Friday, 27 March 2026]

No 54—2026] THIRD SESSION, SEVENTH PARLIAMENT

PARLIAMENT

OF THE

REPUBLIC OF SOUTH AFRICA

ANNOUNCEMENTS, TABLINGS AND COMMITTEE REPORTS

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ANNOUNCEMENTS

National Assembly and National Council of Provinces

The Speaker and the Chairperson

1. Late submission of Corporate Plan for 2025

(1) A letter, dated 26 March 2026, has been received from the Minister of Finance, requesting an extension for the submission of the corporate plan for the Land and Agricultural Development Bank of South Africa (Land Bank).

National Assembly

The Speaker

1. Referral to Committees of papers tabled

(1) The following paper is referred to the **Standing Committee on Public Accounts** and **Portfolio Committee on Cooperative Governance and Traditional Affairs** for consideration:

(a) Consolidated General Report of the Auditor-General on National and Provincial Audit Outcomes for 2024 – 2025 [RP 436 – 2025].

(2) The following paper is referred to the **Portfolio Committee on Cooperative Governance and Traditional Affairs** for consideration and report:

(a) Annual Performance Plan of the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities for 2026/27.

(3) The following papers are referred to the **Portfolio Committee on Agriculture** for consideration and report:

(a) Annual Performance Plan of the Agricultural Produce Agents Council for 2026/27.

(b) Annual Performance Plan of the Perishable Products Export Control Board for 2026/27.

(c) Annual Performance Plan of the Onderstepoort Biological Products for 2026/27.

(d) Corporate Plan of the Onderstepoort Biological Products for 2025/26 – 2029/30.

(4) The following papers are referred to the **Portfolio Committee on Basic Education** for consideration and report:

(a) Annual Performance Plan of Umalusi – Council for Quality Assurance in General and Further Education and Training for 2026/27.

(b) Annual Performance Plan of the South African Council for Educators for 2026/27.

(5) The following papers are referred to the **Portfolio Committee on Sport, Arts and Culture** for consideration and report:

(a) Annual Performance Plan of the Afrikaanse Taalmuseum and -monument for 2026/27.

(b) Annual Performance Plan of the Iziko Museums of South Africa for 2026/27.

(c) Annual Performance Plan of Amazwi South African Museum of Literature for 2026/27.

(d) Annual Performance Plan of the KwaZulu-Natal Museum for 2026/27.

(e) Annual Performance Plan of the National Museum – Bloemfontein for 2026/27.

(f) Annual Performance Plan of the Ditsong Museums of South Africa for 2026/27.

(g) Annual Performance Plan of the South African Heritage Resources Agency for 2026/27.

(h) Annual Performance Plan of the War Museum of the Boer Republics for 2026/27.

(i) Annual Performance Plan of the National Film and Video Foundation for 2026/27.

(j) Annual Performance Plan of the William Humphreys Art Gallery for 2026/27.

(k) Annual Performance Plan of uMsunduzi Museum for 2026/27.

(l) Annual Performance Plan of the Freedom Park for 2026/27.

(m) Annual Performance Plan of the National Arts Council for 2026/27.

(n) Annual Performance Plan of the National Heritage Council for 2026/27.

(o) Annual Performance Plan of the South African Library for the Blind for 2026/27.

(p) Annual Performance Plan of the National Library of South Africa for 2026/27.

(q) Annual Performance Plan of Artscape for 2026/27.

(r) Annual Performance Plan of the Market Theatre Foundation for 2026/27.

(s) Annual Performance Plan of the Performing Arts Centre of the Free State for 2026/27.

(t) Annual Performance Plan of the Pan South African Language Board for 2026/27.

(u) Annual Performance Plan of the South African State Theatre for 2026/27.

(v) Annual Performance Plan of the Playhouse Company for 2026/27.

(w) Annual Performance Plan of the Luthuli Museum for 2026/27.

(x) Annual Performance Plan of the Nelson Mandela Museum for 2026/27.

(y) Annual Performance Plan of Boxing South Africa for 2026/27.

(z) Annual Performance Plan of Mandela Bay Theatre Complex for 2026/27.

(aa) Annual Performance Plan of the Robben Island Museum for 2026/27.

(bb) Annual Performance Plan of the South African Institute for Drug-Free Sport for 2026/27.

(6) The following papers are referred to the **Portfolio Committee on Trade, Industry and Competition** for consideration and report:

(a) Revised Strategic Plan of the Companies and Intellectual Property Commission for 2025/26 – 2029/30.

(b) Revised Annual Performance Plan of the Companies and Intellectual Property Commission for 2025/26.

(c) Revised Annual Performance Plan of the Competition Commission for 2025/30.

(d) Revised Annual Performance Plan of the Takeover Regulation Panel for 2025/26.

(e) Revised Annual Performance Plan of the Industrial Development Corporation of South Africa for 2025/26.

(f) Revised Annual Performance Plan of the National Consumer Commission for 2025/26.

(g) Revised Annual Performance Plan of the National Credit Regulator for 2025/26 – 2027/28.

(h) Revised Annual Performance Plan of the South African Bureau of Standards for 2025/26.

(i) Revised Annual Performance Plan of the National Empowerment Fund for 2025/26.

(j) Revised Annual Performance Plan of the National Lotteries Commission for 2025/26.

(k) Revised Annual Performance Plan of the National Metrology Institute of South Africa for 2025/26 – 2027/28.

(l) Revised Annual Performance Plan of the National Regulator for Compulsory Specifications for 2025/26 – 2027/28.

(7) The following paper is referred to the **Portfolio Committee on Transport** for consideration and report:

(a) Annual Performance Plan of the Ports Regulator of South Africa for 2026/27.

(8) The following paper is referred to the **Portfolio Committee on Justice and Constitutional Development** for consideration and report:

(a) Annual Performance Plan of the Information Regulator South Africa for 2026/27.

TABLINGS

National Assembly and National Council of Provinces

1. The Minister of Cooperative Governance and Traditional Affairs

(a) Annual Performance Plan of the Municipal Infrastructure Support Agent for 2026/27.

2. The Minister of Correctional Services

(a) Annual Performance Plan of the Department of Correctional Services for 2026/27.

3. The Minister of Forestry, Fisheries and the Environment

(a) Annual Performance Plan of the South African National Biodiversity Institute (SANBI) for 2026/27.

(b) Annual Performance Plan of the South African Weather Service for 2026/27.

(c) Annual Performance Plan of the South African National Parks for 2026/27.

(d) Strategic Plan of the iSimangaliso Wetland Park Authority for 2025 – 2030 and Annual Performance Plan for 2026/27.

(e) Annual Performance Plan of the Marine Living Resources Fund for 2026/27.

(f) Government Notice No. 7078, published in *Government Gazette* No. 54072, dated 2 February 2026: Extension of the Appointment of the Environmental Assessment Practitioners Association of South Africa as the Single Registration Authority in terms of section 24H(3), read with section 24H(6), of the National Environmental Management Act, 1998 (Act No. 107 of 1998), until a date to be determined by notice in the *Government Gazette*, in terms of the National Environmental Management Act, 1998.

(g) Government Notice No. 7085, published in *Government Gazette* No. 54077, dated 3 February 2026: National Norms and Standards for Transportation, Storage and Treatment of Health Care Risk Waste, in terms of the National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008).

(h) Government Notice No. 7090, published in *Government Gazette* No. 54086, dated 6 February 2026: Recognition of a New Abalone Ranching Concession Area in Papendorp, Western Cape Province, for the Purpose of Conducting Abalone Ranching Activities; and an Invitation to Apply for a Right to Conduct Abalone Ranching in the Newly Recognised Abalone Ranching Concession Area in Papendorp, Western Cape Province, in terms of the Marine Living Resources Act, 1998 (Act No. 18 of 1998).

(i) Government Notice No. 7106, published in *Government Gazette* No. 54098, dated 6 February 2026: Consultation on the Intention to Set and Allocate the 2026 and 2027 Convention on International Trade in Endangered Species of Wild Fauna and Flora (Cites) Export Quotas for Elephant, Black Rhinoceros and Leopard Hunting Trophies, in terms of the National Environmental Management: Biodiversity Act, 2004 (Act No. 10 of 2004).

(j) Government Notice No. 7107, published in *Government Gazette* No. 54099, dated 6 February 2026: Pollution Prevention Plans and Mitigation Plans issued in terms of the National Environmental Management: Air Quality Act, 2004 (Act No. 39 of 2008) and the Climate Change Act, 2024 (Act No. 22 of 2024).

4. The Minister of Home Affairs

(a) Annual Performance Plan of the Department of Home Affairs for 2026/27.

National Assembly

1. The Speaker

(a) Reply by the Minister of Agriculture to the Report of the Portfolio Committee on Agriculture on Oversight Visit to the Perishable Products Export Control Board

and the Agricultural Research Council Stellenbosch Campus, Western Cape Province, as adopted by the House on 11 September 2025.

Referred to the **Portfolio Committee on Agriculture**.

National Council of Provinces

1. The Chairperson

(a) Consolidated Report on NCOP Provincial Week: 18 – 21 November 2025.

PARLIAMENT
OF THE REPUBLIC OF SOUTH AFRICA

NATIONAL COUNCIL OF PROVINCES
PROVINCIAL WEEK

18 to 21 November 2025

VENUE: ALL NINE PROVINCES

Extensive report on the 2025 Provincial Week

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1. EXECUTIVE SUMMARY

The 2025 NCOP Provincial Week Report provides a comprehensive review of service delivery, governance, and infrastructure development across South Africa's nine provinces. Undertaken from 18 to 21 November, the NCOP Provincial Week programme focused on the theme "Building Viable Municipalities for Enhanced Delivery of Basic Services to Communities". The purpose of the 2025 programme was to assess progress in implementing government priorities, identify systemic challenges, and propose actionable recommendations to strengthen municipal performance and accelerate socio-economic development. The first NCOP Provincial Week programme in the 7th Parliament was held in September 2024 and focused on public infrastructure. This report reflects this year's engagements between the NCOP delegation, provincial executives and legislators, councillors, municipal officials, members of the public, and stakeholders during the site visits and briefings.

Key issues highlighted during the programme include governance weaknesses, financial instability, and persistent infrastructure backlogs, particularly in water, sanitation, and housing. While progress has been made in implementing the District Development Model (DDM) and catalytic projects, challenges such as contractor non-performance, delayed procurement, and inadequate maintenance continue to undermine service delivery. The report emphasises the need for integrated planning, stronger accountability mechanisms, and targeted interventions to unblock stalled projects and improve audit outcomes. Lack of decisive interventions will frustrate growth, investment and development. Actionable recommendations were made, which will assist the monitoring and evaluation processes, as well as follow-up mechanisms in respect of executive undertakings.

The following is a high-level reflection on the different sections of the report:

Eastern Cape

The Eastern Cape adopted a multi-tiered governance framework, including the Premier's Intergovernmental Forum and Provincial Infrastructure Coordinating Committee, to align development priorities under the DDM. Strategic projects include the N2 Wild Coast Freeway, uMzimvubu Water Project, and renewable energy initiatives such as Wolf Wind Farm. The development initiatives are designed to accelerate growth and development within local economies. Despite progress in housing delivery and urban renewal, incomplete municipal projects and financial compliance gaps persist. Recommendations focus on fast-tracking catalytic projects, modernising irrigation schemes, and improving contractor performance management. In the main is to attract investment and stimulate economic growth.

Free State

The Free State faces severe governance and financial challenges, with five municipalities under an intervention process which is constitutionally supervised by the NCOP. Government measures include municipal support and intervention plans, secondment of technical teams, and revenue enhancement strategies such as smart metering. Infrastructure delays, particularly in water and sanitation, remain critical. Audit outcomes show material irregularities amounting to R568 million. Recommendations call for updated financial recovery plans, strengthened supply chain management oversight, and accelerated refurbishment

of wastewater treatment works. Infrastructure planning and development remains a key priority. Inadequate investment and maintenance of infrastructure constrain economic development.

Gauteng

Gauteng demonstrated progress in law enforcement integration and infrastructure repairs, restoring 2 190 traffic lights and improving audit outcomes in key metropolitan areas. However, financial sustainability is threatened by declining electricity revenue due to solar adoption and outstanding municipal debt of R159 billion. Major projects include the R82 road upgrade and expansion of the Gautrain network. Among other things, recommendations emphasise consequence management for poor workmanship, enforcement of government payment compliance, and urgent measures to address non-revenue water losses. The identified challenges act as binding constraints on economic growth, investment and development.

KwaZulu-Natal

KwaZulu-Natal reported significant investment commitments, including a R3.9 trillion infrastructure pipeline managed by the newly launched KwaZulu-Natal Infrastructure Council. While health and road projects show progress, municipalities remain vulnerable due to ageing infrastructure, sanitation backlogs, and financial distress. The province prioritises disaster resilience given its historical vulnerability to natural disasters, crime prevention, and institutional reforms under the DDM. Among other things, recommendations include fast-tracking catalytic projects, strengthening municipal turnaround plans, and improving grant spending efficiency. Infrastructure investment and spending continue to pose a challenge. Municipalities need to spend their allocated budgets and deliver infrastructure projects within planned timelines.

Limpopo

Limpopo's focus is on water security and rural development, with flagship projects such as the Greater Giyani Bulk Water Scheme. Persistent delays stem from funding constraints, procurement inefficiencies, and community disruptions. The province seeks national support for the revitalisation of irrigation schemes and improved coordination among stakeholders. Recommendations include, among other things, proactive land acquisition strategies, risk dashboards for early warning, and accelerated completion of access roads and reticulation systems. Municipalities continue to face persistent challenges in fully utilising their allocated infrastructure development budgets. Investment in water and sanitation infrastructure is critical to the livelihoods of communities and supporting the sustainability of local businesses.

Mpumalanga

Mpumalanga municipalities face challenges in maintaining infrastructure and diversifying local economies. While initiatives such as the High-Altitude Training Centre and Expanded Public Works Programme create jobs, stalled projects in housing and wastewater treatment undermine progress. Recommendations focus, among others, on improving project governance, deploying technical support teams, and leveraging conditional grants for water and sanitation upgrades. Digital transformation and revenue enhancement strategies are also prioritised. Investment in economic infrastructure including rapidly expanding digital

economy infrastructure is one of the fundamental pillars needed to propel economic growth and diversify local economies.

Northern Cape

The Northern Cape struggles with vast geographic constraints, low revenue bases, and high service delivery costs. Audit outcomes remain poor, with widespread reliance on consultants and material irregularities. Water non-compliance and sanitation failures persist despite significant expenditure. Recommendations include developing a sanitation remedial plan, strengthening municipal capacity frameworks, and implementing turnaround strategies linked to audit performance. The province also aims to optimise grant spending and improve disaster management readiness. The creation of job opportunities through the participation of small businesses in green power generation is encouraging. Rapidly expanding investment in green economy will diversify the provincial economy, attract investment, present business opportunities and boost job creation.

North West

North West municipalities exhibit governance instability, infrastructure decay, and financial recovery challenges. Key interventions include repairing bridges, upgrading gravel roads, and addressing unfunded mandates. Human settlements projects face delays due to contractor failures and litigation. Among other things, the recommendations call for enhanced integrity training, creation of technical capacity-building units, and strict enforcement of performance standards. Priority is given to accelerating wastewater treatment upgrades and improving healthcare facility infrastructure. In the main is to restore municipal governance and stability and accelerate investment in economic infrastructure to drive economic growth and development.

Western Cape

The Western Cape demonstrates strong project management practices, with most infrastructure projects delivered on time and within budget. Initiatives such as the Hornlee Clinic and Kurland wastewater treatment works highlight effective use of the Infrastructure Delivery Management System. However, rapid population growth and rising service demands strain municipal resources. Among others, the recommendations include expanding housing delivery, maintaining high audit standards, and addressing staffing shortages in healthcare facilities. Economic inequality has the potential to undermine development progress. Support for township and rural economies should also be prioritised.

Generally, the 2025 NCOP Provincial Week engagements underscore the urgency of strengthening governance, accelerating infrastructure delivery, and improving financial sustainability across provinces. While notable progress has been achieved in catalytic projects and institutional reforms, systemic challenges persist in water security, sanitation, housing, and municipal viability. The NCOP recommends a coordinated approach anchored in the DDM, enhanced accountability mechanisms, and targeted funding for high-impact projects to ensure inclusive growth and improved quality of life for all communities. In addition, to enhance private sector participation in the implementation of development initiatives.

2. LIST OF KEY ACRONYMS

AARTO	Administrative Adjudication of Road Traffic Offences
AGSA	Auditor-General South Africa
BIBC	Building Industry Bargaining Council
BNG	Breaking New Ground
CATHSSETA	Culture, Arts, Tourism, Hospitality, and Sport Sector Education and Training Authority
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CoGHSTA	Cooperative Governance, Human Settlements and Traditional Affairs
COGTA	National Department of Cooperative Governance and Traditional Affairs
CPG	Contract Participation Goal
CRU	Community Residential Units
CSIR	Council for Scientific and Industrial Research
DARDLEA	Provincial Department of Agriculture, Rural Development, Land and Environmental Affairs
DCSR	Provincial Department of Culture, Sport and Recreation
DDM	District Development Model
DFFE	Department of Forestry, Fisheries and the Environment
DG	Director-General
DHS	National Department of Human Settlements
DM	District Municipality
DOL	Department of Labour
DORA	Division of Revenue Act
DPWI	National Department of Public Works and Infrastructure
DPWRT	Provincial Department of Public Works, Roads and Transport
DWS	National Department of Water and Sanitation
ECIP	Eastern Cape Infrastructure Plan
EM	Executive Mayor
EPWP	Expanded Public Works Programme
FET	Further Education and Training
FIDPM	Framework for Infrastructure Delivery and Procurement Management
FRPs	Financial Recovery Plans
GGM	Greater Giyani Municipality
GLM	Greater Letaba Municipality
GTM	Greater Tzaneen Municipality
GWTW	Giyani Water Treatment Works
HOD	Head of Department
HSDG	Human Settlements Development Grant
ICT	Information and Communication Technology
IDMS	Infrastructure Delivery Management System

IDPs	Integrated Development Plans
IGR	Intergovernmental Relations
INEP	Integrated National Electrification Programme
IPP	Infrastructure Improvement Programme of the Provincial Department of Community Safety, Roads and Transport
IPTN	Integrated Public Transport Network
IRDP	Integrated Residential Development Programme
KZN	KwaZulu-Natal Province
LDOH	Limpopo Department of Health
LDPWRI	Limpopo Department of Public Works, Road and Infrastructure
LM	Local Municipality
LOGB	Leader of Government Business
MandE	Mechanical and Electrical
MDM	Mopani District Municipality
MEC	Member of the Executive Council
MFMA	Municipal Financial Management Act
MHATC	Mpumalanga High-Altitude Training Centre
MI	Material Irregularity
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MMC	Member of the Mayoral Committee
MMC	Member of the Municipal Council
MoU	Memorandum of Understanding
MP	Member of Parliament
MPAC	Municipal Public Accounts Committees
MPL	Member of the Provincial Legislature
MSCOA	Municipal Standard Chart of Accounts
NCOP	National Council of Provinces
NHBRC	National Home Builders Registration Council
NQF	National Qualifications Framework
OHS	Occupational Health and Safety
OPD	Outpatient Department
PHSDA	Priority Human Settlements Development Areas
PICC	Presidential Infrastructure Coordinating Commission
PID	Project Initiation Documents
PIF	Premier's Intergovernmental Forum
PISC+	Enhanced Provincial Infrastructure Steering Committee
PM	Provincial Minister (Western Cape only)
PDMC	Provincial Disaster Management Centre

PMU	Project Management Unit
PPPs	Public Private Partnerships
PSP	Professional Service Providers
RAL	Road Agency Limpopo
RBIG	Regional Bulk Infrastructure Grant
RHP	Regorogile Housing Project
SALGA	South African Local Government Association
SANCO	South African National Civic Organisation
SANRAL	South African National Roads Agency Limited
SAPS	South African Police Service
SCM	Supply Chain Management
SDAs	Service Delivery Agreements
SDF	Spatial Development Frameworks
SLA	Service Level Agreement
SMME	Small, Medium and Micro Enterprises
SPLUMA	Spatial Planning and Land Use Management Act
THALEDA	Thaba Chweu Local Economic Development Agency
TRA	Temporary Relocation Area
UMDM	uMgungundlovu District Municipality
VIP	Ventilated Improved Pit Latrine
WCPP	Western Cape Provincial Parliament
WDM	Waterberg District Municipality
WSIG	Water Services Infrastructure Grant
WULA	Water Use License Application
WWTW	Wastewater Treatment Works

3. INTRODUCTION

Provincial Week is an annual oversight programme of the National Council of Provinces (NCOP), established in line with Section 42 of the Constitution of the Republic of South Africa, 1996. It serves as a vital mechanism for ensuring that provincial interests are represented in national legislative and policy processes. By fostering direct engagement between Parliament, provincial leadership, and communities, the programme strengthens cooperative governance and promotes accountability across all spheres of government.

