national framework.

FRAMEWORK	DETAIL
Disaster Management Act, 2002 (Act No. 57 of 2002):	Mandates the establishment of the District Disaster Management Centre and the planning process. Strategic Focus: Moving from reactive response to proactive risk reduction and planning.
Integrated Development Plan (IDP):	Disaster Management is a key performance area under Good Governance, ensuring that resilience is mainstreamed into all municipal planning (e.g., Spatial Planning, Infrastructure).

Stakeholder Engagements:

The Provincial and District Multi Hazard JOC meetings were held weekly during this period addressing the following hazards:

- Foot-and-Mouth Disease (FMD)
- Water Scarcity
- Fuel Shortages
- Severe Weather Events

The **Disaster Management Advisory Forum** meeting was held on 18 June 2026. This platform brought together approximately 40 members from various disaster management stakeholders, adopting a hybrid approach to ensure inclusivity and flexibility. The forum's primary objective is to give effect to Section 51 of the Disaster Management Act 57 of 2002, fostering integration and coordination among stakeholders. During this meeting members engaged in fruitful discussions, sharing expertise and best practices to enhance disaster management in the district. The forum provided a platform for stakeholders to consult and coordinate their efforts, ensuring a unified approach to disaster management.







A **Foreign Nationals "March-to-March"** petition meeting was attended at the Drakenstein Municipal Offices in Wellington. The purpose of the meeting was to discuss the memoranda submitted to the Drakenstein Municipality in support of applications to conduct peaceful demonstrations concerning foreign nationals who were alleged to be operating businesses in contravention of applicable municipal by-laws.

The meeting provided a platform for stakeholders to engage on the proposed demonstrations, consider the issues raised in the memoranda, and coordinate the necessary planning and response measures to ensure that the demonstrations could be managed in a lawful, peaceful, and orderly manner.

Multi-Hazard Incidents:

During the reporting period, the Western Cape Province experienced several multi-hazard incidents that also affected the Cape Winelands District. These included:

- Foot-and-Mouth Disease (FMD)
- Water Scarcity
- Fuel Shortages

In response to these incidents, the JOC was activated virtually to coordinate preparedness, response, and intergovernmental collaboration. This coordinated approach supported ongoing monitoring, information sharing, resource coordination, and the implementation of appropriate mitigation measures.

The Provincial Multi-Hazard Joint Operations Centre (JOC) convened regular coordination meetings throughout the reporting period to monitor the evolving situation, assess risks, and coordinate response efforts relating to Water Scarcity, Foot-and-Mouth Disease, and Fuel Shortages.

Similarly, the Cape Winelands District Municipality (CWDM) Multi-Hazard Joint Operations Centre held regular coordination meetings to address the district-level implications of these hazards, facilitate stakeholder collaboration, and ensure a coordinated operational response.

The Department of Agriculture also facilitated regular Foot-and-Mouth Disease stakeholder briefing sessions throughout the reporting period, providing situational updates, coordinating response activities, and strengthening collaboration among affected stakeholders.

Response to Severe Weather:

During the reporting period, the Cape Winelands District experienced a significant severe weather event characterised by prolonged heavy rainfall, gale-force winds, flooding, mudslides, widespread electricity outages, infrastructure damage, and major transport disruptions across all five local municipalities.

The municipalities most severely affected were Breede Valley, Witzenberg, and Drakenstein, while Langeberg and Stellenbosch experienced moderate impacts, including localised flooding, infrastructure damage, and power interruptions. The event resulted in widespread disruption to essential services, damage to public infrastructure, displacement of communities, and increased humanitarian needs throughout the district.

CWDM activated the Joint Operations Centre (JOC) for the duration of the incident to coordinate a multi-agency emergency response. The JOC facilitated intergovernmental coordination, resource mobilisation, situational reporting, public information management, rescue operations, humanitarian assistance, infrastructure assessments, and service restoration.

Humanitarian Impact:

The severe weather event displaced thousands of residents across the district, requiring the activation of temporary shelters and emergency relief interventions. Humanitarian assistance was coordinated through provincial departments, municipalities, non-governmental organisations, faith-based organisations, and community partners. Relief measures included the provision of emergency shelter, hot meals, food parcels, blankets, hygiene packs, emergency drinking water, sandbags, and temporary roofing materials for affected households.

Infrastructure and Essential Services:

The event caused extensive damage to public infrastructure and significantly disrupted transport and essential services across the district. Flooding, mudslides, fallen trees, and damaged bridges resulted in the temporary closure of major transport routes, while numerous rural communities experienced restricted access. Electricity supply interruptions, communication failures, and damage to water infrastructure further impacted service delivery, with several communities experiencing temporary water supply challenges.









Municipal Impact:

Breede Valley Municipality experienced the most significant humanitarian and infrastructure impacts, including widespread flooding, large-scale evacuations, damage to residential properties and public facilities, disruption to water infrastructure, rescue operations, and a confirmed fatality.

Drakenstein Municipality experienced widespread flooding, evacuations, and rising river threats.

Key Incidents:

- Flooding affected Wellington, Paarl, Gouda, Simondium, and informal settlements.
- Gouda residents were evacuated due to rising Klein Berg River levels.
- A local farm dam near Wellington posed downstream flood risks.
- Numerous drainage blockages and flooded canals required intervention.









Witzenberg Municipality experienced extensive infrastructure damage, prolonged electricity and communication outages, transport disruptions, and temporary water supply challenges affecting communities and critical facilities.

Stellenbosch Municipality experienced localised flooding, storm damage to residential properties, fallen trees, road closures, and humanitarian assistance requirements in affected communities.

Key Incidents:

- Fallen trees and blocked roads across Franschhoek, Idas Valley, Kayamandi, and Groendal.
- Roofs blown off in Franschhoek, Cloetesville, and Kayamandi.
- Mudslide impacts continued in Idas Valley.
- Franschhoek Main Road closed.





Langeberg Municipality experienced localised flooding, bridge damage, electricity outages, and disruptions to transport access in several rural areas. They also experienced severe damage to important water sources, riverbanks and agricultural power supply systems along the Breede River.

Key Incidents :

- Debris and sediment blockage occurred along the Keisie and Kingna River in Montagu.
- Severe flooding submerged pumpstations in Ashton, disrupting the water abstraction system.
- Extreme base-layer erosion and drainage collapse caused washouts along Angora Weg in Bonnievale.
- Blown distribution poles and submerged mini-substations cut primary agricultural power connections along the Breede River.

Health Services:

The severe weather event placed additional pressure on health services due to electricity outages and restricted road access. Although hospitals remained operational throughout the incident, several clinics experienced temporary service disruptions, and alternative arrangements were implemented to ensure continued access to essential healthcare services and chronic medication for affected communities.

Response Coordination:

The emergency response involved close collaboration between CWDM, local municipalities, provincial departments, emergency services, law enforcement

agencies, utility providers, humanitarian organisations, and community stakeholders. Key response activities included emergency evacuations, search and rescue operations, humanitarian relief distribution, public information management, infrastructure damage assessments, traffic and road management, and coordination of utility restoration.

Severe Weather Assessments by the Premier & Western Cape Cabinet:

On 27 May 2026, Premier Alan Winde led a Western Cape Government delegation, including the provincial Cabinet and disaster management teams embarked on a ground oversight assessment of flood-damaged areas across the Cape Winelands District Municipality.

The primary purpose of this multi-disciplinary assessment was to evaluate severe weather damages monitor local rebuilding progress, coordinate with municipal leadership, evaluate critical infrastructure failure, and expedite emergency funding. The following areas in the Cape Winelands District Municipality were identified and visited:

- Witzenberg Municipality: Ceres, Op-Die-Berg
- Drakenstein Municipality: Gouda
- Breede Valley Municipality: Rawsonville, Worcester
- Langeberg: McGregor Bridge, and Red Bridge



Recovery and Ongoing Priorities:

Although severe weather conditions subsided during the reporting period, recovery and rehabilitation efforts remain ongoing. Priority interventions include the restoration of damaged infrastructure and essential services, continued humanitarian support to affected communities, reopening of transport routes, repair of water and electricity infrastructure, infrastructure damage assessments, and ongoing monitoring of flood-related risks.

The National Disaster Management Centre and the Western Cape Disaster Management Centre visited the municipalities that were impacted by severe weather events to do verifications on the preliminary damage assessments of critical municipal infrastructure. This exercise led to the application of Disaster Recovery Grant to repair the damaged infrastructure.

Humanitarian Relief Operations:

CWDM coordinated the provision of humanitarian relief to the affected municipalities. About 400 Food Buckets, 200 Blankets, 200 Hygiene Kits were issued to local municipalities.

Municipality	Items provided	Status
Breede Valley	146 Food Buckets, 120 Blankets, 44 Mattresses	Delivered
Drakenstein	61 Food Buckets, 140 Blankets, 8 Roof Sheets, 3 Mattresses	Delivered
Witzenberg	101 Food Buckets, Generator	Delivered
Langeberg	60 Blankets, 77 Food Buckets	Delivered





Humanitarian Relief Donation:

The Department of Infrastructure, in collaboration with the Public Service Commission, coordinated a humanitarian relief initiative to support communities affected by severe weather events in the Cape Winelands District Municipality.

Through this initiative, donations of clothing, blankets, sanitary towels, and socks were collected for distribution to individuals and families who were left destitute as a result of the severe weather conditions.

A special acknowledgment is extended to Falke Euro Socks for its generous donation of socks, which contributed significantly to the relief effort. This collaborative initiative demonstrates the commitment of government departments and private sector partners to supporting vulnerable communities during times of need.





Impact-Based Weather Warnings: Winter Season Campaign

The winter season in the Western Cape is associated with increased rainfall, cold temperatures, strong winds, and severe weather events that heighten disaster risk. In the Cape Winelands District, these conditions can lead to flooding, stormwater system failures, informal settlement fires, infrastructure damage, and service delivery disruptions.

Vulnerable communities, particularly those in flood-prone and low-lying areas, informal settlements, and farming communities, are disproportionately affected during the winter season. These impacts place significant strain on municipal infrastructure, emergency response systems, and social support mechanisms.

In response to these recurring risks, the South African Local Government Association (SALGA), in collaboration with the South African Weather Service (SAWS) and the Western Cape Provincial Disaster Management Centre (WC: PDMC) and Cape Winelands Disaster Management division, implemented a coordinated Impact-Based

Weather Warnings: Winter Season Campaign. The initiative seeks to strengthen anticipatory action, improve community-level preparedness, and enhance the dissemination and use of impact-based forecasts and warnings among local, district, and provincial role-players before and during the winter period.

On 25 May 2026, the Impact-Based Weather Warnings: Winter Awareness Campaign was held at Kayamandi Corridor Hall in Stellenbosch. The Ward Councillors and Ward Committee members were in attendance. After the engagement, there was a walk about in the community, to distribute the awareness materials and also to view the situation in Kayamandi.



Anticipated Social Conflict: June 2026

In anticipation of the planned march on 30 June 2026 and the potential for social unrest, the CWDM implemented a series of proactive measures to enhance preparedness and ensure a coordinated response to any unforeseen incidents. The Municipality convened stakeholder engagements with relevant government departments, law enforcement agencies, humanitarian organisations, and other key role players to strengthen coordination, clarify roles and responsibilities, and facilitate effective contingency planning.

As part of the humanitarian preparedness measures, temporary places of safety were identified and activated in the Stellenbosch, Breede Valley, Langeberg, and Drakenstein local municipalities and essential humanitarian assistance were provided to foreign nationals who were accommodated at the shelters while awaiting processing by the Department of Home Affairs as part of the voluntary repatriation process.

The coordinated voluntary repatriation operation concluded on 05 July 2026, with 244 foreign nationals transported from the Cape Winelands district towards Musina. All district assembly points and temporary accommodation facilities were closed following the successful completion of transportation operations. No transport-related incidents have been reported.

Community Safety Project:

The division attended various community safety engagements, including:
As part of the Community Safety Project, five schools across the district (one in each municipal area) have been identified as bullying and substance abuse hotspot areas requiring focused intervention. The project brings together key role players to engage learners on critical social issues, with an emphasis on bullying and substance abuse.
The division including the Portfolio Councillor: Disaster Management visited Dalweide Primary School in the Drakenstein municipal area to hand over awareness material. The material was provided to reinforce key safety messages and to support the school in sustaining awareness among learners. This follow-up visit was built on an earlier awareness session that took place on 2 March 2026 at the school.

During that session, learners were addressed by various role players who conveyed clear and consistent messages around personal safety, respectful behavior, and the dangers associated with substance use. This ongoing initiative underscores the commitment of Disaster Management and its partners to creating safer school communities across the district.
The division in collaboration with SAPS and DSD hosted a “Mother and Daughter” GBV Awareness campaign where over 200 mothers and daughters attended this important initiative. A powerful awareness message was delivered to all the attendees in terms of safety tips, emergency numbers, reporting procedures and much more relating to GBV.
The division also conducted a public participation workshop in each municipal area to gather information to draft the district safety plan. Focused discussions and interviews were conducted with SAPS, Municipal Safety officials, Neighborhood Watches, Community Policing Forum representatives, Ward Councilors and some members of the public. These sessions were conducted to get the opinion of the public/community with regards to community safety. The findings will be included in the District Safety

Plan.

Various stakeholder meetings the division attended:

- Public Participation Workshops in each municipal area
- Provincial Rural Safety Technical Committee
- Community Safety Steering Committee
- Local Community Safety Forums



Challenges:

Lack of human capacity.

Fire Services

VISION

A professional fire service dedicated to the protection of life, property, livelihoods and the environment from veld fires and other threatening dangers.



LEGISLATIVE MANDATE AND RELATED LAWS

The Fire Brigade Services Act, 1987 (Act No. 99 of 1987) is the primary piece of legislation regulating fire services and provides for the establishment, maintenance, employment, co-ordination, and standardisation of fire brigade services. The Cape Winelands District Municipality has established and endeavours to maintain a service in accordance with the prescribed requirements. It employs its service for-

(a) preventing the outbreak or spread of a fire.
(b) fighting or extinguishing a fire.
(c) the protection of life or property against a fire or other threatening danger.
(d) the rescue of life or property from a fire or other danger.
(e) the performance of any other function connected with any of the matters referred to above.

In terms of section 84 of the Local Government: Municipal Structures Amendment Act (Act No. 117 of 1998), as amended, it further mandates Cape Winelands District Municipality to deal with specialised firefighting services such as mountain and veld fires.

Complimented by the National Veld and Forest Fire Act (Act No. 101 of 1998), as amended by the National Fire Laws Amendment Act, its purpose is to prevent and combat veld, forest and mountain fires throughout South Africa. The Act applies to the open countryside beyond the urban limit and puts in place a range of requirements. It also specifies the responsibilities of landowners. The term 'owners' includes lessees, people in control of land, the executive body of a community, the manager of State land, and the chief executive officer of any local authority. The Act provides for a variety of institutions, methods and practises for achieving the purpose.

THE VELD FIRE RISK

Veld fires, which include fires in grasslands, forests, and mountains, are a significant challenge in our district of approximately 23,000 km². These fires can lead to emergencies and disasters, occurring naturally from lightning and, in the Cape Mountains, from falling rocks. Humans have used fire for hunting and environmental management for over a million years, and today, we still employ it to manage grazing and prevent uncontrolled fires.

Veld fires pose risks to life, property, and the environment, and our vulnerability has increased with urban expansion. Most fires are ignited by human actions, either intentionally or through negligence, such as unattended cooking or rubbish fires.

Proper management of veld fires is essential for public safety and environmental protection. These fires do not respect property boundaries and can spread quickly, especially under windy conditions. Wind increases fire spread by providing more oxygen and carrying sparks to nearby fuels.

Landowners are primarily responsible for controlling fires on their properties, but severe conditions can extend fires beyond individual land, necessitating coordinated efforts for effective management. Veld fires are a common concern that requires collective action.

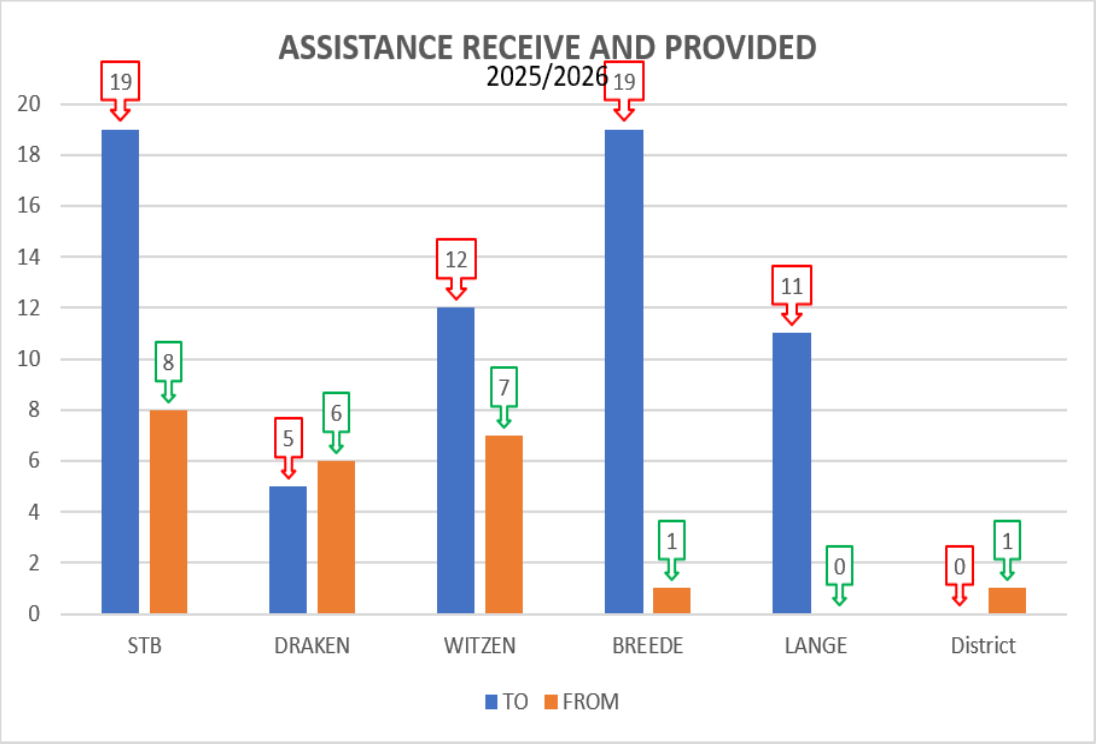
2025/2026 VELD FIRE SEASON PREPAREDNESS

The Fire Services, CapeNature, and the Winelands Fire Protection Association (WFPA) acknowledge that pre-incident planning significantly benefits incident commanders and emergency responders by capturing essential information ahead of time.

Key aspects considered during the preparations included:

- Overview of vegetation types, fire history, and trends
- Nature and extent of fire risk
- Environmental, financial, and social impacts of fires
- Current capabilities and constraints of fire services
- Analysis of fire protection methods
- Status of mutual aid agreements
- Reliable communication capabilities

The Cape Winelands District Municipality (CWDM) has a memorandum of agreement with CapeNature and the WFPA to collaborate on effectively managing veld fires in the region. The Workgroup aims to integrate efforts among natural resource managers, agriculture, and fire managers, improving fire management and raising awareness of stakeholder challenges. Before the veld fire season, the Workgroup met to share information on resources, high-risk areas, action plans, and incident command structures. These discussions are vital for assessing readiness and enhancing prevention strategies. Operational procedures and the Incident Command System (ICS) were clarified, ensuring all parties are committed to cooperative firefighting strategies.



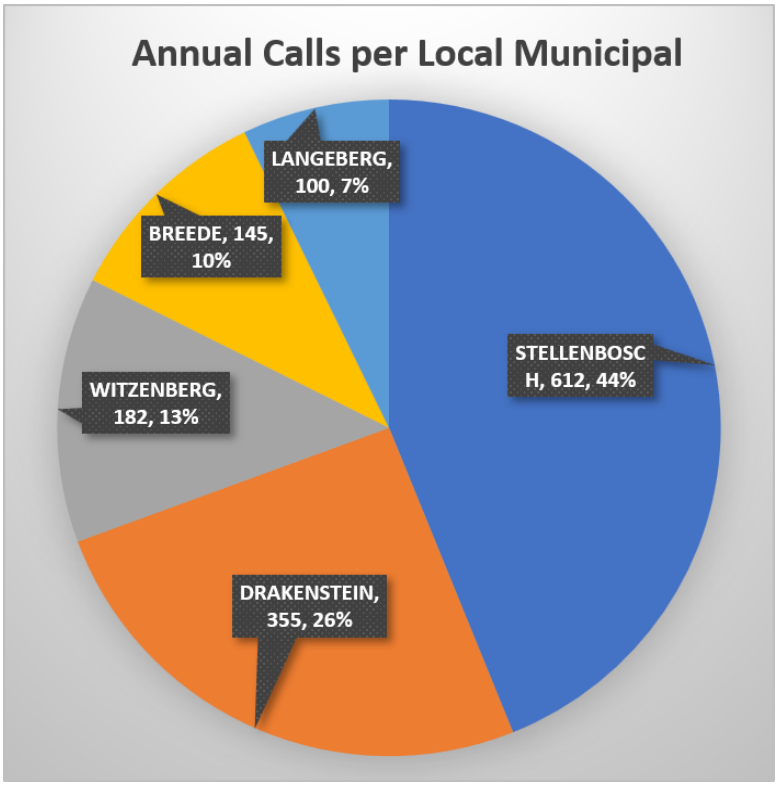
The Fire Services endeavoured to maintain a team of 110 members across five depots, with a minimum of 24 personnel needed daily to operate 12 firefighting vehicles. They prioritized operational readiness and effective community service. Mutual aid agreements with local municipalities and neighbouring districts enhance cooperative efforts during major fires when resources are stretched.

