



**OVERSIGHT REPORT**  
**2024/2025 ANNUAL REPORT**  
**BA-PHALABORWA MUNICIPALITY MPAC**  
**30 MARCH 2026**

# OVERSIGHT REPORT ON 2024/2025 ANNUAL REPORT

BA-PHALABORWA MUNICIPALITY  
MUNICIPAL PUBLIC ACCOUNTS COMMITTEE

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# OVERSIGHT REPORT ON 2024/2025 ANNUAL REPORT

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## 1. Introduction

In terms of Section 129 of the MFMA Council is required to consider the Annual report of the Municipality and to adopt an oversight report containing the Council comments on each annual report as per MFMA circular 32. The Annual Report for the financial year ending 2024/2025 was considered by Council on its sitting on the **30 January 2026** and further referred to MPAC for probing through resolution no 315/26

### *MPAC Members:*

<i>No</i>	<i>Surname &amp; Initials</i>	<i>Position</i>
1	Cllr Mukhari MP	<i>Chairperson</i>
2	Cllr Mampuru NJ	<i>Member</i>
3	Cllr Shayi S	<i>Member</i>
4	Cllr Mathebula D	<i>Member</i>
5	Cllr Nyathi EF	<i>Member</i>
6	Cllr Ramothwala B	<i>Member</i>
7	Cllr Malobane T	<i>Member</i>

## 2. Purpose

The purpose of this report is to report back to Council on the Annual Report referred to MPAC on the **30<sup>th</sup> January 2026** and to request Council to approve the Oversight Report on the 2024/2025 Annual Report in line with Section 129 of the MFMA.

## 3. The roles identified in the Annual Reporting process

### 3.1. The role of the Mayor and Accounting Officer

The Mayor is responsible to respond to questions as raised by MPAC on the Annual Report with the assistance of the Accounting Officer. The Accounting Officer is responsible to prepare the Annual Report in line with the legislation and submit it to Council for consideration.

### 3.2. The role of Council

Council's role is to adopt the Annual Report and to refer it to MPAC for probing. Council is also responsible to consider and adopt the Oversight Report as presented by MPAC if satisfied. On consideration of the Oversight Report Council must include a statement whether the Council:

*(i) has approved the annual report with or without reservations.*

*(ii) reject the annual report; or*

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*(iii) has referred the annual report back for revision of those components that can be revised.*

### **3.3. The role of Municipal Public Accounts Committee (MPAC)**

The role of MPAC is to consider the structure and content of the Annual Report to determine whether it complies with standards set by the National Treasury, contains information required in terms of circular 63 and 68 and if such content fairly represent the achievements of the municipality over the relevant financial year. After consideration of the Annual report, MPAC must prepare an Oversight report for Council adoption.

## **4. Process Followed**

MPAC followed the below mentioned process in probing the 2024/2025 Annual Report:

### ***4.1. The following legislations were considered in probing the 2024/2025 Annual Report:***

- The constitution of SA 108 of (1996)
- The Municipal Structures Act 117 of (1998)
- The Municipal Systems Act of 32 (2000)
- The Municipal Financial Management Act 56 of (2003)
- The Municipal Performance Regulations for Municipal Managers directly accountable to Municipal Managers (2006)
- The Municipal Financial Management Act circular 32,63 and 68.
- Municipal Public Accounts guidelines
- The Public Audit Act No.25 of 2004

### ***4.2. Working Session***

A working session was arranged on the **16-20 February 2026** to probe the Annual Report. The following key stakeholders were invited to assist MPAC in probing the Annual Report:

- Audit Committee Chairperson
- Auditor General South Africa
- Chief Audit Executive
- Strategic Planning Manager
- Manager Risk Management

The presence of the above stakeholder ensured that the Committee understand all attached reports and interpret them correctly. Detailed questions were prepared after understanding the Annual Report in detail.

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### *4.3.MPAC Meetings*

On the 5 March 2026 the Committee met to finalise and adopt the questions to be sent to the Mayor in preparation for Public Hearing. On the 19 March 2026 MPAC received responses from the Mayor and subsequently convened a meeting on the to consider the questions as responded by the Mayor.

### *4.4.Public Hearing*

The Public Hearing was scheduled to take place on the **26 March 2026** at Impala Park Sports hall. The community was invited to observe and witness the MPAC holding the Executive Accountable. All Municipal stakeholders were invited to the public hearing using emails, WhatsApp groups and Municipal website and social media. Amongst the invited stakeholders were the following who graced the Hearing:

- The Mayor
- The Speaker of Council
- The Chief Whip
- Executive Committee of Council,
- The Audit Committee Chairperson,
- Auditor General SA
- Limpopo COGHSTA
- MPAC Chairpersons of Mopani District Municipalities and their Support Staff,
- Senior Management and
- Community members.

## **5. Findings**

The following positive findings are acknowledged by MPAC:

- 1) The Annual Report Preparation and tabling was done according to legislation.
- 2) The Annual Report had all attachments as required by Circulars and MFMA
- 3) The attachments to the Annual Report were correct as confirmed by the AC Chairperson, CAE, AGSA and Strategic Planning Manager. This refers to Audited Annual Financial Statements, Audited Annual Performance Report, Audit Action Plan and Audit Report (AGSA).

The following findings were raised by MPAC:

- 1) The were errors identified in the Annual Report which were highlighted in the questions for attention by the Accounting Officer.
- 2) The Municipality still outsources the preparation of Annual Financial Statements.

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- 3) Challenges on appointment of staff in Technical Services is still crucial and deserved attention.
- 4) The Municipality does not have equipment to implement services delivery. Management has indicated that these will be considered for the 2026/2027 budget.
- 5) Qualified Audit Opinion were due to:
  - a) Provision for Namakgale and Gravelotte landfill site not appropriately assessed.
  - b) Payables from exchange transactions-Unallocated deposits.

## 6. Comments from the Public

The 2024/2025 Annual Report was publicised on the Municipal website and all Municipal Libraries on the 6 February 2026 for public comments. No comments were received from the public on the 2024/2025 Annual Report.

## 7. Recommendations

The Municipal Public Accounts Committee recommends that:

- 7.1. Council notes the Oversight report for 2024/25 financial year.
- 7.2. Council Approve the Oversight Report without reservation.
- 7.3. That Council continue to provide training to BTO officials to be able to compile AFS internally.
- 7.5. That critical positions be prioritised and filled.
- 7.6. That the Mayor invites SAPS in the quarterly Imbizo to provide local crime statistics.
- 7.7. That management ensure that local employment statistics are included in the Annual Report for the coming financial years.
- 7.8. That management engage with MDM on illegal connection of water to find solutions.
- 7.9. That Council intervene on the matter regarding illegal operation of Avanza's at Asibasabi street at Namakgale Complex.
- 7.10. That the Department of transport be engaged through the Transport Forum and the Office of the Mayor and the MM regarding the shortage of buses as part of public transport in the Municipality.
- 7.11. That management should develop and implement a plan to address to issue of storm water drainage and progress be reported to Council through Technical Services Portfolio Committee.
- 7.12. Manucipality should consider applying for water services authority as a matter of urgency.

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7.13. The management should develop a comprehensive strategy to address the reduction of indigent registrations. Management must consider benchmarking with other Municipalities in the District.

## 8. Annexures

The following documents are attached to the Oversight Report

- A. Schedule for considering the 2024/2025 Annual report.
- B. Questions and responses.
- C. Working template
- D. Attendance registers
- E. Public Notice



CLLR MUKHARI MP  
MPAC CHAIRPERSON

30 March 2024

DATE

# **ANNEXURE A**

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**SCHEDULE FOR CONSIDERING THE 2024/25 ANNUAL REPORT**

## **BA-PHALABORWA MUNICIPALITY**



### ***PROPOSED SCHEDULE FOR CONSIDERING 2024/25 ANNUAL REPORT***

*30<sup>th</sup> January 2026*

**Physical Address**

Nelson Mandela Drive  
Selati Road, PHALABORWA  
1390

**Postal Address**

Private Bag x01020  
PHALABORWA  
1390

**Telephone and Fax**

Tel: 015 780 6300  
Fax: 015 781 0726

Website: [www.ba-phalaborwa.gov.za](http://www.ba-phalaborwa.gov.za)

**SCHEDULE FOR CONSIDERING THE 2024/2025 ANNUAL REPORT**

**PROPOSED SCHEDULE FOR CONSIDERING 2023/2024 ANNUAL REPORT**

**BACKGROUND**

The 2024/25 Annual Report was tabled in Council by the Honourable Mayor Cllr MM Malatji on the 29<sup>th</sup> of January 2025. According to Section 129 of the MFMA, Council must consider the Annual Report of the Municipality, and by no later than two months from the date on which the annual report was tabled adopt an oversight report containing the Council's comments on the report.

Council has referred the Annual Report to the Municipal Public Accounts Committee (MPAC) for consideration. The MPAC is expected to probe the Annual Report and compile an Oversight Report on the Annual Report on behalf of Council. Members of the public have been invited to make representations on the Annual Report and to also express interest to participate in the MPAC committee that will be probing the report (see advert below):

**BA-PHALABORWA MUNICIPALITY**



**NOTICE OF PUBLICATION OF THE 2024/25 ANNUAL REPORT AND AN INVITATION TO SERVE IN THE OVERSIGHT COMMITTEE**

In terms of Section 16(1) of the Local Government Municipal Systems Act, Act 32 of 2000; Ba-Phalaborwa Municipality strives to develop a culture of community participation in municipal affairs and hereby gives notice of publication of the 2023/24 Annual Report.

Members of the public are encouraged to probe and comment on the content of the annual report which will be made available in municipal libraries, offices, the website, and local traditional authorities from February 2026.

**Interested individuals are requested to submit written applications to serve in the MPAC** that will be constituted and mandated by Council to consider the 2024/2025 Annual Report and further submit an Oversight Committee Report within two months from the date in which the Annual Report was tabled in Council.

**The closing date for the submission of comments or representations on the Annual Report is Friday the 7<sup>th</sup> of February 2026.**

All applications and representations should be in sealed envelopes and addressed to the Municipal Manager. Hand deliveries should be made and registered at the reception of the Phalaborwa municipal offices, Cnr Nelson Mandela Drive and Selati Road.

Address all correspondences to: The Municipal Manager

Ba-Phalaborwa Municipality  
P/Bag x 01020  
Phalaborwa  
1390

Enquiries should be directed to Khoza LP at Tel: (015) 780 6858 or Cell: 0730441570 or [khozal@ba-phalaborwa.gov.za](mailto:khozal@ba-phalaborwa.gov.za)

**SCHEDULE FOR CONSIDERING THE 2024/2025 ANNUAL REPORT**

**PROCESS PLAN**

The Municipal Public Accounts Committee (MPAC) must adopt a process plan to be followed in probing the Annual Report. The following is a draft process plan to be ratified and adopted by the MPAC.