The 2025 Provincial Week, held from 17 to 21 November under the theme “Building Viable Municipalities for Enhanced Delivery of Basic Services to Communities”. This theme underscores the imperative of improving municipal functionality to advance service delivery and socio-economic development During this period, NCOP delegates conducted oversight visits, consulted with provincial executives and legislatures, and engaged stakeholders such as traditional leaders, civil society organisations, and community representatives. These interactions provided first-hand insights into service delivery challenges, monitored progress on government programmes, and informed national decision-making.

The focus of the 2025 engagements was on improving accountability, unlocking stalled infrastructure projects, and promoting inclusive economic growth. Provinces reported on measures to enhance governance through multi-tier coordination frameworks and the District Development Model (DDM), while highlighting efforts to align planning and budgeting for integrated service delivery. The programme also examined interventions to address persistent issues such as incomplete projects, financial mismanagement, and maintenance backlogs, alongside social challenges that impact communities.

This report consolidates key findings, recommendations, and undertakings arising from the Provincial Week. It reflects the progress made, the obstacles encountered, and the commitments by provincial executives to implement corrective measures. The insights captured in the report aim to inform policy decisions, strengthen oversight, and ensure that service delivery objectives translate into tangible improvements for citizens.

4. EASTERN CAPE: BRIEFING BY PREMIER LO MABUYANE ON MEASURES TO STRENGTHEN THE DELIVERY OF SERVICES IN THE EASTERN CAPE

4.1 Measures to strengthen the delivery of services in the Eastern Cape

4.1.1 Governance and Coordination Structures

- The Eastern Cape government has institutionalised a multi-tiered intergovernmental relations (IGR) framework which includes Ward-based teams, District/Metro task teams, and the Premier's Intergovernmental Forum (PIF), to ensure alignment across spheres of government and to unlock bottlenecks.
- There is centralised governance to accelerate infrastructure delivery It is constituted by the Provincial Infrastructure Coordinating Committee (PICC) to provide strategic oversight, which is supported by the Technical-PICC for operational coordination, while the Provincial Infrastructure Support Committee (PISC+) provides integrated planning, monitoring and reporting.
- The province has adopted the District Development Model (DDM) which is focused on accelerating the implementation of integrated "One Plan" for each district and metro to harmonise government policy priorities to drive inclusive economic growth and development.

4.1.2 Integrated Planning and Prioritisation

- Strategic alignment of development projects facilitates the alignment of development initiatives with the Eastern Cape Infrastructure Plan (ECIP), the DDM, and municipal Integrated Development Plans (IDPs). The aim is to minimise duplication, yield efficiency gains and maximise development impact.
- Improvement in project management and delivery contributes to effective application of Infrastructure Delivery Management System (IDMS) Gateway reviews to rigorously assess project readiness, affordability, and deliverability, embedding accountability and quality assurance into the delivery cycle.
- The aim of the Consolidated Provincial Project Pipeline is to establish a centralised provincial project list to strengthen engagement with investors and national bodies and to further improve investor confidence. Leveraging public resources to attract investment is critical to align development projects with government priorities and to further improve monitoring and reporting.

4.1.3 Monitoring, Reporting, and Accountability

- Implemented monitoring system for real-time project tracking and risk detection.
- Held monthly PICC and T-PICC reviews to address underperformance.
- Conducted site visits and issued quarterly reports.
- Used Service Delivery Agreements (SDAs) to define roles and timelines between departments and implementing agents. Provincial Treasury is playing a critical role in ensuring adherence to financial regulations, norms and standards.

4.1.4 Rapid Response and Escalation Mechanisms

- Established escalation protocols for disputes, funding delays, and technical issues assists to further establish governance structures to manage disputes.

- Empowered T-PICC is essential for rapid interventions on stalled projects and to facilitate development.
- There are Project Recovery Plans with clear timelines for coordination and accountability.

4.1.5 Strategic Project Implementation Across Sectors

- Transport: Prioritised major development projects (N2 Wild Coast Freeway, SANRAL upgrades, Welisizwe Bridges).
- Water: Advanced uMzimvubu Water Project and bulk supply schemes to improve water access.
- Energy and industry: Renewable development projects (e.g., Wolf Wind Farm) and industrial development projects (e.g. Ngqura Manganese Export Terminal, LNG Terminal) to diversify economy and energy mix to drive economic development.
- Social infrastructure: Delivered housing units, title deeds, and schools.
- Urban and digital renewal: Urban renewal (Port Elizabeth Waterfront) and expanded digital access through Broadband Project and Small-Town Revitalisation.

4.1.6 Job Creation and Local Empowerment

- Monitored jobs, promoted SMME participation, and training opportunities across major infrastructure projects.
- Prioritised local employment, youth, women, and local suppliers to accelerate economic transformation.

4.2 Eastern Cape provincial interests and matters to be raised with the national government through the National Council of Provinces (NCOP)

4.2.1 Funding for Catalytic Infrastructure Projects:

- Advocate for approval, funding and financing of the province's submissions to the national Budget Facility for Infrastructure (BFI).
- Priority development projects: Rural Road Infrastructure (SIP 6) to expand and upgrade rural roads to improve access and mobility, Irrigation Schemes (SIP 11) to enhance agricultural productivity and food security through modern irrigation systems, the N2 Wild Coast Meander (SIP 3) to unlock regional connectivity and tourism potential through strategic transport investment. In addition, the Small Towns Revitalisation Programme, designed to stimulate local economies and improve wellbeing.

4.2.2 Acceleration of Strategic Water Projects:

- Expedite funding and approvals for critical water and sanitation projects.
- Priority development projects: Coffee Bay Regional Water Supply, Msikaba Regional Water Supply Scheme, and the Great Kei Regional Water Supply Scheme.
- Completion of the Welisizwe Rural Bridges Programme.
- Secure additional resources and technical support to finalise bridges.
- Advocate for a change in the delivery model to a more efficient and effective approach for future phases.

4.2.3 Revitalisation of Agricultural Irrigation Schemes:

- Seek national support to modernise, revitalise, and recapitalise irrigation schemes to boost agricultural productivity and address food security.

4.2.4 National Coordination for Transport Logistics:

- Fast-track the upgrade and modernisation of ports and rail infrastructure to enhance economic competitiveness.

4.2.5 Upgrading of Aviation Infrastructure:

- Support the development of a comprehensive strategy for Bhisho Airport.
- Advocate for funding and financing to upgrade runways at all provincial airports to improve connectivity and boost tourism. It is critical to attract private sector participation.

4.2.6 Policy Reforms to Unlock Economic Sectors:

- Champion policy and regulatory reforms at the national level to diversify the economy and unlock emerging economic opportunities, specifically in the cannabis and renewable energy sectors.

4.2.7 Strengthened Intergovernmental Collaboration:

- Call for strengthened collaboration across all spheres of government to ensure coordinated planning, funding, and timely implementation of infrastructure and social development priorities.

4.3 Programmes and initiatives to address incomplete, delayed and abandoned public infrastructure projects

4.3.1 Governance and Coordination Framework:

- Established multi-tiered governance: PIF, PICC, T-PICC for strategic and operational oversight.
- Formed PISC+ for integrated planning and consolidated reporting.
- Monthly meetings are held to review progress, resolve bottlenecks, and enforce corrective actions.

4.3.2 Integrated Planning and Systems:

- Align projects with ECIP, DDM, and municipal IDPs.
- Apply Infrastructure Delivery Management System (IDMS) and Framework for Infrastructure Delivery and Procurement Management (FIDPM) for standardised delivery and procurement.
- Use gateway reviews for readiness and affordability checks.
- Monitor performance via Infrastructure Reporting Model (IRM) for real-time risk detection.

4.3.3 Rapid Response and Escalation Mechanisms:

- Implement escalation protocols for disputes, delays and technical challenges.
- Empower T-PICC for quick interventions on stalled projects.
- Develop project recovery plans with clear timelines and accountability.

4.3.4 Accountability and Compliance Measures:

- Define roles and timelines through SDAs between client departments and implementors.
- Provincial Treasury to monitor financial controls to prevent underspending and failures.

4.3.5 Monitoring, Reporting, and Oversight:

- Performance management units to conduct regular site visits and stakeholder engagements.
- Compile quarterly monitoring reports for PICC/T-PICC decision-making.
- Track financial and non-financial performance for transparency and early risk detection.

4.3.6 Targeted Interventions for Specific Projects

- Address challenges on high-value projects through departmental oversight and specific actions (e.g., tender cancellations, community issues, contractor non-performance).
- Secure national support (like funding and technical assistance) for critical initiatives.

4.4 Recommendations made by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
4.4.1	Develop a centralised digital dashboard for Ward-Based Teams, District/Metro task teams, and the Premier's Intergovernmental Forum (PIF) to track decisions and bottlenecks in real time.	Office of the Premier	30 June 2026
4.4.2	Introduce performance-based Key Performance Indicators for PICC and T-PICC members to ensure accountability for infrastructure delivery timelines.	Office of the Premier	30 June 2026
4.4.3	Expand the monitoring system to include automated alerts for cost overruns, delays, and compliance breaches.	Eastern Cape Treasury in collaboration with provincial departments	1 April 2026
4.4.4	Develop a mechanism to fast-track renewable projects like Wolf Wind Farm by streamlining environmental approvals.	Eastern Cape Department of Economic Development, Environmental Affairs and Tourism	30 June 2026
4.4.5	Push for fast-tracked approval of BFI	Office of the Premier	Progress report 30 June

	submissions for SIP 6 (rural roads), SIP 11 (irrigation), and SIP 3 (N2 Wild Coast Meander).		2026

5. MEASURES TO IMPROVE THE STATE OF MUNICIPALITIES IN THE PROVINCE

5.1 Progress in building viable municipalities for enhanced delivery of basic services to communities

- Assessed Integrated Development Plans of all 39 municipalities for legal compliance.
- 33 municipalities reviewed Spatial Development Frameworks under the Spatial Planning and Land Use Management Act (SPLUMA).
- 33 municipalities have valid valuation rolls; 11 implementing new rolls.
- Municipal Disaster Centres applying recommendations from Provincial Disaster Management Centre (PMDC).

5.2 Strengthening the stability, political state and leadership of municipalities

- Continuous monitoring of municipal councils by EC Department of Cooperative Governance and Traditional Affairs.
- Regular councillor training on Rules of Order and Code of Conduct.
- Conduct investigations into all alleged breaches of conduct by councillors.
- Mayor, Speaker and Chief Whip (Troika) capacitated on roles and responsibilities.

5.3 Mechanisms to strengthen governance in the municipality

- Supported municipalities with risk-based audit plans; strengthened Audit, Risk, and ICT Committees.
- Trained municipal officials as risk champions within directorates.
- Assessed audit action plans to improve outcomes.
- Delivered capacity building on Local Government Ethical Leadership Initiative (LGELI).
- Monitored the activities of the Municipal Public Accounts Committees (MPACs) to address Unemployment Insurance Fund (UIF) issues and report fraud.
- Facilitated payment of arrears and implemented revenue enhancement strategies.

5.4 Progress in the delivery of basic services

- 80% of households have water access. 94% have sanitation; 95% are connected to electricity.
- 57% have refuse removal. 10 municipalities supported with MIG waste collection vehicles.

5.5 Infrastructure development and maintenance in the province and mechanisms to address delayed, incomplete and abandoned municipal projects

- Seven sports field projects remain incomplete in the Eastern Cape.

- Quarterly risk-adjusted audits implemented to strengthen monitoring and ensure quality completion of municipal development projects.
- Plans for municipal capacity building on contract management and enforcing consequences for non-performing providers.

5.6 Recommendations made by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
5.6.1	Create an online dashboard to track compliance of Integrated Development Plans and Spatial Development Frameworks across all municipalities for real-time oversight.	EC Cogta in collaboration with municipalities	30 September 2026
5.6.2	Implement a provincial schedule and automated reminders for municipalities to update valuation rolls, reducing delays in revenue collection.	EC Cogta in collaboration with municipalities	30 September 2026
5.6.3	Develop a provincial disaster readiness index and require quarterly compliance audits for all Municipal Disaster Centres.	EC Cogta in collaboration with municipalities	Disaster readiness index: 30 September 2026 Compliance audits: Quarterly
5.6.4	Conduct a spatial analysis to identify areas lagging behind the 80% water and 94% sanitation benchmarks and allocate resources accordingly.	EC Treasury in collaboration with EC Cogta	30 June 2026
5.6.5	Establish a provincial team to assist municipalities in implementing revenue enhancement strategies and reducing arrears.	EC Treasury in collaboration with EC Cogta	30 March 2026

6. HUMAN SETTLEMENTS INFRASTRUCTURE DEVELOPMENT TO STRENGTHEN THE DELIVERY OF SERVICES IN THE EASTERN CAPE

6.1 Measures to strengthen the delivery of service

6.1.1 Contractor Management and Performance

- Enforce contractual obligations and issue Notices of Default/Breach for underperforming contractors.
- Systematically terminate contracts where performance does not improve, as per recovery plans.
- Utilise framework agreements to swiftly appoint replacement contractors for failed projects.
- Encourage underperforming contractors to partner with or cede projects to competent ones to improve delivery.

6.1.2 Project Takeover and Intervention

- Take over stalled or poorly performing projects from Implementing Agents (IA) (e.g., Municipalities).
- Amend contracts with municipalities to allow the department to directly complete outstanding units.
- Appoint Professional Service Providers (PSPs) to manage and support projects, especially those involving MSMEs.

6.1.3 Financial Management and Budget Advocacy

- Engage continuously with national department to secure additional budget allocation to complete projects.
- Prioritise funding for the most destitute and vulnerable groups.
- Consider and process quantum adjustments for existing projects where necessary and justified to ensure sustainability.
- Implement projects in phases to align with available cash flow to avoid financial strain.

6.1.4 Municipal Support and Capacity Building

- Provide hands-on support staff in each municipality to assist with human settlements matters.
- Intensify pre-accreditation support and guide municipalities to meet compliance requirements.
- Provide training on National Housing Needs Register (ILIMA) and support establishment of Beneficiary Allocation Committees.
- Conduct regular intergovernmental relations sessions and Human Settlements Forums to strengthen collaboration.

6.1.5 Beneficiary and Community Engagement

- Enhance social facilitation and consumer education to manage expectations and explain qualification criteria.
- Conduct "beneficiary correct occupation" sessions to ensure proper allocation of houses.
- Partner with municipalities to address community-specific challenges, such as resistance to house demolitions or access for road construction.

6.1.6 Security and Risk Mitigation

- Engage security agents to protect government assets, plants, and materials on project sites from criminal activities like theft and hijacking.
- Collaborate with municipalities to resolve security issues that have forced contractors to abandon sites.

6.1.7 Disaster Response and Planning

- Lobby the National Disaster Management Centre and National Treasury to fast-track funding applications for permanent solutions in disaster-affected communities.
- Develop and earmark land (e.g., KSD Bedford City) for future housing for disaster-affected people.

6.1.8 Policy and Process Alignment

- Focus on accelerated registration and issuance of title deeds to provide security of tenure.
- Promote adoption of Innovative and Sustainable Building Technologies (ISBT).
- Prioritise the upgrading of informal settlements to improve living conditions.

6.2 Programmes and initiatives to address incomplete, delayed, and abandoned public infrastructure projects

6.2.1 Project Takeovers

- Department taking over stalled projects from underperforming municipalities; 10 projects from OR Tambo District Municipality, 5 from King Sabata Dalindyebo (KSD) Local Municipality, and 260 from Mhlontlo Local Municipality.

6.2.2 Contract Management

- Issuing default/breach notices to under-performing contractors and demanding recovery plans.
- Terminating non-performing contracts (e.g., New Payne 300, Ntsundwana 1000) and appointing replacements via framework agreements.

6.2.3 Contractor Capacity

- Encouraging or requiring struggling contractors to partner with or sub-contract to proven performers (approach used with Holy Cross 500, Nyandeni 669).

6.2.4 Financial Adjustments

- Approving budget top-ups for cost escalations and re-prioritising grants (e.g. HSDG, ISUP) for critical projects including disaster response.

6.2.5 Close-Out Programme

- Systematically closing 35 completed or near-complete projects to free resources to cover other critical priorities.

6.2.6 Municipal Support

- Providing support staff in each municipality to build local capacity.
- Conducting pre-accreditation training to improve management of human settlement projects.

6.2.7 Blockage Remediation

- Addressing security risks (with security agents), access issues (e.g. roads to Lutshaya 300), and community resistance through community interventions and education.

6.2.8 Procurement Planning

- Including terminated projects in next-year procurement plans.

6.2.9 Intergovernmental Relations (IGR) Forums

- Active participation in municipal forums to resolve project-specific challenges and strengthen collaboration.

7. EASTERN CAPE DEPARTMENT OF TRANSPORT

7.1 Measures to improve service delivery

- Built 20+ bridges with national Department of Public Works and Infrastructure and South African National Defence Force over 3 years through the bridge construction programme.
- Signed Memoranda Of Agreements (MOAs) with municipalities to boost road maintenance capacity.
- Secured financial pledges and appointed agents to improve performance and funding applications.
- Trained municipalities on Integrated Transport Plans and National Land Transport Act roles.
- Provided subsidised services on 2 210 routes.
- Transported 104 000 learners through the Scholar Transport Programme.
- Promoted stability in taxi industry.
- Coordinated municipalities through MEC Political TRANSMEC (Transversal MEC) engagements to improve service delivery.
- Facilitated Administrative Adjudication of Road Traffic Offences (AARTO) rollout with SA Post Office, DPW, Road Traffic Infringement Agency (RTIA); supported traffic law enforcement capacity.
- Commissioned the Council for Scientific and Industrial Research (CSIR) to research licensing for better service models.
- Created 36 019 work opportunities (target: 32 000).
- Implemented 20 Expanded Public Works Programme (EPWP) road safety and infrastructure interventions.
- Trained 500 youth through the National Youth Service (NYS) and artisan programmes. Trained 1 787 beneficiaries with Nedbank and Old Mutual.
- Delivered labour-intensive projects by means of service level agreements (SLAs) with Dr Beyers Naudé, Raymond Mhlaba, and Port St Johns municipalities.

7.2 Measures to strengthen municipal governance and stability: EC Department of Transport

- Rolled out SmartTrack EPWP system in five districts for better attendance, stipend accuracy, and reporting.
- Enforced compliance on labour-intensive projects through SLAs and contract reviews.
- Developed EPWP Phase V Exit Strategy to reduce dependency and enable sustainable opportunities.

7.3 Progress in building viable municipalities: Transport infrastructure and operations

- Expanding rural access through surface road infrastructure.
- Restoring connectivity through the Welisizwe Rural bridges programme with Public Works and SA Defence Force.
- Adopted recapitalisation of the Mayibuye Transport Corporation.
- Developed colloquium document to stabilise and empower the taxi industry.
- Exploring sustainability of Bhisho Cargo Hub and upgrading Mthatha Airport to Category 6.

7.4 Delayed, Incomplete and Recovery Projects and mechanisms to address challenges: EC Department of Transport

- Hluleka Nature Reserve Road Phase 11 terminated; tender re-advertisement underway.
- N2–Ntabankulu rehab delayed by strikes by Small Medium and Micro Enterprises (SMMEs) and design changes; agent appointed to fast-track recovery and interim access.
- Fleet uptime at 71.4% versus 75% target due to ageing yellow fleet, long repairs, and high breakdown risk.
- Systemic reforms: new framework contracts, faster procurement, and project risk reviews.
- District coordination strengthened nodes providing surge support to municipalities; OR Tambo District Municipality has been prioritised for grading support.
- EPWP exit strategy institutionalised to curb repeat enrolment and dependency.
- Developing skills pipeline for EPWP participants: 500 artisans + 350 ICT, maritime, administrative learnerships.
- Recruitment in new recruitment cycles prioritises youth and persons with disabilities.
- EPWP Household Contractor Programme reconfigured; Rapid Response Teams and Youth Brigades for district infrastructure programmess deployed.
- Engaging national and provincial departments, KSD Local Municipality on airport zoning.
- Task team or Framework established to monitor and recover stalled projects.
- Advancing reactivation or closure of incomplete projects; applying lessons learned to prevent recurrence.