For aerial support, the CWDM had two helicopters with a water carrying capacity of 1,200 liters each available, with the Western Cape Government also deploying aircrafts for initial responses to high-risk fires. Cape Winelands had ten (10) ground firefighting teams, each team consisting of ten fire fighters, with a total of 100 members available for the veld fire season.

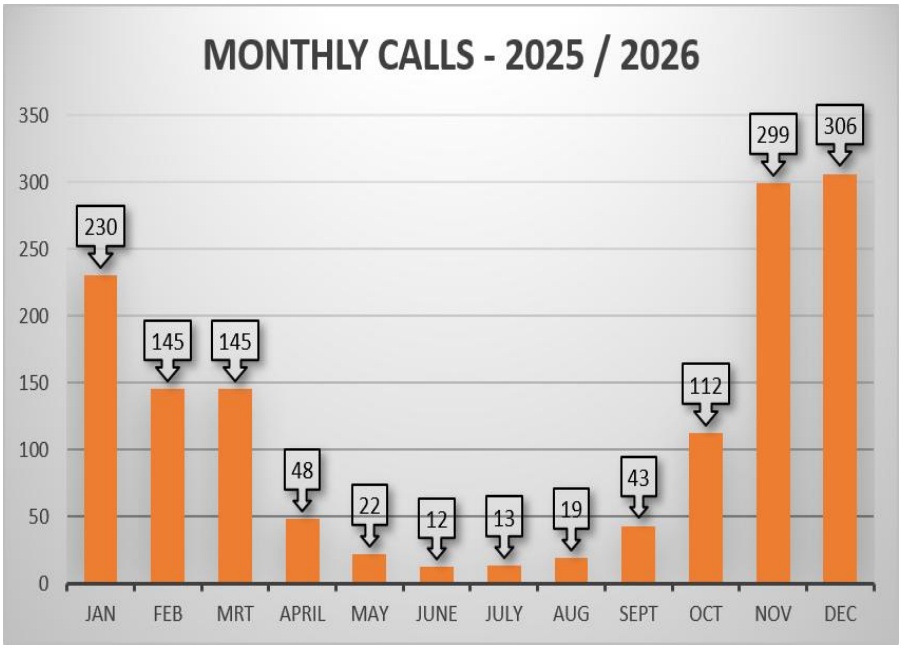
Media communications were managed by the public information officer, with reports approved by the Incident Commander before release, ensuring official statements represent the Incident
Management team rather than individual agencies.

2025/2026 FIRE STATISTICS

Veld Fire data for our area of jurisdiction have been collected from our FireWeb system, and the analyses thereof greatly assist with our strategies, tactics and operational plans going forward.



The pie chart above reflects the number and percentage of veld fire incidents from 1 July 2025 to 30 June 2026. Therefore, it must be noted that the highest number of veld fire incidents that we have attended to are within the boundaries of Stellenbosch and Drakenstein making up a combined percentage of 70% of the total calls.



The bar graph above depicts the number of calls per month from 1 July 2025 to the period ending June 2026. It is found that the highest frequency of veld fires occurred from October 2025 to April 2026.

2025/2026 VELD FIRE SEASON

Fire Call's per annum within the Cape Winelands District remains above the 1000 mark, which places the Fire Service under severe operational pressure. Major fires (which are fires that burns over an extensive area for an extended operational period) were experienced throughout the season. The Service found it challenging to balance resources and to always maintain a state of readiness. CWDM Fire Services responded and attended to 1304 fires reported from 1 October 2025 to 25 May 2026.

Apart from the number of simultaneous fires, the extreme weather conditions over extended periods such as high temperatures and strong winds also contributed to making suppression operations very difficult.

Most of the fires were brought under control and extinguished either within hours or limited to a few days. This is due to the agreed veld fire season response plan of large-scale rapid attack with various resources to the identified high-risk areas. The high

number of fires could only be attended to in many instances with the assistance of our

Local Municipalities, Cape Nature, members of the Winelands Fire Protection Association, contracted ground veld firefighting crews and aerial firefighting support.

The Incident Commanders and fire crews did extremely well to manage the incidents. Some damage to property was reported and other damages include vineyards, orchards, water pipes, water tanks, fences, etc.

The fire fighters and pilots displayed tremendous dedication, commitment and skill during the past season. Was it not for their exceptional work, Cape Winelands would have experienced far greater damage and losses of property and risks to lives.

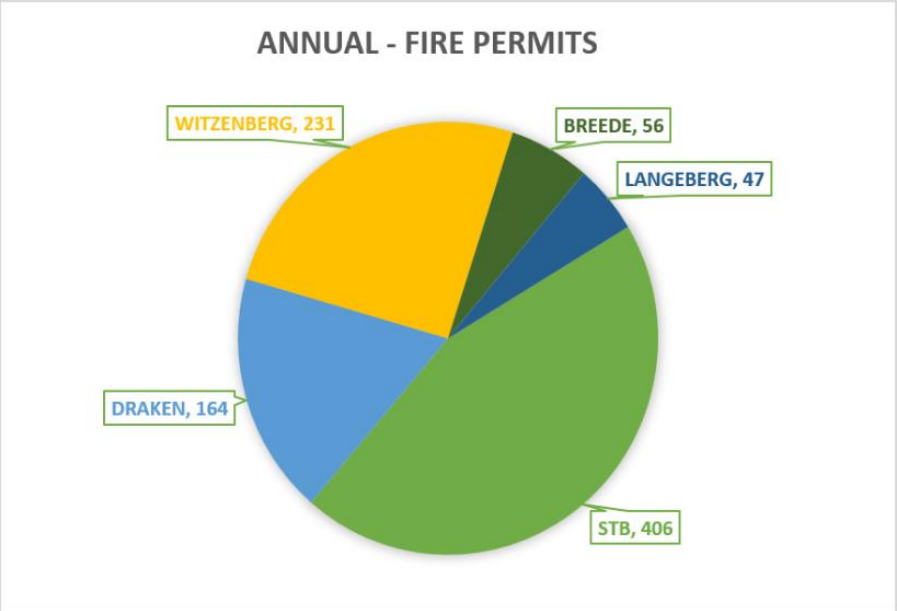
Regular feedback was provided to our Executive Mayor, Portfolio Councillor, Senior Management and the Media through our Communications Division regarding major incidents within our area of jurisdiction.

2025/2026 VELD FIRE RISK REDUCTION

Fire permits are essential for safely conducting controlled burns, which help manage vegetation and reduce fuel loads while minimizing the risk of uncontrolled fires. During high fire danger periods, permits may restrict activities that could ignite fires, preventing accidental wildfires.

To obtain a fire permit, individuals and organizations must follow specific safety regulations and implement measures to reduce risks. The process also requires emergency plans to ensure effective management of any fire incidents. Cape Winelands Fire Services approved 904 fire permits 2025/2026 year.

The main aim of fire permits is to protect public safety, reducing the risks of injury, death, or property damage. When managed appropriately, controlled burns can effectively support ecosystem management and biodiversity. Overall, fire permits are vital for balancing land management activities with the need to safeguard lives and the environment.



TRAINING

During the 2025/2026 financial year our aim was to provide most fire fighters in our region with the basic firefighting training and then shift our focus to more specialised training. Since we are the only other recognised training academy outside the City of Cape Town with SAESI/IFSAC accreditation in the Western Cape Province, we decided to broaden the pool of fire service instructors as that was identified as scares skills during our District training needs analysis.

During the 2025/2026 fiscal year we had a huge backlog of training on certain programs, but we managed to develop capacity at the training academy to assist with the presentation of more courses that led to an over performance. Our target was 60 students, but we managed to train a total of 160 students.



COMPONENT I: FINANCIAL AND STRATEGIC SUPPORT SERVISES

EXECUTIVE AND COUNCIL

This component consists of the executive office (Executive Mayor, Councillors and Municipal Manager).

Vision

A unified Cape Winelands of excellence for sustainable development

Mission

Working together towards effective, efficient and economically sustainable development.

Core values

The core values of the CWDM are largely shaped by the moral fiber of the administrative and political leadership of the district municipality, guided by the Batho Pele service delivery principles and the strategic compass provided by the Western Cape Government (WCG) through its Strategic Plan, which reflects the core values of the WCG.

The following core values reflect the character and organisational culture of the CWDM:

- Commitment to the development of people;
- Integrity in the performance of our duty;
- Respect for our natural resources;
- Transparency in accounting for our actions;
- Regular consultation with customers on the level and quality of services;
- Higher levels of courtesy and professionalism in the workplace;
- Efficient spending and responsible utilisation of municipal assets; and
- Celebrating diversity.

PROPERTY MANAGEMENT

Introduction: Property Management

Property management is the process of managing the property of the CWDM by maintaining and handling activities incidental to the property in order to maximise the use of all the properties as contained in the property register and to provide optimal financial, social, economic and operational benefits to the CWDM.

The MSA specifically highlights the duty of municipalities to provide services in a manner that is sustainable. The MFMA requires municipalities to utilise and maintain their assets in an effective, efficient, economical and transparent manner.

The MFMA specifically places responsibility for the management of municipal immovable property with the Municipal Manager. Furthermore, the Occupational Health and Safety Act, 1993 (Act No. 85 of 1993) requires municipalities to provide and maintain a safe and healthy working environment, and in particular to keep its immovable property safe.

Property Management priorities

The Municipal Manager is also the principal custodian of the district municipality's immovable assets, including the safeguarding and the maintenance of those assets. The Municipal Manager ensures that the district municipality maintains a management, accounting and information system that accounts for the immovable assets of the CWDM and ensures that property management is applied in a consistent manner and in accordance with legal requirements and recognised good practice. The district municipality's immovable property is valued in accordance with the standard of generally recognised accounting practice (GRAP). Furthermore, the district municipality has and maintains a system of internal control for the immovable assets, including an asset register.

The Chief Financial Officer is responsible to ensure, in exercising her financial responsibilities, that:

- appropriate systems of financial management and internal control are established and carried out diligently;
- the financial and other resources of the district municipality are utilised effectively, efficiently, economically and transparently;
- any unauthorised, irregular, fruitless or wasteful expenditure and losses resulting from criminal or negligent conduct are prevented;

- all revenue due to the district municipality is collected, for example rental income, relating to immovable assets;
- the systems, procedures and registers required to validate the financial values of the district municipality's immovable assets are maintained to standards sufficient to satisfy the requirements of the Auditor-General;
- financial processes are established and maintained in order to ensure the district municipality's financial resources are effectively utilised through appropriate asset plans, budgeting, purchasing, maintenance and disposal decisions; and
- the Municipal Manager is appropriately advised on the exercise of powers and duties relating to the financial administration of immovable assets.

Property Management impact

The CWDM exhibits good governance and customer care through an efficient and sustainable process of property management. Councillors and officials are custodians on behalf of the public of immovable municipal assets. Key themes pertaining to municipal property management include:

- long-term sustainability and risk management;
- efficient service delivery and improvement;
- performance monitoring and accountability;
- community interaction and transparent processes;
- priority development of minimum basic services for all; and
- the delivery of support in addressing the needs of the poor.

A municipality has the right to do anything reasonably necessary for, or incidental to, the effective performance of its functions and the exercise of its powers in terms of section 156(5) of the Constitution of the Republic of South Africa, 1996 and section 8(2) of the MSA. Furthermore, a municipal council, within the municipality's financial and administrative capacity, and having regard to practical considerations, has the duty to use the resources of the municipality in the best interests of the local community in terms of section 4(2)(a) of the MSA.

Property management at the CWDM incorporates best practice methodologies and is aligned to the latest national and provincial legislation such as the MFMA and the Municipal Asset Transfer Regulations, 2008 as published in the Government Gazette No. 31346 of 22 August

2008, which applies to the transfer and disposal of certain immovable property owned by municipalities and the granting by municipalities of rights to use, control or manage certain immovable property.

Comprehensive property management maximises the district municipality's property assets by procuring strategically, managing and maintaining assets throughout their useful lifecycle and providing asset visibility through data capturing during the use and disposition phases.

Comment on the performance of Property Services overall

No capital projects.

CHAPTER 4 – ORGANISATIONAL DEVELOPMENT PERFORMANCE (PERFORMANCE REPORT PART II)

Section 38 of the MSA, determines that a municipality must establish a Performance Management System that promotes a culture of performance among office-bearers and its administration and oversee its affairs in an economical, effective, efficient and accountable manner. Regulation 7 of the Local Government: Municipal Planning and Performance Management Regulations further sets out the components of a performance management system.

In September 2021, the Municipal Staff Regulations and its guidelines were promulgated for implementation from 1 July 2022. These regulations specifically highlighted and prioritised skills development, as per Chapter 5: Skills Development of the MSR. This new legislative landscape will undoubtedly change all municipal capacity-building processes. The CWDM is on the forefront of this challenging landscape in our effort to transform and ensure internal compliance, as well as advising and coordinating our local municipalities within the district, as per our mandate. In terms of the above-mentioned Staffing Regulations, the Municipality was required to update their current skills and in terms of what is required as stated by these Regulations. The Municipality appointed a specialist Service Provider to assist with the implementation of these Regulations.

For the 2025/26 financial Year the following were implemented:

Project	Status
PMDS Awareness Sessions	Completed
Assist with the review of the IPM Policy	Completed
Performance Management System (Training) Performance Plans	Completed
Competency Framework Training	Completed
Staff Establishment Diagnosis	Completed
Change Management Training	Completed
SDBIP load on system and IPMDS load on system (2025/26)	Completed
ROI on training	Completed
HR training for non-HR practitioners	Completed
Training on policy/strategy/framework/guideline development	Completed
General System Training – Updating of KPI's SDBIP and IPMDS	Completed
Implementation of a HR Policy Register	Completed
Talent Management and Succession Implementation Plan	Completed
Revision of EE Policy	Completed

HR Strategy Implementation Plan	Completed
Implementation of HR Policy Register to monitor regular review	Completed
Talent management and succession planning implementation plan	Completed
HR Strategy Implementation plan	Completed
Review of the JD's to be aligned with staff establishment	Completed
Maturity Assessment	Completed
Annual MSR Review	Completed
HR and IPM SOPs`	Completed
Skills Audit and Gap Analysis	Completed
Develop PDPs`	Completed
Development of HR Risk Register	Completed
Employment Equity Plan	Completed
Review of the JD's to be aligned with staff establishment	Completed

The following policies were finalized in December 2024, to be consulted with and adopted by Council in the 2025/26 year:

- Employee Wellness Policy;
- Diversity Management Policy
- Disability Policy
- Revised Education, Training and Development (ETD) Policy
- Revised Occupational Health and Safety (OHS) Policy
- Mentoring and Coaching Policy
- Experiential Training Policy

The following Standard Operating Procedures (SOPs`) were approved in May 2026:

- Functioning of Departmental Moderation Committees;
- Functioning of Municipal Moderation Committees;
- Key Performance Indicator Development;
- Perfdormance Management Evaluation
- Creation of Performance Agreements

Performance Management and Development System (PMDS)

During the 2025/26 financial year, the Cape Winelands District Municipality (CWDM) continued to strengthen its Performance Management and Development system through the following compliance processes align to the Municipal Staff Regulations 890 and 891.

- Compilation and submission of performance plans by all staff members by 30 July
- Continuous performance monitoring and review of staff performances through conducting mid-year and annual performance assessments respectively by 30 January and 30 August,
- Comprehensive departmental and municipal performance moderation committee meetings were conducted withing a reasonable timeframe after the end of the performance assessments cycles, to ensure fairness, consistency, transparency, and compliance with the Municipal Staff Regulations.

Several key milestones informed the Performance Management cycle during the year:

- **On 06 October 2025,** training was provided to management (Managers/Line Manager/Supervisors) on the Departmental and Municipal Performance Moderation Committee processes;
- **On 08, 14, 15 and 16 October 2025,** the departmental performance moderation committees convened to finalise the performance moderation cycle;
- **On 16, 22, 23, 27 and 29 October 2025**, reconvened moderation committee meetings were held to address performance assessments that were referred to line managers for clarification, that does not conform to performance norms and standards or lack of evidence to support the performance ratings, counselling, and re-assessment;
- **31 October 2025**, the Municipal Performance Moderation Committee convened to approve the final performance moderation assessment outcomes.

The performance moderation processes identified several recurring challenges, including inadequate supporting evidence, discrepancies between self-assessments and supervisor ratings, misalignment between Key Performance Areas (KPAs) and job descriptions, and inconsistent application of performance standards by supervisors.
As a result, corrective action such as counselling, and re-evaluation were put in place to ensure process are fair, realistic and consistency across the organisation.

To address the above challenges, the Cape Winelands District Municipality implemented remedial interventions aimed at strengthening the overall organisational performance management and development system practices. The following staff performance management developmental interventions were roll-out through the financial year:

- Performance planning, key performance indicator development, evidence management, performance assessments, performance development plans (PDPs), competency management, and the alignment of performance agreements with job descriptions and organisational objectives;
- Departmental and municipal performance moderation committee members training.

The municipality recognised the need to improve the performance culture of leadership accountability to ensure performance excellence throughout the organisation. Therefore, the implementation of corrective measures, revised assessment schedules, and continuous developmental interventions is expected to enhance the quality, consistency, and effectiveness of performance management across the municipality. Overall, the 2025/26 performance moderation cycle provided valuable insights and lessons that will contribute to the continuous improvement of CWDM's performance management and development system.

Municipal Staff Regulations (MSR) Implementation: District/Provincial Initiatives

In addition to the above internal processes, the CWDM are on the forefront of training and sharing the synchronisation of the HR Value Chain with all other municipalities within the Western Cape. The latter, in corporation with the Provincial Department of Local Government commenced in July 2025, with a series of provincial workshops and includes a Mentoring Programme with Kannaland Municipality. The importance of understanding and alignment of internal municipal capabilities with the broader government strategic priorities becomes imperative to achieving local, provincial and national objectives and successes.

Municipal Human Resource Management and Organisational Development do not function as independent administrative activities. They are strategic instruments that enable local government to respond effectively to the developmental needs of communities while aligning with the broader priorities of national, provincial, and local government. Within the Cape Winelands District Municipality (CWDM), this alignment is particularly important because the district serves a diverse population spread across urban centres, agricultural communities, and rural settlements. The Integrated Development Plan (IDP) provides the strategic roadmap through which the municipality translates national and provincial objectives into practical interventions that improve the quality of life of residents. The municipality's vision of building a safe, prosperous, and united Cape Winelands is underpinned by cooperative governance, effective resource utilization, community participation, and sustainable development.

At a national level, municipal capacity development is shaped by the National Development Plan 2030 and the Medium-Term Development Plan priorities, which seek to stimulate inclusive economic growth, reduce poverty and inequality, and build a capable, ethical, and developmental

state. These priorities are reinforced by the Batho Pele principles, which place citizens at the center of public service delivery and require all public servants to demonstrate professionalism, accountability, transparency, and responsiveness. At the provincial level, the Western Cape Government advances these objectives through its focus on economic growth and job creation, public safety, community wellbeing, and innovative, citizen-centred governance.
The role of local government is therefore to ensure that these broad policy intentions are translated into tangible outcomes through the IDP, Service Delivery and Budget Implementation Plan (SDBIP), Municipal Staff Regulations, and the municipal HR value chain.

The Municipal Staff Regulations provide the legislative foundation for achieving these outcomes by promoting fair and transparent employment practices, merit-based recruitment, professional ethics, institutional accountability, and sound governance. These regulations recognise that municipalities can only deliver quality services when they attract, develop, and retain competent employees who possess the skills and values necessary to meet community expectations. In this regard, capacity building extends beyond training and development and becomes a strategic process of strengthening individuals, organisations, and institutions simultaneously.

Within the current South African context, municipalities face a range of complex and interconnected challenges. High unemployment levels, particularly among the youth, place increasing pressure on local government to facilitate economic opportunities and skills development. Communities continue to experience poverty, rising living costs, and growing demands for improved municipal services. In the Western Cape, additional challenges such as climate change, drought preparedness, energy security, public safety concerns, migration into urban areas, informal settlement growth, and infrastructure maintenance require municipalities to adopt innovative and sustainable approaches. For the Cape Winelands District, where agriculture, tourism, hospitality, and small business development are key drivers of the economy, municipal capacity must be aligned to support both economic growth and social development.