MEETING NO.:	DATE	ACTIVITIES	OUTPUTS / OUTCOMES / RESULT	PARTICIPANTS
1	30/01/2026	<ul style="list-style-type: none"> <li>Referral of Annual Report by Council to MPAC. MFMA 127&amp;129 (1)</li> </ul>	Comments and Clarifications.	<ul style="list-style-type: none"> <li>MPAC members / MM</li> </ul>
2.	14/02/2026-	<ul style="list-style-type: none"> <li>Open for Public Comments. MFMA 127(5)</li> </ul>	<ul style="list-style-type: none"> <li>Comments and Clarifications</li> </ul>	<ul style="list-style-type: none"> <li>MPAC members</li> <li>MM</li> </ul>
3.	17/02/2026- 21/02/2026	<ul style="list-style-type: none"> <li>Working Session (Probing of Annual Report for written questions)</li> </ul>	<ul style="list-style-type: none"> <li>Comments and Clarifications</li> </ul>	<ul style="list-style-type: none"> <li>MPAC members</li> </ul>
4.	03/03/2026	<ul style="list-style-type: none"> <li>Adoption of written questions to the AO.</li> </ul>	<ul style="list-style-type: none"> <li>Comments and Clarifications</li> </ul>	<ul style="list-style-type: none"> <li>MPAC members</li> </ul>
5.	11/03/2026	<ul style="list-style-type: none"> <li>Responses from Accounting Officer on written questions.</li> </ul>	<ul style="list-style-type: none"> <li>Comments and Clarifications.</li> </ul>	<ul style="list-style-type: none"> <li>MPAC Researcher</li> </ul>
6.	14/03/2026	<ul style="list-style-type: none"> <li>Clarifications for Accounting Officer on responses. MFMA 129 (2) (a)</li> </ul>	<ul style="list-style-type: none"> <li>Comments and clarifications.</li> </ul>	<ul style="list-style-type: none"> <li>MPAC members and MM</li> </ul>

**SCHEDULE FOR CONSIDERING THE 2024/2025 ANNUAL REPORT**

MEETING NO.:	DATE	ACTIVITIES	OUTPUTS / OUTCOMES / RESULT	PARTICIPANTS
8.	19/03/2026	<ul style="list-style-type: none"> <li>Considering of Public Comments with MPAC.</li> </ul>	<ul style="list-style-type: none"> <li>Draft Oversight Report</li> </ul>	<ul style="list-style-type: none"> <li>MPAC members and MM</li> </ul>
9.	20/03/2026	<ul style="list-style-type: none"> <li>Public Hearing.</li> </ul>	<ul style="list-style-type: none"> <li>Copies available in all local libraries.</li> <li>Public Meeting /Virtual/ Facebook page.</li> </ul>	<ul style="list-style-type: none"> <li>MPAC members;</li> <li>MM</li> </ul>
10.	24/03/2026	<ul style="list-style-type: none"> <li>Finalization and adoption of recommendations to Council.</li> </ul>	<ul style="list-style-type: none"> <li>Draft Oversight Report.</li> </ul>	<ul style="list-style-type: none"> <li>MPAC Members</li> </ul>
11.	31/03/2026	<ul style="list-style-type: none"> <li>Tabling of report in Council. MFMA 129</li> </ul>	<ul style="list-style-type: none"> <li>Oversight Report</li> </ul>	<ul style="list-style-type: none"> <li>MPAC Members</li> </ul>
<u>12.</u>	09/04/2026	<ul style="list-style-type: none"> <li>Publicizing Oversight Report (Within 7days of adoption) MFMA 129</li> </ul>	<ul style="list-style-type: none"> <li>Copies available in all local libraries.</li> <li>Public meeting</li> </ul>	<ul style="list-style-type: none"> <li>MM</li> <li>Council</li> </ul>
<u>13.</u>	14/4/2026	<ul style="list-style-type: none"> <li>Submission of Annual Report and Oversight Report to Provincial Legislature (Within 7 days of adoption of Oversight Report. MFMA 129 &amp; MSA</li> </ul>	<ul style="list-style-type: none"> <li>Oversight Report.</li> </ul>	<ul style="list-style-type: none"> <li>MM</li> </ul>

SCHEDULE FOR CONSIDERING THE 2024/2025 ANNUAL REPORT

MEETING NO.:	DATE	ACTIVITIES	OUTPUTS / OUTCOMES / RESULT	PARTICIPANTS
		21A		

Recommendation

- 1. That Council APPROVE the schedule for considering the 2024/25 Annual report.



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MP Mukhari  
MPAC Chairperson

30 January 2026

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Date

# **ANNEXURE B**

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## **QUESTIONS AND RESPONSES**



# **RESPONSES TO QUESTIONS ASKED BY MPAC ON 2024/2025 ANNUAL REPORT**

**BA-PHALABORWA MUNICIPALITY  
26 MARCH 2026**

# 2024/2025 Annual Report Probing

Municipal Public Accounts Committee

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## RE: 2024/2025 DRAFT ANNUAL REPORT- QUESTIONS BY MPAC TO THE MAYOR/EXECUTIVE

### 1. MAYOR FOREWORD

1.1. The Mayor's foreword indicated challenges but no suggested solutions or plans to solve the challenges were provided. Please provide solutions to the challenges also.

Challenges	Solutions
Roads and stormwater	Development of roads and stormwater master plan followed by both internal and alternative funding sources/mechanisms for the implementation of multi-year programs to renew and upgrade the infrastructure
Water and sanitation	Ba-Phalaborwa Municipality (Service Provider) will collaborate with Mopani District Municipality (Service Authority) to address the water and sanitation challenges
Waste management in rural areas	Skip bins are provided in the rural areas to manage the issues of waste
Ageing of electricity infrastructure	Development of energy master plan followed by both internal and alternative funding sources/mechanisms for the implementation of multi-year programs to renew and upgrade the infrastructure

1.2. The municipality has been getting qualified audit outcome for more than 5 consecutive years.

1.2.1. What is the management's plan to achieve clean audit?

Management has implemented several measures aimed at improving the quality and reliability of financial reporting in order to progressively move the municipality towards achieving a clean audit outcome. These measures include:

- Strengthening the review process of the **Annual Financial Statements and supporting schedules** prior to submission to ensure accuracy and completeness.
- Ensuring that **interim financial statements address audit findings raised by the Auditor-General**, allowing management to correct issues during the financial year rather than at year-end.
- Requesting **technical review and support from Provincial Treasury** on interim financial statements to strengthen compliance with applicable reporting standards.

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- Implementing the **Audit Action Plan** to address findings raised by both the Auditor-General and Internal Audit.
- Ensuring that **audit paragraphs identified in previous audit outcomes are addressed and resolved before submission of the Annual Financial Statements.**
- Management appointed Environmental **Specialist to conduct an Environmental Risk Assessment for the Namakgale Landfill Site and the Gravelotte dumping site**, to address environmental compliance matters that have contributed to audit findings.

1.3. The mayor has indicated in her foreword that Ba-Phalaborwa municipality will continue to encourage and inform community members about the importance of paying rates and taxes.

1.3.1. Which measures does the municipality have if the residents do not comply?

The municipality continues to encourage residents to meet their obligations regarding payment for municipal services. In instances where residents fail to comply, the municipality applies the following measures:

- Enforcement of the **municipal credit control and debt collection policy.**
- Proposal and establishment of a **Revenue Protection Unit** to strengthen revenue collection and protect municipal income.
- Installation of **smart meters** to improve billing accuracy and reduce revenue losses.
- Encouraging customers to settle outstanding debts through **incentive-based settlement arrangements and discount offers.**
- Continuously engaging with the Government to settle the old debts through the debt forum

These initiatives are aimed at improving revenue collection and promoting a culture of payment for municipal services.

## 2. MUNICIPAL MANAGER' S FOREWORD

2.1. The key achievements as reflected in the Municipal Manager's foreword indicate jobs created through EPWP in 6 projects. Clarify which projects are those?

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The jobs created through the Expanded Public Works Programme (EPWP) were generated through the following infrastructure projects:

Projects	No of jobs created
Upgrading of <b>Honeyville to Dinoko Sebera Road</b> from gravel to 80mm block paving.	51
Upgrading of <b>Aubrey Carwash via Cemetery to Kanana Road</b> from gravel to 80mm block paving.	20
<b>Installation of a stormwater culvert at Tension Pilusa.</b>	12
<b>Refurbishment of Namakgale Stadium.</b>	18
<b>Installation of a stormwater culvert in Lulekani.</b>	11
<b>Upgrading of Benfarm Street – Phase 2</b>	32
<b>Total Jobs created</b>	<b>144</b>

These projects contributed both to service delivery improvements and temporary employment opportunities through the EPWP programme.

## 2.2. How do you reconcile bullet 2 and bullet 3?

## 2.3. In the Municipal Manager foreword, there are challenges indicated which appear in all annual reports so far. Does the municipality have any plan of dealing with these challenges because they appear in every annual report?

Management acknowledges that certain operational challenges have appeared in successive annual reports. The municipality continues to implement interventions aimed at addressing these challenges through improved planning, strengthened monitoring of performance, and implementation of corrective actions identified through internal and external oversight processes.

## 3. The municipality has appointed debt collectors to assist with the collection of debts owed to municipality.

### 3.1. What is the collection rate of the outstanding/historic debt, what is the average collection per month?

The collection rate on historic outstanding debt is currently approximately **2%**, with an **average monthly collection of about R1.3 million.**

### 3.2. What is the total debt owed to municipality?

The total debt owed to the municipality amounts to approximately **R1,040,Billion** excluding water and sanitation related charges.

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### 3.3. What is the monthly collection amount target of the debt collection? are they able to achieve the target?

The service providers appointed to assist with debt collection are expected to **collect up to 100% of the amounts handed over to them during the duration of their contracts**, subject to the recoverability of the debts.

### 3.4. Is the service of the debt collectors effective? If not, why? And what are the measures management will implement to improve on collection of outstanding and historic debt?

The appointment of debt collectors has contributed to the municipality's efforts to recover outstanding debt. In order to further improve collection of historic debt, management has implemented and continues to implement the following measures:

- **Data cleansing of the debtor database** to improve billing accuracy.
- Temporary outsourcing of **indigent services verification** to ensure correct classification of qualifying households.
- Proposal to establish a **Revenue Protection Unit** to strengthen revenue management.
- Registration of qualifying households on the **indigent register** to ensure proper subsidy allocation.
- Promotion of **debt settlement incentives and discounts** to encourage customers to settle outstanding balances.
- Development of a **settlement discount policy** to facilitate structured payment arrangements and improve revenue recovery.

### 3.5. How many debt collectors have been appointed since the inception of the services?

A total of **Seven debt collectors** has been appointed since the inception of the service, including:

- i. **Magoveni Business Trust** – Three-year contract.
- ii. **DDJ, NICS, Medaco, Hahleketa and Phakamani** – Pool of debt collectors for three years.
- iii. **Noko Maimela Attorneys** – Three-year contract.

## 4. POPULATION OVERVIEW

According to stats SA the population has increased from 150 637 to 188 603 which is going to put pressure on the existing infrastructure.

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## 4.1. Is the current infrastructure able to handle the increased demand?

No. The current infrastructure is aged and dilapidated and require upgrades to be able to handle the increased demand

## 4.2. What are the municipality's plans to upgrade the infrastructure [water and sanitation, electricity and roads

The increase in population from **150,637 to 188,603** has placed additional pressure on municipal infrastructure.

To address this, the municipality continues to prioritise **infrastructure rehabilitation, maintenance and long-term planning** across key service areas including **electricity, and roads**, with the aim of improving reliability and sustainability of services.

- With the current allocation Municipality will upgrade the electricity infrastructure to accommodate the growth in Town
- Anticipated allocation will be utilized on electrical upgrade (6million from disaster grant)

**If there are plans, when are they going to be implemented and how are they going to be funded?**

The municipality is also working with the **local mining sector through Social and Labour Plans (SLPs)**. For example, **Foskor Mine is currently implementing SLP projects that include support for rehabilitation of municipal streets**, which contributes towards improving infrastructure conditions.

## 4.3. The increase in the population also signifies that there is an increase in children of school going age.

### 4.3.1. How is the municipality planning to deal with the backlog in the number of schools available?

The provision and construction of schools falls under the responsibility of the **Provincial Department of Education**. The municipality continues to engage with relevant provincial authorities regarding planning requirements related to population growth and community development.

The municipality conducts ward-based planning processes where communities and ward committees identify shortages of schools. These needs are documented and incorporated into the IDP.

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The municipality presents the identified needs during IDP Representative Forum meetings, where sector departments such as the Department of Education participate. This platform allows the department to consider the construction of new schools, Plan for additional classrooms or Include projects in their infrastructure programmes.

## 5. SERVICE DELIVERY OVERVIEW

It has been indicated that there are several projects planned for implementation by the water board in the 2024/25 financial year to improve the sustainability of water supply.

### 5.1. Which are those projects?

The responsibility for water services infrastructure development rests with **Mopani District Municipality as the Water Services Authority**.

### 5.2. Have they been implemented? If yes, did the implementation yield any positive results?

This matter falls under the mandate of the Water Services Authority and therefore implementation details are managed by Mopani District Municipality.

## 6. FINANCIAL OVERVIEW

In terms of the financial overview the actual grants received in 2023/24 was R264 724 .00 and for 2024/25 the amount was reduced to R221 595.00 [Table 7]

### 6.1 Why was there a huge decrease in the grants allocations and which grants were affected?

- During the **2023/24 financial year**, the municipality received **R15.8 million under the Integrated National Electrification Programme (INEP)**, which was initially recorded as grant funding.
- However, **National Treasury issued mSCOA Circular 16 in October 2025**, requiring municipalities to reclassify INEP funding from **Grants to Sales of Goods and Services under Revenue**.
- In the **2024/25 financial year**, the municipality received **R2.8 million in INEP funding**, which has been accounted for in accordance with the revised mSCOA classification requirements.