7.5 Maintenance Strategy: EC Department of Transport.

- Blading targets of 23 877-km target with an allocated budget of R198 million for blading operations in 2025/26.
- Re-graveling targets 552 kms with an allocated budget of R454.8 million for gravel rehabilitation.

7.6 Recommendations made by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
7.6.1	Monitor the development and implementation of audit action plans to	EC Cogta	30 June 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	address negative audit findings in municipalities.		
7.6.2	Assist municipalities to adopt and implement reasonable payment arrangements with Eskom.	EC Cogta	30 June 2026
7.6.3	Roll out mandatory training for municipal officials on contract enforcement and consequence management for non-performing providers.	EC Cogta in collaboration with municipalities	Continuous, commencing by 30 March 2026
7.6.4	Develop a contractor performance management system with penalty clauses for non-performance.	EC Provincial Treasury in collaboration EC Cogta and municipalities	30 June 2026
7.6.5	Implement a scheduled maintenance programme for the Empindweni Clinic access road using risk-adjusted audits to prevent deterioration and costly emergency repairs.	EC Department of Transport	30 March 2026
7.6.6	Provide a progress report on optimisation of Bhisho Airport Cargo Hub and Mthatha Airport to meet Category 6 standards.	EC Department of Transport	30 June 2026
7.6.7	Develop an intelligence-sharing platform between municipalities, law enforcement, and the construction industry to flag emerging threats related to construction-related extortion.	Office of the Premier	30 June 2026
7.6.8	Train municipal officials on risk identification and reporting protocols related to construction-related extortion.	EC Cogta in collaboration with SALGA and municipalities	Continuous, commencing by 30 March 2026

7.7 Executive undertakings in response to the NCOP delegation's recommendations

Nr.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
7.7.1	Progress report on Bhisho Airport Cargo Hub	EC Department of Transport	April 2026

8. STATE OF LOCAL MUNICIPALITIES IN THE OR TAMBO DISTRICT MUNICIPALITY

8.1 Progress in building viable municipalities for enhanced delivery of basic services to communities

- Implemented Section 139(5) intervention and Mandatory Financial Recovery Plan (FRP).
- Organisational reform reduced staff from 2 750 to 1 680 to cut cost of employees.
- Streamlined senior management from 11 Heads of Department (HoDs) to 6 competent leaders.
- Achieved 96% of FRP targets set in Gazette published in August 2023.
- Introduced plan to address unauthorised, irregular, fruitless, and wasteful expenditure.
- Cut litigation register from over R100 million to under R30 million.

8.2 Strengthening the stability, political state and leadership of municipalities

- 2016–2021 term plagued by political turmoil and council disputes.
- National Treasury withheld funds from municipality due to severe financial mismanagement.
- Provincial Executive invoked Section 139(5) of Constitution to develop a Mandatory Financial Recovery Plan by National Treasury, formally published in August 2023.
- Finance Minister directed Executive Mayor to rescind certain 6th-term decisions to release owed funds.
- Council adopted a calendar to improve business order and predictability; Whip-coordinated Troika and managed Executive–Council relations.

8.3 Mechanisms to strengthen governance in the municipality

- Restoring financial viability and strengthening internal systems.
- Improving liquidity with 25-month cost coverage exceeding national 1–3 months.
- Council consistently adopts funded surplus budgets.
- Improved financial management: Better audit outcomes and reduced creditors, easing cash flow.
- Piloted billing in peri-urban areas to expand revenue base.
- Intensified implementation of Credit Control Policy; appointed debt collector for revenue recovery.
- Fully compliant with Municipal Standard Chart of Accounts (MSCOA) reforms for transparency and standardisation.
- Successfully implement Financial Recovery Plan under Section 139(5)(a) and (c) of Constitution.
- Recognition as best-performing municipality among all under Mandatory Financial Recovery Plans.

8.4 Progress in the delivery of basic services

- Committed to providing uninterrupted water and sanitation services.
- Improved grant spending from 90% in 2022/23 to 100% in 2023/24 and 2024/25.
- Considerable challenges and water services backlog persists, and some areas continue to lack reliable water sources.
- Dysfunctional existing water schemes contribute to the overall backlog.
- Some rural communities still lack access to basic water infrastructure**.**

8.5 Recommendations made by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
8.5.1	Build on the success of reducing unauthorised and wasteful expenditure by implementing automated compliance monitoring tools and regular internal audits to prevent recurrence.	EC Cogta in collaboration with municipalities	Continuously, commencing with implementation by 1 July 2026
8.5.2	Enhance the Credit Control Policy by integrating digital payment platforms and predictive analytics to identify high-risk accounts early.	EC Cogta in collaboration with municipalities	Continuously, commencing with implementation by 1 July 2026
8.5.3	Formalise the council calendar and Troika coordination into a governance charter to ensure continuity beyond political terms.	Office of the Premier	30 March 2026
8.5.4	Create an online dashboard showing progress on Financial Recovery Plan targets, service delivery metrics, and audit outcomes to build trust.	EC Cogta in collaboration with municipalities	1 July 2026
8.5.5	Prioritise rehabilitation of dysfunctional water schemes and introduce preventive maintenance programmes to reduce backlogs.	EC Cogta in collaboration with municipalities	Continuously, commencing 30 March 2026

9. OVERVIEW OF THE ROLE OF SALGA ON MEASURES TO IMPROVE THE STATE OF MUNICIPALITIES IN THE PROVINCE

9.1 Progress in building viable municipalities for enhanced delivery of basic services to communities

9.1.1 Strengthened Governance and Institutional Capacity

- Reviewed Council Standing Rules and Orders.
- Appraised councillors on the Code of Conduct and Delegation Frameworks.
- Capacitated Municipal Public Accounts Committees and Rules and Ethics Committees.

9.1.2 Enhanced Economic Growth and Investment

- Conducted capacity building on investment promotion.
- Supported development of a Small-Town Regeneration Programme and its terms of reference.

9.1.3 Improved Trading Services Management

- Provided water services management skills training.
- Supported landfill site compliance and engaged with relevant stakeholders.
- Delivered training on Energy Performance Certificate compliance, the Just Energy Transition, and Electricity Distribution Industry Reforms.

9.1.4 Disaster and Environmental Management Support

- Assisted Nyandeni, King Sabata Dalindyebo, and Port St Johns municipalities during flood disasters.

9.2 Strengthening the stability, political state, and leadership of municipalities

- Reviewed Governance Frameworks: Reviewed Standing Rules and Orders of Council for OR Tambo District Municipality and its local municipalities to ensure proper procedural conduct.
- Enforced Ethical Standards: Appraised councillors on the Code of Conduct.
- Clarified Roles and Responsibilities: Appraised Councillors on the Delegation Framework to clarify decision-making authority and improve administrative efficiency.
- Strengthened Oversight Committees: MPACs and Rules and Ethics Committees terms of reference reviewed, enhancing capacity for oversight and upholding governance standards.

9.3 Mechanisms to strengthen governance in the municipality

9.3.1 Governance Frameworks

- Review and update Standing Rules and Orders to ensure clear, lawful procedures.
- Implement and enforce a Code of Conduct for Councillors, defining ethical standards.
- Establish Delegation Framework to clarify roles and authority, reducing ambiguity.

9.3.2 Oversight and Accountability

- Strengthen MPACs and other oversight bodies.
- Update terms of reference for oversight bodies to ensure they have investigative power.
- Capacitated Rules and Ethics Committees to manage misconduct cases.

9.3.3 Promote Compliance and Institutional Capacity

- Provide targeted training and capacity building for political leadership and officials on governance, financial management, and regulatory compliance.
- Ensure operational compliance in key service areas (e.g., landfill sites) to mitigate risks and prevent financial losses from non-compliance penalties.
- Offer ongoing support and advice to members to assist in effective execution of their mandates.

9.4 Progress in the delivery of basic services

9.4.1 Water Services

- Conducted water services management skills training in partnership with Office of Water and Waste (Oldenburgisch-Ostfriesischer Wasseverban, a German concept of protecting zones in dam maintenance) to build capacity.

9.4.2 Refuse Removal and Waste Management

- Provided support (e.g. stakeholder negotiations) to landfill sites to become compliant with regulations. As an example, King Mhlontlo Local Municipality received support on landfill compliance and handling of waste.
- A refresher course on waste management for officials is in the pipeline.

9.4.3 Human Settlements and Infrastructure Development

- Supported the district in developing a Small-Town Regeneration Programme and terms of reference.
- Provided disaster management support to Nyandeni, King Sabata Dalindyebo, and Port St Johns local municipalities during flood disasters to protect human settlements and infrastructure.

9.4.4 Energy Services (as a related basic service)

- Municipalities (e.g. Mhlontlo) benefitted from training programmes on compliance with energy performance certificate regulations, Just Energy Transition programmes, and Electricity Distribution Industry Reforms.

9.5 Recommendations made by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
9.5.1	Report on progress attained due to piloting of the District Development Model.	OR Tambo District Municipality	30 June 2026
9.5.2	Provide a report on relations between the municipal councils and traditional leaders due to recent amendments of the Municipal Structures Act	EC Cogta	30 June 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
9.5.3	Provide progress report on provision of services to floods victims	OR Tambo District Municipality	30 March 2026

10. SITE VISITS TO HUMAN SETTLEMENTS PROJECTS: PORT ST JOHNS AND INGQUZA HILL LOCAL MUNICIPALITIES

10.1 Bulk water scheme: Ludeke Dam

10.1.1 Background of the site

The Greater Mbizana Regional Bulk Water Supply Scheme (GMRBWSS), also known as Ludeke Dam, is a major water infrastructure project in Alfred Nzo District and Winnie Madikizela-Mandela Local Municipality, designed to meet the water needs of approximately 266,000 people. Using Ludeke Dam as its raw water source, the project is implemented in phases. Phase 1, completed in November 2016, delivered the dam, a raw water pump station, rising main, and a 10 Ml/day Nomlacu Water Treatment Works, supplying water to over 8,500 households. Phase 2, currently underway, aims to double the treatment plant's capacity to 20 Ml/day and extend the bulk pipeline network to additional wards through three work packages covering plant upgrades, pipeline installation, and reservoir construction. Funded by the Regional Bulk Infrastructure Grant (RBIG) and implemented by uMngeni-uThukela Water Board on behalf of the Department of Water and Sanitation, Phase 2 has an approved budget of R618 million for Work Packages 1 and 2.

10.1.2 Key challenges experienced during the project

- Contractor and procurement delays: Termination of WP1 contractor due to SMME procurement issues; slow replacement process, as well as legal delays in appointing Professional Service Provider (PSP) for WP3.
- Community and labour relations: Work stoppages from protests and disputes with Local Business Forum and new community compensation claims requiring consultation and legal advice.
- Infrastructure and land access: Cracks and seepage in Ludeke Dam wall required remedial project (completed) and land access delays needing DWS intervention and community engagement.
- Funding and coordination gaps: Work package 3 (WP3) budget pending Adaptive Planning Study and Misalignment between bulk supply and local reticulation; requires additional MIG funding.
- External factors: Adverse weather slowing construction progress.

10.2 Ingquza Hill Memorial Access Road

10.2.1 Background of the site

- Ingquza Hill access Road is a 5-km stretch of road with 2.7 kms falling under the responsibility of the EC Department of Transport, and 2.3 kms under the responsibility of the local municipality.

- The construction and rehabilitation programme of Ingquza Hill Access Road currently is on hold. It has been referred to SANRAL for implementation.

10.2.2 Key challenges experienced during the project

- Project is on hold while waiting for SANRAL to complete planning processes.
- The project owners would like the road construction to resume as soon as possible.

10.2.3 Desired solutions to the challenges (from the perspective of the project owners)

- The local municipality would like the road to be maintained while waiting for SANRAL to start construction.

10.2.4 Findings

- The access road is in poor condition, gravel surface with extensive potholes.

10.3 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
10.3.1	Deploy routine grading and pothole patching of the Ingquza Hill Memorial Access Road to keep the gravel road passable while awaiting SANRAL implementation.	EC Department of Transport, Ingquza Hill LM	As per schedule, commencing 30 March 2026
10.3.2	Provide progress report on the construction of the Ingquza Hill Memorial Road in line with the 2024 NCOP recommendations.	EC Department of Transport, Ingquza Hill LM	31 January 2026
10.3.3	Engage SANRAL through formal escalation channels and request a clear timeline for planning completion with respect to the Ingquza Hill Memorial Access Road	EC Department of Transport	30 March 2026
10.3.4	Create a land access protocol with early involvement of the national Department of Water and Sanitation and local stakeholders to avoid delays with bulk infrastructure projects.	EC Cogta in collaboration with municipalities	30 March 2026
10.3.5	Form a joint task team between bulk supply and local municipalities to align reticulation plans and secure MIG funding.	EC Cogta in collaboration with municipalities	30 March 2023

10.4 Ingquza Hill Local Municipality: Ingquza Hill 500

10.4.1 Project background

- Rural housing construction project implemented at Ingquza Hill Local Municipality.
- Initiated in 2009 to build 500 housing units across wards in OR Tambo District Municipality.
- Initial construction contractor appointed in 2012 but surrendered project in 2021 after completing 110 houses and leaving 158 houses at various stages then the project became blocked.
- To unblock the project, the Eastern Cape Department of Human Settlements appointed OR Tambo District Municipality as an implementing agency to re-start and complete the project.
- Funding agreement entered on 27 of September 2022.
- The scope of the project was to complete 158 houses that were left at various stages and do 232 new housing units from 27 September 2022 up to 31 July 2026**.**
- Challenges experienced include the annual revision of housing subsidy guideline amount (quantum adjustment), leading to decrease in number of units to be completed per financial year.

10.5 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
10.5.1	Address challenges caused by annual housing subsidy quantum adjustments and develop a clear strategy to stabilise delivery targets and protect project outputs.	National Department of Human Settlements	30 March 2026
10.5.2	Prioritise completion of partially built houses first (158 units) before starting new ones to maximise visible progress and community trust.	Ingquza Hill LM	Continuously, as project proceed
10.5.3	Develop a construction project risk register focusing on: • Contractor failure • Funding delays due to subsidy adjustments. • Supply chain disruptions.	Ingquza Hill LM	Continuously, starting 31 January 2026

10.6 Msikaba Bridge

10.6.1 Background of the site

The N2 Wild Coast Road (N2WC), a Strategic Integrated Project (SIP 3), is a 410-km highway development from East London to the Mtamvuna River on the Eastern Cape/KwaZulu-Natal border, including 112 km of new greenfield construction. Key features include two landmark mega bridges—the Msikaba and Mtentu River Bridges—and seven major road packages with bridges and interchanges. The project will reduce travel distance by about 85 km and save 1.5 to 3 hours in travel time, while driving socio-economic development through job creation, local enterprise development, improved access to services, and enhanced opportunities in tourism and agriculture, representing a significant long-term investment in national infrastructure.

10.6.2 Key challenges experienced during the project

10.6.2.1 Stakeholder and Community Relations

- Rival factions causing mistrust and power struggles.
- Calls to disband the Project Liaison Committee (PLC).
- Interference in procurement and disputes over “local” enterprise definitions.
- Business forums disrupting work and demanding jobs.
- Opposition and misinformation campaigns from groups like the Amadiba Crisis Committee.

10.6.2.2 Local Business Constraints

- SMMEs lack financing and face high credit costs, limiting their growth and capacity to participate.
- Land and encroachment issues.
- Unauthorised developments and informal settlements on the N2 alignment. Further, inflated land costs and delays in project implementation.

10.6.2.3 Expectations and Cost Pressures

- High community expectations for developmental benefits increase project costs and cause financial strain.
- Legal and contractual delays; Package 4 (Lingeni–Msikaba Bridge) delayed due to a court interdict.

10.7 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
10.7.1	Restructure the Project Liaison Committee (PLC) with clear mandates, rotating leadership, and representation from all factions to prevent power struggles.	Msikaba Bridge project managers	30 March 2026
10.7.2	Proactively engage the EC Department of	Msikaba Bridge project	30 March 2026

	Human Settlements and relevant local authorities to contingency plans for relocation of informal settlements along N2.	managers	
10.7.3	Define realistic socio-economic benefits (jobs, training, local procurement) and communicate them clearly to manage expectations.	Msikaba Bridge project managers	Continuously, commencing by 31 January 2026

11. SITE VISITS TO ROADS AND INFRASTRUCTURE PROJECTS

11.1 Mayden Farm 2025 Flood Victims, Umtata

11.1.1 Background of the site

The OR Tambo District experienced flood related disaster on 10 June 2025 leaving 2041 families displaced, with 1067 families from King Sabata Dalindyebo Local Municipality. The King Sabata Dalindyebo Local Municipality flood victims were relocated to six mass care centres. Victims from five mass care centres were then relocated to Temporal Residential Units in Mayden Farm. Cooperation from various stakeholders including government, individuals and private sector led to provision of various humanitarian aid.

11.1.2 Key challenges experienced during the project

- Several families are still awaiting essential aid, including beds.
- Reliance on shared portable toilets and lack of proper sanitation infrastructure.
- Lack of electricity causing complications (e.g. unable to refrigerate unopened insulin medication).
- Lack of fencing of Temporary Residential Units (TRUs) increasing the vulnerabilities of residents.
- Interchangeable locks for the TRUs causing further safety concerns for the residents.

11.1.3 Desired solutions to the challenges (from the perspective of the project owners)

- Prompt communication and feedback to the residents within the TRU residents.
- Speedy relocation to permanent housing solutions.
- To speedily implement measures to address electricity shortages and ensure reliable supply.

11.1.4 Findings

- The NCOP delegation noted lack of basic services such as shortage of electricity supply, water and sanitation including resident safety.

11.2 Recommendations by the NCOP delegation

Nr.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
11.2.1	Increase the number of water taps installed at Mayden Farm accommodating flood victims.	KSD Local Municipality	31 December 2025
11.2.2	Communicate to the residents at Mayden Farm about progress regarding permanent housing solutions.	KSD Local Municipality EC Department of Human Settlements	Quarterly commencing 15 January 2026
11.2.3	Address the grey water system challenges.	KSD Local Municipality	31 January 2025
11.2.4	Report back on progress in addressing electricity challenges.	KSD Local Municipality	31 January 2026
11.2.5	Address sanitation and drainage system challenges.	KSD Local Municipality	31 January 2026
11.2.6	Provide a detailed report all victims of floods in OR Tambo District Municipality and the support provided to each by various state actors.	OR Tambo District Municipality	30 January 2026
11.2.7	Arrange for mobile health units staffed with qualified health workers to conduct scheduled visits to TRUs twice a week.	EC Department of Health	15 January 2026
11.2.8	Empower communities about disaster management plans and strategies as part of adaptation against future disasters.	KSD Local Municipality	Continuously, Commencing 30 March 2026
11.2.9	Relocate to temporary residential units all the victims still housed in Mass Care Centres.	KSD Local Municipality	30 March 2026

11.3 Executive undertakings made in response to the NCOP delegation's recommendation.

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
11.3.1	Allocate a municipal official responsible	KSD Local Municipality	December 2025

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
	for ensuring wellbeing in TRUs.		
11.3.2	The allocated municipal official to visit the TRUs weekly.	KSD Local Municipality	December 2025

11.4 Mzimvubu water project

11.4.1 Background of the site

The Mzimvubu Water Project, commissioned by the Department of Water and Sanitation (DWS), is a major initiative to develop South Africa's largest undeveloped water resource - the Mzimvubu River. Initially envisioned as a comprehensive scheme costing about R18 billion. It included two multi-purpose dams (Ntabelanga and Lalini), bulk water distribution infrastructure, irrigation for agriculture, hydropower generation. Further designed to stimulate regional economic development. Due to funding constraints, the project was reconfigured to focus on the Ntabelanga Dam and associated access roads, reducing the cost to R8.55 billion. The Lalini Dam and hydroelectric plant have been deferred for potential future development through public-private partnerships, while the bulk water distribution system is being redesigned for funding through municipal infrastructure grants.