Addressing these challenges requires a multi-dimensional approach to capacity building that focuses first on individual capacity. Municipal employees must be equipped with the technical, managerial, digital, and interpersonal skills needed to perform their functions effectively in an

increasingly complex environment. This includes strengthening competencies in engineering, infrastructure management, environmental sustainability, project management, financial administration, spatial planning, and customer service. At the same time, employees must be nurtured as ethical public servants who understand the importance of Batho Pele principles and who recognise that every interaction with a resident contributes to public perceptions of government. Investing in internships, learnerships, apprenticeships, graduate programmes, and continuous professional development will not only strengthen municipal performance but also create pathways for young people to enter the labour market and contribute productively to society.

However, skilled individuals alone cannot achieve service delivery excellence if they operate within weak systems or fragmented structures. Organisational capacity therefore becomes equally important. Municipalities must ensure that their structures, systems, policies, technologies, and leadership practices support efficient service delivery and informed decision-making. Across the Cape Winelands, communities consistently raise concerns relating to infrastructure deterioration, water security, waste management, road maintenance, housing pressures, and energy resilience. Building organisational capacity requires municipalities to strengthen workforce planning, improve succession management, adopt digital technologies, modernise service delivery platforms, and implement data-driven planning processes. Through the introduction of smart infrastructure monitoring systems, predictive maintenance programmes, online citizen engagement platforms, and integrated planning tools, municipalities can improve efficiency while becoming more responsive to the needs of residents.

Institutional capacity forms the final and equally critical dimension of municipal development. Effective governance depends on strong oversight, legal compliance, stakeholder collaboration, and meaningful public participation. Communities across South Africa are increasingly demanding transparency, accountability, and active involvement in decisions that affect their daily lives. Municipalities must therefore strengthen relationships with community organisations, ward committees, traditional leaders, educational institutions, the private sector, civil society organisations, and other spheres of government. Within the Cape Winelands context, collaborative partnerships have the potential to unlock innovation, expand access to resources, and create integrated solutions to persistent social challenges such as crime, substance abuse, youth unemployment, gender-based violence, and social exclusion.

Ultimately, the strength of the CWDM lies not only in its policies and plans, but in the people who

bring them to life. By investing in capable employees, ethical leadership and continuous capacity building, CWDM creates a municipality that is better equipped to meet community needs, drive economic opportunities and build resilience for future challenges. Imagine a district where skilled and motivated officials deliver services efficiently, communities actively participate in development, and sustainable growth creates opportunities for all. Through strategic alignment and a commitment to excellence, this vision can become a lived reality of the Cape Winelands.

COMPONANT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

4.1 EMPLOYEE TOTALS, VACANCIES AND TERMINATIONS EMPLOYEE TOTALS

EMPLOYEES					
Description	YEAR -1: 30 JUNE 2025	YEAR 0: 30 JUNE 2026			
	Number of employees	Number of approved posts	Number of employees	Number of vacancies	Vacancies %
Water	0	0	0	0	0%
Wastewater (Sanitation)	0	0	0	0	0%
Electricity	0	0	0	0	0%
Waste Management	0	0	0	0	0%
Housing	0	0	0	0	0%
Wastewater (Stormwater Drainage)	0	0	0	0	0%
Roads	172	298	163	135	45.30%
Transport	1	3	1	2	66.66%
Planning	1	2	1	1	50%
Local Economic Development	4	4	4	0	0%
Community and Social Services	9	14	11	3	21.42%
Environmental Protection	0	0	0	0	0%
Health	48	55	44	11	20%
Public Safety	54	79	54	25	31.64%
Sport and Recreation	0	0	0	0	0%
Corporate Policy Offices and other	107	141	106	35	24.82%
TOTALS	**396**	**596**	**384**	**212**	**35.57%**

EMPLOYEES: THE EXECUTIVE AND COUNCIL					
JOB LEVEL	YEAR -1: 30 JUNE 2025	YEAR 0: 30 JUNE 2026			
	Number of employees	Number of posts	Number of employees	Number of vacancies (full-time equivalents)	Vacancies (as a % of total posts)
T1 – T3	0	0	0	0	0%
T4 – T8	6	6	6	0	0%
T9 – T13	0	3	0	3	100%
T14 – T17	1	1	1	0	0%

T18 – T19	0	0	0	0	0%
MM & Section 56 employees	4	5	4	1	20%
Councillors	41	41	41	0	0%
TOTAL	**52**	**56**	**52**	**4**	**7.14%**

EMPLOYEES: FINANCIAL SERVICES					
JOB LEVEL	YEAR -1: 30 JUNE 2025	YEAR 0: 30 JUNE 2026			
	Number of employees	Number of posts	Number of employees	Number of vacancies (full-time equivalents)	Vacancies (as a % of total posts)
T1 – T3	0	0	0	0	0%
T4 – T8	5	6	5	1	16.6%
T9 – T13	7	11	7	4	36.3%
T14 – T17	5	5	5	0	0%
T18 – T19	1	1	1	0	0%
TOTAL	**18**	**23**	**18**	**5**	**21.73%**

EMPLOYEES: HUMAN RESOURCE SERVICES					
JOB LEVEL	YEAR -1: 30 JUNE 2025	YEAR 0: 30 JUNE 2026			
	Number of employees	Number of posts	Number of employees	Number of vacancies (full-time equivalents)	Vacancies (as a % of total posts)
T1 – T3	0	0	0	0	0%
T4 – T8	0	0	0	0	0%
T9 – T13	4	11	7	4	36.36%
T14 – T17	1	1	1	0	0%
T18 – T19	1	1	1	0	0%
TOTAL	**6**	**13**	**9**	**4**	**30.76%**

EMPLOYEES: ROAD SERVICES					
JOB LEVEL	YEAR -1: 30 JUNE 2025	YEAR 0: 30 JUNE 2026			
	Number of employees	Number of posts	Number of employees	Number of vacancies (full-time equivalents)	Vacancies (as a % of total posts)
T1 – T3	47	107	45	62	57.94%
T4 – T8	106	161	100	61	37.88%
T9 – T13	14	25	14	11	44%
T14 – T17	4	4	4	0	0%
T18 – T19	1	1	1	0	0%
TOTAL	**172**	**298**	**164**	**134**	**44.96%**

EMPLOYEES: ICT SERVICES					
JOB LEVEL	YEAR -1: 30 JUNE 2025	YEAR 0: 30 JUNE 2026			
	Employees	Posts	Employees	Vacancies (full-time equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
T1 – T3	0	0	0	0	0%
T4 – T8	1	1	1	0	0%
T9 – T13	3	4	3	1	25%
T14 – T17	1	1	1	0	0%
T18 – T19	0	0	0	0	0%
TOTAL	**5**	**6**	**5**	**1**	**16.66%**

EMPLOYEES: PLANNING SERVICES					
JOB LEVEL	YEAR -1: 30 JUNE 2025	YEAR 0: 30 JUNE 2026			
	Number of employees	Number of posts	Number of employees	Number of vacancies (full-time equivalents)	Vacancies (as a % of total posts)
T1 – T3	0	0	0	0	0%
T4 – T8	0	0	0	0	0%
T9 – T13	0	0	0	0	0%
T14 – T17	1	2	1	1	50%
T18 – T19	0	0	0	0	0%
TOTAL	**1**	**2**	**1**	**1**	**50%**

EMPLOYEES: LOCAL ECONOMIC DEVELOPMENT SERVICES					
JOB LEVEL	YEAR -1: 30 JUNE 2025	YEAR 0: 30 JUNE 2026			
	Employees	Posts	Employees	Vacancies (full-time equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
T1 – T3	0	0	0	0	0%
T4 – T8	1	1	1	0	0%
T9 – T13	2	2	2	0	0%
T14 – T17	1	1	1	0	0%
T18 – T19	0	0	0	0	0%
TOTAL	**4**	**4**	**4**	**0**	**0%**

EMPLOYEES: HEALTH INSPECTION, ETC.					
JOB LEVEL	YEAR -1: 30 JUNE 2025	YEAR 0: 30 JUNE 2026			
	Employees	Posts	Employees	Vacancies (full-time equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
T1 – T3	0	0	0	0	0%
T4 – T8	0	0	0	0	0%
T9 – T13	40	47	37	10	21.27%
T14 – T17	8	8	7	1	12.5%
T18 – T19	0	0	0	0	0%
TOTAL	**48**	**55**	**44**	**11**	**20%**

EMPLOYEES: DISASTER MANAGEMENT, ANIMAL LICENSING AND CONTROL, CONTROL OF PUBLIC NUISANCES, ETC.					
JOB LEVEL	YEAR -1: 30 JUNE 2025	YEAR 0: 30 JUNE 2026			
	Employees	Posts	Employees	Vacancies (full-time equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
T1 – T3	0	0	0	0	0%
T4 – T8	0	0	0	0	0%
T9 – T13	2	5	2	3	60%
T14 – T17	1	1	1	0	0%
T18 – T19	0	0	0	0	0%
TOTAL	**3**	**6**	**3**	**3**	**50%**

EMPLOYEES: FIRE SERVICES					
JOB LEVEL	YEAR -1: 30 JUNE 2025	YEAR 0: 30 JUNE 2026			
	Employees	Posts	Employees	Vacancies (full-time equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
Chief Fire Officer and Deputy	1	2	1	1	50%
Other Fire Officers	0	0	0	0	0%
T1 – T3	0	0	0	0	0%
T4 – T8	16	19	16	3	21.42%
T9 – T13	36	57	36	21	36.84%
T14 – T17	1	1	1	0	0%
T18 – T19	0	0	0	0	0%
TOTAL	**54**	**79**	**54**	**25**	**31.64%**

EMPLOYEES: PROPERTY, LEGAL, IDP, PERFORMANCE & RISK MANAGEMENT AND PROCUREMENT SERVICES					
JOB LEVEL	YEAR -1: 30 JUNE 2025	YEAR 0: 30 JUNE 2026			
	Number of employees	Number of posts	Number of employees	Number of vacancies (full-time equivalents)	Vacancies as a % of total posts)
T1 – T3	0	0	0	0	0%
T4 – T8	3	8	3	5	62.50%
T9 – T13	12	17	14	3	17.64%
T14 – T17	5	6	5	1	16.60%
T18 – T19	1	1	1	0	0%
TOTAL	**21**	**32**	**23**	**9**	**30%**

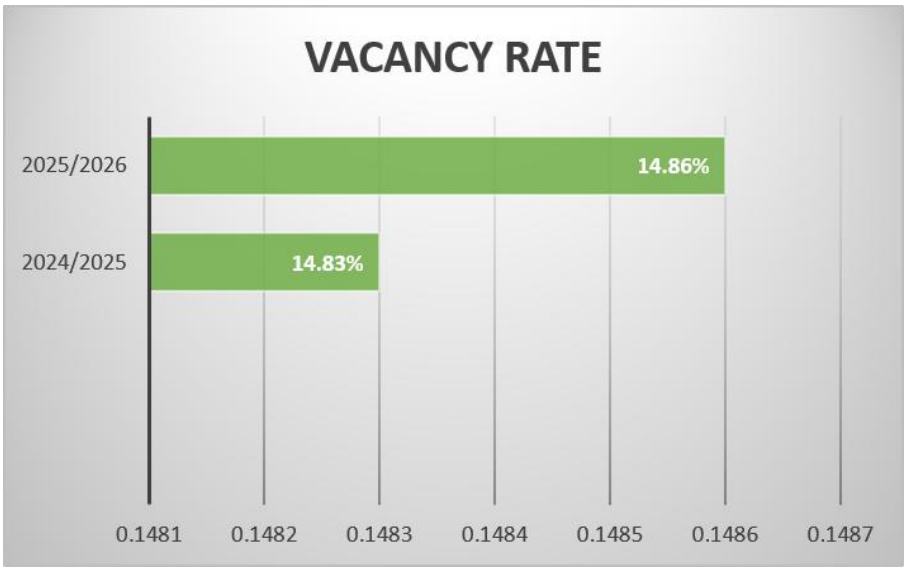
VACANCIES

VACANCY RATE: 2025/2026			
Designation	**Total approved posts**	**Vacancies (Total time that vacancies exist using full-time equivalents)**	**Vacancies (as a proportion of total posts in each category)**
	No.	**No.**	**%**
Municipal Manager	1	0	0%
Chief Financial Officer	1	0	0%
Other S56 Managers (excluding finance posts)	3	1	33.33%
Other S56 Managers (finance posts)	0	0	0%
Police Officers	0	0	0%
Firefighters	79	25	31.64%
Senior Management levels T18 – T19 (excluding finance posts)	5	0	0%
Senior Management levels T18 – T19 (finance posts)	1	0	0%
Professionally qualified levels T14 – T17 (excluding finance posts)	32	5	15.62%
Professionally qualified levels T14 – T17 (finance posts)	7	0	0%

COMMENT ON VACANCIES AND TURNOVER

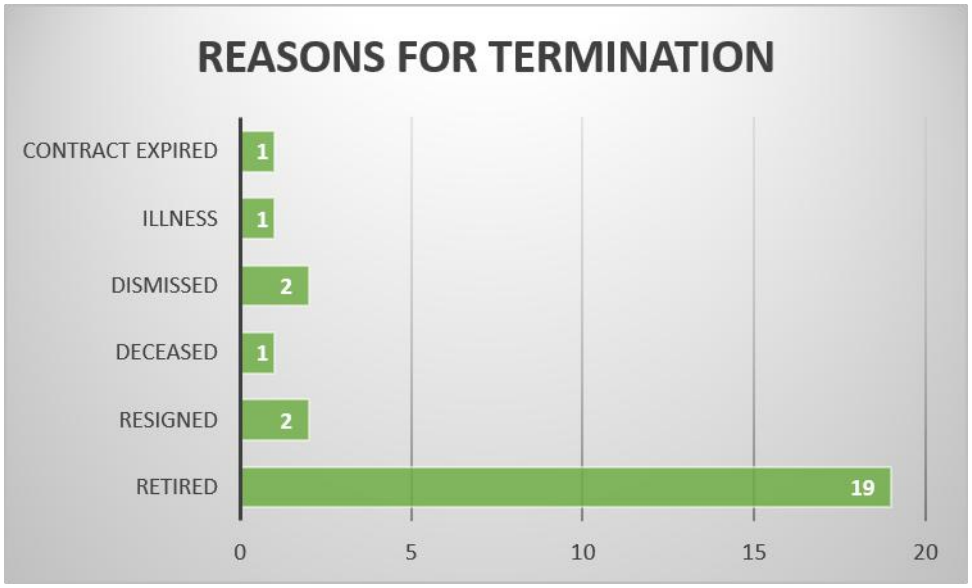
The Municipal Manager, Executive Director: Corporate Services, Executive Director: Community Development & Planning Services and the Chief Financial Officer posts were filled during the 2025/2026 financial year. The Executive Director: Technical Services position became vacant on 01 January 2025.

On 30 June 2026, the approved staff establishment of the CWDM consisted of a total of five hundred and ninety-six (596) posts of which three hundred and eighty-four (384) were filled and two hundred and twelve (212) were vacant. Of the total of two hundred and twelve (212) vacancies, only sixty-seven (67) were budgeted during the 2025/2026 financial year, resulting in a vacancy rate of 14.86%. The vacancy rate over the past two financial years calculated on budgeted vacancies is best reflected as follows:



TERMINATIONS

A total of twenty-six (26) employees terminated services at the CWDM during this period for the following reasons:

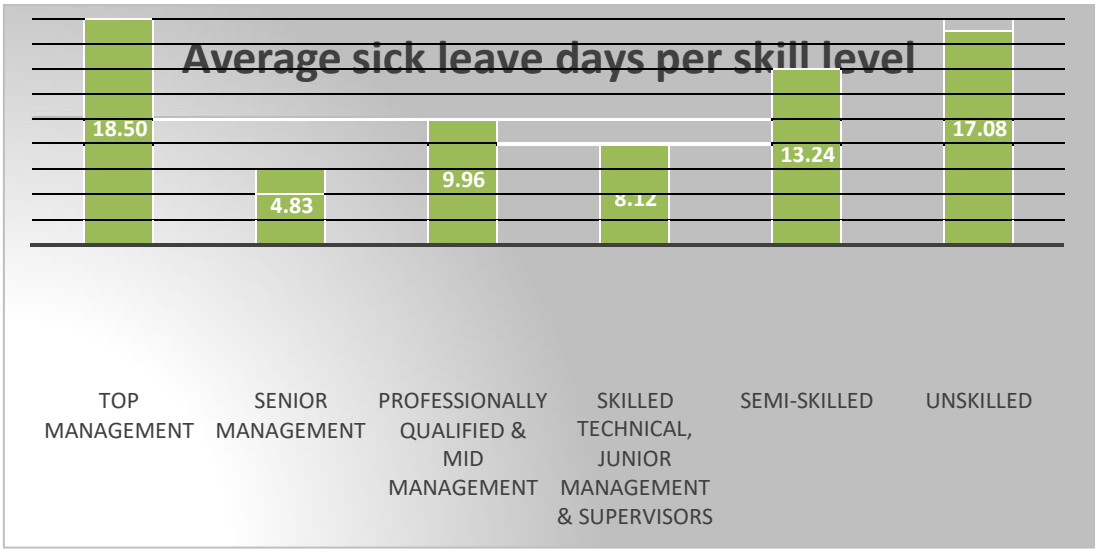


TURNOVER RATE			
Details	**Total number of employees as at beginning of financial year**	**Total number of terminations for the financial year**	**No.**
2024/2025	378	21	5.56%
2025/2026	396	26	6.56%

4.3 INJURIES

Number and cost of injuries on duty					
Type of injury	Injury leave taken	Employees using injury leave	Proportion of employees using sick leave	Average injury leave per employee	Total estimated cost
	Days	No.	%	Days	R'000
Required basic medical attention only	148	23	86.11%	6	R111,029.04
Fatal	0	0	0	0	0
Total	**148**	**23**	**86.11%**	**6**	**R111,029.04**

NUMBER OF DAYS AND COST OF SICK LEAVE (EXCLUDING INJURIES ON DUTY)					
JOB LEVELS	Total sick leave	Proportion of sick leave without medical certification	Employees using sick leave	Total employees in post*	Average sick leave per employees
	Days	%	No.	No.	Days
Top Management (MM & Section 56)	37	2.7%	2	4	18.5
Senior Management (T18 – T19)	29	37.93%	6	6	4.83
Professionally qualified and experienced specialists and mid-management (T14 – T17)	259	11.58%	26	36	9.96
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents (T9 – T13)	893	26.43%	110	139	8.12
Semi-skilled and discretionary decision making (T4 – T8)	1 946	29.45%	147	153	13.24
Unskilled and defined decision making (T1 – T3)	854	32.2%	50	58	17.08
Total	**4 018**	**28%**	**341**	**396**	**11.78**



COMMENT ON INJURY AND SICK LEAVE

Eighty (80) days' sick leave is granted to employees in a three-year (3-year) leave cycle in terms of Clause 8.2.1 of section B of the Main Collective Agreement. However, during the 2015/2016 financial year, an amendment was made in terms of which new appointees may not take more than 30 days sick leave in the first year of employment. In terms of the Main Collective Agreement, the CWDM requires a medical certificate from a registered medical practitioner if more than two (2) consecutive days are taken as sick leave by an employee. The employer is further not required to pay an employee if an employee is absent on more than two occasions during an eight-week period and, on request by the employer, does not produce a medical certificate stating that the employee was unable to work for the duration of the employee's absence on account of sickness or injury.

In an attempt to motivate employees not to abuse sick leave, amendments to the Collective Agreement on Conditions of Service for the Western Cape Division of the SALGBC now provide that employees who have not taken more than 20 days' sick leave at the end of a three-year cycle shall receive an additional 10 working days' paid sick leave to which they will be entitled in the ensuing cycle, provided that in respect of any sick leave cycle no employee shall become entitled to more than 120 working days' sick leave on full pay in a sick leave cycle.

The CWDM also adopted an Employee Assistance Programme to offer confidential assistance to employees who have the potential to be adversely affected by personal and

work-related problems, which might result in absence from the workplace because of sick leave. Through the Employee Assistance Programme, employees are assisted to resolve personal problems that affect job performance, motivated to seek help and directed to the best assistance possible.

Injury on duty leave is granted to an employee who suffers an illness or injury in the course of his/her duties for the periods corroborated by a medical certificate and is restricted to 24 months in respect of any one illness or injury. All injuries on duty that result in accident leave are investigated by the relevant supervisors, in collaboration with the Occupational Health and Safety Officer in order to establish whether there was any negligent behaviour and to impose measures to avoid future incidents/injuries that may result in accident leave. All incidents and injuries are reported on a monthly basis to the Local Labour Forum.