### 6.2. How did the decrease affect service delivery and which projects were affected?

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- The decrease was mainly due to classification and addressing the disaster that occurred in KZN
- The municipality is currently in the process of planning for the **development of a substation aimed at improving electricity supply stability for communities**. The implementation of this project requires technical approval from Eskom, and the current allocation is considered sufficient to support the preparatory processes required.

### 6.3. Is the municipality applying for all relevant grants earmarked for local government? if not, which grants is the municipality not applying for and why?

The municipality continues to **apply for all grants allocated to local municipalities in line with its service delivery mandate and functional responsibilities**.

## 7. CAPITAL EXPENDITURE

### 7.1. In terms of the approved revenue enhancement strategy, what is the percentages of achievement on the identified strategies?

The municipality has been implementing various components of the approved Revenue Enhancement Strategy. While performance has not been formally tracked using percentage indicators, the municipality requested technical assistance from the **Development Bank of Southern Africa (DBSA)** to assist in identifying areas of revenue leakage and strengthening revenue management.

Through this process, several interventions were identified and progress has been made in the following areas:

- **Development of Standard Operating Procedures (SOPs)** for revenue management processes has been completed.
- The **establishment of a Revenue Protection Unit** has been proposed within the organisational structure.
- The **replacement of ageing electrical infrastructure**, including electrical cables, is currently being undertaken by the Technical Department.
- Development of an **Electricity Master Plan** has not yet been implemented, and the municipality has requested support from DBSA to appoint a service provider to undertake this work.
- **Replacement of conventional electricity meters with smart meters** has commenced through the Technical Department.
- A **Meter and Network Audit** is currently underway, with Service provider appointed to support the Technical Department.

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- A **Cost of Supply Study** to determine whether electricity tariffs are cost reflective has been outsourced and is expected to be completed before **31 March 2026**.

## 7.2. Which strategies are outstanding?

The following strategies remain in progress:

- **implementation of smart metering systems** throughout the town
- Establishment and operationalisation of the **Revenue Protection Unit**.

## 7.3. When is management anticipating implementing them?

The replacement of electricity meters with **smart meters has already commenced**, with the Technical Department progressively implementing the programme. This was only done to our residential areas

The **Revenue Protection Unit** has been proposed within the organisational structure and implementation will proceed once the necessary appointments have been finalised.

## 7.4. Why were they not implemented?

The implementation of certain elements of the revenue enhancement strategy has been affected primarily by **budget constraints**, which have required the municipality to implement the interventions in phases based on available resources.

## 7.5. Is the enhancement plan contributing positive effect to the municipal finances?

The strategy has begun to yield partial positive results, particularly through the identification of revenue leakages and the development of targeted interventions aimed at improving revenue collection and strengthening financial sustainability.

## 8. RISK MANAGEMENT

Management reported that they failed to implement mitigation to develop in-vestment strategy.

### 8.1. What are the initiatives that management made to attract investors without the unavailability of in-vestment strategy.

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Although the municipality has not yet finalised a dedicated **Trade and Investment Strategy**, several initiatives have been undertaken to promote investment and economic development.

These include:

- a) The municipality held **bilateral engagements with Massingir District in Mozambique and the City of Victoria Falls in Zimbabwe** with the objective of establishing twinning arrangements through Memoranda of Understanding. These partnerships are intended to promote cross-border trade, tourism development and investment opportunities.
- b) The municipality has developed a **Tourism Development Plan** aimed at unlocking investment opportunities within the local tourism sector.
- c) The municipality continues to support **Micro, Small and Medium Enterprises (MSMEs)** through development programmes that focus on capacity building, access to markets and participation in local economic activities.
- d) The municipality hosted a **Women in Mining Summit** during the current financial year. The objective of this initiative was to promote Ba-Phalaborwa as an attractive investment destination within the mining sector while encouraging inclusive economic participation and sustainable development.

## 8.2. When will the investment strategy be developed?

The current **Local Economic Development (LED) Strategy** is being implemented in phases. The municipality plans to develop a **Trade and Investment Strategy during the 2026/27 financial year**, which will guide investment promotion and coordination activities.

## 8.3. In the current financial year have we experienced a decrease or increase in investment? If there was an increase, what are the new initiatives to be implemented?

The municipality currently does not have a formalised system to track investment performance. This is largely due to the absence of a dedicated **Trade and Investment Strategy**, which would normally provide the framework for monitoring and reporting on investment trends.

The development of this strategy in the **2026/27 financial year** will introduce mechanisms to monitor investment activity and provide structured reporting on investment growth within the municipality.

## 9. What is the level of collection of 2024/25 financial year on the traffic fines issued?

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The total amount collected from traffic fines during the **2024/25 financial year** is **R358,607**.

**10. Management reported that department of justice no longer accept revenue for traffic summons.**

**10.1. What is management planning to do to facilitate revenue collection from traffic fines?**

Following the decision by the **Department of Justice and Constitutional Development to discontinue the acceptance of traffic summons payments**, the municipality is exploring alternative mechanisms to facilitate the collection of traffic fine revenue.

These include:

- Allowing motorists to **pay traffic fines directly into the municipality's bank account**, after which the applicable contempt of court portion will be transferred to the Department of Justice.
- Introducing additional **payment channels**, including retail outlets and online payment platforms, to improve convenience for motorists and enhance revenue collection.

**11. The town has illegal street hawkers within CBD, and the municipality has appointed law enforcement officers.**

**11.1. Why are illegal hawkers not removed or prosecuted?**

Although the municipality has appointed **Law Enforcement Officers**, enforcement actions against illegal street trading within the CBD are currently constrained by the absence of the necessary regulatory framework.

The relevant **by-laws required to regulate informal trading are still under development within the Local Economic Development (LED) unit**, and until these by-laws are adopted, enforcement actions remain limited.

## 2024/2025 Annual Performance Report

### 12. INDIGENT REGISTER

The annual target of households receiving free basic electricity is **2716**, the actual performance recorded by the municipality is **780** and there is under performance of **1936**.

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**12.1. The non-performance has been recurring for several financial years, what led the municipality to fail to achieve the target in the financial year under review?**

The main factor contributing to the underperformance in achieving the indigent target is that many qualifying households have not registered for the indigent subsidy programme.

**12.2. Is the strategies adopted by the municipality still effective or relevant? If not, what are the new strategies that management will implement to achieve the target?**

Management has implemented several strategies aimed at improving registration on the indigent register:

- Allowing residents to **register once**, with the municipality conducting periodic verification thereafter.
- Allowing customers to **register for indigent support at any time at municipal offices**.
- Engaging **Ward Committee Members to conduct door-to-door registration drives**.
- Conducting **mass registration campaigns**, such as the campaign undertaken in 2025.
- Through mayoral imbizo

To date we are still noticing few people coming to register

**12.3. How is the non-achievement of the target affecting the funding of the municipality?**

At present, the underperformance has **not had a direct impact on municipal funding**. However, the municipality recognises that sustained under-registration could affect future funding allocations linked to indigent support programmes.

The municipality will therefore continue to conduct **community awareness campaigns to encourage qualifying households to register**.

**12.4. Does management have the competency to improve the under-performance?**

Management has the necessary competence to address the current underperformance, although the function is currently managed by **one official responsible for indigent administration**.

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To strengthen implementation, management continues to receive support from **councillors and ward committees**, while maintaining open registration opportunities at municipal offices and conducting periodic mass registration campaigns.

## 12.5. What measures are taken to ensure that the completeness and accuracy of the (e.g. vetting: duplicate ID, deceased persons) of the indigent register is achieved?

The municipality undertakes **annual verification of the indigent register** to ensure its accuracy and completeness.

Applicants are required to submit supporting documentation, including:

- Certified copy of an **Identity Document**
- **Proof of income**
- **Affidavit confirming financial status**
- **Eskom token or electricity slip**

During the verification process, individuals who are **deceased or no longer qualify** are removed from the register.

## 13. COMPLAINTS MANAGEMENT

In terms of the KPA on complaints management, the municipality recorded a performance of **69,24%** instead of the planned target of **100%**.

### 13.1. In terms of the corrective measures management indicated that they will start with the filling of the vacant positions from September 2025. What is the progress so far in terms of filling the vacant positions?

Management initiated the process of filling vacant positions from September 2025 as part of the corrective measures aimed at improving complaints management. The municipality continues to prioritise the filling of critical vacancies, subject to internal processes and budget availability.

### 13.2. Why is the municipality always having a high vacancy rate on critical services delivery departments? How is management planning to address this?

The high vacancy rate in critical service delivery departments is largely linked to financial and organisational constraints affecting the municipality. Management is addressing this through the

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prioritisation of critical posts, phased recruitment, and internal planning to improve service delivery capacity over time.

### **13.3. How is management planning to deal with the aging infrastructure in terms of roads, electricity, water and sanitation?**

Management is addressing aging infrastructure through a combination of rehabilitation, maintenance, phased replacement of infrastructure, and prioritisation of critical service delivery assets across roads, electricity, water and sanitation, subject to available funding.

## **14. COMMUNITY SATISFACTION SURVEY**

**In terms of the community satisfaction survey, the community is 53% satisfied and 47% not satisfied. On the top of the list of dissatisfaction is water and sanitation.**

### **14.1. The matter is recurring with the same areas of concern, the situation relating to water and sanitation is regressing. What are the contributing factors to this state of affairs?**

The recurring dissatisfaction relating to water and sanitation is largely attributable to ongoing challenges associated with insufficient reticulation, limited bulk supply capacity, storage constraints, and broader service delivery pressures affecting the municipality and the Water Services Authority.

### **14.2. What is the municipality planning to do to correct this regression?**

Water reticulation projects are implemented by Mopani District Municipality in its capacity as Water Services Authority. Details regarding the specific villages benefiting from completed projects and the extent of water access would need to be confirmed in conjunction with Mopani District Municipality.

### **14.3. In the previous financial year response management indicated that Mopani District have implemented reticulation projects in a phased manner. In the completed projects, are the villagers able to receive water? If yes, which villages are those. If not, why?**

The issues relating to insufficient reticulation, bulk supply and storage facilities have been escalated through the appropriate intergovernmental channels, and the matter remains under engagement. Management continues to participate in the process and to follow up on progress through the relevant structures.

### **14.4. In the previous response management indicated that “areas served and underserved due to insufficient reticulation, bulk supply, and storage**

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**facilities has now been escalated to the MEC of COGHSTA and is work in progress”. What is the progress to date regarding the matter?**

The issues relating to insufficient reticulation, bulk supply and storage facilities have been escalated through the appropriate intergovernmental channels, and the matter remains under engagement. Management continues to participate in the process and to follow up on progress through the relevant structures

**14.5. In the previous response management indicated that “BPM has not fully complied to the SLA due to the business plan which needs to be compiled and agreed upon with MDM”. Has the business plan been developed and approved? If yes, what is the percentage of implementation of the business plan and which areas are outstanding? If not, why was it not developed and approved? Why were there delays in developing the business plan?**

The business plan referred to in the previous response required agreement between Ba-Phalaborwa Local Municipality and Mopani District Municipality. Engagements on this matter have been ongoing, and management continues to work toward a practical arrangement that supports improved implementation of the SLA.

**14.6. Was there any consequence management applied for non-implementation of the SLA? If not, why?**

No formal consequence management was applied, as the implementation challenges related to the SLA affected both municipalities. Both Ba-Phalaborwa Local Municipality and Mopani District Municipality had areas of non-compliance. In response, BPM has taken steps to address the matter, including the settlement of the outstanding amount to Mopani, which is at an advanced stage, and the development of a checklist aligned to the SLA to improve monitoring of compliance. Regular engagements and updates are also being shared between the two municipalities.

**14.7. Are both parties (MDM and BPM) able to fulfil their obligations in terms of the SLA, if not, why?**

There is ongoing engagement between Ba-Phalaborwa Local Municipality and Mopani District Municipality to agree on practical implementation arrangements that will support fulfilment of obligations by both parties under the SLA.

**14.8. When is the Water Service Level Agreement expiring? What are the future plans of management in terms of the provision of water services?**

Management continues to engage on the future of water service provision within the existing intergovernmental framework. The way forward will be guided by the terms of the SLA, ongoing engagements between the municipalities, and broader decisions relating to water service provision responsibilities.