The project's core objectives are to provide safe, reliable water to underserved rural communities and to drive socio-economic development by creating jobs, supporting SMMEs, and fostering opportunities in agriculture, tourism, and hydropower. It will primarily serve OR Tambo, Alfred Nzo, and Joe Gqabi district municipalities. Despite delays caused by funding challenges, community protests, and procurement issues, the project is now progressing with funding secured from National Treasury and project management support from the Trans-Caledon Tunnel Authority (TCTA).

11.4.2 Key challenges experienced during the project

- Funding constraints: Original project cost of R18 billion (planned in 2014) was declined by National Treasury, causing significant delays (2014-2022) while DWS reconfigured the project.
- Community and industry protests: Taxi Industry Protest (June–September 2023) halted work due to demands for exclusive transport rights. Protests by local SMMEs (May–December 2024) disrupted Stage 1 (Access Roads) over procurement policy disputes.
- Internal Procurement Delays: The DWS's own Supply Chain Management processes caused delays from 2022 to 2025. TCTA was mandated to take over the project management and procurement.
- Delays and defects in Stage 1 (Access Roads): Construction of Access Roads 1 and 3 was significantly behind schedule. The initial completion date of November 2024 was missed due to the protests by local SMMEs. Work was halted, stopped, and subsequently had to be redone due to defects and additional scope, with a revised programme still under review.

- Labour disruptions: Local labour contracts for Stage 1 were terminated in December 2024 due to "exceptional circumstances." Workers were later re-appointed in August 2025.
- Identified future risks: Risk of poor coordination between various project role-players and implementers. Potential for protracted consultations and delays in acquiring communal land and managing resettlement. Risk of further community disruptions if project expectations are not met. Need to secure long-term funding assurance from the National Treasury to complete project.

11.4.3 Desired solutions to the challenges (from the perspective of the project owners)

- Secure long-term funding commitments from National Treasury to ensure project completion.
- Forster an inclusive development facilitation process to enhance community empowerment and engage traditional leadership and local SMME forums, to reduce protests and disruptions. This includes implementing aggressive community engagement strategies.
- Procurement governance processes must be clear and transparent to avoid internal delays.
- Access roads construction should be prioritised. Increase buy-in to local communities.
- Ensure stable labour relations through fair contracts and consistent communication with workers.
- Improve coordination mechanisms among project role-players and implementers.
- Land acquisition and resettlement processes should be prioritised.

11.4.4 Findings

- Inadequate stakeholder facilitation, particularly with the traditional leadership representing local communities and the local SMMEs' business forums.
- Failure by the DWS to deliver social development commitments such as the construction of community halls, created community protest.
- The completion date is now projected around 2031.
- The DWS convenes meetings without prior invitation of traditional leadership, who are the custodians of the land in which the Ntabelanga is based. Exclusion of traditional leadership poses a major risk.

11.5 Recommendations made by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
11.5.1	Create a proactive plan for land acquisition and resettlement to avoid delays and disputes.	DWS in collaboration with Project Managers	30 March 2026
11.5.2	Submit to the NCOP a list of commitments and promises made by DWS to the traditional leaders.	Mhlontlo Traditional Leadership	31 January 2026
11.5.3	Develop a risk dashboard to track potential	Project Managers	30 March 2026

	disruptions (community protests, funding gaps, coordination failures) and implement early warning systems.		
11.5.4	Fast-track access roads construction with strict quality control and contingency plans for defects. Engage local contractors under fair terms to increase buy-in and reduce disruptions.	Project Managers in collaboration with stakeholders	Continuous, commencing 31 January 2026
11.5.5	Establish a Project Coordination Office with representation from DWS, TCTA, municipalities, and traditional leadership.	Project Managers in collaboration with stakeholders	Continuous, commencing 31 January 2026

11.6 Executive undertakings in response to the NCOP delegation's recommendations

No.	**Undertaking (detail of what will be done)**	**Entity or person responsible**	**Timeframe (by when it will be done)**
11.6.1	The NCOP will request the Minister of Water and Sanitation to attend to the commitments and promises made by her predecessors to the traditional leaders and local communities.	Relevant Select Committee at the NCOP	Report to the NCOP by 30 March 2026

12. FREE STATE: MEASURES TO STRENGTHEN THE DELIVERY OF SERVICES IN THE FREE STATE

12.1 Briefing by Hon. T Mokoena, MEC for Cooperative Governance and Traditional Affairs (Cogta)

12.1.1 Measures to strengthen the delivery of services in the Free State

- Prioritising ethical leadership and strict consequence management to restore trust and curb corruption.
- Strengthening integrated oversight and coordinated municipal support.
- Fast-tracking resolution of material irregularities and Unauthorised, Irregular, Fruitless, and Wasteful (UIFW) cases to recover losses and hold officials accountable.
- Intensifying municipal revenue enhancement: smart metering, billing upgrades, loss reduction, credit control, and debt collection.
- Deploying technical support and specialists to municipalities with critical capacity gaps.
- Implementing municipal support and intervention plans to stabilise governance and improve service delivery.
- Enhancing ward-based planning, community engagement, and ward committee functionality.
- Filling critical leadership posts (Municipal Managers (MMs), Chief Financial Officers (CFOs), senior managers) to stabilise administration.
- Closer monitoring of conditional grants to prevent underspending and ensure timely capital projects.
- Strengthening Information and Communication Technology (ICT) systems and digital platforms for accurate reporting and faster turnaround.

12.1.2 Programmes and initiatives to address incomplete, delayed and abandoned public infrastructure projects

- Project Recovery Teams established to unblock stalled infrastructure projects.
- Accelerating targeted support and seconding engineers/project managers to municipalities.
- District Audit Action Plan Forum monitors delivery and remedial actions.
- Municipalities required to use approved Project Management Guideline.
- Strengthened contract management: monitor, penalise, replace non-performing contractors.
- Capacitating district PMUs and engineering teams for better supervision and turnaround.
- Ring-fencing conditional grants for completion of priority water, sanitation, and road projects.
- Forensic investigations launched into stalled projects with suspected procurement irregularities.

12.1.3 State of municipalities in the Free State and measures for improvement

- Most municipalities operational but face governance, administrative, and financial instability.
- Five municipalities under provincial intervention due to severe viability and service delivery failures.
- Widespread senior management gaps (MMs, CFOs, senior managers).
- Ward committees largely dysfunctional in several municipalities.
- Water provision challenges persist in Mafube, Kopanong, Mohokare, and Masilonyana.

- Communities increasingly resort to protests and legal action for service delivery enforcement.
- Support measures include secondments, financial management aid, oversight forums, and intervention programmes.

12.1.4 Progress in building viable municipalities for enhanced delivery of basic services to communities

- Ongoing implementation of municipal support and intervention plan to stabilise administration and finance management.
- Placing technical interns to build municipal capacity.
- Strengthening Municipal Public Accounts Committees, Audit Action Forums, and Revenue Forums for better oversight to improve service delivery.
- Assisting municipalities to develop or review Local Economic Development strategies to boost economic development.
- Providing hands-on support per Section 154 for financial controls, performance systems, and service delivery planning.
- Supporting submission of Annual Financial Statements (AFS) and improving audit outcomes.

12.1.5 Strengthening the stability, political state and leadership of municipalities

- Mediated council disputes in unstable municipalities (Nala, Letsemeng, Mohokare, Ngwathe).
- Guided councils on lawful appointments of municipal and senior managers.
- Monitored council meeting functionality and legislative compliance.
- Engaged political parties to promote stability and cohesion.

12.1.6 Mechanisms to strengthen governance in the municipality

- Implemented Municipal Performance Turnaround Strategy to fix governance failures.
- Strengthened SCM compliance and financial controls to curb irregular spending.
- Provincial Treasury and Cogta provided support for budgeting, revenue, and cash-flow management.
- Participated in District Audit Forums to resolve audit findings.
- Supported councils in investigating maladministration and enforcing consequences.
- Ensured compliance in recruitment, procurement, and reporting for accountability.

12.1.7 Progress in the delivery of basic services

- Most municipalities provide basic services, but reliability suffers due to financial distress and ageing infrastructure.
- Severe water supply failures in Mafube, Kopanong, Mohokare, and Masilonyana. Mafube relies on tankers to supply water.
- Municipalities depend on grants for capital projects; free basic water and electricity still provided.
- Support provided to distressed municipalities to manage protests and court-ordered obligations.

12.1.8 Infrastructure development and maintenance in the province and mechanisms to address delayed, incomplete and abandoned municipal projects

- Oversight of MIG spending to boost completion and prevent underspending.
- Providing technical support for procurement and contract management on stalled projects.
- Collaboration with sector departments to unblock water, roads, and sanitation projects.
- Monitoring infrastructure performance via district forums and provincial reports.
- Supporting municipalities to create maintenance plans and refurbish ageing infrastructure.

12.2 Briefing by the Office of the Auditor-General South Africa (AGSA)

- Free State audit outcomes remain stagnant with significant material findings on finances, compliance, and performance.
- AGSA flagged 80 material irregularities causing R568 million in losses; most require AGSA intervention for action.
- Recommendations: stronger consequence management, improved internal controls, better SCM, audit action plans, and intensified Treasury support.
- Calls for activating full accountability ecosystem - citizens, legislature, municipal leadership, audit committees, and treasuries - to address governance failures.

12.3 Recommendations by the NCOP delegation

No.	Recommendation	Entity or person responsible	Timeframe
12.3.1	Require each municipality to submit an updated Financial Recovery Plan (FRP) with implementation milestones and cash-flow projections.	Municipal Manager; Provincial Treasury oversight	30 March 2026
12.3.2	Second, a provincial technical recovery team (engineers, SCM, project managers) to all S139/S154 municipalities to stabilise projects.	MEC: Cogta in partnership with Provincial Treasury	Deployment: 31 January 2026. Report implementation: Annually starting 30 June 2026.
12.3.3	Implement smart meter pilot and billing system improvements in three high-loss municipalities to increase revenue collection.	Provincial Treasury; Municipalities; Eskom/Water boards	Concept note: 31 January 2026. Report: Pilot by 30 June 2026.

No.	Recommendation	Entity or person responsible	Timeframe
12.3.4	Urgently finalise UIFW investigations and refer criminal matters as required; publish status updates to the legislature.	Municipal MPACs; Provincial Legislature; SAPS; Provincial Prosecuting Authority	Investigations initiated by 31 January 2026. Progress report: 30 April 2026 and 30 September 2026.
12.3.5	Require multi-level review of AFS with Provincial Treasury sign-off before submission for auditing.	Municipal CFOs; Provincial Treasury	Immediate (before next AFS cycle)
12.3.6	Establish a district shared audit or PMU service to reduce consultant dependence and centralise technical capacity.	Provincial Treasury; SALGA; District Municipalities	Feasibility study initiated: 1 March 2026. Report implementation: 31 July 2026.
12.3.7	Strengthen SCM oversight with mandatory declaration of interest registers and centralised contract performance dashboards.	Municipal SCM Heads; Auditor-General follow-up	Dashboard operational: 1 March 2026. Report implementation: 30 June 2026.
12.3.8	Prioritise remediation funding for water and sanitation in Mafube, Kopanong, Mohokare and Masilonyana, with tied conditionality for project oversight.	Provincial Treasury; DWS; Cogta	Funding allocations to be included in 2026/27 budget. Project plan: 1 March 2026.
12.3.9	Fast-track ICT infrastructure funding for metros and district hubs to support digital contact centres, online services and cybersecurity.	Department of the Premier; municipal IT; national ICT partner	Funding proposal: 30 March 2026. Project implementation: 30 September 2026.

No.	Recommendation	Entity or person responsible	Timeframe
12.3.10	Strengthen MPAC capacity and ensure written outcomes of investigations are tabled and followed up in council.	Speaker; SALGA; Provincial Legislature	MPAC training: 15 February 2026. Project implementation: ongoing with progress report by 30 June 2026.

12.4 Executive undertakings in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
12.4.1	The Premier will instruct Provincial Treasury to require FRPs from all distressed municipalities and report progress to the Provincial Legislature.	Premier; Provincial Treasury	FRPs requested within 7 days of the adoption of the NCOP Provincial Week Report; progress report within 30 days
12.4.2	The Premier will direct Cogta to deploy seconded technical teams to priority municipalities and publish deployment lists.	Premier; MEC: Cogta	Deployment initiation within 14 days of the adoption of the NCOP Provincial Week Report; public list within 21 days
12.4.3	The Premier will convene an NCOP-level request for national assistance on smart metering and revenue protection.	Premier; Office of the Premier; NCOP delegation leader	NCOP request lodged within 21 days of the adoption of the NCOP Provincial Week Report
12.4.4	The Premier will mandate a province-wide audit of UIFW backlogs and ensure MPACs receive resources to finalise investigations.	Premier; Provincial Legislature; MPAC Secretariat	Audit initiation within 14 days; of the adoption of the NCOP Provincial Week Report; interim report within 60 days
12.4.5	The Premier will ensure the province publishes quarterly consolidated S131	Premier; Office of the Premier; Cogta	First consolidated report within 60 days of the

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
	and S47 (of the Municipal Systems Act) reports on municipal performance and remedial action status.		adoption of the NCOP Provincial Week Report; quarterly thereafter
12.4.6	The Premier will support the creation of a district PMU pilot to manage recovery projects and reduce consultant dependence.	Premier; Provincial Treasury; district municipalities	Pilot approved within 60 days of the adoption of the NCOP Provincial Week Report; roll-out within 6 months
12.4.7	The Premier will fund targeted cyber-resilience investments for Mangaung Metropolitan Municipality and critical district hubs to protect service delivery systems.	Premier; Department of the Premier; municipal IT	Funding allocation decision within 45 days of the adoption of the NCOP Provincial Week Report; Phase 1 within 90 days
12.4.8	The Premier will chair a high-level oversight meeting every 30 days with MECs, Treasury and SALGA to monitor implementation of NCOP recommendations.	Premier; MECs; Provincial Treasury; SALGA	To commence within 30 days of the adoption of the NCOP Provincial Week Report

13. STATE OF LOCAL MUNICIPALITIES IN THE THABO MOFUTSANYANE DISTRICT

13.1 Progress in building viable municipalities for enhanced delivery of basic services to communities

- Several municipalities still receive adverse or qualified audits, showing persistent financial and governance weaknesses.
- Maluti-a-Phofung Local Municipality and Water entity received disclaimer opinions, indicating severe control failures.
- Dihlabeng, Mantsopa, and Phumelela: audit outcomes with findings. Partial compliance but material weaknesses remain.
- District has active District Audit Forums and MPAC structures coordinate remediation of audit findings.
- Secondments and technical support show early signs of improved oversight and financial discipline.

13.2 Strengthening the stability, political state and leadership of municipalities

- High vacancies in key posts (MMs, CFOs, technical managers) hinder stability and remedial action.

- Political fragmentation and dysfunctional council, including bribery allegations, disrupt decision-making.
- Premier and Cogta enforce lawful, transparent appointments; withholding concurrence for non-compliance.
- Mayors and Speakers urged to strengthen oversight and enforce performance agreements.

13.3 Mechanisms to strengthen governance in the municipality

- AGSA cites weak controls, poor records, and SCM non-compliance; municipalities must implement audit plans with measurable milestones.
- Province expanding secondments (finance, SCM, engineering) and shared services to reduce consultant reliance and build capacity.
- Municipalities to enforce multi-level AFS reviews and improve monthly reconciliations to prevent misstatements.
- SCM reforms: mandatory interest registers, stricter procurement controls, and centralised contract monitoring dashboards.
- UIFW backlogs prioritised for investigation; MPACs resourced with timelines for resolution and referrals where criminality is suspected.

13.4 Progress in the delivery of basic services

- Water and sanitation issues remain critical, with severe failures in Maluti-a-Phofung and Nketoana posing health risks.
- Dihlabeng Local Municipality faces rising Eskom debt, limiting operational budgets and maintenance budgets.
- Repairs and maintenance spending is far below norms, reducing asset lifespan and service continuity.
- Free basic services continue but threatened by ageing infrastructure and delayed capital works.
- Community engagement and ward committees used to fast-track urgent interventions.

13.5 Upgrading of informal settlements through grants, the provision of new housing for the "gap" market, and the implementation of various housing programmes, such as the Integrated Residential Development Programme

- Housing projects planned but delayed by procurement, funding, and contractor issues.
- Strengthening housing project approvals and contract management to prevent abandoned projects.
- Gap housing and informal settlement upgrades to be aligned to IDPs, with conditional grants prioritised for credible project plans.

13.6 Recommendations by the NCOP delegation: Thabo Mofutsanyana District Municipality

No.	Recommendation	Entity or person responsible	Timeframe
13.6.1	Require all six municipalities to submit updated and costed Financial Recovery Plans (FRPs) with monthly cash-flow, debt-reduction and revenue-improvement targets.	Provincial Treasury; Municipal Managers; CFOs	30 March 2026. Monthly monitoring every cycle
13.6.2	Deploy a provincial technical support team (engineers, SCM specialists, PMU staff) to Maluti-a-Phofung, Nketoana and Phumelela municipalities to stabilise water and sanitation projects.	Cogta; DWS; District PMU	Deployment: 31 January 2026. Report implementation: Annually starting 30 June 2026.
13.6.3	Establish a shared district PMU to centralise engineering and project management capacity and reduce consultant dependence.	Thabo Mofutsanyana District; Provincial Treasury; SALGA	Feasibility study initiated: 1 March 2026. Report implementation: 31 July 2026.
13.6.4	Enforce strict SCM reforms including competitive bidding, interest-register audits and contract performance dashboards for all major infrastructure projects.	Municipal SCM Units; Internal Audit; AGSA	Progress report: 30 March 2026.
13.6.5	Finalise all UIFW investigations older than 12 months and ensure MPAC reports include disciplinary, civil recovery and criminal referral actions.	MPACs; Municipal Speakers; Provincial Legislature	Investigations initiated by 31 January 2026. Progress report: 30 April 2026 and 30 September 2026.
13.6.6	Ring-fence MIG allocations for critical water and sewer projects in Maluti-a-Phofung, Nketoana and Mantsopa municipalities and enforce milestone-based release of funds.	Cogta; DWS; Provincial Treasury	Before next MIG cycle (by 30 March 2026)
13.6.7	Implement a district-wide digital billing and	Provincial	Pilot design: 1 March 2026.

No.	Recommendation	Entity or person responsible	Timeframe
	revenue-enhancement pilot (smart meters, meter audits, tamper detection) in the most financially distressed municipalities.	Treasury; CFOs; ICT Units	Implementation rollout: 31 July 2026
13.6.8	Enforce mandatory monthly reconciliation of cashbooks, debtors, creditors and asset registers to address AGSA internal control weaknesses.	Municipal CFOs; Internal Audit	Immediate; First verification: 30 March 2026
13.6.9	Prioritise filling critical vacancies (MM, CFO, Technical Director, PMU Manager) within legislated timeframes and with Cogta concurrence.	Municipal Councils; MEC Cogta	All posts filled by 30 March 2026.
13.6.10	Fast-track refurbishment of Maluti-a-Phofung and Nketoana municipality water-treatment works, sewer networks and pump stations using emergency procurement mechanisms.	Municipal Technical Departments; DWS; District PMU	Emergency approvals: 31 January 2026. Implementation reports: Quarterly starting 30 March 2026.
13.6.11	Strengthen community engagement by reactivating ward committees and establishing service-delivery hotlines with 48-hour resolution protocols.	Municipal Councils; Ward Councillors; Cogta	Hotline operational: 1 March 2026. Quarterly ward reports, starting 30 March 2026.
13.6.12	That the EM of Thabo Mofutsanyane District Municipality engage with the MEC for Cogta on the development of a roadmap for the district municipality to regain the power and functions that have been revoked from the district municipality.	EM of Thabo Mofutsanyane District Municipality MEC for Cogta	Before the 2026 Local Government Elections so that the roadmap forms part of the hand – over to the new Municipal Council. Progress report: 30 March 2026
	Undertake an assessment of the capacity of district municipalities in the province to	MEC for Cogta	Before the 2026 Local Government Elections so that

No.	Recommendation	Entity or person responsible	Timeframe
	execute powers and functions that may have been reassigned and identify support measures required to return such powers and functions to district municipalities.		the assessments form part of the hand – over to the new Municipal Councils.