COMPONANT B: MANAGING THE MUNICIPAL WORKFORCE

INTRODUCTION TO WORKFORCE CAPACITY DEVELOPMENT

Skills development in South Africa is going through big changes as the Quality Council for Trades and Occupations (QCTO) prepares to take over management of quality assurance for accredited qualifications and skills programmes from the SETAs. The QCTO was set up because there was a need for an overarching institution with national capacity for quality assurance of trades and professional qualifications, rather than the system which placed quality assurance for these with the Sector Education and Training Authorities (SETAs) which are, by definition, concerned with sectors.

The QCTO register occupational qualifications and part qualifications on the NQF framework. It governs the quality assurance processes for these qualifications, which are namely to; appoint and evaluate Development Quality Partners; appoint Assessment Quality Partners (AQPs); monitor and evaluate AQPs' performance; register (and deregister) training providers on recommendation of AQPs, and to issue the qualification certificates to trainees. The QCTO Is gradually taking its delegated functions from SAQA, as it builds capacity. As described above, there is a transition period during which SETAs retain their QA functions in respect of existing qualifications.

Each qualification has an expiry date, which cannot be longer than 5 years from registration of renewal, so all existing qualifications expired by June 2026. However, due to the backlog of the mentioned processes, as well as the fact that only 30% of these qualifications were converted to the QCTO standards, most qualifications and part qualifications were deferred by the Department of Higher Education to later dates, to accommodate for the huge number of outstanding qualifications. The latter constitutes various practical implications for the CWDM, as specifications and Supply Chain Processes are negatively affected. Thus, the appointments of training service providers, due to their QCTO accreditations status are becoming very challenging for the CWDM – Effecting the implementation of training.

During the 2025/26 financial year, the municipality continued to align its skills development initiatives with the national transition from legacy SETA-accredited qualifications to the Quality Council for Trades and Occupations (QCTO) Occupational Qualifications Sub-Framework (OQSF). This transition represents a significant reform in South Africa's skills development landscape and seeks to ensure that occupational training is more responsive to workplace and industry needs.

As part of this transition, all new learner enrolments are now directed toward QCTO-accredited occupational programmes, while legacy qualifications are being gradually phased out. The municipality has therefore reviewed and adjusted its training and development plans to ensure compliance with the evolving regulatory framework and to maximise access to relevant training opportunities and SETA grant funding.

The municipality further acknowledges that the national shift to a fully QCTO-aligned system has implications for Workplace Skills Plans (WSPs), learnership implementation, assessment processes, and skills reporting requirements. In response, efforts have been made to ensure that training interventions, learnerships, and capacity-building programmes are aligned with approved occupational qualifications and national skills priorities.

During the reporting period, the municipality worked closely with accredited training providers and relevant stakeholders to ensure that employees and learners enrolled in skills development programmes receive training that meets current quality assurance standards. Particular attention was given to supporting learners who may still be completing legacy qualifications within approved teach-out periods.

On 17 June 2026, the Minister of higher Education and Training, Minister Buti Manamela issued Government Notice 7610- Directive on the Implementation and Transitional Arrangements for Pre-2009 Qualifications, Trades, and Regulatory Unit Standards. The purpose of this Directive is to provide further transitional arrangements for identified Pre-2009 Qualifications, Trades, and Regulatory Unit Standards that remain critical to national skills development priorities. This extension constitutes the final transitional arrangements towards the full implementation of occupational qualifications and skills programmes.

The municipality remains committed to developing a skilled, competent, and professional workforce through accredited occupational training programmes that support service delivery objectives, compliance requirements, employment creation, and long-term organisational sustainability. As the national transition process reaches completion, the municipality will continue to monitor legislative developments and align its human resource development strategies with QCTO requirements and best practice standards.

INTRODUCTION TO MUNICIPAL WORKFORCE MANAGEMENT

A comprehensive process was undertaken to develop and secure approval of the new five-year Employment Equity (EE) Plan in alignment with legislative requirements and the organisation's transformation objectives. This process included a detailed analysis of workforce demographics, consultation with relevant stakeholders, and the incorporation of Employment Equity targets and strategic interventions aimed at addressing identified under-representation.

The draft five-year EE Plan was extensively consulted on and presented to the Employment Equity Committee, where it received full support following constructive engagement and review. Thereafter, the plan was submitted to the Municipal Manager (MM) for consideration and was formally approved for implementation.

Following the approval of the EE Plan, the annual Employment Equity Report was successfully compiled and submitted to the Department of Employment and Labour (DOEL) on 14 January 2026, ensuring compliance with all statutory reporting requirements. The submission reflected the organisation's commitment to employment equity, workforce transformation, and regulatory compliance.

Subsequently, the organisation received a Certificate of Compliance from the Department of Employment and Labour, confirming that the Employment Equity reporting requirements had been met and that the organisation remained compliant with the provisions of the Employment Equity Act.

The Department of Employment and Labour later conducted a review of the Employment Equity submission and requested additional information and clarification on specific aspects of the report and the approved EE Plan. A comprehensive response was coordinated and submitted by the Cape Winelands District Municipality (CWDM), addressing all matters raised by the Department, providing the required supporting documentation, and demonstrating continued compliance with legislative requirements and commitment to equitable workforce practices.

This process ensured sustained compliance with Employment Equity legislation, strengthened organisational governance, and reinforced CWDM's commitment to transformation, diversity, inclusion, and fair employment practices.

EMPLOYEE WELLNESS

Employee wellness remains a critical component of both individual and organisational success. Prioritising employee well-being enables employees to maintain their physical, emotional, and psychological health, thereby enhancing resilience, engagement, and productivity in the workplace. The Cape Winelands District Municipality (CWDM) continues to provide a holistic Employee Wellness Programme (EWP) to employees and their immediate dependants. The programme is delivered internally by a qualified and registered Social Worker in partnership with the Centre for

Occupational and Wellness Services (Health1st), ensuring access to professional, confidential, and comprehensive wellness support.

Health1st plays a strategic role in supporting CWDM's commitment to employee well-being and organisational effectiveness. Through this partnership, employees have access to a broad range of services designed to promote wellness, address workplace and personal challenges, and strengthen overall organisational resilience.

Key aspects of the programme include:

- Mental and Emotional Wellness Support through professional counselling and Employee Assistance Programme (EAP) services.
- Wellness and Lifestyle Management initiatives that encourage healthy behaviours and support overall employee health and productivity.
- Financial Wellness Support aimed at improving financial literacy and reducing financial stress.
- HIV, AIDS, STI and TB (HAST) Workplace Programmes, including awareness, prevention, education, and support services.
- Chronic Disease and High-Risk Illness Management to assist employees in managing health conditions and reducing health-related risks.
- Organisational Wellness Strategy Support, including the development and review of wellness policies and programmes aligned with organisational objectives.
- Compliance and Best Practice Guidance, ensuring alignment with applicable legislation, national health priorities, and recognised human resource practices.

During the 2025/2026 financial year, a total of 182 individuals accessed counselling services through the Employee Wellness Programme. To ensure accessibility, confidential support services are available 24 hours a day, 7 days a week, through multiple communication and counselling platforms. A key focus of the programme is prevention and early intervention, achieved through regular wellness awareness campaigns, educational initiatives, and divisional wellness discussions on relevant topics. These interventions equip employees with the knowledge and skills to proactively manage their health and well-being, reducing risks before they escalate into more serious personal or workplace challenges. By investing in employee wellness, the Municipality strengthens employee well-being, enhances organisational performance, and supports the sustainable delivery of services to the communities it serves.

ROADS FUNCTION TRANSFER TO THE DEPARTMENT OF INFRASTRUCTURE (DOI)

During the reporting period, the Cape Winelands District Municipality (CWDM) was engaged in a significant organisational transition process following formal notification from the Western Cape Department of Infrastructure (DOI) regarding the termination of the longstanding agency arrangement for the management and maintenance of provincial roads. The DOI confirmed that the Memorandum of Agreement (MOA), under which district municipalities had been performing provincial roads functions on behalf of the province since 2016, would terminate on 31 March 2026, with the roads function reverting fully to the Department from 1 April 2026.

Upon receipt of correspondence from the Department, CWDM actively engaged with the DOI, SALGA, organised labour, and affected stakeholders to ensure an orderly transition of the function while safeguarding service delivery and the interests of affected employees. The Department indicated that, while operational responsibility for the roads function would revert to the province, the transfer of affected employees would be managed separately through a process contemplated in Section 197 of the Labour Relations Act. Only employees occupying approved positions on the roads organogram forming part of the agency arrangement would be included in the transfer process.

In response, CWDM participated in a series of engagements and consultations aimed at clarifying the impact of the transfer on employees, organisational structures, conditions of service, and future employment arrangements. The Municipality worked closely with the Department to review proposed transfer arrangements, assess employee implications, and ensure that employee rights and benefits were protected throughout the process. The Department undertook a comparative analysis of terms and conditions of service and commenced preparations for a Section 197(6) transfer agreement, supported by consultations with the Department of Public Service and Administration (DPSA), SALGA and organised labour.

To ensure continuity of service delivery and organisational stability, an interim transitional arrangement was introduced whereby the DOI assumed responsibility for the roads function and related operational activities, while CWDM continued administering the remuneration of affected employees pending completion of the Section 197 transfer process. During this period, the Municipality remained actively involved in management-level discussions to facilitate a seamless transition and minimise disruption to employees and service delivery.

The Provincial Minister of Infrastructure subsequently communicated further details regarding the

new roads delivery model and outlined the intended transfer process. This included the development of a Transitional Addendum to the Agency Agreement, extensive consultation with the affected district municipalities, the conclusion of agreements between the DOI and municipalities, and subsequent negotiations with recognised trade unions. The Minister emphasised that the transfer process would be guided by employee protection principles contained in Section 197 of the Labour Relations Act and that the interests and wellbeing of affected employees would remain paramount throughout the transition.

CWDM continued to provide leadership and support throughout the process by facilitating consultation, participating in intergovernmental engagements, providing guidance to affected employees, and ensuring compliance with legislative and labour-relations requirements. The Municipality remains committed to supporting employees through the transition and to working collaboratively with the Department of Infrastructure, SALGA and organised labour to achieve an orderly and legally compliant transfer of the roads function to the province.

WORKFORCE PROFILE: DEPARTMENTS - JUNE 2026

	MALE				FEMALE			
	AFRICAN	COLOURED	INDIAN	WHITE	AFRICAN	COLOURED	INDIAN	WHITE
Office of the Municipal Manager: June 2026	0.0%	25.0%	0.0%	0.0%	37.5%	25.0%	0.0%	12.5%
Office of the Municipal Manager: May 2026	0.0%	25.0%	0.0%	0.0%	37.5%	25.0%	0.0%	12.5%
Financial Services: June 2026	3.3%	20.0%	0.0%	6.7%	13.3%	40.0%	0.0%	16.7%
Financial & Strategic Support Services: May 2026	3.3%	20.0%	0.0%	6.7%	13.3%	40.0%	0.0%	16.7%
Community Development & Planning Services: June 2026	12.7%	39.0%	0.0%	16.9%	14.4%	16.9%	0.0%	0.0%
Community Development & Planning Services: May 2026	13.0%	40.0%	0.0%	17.4%	13.0%	16.5%	0.0%	0.0%
Technical Services: June 2026	33.1%	38.4%	0.6%	5.2%	10.5%	11.0%	0.0%	1.2%
Technical Services May 2026	33.3%	38.0%	0.6%	5.3%	10.5%	11.1%	0.0%	1.2%
Corporate Services: June 2026	1.8%	26.8%	0.0%	5.4%	16.1%	37.5%	0.0%	12.5%
Corporate Services May 2026	1.8%	26.8%	0.0%	5.4%	16.1%	37.5%	0.0%	12.5%
CWDM GLOBAL: JUNE 2026	19.0%	34.9%	0.26%	8.9%	13.8%	19.3%	0.0%	3.9%
CWDM GLOBAL: MAY 2026	19.3%	34.9%	0.26%	8.9%	13.5%	19.3%	0.0%	3.9%

WORKFORCE PROFILE: CWDM GLOBAL - JUNE 2026

	MALE				FEMALE			
	AFRICAN	COLOURED	INDIAN	WHITE	AFRICAN	COLOURED	INDIAN	WHITE
2025 Sector Targets	24.52%	24.41%	0.87%	0.00%	18.42%	17.61%	0.54%	5.34%
Top Management (June 2026)	0.0%	50.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%
Top Management (May 2026)	0.0%	50.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%
2025 Sector Targets	24.52%	24.41%	0.87%	0.00%	20.26%	19.38%	0.59%	5.87%
Senior Management (June 2026)	0.0%	57.1%	0.0%	0.0%	0.0%	28.6%	0.0%	14.3%
Senior Management (May 2026)	0.0%	57.1%	0.0%	0.0%	0.0%	28.6%	0.0%	14.3%
2025 Sector Targets	24.52%	24.41%	0.87%	0.00%	20.26%	19.38%	0.59%	5.87%
Professionally qualified and experienced specialists and mid-management (June 2026)	8.3%	25.0%	0.0%	25.0%	13.9%	22.2%	0.0%	5.6%
Professionally qualified and experienced specialists and mid-management (May 2026)	8.6%	25.7%	0.0%	25.7%	11.4%	22.9%	0.0%	5.7%
2025 Sector Targets	24.52%	24.41%	0.87%	0.00%	20.26%	19.38%	0.59%	5.87%
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents (June 2026)	9.8%	34.8%	0.0%	14.4%	17.4%	19.7%	0.0%	3.8%
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents (May 2026)	9.8%	34.8%	0.0%	14.4%	17.4%	19.7%	0.0%	3.8%
WC EAP Percentage	22.50%	22.40%	0.80%	7.20%	20.70%	19.80%	0.60%	6.00%
Semi-skilled and discretionary decision making (June 2026)	27.0%	38.5%	0.68%	2.7%	8.1%	18.9%	0.0%	4.1%
Semi-skilled and discretionary decision making (May 2026)	27.0%	38.5%	0.68%	2.7%	8.1%	18.9%	0.0%	4.1%
WC EAP Percentage	22.50%	22.40%	0.80%	7.20%	20.70%	19.80%	0.60%	6.00%
Unskilled and defined decision making (June 2026)	29.8%	28.1%	0.0%	3.5%	22.8%	14.0%	0.0%	1.8%
Unskilled and defined decision making (May 2026)	31%	27.6%	0.0%	3.4%	22.4%	13.2%	0.0%	1.7%
TOTAL: DISABLED – JUNE 2026	0.0%	0.26%	0.0%	0.52%	0.0%	0.52%	0.0%	0.52%
TOTAL: ALL EMPLOYEES – JUNE 2026	19.0%	34.9%	0.26%	8.9%	13.8%	19.3%	0.0%	3.9%
TOTAL: ALL EMPLOYEES – MAY 2026	19.3%	34.9%	0.26%	8.9%	13.5%	19.3%	0.0%	3.9%

All employees, including employees with disabilities

EMPLOYMENT EQUITY FIGURES 30 JUNE 2025

EE Figures: June 2026
CWDM Global

	Male				Female				Foreign Nationals		
Occupational Level	**African**	**Coloured**	**Indian**	**White**	**African**	**Coloured**	**Indian**	**White**	**Male**	**Female**	**TOTAL**
Top Management	0	2	0	0	0	2	0	0	0	0	**4**
Senior Management	0	4	0	0	0	2	0	1	0	0	**7**
Professionally qualified and experienced specialists and mid-management	3	9	0	9	5	8	0	2	0	0	**36**
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	13	46	0	19	23	26	0	5	0	0	**132**
Semi-skilled and discretionary decision making	40	57	1	4	12	28	0	6	0	0	**148**
Unskilled and defined decision making	17	16	0	2	13	8	0	1	0	0	**57**
Total Permanent	73	134	1	34	53	74	0	15	0	0	**384**
Temporary Employees	2	7	1	1	12	8	0	1	0	0	**32**
Grand Total	**75**	**141**	**2**	**35**	**65**	**82**	**0**	**16**	**0**	**0**	**416**

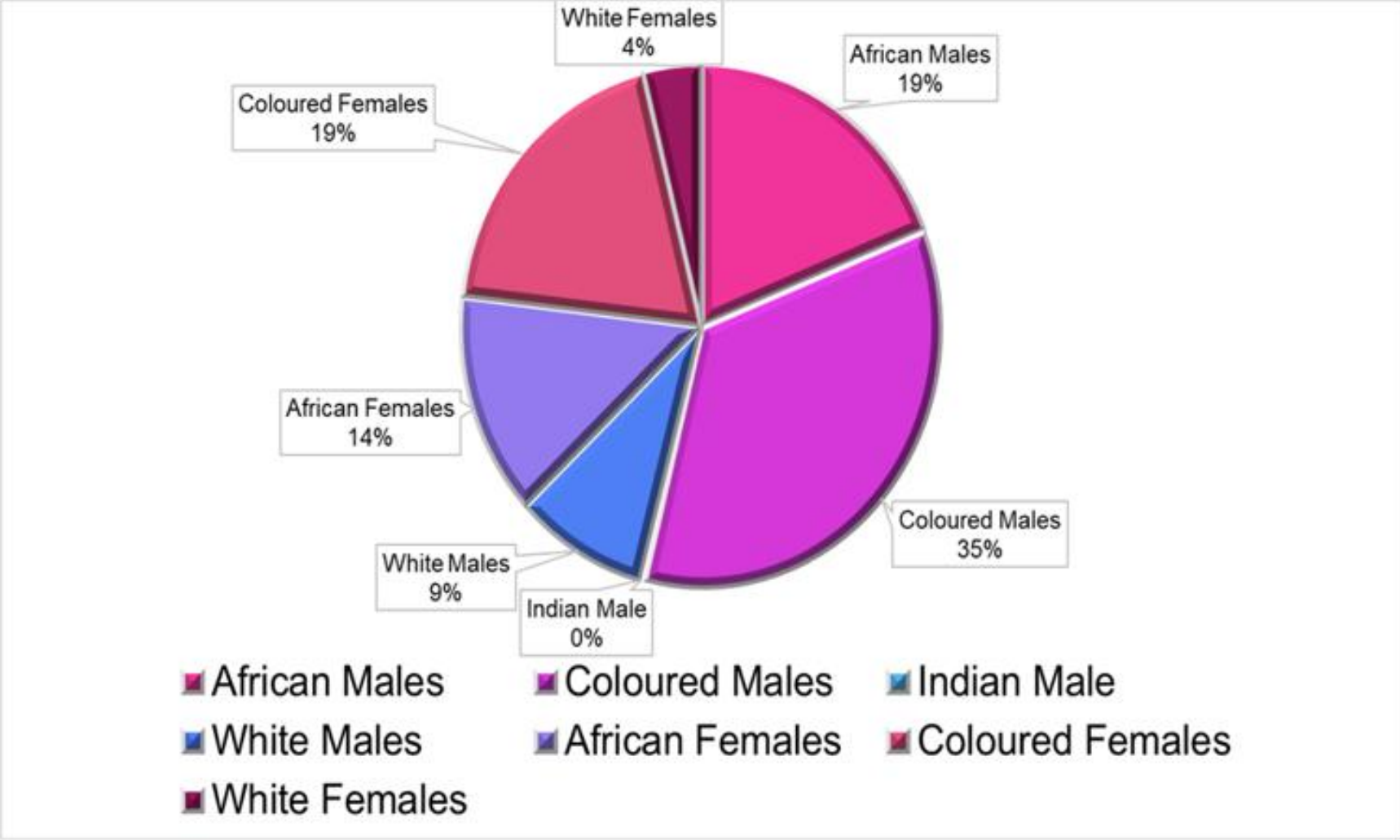
All employees with disabilities

Occupational Levels	Male				Female				Foreign nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	0	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	0	1	0	2	0	1	0	1	0	0	5
Unskilled and defined decision making	0	0	0	0	0	1	0	1	0	0	2
TOTAL PERMANENT	0	1	0	2	0	2	0	2	0	0	7
TEMPORARY EMPLOYEES	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	0	1	0	2	0	2	0	2	0	0	7