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## 15. ROADS

Poor roads is part of the top 5 areas of dissatisfaction in terms of the Community Satisfaction Survey. In the previous response management indicated that they have a program of monthly patching and sealing of roads. Furthermore, there is a monthly program for blading of gravel roads, however the program has never been implemented to a satisfactory level, there is little happening on the ground and the situation is deteriorating.

### 15.1. Why is municipality failing to implement its own programs?

The municipality's ability to fully implement its road maintenance programmes has been affected by a combination of operational and financial constraints. These include limited municipal plant and equipment, frequent emergency repairs, budget constraints, capacity limitations, and an increasing infrastructure backlog.

To address these challenges, the municipality has initiated corrective measures including:

- submission of requisitions for additional graders, TLBs, tipper trucks and rollers;
- implementation of emergency pothole patching on critical roads; and
- prioritisation of the procurement of the required yellow machinery.

In the interim, the municipality continues to rely on hired graders, TLBs and tipper trucks to support implementation.

### 15.2. In the previous response management stated that they are busy with the repairs of graders. What is the progress in terms of repairing and maintaining the graders? if they are not operational, why?

Progress made to date includes mechanical assessments to determine the extent of damage, submission of requisitions for the procurement of required spare parts, and commencement of some repair work. The process has, however, taken longer than anticipated due to the availability of parts and budget constraints.

The graders that remain non-operational are mainly affected by major mechanical failures, budget constraints, and the age of the municipal fleet. A number of these assets have reached the end of their economic lifespan, resulting in frequent breakdowns and increased maintenance requirements.

### 15.3. How much money did management spend on outsourcing yellow equipment for the financial year under review?

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Description	Item Short Description	Actual Amount
Parks: COMM	Hire Charges	1,542,899.99
Cemetries: COMM	Hire Charges	455,450.00
Waste Management: COMM	Hire Charges	812,456.50
Electrical Services: TECH	Hire Charges	2,646,810.93
Roads and storm water services: TECH	Hire Charges	4,007,835.70
		<b>9,465,453.12</b>

#### 15.4. Is management prepared to buy its own yellow equipment, if yes, when?

Yes, the municipality is in the process of prioritising the procurement of the required yellow machinery in order to improve the implementation of its internal roads maintenance programme.

#### 16. Waste Management

Waste removal, maintenance of parks and clearing of open spaces are also highlighted as top 5 of the areas of community dissatisfaction.

#### 16.1. In the last financial year response management indicated the issue of aging refuse trucks fleet as one of the constraints to deliver effective refuse collection. What has management done to remedy the issue of aging fleet?

Management continues to address the challenge of the aging refuse fleet through regular servicing of trucks, ongoing maintenance interventions, and support to fleet management and the mechanical workshop to improve turnaround times on repairs.

#### 16.2. How many refuse compactors trucks does the municipality have and how many are operational?

4 refuse compactors and two are not operational

#### 16.3. Does the municipality have an in-house effective scheduled maintenance plan for municipal fleet? If yes, can management provide evidence of work done?

Yes, We have a mechanical workshop where vehicles are diagnosed and minor repairs are done, vehicles are fixed when they are brought and major services are done through outsourcing of services due to mechanical warranty of the vehicle.

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## **16.4. Why are there a high number of refuse trucks not maintained or in operational, why are they not repaired?**

Municipal refuse trucks are serviced regularly at dealerships. However, there are instances where multiple trucks break down within a short period, which places pressure on the limited number of operational vehicles. The breakdowns vary in nature and may be either mechanical or hydraulic, making it difficult to sustain uninterrupted waste removal services.

## **16.5. How is management planning to mitigate the challenge in the current financial year?**

Management plans to strengthen support to Fleet Management and the mechanical workshop so that repairs to refuse trucks can be attended to more timeously. In addition, there is a need to provide further training to drivers on the proper operation of refuse trucks and associated machinery to reduce avoidable wear and operational damage.

## **16.6. Does the municipality have a daily vehicle checklist, if no, why? If yes, the checklist is signed and confirmed by which parties/officials?**

The municipality conducts monthly inspections of vehicles through the Fleet Management Office. In addition, daily vehicle inspections are undertaken by drivers, who are expected to report any issues requiring attention to Fleet Management for follow-up.

## **17. Parks**

**In the previous response management provided the below response as some of the critical elements that are hindering management to effectively manage parks.**

- Limited municipal budgets restrict the allocation of resources for park maintenance, including landscaping, cleaning, and infrastructure repairs.
- Insufficient staff to maintain parks and open spaces effectively, particularly during peak seasons.
- Lack of adequate equipment, such as lawnmowers, trimmers, and refuse collection vehicles, hinders maintenance efforts.
- Vandalism of park infrastructure and illegal dumping in open spaces create additional maintenance burdens.
- Water scarcity in the region limits the ability to maintain green spaces, particularly during dry seasons.
- Parks are community spaces, and lack of community involvement in the maintenance of those spaces, leads to degradation.

## **17.1. What did management do to mitigate the above issues?**

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Management has undertaken a number of measures to address the challenges affecting the management of parks, including:

Challenges	Mitigation
Limited municipal budgets restrict the allocation of resources for park maintenance, including landscaping, cleaning, and infrastructure repairs.	making budgetary provision for park maintenance, including landscaping, cleaning and infrastructure repairs.
Insufficient staff to maintain parks and open spaces effectively, particularly during peak seasons.	developing a recruitment plan that includes critical positions for parks management.
Lack of adequate equipment, such as lawnmowers, trimmers, and refuse collection vehicles, hinders maintenance efforts.	providing budget for barricading of parks and deployment of Municipal Law Enforcement Officers to patrol these areas.
Vandalism of park infrastructure and illegal dumping in open spaces create additional maintenance burdens.	Deploy municipal law enforcement officers and we also do awareness on a regular basis
Water scarcity in the region limits the ability to maintain green spaces, particularly during dry seasons.	proposing a budget for the drilling of boreholes in the 2026/27 financial year to support maintenance of green spaces during dry periods; and
Parks are community spaces, and lack of community involvement in the maintenance of those spaces, leads to degradation.	planning to implement an <b>Adopt-a-Park Programme</b> to strengthen community involvement in park maintenance

## 17.2. Why is the municipality still failing to manage the parks?

The municipality continues to face challenges in the management of parks due to a combination of factors, including unauthorised activities such as illegal trading, bush mechanics, illegal dumping, unauthorised parking and events, as well as inadequate financial and human resources, fleet breakdowns, and limitations in the current by-laws relating to enforcement against certain illegal activities in parks.

## 17.3. Some of the parks (Wildevey Park and Hi-Q Parkings) have been turned to mechanical workshops and there is a court order to evict them, why are the unauthorized mechanics still occupying the space?

- Although the municipality has appointed Law Enforcement Officers, enforcement actions against illegal street trading within the CBD were constrained in 2024/25 by the absence of the necessary regulatory framework.

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- The relevant by-laws required to regulate informal trading were previously under development within the Local Economic Development (LED) unit. The Informal Trading By-Laws was gazetted in February 2026, thereby providing the required legal framework for regulation and enforcement.
- Accordingly, enforcement of the Informal Trading By-Laws commenced in March 2026, and the municipality will now be able to regulate informal trading activities within the CBD in a structured and lawful manner going forward.

#### **17.4. When was the eviction order issued? When will it be enforced?**

Once all the sections on the by-laws are gazette.

#### **17.5. Who is responsible for implementation of the order?**

Law enforcement officers.

#### **17.6. Shortage of staff has been listed as one of the challenges to manage the parks. What is the vacancy rate in the section?**

The section has an approved organogram of **87 positions**, of which **44 are currently filled** and 43 remain vacant.

#### **17.7. How many parks does the municipality have and how many have been invaded (provide list)? Was there any action taken regarding the invaded parks? If not, why?**

. Parks, Open spaces, Islands, sidewalks, Gardens, Stadia, Buildings

- Namakgale
  - Entrance
  - Dikhefing
  - Museum garden
  - Calvin Ngobeni
- Lulekani
  - B1 Extension Park (maintenance on ad-hoc due to constant illegal dumping which results to mechanical break downs)
  - Disaster Centre Garden
  -
- Gravelotte
  - Gravelotte park
  - Gravelote short -island
- Phalaborwa
  - Wildevy park
  - Sealeni park
  - Buffalo Park

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- Groenskool park
- Kingfisher Park
- Defryn park
- Cloth gold park
- Phalaborwa fourways
- Bollanoto garden
- Parks office garden
- X 5 Open spaces Phalaborwa
  - Van Ek (R71)
  - Park street
  - Harris
  - Kruger
  - Spekboom
  - Tinkie tinkie
- X 3 Islands Phalaborwa
  - Combretum island
  - Grey island
  - Spekboom island

Sealene Park and Kingfisher Park are seasonally invaded during marula season by community members collecting marula fruits and erecting makeshift structures. Buffalo Park is occupied by homeless people, while Wildevy Park has been affected by bush mechanics.

The municipality has appointed Municipal Law Enforcement Officers who conduct regular and ad hoc patrols in parks. In addition, the municipality undertakes awareness and education initiatives on environmental management and the proper use of parks.

## 18. Electricity Loss

**The municipality failed to achieve its planned target of reducing electricity loss with 10%, instead the losses increased to 13%. (Loses in terms of the Audited AFS 32.2% vs 27.2%)**

The municipality did not achieve its target of reducing electricity losses to 10%, as losses increased to 13% for performance reporting purposes, while the audited AFS reflects losses of **32.2% compared to 27.2%** in the prior period.

The increase in electricity losses is attributable to:

- a high number of illegal connections.
- aging infrastructure.
- cable theft; and

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- lack of locking systems at electrical mini substations.

To address these challenges, management has implemented and continues to implement the following measures:

- installation of a new locking system at mini substations.
- replacement of conventional meters with smart meters;
- community awareness to discourage illegal connections and promote payment for municipal services; and
- spot checks and the issuing of penalties to customers involved in illegal connections.

**18.1. The failing by the municipality to achieve its planned target to reduce electricity losses is recurring from the previous financial years. Does management have the competence to address the electricity losses?**

Management has the necessary technical competence to address electricity losses. The municipality has qualified electricians dealing with the issue, and electrical staff members have also undergone training to strengthen their skills.

**18.2. What is the cause of the escalating electricity loss, why is management unable to address it?**

The escalating electricity losses are caused by a range of factors including electricity theft, aging infrastructure, incorrect meter readings, and defective meters. Management is addressing these issues through process reviews, meter audits and technical audits of both the metering systems and the electricity network.

**18.3. What is the annual collection rate for electricity and how is it affecting the municipal financial viability?**

The electricity collection rate is currently 73%. This level of collection remains below the level required to fully sustain bulk purchases and contributes to the municipality's broader financial pressures, including its unfunded budget position.

**18.4. How many illegal connections were identified in the financial year, were all the parties penalized, how much is the penalty and how much was collected for penalties?**

A total of 17 customers were identified with illegal connections during the financial year. All of them were penalised. The penalty charged was R40,000 per case, and total penalties raised amounted to R680,000.

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## **18.5. What control measures will management apply to ensure that the losses are reduced to the acceptable norm of 10%?**

Management has put in place a number of control measures aimed at reducing electricity losses toward the acceptable norm of 10%, including:

- provision in the 2026/27 budget for an audit of meters and the electricity value chain, including meter reading and billing.
- installation of a new locking system.
- replacement of conventional meters with smart meters.
- spot checks to identify and address illegal connections; and
- upgrading of aging infrastructure.

## **18.6. What strategies did management apply in the previous year to reduce the electricity losses and what is the plan going forward?**

- Development of revenue enhancement strategies by 'Ntiyiso Consulting with funding by the DBSA.
- Implementation of low hanging fruits identified by the 'Ntiyiso Consulting which include replacement of faulty meters.
- Going forward there is a need for a complete technical audit of the meters and audit of the commercial value chain of the distribution network. An energy master plan will be done as part of the commercial value chain audit.

## **18.7. Does the municipality have a dedicated team to deal with outstanding electricity accounts, ghost vending and bypassed meters?**

The municipality has a dedicated team dealing with outstanding electricity accounts, ghost vending and bypassed meters. However, the staff complement remains limited and additional capacity would strengthen the effectiveness of this function.

## **18.8. Will the rolling out of smart meters assist in reduction of illegal connections? When will the roll-out start?**

Yes, the roll-out of smart meters is expected to assist in reducing illegal connections and improving revenue management. The municipality is exploring the possibility of an off-balance-sheet funding model to commence the roll-out as soon as possible.