13.7 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking	Entity or person responsible	Timeframe
13.7.1	Cogta will ensure that the Terms of Reference (TORs) for Section 139 interventions in the province require concurrence from the leader of the Executive in respect of all decisions with financial implications.	Cogta	All Section 139 terms of reference to be revised to this effect within 30 days of the adoption of the NCOP Provincial Week Report.
13.7.2	The MEC for Cogta will institute legal proceedings to challenge the appointment of the Senior Manager: Engineering Services, who does not have the prescribed qualifications, in Mohokare Local Municipality.	MEC Cogta	Within the provisions of the Municipal Systems Act, 32 of 2000.

14. BRIEFING BY THE MANGAUNG METRO ON THE STATUS OF THE MUNICIPALITY IN TERMS OF THE DEVELOPMENTS AND THE PROGRESS ON THE SMART CITIES PROGRAMME — CLLR M NTHATSHI, EXECUTIVE MAYOR

- Digital Transformation Programme aligns with IDP priorities: spatial transformation, economic growth, service delivery, financial health, and organisational strength.
- Provides SMART City roadmap for modernisation through tech integration and strategic planning.
- Rollout challenged by legacy systems, fragmented ICT, and limited resources; Council adopted 3-year ICT Strategic Plan to address challenges.
- Progress: migration to Microsoft 365/Azure, network upgrades, VoIP implementation.
- Cybersecurity strengthened in various ways e.g. endpoint protection, identity and access management measures, multi-factor authentication etc.

- Addressing AGSA findings through automation of internal controls for issued fines and development of indigent register development.
- Municipality settled Waterboard arrears and agreed on Eskom payment plan.

14.1 Recommendations by the NCOP delegation

No.	Recommendation	Entity or person responsible	Timeframe
14.1.1	Provide the timelines associated with the various digital transformation initiatives to be implemented as well as the associated budget projections.	Mangaung Metropolitan Municipality	30 March 2026.
14.1.2	Develop and implement interim measures to ensure that persons in rural areas, that do not have the necessary infrastructure and data availability, are able to access the Integrated Digital Contact Centre that the Municipality is developing.	Mangaung Metropolitan Municipality	Interim measures to be introduced in the same month that the Integrated Digital Contact Centre is launched. Progress report: 30 March 2026.
14.1.3	Engage with the Local Labour Forum (LLF) on the anticipated impact that the introduction of artificial intelligence and the digital transformation programme will have on human resources.	Mangaung Metropolitan Municipality	Item to be placed on the agenda for the next LLF meeting.
14.1.4	Report to the NCOP on the findings of its investigation into the cyber breech that took place in the metro.	Mangaung Metropolitan Municipality	31 January 2026.
14.1.5	Assist the Mangaung Metro with developing payment plans to ensure that provincial and national departments and entities who are in arrears can settle their debts.	Provincial Treasury, Mangaung Metro and relevant departments and entities.	Payment plans to be concluded by 30 June 2026.
14.1.6	Assist the Metro in securing executive undertakings from the relevant	Cogta in Provincial and Local Government	Executive undertakings to be concluded by 30

No.	Recommendation	Entity or person responsible	Timeframe
	Provincial and National Executive Authorities to commit to the payment plans referred to in recommendation 3.2.1. above.		June 2026.
14.1.7	Submit a report on the rationale for the establishment of an independent Ombudsman office including the associated costs of establishing the office and the reporting and accountability lines to and from the office.	Mangaung Local Municipality 31 January 2026	

14.2 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking	Entity or person responsible	Timeframe
14.2.1	Cogta will assist the municipality with funding to upgrade its bulk infrastructure network to respond to increasing housing demands emanating from rapidly expanding informal settlements.	Cogta	Funding commitment to be confirmed for the 2026/27 financial year.

15. MANTSOPA LOCAL MUNICIPALITY

15.1 Meeting with the Mantsopa Local Municipality

- The municipality confirmed extensive vandalism of critical infrastructure, including the WWTW, pumps, motors, electrical panels, transformers, roofs, and fencing.
- Severe sewage pollution is occurring as untreated wastewater flows directly into stormwater channels leading to Cathcart Dam and the Caledon River. Environmental, public-health, and water-security risks were emphasised, particularly the contamination of the Cathcart Dam, which serves as a critical water source for Ladybrand.
- Ground conditions around the outfall pipeline (swampy soils and high groundwater) are preventing effective repairs, with machinery unable to access the area.

  The municipality highlighted internal challenges such as delayed appointments, late payments, staff shortages, and lack of security at key sites.

15.1.1 Visits to damaged infrastructure sites

Site visits were undertaken to damaged infrastructure in the wastewater network which entails the Cathcart Pump Station, diversion of sewage flow back to the Ladybrand WWTW, repairs to the outfall sewer line, and upgrades to bulk outfall sewer pipelines. The Ladybrand and Manyatseng wastewater network transports sewage to the Ladybrand WWTW, which has been non-functional since the previous contractor abandoned work. Vandalism and environmental exposure have rendered the plant completely inoperative. Untreated sewage from Ladybrand, Manyatseng, Platberg, and Mauersnek currently flows into a stormwater channel that feeds into Cathcart Dam. Cathcart Dam supplies a significant portion of Ladybrand's domestic water, but its capacity (1.2 million m^3 per year) is already insufficient compared to the annual demand (3.6 million m^3 per year). The contamination crisis threatens water security, environmental sustainability, and public health in the region. No work is currently being undertaken at the Cathcart Pump Station and the outfall sewer pipeline. The Cathcart Pump Station is essential for Ladybrand's secondary water supply, particularly during drought periods.

15.1.2 Desired Solutions to the Challenges

- Immediate diversion of sewage away from Cathcart Dam.
- Full refurbishment and phased recommissioning of the Ladybrand WWTW.
- Rerouting and upgrading of all unstable sewer pipelines using engineered designs suited for high-groundwater conditions.
- Installation of robust security systems, including lighting, fencing, CCTV, and 24-hour guards at infrastructure.
- Expedited procurement, contractor appointment, and payment processes to accelerate project delivery once initiated.
- Attraction and retention of qualified process controllers and technical personnel.
- Implementation of long-term water-security measures, including increased storage capacity and alternative sources.
- Regular environmental, water-quality, and dam-health monitoring.
- Maintaining the current contract with Shield Security that permanently places two guards at the Pump Station to patrol the border surroundings.
- Continued collaboration with the South African National Defence Force and an armed response security company to assist with managing illegal border entries.

15.1.3 Findings

- The existing sewer line has collapsed and is in unstable wetland-like conditions. Sewer pipes are misaligned, broken, and infiltrated by groundwater, leading to constant sewage pooling. Excavation equipment cannot access the area due to unstable soil and previous repair attempts failed. Proposed solution includes rerouting the sewer line to more stable ground or full replacement using heavy-duty materials.
- Cathcart Dam has not been utilised for the past five to six years due to water contamination, leading to water shortages and water - shedding.

- The pump station is vulnerable to vandalism and theft as it is close to the Lesotho border and easily accessible to illegal immigrants. Municipal staff have been victim to assault and robbery at the Pump Station.
- The WWTW is under the Remuneration Package (R-P) review by the DWS to ensure that allocations are made appropriately.
- The pump station was stripped of essential equipment, leaving the dam's water supply unprotected during drought conditions.
- Lack of skilled process controllers and maintenance staff at the WWTW.
- Insufficient security at infrastructure, resulting in repeated vandalism of infrastructure.
- High environmental and public-health risks from pathogens and nutrient overload in raw water sources.
- Major water supply challenges to the communities emerged when the Lesotho Highlands Water Project was closed for maintenance, as that led to more water demand and insufficient supply due to Cathcart not operating.

15.2 Recommendations made by the NCOP delegation

No.	Recommendation	Entity or person responsible	Timeframe
15.2.1	Immediate action must be taken to stop raw sewage from entering the Cathcart Dam and Caledon River. Either Option 1 (partial restoration of WWTW) or Option 2 (active diversion to maturation ponds) of the emergency interventions must be implemented urgently.	Mantsopa LM DWS	31 January 2026
15.2.2	Security must be reinstated immediately at all high-risk sites, including pump stations, the WWTW, and sewer pipeline routes.	Mantsopa LM DWS	30 January 2026.
15.2.3	Medium-term completion of a full WWTW refurbishment must be prioritised, including mechanical screening, sedimentation systems, aeration systems, and chlorination.	Mantsopa LM DWS	30 June 2026
15.2.4	Sewer outfall pipelines should be upgraded using new routing, reinforced	Mantsopa LM DWS	During project implementation.

	pipe materials, and compliance with DWS, SANS, and Red Book standards.		Progress report by 30 September 2026
15.2.5	Environmental monitoring and compliance with SANS 241:2015 water-quality standards must be institutionalised.	Mantsopa LM DWS	Ongoing

15.3 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking	Entity or person responsible	Timeframe
15.3.1	The municipality undertook to accelerate procurement processes and address payment delays that have slowed project implementation.	Mantsopa LM	Ongoing
15.3.2	Plans to be approved to reroute or replace collapsed and inaccessible outfall sewer pipelines to ensure stable long-term functionality.	Mantsopa LM DWS	During the 2025/26 financial year.
15.3.3	A commitment was made to restore process controllers and technical staff to the WWTW once partial operations resume.	Mantsopa LM	Upon resumption of WWW operations.
15.3.4	The municipality agreed to provide regular progress reports and monitoring updates to the NCOP and relevant provincial departments.	Mantsopa LM	Within 30 days of the end of every quarter.

16. SETSOTO LOCAL MUNICIPALITY

16.1 Meeting with Setsoto Local Municipality

- The Van Soelen Outfall Sewer Pipeline project sought to address the current sewerage overflows and restore functionality to the sanitation system. Some parts of Meqheleng had no pumpstations to which sewerage will flow whilst other pumpstations needs to be refurbished due to vandalism and theft. The project stalled after 4.8km of the 5.8km pipeline was completed.

- The contractor for the Ficksburg Bucket Eradication Programme vacated the site, citing payment disagreements. Attempts by the DWS to resolve the matter and persuade the contractor to return to site were unsuccessful pending the resolution of the dispute. The contractor has indicated that the dispute will be submitted to an arbitrator for mediation. DWS currently consulting legal services for guidance on contract termination and the way forward.
- The Department of Human Settlements was the initial implementing agent for the Bucket Eradication Programme and because of delays and consequent costs escalations claimed by the contractor, a payment dispute arose when DWS took over the contract. As a result of the contractor vacating the site local contractors and workers appointed to the project have not been paid. With 15% of the project budget unspent, DWS will continue with the project utilising internal capacity.
- The delegation relayed complaints that blood from the local abattoir is polluting the Caledon River. The municipality acknowledged such complaints and indicated that it will be conducting a site tour and developing interim measures to address this. The municipality is also reviewing a report by the Department of Agriculture that found that the blood does not pose an environmental risk.

16.2 Visits to non-operational sites

Site visits were undertaken to the WWW which is non-operational following vandalism, as well as the Van Soelen Outfall Sewer Pipeline at which no work is currently taking place. Ficksburg is experiencing significant sewer spillages caused by damaged manholes and deteriorating and sewer mainlines operating over capacity and serving a population of approximately 127 918 people.

16.2.1 Desired Solutions to the challenges

- That the Sount African National Defence Force implement alternatives (to physical patrols) patrol methods to secure the Lesotho border.
- That DWS expedite the consideration of the funding application for the Soelen Outfall Sewer Pipeline.

16.2.2 Findings

WWTW

- Whilst the WWTW is non-operational, the municipality relies on natural filtering process. These include using biological and physical processes, such as passing wastewater through beds of gravel, sand, and other materials, often with the help of plants and microorganisms, to remove pollutants. This however does not discharge water that meets the requirement standards.
- The WWTW was vandalised six years ago within the space of one night. The municipality has secured the site with armed guards however when the site was handed over to the contractor, the site was under the contractor's supervision and security became the contractor's responsibility.
- Security features for the refurbished WWTW will include housing the transformer in a concrete structure. The site will be connected to a camera that will be managed from the municipal head office. It will also be accessed control.

- The delegation recommended that the municipality explore the use of seismic detection walls however the municipality responded that this too is costly. It will instead make use of industrial palisades together with clear view fencing.

Soelen Outfall Sewer Pipeline

- A dispute arose between the consultant and contractor appointed to the project and which required the municipality to appoint an independent laboratory to test materials used in the project. The findings of the laboratory were in favour of the contractor however the consultant refused to return to site.
- The Municipal Council resolved to discontinue the project under the original business plan as the project commenced in 2019 and by 2024 had not yet been completed. A new business plan has been adopted by Council and submitted to the DWS together with a funding request for the project.
- The municipality conducts suction on a regular basis to address sewerage spills in areas the pipeline is supposed to service.
- Whilst Phase 2 is not yet completed, the existing underground asbestos pipeline is conveying water to the WWTW.

16.3 Recommendations by the NCOP delegation

No.	Recommendation	Entity or person responsible	Timeframe
16.3.1	That DWS prioritise funding for the Van Soelen Outfall Sewer Pipeline project given that the project is near completion.	DWS	30 June 2027
16.3.2	That the department provide the necessary support to local SMMEs and labourers in their claim for payment against the contract by providing any source document that might be necessary.	DWS	At such a time that a claim is instituted. Progress report 30 September 2026
16.3.3	DWS must refer the details of contractors and consultants who result in abandoned or stalled projects to the National Treasury Database of Restricted Suppliers.	DWS	Within 30 days of the contract with such contractors or consultants being terminated

17. PHUMELELA LOCAL MUNICIPALITY

17.1 Meeting with the Phumelela Local Municipality

- The delegation found the municipal governance structures to be largely functional and commended the progress on the major sewerage upgrade project, while noting the need to expedite the procurement and regulatory processes for the WWW upgrade.
- The high attendance and engagement of municipal councillors were noted as a positive indicator of active oversight.
- The town of Warden has been experiencing severe strain on its wastewater infrastructure due to population growth, ageing sewer networks and recurring system failures.
- The existing WWTW in Ezenzeleni has become under-capacity and is unable to treat effluent to acceptable environmental and regulatory standards. This has resulted in frequent overflows, environmental contamination and health risks for surrounding communities. To address these challenges, DWS, in partnership with the Municipality and supported by provincial Cogta, initiated the upgrading of both the Ezenzeleni WWTW and the broader sewerage system in Warden.
- The scope for the projects included in the oversight visit includes refurbishment of critical WWTW components, expansion of treatment capacity, replacement of collapsed sewer lines, installation of new pipelines in high-failure areas, and improving the reliability of pump stations that feed into the WWTW. These upgrades aim to restore environmental compliance, improve service reliability, and ensure that Warden's wastewater system can support future development.

17.2 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
17.2.1	Include disaggregated employment data (number of youth, women, and persons with disabilities) in all future project reports to the Municipal Council and oversight bodies to better measure social impact.	Phumelela LM	31 January 2026

17.3 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking	Entity or person responsible	Timeframe
17.3.1	Provide monthly expenditure reports to NCOP	Phumelela LM	To commence by 31 January 2026

17.4 Upgrading of the WWTW in Ezenzeleni in Warden

17.4.1 Background of the site

The project is aimed at addressing overloading and non-compliance of the WWTW by expanding capacity

from 1 ML/day to 3.5 ML/day. Phase 1 of the project is complete, which included a new pump station, transformer, balancing pond, and sludge drying beds. Phase 2 is in the design phase and following a site visit by DWS on 9 October 2025, approval was given for preparatory work to be undertaken. The tender for the main contractor closed on 6 October 2025 and the appointment process is ongoing.

Total Budget : R36 million Budget Expenditure to Date : R1.9 million (5.5%)

Total Anticipated Beneficiaries : Approximately 3000 households

17.4.2 Key challenges experienced during the project

- Water Use License (WUL) approval is awaited from DWS, and work cannot commence until this approval has been obtained. This has resulted in low project expenditure. There is also a budget risk if WULA delay continues into the 2026–2027 cycle.
- Rising costs expected once mechanical/electrical works begin.

17.5 Upgrading of the Sewerage System in Ward 4 in Warden

17.5.1 Background of the site

The project entails a comprehensive overhaul and replacement of the aging and damaged sewer network across the Town. This includes replacing the failing small-bore sewer system with a modern gravity system, including new pipelines, manholes, and household connections One Hundred and Nine (109) local labourers were employed directly by the main contractor and subcontractors. More than R9.6 million was spent on local subcontractors, hardware, fuel, and accommodation, significantly boosting the local economy.

Total Budget : R49.517 million (revised)

Budget Expenditure to Date : R35.519 million (71.7%)

Anticipated Completion Date : 21 March 2026 (extended from 30 August 2025)

Project Completion to Date : 86%

17.5.2 Key challenges experienced during the project

- Project encountered high groundwater, adverse weather and contaminated soil conditions. Remedial actions included deploying breakers, improved site management, and rescheduling work.
- High excavation costs due to hard rock layers, resulting in budget pressures.
- Contaminated and waterlogged ground increased unexpected expenditure.
- The revised completion date (31 March 2026) affects cost control.
- Old leaking infrastructure caused additional jetting and replacement costs to clear blockages and remove built-up debris from the inside of pipes and sewer lines.

17.5.3 Desired Solutions

- For DWS to expedite WULA approval for the WWTW to prevent escalation of the R36 million budget.

- For the technical capacity of the contractor to address the geo – technical conditions in the sewer upgrade project to be improved.

17.5.4 Findings

- The WWTW upgrade is severely behind schedule with only 5.5% expenditure.
- Delays in WWTW upgrades pose a risk for environmental penalties and future budget increases.
- Significant job creation (82 jobs) justified part of the sewer project expenditure.
- The sewer project demonstrates notable progress with 71% of the budget spent (R35.5 million of R49.5 million), exceeding the provincial average for project implementation.

17.6 Recommendations made by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
17.6.1	Deploy specialised machinery to reduce unexpected excavation costs in upgrading of the sewerage system.	DWS	For the remainder of project implementation as needed. Progress report by 30 September 2026
17.6.2	Improve cash flow coordination to ensure uninterrupted delivery of the R49.5 million sewer upgrade.	Phumelela LM	Immediately, progress report by 30 September 2026
17.6.3	Maintain the current project management momentum on the sewerage upgrade project to ensure its completion by the revised date of 21 March 2026, without further extensions.	Phumelela LM Main contractor	Project to be fully completed by 21 March 2026
17.6.4	Document the lessons learned from overcoming geological challenges (boulders, groundwater) on the upgrading of the sewerage system into a formal case study for improving planning and risk management on future municipal infrastructure projects.	Phumelela LM	A draft report to be completed within 3 months of the project's completion
17.6.5	Implement phased replacement of all remaining small-bore pipes in the upgrading of the sewerage system.	Phumelela LM	30 April 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
17.6.6	Strengthen environmental monitoring in the upgrading of the sewerage system.	Phumelela LM	Ongoing, progress report by 30 September 2026
17.6.7	Finalise the appointment of the main contractor for Phase 2 of the WWTW upgrade to prevent further project delays.	Phumelela LM	Within 60 days of the closure of the tender
17.6.8	Expedite the approval for the WULA for the WWTW project by maintaining weekly follow-ups with the Department of Water and Sanitation (DWS).	Phumelela LM DWS	Obtain the WULA by 30 March 2026

17.7 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking	Entity or person responsible	Timeframe
17.7.1	To table a fully costed plan for the remaining phases of the sewer upgrade project.	Phumelela LM	3 months
17.7.2	To engage DWS to expedite Water Use License Application (WULA) approval for the R36.2 million WWTW upgrade.	Phumelela LM	Immediately
17.7.3	To start WWTW procurement immediately after WULA.	Phumelela LM	2 weeks post-WULA

18. NKETOANA LOCAL MUNICIPALITY

18.1 Meeting with Nketoana Local Municipality

- Projects have been ongoing for over a decade, with multiple contractor terminations. This violates citizens' constitutional rights and represents a massive opportunity cost for public funds.
- The municipality's expenditure rate on conditional grants is critically low (cited at 2% against a provincial target of 30%), while some projects show high expenditure for little physical progress.
- Key issues in the Waste Management Department include a shortage of functional refuse collection vehicles and inadequate funding for landfill site maintenance.