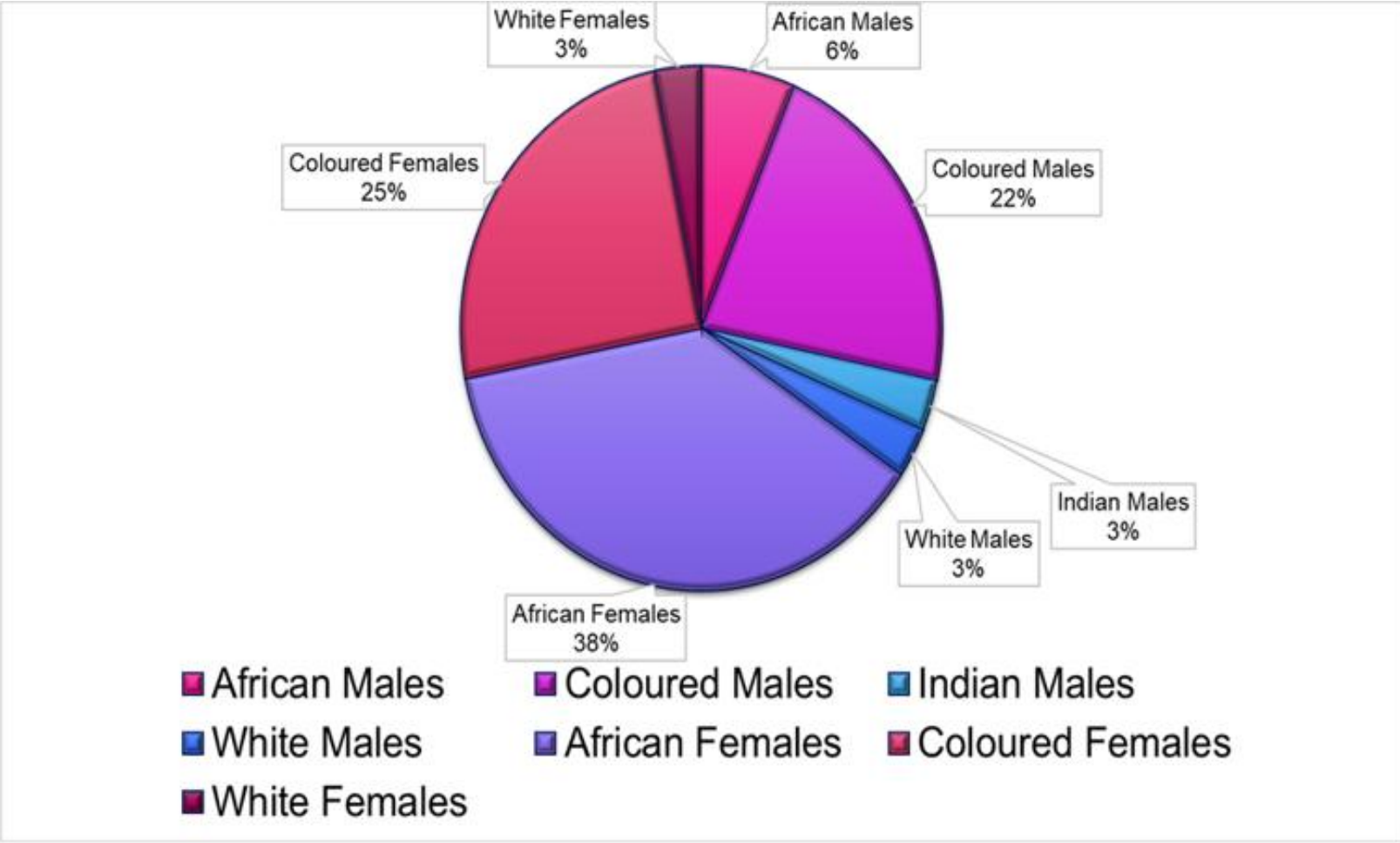
JUNE 2026 EE SECTORAL TARGETS

TARGET									
Description	Classification	Male				Female			
		African	Coloured	Indian	White	African	Coloured	Indian	White
2025 Sector Targets	Top Management	24.52%	24.41%	0.87%	0.00%	18.42%	17.61%	0.54%	5.34%
	Senior Management/Sub Directors	24.52%	24.41%	0.87%	0.00%	20.26%	19.38%	0.59%	5.87%
	Professionals, Specialists, Middle Management	24.52%	24.41%	0.87%	0.00%	20.26%	19.38%	0.59%	5.87%
	Skilled Technical Junior Man, Supervisors	24.52%	24.41%	0.87%	0.00%	20.26%	19.38%	0.59%	5.87%
EAP Targets	Semi-Skilled and Discretionary Decision making	22.50%	22.40%	0.80%	7.20%	20.70%	19.80%	0.60%	6.00%
	Unskilled	22.50%	22.40%	0.80%	7.20%	20.70%	19.80%	0.60%	6.00%

JUNE 2026 GENDER WORKFORCE PROFILE



JUNE 2026 TEMPORARY EMPLOYEES



4.2 POLICIES *(To be updated)*

OFFICE OF THE MUNICIPAL MANAGER'S POLICIES AND PLANS				
No.	**Name of Policy**	**Completed %**	**Reviewed**	**Date adopted by Council or comment on failure to adopt**
1.	Anti-Corruption Policy Revised CWDM Anti-Corruption and Fraud Prevention Policy and Strategy	100	27 August 2020	27 August 2020
2.	Enterprise Risk Management Policy CWDM Risk Management Policy, Strategy and Risk & Fraud Implementation Plan	100	27 August 2020	27 August 2020
3.	International Relations Policy	100		27 August 2009
4.	Performance Management System Policy and Framework Guide	100		May 2024
5.	Public Participation Policy	100		20 August 2015
6	Policy for Municipal Councillors Acting in their capacity as Commissioner of Oath	100		25 February 2021
7.	Branding Policy	100		28 May 2015
8.	Communication Policy and Strategy 2008-2011	100	20 August 2015	6 November 2008
9.	Staff Statements to the Media Policy	100		24 May 2005
10.	Corporate Identity and Branding Policy	100		28 May 2015
FINANCIAL AND STRATEGIC SUPPORT SERVICES POLICIES AND PLANS				
11.	Determination of Policy for Internal Appeal Procedure in terms of section 62 of Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)	100		24 March 2003
12.	Grievance Procedure	100		SALGBC
13.	Legal Aid Policy for Councilors and Employees	100		24 May 2005
14.	Mayoral Bursary Fund Policy	100		25 October 2012
15.	Official Vehicles and Fleet Management Policy	100	04 December 2014	25 March 2004
16.	Policy for the Investigation of Allegations of Contraventions of Code of Conduct for Councillors	100		25 March 2004
17.	Telephone Policy for Councillors	100		30 June 2006
18.	Uniforms and Protective Clothing: Support Personnel	100		24 May 2005
19.	Official Vehicles and Fleet Management Policy	100		4 December 2014
20.	Appointment of Consultants Policy	100		28 May 2015
21.	Accounting Policy	100		23 May 2013
22.	Allowances and Benefits for Councillors Policy	100		31 January 2019
23.	Asset Management Policy	100	22 May 2014 28 May 2015 25 May 2017	23 May 2013
24.	Benevolent Fund Policy	100	25 November 2010	27 August 2009
25.	Budget Policy	100		25 July 2013
26.	Cash Management Policy and Investment Policy	100	28 May 2015	26 August 2010
27.	Combating Abuse of Supply Chain Management System Policy	100		28 May 2015
28.	Contract Management Policy	100		28 May 2015
29.	Corporate Gifts Policy	100		28 May 2015
30.	Credit Control, Debt Collection and Indigent Policies	100	28 May 2015	30 September 2009
31.	Expenditure Management Policy	100		28 May 2015

32.	Funding and Reserves Policy	100	28 May 2015	14 April 2011
33.	GRAP Policy and Procedural Guide	100		31 January 2005
34.	Inventory and Stock Management Policy	100		28 May 2015
35.	Long-term Financial Policy	100		28 May 2015
36.	Petty Cash Policy	100		26 March 2015
37.	Preferential Procurement Policy	100		28 May 2015
38.	Property Rates Policy	100		23 May 2006
39.	Revenue Management Policy	100		20 May 2015
40.	Subsistence and Travel Policy	100	25 November 2010 30 March 2012 25 July 2013	28 January 2010
41.	Supply Chain Management Policy	100	31 July 2014 25 May 2017	27 March 2008
42.	Tariff Policy and Tariff By-Law	100		13 November 2003
43.	Telecoms and Cellular Phone Allowance Policy	100		31 January 2019
44.	Transport Allowance Scheme	100	29 January 2015	26 April 2007
45.	Transport Allowance Scheme for Essential Users	100		22 June 2007
46.	Travel and Removal Expenses Policy	10 0		24 May 2005
47.	Unauthorised Fruitless and Wasteful Expenditure	10 0		28 May 2015
48.	Unforeseen and Unavoidable Expenditure Policy	10 0		28 May 2015
49.	Virement Policy	10 0	28 May 2015 25 May 2017	14 May 2010
HUMAN RESOURCE POLICIES AND PLANS				
	Chronic Illness Policy	100		24 May 2005
	Code of Conduct for Employees	100		LG: Systems Act
	Confidentiality Policy	100		24 May 2005
	CWDM Sponsored Work Related Functions Policy	100		24 May 2005
	Delegations, Authorisation and Responsibility	100	Under review	15 July 2011
	Determination of Policy: Dress Code for Councilors	100		19 February 2004
	Employee Assistance Programme Policy	100	21 October 2021	25 April 2012
	Employee Driving Licence Assistance Policy	100	27 June 2014	17 February 2011
	Employee Study Aid and Leave Policy	100	03 December 2013 21 October 2021 26 May 2022 25 April 2023	24 May 2005
	Employment Equity Policy	100		25 May 2023
	Education, Training and Development Policy	100	04 December 2014 21 October 2021	24 May 2005
	Exit Management Policy	100		26 May 2022
	HIV and AIDS Policy	100	25 November 2010	24 May 2005
	Individual Performance Management Policy	100	21 October 2021 26 May 2022	28 June 2016

	Induction Policy	100	26 May 2022	24 May 2005
	Internship Policy	100		28 May 2015
	Medical Funds Administration Policy	100		21 October 2021

	Mentoring and Coaching Policy	100	26 May 2022	21 October 2021
	Nepotism Policy	100		24 May 2005
	Occupational Health and Safety Policy	100	21 October 2021	24 May 2005
	Post Retirement Medical Aid Benefits Policy			21 October 2021
	Probation Period Policy	100		26 May 2022
	Private Work Policy	100	Under review	24 May 2005
	Recruitment and Selection Policy	100	25 November 2010 13 January 2022 26 May 2022 25 May 2023	24 May 2005
	Scarce Skills & Retention Policy	100	25 May 2023	
	Sexual Harassment Policy	100		24 May 2005
	Smoking Policy	100		25 November 2010
	Sponsorship Policy	100		28 May 2015
	Time and Work Attendance Management Policy	100		27 October 2011
	Unpaid Leave Policy	100		24 May 2005
	Whistleblowing Policy	100		24 May 2005
	Experiential Training Policy	100	12 June 2025	TBC in 2026/27
82.	Time and Work Attendance Management Policy	100		27 October 2011
83.	Unpaid Leave Policy	100		24 May 2005
84.	Whistleblowing Policy	100		24 May 2005
85.	Overtime Policy	100	25 May 2023	25 May 2023
86.	Secondment and Transfer Policy	100	25 May 2023	
COMMUNITY DEVELOPMENT AND PLANNING SERVICES POLICIES AND PLANS				
87.	Community Support Policy	100	28 May 2015	29 September 2005
88.	Emergency Nutrition Provision Policy	100		31 January 2013
89.	Fire and Rescue Training Academy Policy	100		4 December 2014
90.	Identifiable and Protective Clothing Policy: Disaster Management	100		24 October 2006
91.	Protective Clothing for Environmental Health Practitioners	100		25 July 2006
92.	Uniform Schedule for the Division: Fire Service	100		25 July 2006
93.	Social Relief of Distress Policy	100		C.15.1 of 25 January 2018
TECHNICAL SERVICES POLICIES AND PLANS				
94.	Electrification of Rural Housing Policy, Consolidate with Water and Sanitation Policy	100	25 February 2015	25 October 2012
95.	Expanded Public Works Policy	100		31 January 2013
96.	Financial Support for the Replacement and Construction of Fencing along the Provincial Roads Network in the jurisdiction area of CWDM	100		3 December 2013
97.	Maintenance Management Policy	100		28 May 2015
98.	Personal Protective Equipment Policy for the Roads Agency Function	100		26 March 2015

99.	Policy for the Provision of Basic Services to Rural Dwellings	100		25 February 2016
100.	PPE Policy for Roads and Mechanical Workshop	100		26 March 2015
101.	Protective Clothing Policy for Personnel: Roads	100		25 July 2006
102.	Baseline Installation Procedures for Operating Systems	100		25 July 2013
103.	Change Management Process	100		24 April 2014
104.	ICT Data Backup and Retention Policy	100		29 June 2017
105.	ICT Disaster Recovery Plan	100		30 March 2012
106.	ICT Operating System Security Controls Policy	100	25 July 2013 24 April 2014	19 September 2016
107.	ICT Service Level Agreement Management	100		29 June 2017
108.	Information and Communication Backup Policy	100	24 April 2014	25 April 2012
109.	Information Technology Security Policy	100		24 May 2005
110.	Internet and E-mail Usage Policy	100		24 May 2005
111.	Municipal Corporate Governance of Information and Communication Technology (ICT) Policy	100		31 May 2018
112	Mobile Device Policy	100		4 December 2014
113.	Network Security Policy	100	24 April 2014 25 July 2013	25 April 2017
114.	Physical Environmental Security Policy	100		25 July 2013
115.	Telecommunications Policy	100	4 December 2014 26 January 2023 23 May 2024	24 May 2005
116.	User Account Management Procedures	100		24 April 2014
117.	User Security Policy	100		27 October 2011

NUMBER AND PERIOD OF SUSPENSION				
Position	**Nature of alleged misconduct**	**Date of suspension**	**Details of disciplinary action taken, or status of case and reasons why not finalised**	**Date finalised**
Municipal Manager	Various allegations in terms of the Code of Conduct for Municipal Staff Members	16 April 2025	First disciplinary hearing - 24 July 2025 Council withdrew all the allegations against the Municipal Manager on 13 November 2025, and he returned to work on 14 November 2025	

DISCIPLINARY ACTION TAKEN IN CASES OF FINANCIAL MISCONDUCT			
Position	**Nature of alleged misconduct and rand value of any loss to the municipality**	**Disciplinary action taken**	**Date finalised**
None.			

4.4 PERFORMANCE REWARDS

PERFORMANCE REWARDS BY GENDER					
Designations	Beneficiary profile				
	Gender	Total number of employees in group	Number of beneficiaries	Expenditure on rewards 2022/2023	Proportion of beneficiaries within group
				R'000	%
Top Management (MM & Section 56)	Female	1	1	*	100%
	Male	3	3	0	100%
Senior Management (T18 – T19)	Female	0	0	0	0
	Male	0	0	0	0
Professionally qualified and experienced specialists and mid-management (T14 – T17)	Female	0	0	0	0
	Male	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents (T9 – T13)	Female	0	0	0	0
	Male	0	0	0	0
Semi-skilled and discretionary decision making (T4 – T8)	Female	0	0	0	0
	Male	0	0	0	0
Unskilled and defined decision making (T1 – T3)	Female	0	0	0	0
	Male	0	0	0	0
Total		**4**	**4**	**0**	**100%**
Has the statutory municipal calculator been used as part of the evaluation process?					Yes

*Expenditure in respect of performance rewards is based on 2022/2023 Annual Report; refer to the Annual Financial Statements for more detail on this.

COMMENT ON PERFORMANCE REWARDS

In terms of section 57(4B) of the MSA, bonuses based on performance may be awarded to a municipal manager or a manager directly accountable to the municipal manager after the end of the financial year and only after an evaluation of performance and approval of such evaluation by the municipal council concerned.

Regulation 8 of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006 states that in accordance with Regulation 32, a performance bonus, based on affordability, may be paid to the employee, after –

- the annual report for the financial year under review has been tabled and adopted by the municipal council;
- an evaluation of performance in accordance with the provisions of Regulation 23; and

- approval of such evaluation by the municipal council as a reward for outstanding performance.

Regulation 23 of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006 states that the purpose of a performance agreement is to:

- comply with the provisions of sections 57(1)(b), (4A), (4B) and (5) of the Act as well as the employment contract entered into between the parties;
- specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the IDP, SDBIP and the budget of the municipality;
- specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- monitor and measure performance against set targeted outputs;
- use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- in the event of outstanding performance, to appropriately reward the employee; and
- give effect to the employer's commitment to a performance-orientated relationship with its employees in attaining equitable and improved service delivery.

Regulation 32 of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006 states that:

- The evaluation of the employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance; and
- A performance bonus ranging from 5% to 14% of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance. In determining the performance bonus, the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator.

On 29 June 2017, at Item C.15.1, the Council of the CWDM resolved that performance bonuses in respect of the Municipal Manager and Managers directly accountable to the Municipal Manager be reinstated with effect from 1 July 2017 to 30 June 2018 and that the performance bonuses be considered annually based on financial affordability. It was further resolved that performance bonuses ranging from 5% to 9% based on a score of 130% to 149% and a maximum of 10% based on a score of 150% and above, in terms of Regulation 32(2) of the Local Government: Municipal

Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006 be paid to the Municipal Manager and Managers directly accountable to the Municipal Manager and that addendums to the principal performance agreements be entered into between the Executive Mayor and the Municipal Manager and the Municipal Manager and the Managers directly accountable to the Municipal Manager. At a different meeting – in April 2023, Council resolved to increase the maximum bonus % to 14%, as stated in the mentioned regulations.

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

4.5 SKILLS DEVELOPMENT AND TRAINING

SKILLS MATRIX														
Management Level	Gender	Employees in post as at 30 June 2026	Number Of Skilled Employees Required and Actual as at 30 June 2025											
			Learnerships			Skills Programmes and other Short Courses			Other Forms of Training			Total		
		No.	Actual: End of Year 0	Actual: End of Year 1	Target	Actual: End of Year 0	Actual: End of Year 1	Target	Actual: End of Year 0	Actual: End of Year 1	Target	Actual: End Of Year 0	Actual: End of Year 1	Target
MM and S56	Female	2	0	0	0	1	0	2	0	0	0	1	0	2
	Male	2	0	0	0	1	0	1	0	0	0	1	0	1
Councilors, senior officials, and managers	Female	26	0	0	0	19	19	25	0	0	0	19	19	25
	Male	38	0	0	0	35	19	34	0	0	0	35	19	34
Technicians and associate professionals	Female	11	0	0	0	6	1	4	0	0	0	6	1	4
	Male	23	0	0	0	18	14	5	0	0	0	18	14	5
Professionals	Female	68	0	0	0	43	39	41	0	0	0	43	39	41
	Male	39	0	0	0	33	18	27	0	0	0	33	18	27
Sub-total	**Female**	**107**	**0**	**0**	**0**	**69**	**59**	**72**	**0**	**0**	**0**	**69**	**59**	**72**
	Male	**102**	**0**	**0**	**0**	**87**	**51**	**67**	**0**	**0**	**0**	**87**	**51**	**67**
Total		**209**	**0**	**0**	**0**	**156**	**110**	**139**	**0**	**0**	**0**	**156**	**110**	**139**
*Registered with professional associate body, e.g. CA (SA)														**73**

FINANCIAL COMPETENCY DEVELOPMENT: PROGRESS REPORT						
Description	**A. Total Number of Officials Employed by Municipality (Regulation 14(4)(A) and (C))**	**B. Total Number of Officials Employed by Municipal Entities (Regulation 14(4)(A) and (C))**	**Consolidated: Total of A and B**	**Consolidated: Competency Assessments Completed for A and B (Regulation 14(4)(B) and (D))**	**Consolidated: Total Number of Officials Whose Performance Agreements Comply with Regulation 16 (Regulation 14(4)(F))**	**Consolidated: Total Number of Officials that Meet Prescribed Competency Levels (Regulation 14(4))**
Accounting Officer	1	0	1	1	1	1
Chief Financial Officer	1	0	1	1	1	1
Senior Managers	2	0	2	2	2	2
Any other Financial Officials	27	0	27	27	0	27
Heads Of Supply Chain Management Units	1	0	1	1	0	1
Supply Chain Management Senior Managers	2	0	2	2	0	2
TOTAL	34	**0**	**34**	**34**	**4**	**34**
SKILLS DEVELOPMENT EXPENDITURE						
R 817 943-10						

COMMENT ON SKILLS DEVELOPMENT AND RELATED EXPENDITURE AND ON THE FINANCIAL COMPETENCY REGULATIONS

The CWDM proactively kick-started our effort to ensure full compliance with the MSR regulations and to date, the municipality developed and amended all our relevant policies to ensure compliance to this effect. Training and Development is an essential exercise for both the municipality and its employees, as it helps the municipality to gain and retain top talent, increases employee job satisfaction and morale, as well as improve productivity.

The main purpose of organisational capacitation is to ensure that all training initiatives implemented within the Cape Winelands District Municipality (CWDM), are directly linked to achieving the CWDM IDP objectives as well as to comply with the Municipal Staff Regulations in terms of Chapters 4 and 5, thus, the objectives of skills development include but are not limited to:

- Support the achievement of the municipality's goals set out in the Integrated Development Plan by providing critical skills that ensure the delivery of quality services;
- Promote the development and retention of competent municipal staff, including the development of technical, professional and specialist staff who have the required qualifications and skills;
- Support the employment equity objectives of a municipality;
- Be based on high-quality provision and effective workplace learning and development practices, including coaching, mentoring, on-the-job learning and opportunities for the practical application of skills in the workplace;
- Seek to continuously improve its results and the returns on learning investments by defining measures of success, conducting regular evaluations and improving the impact of learning, training and development.