## **19. Revenue Collection**

The municipality failed to achieve its planned target on Revenue Collection. They planned for 80% but the actual performance is -8%.

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The municipality planned to achieve an **80% revenue collection rate**, but achieved **72%**, resulting in a shortfall of **8%** against the target.

Credit control measures are being implemented through the Technical Department. However, the municipality continues to face a number of challenges that affect collection performance, including:

- limited personnel capacity within the Technical Department, particularly in the water and electricity sections.
- a high number of illegal electricity connections; and
- a significant number of unmetered water customers in the township areas.

## **19.1. How is the municipality planning to address the challenge of culture of non-payment by consumers?**

Management is addressing the culture of non-payment through the continued implementation of **credit control measures** in both Phalaborwa town and the township areas.

In addition, the municipality is:

- encouraging qualifying households to register for the **indigent subsidy**.
- encouraging customers to settle outstanding debt through structured arrangements.
- considering the introduction of **settlement discounts**; and
- developing a **discount settlement policy** to support debt recovery and improve revenue collection.

## **19.2. How far is the municipality in terms of establishing the revenue protection unit to address the challenge of low revenue collection?**

The establishment of a **Revenue Protection Unit** has been proposed and forms part of the municipality's interventions to strengthen revenue collection and address revenue leakages.

## **19.3. What are the new revenue streams that the municipality has fully implemented in the financial year under review?**

No new revenue streams were fully implemented during the financial year under review.

## **19.4. In terms of the collection for water services, the municipality is not achieving its planned target. Why is the municipality not considering the implementation of prepaid water meters or other initiatives to increase the collection?**

The municipality is not the **Water Services Authority**, and therefore the implementation of measures such as prepaid water meters falls within the mandate of **Mopani District**

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**Municipality.** These proposals have, however, been raised with Mopani District Municipality for consideration.

## 20. MIG

In terms of amount expenditure spent on MIG the municipality had a target of R35 283 950.00. By year end the municipality managed to spend R35 105 169.05.

The municipality had a MIG expenditure target of R35,283,950.00 and by year-end had spent R35,105,169.05.

### 20.1. Why did the municipality not spend 100% of MIG allocation?

The municipality did not achieve full expenditure because some invoices were submitted late, after the closure of the financial year.

### 20.2. What happened to the remaining amount of R178 780.95?

The remaining balance of R178,780.95 rolled over to the current financial year and was ultimately paid at the beginning of the new financial year.

### 20.3. What is management planning to ensure that they spend 100% of MIG allocation?

Management is implementing the following measures to improve MIG expenditure performance:

- encouraging **early submission of payment certificates** by service providers.
- ensuring the **processing of payment certificates within 30 days**; and
- maintaining close monitoring through **weekly reporting and assessment of physical project progress**.

## 21. IMPLEMENTATION OF INTERNAL AUDIT ACTION PLAN

Management has implemented 47% of internal audit action plan.

### 21.1. Why did management fail to achieve 90% target?

Management did not achieve the 90% implementation target due to a combination of outstanding actions across departments and the fact that some findings were still in progress during the reporting period.

Department	Reason 90% not met
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Office of the MM	<p>The checklist was not developed to monitor publishing of the documents on the Municipal website, currently the checklist is being developed and will be used to monitor publishing.</p> <p>Awareness of risk management was not done adequately. Currently awareness is being implemented.</p>
Budget & Treasury	<p>Supply chain management- failed to publish the policy within 5 working days on the website</p> <p>Assets Management- lack of written instructions for amendments to assets register</p> <p>Revenue Management- Poor revenue collection</p> <p>Budget and reporting-inadequate budgeting on the financial system</p> <p>Fleet management- kilos traveled not reported by the driver</p> <p>Budget and treasury</p> <p>Management has put in place mechanisms aimed at improving performance within the Budget and Treasury Office. Systems and controls continue to be strengthened, recommendations from Internal Audit are being implemented, and improvements have been noted in the 2025 financial year.</p>
Planning & Development	<p>During 2023/2024 financial year 7 findings were raised, 5 were implemented.</p> <p><b><i>No register in place for revenue from advertisement or billboards</i></b></p> <p>A draft Outdoor Advertising By-Law was developed during 2024/2025fy to serve as a framework that will guide the management and control of all outdoor advertising. By-laws underwent a process of public participation and gazetting in the 2025/26 Financial year. The feasibility study will follow in 2026/27 financial year and will assist in the compilation of the register.</p> <p><b><i>2. Discrepancies noted in the municipality's General Valuation Roll</i></b></p> <p>The findings raised in the previous G.V (2020–2025) have been resolved and addressed in the current G.V (2025–2030), which was implemented on 1 July 2025.</p>

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<p>Technical Services</p>	<ul style="list-style-type: none"> <li>• Asbestos material noted on the municipal premises – Accredited/Qualified service provider to be appointed for the handling and disposal of asbestos. The asbestos is currently covered to prevent contact with employees.</li> <li>• Conditional grants not received according to schedule – National Treasury (NT) withholds and delays payment due to non-compliance with grant conditions and/or other internal factors within NT.</li> <li>• Late submission of EPWP monthly and quarterly reports – EPWP reports are sometimes reported after the deadline</li> <li>• Ineffective maintenance of municipal buildings and facilities – Municipal buildings and facilities to be repaired as and when they are being reported</li> <li>• No statutory appointments in terms of the Occupational Health and Safety Act – Training and appointment of employees for statutory roles like Safety Officers, Fire Marshals, etc.</li> <li>• Underutilization of the customer care system – The customer care system is not being fully utilized to capture electricity, water and other service delivery queries, complaints and requests.</li> <li>• Capital projects running behind schedule – Poor performance by contractors and sometimes delays in the project implementation</li> </ul>
<p>Community &amp; Social Services</p>	<p>Absence of trip itinerary and vehicle check list,          Landfill site security access          General management on the landfill site          Lack of documentation of incidents on the landfill site          Unauthorized waste disposed of on the landfill site          Revenue collection on fines, licensing and permits</p> <p>Though the seems to be a slow movement on the findings, we can assure you that majority of the findings are not resolved due to the unfunded position of our municipality. Priority will be given to fencing of the landfill site</p>
<p>Corporate Services</p>	<p>Training          Municipal policies not reviewed timeously          Critical positions not filled          OHS and Act not displayed in the building          Emergency drills not done accordingly</p>

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## 21.2. Can management outline the performance of each department on the implementation of internal audit action plan?

Department	Performance
Office of the MM	88% implemented
Budget & Treasury	68% implemented
Planning & Development	71% Implemented
Technical Services	22% implemented
Community & Social Services	20% implemented
Corporate Services	63% implemented

## 21.3. Does the weekly meetings established by the accounting officer improve the performance? If yes, at what percentage?

Yes, weekly meetings has improved the performance of the Municipality.  
In the 1<sup>st</sup> Quarter of 2025/2026 % for the institution moved from 47% to 54%,  
In the Mid-Year to 56% implementation.

## 22. IMPLEMENTATION OF AG ACTION PLAN

Management has implemented 73% of AG action plan during the year under review.

### 22.1. Why did management fail to achieve 80% target?

The following departments did not meet 80%

Department	Reason 80% not met
Office of the MM	The under-performance of the Financial Misconduct Board affected the findings in the Office of the MM. <ul style="list-style-type: none"><li>▪ Council terminated the Financial Misconduct Board contract and appointed a new board. The Board has now processed the 1<sup>st</sup> report which brought improvement on the action plan.</li></ul>
Budget & Treasury	The underperformance was due to the following: <ul style="list-style-type: none"><li>▪ Debtors with credit balances ( Management still working on the matter and notice was issued for customers to come and validate their deposits</li><li>▪ SCM Financial Interest no consequence management applied. Which was due to financial misconduct Board matters highlighted above</li><li>▪ Landfill matters which are currently being addressed.</li></ul>
Community & Social Services	The underperformance was due to the following: <ul style="list-style-type: none"><li>▪ The valuation of Landfill side matters which are currently being addressed.</li></ul>

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	<ul style="list-style-type: none"> <li>▪ Non-compliance of Namakgale Landfill side for closure. The specialist was outsourced to deal with the matter</li> </ul>
Corporate Services	<p>The underperformance was due to the following:</p> <ul style="list-style-type: none"> <li>▪ ICT Strategic Planning not approved and implemented. (was approved 26 Feb 2026)</li> <li>▪ Cascading of PMS which is in progress ( training was done and moderation committee was appointed</li> <li>▪ Filling of posts for Environmental Management</li> <li>▪ Consequence management application.</li> </ul>

## 22.2. Can Management outline the performance of the remaining 7% which was not achieved?

Findings	Progress
ICT Strategic Planning approval and implementation	The item was presented to council on the 26 February 2026 (resolved)
Cascading of PMS to all staff	Training was received from coghta, Moderation committee was appointed
Filling of vacant posts for Environmental management	Management is currently reassessing all the critical positions to align with the budget and noting the funding position of the municipality.
Debtors with credit balance	<ul style="list-style-type: none"> <li>• Management has issued a notice for customers to come and claim their deposit</li> <li>• Technical experts were sourced from Cigfaro to assist with revenue issues</li> <li>• System vendors are onsite to assist in resolving opening balances</li> </ul>
The valuation of Landfill side matters which are currently being addressed.	The experts where appointed to deal with Gravelotte and Namakgale expected completion date 31 March 2026
Non-compliance of Namakgale Landfill side for closure	The experts were appointed to deal with Gravelotte and Namakgale expected completion date 31 March 2026

## 23. OVERALL PERFORMANCE REPORT

In terms of overall performance of 2023/24 financial year, the municipality achieved 94% as compared to financial year under review, the municipality experienced a decline of 6%.

### 23.1. Why did the Municipality regress in the annual overall performance?

KPA Description	Actual Performance	Reasons	Solutions
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Service Delivery	73%	<p>-Reduction of electricity loss</p> <p>-Number of households receiving free basic electricity</p> <p>-100% MIG spending</p>	<p>Implementation of smart meters throughout the town</p> <p>Continuing awareness with the ward Cllrs and Cllrs on registering the qualifying indigent</p> <p>Forward planning on nonperforming projects</p>
Municipal Financial Viability	83%	<p>Underperformance was on:</p> <p><b>Revenue collection target not met</b></p> <p>Improvement in revenue collection from 65 to 80% management achieved 76%</p> <p><b>Decline on the MIG spending</b></p> <p>100% MIG spending by 30 June 2025 target not met</p>	<ul style="list-style-type: none"> <li>• Enforcement of the <b>municipal credit control and debt collection policy.</b></li> <li>• Proposal and establishment of a <b>Revenue Protection Unit</b> to strengthen revenue collection and protect municipal income.</li> <li>• Installation of <b>smart meters</b> to improve billing accuracy and reduce revenue losses.</li> <li>• Encouraging customers to settle outstanding debts through <b>incentive-based settlement arrangements and discount offers.</b></li> </ul>
Good Corporate Governance	88%	<p>Underperformance was on:</p> <ul style="list-style-type: none"> <li>▪ Audit action Plan target</li> <li>▪ Internal Audit Follow-up Action Plan</li> <li>▪ Audit Committee Action Plan</li> </ul>	<p>Daily meetings are held to monitor progress and to hold Senior Management accountable.</p>

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## 24. MIG PROJECTS

### REFURBISHMENT OF NAMA KGALE STADIUM

#### 24.1. Since the new contractor was appointed, what is the contract amount?

The current contractor was appointed for an amount of **R18,776,889.54** to complete the outstanding scope of work.

#### 24.2. Since the inception of the project how much has been spent so far, and what is the total anticipated project amount?

An amount of **R44,941,439.05** has been spent on the project to date.

The total anticipated project amount is **R55,341,439.69**.

#### 24.3. Why is the project not yet finished while R10 837 179.00 was spent for financial year under review?

The project experienced disruptions from SMMEs who were owed by the previous contractor. These disruptions resulted in the new contractor suspending work due to threats received from the affected sub-contractors.

#### 24.4. Since the project is not yet finished, is the remaining amount sufficient to finish the project?

No, the remaining amount is not sufficient to complete the project, as co-funding resources were redirected to address the recent disaster-related pressures.

## 25. UPGRADING OF HONEYVILLE TO DINOKO SEBERA ROAD

#### 25.1. For the financial year under review an amount of R8 884 601.00 was budgeted and the annual performance report recorded the actual spending of R9 651 124.74, why was the budget allocated overspent?