- The delegation repeatedly questioned the due diligence performed before appointing contractors and consultants. There is no effective system to prevent chronically failing companies from being awarded new contracts.
- The municipality's financial instability (e.g., attached bank accounts) directly led to project stoppages. Successful litigation by a consultant indicates potential weaknesses in the municipality's own contractual and legal processes.
- DWS, as the custodian of the funds, was criticised for not providing sufficient support and oversight to the municipality. Permanent delegates insisted that national and provincial departments must also be held accountable.
- Questions were raised about the sustainability of the EPWP, with concerns that SMMEs and workers are not being upskilled or integrated into the mainstream economy.
- The delegation emphasised the urgent need for consequence management, improved project planning, and collaborative intervention to rescue the failing projects and deliver services to the community.
- The Municipality assured the delegation that it is invoking performance guarantees and retention amounts to fund the completion of work by new contractors.
- Serious concerns were raised about the state of road infrastructure, with many internal roads being gravel and poorly maintained, hindering access and economic activity.
- The Municipality acknowledged significant challenges with revenue collection, citing a high number of indigent households and non-payment by some government departments.
- Sanitation backlogs remain a significant challenge, with over 2 800 households across the municipality still relying on the bucket system.
- Electricity supply, although stable, is threatened by increasing demand and insufficient Notified Maximum Demand (NMD) allocations from Eskom.
- High levels of vandalism and theft of municipal infrastructure have further slowed project progress and increased maintenance costs.

18.2 Recommendations by the NCOP delegation

No.	Recommendation	Entity or person responsible	Timeframe
18.2.1	Provide a detailed report on all unfinished projects, including reasons for delays, contractor histories, and litigation status.	Nketoana LM	31 January 2026W.
18.2.2	All professionals (engineers, consultants, project managers) responsible for failures must be reported to their respective professional bodies	Nketoana LM	Within 30 days of such contract being terminated. Progress report by 30 September

	(e.g., Engineering Council of South Africa).		2026
18.2.3	Play a more active role in pre-screening contractors and providing hands-on support to struggling municipalities.	DWS	Ongoing, progress report 30 September 2026
18.2.4	Develop and implement a detailed, costed Water Infrastructure Rehabilitation Plan targeting the 5 most affected villages.	Nketoana LM	31 January 2026
18.2.5	Finalise the procurement of at least two new refuse trucks and ensure a weekly collection schedule is restored across all wards.	Nketoana LM	28 February 2026
18.2.6	Launch a Youth Skills Development Programme in partnership with the FET College, targeting 100 youths for training in plumbing and solar panel installation within the current financial year.	Nketoana LM	Programme to be launched by 31 March 2026
18.2.7	Prioritise the tarring of a 5km stretch of the D-234 road and ensure the project creates 25 local temporary jobs.	Nketoana LM	Tender awarded by 31 March 2026
18.2.8	Implement a stringent Revenue Collection Improvement Plan to increase the collection rate from 65% to 80% by the end of the financial year, including a focused campaign on government debtors.	Nketoana LM	Plan to be presented to Council by 20 January 2025

18.3 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking	Entity or person responsible	Timeframe
18.3.1	Advertising the tender for two new refuse trucks within 30 days.	Nketoana LM	Tender advertised by 20 January 2026

18.3.2	The LED unit will immediately engage with the FET College to formalise a partnership for the skills programme.	Nketoana LM	Memorandum of Agreement signed by 20 January 2026
18.3.3	The Technical Department will finalise the designs and bill of quantities (BoQ) for the D-234 road project.	Nketoana LM	Designs and BoQ completed by 31 January 2026
18.3.4	The Municipality will appoint a project team to draft the Water Infrastructure Rehabilitation Plan for Council approval.	Municipal Manager	Draft plan to be completed by 20 January 2025
18.3.5	The Finance Department will develop a comprehensive strategy document outlining new revenue collection measures.	Nketoana LM	Plan drafted for internal review by 05 December 2025

18.4 Site Visits

The municipality has been experiencing ongoing challenges in delivering reliable water, sanitation and electricity services due to ageing infrastructure, limited treatment capacity and rising household demand. The Department of Water and Sanitation, together with Nketoana Local Municipality, initiated several grant-funded infrastructure programmes, including Regional Bulk Infrastructure Grant (RBIG), Water Services Infrastructure Grant (WSIG) and MIG, to address critical service backlogs. The centrepiece of these interventions is the R323 million Bulk Water Scheme, designed to expand water supply capacity through treatment plant upgrades, new pipelines, additional reservoirs and improved abstraction points. These projects aim to ensure long-term water security for the municipality beyond 2047.

In respect of the construction of the pump station at Reitz, the project was terminated at 55% completion and expenditure of R5.2 million due to the contractor's lack of due diligence. The tender has been re-advertised, with a closing date of 3 December 2025.

18.5 Installation of 12km Bulk Water Pipeline between Reitz and Petrus Steyn – Phase 2D

The Bulk Pipeline Project commenced during the 2013/14 financial year. The original contractor and consultant were terminated. The subsequent consultant successfully litigated against the municipality, causing further delays. The project is divided into 10 phases, with six contractors currently working outside their contracted periods. Notices of intention to terminate were issued and two contractors terminated for non-responsiveness. These tenders are currently being re-advertised. Eighteen (18) people were employed through the project and 10 local SMMEs were appointed as subcontractors.

18.5.1 Project Details

Total Budget : R49.959 million

Budget Expenditure to Date : R36.508 million (73.08%)

Project Completion to Date : 45% complete, working outside contracted period under "remedial measures." Large extension of time requested: 501 days

18.6 Construction of 3ML Reservoir (Phase 4) in Petrus Steyn

The design is for the construction of a 3ML reinforced concrete reservoir. The new concrete reservoir will be situated in Petrus Steyn next to the existing reservoirs. The reservoir will be constructed on a solid foundation with the excavation being backfilled to the original natural ground level (NGL). The objective is to supply water into the existing reticulation network without compromising the network. As such, the Full Supply Level (FSL) of the new reservoir will match the FSL of the existing reservoir which will then ensure that the pressures exerted in the internal reticulation network are similar to those currently experienced.

18.6.1 Project Details

Total Budget : R16.821 million

Project Expenditure to Date : 82.68% spent

Project Completion to Date: Contractor terminated at 70% progress. Tender was readvertised with a closing date of 3 December 2025.

18.7 Bucket Eradication in Petrus Steyn

The Bucket Eradication Project commenced during the 2012/13 financial year. This project has seen multiple contractors and implementing agency (HDA) appointments and terminations due to non-performance. The initial contractors-built superstructures but failed to install bulk and sewer lines. DWS has now taken a decision to use its own engineers, with a new completion date set for February 2026. The Mayor noted that an NCOP visit in 2022/23 had already raised concerns about this project.

18.7.1 Project Details

Total Budget : R63 million

Budget Expenditure to Date : R0 – new 2025/26 cycle

Project Completion to Date : Contractor was terminated at 63% progress; DWS Construction to resume project. 2025/26 allocation by DWS: R20.83 million

18.7.2 Key challenges experienced during the projects

- In the Reservoir (Phase 4) Project, termination caused expenditure to stall at 82.68%, however the remaining work requires new procurement. Further, additional funds may be needed for re-mobilisation.
- In the Pipeline Project (Phase 2D), slow Horizontal Directional Drilling crossings increase labour costs. Further, the 501-day Extension of Time (EOT) request submitted may require budget revisions. Delays are also attributed to inclement weather and, significantly, a 3–4-month work stoppage due to the municipality's bank account being attached (related to the litigation).
- In respect of the Bucket Eradication Project, contractor termination and Department of Labour (DOL) permit delays block spending of R63 million total budget. These delays may cause material price increases.

18.7.3 Desired solutions to the challenges

- There is a need to fast track RBIG approvals to prevent cost escalations for the Reservoir and Pipeline projects.
- The DOL permit approvals to be released for the R20.8 million allocation for the 2025/26 financial year.
- There is a need to avoid price inflation risk. The retendering of the Reservoir Project should be rapidly concluded.
- For the 501-day Extension of Time (EOT) to be approved to stabilise expenditure projections.

18.7.4 Findings

- Lack of contractor performance resulted in significant project inflation risks.
- Reservoir budget remains largely spent (82%) without final commissioning.
- Pipeline project is behind schedule, creating a risk that the R49 million budget will need an extension.
- The Bucket Eradication Project has the full allocation of R63 million, but delays mean unspent funds may lapse at the end of the financial year.

18.8 Recommendations by the NCOP delegation

No.	Recommendation	Entity or person responsible	Timeframe
18.8.1	Finalise re-tender for the Reservoir Project to secure value on remaining R3 million – R4 million budget share.	Nketoana LM DWS	30 March 2026
18.8.2	Conclude EOT decision for the Pipeline project.	DWS Pro-Plan	28 February 2026
18.8.3	Expedite DOL permit to unlock spending of R20.8 million for the Bucket Eradication Project for 2025/26.	Nketoana LM DOL	31 January 2026
18.8.4	Add Horizontal Directional Drilling teams to avoid further cost increases in the Pipeline project.	Contractor	30 March 2026
18.8.5	Create an oversight structure to monitor RBIG allocations.	Nketoana LM DWS	Immediate, progress report 30 March 2026

18.9 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)

18.9.1	Re-tendering of the reservoir project to utilise remaining budget efficiently.	Nketoana LM	30 March 2026
18.9.2	Finalise Extension of Time (EOT) for pipeline to secure RBIG fund flow.	Nketoana LM, Pro-Plan	28 February 2026
18.9.3	Resolve labour permit for Bucket Eradication Programme (BEP) to enable expenditure of R20.8 million FY25/26.	Nketoana LM	31 January 2026
18.9.4	Increase Horizontal Directional Drilling) (HDD) teams to avoid additional costs	Contractor	30 March 2026
18.9.5	Begin monthly financial reporting for all RBIG phases	Nketoana LM, DWS	Immediate, progress report by 30 March 2026

19. THABO MOFUTSANYANE DISTRICT MUNICIPALITY, MALUTI-A-PHOFUNG LOCAL MUNICIPALITY AND DIHLABENG LOCAL MUNICIPALITY

19.1 Meeting with Thabo Mofutsanyane District Municipality and Maluti-a-Phofung Local Municipality

- The Qwaqwa internal roads project forms part of the Provincial Department of Community Safety, Roads and Transport's broader Infrastructure Improvement Programme (IPP) for the Maluti-a-Phofung local municipality.
- The programme encompasses a comprehensive locality plan for the provincial road network in the region and includes a range of ongoing and planned construction activities designed to improve mobility and access for communities.
- In addition to roadworks, the programme is supported by the Welisizwe Bridge Programme, which focuses on addressing mobility challenges in rural areas by providing safer and more reliable bridge infrastructure.
- The programme also contributes significantly to local economic participation, with 44 subcontractors appointed and a total approximately R52.85 million allocated to support SMME involvement.
- Sterkfonteinfontein WTW primary purpose was to serve as a backup storage for the Vaal River. Water is currently being abstracted from Sterkfonteinfontein to supply areas such as Matseaneng, Makgolokwe, Kestell and part of Phuthaditjhaba, Bluegum Bosch.

19.2 Refurbishment of Phuthaditjhaba WTW and Phuthaditjhaba and CBD Reservoirs

19.2.1 Background of the sites

Fika Patso Water Supply currently supplies water to 80% of the Phuthaditjhaba population. During low rainfall periods dam levels are low, leaving 80% of the population without water supply. Fika Patso's water

vulnerability leads to high water supply demand on Sterkfontein Dam. Currently, capacity in the reservoirs is insufficient whilst there are also high-water losses because of aging infrastructure. The refurbishment is focusing on two projects, the first being to upgrade the existing treatment works in Sterkfontein from the current 10 ML to 20 ML per day. The second project is to construct a 10 ML reservoir with a 6 km pipeline.

19.2.2 Project Information

Phuthaditjhaba WTW

Total Budget : R134 million

Budget Expenditure to Date : R89 million (77%)

Anticipate Completion Date : 31 March 2026

Project Completion to Date : 80%

Total Anticipated Beneficiaries: 32 200

Phuthaditjhaba and CBD Reservoirs

Total Budget : R97.25 million

Project Completion to Date : 80%

Total Anticipated Beneficiaries: 17 500

19.2.3 Key challenges experienced during the project

- Water leaks in the WTW systems.
- Poor road access to WTW project sites.
- Outdated WTW infrastructure and water supply systems deteriorated.
- Previously insufficient supply of electricity for the project however, supply has been increased.

19.2.4 Desired Solutions

- DWS proposed an incoming project to address the said water leaks by updating the system.
- The road works will be fixed upon completion of the construction at the site.
- Future engagements will take place between Vaal Water and the municipality to upgrade the electricity supply for the proposed 40 ML WTW capacity.

19.2.5 Findings

- Project progressing well, with minor schedule delays due to rain.
- Job creation achieved through hiring local workers and sub-contractors e.g. Health and Safety Officer at the reservoirs
- The construction of the new concrete reservoir is almost complete.
- The new 10 ML concrete reservoir is the fourth reservoir added to the three pre-existing reservoirs.
- 30% SMME sub-contractor target successfully achieved
- The reservoirs are supplying different areas such as Mmanapo and Kestell.
- Adding the fourth reservoir tank will reserve water for emergencies over 48 hours.

- Pump stations in remote areas require physical security guarding to avoid vandalism.
- On-site personnel and security currently safeguarding WTW infrastructure.

19.3 Recommendations by the NCOP delegation

No.	Recommendation	Entity or person responsible	Timeframe
19.3.1	Complete conceptualisation of a project to upgrade the 40 ML WTW abstraction in the future.	DWS, Vaal Water	30 July 2026
19.3.2	Accelerate the planned system upgrades to address water leaks in WTW infrastructure, ensuring sustainability of supply.	DWS	30 June 2026
19.3.3	Formalise agreements between Vaal Water and municipality to secure long-term electricity supply for expanded WTW capacity.	Vaal Water, local municipality	Ongoing, before 40 ML upgrade Progress report by 30 September 2026
19.3.4	Bolster physical security at remote pump stations to prevent vandalism and ensure uninterrupted water supply.	DWS, local municipality	By 31 January 2026
19.3.5	Develop and implement a strategy for job creation for local communities and local SMME participation linked to local infrastructure development projects.	DWS in collaboration with relevant municipalities	Ongoing, progress report by 30 September 2026
19.3.6	Improve road access to WTW project sites to facilitate construction, maintenance, and emergency response.	Municipality, DWS	Linked to construction completion.

19.4 Road Rehabilitation in Qwaqwa

19.4.1 Background of the site

Current IPP projects include upgrading gravel roads to paved roads in Makwane (3km), Qoqolosing (3km) and in Tsheseng (3km). The Makwane road is at 70% completion with completion planned for March 2026.

The Qoqolosing road is under construction, with completion anticipated for March 2026. Upgrades of the Tsheseng road commenced on 17 November 2025 and will be completed in November 2026. Maintaining and cleaning stormwater systems takes place daily and pothole patching takes places as scheduled. Seven provincial road were identified for upgrade as part of the IPP, including Road S1561 in Lusaka, Road 8225 in Namahadi and Road 8223 in Elizabeth Ross. The Eizabeth Ross Road is at 90% completion with complete sealing and 2 km completed to date.

19.4.2 Key challenges experienced during the project

Provincial Department of Community Safety, Roads and Transport's broader Infrastructure Improvement Programme

- Construction and implementation delays: Driven largely by persistent operational and logistical barriers that hinder timely execution of scheduled tasks.
- The scale of subcontractor involvement: With 44 subcontractors engaged, coordination and effective management become critical, and weaknesses in these areas often result in delays, quality concerns, and inconsistent delivery.
- The geographic and environmental conditions of Qwaqwa pose difficulties: The project area is characterised by damaged stream crossings, and inadequate pre-existing access routes, all of which complicate construction activities.
- Resource constraints: Which further contribute to delays and inefficiencies, as fluctuations in budget availability, material supply, equipment accessibility, and labour capacity which affects the smooth progression of the project.

Provincial Road Upgrades

- The Department implemented a managed slowdown of project activities which was necessary because of cash flow constraints. These were not due to the national transfers, rather mainly a legacy issue caused by the 2023/24 financial year budget underperformance by the Department.
- Only 20% of Road A225 between Setsing and Namahadi has been completed. Only 20% of Lusaka Road had been completed with old surfacing removed and local SMMEs starting with interlocking paving.
- The condition of Bolata and Thibuloho Roads obstructs traffic flow.
- Work delays led to redoing some of the construction on Lusaka Road.
- No work has yet commenced on Monontsha and Dithotaneng Roads, with construction on the former commencing early 2026.
- 44 local SMMEs have been contracted to work on various scopes alongside the roads, including interlocking paving and edgings.

19.4.3 Desired solutions to the challenges

Provincial Department of Community Safety, Roads and Transport's broader Infrastructure Improvement Programme

- Strengthening subcontractor performance management to ensure that the 44 subcontractors meet quality expectations and adhere to agreed timelines for the project to progress effectively.

- Improved resilience of infrastructure delivered through the Welisizwe bridge programme by ensuring that new bridges provide sustainable long-term access, especially in rural areas where mobility is frequently disrupted.
- Resource optimisation with reliable funding flows and efficient allocation of materials and equipment being critical to ensuring project continuity.
- Improved stakeholder engagement to reduce disputes and heighten cooperation among communities, contractors, and the implementing department.
- Regarding the access road upgrades, teams are currently rehabilitating the unpatched potholes in Harrismith and workers are rotated amongst road rehabilitation to provide sufficient workers.

19.4.4 Findings: Provincial Road Upgrades

- Site visits concluded with a route that passes two of the roads included in the Provincial Department of Community Safety, Roads and Transport's Infrastructure Improvement Programme, including an internal access road. Members were able to observe construction progress as well as traffic control measures implemented include signs, cones, barriers, and trained flaggers to create a safe zone and guide both workers and motorists.
- P101 has been transferred to the South African National Road Agency (SANRAL).
- Regarding the construction on Lusaka road, most of the road is currently accessible and safe to drive on. A stretch of 2 km of the road is completed with a further 2 km till completion. Constructors are in the process of repairing bricks, curving, edging and doing layer works.

19.5 Recommendations by the NCOP delegation

No.	Recommendation	Entity or person responsible	Timeframe
19.5.1	Enhance monitoring and evaluation systems to ensure that progress is closely tracked and that obstacles are identified and addressed promptly.	Provincial Department of Community Safety, Roads and Transport	Ongoing
19.5.2	Improve coordination among all stakeholders (department, contractors, local authorities, community structures) to support improved delivery outcomes.	Provincial Department of Community Safety, Roads and Transport	Ongoing
19.5.3	Strength accountability among subcontractors with clear performance standards and consistent enforcement mechanisms.	Provincial Department of Community Safety, Roads and Transport	Ongoing

No.	Recommendation	Entity or person responsible	Timeframe
19.5.4	Secure reliable funding flows and optimise resource allocation (materials, equipment, labour) to ensure project continuity and avoid financial constraints.	Provincial Department of Community Safety, Roads and Transport, Provincial Treasury	Short-term Progress report by 30 March 2026

19.6 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
19.6.1	To establish a rapid response mechanism aimed at addressing delays speedily.	Provincial Department of Community Safety, Roads and Transport	Mechanism to be operational by April 2026.
19.6.2	Accelerate construction activities under the Welisizwe bridge programme, with particular attention to high-need areas such as Masimong, Tseki, and Mphatlallatsane, where improved crossing infrastructure is vital for community access.	Provincial Department of Community Safety, Roads and Transport	Bridges to be completed by June 2026.
19.6.3	To improve travel and safety conditions, instead of patching the clustered potholes, roads will be excavated and converted into gravel roads before the December holidays. Construction of the permanent roads will then commence in January 2026.	Provincial Department of Community Safety, Roads and Transport	Gravel resurfacing to be implemented by 15 December 2026

19.7 Meeting with Dihlabeng Local Municipality

The meeting with the Municipality focused on the background to the projects scheduled for site visits during the visit week. Particular attention was given to the Upgrading of the Bethlehem Wastewater Treatment Works (WWTW). The Upgrading of the Bethlehem WWTW had a budget of R4.9 million. The project was completed on 30 June 2025. The work that was performed included, among others, refurbishment of control room, cleaning of 2x grit dams and flow meter repair and calibration. The project experienced challenges in respect of mechanical and electrical equipment failures, vandalism and cable theft and noncompliance with WULA

conditions. Only four job opportunities were created and no SMMEs were appointed because of the specialised nature of the work.