The actual implementation of planned training within the Cape Winelands District Municipality is influenced by an array of internal and external factors. With regards to the implementation of planned training within the Municipality, there is an 80% to 90 % alignment with the training budget, correlation between what is planned and what is implemented. During the 2025/2026 financial year, the CWDM embarked on various formal and informal training interventions. The majority of skills programmes were conducted via the ‘blended learning approach’, combining both virtual/online training and the traditional classroom-led training. The focus of training for 2025/26 were the effective implementation of the MSR, with a specific focus on the softer skills relating to the Competency Framework.

Training and Development 2025/2026

The 2025/26 financial year marked a period of significant progress in strengthening skills development, enhancing regulatory compliance, and building organisational capacity across the Cape Winelands District Municipality (CWDM). Despite ongoing operational pressures, budget constraints, and evolving legislative requirements, the municipality maintained a strong commitment to employee development and workforce readiness through the successful implementation of both compliance-driven and developmental training interventions.

The training programme focused on ensuring compliance with statutory and professional requirements while simultaneously addressing critical operational skills, leadership development, employee wellness, governance, and workplace effectiveness.
Continued investment in training demonstrates the municipality's commitment to building a competent, ethical, and future-ready workforce capable of supporting quality service delivery to the communities of the Cape Winelands District. From a financial perspective, training expenditure reached 92% of the approved annual training budget, exceeding the organisational target of 90%. This reflects effective planning, implementation, and utilisation of available training resources throughout the financial year.

OVERALL TRAINING PERFORMANCE
The municipality successfully implemented several key training interventions during the reporting period, including:

Compliance and Regulated Training
- Municipal Financial Management Programme (MFMP);
- Earthmoving and Lifting Equipment Training;
- Continuing Professional Development (CPD) Programmes for the Divisions: Municipal Heath Practitioners and Emergency Services;
- Driver's Licence Development Programme;
- Ethics in Local Government;
- Cybersecurity Awareness Training.

Employee Assistance and Wellness
- Emotional Intelligence Training;
- Corporate and Business Writing;

- Burnout Prevention;
- Trauma and Bereavement Support.

Community Capacity Building

- Environmental Health Awareness;
- Food Safety and Hygiene Programmes;
- Waste Management and Recycling Awareness;
- Tourism and Customer Service Training;
- School-based Environmental Education Programmes.

These interventions collectively contributed to employee competency, compliance management, risk reduction, improved workplace effectiveness, and enhanced community awareness.

KEY ACHIEVEMENTS DURING 2025/26

1. Strengthening Regulatory Compliance

The municipality continued to prioritise compliance training as a strategic objective. Participation in the Municipal Financial Management Programme enabled officials to acquire the required competencies prescribed by legislation governing municipal financial management. All planned unit standards were completed and supporting Portfolios of Evidence were submitted successfully. Similarly, CPD programmes ensured that Environmental Health Practitioners and Fire Services personnel remained compliant with professional registration requirements, reducing the risk of non-compliance and ensuring that professional standards were maintained.

The introduction of mandatory Ethics and Cybersecurity Training further demonstrates CWDM's commitment to improved governance, accountability, ethical conduct, information security, and risk management across the organisation.





2. Promoting Employee Wellness and Workplace Effectiveness

Recognising the increasing pressures faced by employees in the modern workplace, the municipality introduced several wellness-focused interventions. Training covering burnout management, trauma support, bereavement counselling, emotional intelligence, and business writing provided employees with practical tools to improve both personal wellbeing and workplace performance. These programmes contributed to the creation of a healthier and more resilient workforce and demonstrated the municipality's commitment to supporting employee wellbeing beyond technical skills development.

3. Improving Operational Competence

The Earthmoving and Lifting Equipment Training Programme trained a significant number of operators within the Roads Division, ensuring compliance with occupational health and safety regulations while also improving operational efficiency and reducing workplace risks. The successful issuance of operator certificates and competency cards confirmed that employees achieved the required standards of competence. Driver development initiatives were also implemented to improve employee mobility and operational readiness within the Roads Division and other operational units. While progress was made, the programme highlighted areas requiring additional support and intervention.





CHALLENGES IDENTIFIED DURING IMPLEMENTATION

Although significant progress was achieved during the financial year, several challenges emerged that may affect future training effectiveness if not adequately addressed.

Certification and Verification Delays

One of the primary challenges experienced during the year related to delays in the verification and issuing of Statements of Results by external accreditation bodies. Administrative errors on submitted learner records resulted in additional rectification processes before certification could be finalised. This created uncertainty for learners awaiting formal confirmation of competence. The transition from legacy (pre-2009) qualifications to the new occupational qualification framework has created uncertainty around the availability of qualifications, assessment processes, certification timelines, and access to future funding opportunities. As a result, learners and employees participating in skills development programmes have experienced delays in training implementation, as well as in the release of results and certificates, impacting workforce development planning and reporting. In addition, ongoing changes to qualification requirements and transitional arrangements have complicated the alignment of Workplace Skills Plans (WSPs), procurement processes, and training schedules, making effective planning and implementation more challenging.

Low Learner Licence Pass Rate

The Driver's Licence Programme revealed a concerning trend whereby a large percentage of participants experienced difficulty passing learner licence examinations. Although practical driving performance improved over time, many participants lacked the foundational theoretical knowledge required to progress successfully through the programme. A contributing factor to the low pass rate was the introduction of the new Computerised Learner's Licence Testing (CLLT) system, which replaced the traditional paper-based testing process. The electronic testing platform generates randomised examination questions, records responses electronically, and marks assessments

automatically, reducing opportunities for examiner intervention and irregularities in the testing process. As a result, learners are now required to demonstrate a stronger understanding of road rules, road signs, and vehicle controls without external assistance.

Training Attendance and Operational Constraints

Some training interventions experienced attendance challenges due to operational demands, staff availability, and the need to maintain service delivery. These challenges were particularly evident during specialised technical training requiring employees to be released from operational responsibilities.

LESSONS LEARNED

The 2025/26 financial year reinforced several important lessons:

- Compliance training should remain a strategic organisational priority as it directly supports legislative compliance and audit readiness.
- Employee wellness programmes are equally important as technical training and contribute significantly to productivity, engagement, and organisational resilience.
- Effective monitoring and evaluation systems are vital to measure the long-term impact of training interventions.
- Strong collaboration between departments, service providers, and managers is essential for successful implementation.
- Digital learning platforms provide cost-effective training opportunities and allow for broader participation across the organisation.

OVERALL CONCLUSION

The 2025/26 training cycle can be regarded as a successful and productive year for CWDM. The municipality made notable progress in advancing regulatory compliance, professional development, employee wellbeing, operational competency, and community education. Most planned interventions were successfully implemented, participation levels remained strong, and financial resources were utilised effectively. Whilst challenges relating to certification delays, learner performance, procurement processes, and operational constraints were experienced, these provide valuable opportunities for improvement and organisational learning. Through continuous monitoring, strengthened stakeholder engagement, and a results-driven approach to skills development, CWDM is well positioned to further enhance workforce capability and organisational performance during the 2026/27 financial year. The overall outcome of the training programme demonstrates that CWDM remains committed to developing a skilled, compliant, ethical, and service-oriented workforce capable of meeting both current and future service delivery demands.

CHAPTER 5 FINANCIAL PERFORMANCE

INTRODUCTION

Chapter 5 contains information regarding financial performance and highlights specific accomplishments. The chapter comprises four components:

Component A: Statement of Financial Performance
Component B: Spending Against Capital Budget
Component C: Cash Flow Management and
Investments Component D: Other Financial Matter

COMPONANT A: STATEMENT OF FINANCIAL PERFORMANCE

5.1 NTRODUCTION TO FINANCIAL STATEMENTS

The CWDM maintained a sound financial position during the 2025/2026 financial year, even though its own revenue sources remain limited. Currently, being a district municipality unauthorised for water and sanitation, the RSC Levies Replacement Grant (DORA) increases by 1% a year.

Consequently, the CWDM's financial resources shrink constantly, but it still manages to render basic, dignified, fundamental services to the communities they have been entrusted with by the Constitution of the Republic of South Africa.

FINANCIAL SUMMARY						
Description	2024/2025	2025/2026			2025/2026 Variance	
	Actual (R)	Approved Budget (R)	Final Budget (R)	Actual (R)	Approved Budget	Final Budget
Financial Performance						
Investment Revenue	86.565.765	85.000.000	85.000.000	80.202.850	6%	6%
Transfers recognised - operational	272.373.713	281.953.332	281.953.332	280.086.663	1%	1%
Other own revenue	153.565.192	125.420.457	125.420.457	117.446.497	6%	6%
Total Revenue (excluding capital transfers and contributions)	**512.504.671**	**492.373.789**	**492.373.789**	**477.736.010**	**3%**	**3%**
Employee costs	256.197.993	275.225.051	275.272.415	264.592.833	4%	4%
Remuneration of Councillors	15.244.600	15.665.197	15.665.197	15.163.611	3%	3%
Depreciation and amortisation	8.648.389	10.241.953	11.060.237	10.317.998	-1%	7%
Other expenditure	181.830.646	191.241.588	190.375.940	184.633.733	3%	3%
Total Expenditure	**461.921.628**	**492.373.789**	**492.373.789**	**474.708.176**	**4%**	**4%**
Surplus/(Deficit)	**50.583.042**	**-**	**-**	**3.027.834**	**-100%**	**-100%**
Transfers recognised - capital	806.947	2.335.000	2.335.000	2.031.597	13%	13%
Surplus/(Deficit) after capital transfers and contributions	**51.389.990**	**2.335.000**	**2.335.000**	**5.059.431**	**-117%**	**-117%**
Share of surplus/(deficit) of associate	0	-	-			
Surplus/(Deficit) for the year	**51.389.990**	**2.335.000**	**2.335.000**	**5.059.431**	**-117%**	**-117%**

5.2 GRANTS

CONDITIONAL GRANTS: EXCLUDING MIG					
Details	Original Budget (R)	Final Budget (R)	Actual (R)	% Variance	
				Original Budget	Final Budget
EPWP incentive	1.479.000	1.479.000	1.479.000	0%	0%
Local Government Financial Management Grant	1.000.000	1.000.000	1.000.000	0%	0%
Rural Roads Asset Management System	3.153.000	3.153.000	1.742.500	45%	45%
Community Development Workers	76.000	88.404	64.488	15%	27%
Fire service capacity building grant	500.000	500.000	500.000	0%	0%
Safety Plan Implementation - WOSA	1.000.000	1.069.928	893.575	11%	16%
Municipal water resilience grant	-	1.800.000	1.531.597	100%	15%
Integrated transport planning	982.000	982.000	982.000	0%	0%
Municipal Service Delivery and Capacity Building Grant	-	300.000	44.100	0%	85%
Total	**8.190.000**	**10.372.332**	**8.237.260**	**-1%**	**21%**

5.3 INTRODUCTION TO ASSET MANAGEMENT

The CWDM does not provide basic services; hence it does not have major infrastructure assets. Assets mainly consist of land, buildings, vehicles and other property, plants and equipment.

The GRAP-compliant Asset Management Policy of the CWDM sets out the procedures to be followed by the Accounting Officer, Executive Directors and their staff to whom functions are delegated for the management of CWDM's assets and for reporting to Council on such functions wherever applicable.

5.3.1 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS COMMENT ON FINANCIAL RATIOS

Financial Ratio's Liquidity Management		As at 30 June 2025	As at 30 June 2026 Q4 Prelim	Target
3.1.4.1 (TL7)	**Maintaining a sound liquidity ratio as at financial year-end.**	5.63	4.15	5:1
	The higher the current ration, the more capable the Municipality will be to pay its current or short-term obligations and provide for a risk cover to enable it to continue operations as desired levels. A financial ratio under 1 suggests that the Municipality would be unable to pay all its current or short-term obligations if they fall due at any specific point.			
	● Current Assets	438.482.896	306.958.401	
	● Current Liabilities	77.836.622	74.015.008	
	The ratio indicate that the Municipality have the ability to honour its current or short-term obligations.			
KPI1620 (TL9)	**Maintain a sound Cash / Cost Coverage Ratio as at financial year-end.**	12	7	3 months
	The ratio indicate the Municipality's ability to meet at least its monthly fixed operating commitments from cash and short-term investment without collecting any additional revenue, during that period.			
	● Cash and cash equivalents	41.384.444	22.247.643	
	● Unspent Conditional Grants	4.169.886	1.189.072	
	● Overdraft	-		
	● Short Term Investments	369.000.000	245.485.793	
	● Total Operational Expenditure	422.969.047	451.931.565	
	The ratio indicate that the Municipality have the ability to meet its monthly fixed operating commitments from cash and short-term investments.			

Asset Management				
KPI1619 (TL8)	**Maintaining a sound Impairment of Property, Plant and Equipment and Investment Property and Intangible Assets Ratio**	0%	0%	0%
	Asset impairment refers to the loss in future economic benefits or service potential of an asset, over and above the systematic recognition of the loss of the asset's future economic benefits or service potential through depreciation. a Ratio of above 0% reflects a risk in service delivery and therefore corrective measures should be implemented.			
	● PPE, Investment Property and Intangible Impairment	-		
	● PPE at carrying value	279.087.800	311.080.373	
	● Investment Property at carrying value	-		
	● Intangible Assets at carrying value	225.571	186.567	
	The ratio are not above 0% and therefore don't reflects a risk in service delivery.			
Sustainability				
KPI1621 (TL10)	**Maintain a sound Level of Cash Backed Reserves Ratio as at financial year-end.**	1336%	1503%	100%
	The ratio measures the extent to which the Other Reserves, which are required to be cash backed are actually back by Cash Reserves.			
	● Cash and cash Equivalents	410.384.444	22.247.643	
	● Bank Overdraft	-		
	● Short Term Investment	-	245.485.793	
	● Long Term Investment	408.000.000	634.460.237	
	● Unspent Grants	4.169.886	1.189.072	
	● Net Assets	910.877.420	916.087.139	

	● Share Premium ● Share Capital ● Revaluation Reserve ● Fair Value Adjustment Reserve			
	● Accumulated Surplus	849.941.126	856.157.883	
	The ratio indicate that the Municipality have more than 100% of it's Cash Reserves are cash backed.			
Efficiency				
KPI 1622 (TL11)	**Maintain a sound Net Operating Surplus Margin ratio as at financial year-end.**	11%	1%	Equal to and greater than 0%
	The ratio assesses the extent to which the municipality generates operating surpluses.			
	● Total Operating Revenue	483.677.980	467.530.801	
	● Total Operating Expenditure	432.477.084	462.471.373	
	The municipality can recover its operational costs for the services that are delivered. The surplus will sustain the municipality's capital funding requirements for a number of years to come and will, for example, enable the implementation of infrastructure projects with large capital outflow, such as the reginal landfill site.			
Liability Management				
TL13	**Debt (Total Borrowings)/ Total Operating Revenue**	40%	41%	45%
	Financial viability measured in terms of the municipality's ability to meet its service debt obligations			
	●Short-term Borrowing	-	0	
	●Bank Overdraft	-	0	
	●Short-term Lease	-	0	
	●Long-term Borrowing	83.738.537	75.598.429	
	●Long-term Lease	-	0	

	●Total Operating Revenue	483.677.980	467.530.801	
	●Operating Conditional Grants	273.385.109	282.642.450	
	The ratio shows that the municipality is capable of meeting its current or short-term financial obligations. The municipality approved a long-term borrowing during the previous year. The loan are received as per the agreed drawdowns until 30 June 2025. The loan payments are fixed for the loan period.			

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

5.4 CAPITAL EXPENDITURE

CAPITAL EXPENDITURE 2025/2026					
Division	Original Budget (R)	Adjustment Budget (R)	Actual (R)	% Variance	
				Budget	Adjustments Budget
Admin Support Services	1.202.000.00	1.650.600.00	1.285.244.46	-7%	22%
Property Management	117.000.00	126.250.00	92.246.08	21%	27%
Transport Pool	5.000.000.00	5.000.000.00	4.729.429.00	5%	5%
Councillor Support	162.000.00	182.150.00	156.708.40	3%	14%
Management Financial Services	173.500.00	173.500.00	78.064.27	-100%	55%
Disaster Management	24.675.000.00	9.148.043.00	5.442.933.52	78%	41%
Fire Services	33.610.000.00	12.119.903.00	7.981.598.50	76%	34%
Municipal Health Services	192.000.00	215.600.00	138.740.14	28%	36%
Local Economic Development	31.700.00	30.500.00	5.006.39	84%	84%
Building Maintenance	30.311.000.00	16.150.058.00	10.705.808.80	65%	34%
Public Relations	400.000.00	124.077.00	64.525.95	84%	48%
Information Technology	11.800.000.00	6.800.000.00	6.470.839.48	45%	5%
Internal Audit	1.005.000.00	5.000.00	-	100%	100%
Roads	3.821.000.00	35.000.00	-	100%	100%
Regional Landfill Site	150.000.00	6.150.000.00	5.564.624.93	-3610%	10%
Total	**112.650.200.00**	**57.910.681.00**	**42.715.769.92**	**62%**	**26%**

5.5 REVENUE COLLECTION BY SOURCE

Revenue Collection Performance by Source						
Details	2024/2025	2025/2026			2025/2026 Variance	
	Actual (R)	Approved Budget (R)	Final Budget (R)	Actual (R)	Approved Budget	Final Budget
Property Rates	-	-	-	-	-	-
Property Rates - penalties and colection charges	-	-	-	-	-	-
Service charges - electicity revenue	-	-	-	-	-	-
Service charges - water revenue	-	-	-	-	-	-
Service charges - sanitation revenue	-	-	-	-	-	-
Service charges - refuse revenue		-	-	-	-	-
Rental of facilities and equipment	258.751	18.171	18.171	18.171	0%	0%
Interest earmed - extermal investments	86.565.765	85.000.000	85.000.000	80.202.850	6%	6%
Licences and permits	867.768	623.000	623.000	864.365	-39%	-39%
Agency services	122.959.373	114.388.569	114.388.569	104.449.141	9%	9%
Transfers recognised - operational	272.373.713	281.953.332	281.953.332	280.086.663	1%	1%
Other income	29.479.300	10.390.717	10.390.717	12.114.819	-17%	-17%
Total Revenue (excluding capital transfers and contributions)	**512.504.671**	**492.373.789**	**492.373.789**	**477.736.010**	3%	3%
Transfers recognised - capital	**806.947**	**2.335.000**	**2.335.000**	**2.031.597**		
Total Revenue	**513.311.618**	**494.708.789**	**494.708.789**	**479.767.607**		

5.6 CAPITAL SPENDING ON THREE LARGEST PROJECTS

Staff responsibiliies	
Asset value	5.564.625
Capital implications	
Future purpose of asset	
Describe key issues	
Policies in place to manage asset	Asset Management Policy
Asset 2	
Name	DC02_ Server storage and infrastructure
Description	
Asset type	
Key staff involved	
Staff responsibiliies	
Asset value	4.204.084
Capital implications	
Future purpose of asset	
Describe key issues	
Policies in place to manage asset	Asset Management Policy
Asset 3	

Name	DC02_Hatchback motor vehicles
Description	
Asset type	
Key staff involved	
Staff responsibiliies	
Asset value	
	2.911.539
Capital implications	
Future purpose of asset	
Describe key issues	
Policies in place to manage asset	Asset Management Policy
	T5.3.2

COMPONANT C: CASH FLOW MANAGEMENT AND INVESTMENTS

5.7 INTRODUCTION TO CASH FLOW MANAGEMENT AND INVESTMENTS

The CWDM has no significant interest-bearing assets; hence income and operating cash flow are substantially independent of changes in market interest rates. The CWDM deposits cash surpluses with financial institutions of high quality and standing. The Cash Management and Investment Policy of the municipality are aimed at gaining the optimal return on investments, without incurring undue risks, during those periods when cash revenues are not needed for capital or operational purposes.