This is a **multi-year project**, and during the financial year under review, funding priorities were redirected toward projects that were performing at the time, which affected expenditure allocation patterns.

#### 25.2. The project has been running for more than a year, why is it still standing at 26.24%?

Although the annual performance report reflects a lower figure, the project is currently sitting at a **physical progress level of 56%**.

## 26. UPGRADING OF AUBREY CARWASH TO KANANA ROAD

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**26.1. For the financial year under review an amount of R7 302 548.00 was budgeted and the annual performance report recorded the actual spending of R6 536 008.74, why was the budget allocated underspent?**

The project is being implemented as a **multi-year project**, and progress during the financial year under review was not sufficient to fully utilize the allocated amount.

**26.2. The project has been running for more than a year, why is it still standing at 31.61%?**

The project has reached a **physical progress level of 41%**. The contractor has been issued with a **notice of termination due to poor performance**.

## 27. INEP ELECTRIFICATION

In terms of Annual Performance Report you indicated that there are INEP project which have been completed. The initial budget was R 4 814 000. 00 and it was adjusted downwards to R2 888 000. 00.

**27.1. In which villages were the projects implemented and how many households were supposed to be electrified?**

The project was moved to **Majeje Village**, where **88 connections were practically completed**.

**27.2. When did the project commence?**

The project commenced in **March 2025**.

**27.3. Which projects were completed and how many were electrified?**

The project implemented in **Majeje Village** was practically completed, with **88 household connections** achieved.

**27.4. Why was there a downward budget adjustment and where were the remaining funds allocated to? How did the adjustment affect the projects?**

The budget was reduced following a **regazetting by National Treasury due to disasters in KwaZulu-Natal**. As a result, the number of planned connections had to be reduced, which affected the scale of implementation.

## 28. Audited 2024/2025 Annual Financial Statements, Audit Report & Audit Action Plan

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**28.1. Who has done the assessment to determine whether a legal obligation exist on the landfill sites?**

The municipality has outsourced the service to Nkanivo development consultants during September 2025 post 2024/25 financial year. The findings and the recommendations will support the expert report in terms of calculating the provision for landfill site.

**28.2. If you have utilized the expert for provision for landfill sites, was the expert on site to determine the provision?**

They calculated the provision for landfill sites, however the issues of conducting risk assessments was not part of the scope of work.

**28.3. What are your plans regarding the findings raised on Namakgale and Gravelotte landfill sites?**

The municipality appointed an **Environmental Specialist** to conduct an **Environmental Risk Assessment** for the **Namakgale Landfill Site** and the **Gravelotte dumping site**.

**28.4. Why was the journal on unallocated deposits not supported by sufficient and appropriate audit evidence?**

The journal was supported by a listing that agreed to the balance that was posted through the journal. However, the transactions should not have been disclosed under **Unallocated Deposits**, but rather under a **suspense line item**.

Management is currently in the process of:

- preparing a supporting report; and
- developing a **procedure manual** to address the issue and clear the related audit paragraph.

**28.5. Is Gravelotte a landfill site or a dumping area? If it's a landfill site, please provide the license.**

The **Gravelotte site** is an **illegal dumping area** and does not have a permit from the competent authority.

**28.6. Municipality has been on unfunded budget status for number of years, what plan does management have to have a funded budget?**

- BPM has approached Mopani to have a settlement arrangement as this is one of the factors that is increasing the funded position of the municipality
- Our revenue collection also plays a great role in funding position while our infrastructure continues to bear the burden of maintenance

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- The experts were sourced in order to assist in the meter audit where municipality has resolved in investing in smart meters to curb the revenue collection and electricity losses
- Cost of study was made on the tariffs of the municipality that also indicates that is one of the reasons why our revenue billing is less than the cost of our expenditure.

## 28.7. The cascading of PMS to all staff members was raised by the AGSA for the past 3 years, why is the findings not resolved? When will these findings be resolved?

The finding has been attended to, however 40% of our staff have not yet signed the performance agreement.

## 28.8. In terms of the AGSA report paragraph 30 material misstatements were identified on several components which was subsequently corrected. These corrections assisted the Municipality to obtain a Qualified Opinion, what plans does management have to reduce the material misstatements in the current financial year? What consequence is management applied on repeated misstatements?

The misstatements identified are not recurring and some are in terms of the difference between Auditor General and Management in the interpretation of the standards hence on a yearly basis experts are sourced in reviewing the AFS to get a common understanding on the GRAP standards

Management is implementing the following measures to reduce material misstatements in the current financial year:

- strengthening the review of the **Annual Financial Statements and supporting schedules before submission.**
- obtaining assistance from **Provincial Treasury on current-year reconciliations;** and
- implementing the **Audit Action Plan** to address recurring issues.

## 29. Annual Report – By-Laws

### 29.1. Are all Municipal By-Laws Gazetted? If yes, are they enforced? If no, which ones are not Gazetted and why?

. The following by-laws were gazetted during the 2024–2025 Financial Year:

No.	NAME OF GAZETTED BY LAW	GAZETTED DATE
1.	Proclamation Notice 182 of 2024 Amendment of Scheme 12 (Amendment of the Ba-Phalaborwa Land Use Scheme – Rezoning of Erf 42 Gravelotte from	5 July 2024

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	"Residential 1" to "Special" for a Vehicle Testing Centre and ancillary purposes).	
2.	Ba-Phalaborwa Municipality Property Rates By-law 2024–2025	5 July 2024
3.	Ba-Phalaborwa Municipality Waste Management By-law	24 January 2025
4.	Ba-Phalaborwa Municipality By-laws for Roads, Traffic and Safety	24 January 2025
5.	Draft Reviewed Ba-Phalaborwa Municipality Library Services By-laws 2021/2022	24 January 2025
6.	Public Parks By-law	24 January 2025
7.	Public Open Spaces By-laws	24 January 2025
8.	SPLUMA By-law, 2016 of Ba-Phalaborwa Local Municipality: Erf 42, Gravelotte	5 July 2024

Not all municipal by-laws are currently gazetted. The by-laws that still require gazettement include the following:

- a) **Air Quality Management By-Law**
- b) **Biodiversity Management By-Law**
- c) **Waste Management By law- Not all the sections are gazetted**

The municipality continues to work on finalising the necessary processes relating to these by-laws. Enforcement is generally dependent on the completion of the gazettement process where applicable.

## 30. Water Services

### 30.1. Water provision is problematic in the whole of Phalaborwa, and the floods have made the situation worse. What causes the shortage of water? What plans are in place to resolve this problem?

Water provision remains a challenge across Phalaborwa, and the recent floods have further worsened the situation. The main contributing factors include:

- **illegal connections and the growth of new settlements**, which place additional pressure on the existing system; and
- **tampering with valves by community members**, which disrupts normal water supply operations.

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Management continues to engage on these issues and to support interventions aimed at restoring stability and improving the reliability of water supply.

## 30.2. Did management looked into application to be water service authority?

No, the municipality has not made an application to become the Water Services Authority.

## 31. Waste Management

In addition to support received from stakeholders, management has developed and is implementing measures aimed at addressing the challenges relating to illegal dumping, waste collection disparities, limited equipment, and fleet constraints.

These measures include:

- implementation of a plan for the **clearing and cleaning of illegal dumping sites** using a **TLB/Backhoe Loader** and conducting clean-up campaigns.
- implementation of **waste minimisation and community awareness programmes** to promote responsible waste disposal and reduce illegal dumping.
- continuation of waste collection across all **urban areas**, with the refuse fleet being rotated to improve coverage.
- strategic placement of **skip bins in rural areas** to improve waste disposal access;
- hiring of **refuse compactor trucks** where necessary to improve waste collection efficiency; and
- strengthening the enforcement of **waste management by-laws** in collaboration with law enforcement units.

## 32. Roads

**In terms of the Audited Financial Statements, the Municipality has budgeted 1% for infrastructure maintenance as opposed to 10% norm.**

### 32.1. Why are we under budgeting for infrastructure maintenance?

The municipality's infrastructure maintenance budget remains below the recommended norm largely due to the **unfunded budget position of the municipality** and the current **revenue collection performance**, which limits the availability of funding for maintenance at the desired level.

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## 33. Transport

In the previous year with regards to Avanza owners, you indicated that the matters will be resolved through transport forum.

### 33.1. Were Avanza owners invited to the transport forum?

Yes, the last transport forum was held on the 4<sup>th</sup> of February 2026

### 33.2. What is progress to date?

The matter is not yet resolved

The authority lies with the department of transport; our responsibility is to facilitate the matter.

## 34. Stormwater

The stormwater drainage system is a crucial part of the roads infrastructure, especially during rainy seasons. The blockages of storm water drainages have been identified by communities as critical areas that need prioritization.

### 34.1. Does the Municipality have a plan to maintain the storm water drainage system? If yes, is it effective?


The municipality has made provision in the **2026/27 financial year** for the development of a **Roads and Stormwater Master Plan**.

In the interim, stormwater maintenance is being addressed through the current operational maintenance programme implemented by the **Roads and Stormwater Section**. These activities are mainly undertaken by the municipal pothole patching team, which also attends to basic stormwater maintenance tasks during road repair operations.

### 34.2. When was the last maintenance of storm water drainage done?

The cleaning and unblocking of stormwater drainage systems is an **ongoing routine maintenance activity** and is attended continuously as part of the municipality's operational maintenance programme.

END



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# **ANNEXURE C**

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**WORKING TEMPLATE**

	Information required to be included in annual reports	Council Considerations	Questions	Is the required information included in the Annual Report? YES / NO	If the answer is NO – [questions/requirements]	Comments from the members of the Oversight Committee	Decision of the Committee? APPROVE / APPROVE WITH RESERVATIONS / REJECT / REFERRED BACK FOR REVISIONS
	<b>FINANCIAL MATTERS</b>						
1.	The annual financial statements [AFS] for the municipality and, if applicable, consolidated statements [with all entities] as submitted to the Auditor General.	Where the municipality has sole or effective control of a municipal entity, consolidated financial statements are required. The AFS are to be in the form as required by the applicable accounting standards. MFMA Circular 18 with annexures, 23 June 2005, provides guidelines on the new accounting standards for municipalities.	<i>Have the required standards been met – refer audit report and report of audit committee for views on this? [Applies also to AFS of municipal entities].</i>	yes		Committee unsatisfied and AG comments and opinions in this regard were also noted	Approved without reservation
2.	The Auditor General's report on the financial statements of the municipality and the entity		<i>Is the audit report included in the annual report as tabled? When will the audit report be tabled? What are the causes for the delays? What actions are being taken to expedite the report?</i>	yes			Approved
3.	Any explanations that may be necessary to clarify issues in connection with the financial statements.	The accounting standards require that notes accompany the statements to provide explanations of issues and matters reported. Refer also points below on information in notes to AFS.	<i>Taking into consideration the audit report and the audit committee comments, is sufficient explanation of financial issues contained in the notes to the statements?</i>	Yes			Approved
4.	An assessment by the accounting officer on any arrear on municipal taxes and service charges, including municipal entities.		<i>Has an adequate assessment been included? [Applies to AFS of municipal entities]. Is there sufficient explanation of the causes for the arrears and of actions to be taken to remedy the situation? Is any other action required to be taken?</i>	yes			Approved

	Information required to be included in annual reports	Council Considerations	Questions	Is the required information included in the Annual Report? YES / NO	If the answer is NO – [questions/requirements]	Comments from the members of the Oversight Committee	Decision of the Committee? APPROVE / APPROVE WITH RESERVATIONS / REJECT / REFERRED BACK FOR REVISIONS
5.	Particulars of any corrective action taken or to be taken in response to issues raised in the audit reports	The conclusions of the annual audit may be either – - an unqualified audit opinion with or without management issues, which means that the financial statements are acceptable; - a qualified audit opinion setting out reasons for qualification, which means that certain issues need to be addressed before an unqualified opinion can be achieved; or - the auditor will disclaim the statements and not offer an opinion. In this case there may be serious financial issues to be addressed. The objective of the municipality should be to achieve an unqualified audit opinion.	<i>Taking into account the audit report, audit opinion and the views of the audit committee, council should consider: To what extent does the report indicate serious or minor financial issues? To what extent are the same issues repeated from previous audits? Is the action proposed considered to be adequate to effectively address the issues raised in the audit report? Has a schedule of action to be taken been included in the annual report, with appropriate due dates?</i>	Yes		Action plan attached	Approved
6.	An assessment by the municipality's accounting officer of the municipality's performance against measurable performance objectives for revenue collection from each revenue source and for each vote in the approved budget	The budget of the municipality must contain measurable performance objectives for revenue from each source and for each vote in the budget, taking into account the IDP (MFMA s17(3)(b)). The accounting officer must include these objectives in the annual report and report on performance accordingly. Council should comment and draw conclusions on performance and explanations provided.	<i>Has the performance met the expectations of council and the community? Have the objectives been met? What explanations have been provided for any non-achievement? What was the impact on the service delivery and expenditure objectives in the budget?</i>	yes		Accounting officer has complied.	