19.8 Recommendations by the NCOP delegation

No.	Recommendation	Entity or person responsible	Timeframe
19.8.1	The Bethlehem WWTW overflows must be immediately addressed	Dihlabeng Local Municipality	31 December 2025
19.8.2	Implement the phase 2 of the refurbishment of Bethlehem Wastewater Treatment Works	Dihlabeng Local Municipality	By 30 June 2027

19.9 Upgrading of Saulspoort Wastewater Treatment Works (WWTW)

19.9.1 Background of the site

The Saulspoort WWTW serves as the central component of the Dihlabeng Bulk Water Supply System, providing potable water to Bethlehem, Bohlokong, Fouriesburg, Paul Roux, and Rosendal. Current demand across these areas has already exceeded the plant's 40 ML/day treatment capacity, and projections indicate a requirement of more than 60 ML/day by 2030. The RBIG-funded upgrade, therefore, aims to increase capacity to 60 ML/day during Phase 1, with plans for further expansion to 80 ML/day in Phase 2, ensuring long-term water security, improved service reliability, and compliance with national standards. In addition, the Fouriesburg–Mashaeng area continues to experience chronic water shortages due to inadequate raw water abstraction infrastructure, sediment-heavy river flows, low-yield boreholes, and frequent mechanical failures. The existing system cannot effectively utilise subsurface flows, manage sediment loads, or capture regulated releases from the Trans – Caledon Tunnerl Authority (TCTA), resulting in unreliable supply conditions. To address these challenges, the WSIG-funded project includes the construction of a new weir, the upgrading of the pump station, and the modernisation of the abstraction system to secure a stable, year-round water supply for both Fouriesburg and Mashaeng.

19.9.2 Project Information

- Funding through RBIG covers R28 million for Phase 3A, R4 million for Phase 3B and R59.8 million for Phase 3C, R8 million for Phase 3D and R109 million for Phase 3F.
- Phase 3A is for upgrading the Raw Water Abstraction Point. The project was completed on 14 February 2025. The work included, among others, construction of pumpstation, mechanical and electrical works, roads and fencing, control and automation. The job opportunities recorded are 8 labours.
- Phase 3B is for replacement of asbestos cement pipe at WTW. The project was completed on 15 January 2023. The work included, among others, the replacement of 2x400mm asbestos cement pipes with 2x500mm steel pipelines. The jobs that were created were 8.

- Phase 3C is for electrical, mechanical and civil work. The progress of work is 98% and completion date is 30 November 2025. The ongoing work is, among others, mechanical and electrical and pumpstation construction. 15 labourers were employed.
- Phase 3D is for filter automation, and the project was completed on 5 April 2023. The work included automation of filters and replacement of filter media.
- Phase 3 F is for replacement of 2x 450MM asbestos cement pipes with 2x 630MM steel pipes from Saulspoort WTW. The progress of project stands at 12%, and the project will be completed on 30 July 2026.

19.9.3 Key challenges experienced during the project

- Revised project scope after DWS reduced the original budget envelope.
- Early construction stage complexity associated with expanding and operational WTW.
- High dependency on specialised mechanical and electrical procurement.
- Potential cost escalations due to long-term construction timelines.
- Managing community expectations across four towns reliant on the upgrade.
- Coordination challenges between the municipality, consultant, and contractor.

19.9.4 Desired solutions to the challenges (from the perspective of the project owners)

- Ensure timely release of RBIG funding to maintain momentum.
- Improve procurement of specialised mechanical and electrical components.
- Strengthen project management controls to avoid delays and cost escalation.
- Accelerate works that unlock immediate treatment capacity gains.
- Enhance coordination between DWS, Dihlabeng LM, and the engineering team.
- Increase community engagement to manage expectations during the long upgrade period.

19.9.5 Findings

- The project is progressing well, with a 20% completion rate, consistent with being in the early construction phase. Early-stage under-expenditure is appropriate given the long construction horizon.
- The revised scope (R385 million) reflects budget constraints, but core objectives remain achievable.
- The upgrade is critical for regional water supply serving more than 132,624 people.
- Significant employment benefits have been realised (94 jobs).
- Upon completion, the upgrade will resolve a long-standing supply deficit in Bethlehem and surrounding towns.

19.10 Recommendations by the NCOP delegation

No.	Recommendation	Entity or person responsible	Timeframe

19.10.1	The municipality to engage DWS to secure uninterrupted RBIG funding flow to support the timely delivery of the R385 million Saulspoort upgrade.	Dihlabeng LM, DWS	Funding schedule confirmed by 30 March 2026
19.10.2	Procurement of specialised mechanical and electrical components to be prioritised to avoid delays in achieving the 60ML/day capacity upgrade.	Dihlabeng LM, Consultant	Procurement to be finalised by 30 June 2026
19.10.3	Civil works that enable early treatment capacity gains such as clarifiers and filters, will be fast-tracked.	Contractor, Dihlabeng LM	Start fast-tracking by 30 April 2026
19.10.4	An RBIG oversight committee to be established to monitor progress, resolve delays and ensure the project remains aligned with the December 2027 completion date.	DWS, Dihlabeng LM	Committee in place by 31 January 2026
19.10.5	Additional technical personnel (resident engineers, quality inspectors) to be deployed to strengthen site supervision.	Consultant, Dihlabeng LM	Staff deployed by 28 February 2026
19.10.6	A structured community engagement programme will be implemented to reduce the risks of unrest across the 132 624 projected beneficiaries.	Dihlabeng LM	The programme rolled out by 31 January 2026

19.11 Upgrading of the Caledon Raw Water Abstraction Point, Fouriesburg – Mashaeng

19.11.1 Background of the site

The project was initiated to address the recurring annual water shortages in Fouriesburg and Mashaeng as well as the persistent mechanical and operational breakdowns at the existing abstraction works. Budget expenditure stands at R27.7 million (42.7%) of the total budget of R64.87 million. Project completion is at 20% and the anticipated completion date is 15 August 2026.

Local Economic Impact: 20 community members have been employed.

19.11.2 Key challenges experienced during the project

- High sediment loads in the Caledon River complicate construction and operational planning.
- Mechanical and electrical failures in the old abstraction works increase reliance on temporary pumping.
- Limited local storage and low local borehole yield continue to create vulnerability during low-flow periods.

- Complex river engineering and environmental considerations slow construction progress.
- Remote site location increases logistical costs and slows material delivery.
- Site access approvals from the landowners.
- Wayleave approvals not yet granted.

19.11.3 Findings

- Construction progress is aligned with expenditure, with major river works still outstanding.
- The project will significantly enhance water security for Fouriesburg and Mashaeng, which collectively rely heavily on unstable raw water systems.
- Current abstraction infrastructure is insufficient and vulnerable to low flows, mechanical failures, and sedimentation.
- The WSIG allocation is being utilised effectively, with financial performance reflecting good progress.
- The project has created employment opportunities for residents (18 jobs).
- Successful completion of the weir and pump station will substantially improve drought resilience and reduce future supply interruptions.

19.12 Recommendations made by the NCOP delegation

No.	Recommendation	Entity or person responsible	Timeframe
19.12.1	The municipality will accelerate construction of the new weir and pump station to ensure effective utilisation of the R64.8 million WSIG allocation.	Dihlabeng LM, DWS	Work acceleration plan implemented by 28 February 2026
19.12.2	Mechanical and electrical equipment at the abstraction point will be upgraded to stabilise pumping operations and reduce future breakdowns.	Dihlabeng LM	Upgrades to begin by 30 April 2026
19.12.3	Enhanced sediment management infrastructure to be installed to protect pumps and reduce maintenance costs.	Contractor, Dihlabeng LM	30 June 2026
19.12.4	The municipality to strengthen environmental monitoring during river works to ensure compliance and avoid construction delays.	Dihlabeng LM, DWS	Monitoring team deployed by 31 January 2026
19.12.5	Monthly progress and expenditure reports will be submitted to DWS/NCOP	Dihlabeng LM	Monthly, starting immediately of the

	to ensure transparency and proper spending of the WSIG budget.		adoption of the Provincial Week Report
19.12.6	Engage with private landowners to speed up the approval Wayleave for the project of Caledon Raw Water Abstraction	Dihlabeng Local Municipality	31 January 2026

20. STAKEHOLDER ENGAGEMENT ON MEASURES TO IMPROVE THE DELIVERY OF BASIC SERVICES IN THABO MOFUTSANYANA DISTRICT MUNICIPALITY

20.1 Challenges raised by stakeholders

- Many projects are delayed or abandoned due to cost escalations making completion financially unfeasible.
- Municipalities overlook local businesses in tenders, repeatedly appointing underperforming external contractors.
- SMMEs receive little support for registration and growth; poor roads further hinder operations.
- Public transport infrastructure is lacking, including taxi ranks at Lesotho border gates. Ground clearing took place for a taxi rank at the border crossing to Maseru but the project did not progress further.
- High drug abuse linked to lack of youth opportunities; no visible youth development policy in Dihlabeng LM.
- Frequent electricity and water outages lasting months across the district.
- Government housing in Bethlehem still has asbestos roofing, posing health risks.
- Funding for local artists discontinued since COVID-19 moratorium.
- Unused municipal land/buildings not allocated for social development (e.g., rehabilitation centres, arts facilities).
- Shortage of health and welfare staff, including doctors, nurses, and social workers, despite high GBV rates.
- Ward 9 dump site expanding, creating health hazards; community requests fencing and cleanup plans.
- Taxi operators in Setsoto LM report illegal Lesotho operators; border control not enforced per National Land Transport Act.
- Maluti-A-Phofung systems, including billing, remain manual, exposing processes to errors and manipulation.

20.2 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
20.2.1	That all attendees who could not	Members of the Public	20 November 2025

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	address the delegation provides copies of their written submissions for referral to the relevant sphere of government.		
20.2.2	Formulate and implement an action plan to tackle youth unemployment linked to municipal projects.	Dihlabeng LM / Youth Desk	by 30 June 2027
20.2.3	Liaise with provincial DSD to support a district-wide plan to combat substance abuse.	FS DSD in collaboration with all municipalities in the Thabo Mofutsanyana DM.	Implementation of the Plan to commence within the 2026/27 financial year
20.2.4	Municipalities must refer the details of contractors and consultants who result in abandoned or stalled projects to the National Treasury Database of Restricted Suppliers.	All municipalities in the District	Within 30 days of the contract with such contractors or consultants being terminated.
20.2.5	Enhance local economic development capacity and capability to implement targeted support for SMMEs (registration, training, road access improvements)	Municipalities / LED Units	2026/27 financial year
20.2.6	Facilitate an information session on available SMME development (including in the Arts and Culture Sector) programmes offered by various government departments and entities such as the Department of Small Business Development and the Construction Industry Development Board (CIDB).	Thabo Mofutsanyana DM	30 June 2026.

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
20.2.7	Develop and implement public transport plan.	Dihlabeng LM Department of Transport	By end 30 June 2027
20.2.8	Develop and implement a project plan for the removal of asbestos roofing in government housing throughout the province.	National Department of Human Settlements FS Department of Human Settlements Local municipalities in the district	By 30 June 2027
20.2.9	Use internal capacity to erect a fence around the dumping site in Ward 9 as a matter of urgency.	Maluti-a-Phofung LM	31 March 2026
20.2.10	Ensure that all government immovable assets are captured on the Government Immovable Asset Register, conduct condition analysis of its immovable assets and invite applications from organisations for use of the properties for social and economic development purposes.	District and local municipalities	Conditional analysis completed: 30 June 2026 Implementation: commencing 31 July 2026.
20.2.11	Development MIG project proposals and applications to construction taxi ranks at major transport hubs.	FS Cogta in collaboration with DMs and LMs.	30 June 2026.
20.2.12	Convene a meeting with the Cross-Border Road Transport Agency (C-BRTA) on the National Land Transport Act 5 of 2009 with a focus on the monitoring of enforcement of Section 75 of the NLTA which sets requirements for cross-border operations.	Select Committee on Public Infrastructure and Minister in the Presidency	30 June 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
20.2.13	Municipalities across the district develop and cost digital optimisation plans for its key business processes.	All municipalities in the District.	30 June 2026.

21. GAUTENG: BRIEFING BY THE PREMIER ON MEASURES TO STRENGTHEN THE DELIVERY OF SERVICES IN GAUTENG

21.1 Measures to strengthen the delivery of services in the province

- Integrated Law Enforcement: The Premier called for removing municipal boundaries and operational barriers to enable a province-wide anti-crime strategy, with law enforcement able to operate across municipalities. The Premier visited all municipalities, leading to 7 100 arrests and contributing to Gauteng becoming a “no-go area for criminals”.
- G20 Preparations: A “one government” model ensured seamless coordination between municipalities for G20 events. The Premier urged the continuation of such integration to strengthen collaboration and operational efficiency.
- Traffic and Street-Light Repairs: Of 2 400 faulty traffic lights, 2 190 were restored. Street-light backlogs were addressed, though vandalism and infrastructure theft remains a major issue.
- Municipal Audit Outcomes: Two municipalities achieved clean audits; nine are close, and Tshwane improved significantly, showing progress in financial accountability.
- Municipal Finances and Revenue Challenges: Municipalities are unable to adjust revenue enhancement mechanisms effectively, risking financial sustainability. Many malls and factories have switched to independent solar power, reducing municipal revenue and widening the gap between those who can afford services and those who cannot.
- Infrastructure Protection: Stronger measures are needed against vandalism, which undermines service delivery and efficiency, often with little or no consequences.
- Economic Competitiveness: Gauteng leads SA’s economy, and measures must be implemented to continue this. Public ownership of key assets like the R45bn Gautrain and expanding high-speed rail will boost tourism and growth.
- Indigent Register: A live, accurate register is vital for fair billing and targeted social support.
- Government Payments: Departments (specially DoH and DoBE) must pay municipal bills on time or face service suspension, setting an example for others.
- Skills and Stability: Political instability drives talent away, challenging municipalities’ functioning. Recruitment must be merit-based, and officials insulated from political conflicts.
- Unblocking Infrastructure Delivery: Projects are stalled by individual interference or internal resistance; collective government action is needed to prevent disorder and ensure progress.

21.2 Provincial interests and matters to be raised in the national government through the National Council of Provinces (NCOP)

- Review of the National Municipal Funding Model - A reassessment of how municipalities are funded, particularly in response to declining electricity revenue as malls, factories, and households move to solar generation.

- Support for Financially Distressed and Underperforming Municipalities - Advocate for national programmes or interventions to stabilise municipal finances, improve audit outcomes, and strengthen oversight.
- Enforcement of Government Department Payment Compliance: Escalate the issue of national departments failing to pay municipal bills on time, seeking NCOP enforcement mechanisms or Treasury directives to ensure compliance.

21.3 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
21.3.1	The Gauteng Human Settlements Department committed to completing all outstanding work within five years, before the end of the Seventh Administration. The NCOP will monitor progress and ensure the Premier's commitments are upheld.	NCOP Gauteng Provincial Department of Human Settlements Gauteng Premier	Within the next five years before the end of the Seventh Administration
21.3.2	Blacklisting non-performing service providers is insufficient. Criminal cases must be opened with SAPS to address breaches of contract.	SAPS and NPA	Ongoing
21.3.3	Consequence management for poor workmanship particularly in respect of infrastructure projects.	Gauteng Provincial Department of Human Settlements, Gauteng Provincial Department of Infrastructure Development	Within 2 years
21.3.4	Municipalities should urgently address councillors and officials owing R142 million+ in debt. Debt is primarily owed to the City of Johannesburg (R77 million), Ekurhuleni Metropolitan Municipality (R23.7 million) and Emfuleni Local Municipality (R16.5 million).	City of Johannesburg, Ekurhuleni Metropolitan Municipality and Emfuleni Local Municipality. Gauteng Provincial Department of	Within 3 years

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
		Cooperative Governance and Traditional Affairs	
21.3.5	Implement preventative measures to monitor infrastructure projects to ensure issues are identified and addressed early.	Gauteng Provincial Department of Human Settlements Gauteng Provincial Department of Education	Over the implementation phase
21.3.6	Address non-revenue water challenges (aged infrastructure, leaking pipes). Municipalities must use the Municipal Infrastructure Grant and invest in water reticulation infrastructure to ensure sustainable water provision.	All municipalities Department of Cooperative Governance and Traditional Affairs Department of Infrastructure	Should be tackled immediately

22. STATE OF MUNICIPALITIES IN THE DISTRICT

22.1 Presentation by MEC for Infrastructure Development and Cogta

22.1.1 Water Service Provision

- 100% coverage for formal households in Q4.
- City of Johannesburg (CoJ) achieved only 14% for informal settlements. Recording low performance rate, with Merafong municipality recording no direct provisioning to informal areas.

22.1.2 Electricity Provision and Losses

- Universal electricity access for formal households.
- City of Tshwane (Tshwane) met formal household targets; missed new connection target due to commissioning delays regarding commissioning and subcontractor appointments.
- City of Johannesburg achieved 51% of target electrifying informal settlements.
- Most municipalities exceed acceptable electricity loss norms (7–10%), except Midvaal.
- High losses threaten financial stability; reveal that 2024 improvement plans not yet effective.

22.1.3 Water Losses and Infrastructure Efficiency

- Most municipalities exceed water loss norms (15–30%), showing infrastructure inefficiencies.
- Only Ekurhuleni and Lesedi municipalities are within acceptable range.

- Plans to reduce losses submitted in 2024, but implementation remains slow.

22.1.4 Sanitation Services

- 100% coverage for formal households except in Tshwane municipality, where there are delays in commissioning 220 toilets.
- All municipalities provide sanitation to informal settlements except Merafong.

22.1.5 Refuse Removal

- 99.8% coverage for formal households.
- 100% coverage for informal settlements, excluding Merafong.

22.1.6 Indigent Register

- Provincial government updating and standardising outdated indigent registers.
- Pilot programme underway in metros before rollout to other municipalities.

22.1.7 Revenue Collection and Financial Sustainability

- Average revenue collection rate is at 56%.
- Mogale City exceeded benchmark with 103% collection rate.
- Total outstanding municipal debt: R159 billion, highlighting severe credit control challenges.
- All municipalities saw debt growth except Sedibeng, which reduced debt by 47%.

22.1.8 Capital Expenditure Performance

- Overall capital expenditure remains low, indicating delays in infrastructure projects.

22.1.9 Operational Revenue

- Original budget: R229.088 billion; billed R74.908 billion (33%) by 30 Sept 2025.
- Merafong a concern: it has billed only 21%, which is below the 25% benchmark.
- City of Tshwane corrected data to R14.505 billion (27%); others billed above benchmark.

22.1.10 Operational Expenditure

- Budget: R222.195 billion; spent R60.847 billion (27%), slightly above benchmark.
- CoJ and Merafong reported operating deficits on 30 September 2025.
- Most municipalities spent below benchmark except CoJ, Tshwane, Lesedi, and Rand West City.

22.1.11 Outstanding Debtors

- Total debtors' book: R158.676 billion; metros hold the bulk.
- 85.4% of debt older than 90 days; 73.2% owed by households.
- Councillors and officials owe R142.180 million, raising governance concerns.
- Departments owe R1.520 billion, contributing to cumulative debt of R1.8 billion from September 2025.

22.1.12 Outstanding Creditors

- Total outstanding creditors: R39.515 billion; 68.1% overdue >90 days.

- Only 21.2% are current liabilities; delays mainly in bulk electricity, trade creditors, and Rand Water.

22.1.13 Capital Expenditure (CAPEX)

- Total capital budget: R16.1 billion; only R1.5 billion (9%) spent.
- Metros account for 89% of budget but spent only 9%; Ekurhuleni (4%) and CoJ (8%) lowest.
- District/local municipalities spent 13%; overall rate below 25% benchmark.
- Poor-performing grants: INEP (6%), USDG (8%), WSIG (13%), Neighborhood Development (17%).
- Only 22% of rollover requests approved; none for CoJ, Tshwane, Emfuleni.
- Rand West City leads in CAPEX; Ekurhuleni lowest.
- Data issues persist for Merafong; Mogale City's budget increased by R85.886 million.

22.1.14 Governance and Accountability

- Stronger credit control measures required to reduce debtors.
- Departments must submit allocation lists with payments; non-compliant payments rejected.
- Letters sent to enforce accountability for councillors and officials owing municipalities.