5.8 CASH FLOW

Description	2024/2025	2025/2026		
	Audited Outcome (R)	Approved Budget (R)	Final Budget (R)	Actual (R)
CASH FLOW FROM OPERATING ACTIVITIES				
Receipts				
Other Revenue	127.136.003	160.476.672	160.476.672	79.520.650
Government - operating	268.592.217	281.671.000	281.671.000	279.070.156
Government – capital	2.300.000	535.000.00	535.000.00	500.000
Interest	40.364.996	48.119.871	48.119.871	25.381.611
Payments				
Suppliers and employees	-404.480.870	-487.387.998	-487.387.998	-387.915.416
Finance charges	-1.975.715	-5.765.500	-5.765.500	-5.682.688
Transfer and grants	-14.186.541	-9.302.440	-9.302.440	-7.961.242
	-420.643.126	**-502.455.938**	**-502.455.938**	**-401.559.346**
NET CASH FROM/(USED) OPERATING ACTIVITIES	**17.750.090**	**-11.653.395**	**-11.653.395**	**-17.086.929**

Cash flows from investing activities				
Proceeds on disposal of PPE	-	-	-	-
Capital assets	- 89.398.300.00	-64.731.154	-64.731.154	- 50.999.062
Decrease (increase) in non-current investments	- 30.000.000.00	- 80.000.000.00	- 80.000.000.00	- 80.000.000
NET CASH FROM/(USED) INVESTMENT ACTIVITIES	**-119.398.300**	**-144.731.154**	**-144.731.154**	**-130.999.062**
CASH FLOWS FROM FINANCING ACTIVITIES				
Receipts				
Short-term Loans	91.000.000	-	-	-
Borrowing Long Term/Refinancing	-	-	-	-
Repayment of borrowing	- 7.261.463	- 8.140.108	- 8.140.108	- 8.140.000
Increase (Decrease) in Consumer Deposits	-	-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES	**- 83.738.537**	**- 8.140.108.00**	**- 8.140.108.00**	**- 8.140.000.00**
NET INCREASE/ (DECREASE) IN CASH AND CASH EQUIVALENTS	**-17.909.673**	**-164.524.657**	**-164.524.657**	**-156.225.991**
Cash/Cash Equivalents at the beginning of the Year	441.869.205	410.384.444	410.384.444	423.959.537
Cash/Cash Equivalents at the Year-end	423.959.532	245.859.787	245.859.787	267.733.546
				Source: MBRR SA7 T5.9.1

5.9 BORROWING AND INVESTMENTS

The CWDM has no outstanding loans.

COMPONENT D: OTHER FINANCIAL MATTERS

None.

CHAPTER 6 – AUDITOR-GENERAL'S FINDINGS

To be included.

CHAPTER 7 – ANNUAL FINANCIAL STATEMENTS

To be included.

CHAPTER 8 – AUDIT & PERFORMANCE COMMITTEE REPORT

See Annexure E

CHAPTER 9 – OVERSIGHT REPORT AND COUNCIL APPROVAL

To be included.

GLOSSARY

Accessibility indicators	Explore whether the intended beneficiaries are able to access services or outputs.
Accountability documents	Documents used by executive authorities to give *'full and regular'* reports on the matters under their control to parliament and provincial legislatures as prescribed by the Constitution. This includes plans, budgets, in-year and annual reports.
Activities	The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe *'what we do'*.
Adequacy indicators	The quantity of input or output relative to the need or demand.
Annual report	A report to be prepared and submitted annually based on the regulations set out in section 121 of the MFMA. Such report must include annual financial statements as submitted to and approved by the Auditor-General.
Approved budget	An approved budget means an annual budget that has been approved by Council and includes such annual budget as revised by an adjustment budget in terms of section 28 of the MFMA.
Baseline	Current level of performance that a municipality aims to improve when setting performance targets. The baseline relates to the level of performance recorded in a year prior to the planning period.
Basic municipal service	A municipal service that is necessary to ensure an acceptable and reasonable quality of life to citizens within that particular area. If not provided, it may endanger public health and safety or the environment.
Budget year	The financial year for which an annual budget is to be approved – means a year ending on 30 June.
Cost indicators	The overall cost or expenditure of producing a specified quantity of outputs.
Distribution indicators	The distribution of capacity to deliver services.
Financial statements	Includes at least a statement of financial position, statement of financial performance, cash-flow statement, notes to these statements and any other statements that may be prescribed.
General key performance indicators	After consultation with MECs for local government, the minister may prescribe general key performance indicators that are appropriate and applicable to local government generally.
Impact	The results of achieving specific outcomes, such as reducing poverty and creating jobs.
Inputs	All the resources that contribute to the production and delivery of outputs. Inputs are '*what we use to do the work*'. They include finances, personnel, equipment and buildings.
Integrated Development Plan (IDP)	Sets out municipal goals and development plans.
National key performance areas	Service delivery and infrastructure; Economic development; Municipal transformation and institutional development; Financial viability and management; and Good governance and community participation.
Outcomes	The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate

	clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are '*what we wish to achieve*'.
Outputs	The final products, or goods and services produced for delivery. Outputs may be defined as '*what we produce or deliver*'. An output is a concrete achievement (i.e., a product such as a passport, an action such as a presentation or immunisation, or a service such as processing an application) that contributes to the achievement of a key result area.
Performance indicator	Indicators should be specified to measure performance in relation to input, activities, output, outcomes and impacts. An indicator is a type of information used to gauge the extent to which an output has been achieved (policy developed, presentation delivered, service rendered).
Performance information	Generic term for non-financial information about municipal services and activities. Can also be used interchangeably with performance measure.
Performance standards	The minimum acceptable level of performance or the level of performance that is generally accepted. Standards are informed by legislative requirements and service level agreements. Performance standards are mutually agreed criteria to describe how well work must be done in terms of quantity and/or quality and timeliness, to clarify the outputs and related activities of a job by describing what the required result should be. In the employee performance management and development system, performance standards are divided into indicators and the time factor.
Performance targets	The level of performance that municipalities and its employees strive to achieve. Performance targets relate to current baselines and express a specific level of performance that a municipality aims to achieve within a given time period.
Service Delivery and Budget Implementation Plan	Detailed plan approved by the mayor for implementing the municipality's delivery of services; including projections of the revenue collected and operational and capital expenditure by vote for each month. Service delivery targets and performance indicators must also be included.
Vote	One of the main segments into which a budget of a municipality is divided for appropriation of money for the different departments or functional areas of the municipality. The vote specifies the total amount that is appropriated for the purpose of a specific department or functional area. Section 1 of the MFMA defines a 'vote' as: *(a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and* *(b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned.*

APPENDICES

APPENDIX A – COUNCILLORS' COMMITEES AND COUNCIL ATTENDANCE

01 JULY 2025 – 30 JUNE 2026

COUNCILLORS, COMMITTEES ALLOCATED AND COUNCIL ATTENDANCE				
Council Members	**Full-time (FT)/ Part-time (PT)**	**Committees allocated**	**Ward and/or party represented**	**Council meetings attended**
Cllr L Adams	PT	Rules Committee Section 80 Portfolio Committee for Community Development and Planning Services	PA	13
Cllr RB Arnolds	PT	Municipal Public Accounts Committee (Alternate) Section 80 Portfolio Committee for Community Development and Planning Services	DA	16
Cllr WM Blom	FT	Rules Committee	DA	19
Cllr MN Bushwana	PT	Section 80 Portfolio Committee for Corporate Services	ANC	18
Cllr RB Buys (Appointed 03-02-2026) (Resigned 19-06-2026)	PT	Municipal Public Accounts Committee (Alternate) Section 80 Portfolio Committee for Financial Services	DA	7
Cllr GJ Carinus (Deceased 27-12-2025)	FT	Mayoral Committee Section 80 Portfolio Committee for Technical Services	DA	17
Cllr D Carolissen	PT	Municipal Public Accounts Committee Section 80 Portfolio Committee for Financial Services	GOOD	19
Cllr. P. Daniels	PT	Municipal Public Accounts Committee (Alternate)	DA	15

COUNCILLORS, COMMITTEES ALLOCATED AND COUNCIL ATTENDANCE				
Council Members	**Full-time (FT)/ Part-time (PT)**	**Committees allocated**	**Ward and/or party represented**	**Council meetings attended**
(Appointed 29-07-2025)		Section 80 Portfolio Committee for Technical Services		

COUNCILLORS, COMMITTEES ALLOCATED AND COUNCIL ATTENDANCE				
Council Members	**Full-time (FT)/ Part-time (PT)**	**Committees allocated**	**Ward and/or party represented**	**Council meetings attended**
Cllr AJ du Plessis	PT	Rules Committee Municipal Public Accounts Committee (Alternate) Paarl Museum Section 80 Portfolio Committee for Technical Services	VF+	19
Ald R Farao	FT	Mayoral Committee Local Labour Forum Worcester Museum Section 80 Portfolio Committee for Community Development and Planning Services	DA	19
Ald S Goedeman	PT	Local Labour Forum (Alternate) Municipal Public Accounts Committee Section 80 Portfolio Committee for the Office of the Municipal Manager	DA	18
Cllr E Groenewald	FT	Mayoral Committee Local Labour Forum Section 80 Portfolio Committee for Corporate Services	DA	12
Cllr AJN Hanekom	PT	Municipal Public Accounts Committee (Alternate) Section 80 Portfolio Committee for the Office of the Municipal Manager	DA	15
Cllr V Hani	PT	Stellenbosch Museum Section 80 Portfolio Committee: Community Development and Planning Services	ANC	15
Cllr A Hess	PT	Municipal Public Accounts Committee (Alternate) Oude Kerk Volksmuseum van ‘t Land van Waveren (Tulbagh) Section 80 Portfolio Committee for Corporate Services	GOOD	18

COUNCILLORS, COMMITTEES ALLOCATED AND COUNCIL ATTENDANCE				
Council Members	**Full-time (FT)/ Part-time (PT)**	**Committees allocated**	**Ward and/or party represented**	**Council meetings attended**
Cllr F Jacobs	PT	Municipal Public Accounts Committee Section 80 Portfolio Committee for Financial Services	DA	19
Cllr DB Janse	PT	Municipal Public Accounts Committee Robertson Museum Section 80 Portfolio Committee for Technical Services	DA	19
Cllr JJS Januarie (Resigned 31-07-2025)	PT	Section 80 Portfolio Committee for Technical Services	ANC	2
Ald DD Joubert (Speaker)	FT	Rules Committee	DA	19
Cllr LL Kahla (Appointed 05-03-2026)	FT		ANC	6
Cllr MT Klaas (Appointed 22-06-2026)	FT		EFF	2
Cllr CO Klaaste	PT	Section 80 Portfolio Committee for Community Development and Planning Services	ANC	16
Cllr J Kriel	PT	Mayoral Committee Municipal Public Accounts Committee Section 80 Portfolio Committee for Technical Services	DA	18
Cllr JS Mafilika (Appointed 08-08-2025) (Resigned 27-02-2026)	PT	Section 80 Portfolio Committee for Technical Services	ANC	3
Cllr J Maliti	PT	Municipal Public Accounts Committee (Alternate) Local Labour Forum (Alternate) Section 80 Portfolio Committee for Corporate Services	ANC	18

COUNCILLORS, COMMITTEES ALLOCATED AND COUNCIL ATTENDANCE				
Council Members	**Full-time (FT)/ Part-time (PT)**	**Committees allocated**	**Ward and/or party represented**	**Council meetings attended**
Cllr XL Mdemka	FT	Mayoral Committee Section 80 Portfolio Committee for Community Development and Planning Services	DA	18
Ald C Meyer	FT	Mayoral Committee Section 80 Portfolio Committee for Community Development and Planning Services	DA	18
Cllr TR Mpulanyana	PT	Municipal Public Accounts Committee Section 80 (Office of the Municipal Manager)	ANC	17
Cllr N Nel	PT	Municipal Public Accounts Committee Section 80 Portfolio Committee for Financial Services	VF+	19
Cllr L Ngwane (Resigned 10-06-2026)	PT	Local Labour Forum (Alternate) Rules Committee Togryers Museum (Ceres) Section 80 Portfolio Committee for Technical Services	EFF	6
Cllr Z Olayi (Appointed 20-06-2026)	PT		DA	1
Cllr AJ Pedro	PT	Municipal Public Accounts Committee Section 80 Portfolio Committee for Corporate Services	DA	18
Cllr WC Petersen	FT	Mayoral Committee Section 80 Portfolio Committee for Community Development and Planning Services	DA	16
Cllr N Phatsoane	PT	Section 80 Portfolio Committee for the Office of the Municipal Manager	ANC	11
Cllr AM Richards	PT	Municipal Public Accounts Committee (Alternate) Section 80 Portfolio Committee for Financial Services	ANC	17

COUNCILLORS, COMMITTEES ALLOCATED AND COUNCIL ATTENDANCE				
Council Members	**Full-time (FT)/ Part-time (PT)**	**Committees allocated**	**Ward and/or party represented**	**Council meetings attended**
Ald M Sampson (Deputy Executive Mayor)	FT	Mayoral Committee Section 80 Portfolio Committee for the Office of the Municipal Manager	DA	19
Cllr ND Sauerman	PT	Municipal Public Accounts Committee Wellington Museum Section 80 Portfolio Committee for the Office of the Municipal Manager	DA	18
Cllr J Smit	PT	Municipal Public Accounts Committee Section 80 Portfolio Committee for Corporate Services	DA	18
Cllr M Smit	PT	Municipal Public Accounts Committee Montagu Museum Section 80 Portfolio Committee for Technical Services	DA	17
Cllr JHP Steyn	FT	Mayoral Committee Section 80 Portfolio Committee for Community Development and Planning Services	DA	18
Cllr D Swart	FT	Mayoral Committee Section 80 Portfolio Committee for Financial Services	DA	19
Cllr M van Stade	PT	Local Labour Forum Rules Committee S Section 80 Portfolio Committee for the Office of the Municipal Manager	GOOD	17
Cllr A Tomose	PT	Section 80 Portfolio Committee for Financial Services	ANC	18
Ald (Dr) H von Schlicht (Executive Mayor)	FT	Mayoral Committee	DA	19

COUNCILLORS, COMMITTEES ALLOCATED AND COUNCIL ATTENDANCE				
Council Members	**Full-time (FT)/ Part-time (PT)**	**Committees allocated**	**Ward and/or party represented**	**Council meetings attended**
Cllr CF Wilskut	PT	Rules Committee Section 80 Portfolio Committee for Financial Services	BO	4
Cllr MH Yabo	PT	Rules Committee Municipal Public Accounts Committee	ANC	18

APPENDIX B – COMMITTEES AND PURPOSES OF COMMITTEES

COMMITTEES (OTHER THAN MAYORAL / EXECUTIVE COMMITTEE) AND PURPOSES OF COMMITTEES	
Municipal Committees	**Purpose of Committee**
Annual Performance Evaluation Panel (Managers directly accountable to the Municipal Manager)	To evaluate the annual performance of the Municipal Manager as well as managers directly accountable to the Municipal Manager.
Rules Committee	To make recommendations to Council regarding matters affecting the procedures and policies of the municipal Council and its Councillors.
Training Committee	To develop the workforce in accordance with the National Skills Development Strategy of national government.
Local Labour Forum	To negotiate and/or consult regarding matters of mutual concern; such matters referred from time to time by Bargaining Council or its divisions; except matters reserved for bargaining in Bargaining Council Divisions.
Audit Committee	Audit Committee is an independent advisory body that must – (a) advise the municipal Council, the political office-bearers, the Accounting Officer and the management staff of the district municipality on matters relating to – (i) internal financial control and internal audits; (ii) risk management; (iii) accounting policies; (iv) the adequacy, reliability and accuracy of financial reporting and information; (v) performance management; (vi) effective governance; (vii) compliance with this Act, the annual Division of Revenue Act and any other applicable legislation; (viii) performance evaluation; and (ix) any other issues referred to it by the municipality or municipal entity; (b) review the annual financial statements to provide the Council of the district municipality with an authoritative and credible view of the financial position of the municipality or municipal entity, its efficiency and effectiveness and its overall level of compliance with this Act, the annual Division of Revenue Act and any other applicable legislation; (c) respond to the Council on any issues raised by the Auditor-General in the audit report;

COMMITTEES (OTHER THAN MAYORAL / EXECUTIVE COMMITTEE) AND PURPOSES OF COMMITTEES	
Municipal Committees	**Purpose of Committee**
	(d) carry out such investigations into the financial affairs of the district municipality as the Council of the district municipality may request; and (e) perform such other functions as may be prescribed.
Municipal Public Accounts Committee (MPAC)	The primary Terms of Reference of the MPAC, in addition to other relevant functions, are as follows: (a) Shall not be responsible for policy formulation; (b) May engage directly with the public and consider public comments when received and will be entitled to request documents or evidence from the Accounting Officer; (c) Shall have permanent referral of documents as they become available relating to: (i) in-year reports of the CWDM; (ii) financial statements of the CWDM as part of its oversight process; (iii) audit opinion, other reports and recommendations from the Audit Committee; (iv) information relating to compliance in terms of sections 128 and 133 of the MFMA; (v) information in respect of any disciplinary action taken in terms of the MFMA where it relates to an item that is currently serving or has served before it; (vi) any other audit report of the CWDM; and (vii) performance information of the CWDM. (d) Shall consider and evaluate the content of the Annual Report and make recommendations to Council when adopting an oversight report on the Annual Report; (e) In order to assist with the conclusion of matters that may not be finalised, information relating to past recommendations made on the Annual Report must also be reviewed, relating to current in-year reports, including the quarterly, mid-year and annual reports; (f) Shall examine the financial statements and audit reports of the CWDM and in doing so, consider improvements from previous statements and reports and evaluate the extent to which the Audit Committee and the Auditor-General's recommendations have been implemented; (g) Shall promote good governance, transparency and accountability on the use of municipal resources; (h) Shall recommend or undertake any investigation in its area of responsibility after reviewing any investigation report already undertaken by the CWDM or the Audit Committee; (i) Shall request the support of both the internal and external auditors in an advisory capacity when necessary;

COMMITTEES (OTHER THAN MAYORAL / EXECUTIVE COMMITTEE) AND PURPOSES OF COMMITTEES	
Municipal Committees	**Purpose of Committee**
	(j) Shall conduct investigations into unauthorised, irregular and/or fruitless and wasteful expenditure in accordance with section 32(2)(a)(ii) of the MFMA and Regulation 74 of the Municipal Budget and Reporting Regulations, 2008; (k) Shall perform any other functions within its area of responsibility assigned to it through a resolution of Council.

APPENDIX C – SECOND AND/OR THIRD-TIER ADMINISTRATIVE STRUCTURE

SECOND AND/OR THIRD TIER STRUCTURE AS AT 30 JUNE 2026		
Directorate	Position	Name
Office of the Municipal Manager	Chief Audit Executive	S Green
	Deputy Director: Communication Services	EJ Otto
	Deputy Director: Risk and Compliance	Position will be filled 1 September 2026
Financial Services	Director: Budget and Treasury Office	MJ Lesch
	Deputy Director: Supply Chain Management	R Leo
	Director: Reporting and Compliance • Financial & Strategic Support Services	Justin Coerecius
Community Development and Planning Services	Director: Socio-Economic Development	RWB van Wyk
	Deputy Director: Town and Regional Planning	QJ Balie
	Chief Fire Officer	W Josias
	Head of Municipal Disaster Management Centre	SP Minnies
	Acting Deputy Director: Municipal Health Services	C Bostander
Corporate Services	Director: IDP, Performance and Risk Management	BT Daries
	Director: Support Services	K Smit
	Director: Human Resources	GCN Julie
	Deputy Director: Information Technology	AM Gabier
	Deputy Director: Legal Services	Vacant

Technical Services	Director: Roads	H Maart
	Deputy Director: Project Management	C Swart
	Deputy Director: Facilities Management	S Phillips
	Deputy Director: Regulation of Passenger Transport Services	CT Nkasela

APPENDIX D – FUNCTIONS OF A DISTRICT MUNICIPALITY

In terms of the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998) as amended: FUNCTIONS AND POWERS OF MUNICIPALITIES (Sections 83-89)

5.9.1 General

(1) A municipality has the functions and powers assigned to it in terms of Sections 156 and 229 of the Constitution.

(2) The functions and powers referred to in Subsection (1) must be divided in the case of a district municipality and the local municipalities within the area of the district municipality, as set out in this Chapter.

(3) A district municipality must seek to achieve the integrated, sustainable and equitable social and economic development of its area as a whole by –

(a) ensuring integrated development planning for the district as a whole;

(b) promoting bulk infrastructural development and services for the district as a whole;

(c) building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking; and

(d) promoting the equitable distribution of resources between the local municipalities in its area to ensure appropriate levels of municipal services within the area.

5.9.2 Division of functions and powers between district and local municipalities

(1) A district municipality has the following functions and powers:

(a) Integrated development planning for the district municipality as a whole, including a framework for integrated development plans of all municipalities in the area of the district municipality.

(b) Potable water supply systems.

(c) Bulk supply of electricity, which includes for the purposes of such supply the transmission, distribution and, where applicable, the generation of electricity.

(d) Domestic waste water and sewage disposal systems.

(e) Solid waste disposal sites, in so far as it relates to –

(i) the determination of a waste disposal strategy;

(ii) the regulation of waste disposal;

(iii) the establishment, operation and control of waste disposal sites, bulk waste

transfer facilities and waste disposal facilities for more than one local municipality in the district.

(f) Municipal roads that form an integral part of a road transport system for the area of the district municipality as a whole.

(g) Regulation of passenger transport services.

(h) Municipal airports serving the area of the district municipality as a whole.

(i) Municipal health services.

(j) Firefighting services serving the area of the district municipality as a whole, which includes –

(i) planning, coordination and regulation of fire services;

(ii) specialised firefighting services such as mountain, veld and chemical fire services;

(iii) coordination of the standardisation of infrastructure, vehicles, equipment and procedures;

(iv) training of fire officers.