	Information required to be included in annual reports	Council Considerations	Questions	Is the required information included in the Annual Report? YES / NO	If the answer is NO – [questions/requirements]	Comments from the members of the Oversight Committee	Decision of the Committee? APPROVE / APPROVE WITH RESERVATIONS / REJECT / REFERRED BACK FOR REVISIONS
7	An assessment by the municipal entity's accounting officer of the entity's performance against any measurable performance objectives set in terms of the service delivery agreement or other agreement between the entity and the municipality	Agreements between the municipality and its entities for service delivery are to include measurable performance objectives. This will include measures of services delivered to the community, financial targets, expenditure targets etc. The entity's annual report must include an assessment by the accounting officer, of performance against these objectives. In order to show the linkage between the entity and the municipality, the report of the municipality should also include the performance of entities. Council should comment and draw conclusions on performance and explanations provided.	<i>Has the performance met the expectations of council and the community? Have the performance objectives been met? What explanations have been provided for any non-achievement? What was the impact on the service delivery and expenditure objectives in the budget?</i>	Yes		Accounting officer had complied.	
8.	Any information as determined by the municipality, the entity or its parent municipality	Review any other information that has been included in regard to the AFS. The above applies also to the AFS of municipal entities.		Yes		Additional information provided	Approved
9.	Recommendations of the audit committee in relation to the AFS and audit reports of the municipality and its entities	Conclusions on these recommendations and the actions required should be incorporated in the oversight report.	<i>Have the recommendations of the audit committee with regard to the AFS been adequately addressed by the municipality and/or the entity? What actions need to be taken in terms of these recommendations?</i>	Yes		<i>audit recommendation are implemented</i>	Approved

	Information required to be included in annual reports	Council Considerations	Questions	Is the required information included in the Annual Report? YES / NO	If the answer is NO – [questions/requirements]	Comments from the members of the Oversight Committee	Decision of the Committee? APPROVE / APPROVE WITH RESERVATIONS / REJECT / REFERRED BACK FOR REVISIONS
	<b>ALLOCATIONS RECEIVED AND MADE</b>						
10.	Allocations received by and made to the municipality	<p>The report should disclose:</p> <ul style="list-style-type: none"> <li>- Details of allocations received from another organ of state in the national or provincial sphere.</li> <li>- Details of allocations received from a municipal, entity or another municipality.</li> <li>- Details of allocations made to any other organ of state, another municipality or a municipal entity.</li> <li>- Any other allocation made to the municipality under Section 214(1)(c) of the Constitution. Council should comment and draw conclusions on information and explanations provided.</li> </ul>	<p><i>Have these allocations been received and made?</i> <i>Does the audit report confirm the correctness of the allocations received in terms of DORA and provincial budgets?</i> <i>Does the audit report or the audit committee recommend any action?</i></p>	yes		There is consistency	Approved
11.	Allocations received <u>and</u> made to the municipal entity	<p>The report should disclose:</p> <ul style="list-style-type: none"> <li>- Details of allocations received from any municipality or other organ of state.</li> <li>- Details of any allocations made to a municipality or other organ of state.</li> </ul> <p>Other information as may be prescribed. Council should comment and draw conclusions on information and explanations provided.</p>	<p><i>Have these allocations been received and made?</i> <i>Does the audit report confirm the correctness of the allocations received in terms of DORA and provincial budgets?</i> <i>Does the audit report or the audit committee recommend any action?</i></p>	yes		Complied	Approved

	Information required to be included in annual reports	Council Considerations	Questions	Is the required information included in the Annual Report? YES / NO	If the answer is NO – [questions/requirements]	Comments from the members of the Oversight Committee	Decision of the Committee? APPROVE / APPROVE WITH RESERVATIONS / REJECT / REFERRED BACK FOR REVISIONS
12	Information in relation to the use of allocations received	<p>Section 123 of the MFMA and MFMA guidance circular 11, require that the municipality provide information per allocation received per vote and include:</p> <ul style="list-style-type: none"> <li>- The current year and details of spending on all previous conditional grants, for the previous two financial years. Information is to be provided per vote. (For example, municipalities must report on all transfers received from provincial housing departments for housing subsidy grants for three financial years, and indicate how such funds were spent, and for what projects.</li> <li>- Information stating whether the municipality has complied with the conditions of the grants, allocations in terms of section 24(1)(c) of the Constitution and allocations received from other than another organ of state. Where there is non-compliance,</li> </ul>	<p><i>Council should be satisfied that –</i></p> <ul style="list-style-type: none"> <li>- <i>the information has been properly disclosed;</i></li> <li>- <i>conditions of allocations have been met;</i></li> <li><i>and</i></li> <li>- <i>that any explanations provided are acceptable.</i></li> </ul>	Yes		Grants for previous two years were included with votes	Approved

		details of the reasons for non-compliance are to be provided.					
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	Information required to be included in annual reports	Council Considerations	Questions	Is the required information included in the Annual Report? YES / NO	If the answer is NO – [questions/requirements]	Comments from the members of the Oversight Committee	Decision of the Committee? APPROVE / APPROVE WITH RESERVATIONS / REJECT / REFERRED BACK FOR REVISIONS
		<p>-Information on whether allocations under the DORA were delayed or withheld and the reasons advanced for this.</p> <p>This information is required on all allocations excluding the municipality's portion of the equitable share and where prescribed otherwise by the nature of the allocation.</p> <p>The Auditor-General will ensure that the audit process includes a proper assessment (and reconciliation) on all national grants received by a municipality. Council should consider this aspect of the audit report and comments by the audit committee on the use of allocations received.</p> <p>The comments of the Auditor-General and the views of the audit committee should be used to determine the accuracy and appropriateness of this information.</p>		yes		Complied	Approved

	Information required to be included in annual reports	Council Considerations	Questions	Is the required information included in the Annual Report? YES / NO	If the answer is NO – [questions/requirements]	Comments from the members of the Oversight Committee	Decision of the Committee? APPROVE / APPROVE WITH RESERVATIONS / REJECT / REFERRED BACK FOR REVISIONS
13	Information in relation to outstanding debtors and creditors of the municipality and entities	<p>Municipalities and entities are reminded of the requirement to include, in their annual financial statements, amounts owed to them and persistently delayed beyond 30 days, by national or provincial departments and public entities.</p> <p>It is also a requirement to report on whether the municipality or entity has met its statutory commitments, including the payment of taxes, audit fees, and contributions for pension and medical aid funds.</p> <p><i>Council should be satisfied that</i></p> <ul style="list-style-type: none"> <li>- <i>the information has been properly disclosed;</i></li> <li>- <i>conditions of allocations have been met; and</i></li> <li>- <i>also that any explanations provided are acceptable.</i></li> </ul> <p>The comments of the Auditor-General and the views of the audit committee should be used to determine the accuracy and appropriateness of this information.</p>		Yes		Information is provided	Approved

	Information required to be included in annual reports	Council Considerations	Questions	Is the required information included in the Annual Report? YES / NO	If the answer is NO – [questions/requirements]	Comments from the members of the Oversight Committee	Decision of the Committee? APPROVE / APPROVE WITH RESERVATIONS / REJECT / REFERRED BACK FOR REVISIONS
	<b>DISCLOSURE IN NOTES TO AFS</b>	<b>CONSIDERATIONS RELATING TO SECTION 124</b>					
14	Information relating to benefits paid by municipality and entity to councillors, directors and officials	<p>Information on the following items is to be included in the notes to the annual report and AFS:</p> <ul style="list-style-type: none"> <li>• salaries, allowances and benefits of political office bearers, councillors and boards of directors, whether financial or in kind;</li> <li>• any arrears owed by individual councillors to the municipality or entity for rates and services, which at any time were outstanding for more than 90 days, including the names of councillors;</li> <li>• salaries allowances and benefits of the municipal manager, CEO of a municipal entity, CFO and every senior manager; contributions for pensions and medical aid; travel, motor car, accommodation, subsistence and other allowances; housing benefits and allowances; overtime payments; loans and advances, and; any other type of benefit or allowance related to staff.</li> </ul>		yes		Information accurate.	Approved

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	Information required to be included in annual reports	Council Considerations	Questions	Is the required information included in the Annual Report? YES / NO	If the answer is NO – [questions/requirements]	Comments from the members of the Oversight Committee	Decision of the Committee? APPROVE / APPROVE WITH RESERVATIONS / REJECT / REFERRED BACK FOR REVISIONS
		<p><i>Council should be satisfied that –</i></p> <ul style="list-style-type: none"> <li>• <i>the information has been properly disclosed;</i></li> <li>• <i>conditions of allocations have been met; and</i></li> <li>• <i>that any explanations provided are acceptable.</i></li> </ul> <p>The comments of the Auditor-General and the views of the audit committee should be used to determine the accuracy and appropriateness of this information.</p>					
	<b>MUNICIPAL PERFORMANCE</b>						
15	The annual performance reports of the municipality and entities	<p>Section 46, MSA requires municipalities to submit a performance report reflecting the performance of the municipality and each service provider, a comparison of the performance with targets set for the previous year and measures taken to improve performance. The report must form part of the annual report. Questions that may be considered are [next column]. Council should comment and draw conclusions on information and explanations provided.</p>	<p><i>Has the performance report been included in the annual report?</i></p> <p><i>Have all the performance targets set in the budgets, SDBIP, service agreements etc, been included in the report?</i></p> <p><i>Does the performance evaluation in the annual report compare actual performance with targets expressed in the budgets and SDBIP approved for the financial year?</i></p> <p><i>In terms of key functions or services, how has each performed? Eg. have backlogs for water, sanitation and electricity been reduced? What are</i></p>	Yes		<p>The reports are included but they are incomplete.</p> <p>Backlogs are reduced in a slow phase.</p> <p>Customer Satisfactory Survey results shows that the municipality is performing very poor.</p> <p>Council resolutions are not implemented.</p>	Approved with reservation.

			<p>the refuse collection volumes, library usage statistics etc?</p> <p>To what extent has performance achieved targets set by council?</p> <p>Is the council satisfied with the performance levels achieved?</p> <p>Is the community satisfied with performance? Has a customer satisfaction survey been undertaken and, if so, how do the results align with the annual report contents? What were the outcomes of public consultation and public hearings?</p> <p>What actions have been taken and planned to improve performance?</p> <p>Is the council satisfied with actions to improve performance?</p> <p>Did the targets set in the budgets, SDBIP agree with the targets set in the performance contracts of the municipal manager and each senior manager?</p> <p>Does the report evaluate the efficiency of mechanisms applied to deliver the performance outcomes?</p> <p>Taking into account the audit report and opinion and the views of the audit committee, is performance considered to be efficient and effective?</p> <p>To what extent have actions planned for the</p>			
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			<p><i>previous year been carried over to the financial year reported upon?</i></p> <p><i>Have any actions planned in the reported year been carried over to the current or future years? If so are any explanations been provided by the municipal manager and are these satisfactory?</i></p>				
16	Audit reports on performance	Section 45, MSA requires that the Auditor-General must audit the results of performance measurements, as part of the internal auditing processes and annually.	<p><i>Have the recommendations of internal audit been acted on during the financial year?</i></p> <p><i>Have recommendations by internal audit and/or the auditor-general been included in action plans to improve performance in the following year?</i></p>	Yes		<p>The recommendations by internal audit are implemented.</p> <p>The information of action plan on auditor general recommendations.</p>	Yes
17	Performance of municipal entities and municipal service providers	<p>The annual report of the municipality should provide an assessment of the performance of the municipal entities and all contracted service providers. This is in addition to the separate annual reports of the entities.</p> <p>The report should evaluate the effectiveness of these services and whether alternative mechanisms should be considered.</p>	<p><i>Is the council satisfied with the evaluation and conclusions of the municipality?</i></p> <p><i>What other actions are considered necessary to be taken by the accounting officers?</i></p>	Yes		information was provided on assessment of the performance of the municipal entities.	Approved
18	For municipal entities – an assessment of the entity's performance against any measurable performance objectives set in terms of the service delivery agreement or other	This is the separate report of the municipal entity and should contain details of service delivery agreements with the municipality and the performance measures therein.	<i>To what extent were the objectives and performance measures of the entity aligned to the overall strategic objectives of the municipality and its IDP?</i>				

	agreement between the entity and municipality	Council should consider similar issues to that outlined above for municipal performance to determine a view on the performance of municipal entities.	<i>Is the report of the municipal entity consistent with the conclusions on performance evaluation by the municipality? What specific actions should be taken by the entity and the municipality to improve performance?</i>				
	<b>GENERAL INFORMATION</b>	<b>THE FOLLOWING GENERAL INFORMATION IS REQUIRED TO BE DISCLOSED IN THE ANNUAL REPORT.</b>					
19	Relevant information on municipal entities	The municipality should disclose all information relating to the municipal entities under the sole or effective control of the municipality. Information to be disclosed includes names and types of entities, members of the board, addresses and contact details for entities, the purpose of the entity, the functions and services provided, the type and term of service level agreements with the entities.		Yes		information was provided	Approved
20	The use of any donor funding support		<i>What donor funding has the municipality received? Have the purposes and the management agreements for the funding been properly agreed upon? Have the funds been used in accordance with agreements? Have the objectives been achieved? Has the use of</i>	Yes		The report available	Approved

			<i>funds been effective in improving services to the community? What actions need to be taken to improve utilisation of the funds?</i>				
21	Agreements, contracts and projects under Private-Public-Partnerships	Information similar to the details of municipal entities should be provided. Council should ensure that all details have been supplied.		Yes		Information provided.	Approved without reservation
22	Service delivery performance on key services provided	This may be a high level summary, in addition to detailed information on performance, which sets out overall performance under the strategic objectives of the municipality. Overall results on the strategic functions and services should be summarised. This should cover all services whether provided by the municipality, entities or external mechanisms. Council may draw conclusions on the overall performance of the municipality. This information may be found in an executive summary section of the annual report and or in statistical tables.		Yes		There is report provided in terms of service delivery performance on key service provided	Approved
23	Information on long-term contracts	Details of all long-term contracts including levels of liability to the municipality should be included. Council should ensure all information is correctly supplied.		No		No information provided	Reject
24	Information technology and systems purchases and the effectiveness of these systems in the delivery of services and	Details of significant IT activities should be outlined indicating the effectiveness of the IT projects and the		Yes		information provided	Approved

	for ensuring compliance with statutory obligations	<p>quality of IT services. Council should consider how effectively the IT services support and facilitate performance of the municipality and whether value for money has been obtained. Details of any future IT proposals should be summarised. Council should comment and draw conclusions on the information provided.</p>					
25	Three year capital plan for addressing infrastructure backlogs in terms of the Municipal Infrastructure Grant [MIG] framework	<p>A summary of the long-term capital plans and how these address the backlogs of services in the municipality should be provided. This should include details of types and scale of backlogs, projected cost implications, strategies to address the backlogs and plans proposed and/or approved. The summary here should cross reference to the performance reports in the annual report and also will be highlighted in the coming budgets. Council should consider whether the plans appropriately address the backlogs and are consistent with the strategic policy directions of council and needs of the community.</p>		Yes		information provided	Approved
		<b>OTHER CONSIDERATIONS RECOMMENDED</b>					
26	Timing of reports		<p><i>Was the report tabled in the time prescribed? Has a schedule for consideration of the report been adopted?</i></p>	Yes			Approved

27	Oversight committee or other mechanism		<p><i>What mechanisms have been put in place to prepare the oversight report?</i></p> <p><i>Has a schedule for its completion and tabling been adopted?</i></p>				
28	Payment of performance bonuses to municipal officials	<p>Refer to Section 57 MSA as amended. 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. Preferably such evaluation should be considered along with the annual report. The basis upon which performance is evaluated for payment of bonuses should be reconciled with the municipal performance reported in the annual report.</p> <p>Conclusions and comments on the evaluation and payment of performance bonuses of council should be included in the oversight report.</p>	<p><i>Have bonuses been paid based on achievements of agreed outputs and after consideration of the annual report by council?</i></p> <p><i>If so has a proper evaluation of performance been undertaken?</i></p> <p><i>Was the evaluation approved by council?</i></p> <p><i>Does the performance evaluation align and reconcile with the performance reported in the annual report? If not, what reasons have been given for non-reporting of the basis of evaluation in the annual report?</i></p> <p><i>Are the payments justified in terms of performance reported in the annual report?</i></p>	Yes			Approved



30 March 2026

# **ANNEXURE D**

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## **ATTENDANCE REGISTERS**



# **ANNEXURE E**

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## **PUBLIC NOTICE**

**SCHOOLS IN BRIEF**

**Green School learners on the podium at Lim gala**

Luhann Joubert of Phalaborwa Primary School (Green School) participated in the Limpopo Schools Swimming Championships, which took place at the Tzaneen municipal swimming pool. Luhann excelled and qualified for the South African Schools Swimming Championships.



Phalaborwa Primary School (Green School) learners participate in the Limpopo Schools Swimming Championships at the Tzaneen municipal swimming pool. These learners achieve podium places.

**R10 000 for All Saints College learner, Mandla**

**Comfort Maila**

All Saints College learner, Mandla Kagiso Sejaphala, has been awarded R10 000 by the school's board for achieving an impressive average of 81%, earning him recognition as the school's top-performing learner in last year's matric exams.

Sejaphala described his journey to academic success as challenging, highlighting the dedication and support that contributed to his achievement. "I had many sleepless nights, and there were moments when I felt exhausted and overwhelmed by the workload. My mom was my support system throughout the process. She would wake me up as early as 02:00 to study, motivate me when I felt like giving up, and constantly remind me why my education was important. Her discipline and belief in me pushed me to stay focused and work harder, even when it was difficult," he said.

He also expressed gratitude to the school community and his family for their unwavering support. "I would like to thank All Saints management and all the teachers who supported me throughout my journey and encouraged me to read. They believed in me, just as I believed in myself that I would succeed. I also want to thank my parents, my uncle, my aunt, and all my family members for their encouragement," Sejaphala said.

Sejaphala is also known at the school for his personal slogan: "The warmer the blanket, the colder the future." The phrase reflects his philosophy of pushing oneself beyond comfort zones to achieve success.

His mom, Khomotso Sejaphala, shared her pride in her son's achievement. "I would like to thank God for trusting me with such a humble and respectful young man. To All Saints management and teachers, your hard work did not go unnoticed. May God bless you. To my family and in-laws, thank you for the support and encouragement you have shown to my son," she said.

Mandla is enrolled at Wits to study a BSc degree.



Mandla Kagiso Sejaphala with his principal, Rangarirayi Chatindo, and his mom, Khomotso Sejaphala. > Photo: Comfort Maila

**ADVERTORIAL**

**College offers international education**

**Tintswalo Shipalana**

Strausberg "C" College is currently accepting learners from Gr R to Gr 12, with registrations closing at the end of February.

The college's director, Simon Masete, encouraged parents seeking internationally recognised education for their children to register, noting that such education opens doors globally.

The school is fully registered with the Limpopo Department of Education under ref/licence no 5010029 and EMIS no 0995504301.

Recently, Strausberg "C" College was registered as a Cambridge International Education School under registration number ZA354, allowing it to offer Cambridge-accredited education from Gr 8 to Gr 12 and conduct Gr 12 examinations.

Accreditation for Gr R to 7 is expected soon.

The institution also operates the Strausberg TVET College, offering engineering and commercial studies.



Strausberg "C" College director, Simon Masete.

**Want to talk? Need help?**

**We are now just 3 numbers away!**

**Childline 116 hi**

You can call us about anything, about things like abuse, depression, HIV/Aids, relationship problems, neglect, bullying, harassment and many more.

**NOTICE OF WATER USE LICENCE APPLICATION PROCESS**

**Notice is hereby given in terms of:**

- Sections 40 and 41 of the National Water Act, 1998 (Act 36 of 1998) – as amended,
- Regulations regarding the procedural requirements for Water Use Licence Applications and Appeals (No. R. 267, published 24 March 2017).

**Locality:**

Garonga Safari Camp is an established eco-tourism lodge and private game reserve located on portion 12 of the farm Selati Ra he Mopani District Municipality, Limpopo Province.

**Water Use Activity:**

- Taking of water from boreholes for operational use at the Safari camp facilities, the cumulative water abstraction will be up to 15 120 m3 per year, 40 m3/day
- Storage of water in three in-stream dams and one-off channel dam with a cumulative storage of 9 600 m3
- Existing development and infrastructure within the 1:100-year regulated zone.
- The disposal and discharge of up to 7 200 m3 per year of treated domestic wastewater which is used to supplement game watering.

**WULA Application:**

A Water Use Licence Application will be submitted to the Department of Water & Sanitation (DWS) for the following water use in terms of the National Water Act, 1998 (Act 36 of 1998):

- S21 (a) – Taking of water from a water resource (boreholes).
- S21 (b) – Storing of water (in stream and off-channel dams).
- S21 (c, i) – Development, including road crossings within the regulated zone.
- S21 (f, g) – Discharge and disposal of treated domestic wastewater.

**Proponent:** GALVOR Investments (Pty) Ltd

**Consultant:** AGES (Pty) Ltd  
45 Cruden Bay Road, GREENSIDE, 2193  
Telephone: (+27) 010 612 0876 E-mail: rccrosby@ages-group.com

To ensure you are identified as an interested and/or affected party (I&AP) **ONLY in terms of water use licence** concerns regarding the above application, please submit your name, contact information and interest to the contact person given above on or before **31 MARCH 2026**.

**NO JOB OPPORTUNITIES**



Notice No:19/26

**PUBLIC NOTICE**

**NOTICE OF PUBLICATION OF THE 2024/25 ANNUAL REPORT AND AN INVITATION OF COMMUNITY MEMBERS TO PROBE AND MAKE SUBMISSIONS**

Ba-Phalaborwa Municipality adopted its 2024/2025 Annual Report during its ordinary Council sitting held on the 30th of January 2026. This is in line with the provisions of Section 46 (4) (a) of the Municipal Systems Act No 32 of 2000 and Section 127 (5)(a) of the Local Government Municipal Finance Management Act (MFMA) No 56 of 2003.

Copies of the 2024/25 Annual Reports will be available at Mashishimale Traditional Authority Office, Maseke Traditional Authority Office, Selwane Traditional Authority Office, Majeje Tribal Authority, Phalaborwa Library, Lulekani Library, Namakgale Library, Gravelotte Library, Selwane Library, Prieska Library, Lebeko Library, Lulekani Municipal Offices, Phalaborwa Municipal Offices, Namakgale Municipal Offices and Municipal Website ([www.ba-phalaborwa.gov.za](http://www.ba-phalaborwa.gov.za)) as from the 6th of February 2026.

Ba-Phalaborwa Municipality's Public Accounts Committee (MPAC) will probe the 2024/2025 Annual Report on behalf of the Municipal Council and present the Oversight Report on the Annual Report within two (2) months to the Council as per the provisions of Section 129 of the MFMA No 56 of 2003.

Members of the Community and Stakeholders are invited to probe and make comments on the content of the 2024/2025 Annual Report and forward comments and written submissions to the Chairperson of MPAC at the White House (47 Portgieter Street, Phalaborwa) or write to: The Chairperson of MPAC, Ba-Phalaborwa Municipality, Private Bag X01020, Phalaborwa, 1390.

**The closing date for submission of Comments or representations on the 2024/2025 Annual Report is Friday the 9th of March 2026.**

Any person who cannot read or write may come during office hours to the IDP and PMS Office in the Planning and Development Office at R71 Flea Market from 07h00 to 16h00.

Enquiries: **Malishilane Chueu** at email: [chueum@ba-phalaborwa.gov.za](mailto:chueum@ba-phalaborwa.gov.za)  
PMS Office in the Planning and Development Department, Flea Market (Next to Nodia Garage along R71 road) from 07h00 – 16h00

**Ms ST Mokobi - Municipal Manager**  
Corner Nelson Mandela Road & Selati Road  
Civic Centre  
Private Bag x 01020  
PHALABORWA  
1390