(k) The establishment, conduct and control of fresh produce markets and abattoirs serving the area of a major proportion of the municipalities in the district.

(l) The establishment, conduct and control of cemeteries and crematoria serving the area of a major proportion of municipalities in the district.

(m) Promotion of local tourism for the area of the district municipality,

(n) Municipal public works relating to any of the above functions, or any other functions assigned to the district municipality.

(o) The receipt, allocation and, if applicable, the distribution of grants made to the district municipality.

(p) The imposition and collection of taxes, levies and duties as related to the above functions or as may be assigned to the district municipality in terms of national legislation.

(2) A local municipality has the functions and powers referred to in section 83(1), excluding those functions and powers vested in terms of Subsection (1) of this section in the district municipality in whose area it falls.

APPENDIX E – RECOMMENDATIONS OF THE MUNICIPAL AUDIT PERFORMANCE AND AUDIT COMMITTEE 2025/2026

AUDIT AND PERFORMANCE AUDIT COMMITTEE REPORT

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026



CAPE WINELANDS DISTRICT
MUNICIPALITY • MUNISIPALITEIT • UMASIPALA

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REPORT BY THE CHAIRPERSON OF THE CAPE WINELANDS DISTRICT MUNICIPALITY AUDIT AND PERFORMANCE AUDIT COMMITTEE FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026

1. Introduction

It is my pleasure to present the Annual Report of the Audit and Performance Audit Committee (APAC) for the financial year ended 30 June 2026.

Throughout the year under review, the Committee fulfilled its statutory responsibilities in accordance with Section 166 of the Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA), together with the applicable Treasury Regulations and other relevant legislative requirements.

The APAC remained committed to promoting sound governance, strengthening accountability, enhancing organisational performance, and providing independent oversight over the Municipality's financial management, internal control environment, risk management, and performance reporting processes.

2. Composition and Meetings of the Audit and Performance Audit Committee

2.1 Committee Composition

The APAC comprises four independent members who collectively possess extensive knowledge and experience in financial management, governance, risk management, internal control, auditing, and organisational performance.

The independence of the Committee from both management and Council enables it to provide objective oversight and independent advice in fulfilling its governance responsibilities.

2.2 Meetings

In accordance with its approved Charter, the APAC convenes on a quarterly basis, with additional meetings arranged where necessary to address matters requiring the Committee's attention.

During the 2025/2026 financial year, the APAC held four (4) meetings on the following dates:

(a)	22 August 2025	Quarter 4 of 2024/2025
(b)	12 November 2025	Quarter 1 of 2025/2026
(c)	01 February 2026	Quarter 2 of 2025/2026
(d)	10 June 2026	Quarter 3 of 2025/2026

2.3 Member Attendance

Name of Member	Meetings Attended	Comments
Mr. G. Serfontein	4 out of 4	Appointed Chairperson from 27 February 2026 – COUNCIL Item C.15.6
Mr. O. Valley	4 out of 4	Appointed Deputy Chairperson from 27 February 2026 – COUNCIL Item C.15.6
Mr. P. le Roux	4 out of 4	Member
Mr. J. Steyl	1 out of 2	Member - Appointed from 01 February 2026 – COUNCIL Item C.15.5 of 29 January 2026

2.4 Standing Invitees

To support informed decision-making and effective oversight, APAC meetings are attended by key municipal officials and external assurance providers by standing invitation. These include the Municipal Manager, Chief Financial Officer, members of the Senior Management Team, Internal Audit, Risk Management, Information and Communication Technology (ICT), Provincial Treasury, and the Auditor-General of South Africa (AGSA).

3. Mandate and Responsibilities of the Audit and Performance Audit Committee

The APAC performs its oversight role in accordance with its formally approved Audit and Performance Audit Committee Charter, which is reviewed annually to ensure continued alignment with legislative requirements, recognised governance practices, and the evolving needs of the Municipality.

The Committee's key responsibilities include:

(a) Reviewing the integrity, completeness and reliability of the Municipality's financial reporting processes.

(b) Monitoring the adequacy and effectiveness of the system of internal controls and the overall control environment.

(c) Overseeing compliance with applicable legislation, regulatory requirements, and standards of ethical conduct.

(d) Assessing the effectiveness and independence of the Internal Audit Function and monitoring implementation of the approved Internal Audit Plan.

(e) Engaging with the Auditor-General of South Africa on audit planning, significant audit matters, audit findings, and the implementation of corrective actions.

(f) Providing independent assurance over the Municipality's performance management system in its capacity as the designated Performance Audit Committee.

(g) Monitoring the effectiveness of risk management, governance processes, and combined assurance arrangements across the Municipality.

4. Committee Activities and Key Governance Observations

During the year under review, the APAC continued to provide independent oversight over governance, risk management, internal control, financial reporting, and organisational performance. The Committee's deliberations focused on promoting continuous improvement and strengthening institutional resilience.

4.1 Internal Audit Function

(a) The Internal Audit Function implemented the approved risk-based Internal Audit Plan.

(b) Internal Audit reports presented to the APAC indicated that, overall, the Municipality maintained an adequate system of internal controls, while identifying opportunities for further strengthening controls within selected operational areas.

(c) The APAC acknowledges the Internal Audit Division's ongoing commitment to continuous improvement, including its alignment with the Global Internal Audit Standards.

4.2 Financial Management and Financial Reporting

(a) The Committee is satisfied that the Municipality's financial reporting processes remained effective, reliable, and appropriately controlled throughout the reporting period.

(b) The APAC monitored the Municipality's audit readiness initiatives and noted management's continued commitment to strengthening financial governance and implementing corrective measures arising from prior audit findings.

4.3 Performance Management

(a) Quarterly performance reports were subjected to independent review by Internal Audit and subsequently evaluated by the APAC in accordance with its oversight responsibilities.

(b) The Committee noted continued improvement in the quality, accuracy, reliability, and credibility of performance information and its alignment with the Municipality's strategic objectives.

4.4 Risk Management and Governance

(a) The APAC monitored the continued enhancement of the Municipality's risk management processes, including strengthened oversight of strategic risks and emerging organisational risks.

(b) The Committee continues to emphasise the importance of sound data governance, improved cybersecurity resilience, and effective business continuity management as critical components of good governance.

(c) Progress was noted in developing a Combined Assurance Policy & Framework and Implementation Plan to support the future implementation of a coordinated assurance model across the Municipality.

4.5 Auditor-General of South Africa

(a) Engagements between the APAC, management and the Auditor-General of South Africa remained constructive, transparent and focused on achieving sustainable improvements in governance and audit outcomes.

(b) The Committee noted management's commitment to the timely implementation of agreed corrective actions to address audit findings.

4.6 Overall Governance Assessment

Based on the reports considered and assurance received during the year, the APAC is satisfied that the Municipality's governance arrangements continue to operate effectively. The Committee further notes management's commitment to maintaining sound financial management, ethical leadership, effective internal controls, and compliance with applicable legislation.

5. Conclusion

The Audit and Performance Audit Committee wishes to express its appreciation to the Council, Municipal Manager, management, Internal Audit, Risk Management, Provincial Treasury, and the Auditor-General of South Africa for their continued cooperation, professionalism, and commitment to strengthening governance across the Municipality.

Having considered the work performed during the financial year, together with the assurance provided by management, Internal Audit, Risk Management and the Auditor-General of South Africa, the APAC is of the opinion that the Cape Winelands District Municipality continues to maintain an effective governance framework, a sound system of internal control, credible performance reporting processes, and an appropriate level of stewardship over public resources.



Mr. G. Serfontein
Chairperson: Audit and Performance Audit Committee
Cape Winelands District Municipality

ANNEXURE X: RECOMMENDATIONS OF THE MUNICIPAL AUDIT AND PERFORMANCE AUDIT COMMITTEE

Table xx: Municipal Audit and Performance Audit Committee Recommendations

During the 2025/2026 financial year, the Audit and Performance Audit Committee (APAC) submitted quarterly reports to Council in fulfilment of its oversight responsibilities in terms of section 166 of the Municipal Finance Management Act. The recommendations contained in these reports have been consolidated into the key thematic areas below, reflecting matters requiring ongoing management attention and Council oversight to strengthen governance, risk management, financial sustainability, performance management and internal control within the Cape Winelands District Municipality.

No	Key Theme	Recommendations
1.	**Strengthening Risk Management Governance and Capacity**	Establish and maintain a dedicated Risk Management Function within the Office of the Municipal Manager.
		Finalise the appointment of a suitably qualified Risk Manager/Chief Risk Officer to strengthen risk governance and oversight.
		Finalise and implement the Risk Management Governance Framework, including the Risk Management Policy, Strategy, Operational Risk Register, Strategic Risk Register and supporting methodologies.
		Finalise outstanding risk management deliverables and address delays in implementation of the approved Risk Management Improvement Plan.
		Strengthen the effectiveness of the Fraud and Risk Management Committee (FARMCO) and ensure governance structures operate in accordance with approved terms of reference.
		Continue building organisational risk management maturity through training, awareness initiatives and management ownership of strategic and operational risks.
2.	**Long-Term Financial Sustainability and Financial Reporting**	Develop and implement a Long-Term Financial Plan to support the long-term financial sustainability of the Municipality.

		Continue monitoring the financial implications arising from the transfer of the Roads Function and operationalisation of the Regional Landfill Site.
		Enhance financial reporting by providing improved analysis of material operating and capital budget variances, including corrective measures taken.
		Continue implementing corrective actions arising from audit findings, audit adjustments and financial reporting matters.
		Monitor matters relating to the VAT treatment of the Roads Function and the interpretation of SCM Regulation 44 through ongoing engagement with AGSA.
3.	**Management of Strategic Risks (Roads Function Transfer and Regional Landfill Site)**	Conduct and maintain comprehensive risk assessments relating to the transfer of the Roads Agency Function and operation of the Regional Landfill Site.
		Monitor and mitigate financial, operational, environmental and sustainability risks associated with both strategic projects.
		Engage proactively with the Western Cape Provincial Government regarding timelines, resource implications, staff impacts and service delivery risks associated with the Roads Function transfer.
		Implement and monitor remedial actions arising from flood damage and operational challenges affecting the Regional Landfill Site.
		Ensure strategic risks associated with both matters are formally incorporated into the Municipality's risk management processes and mitigation plans.
4.	**Ethics, Compliance and Governance Frameworks**	Finalise, approve and implement the Ethics Policy, Whistle-Blowing Policy, Anti-Corruption Policy, Compliance Management Policy and Loss Control Management Policy.
		Strengthen the implementation of the Code of Ethical Leadership in Local

		Government and promote an ethical organisational culture.
		Continue promoting ethics awareness, accountability and fraud prevention throughout the Municipality.
		Address governance weaknesses and opportunities for improvement identified through Internal Audit reviews, ethics assessments and related oversight processes.
5.	**Cybersecurity and ICT Governance**	Continue strengthening the Municipality's cybersecurity posture and ICT control environment to address increasing cyber risks.
		Enhance cybersecurity monitoring, business continuity arrangements and governance processes.
		Continue investing in preventative and detective cybersecurity controls following challenges associated with obtaining cost-effective cyber insurance cover.
		Ensure regular oversight and reporting on cybersecurity risks, incidents and mitigation measures.
6.	**Combined Assurance and Internal Control Improvement**	Finalise and implement the Combined Assurance Framework and related policies to strengthen coordination between assurance providers.
		Continue implementing Internal Audit recommendations and management action plans to improve the overall control environment.
		Strengthen internal controls, performance monitoring and accountability across all directorates.
		Ensure appropriate monitoring of risks, controls, governance processes and performance information through ongoing assurance activities.
		Support continuous improvement of governance, risk management and control maturity throughout the Municipality.

APPENDIX F – DISCLOSURES OF FINANCIAL INTERESTS

To be included.

APPENDIX G (I) – REVENUE COLLECTION PERFORMANCE BY VOTE

REVENUE COLLECTION PERFORMANCE BY VOTE					
Vote Description	2024/2025	2025/2026			2025/2026 Variance	
	Actual (R)	Original Budget (R)	Adjusted Budget (R)	Actual (R)	Original Budget	Adjustment Budget
Buildings: Maintenance	- 258.751.02	- 244.000.00	- 22.171.00	- 18.170.88	93%	18%
Disaster Management	- 999.372.33	- 1.000.000.00	- 3.069.928.00	- 2.469.271.88	-147%	20%
Expenditure	- 260.569.773.78	- 270.811.000.00	- 270.811.000.00	- 270.850.200.48	0%	0%
Finance Management	-	- 800.00	- 800.00	- 242.453.40	-30207%	0%
Financial Management Grant	- 1.000.000.00	- 1.000.000.00	- 1.000.000.00	- 1.000.000.00	0%	0%
Fire Services	- 907.859.46	- 620.000.00	- 620.000.00	- 605.976.47	2%	2%
Human Resources Management	- 413.607.25	- 334.800.00	- 434.800.00	- 400.464.35	-20%	8%
Municipal Health Services	- 867.768.47	- 653.000.00	- 623.000.00	- 864.365.17	-32%	-39%
Roads: Main Div / Indirect	- 125.927.285.88	- 88.590.000.00	- 114.501.069.00	- 104.459.531.83	-18%	9%
Roads: Plant	- 306.947.44	- 3.821.000.00	- 35.000.00	-	100%	100%
Regional Landfill Site	-	- 16.875.045.00	-	-	100%	0%
Procurement	- 2.973.10	- 50.000.00	- 22.350.00	- 218.27	100%	99%
Projects	- 3.788.477.79	- 5.382.400.00	- 5.440.050.00	- 3.903.440.36	27%	28%
Public Transport Regulation	- 3.523.165.21	- 982.000.00	- 982.000.00	- 982.000.00	0%	0%
Social Development	- 65.194.10	- 76.000.00	- 88.404.00	- 64.487.88	15%	27%
Sundry Expenditure of the Council	- 114.680.442.31	- 97.058.245.00	- 97.058.217.00	- 93.709.489.30	3%	3%
Transport Pool	-	-	-	- 197.536.24	100%	100%

APPENDIX G (II) – REVENUE COLLECTION PERFORMANCE BY SOURCE

To be included.

APPENDIX H – CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

To be included

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APPENDIX I – 2024/2025 B-BBEE CERTIFICATE & SCORECARD REPORT

Cape Winelands District Municipality

Measured against: DTI Generic Specialised Balanced Scorecard, Gazette 38766						
BEE Elements	**Weighting**	**Indicators of Empowerment**	**Indicator Weighting**	**Targets**	**Raw Score**	**Total**
Management Control	20	Exercisable voting rights of black board members as a percentage of all board members	2	50%	75.61%	2.00
		Exercisable voting rights of black female board members as a percentage of all board members	1	25%	41.46%	1.00
		Black Executive directors as a percentage of all executive directors	2	50%	0.00%	0.00
		Black female Executive directors as a percentage of all executive directors	1	25%	0.00%	0.00
		Black Other Executive Management as a percentage of all executive management	2	60%	100.00%	2.00
		Black female Other Executive management as a percentage of all executive management	1	30%	50.00%	1.00
		Black employees in senior management as a percentage of all senior management	2	60%	Scored Using the Overall Demographic Representation of Black People in the Employment Equity Report	0.99
		Black female employees in senior management as a percentage of all senior management	1	30%		0.50
		Black employees in middle management as a percentage of all middle management	2	75%		1.52
		Black female employees in middle management as a percentage of all middle management	1	38%		0.80
		Black employees in Junior Management as a percentage of all junior management	2	88%		1.61
		Black female employees in junior management as a percentage of all junior management	1	44%		0.84
		Black employees with disabilities as a percentage of all employees	2	2%	0.96%	0.96
Skills Development	25	Skills Development expenditure on learning programs specified in the learning programs matrix for black people as a percentage of leviable amount	9	6%	Scored Using the Overall Demographic Representation of Black People in the Employment Equity Report	1.44
		Skills Development expenditure on learning programs specified in the learning programs matrix for black employees with disabilities as a percentage of leviable amount	4	0.3%	0.00%	0.00
		Number of black people participating in Learnerships, Apprenticeships and internship as a percentage of total employees	6	2.5%	Scored Using the Overall Demographic Representation of Black People in the Employment Equity Report	5.92
		Number of black unemployed people participating in training specified in the learning programme matrix as a percentage of number of employees	6	2.5%		1.16
	Bonus	Number of black people absorbed by the Measured and Industry Entity at the end of the learnership/apprenticeship or internship programme	5	100%	0.00%	0.00

Enterprise and Supplier Development	50	B-BBEE Procurement spend from all Empowering suppliers based on the B-BBEE procurement recognition levels as a percentage of total measured procurement spend	5	80%	68.71%	4.29
		B-BBEE Procurement spend from all Empowering Suppliers that are Qualifying Small Enterprises based on the applicable B-BBEE procurement recognition levels as a percentage of total measured procurement spend	4	15%	14.09%	3.76
		B-BBEE Procurement spend from all Empowering Exempted Micro-Enterprises based on the applicable B-BBEE Procurement Recognition Levels as a percentage of total measured procurement spend	5	15%	15.97%	5.00
		B-BBEE Procurement spend from Empowering Suppliers that are at least 51% black owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	11	40%	29.76%	8.18
		B-BBEE Procurement spend from Empowering Suppliers that are at least 30% black women owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend.	5	12%	18.59%	5.00
		Annual value of all Supplier Development Contributions made by the Measured Entity as a percentage of the target (NPAT) **OR**	15	2%	0.00%	0.00
		Annual value of all Supplier Development Contributions made by the Measured Entity as a percentage of the target (Annual Revenue, Allocated Budget, Gross Receipts, Discretional Spend)	15	0.2%	0.00%	0.00
		Annual value of Enterprise Development Contributions and Sector Specific Programmes made by the Measured Entity as a percentage of the target (NPAT) **OR**	5	1%	1.98%	5.00
		Annual value of Enterprise Development Contributions and Sector Specific Programmes made by the Measured Entity as a percentage of the target (Annual Revenue, Allocated Budget, Gross Receipts, Discretional Spend)	5	0.1%	0.00%	0.00
	Bonus	B-BBEE Procurement Spend from Designated Group Suppliers that are at least 51% Black owned	2	2%	6.94%	2.00
		Bonus point for graduation of one or more Enterprise Development beneficiaries to graduate to the Supplier Development level	1		NO	0.00
		Bonus point for creating one or more jobs directly as a result of Supplier Development and Enterprise Development initiatives by the Measured Entity	1		NO	0.00

Socio Economic Development	5	Annual value of all Socio-Economic Development Contributions by the Measured Entity as a percentage of the target (NPAT) **OR**	5	1%	1.02%	5.00
		Annual value of all Socio-Economic Development Contributions by the Measured Entity as a percentage of the target (Annual Revenue, Allocated Budget, Gross Receipts, Discretional Spend).	5	0.1%	0.00%	0.00
Total						**59.98**

Onsite Date	22/07/2026
Issue Date	12/08/2026

B-BBEE Status	**Level 8**
B-BBEE Procurement Recognition Level:	**10%**
Empowering Supplier	**Yes**

Verification Analyst	R Ramphal
Technical Signatory	T Munsami

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CAPE WINELANDS DISTRICT MUNICIPALITY

GENERIC CERTIFICATE

LEVEL 8

Registration Number	N/A
VAT Number	4700193495
Physical Address	46 Alexander Street, Stellenbosch, Western Cape, 7600
Certificate Number	AAA 1861/0826 Rev 0
Applicable Code	Amended Codes of Good Practice (Government Gazette Number 38766 – Generic, Specialised)

B-BBEE SCORE PER ELEMENT	ACTUAL SCORE	TARGET SCORE	B-BBEE STATUS	
Ownership	N/A	N/A	Black Ownership	N/A
Management Control	13.23	20	Black Female Ownership	N/A
Skills Development	8.52	25	Black Designated Group	N/A
Enterprise and Supplier Development	33.23	50	*Black Youth*	N/A
Socio Economic Development	5.00	5	*Black Disabled*	N/A
Total Score	**59.98**	**100**	*Black Unemployed*	N/A
Procurement Recognition Level	**10%**		*Black People living in Rural*	N/A
Y.E.S Enhancement Applied	NO		*Black Military Veterans*	N/A
Y.E.S Target & 2.5% Absorption	NO		Black New Entrants	N/A
1.5 x Y.E.S Target & 5% Absorption	NO		Empowering Supplier	YES
Double Y.E.S Target & 5% Absorption	NO		Discounting Principle Applied	YES
Modified Flow Through Principle	NO		Issue Date	12/08/2026
Exclusion Principle Used	NO		Expiry Date	11/08/2027
Financial Year Used	01/07/2024 – 30/06/2025		Re-Issue Date	N/A

T Munsami
Technical Signatory

sanas BBBEE Verification Agency
BVA 140

This rating certificate is based on information provided to AAA BEE Verification Agency by the measured entity and represents an independent opinion based on the verification and analysis completed by AAA BEE Verification Agency.