22.2 Presentation by MEC Human Settlements

Focus on creating sustainable, liveable human settlements through housing delivery, infrastructure support, and strengthening governance.

22.2.1 Key Initiatives

- Housing Delivery: 7,237 houses built in 2024/25 using mixed typologies.
- Infrastructure Support: Funding for bulk infrastructure in non-metro municipalities.
- Blocked Projects: Ongoing identification and unlocking of stalled projects.
- Sanitation and Safety: Alternative sanitation and solar high mast lights in informal settlements.
- Hostel Redevelopment: Routine maintenance for liveable conditions.
- Title Deeds: 4 602 issued to enhance tenure security.
- Governance: Strengthened intergovernmental collaboration with municipalities.

22.2.2 Critical Challenges

- Rising construction costs, declining grants, and competing priorities.
- Illegal land occupation and vandalism of bulk infrastructure.
- Increased housing demand from migration into Gauteng.
- Delays in town planning and property formalisation affecting title deeds.
- Weather-related disruptions causing project delays.

22.2.3 Feedback on NCOP recommendations: 2024 Provincial Week

22.2.3.1 Montrose Project

- Recommendation: Opening criminal cases against developers at fault
- Feedback: Department terminated non-performing developer; blacklisting notice submitted.

- Recommendation: Proper consequence management for defaulting contractors.
- Feedback: Non-performance letters, penalty clauses, and early termination enforced.
- Recommendation: Review of the Prevention of Illegal Eviction from and Unlawful Occupation of Land Act.
- Feedback: Legal teams are appointed per corridor to prepare court documents for eviction. Consultative processes verify illegal invader status to ensure comprehensive submissions.
- Current Status: Repairs on 173 military veteran units; land negotiations advanced; solar lights installation to finish by November 2025 (4 solar high masts currently being installed).

22.2.3.2 Lethabong Project

- Recommendation – Eskom Bulk Supply: Eskom bulk supply – determine if intergovernmental relations can assist.
- Feedback: Continuous intergovernmental engagements with Eskom and the municipality are ongoing. Planning for bulk and link electricity connections is in progress.
- Recommendation – System for prevention illegal Immigrants: Allocation policies prevent access; verification throughout process.
- Feedback: Allocation policies strictly prevent illegal immigrants from benefiting. Beneficiary verification is conducted throughout the allocation process.

22.2.3.3 Fleurhof Project

- Recommendation - Densification: Mixed-integrated housing with walk-ups, social housing, bonded units, and shared infrastructure.
- Feedback: Fleurhof is a mixed-integrated housing development including walk-ups, social housing, bonded housing, and community facilities; ensures optimal land utilisation balanced with liveability. Higher density areas benefit from shared infrastructure networks, lowering per-unit costs and improving affordability.
- Recommendation: Upskill local labour like to improve efficiency and address labour shortages.
- Feedback: Project supports local labour through employment and sub-contracting. Semi-skilled and unskilled workers get on-site mentorship and training in trades e.g. bricklaying, plastering.

22.3 Presentation MEC Education

22.3.1 Structure and Landscape

Gauteng Department of Education oversees 15 districts and 3 309 institutions:

- 2 074 public ordinary schools, 166 public special schools, 282 independent subsidised schools, 752 independent non-subsidised schools
- Serves 2.79 million learners; 87.2% in public schools.

22.3.2 Enrolment Growth

- Public school enrolment grew 70% since 1995 (average 2% annually).

- 2025 distribution: 84.2% public ordinary, 3% public special, 5.2% independent subsidised, 7.5% independent non-subsidised.
- 93% of learners funded by the state.
- High in-migration adds pressure (30 000 of 90 000 learners entering in 2015 from other countries).

22.3.3 Teacher–Learner Ratios

- Primary school ratio improved to 33.8 (from 35.5 in 2010).
- Secondary school ratio worsened to 32.8 (from 29.9), increasing pressure.
- Overcrowding, language diversity, and increased enrolment adds to pressure.

22.3.4 Grade R Expansion

- Enrolment reached 122 775 in 2025 (+23 424 since 2015).
- Growth expected as Grade R becomes compulsory under Basic Education Laws Amendment Act.

22.3.5 Budget and Financial Outlook

- Budget increased from R68 billion (2025/26) to R70.2 billion (2026/27), with average expected growth 4.6% between 2022/23 and 2026/27.
- The 2026 MTEF budget is projected to grow at an average of 3.9%, reaching R76.2 billion by 2028/29.

22.3.6 Service Delivery Risks

- Budget constraints affect scholar transport, nutrition, ICT, municipal services, furniture, and security.
- Risks include reduced service quality and widening inequality within education.

22.3.7 Risk Mitigation

- Strengthening contract management, forecasting, and data verification to ensure cost control.
- Improving scholar transport (costing, route rationalisation, monitoring).
- Coordination with Cogta and National Treasury being enhanced to address municipal billing disputes.
- Engaging proactively with service providers to prevent service interruptions and legal challenges.
- ICT support via audits, teacher training, and partnerships with private donors.
- Safety measures through risk-based budgeting, multi-year planning and collaboration between SAPS, municipalities, and community organisations.

22.3.8 Academic Performance

- Highest ever NSC pass rate: 88.41%, Bachelor pass: 50.27%.
- All districts improved NSC results. 3 surpassed provincial targets of 90%.
- Gap between fee-paying and no-fee schools narrowed to 7.8% (improved by 2% from 2024).
- Established 36 Schools of Specialisation across five disciplines.

22.4 Presentation MEC Roads and Transport: R82 Road Project (P1-1, Phase 3A: D1073 Walkerville to Road 4, De Deur

22.4.1 Project Scope and Objectives

- Upgrading single carriageway to dual carriageway with two lanes and surfaced shoulders; includes major culvert construction.
- Started June 2022, suspended, and restarted on 12 June 2025; completion expected 12 October 2026 (16-month programme).
- Team has been instructed to prioritise areas free of land encroachment to avoid further delays.

22.4.2 Progress and Financials

- 5 months of active work completed; 21% progress achieved.
- Expenditure: R78.06 million of R362.53 million budget (18.72%).
- Project remains on schedule; no variation orders projected.

22.4.3 Challenges

- Termination of initial contractor and PSP due to poor performance.
- Community encroachment and unrest caused stoppages and losses of R25.02 million.
- Frequent contractor changes led to delays and need for tighter oversight.

22.4.4 Mitigation Measures

- Replaced underperforming contractors and PSPs.
- Recovering funds from terminated service providers.
- Resolved land encroachment through stakeholder engagement.
- Focus shifted to unaffected areas for steady progress.

22.5 Recommendations made by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
22.5.1	Reinforced 2024 recommendations: • Blacklist underperforming contractors. • Pursue criminal charges where warranted.	Department, SAPS and NPA	End of 2026 financial year
22.5.2	Ensure timely completion of the R82 project to improve infrastructure delivery and build public confidence	Department of Roads and Transport	Over the 16 Months development programme

22.6 Presentation MEC Social Development

22.6.1 Mandate and Focus

- Gauteng Department of Social Development delivers services under legislative frameworks to address social ills and promote holistic development.
- Aims to improve material, cultural, political, and social aspects of life through developmental welfare services provided as a continuum.

22.6.2 Social development service components

- Social welfare services: Social protection and statutory services to safeguard well-being of individuals and families, ensuring safe and nurturing environments where rights are protected and respected. Designated persons and institutions take the necessary action to protect vulnerable groups.
- Community development: Enhancing the capacity of communities and households to respond to their own needs and improve their developmental potential through community mobilisation, strength-based approaches, and empowerment programmes.
- Social security: Department acts as an agent for the administration and payment of social assistance, providing related services and ensuring the effective delivery of social security provisions.

22.6.3 Institutional Capacity

- 1 487 registered beds across 13 institutions for temporary safe care, child/youth care, older persons, and inpatient treatment.
- Two government facilities managed by NPOs provide 132 beds for older persons.

22.7 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
22.7.1	The department, in collaboration with NPOs, should increase the number of registered beds to meet growing demand, especially for child/youth care and older persons including women and persons with disabilities. Further upgrade infrastructure in existing facilities to improve quality of care.	Department of Social Development NPOs	Over 2-3 years
22.7.2	Build partnerships with the private sector to improve service delivery.	Department of Social Development and private sector institutions	Over 2 years
22.7.3	Increase number of social services workers to	Department of Social	Over 2-3

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	reach underserved communities	Development, Institutions of Higher Education and Training, NPOs	years

22.8 Presentation MEC Health

22.8.1 Kopanong ABT Project

- Infrastructure upgrades and rehabilitation overseen by Department of Health.
- Delayed due to unforeseen challenges; revised completion: June 2027.
- Key milestones: major demolition, initial construction, OHS compliance.

22.8.2 Charlotte Maxeke Hospital – Fire Remedial Project

- Fire safety upgrade progressing; installations at early stage.
- Ensures compliance with national fire safety regulations.
- Structural assessments confirm sound elements for remedial work.
- Involves local SMMEs in automation and security tasks.

22.8.3 DID Report on Khutsong South Clinic

- Project delayed by COVID-19; conditional assessments confirm repurposing feasibility.
- Emphasises local SMME participation; contracts awarded for demolition.
- Challenges: finalising vandalism assessments and ensuring proper budget allocation.

22.8.4 West Rand Overview

- District operates 48 Primary Health Care facilities (5 open 24/7), 2 decision-making centres, and 70 mobile clinics.
- Department monitors service delivery and project implementation, address challenges like budget constraints and infrastructure delays.

22.9 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	Mobilise funding and financing through Treasury and DBSA.	Department of Health, Provincial Treasury	Over the 2026 medium term period.
	Improve project governance and delivery	Department of Health	Throughout the implementation phase

23. SITE VISITS

23.1 Women's Living Monument (Sport)

23.1.1 Background of the site

- Unveiled in 2016 to honour women's role in South Africa's liberation struggle.
- Features statues of Lillian Ngoyi, Sophia Williams-de Bruyn, Helen Joseph, Rahima Moosa (leaders of 1956 women's march).
- Includes leadership training centre, murals, and artefacts narrating women's struggles over a century.

23.1.2 Key challenges experienced during the project

- Structural integrity good, but persistent fire compliance issues (especially basement).
- Delays due to relocation of transformer shared with City of Tshwane.
- Poor initial land planning and contested compliance assessments.
- Monument still not fully operational since 2018 completion.
- Budget constraints require adjustments.
- Project management has been unstable, with multiple managers over time.

23.1.3 Desired solutions to the challenges (from the perspective of the project owners)

- Finalise transformer relocation by January 2026 to enable completion by February 2026.
- Ensure adherence to fire regulations and all city compliance requirements.
- Monthly reporting and transparency in communication with NCOP delegates.
- Stronger governance and contractual management to avoid litigation and progress delays.
- Greater cooperation with City of Tshwane on compliance to avoid changing requirements post-approval.

23.1.4 Findings

- Insignificant progress on site since 2024 provincial week except structural completion.
- Fire compliance issue resolved via engagement, now awaiting final compliance certificates.
- Site visits by integrated expert teams ongoing.
- Relocation of transformer has still not been finalised.
- Budget adjustment letter sent to secure additional funding.

23.2 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
23.2.1	Provide NCOP with detailed progress report on outstanding items, including the transformer relocation.	MEC for DID	Within 14 working days
23.2.2	Schedule a meeting between the Department and the Mayor of the City of Tshwane to confirm requirements and timeline.	MEC for DID	Before the end of this month (November 2025)
23.2.3	Provide the NCOP with copies of the correspondence between the Department and the City of Tshwane.	MEC for DID	Within 14 working days
23.2.4	Establish a monthly reporting process to the NCOP on the project's progress against the agreed timeline.	MEC for DID	Before the end of this month (November 2025)
23.2.5	Have the project manager provide the action plan on what the A-team is doing monthly and sent it to the NCOP monthly.	MEC for DID	Before the end of this month (November 2025)

23.3 TransOranje LSEN in Pretoria (Education)

23.3.1 Background of the site

- The Transoranje renovation project was about essential rehabilitation to improve the infrastructure and facilities, addressing health, safety, and education standards suitable for deaf learners.
- It was meant to benefit approximately 200 learners and has since been completed, although some lingering maintenance issues remain.

23.3.2 Key challenges experienced during the project

- Project extended multiple times due to competing events, delaying completion from December 2020 to March 2023 (Project is complete and was handed over in 2023).
- Final sports facilities not completed due to budget constraints.
- Need for additional classroom space and vocational facilities.

23.3.3 Desired solutions to the challenges (from the perspective of the project owners)

- Clear, time-bound plans for completing sports facilities.
- Securing budget allocations for finalising remaining works.

- Continued advocacy for disability rights and inclusion.
- Engagement between school principal, NCOP, and national select committees to address ongoing needs.

23.3.4 Findings

- The school is fully handed over and operational since 2023.
- Toilet and maintenance issues resolved.
- The department acknowledged budget competing priorities.
- Emphasis on the importance of Disability Rights Awareness Month and creating safe, inclusive school environments.

23.4 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
23.4.1	Secure funding to complete sports facilities and outstanding works.	Department of Education in collaboration with Provincial Treasury	End of 2026 financial year.

23.5 There were no explicit executive undertakings made but the delegation as a collective:

- Committed to raising concerns about sports facilities and classroom space with relevant authorities.
- Encouraged school to maintain liaison with NCOP for ongoing support.
- Support for legislative advocacy on behalf of disability rights and school infrastructure needs.

23.6 Semphatho Junior Secondary School in Soshanguve (Education)

23.6.1 Background of the site

Semphato Secondary School is a public combined secondary school Tshwane. The infrastructure project has been underway since 2021, aiming to provide new classroom blocks, laboratories, a library, admin block and sports facilities. It's apparently at 92% completion, with handover expected by end of 2025.

23.6.2 Key challenges experienced during the project

- Project at 92% completion with external works and Block L (hall) behind schedule.
- Procurement delays impacting sequencing and site supervision.
- Community resistance and cash flow problems affecting contractor performance.
- Alleged delays in contractor payments disputed by department but reported by School Governing Body (SGB).
- Risk of weather impacting external works; recovery plan not fully aligned with actual progress.
- Quality concerns previously raised, now addressed.

23.6.3 Desired solutions to the challenges (from the perspective of the project owners)

- Enforce acceleration through formal Notice Default.
- Improved contractor resource allocation and coordination.
- Clearer and timely payments to contractors to avoid delays.
- Enhanced stakeholder engagement to reduce community resistance.
- Improved site supervision and procurement planning.

23.6.4 Findings

- Blocks mostly above 90% completion except Block L at 83%.
- ICT-enabled classrooms created with Wi-Fi planned.
- Some budget will be used in resource-intensive phases later.
- SGB dissatisfaction with the department's reporting and payment delays.
- Contractor recovery plan included weekend work and added manpower.

23.7 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
23.7.1	Submit written response on contractor reinstatement and payment issues. The aim is to ensure outstanding work is finalised.	MEC for DID	Within 14 working days
23.7.2	Establish a quarterly reporting process to NCOP on project progress against agreed timelines. Increase weekly site monitoring and joint professional inspections.	DID project team	On an ongoing basis
23.7.3	Clarify budget sufficiency to avoid any further delays. Budget allocations must be prioritised.	MEC for DID in partnership with Provincial Treasury	Within 14 working days

23.8 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
23.8.1	Department to submit written response on contractor reinstatement and	MEC for DID	Within 14 working days from date of visit by

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
	payment issues		delegation
23.8.2	Department to clarify budget sufficiency	MEC for DID	Within 14 working days from date of visit by delegation
23.8.3	Commitment to complete classrooms by December 15, 2025, and remaining works by March 2026	DID project manager and site manager	15 December (rest of the work to be completed in March 2026)
23.8.4	Report on any delays impacting contractor performance.	DID project team	As and when it happens

23.9 Baketon Library in Kempton Park (Sport)

23.9.1 Background of the site

- Located at 58 First Avenue, Bakerton, Springs, Gauteng.
- Key community and educational resource supporting accessible learning and development.
- Expansion needed for space and modern facilities (computer rooms, internet).
- Upgrade aims to boost usage by youth and adults for lifelong learning.
- Extension executed as a new build from foundation level.
- Completion expected 15 December 2025, subject to funding.
- Contract value: R26.67 million (excluding escalation and VAT).
- Progress: 90% complete, with R22.93 million spent.
- Additional R10.34 million is required to finalise construction.

23.9.2 Key challenges experienced during the project

- Community Library Conditional Grant not ring-fenced; contractor unpaid, causing major delays since 2022.
- Members raised serious concern and called for urgent intervention by Ekurhuleni Municipality.
- Allegations of corruption: contractors reportedly asked to pay 10% of invoice value to officials for prioritisation of their payments.
- Concerns over compliance with specifications and poor workmanship due to inadequate monitoring.

23.9.3 Findings

- Contractor engaged local SMMEs for subcontracting (including security).
- Local labour employed to support community participation.

- Due to delayed payments, security costs were renegotiated to keep the site protected under financial strain.
- Contractor no longer expects profit but remains committed to completing the project to protect company reputation.
- Timely payments could have ensured completion within the original 18-month timeline.
- Only two payments made to date, severely hindering progress.
- Gauteng Department of Arts and Culture confirmed funds allocated for 2024/25 to complete the project.
- Library furniture procured and stored at Springs Library, awaiting installation once construction finishes.
- Delays escalated to Department of Arts and Culture.
- Lack of a permanent HoD at Ekurhuleni Metro worsened the situation (appointment process nearing completion).
- Concern that allocated funds may be redirected for other purposes.
- Highlighted absence of a dedicated maintenance budget post-completion.
- City acknowledged this issue is not unique to libraries in the metro.

23.10 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
23.10.1	The NCOP delegation resolved to formally issue a letter to the City of Ekurhuleni instructing it to address, as a matter of urgency, the continued non-payment of the contractor.	City of Ekurhuleni	Before end of business 19 November 2025
23.10.2	Secure additional R10.34 million funding required to finalise construction and install procured library furniture.	Gauteng Department of Arts and Culture in collaboration with Provincial Treasury	2026/27 financial year.
23.10.3	Investigate allegations of corruption related to contractor payments and enforce accountability measures.	City of Ekurhuleni and Provincial Treasury	Report to the NCOP 30 September 2026.
23.10.4	Convene and facilitate an urgent meeting between the City of Ekurhuleni and the Gauteng Provincial Department of Arts and Culture to ensure that the matter of non-payment is decisively	Gauteng MEC for Arts and Culture	Immediate – by 31 March 2026.

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	addressed.		

23.11 Barcelona Primary in Daveyton (Education)

23.11.1 Background of the site

- Site handed over on 15 November 2024, marking start of construction.
- Scope includes multiple blocks: administration, 40 classrooms (Grades R–7), library, computer room, multipurpose rooms, arts and culture spaces, sports facilities, guardhouse, refuse area, nutrition centre, 2 combi courts, 1 sports field, and external works.
- Original completion date: 29 May 2026; no approved or revised date currently issued.
- Progress stands at 6%, covering site establishment, clearance, and foundation excavation.
- Contractor since terminated for non-performance, halting all construction temporarily.
- Professional Service Providers (PSPs) failed to report encroachment of neighbouring houses onto site, causing delays; City of Ekurhuleni issued notices to property owners.
- Stakeholder teams engaging property owners to resolve encroachment issues.
- Gauteng Department of Education awaiting DID to appoint a new contractor to resume work.
- Project forms part of the new works programme to expand educational infrastructure.

23.11.2 Key challenges experienced during the project

- Contractor’s performance was poor due to non-compliance with health and safety regulations and lack of professional skills.
- Contract terminated after only 6% of work completed versus 45% scheduled; contractor unlikely to meet deadline.
- Community members raised concerns about frequent calls from the school principal after-hours regarding attempted theft, describing the situation as untenable and stressing urgency of learner accommodation.
- Members noted raw materials left exposed on-site, risking damage from summer rains and theft risk.

23.11.3 Findings

- Gauteng Department of Infrastructure Development preparing documentation for a new tender; new contractor expected to start early 2026.
- School principal expressed frustration over prolonged stoppage and impact on operations.
- Project Steering Committee holds monthly meetings to keep community informed.
- Petition from Barcelona community submitted to Parliament; members may appear in proceedings.
- Department emphasised finalisation of project accounts to reconcile expenditures and commitments.
- Oversight team requested deployment of specialised project teams to accelerate implementation.
- Ekurhuleni Metro granted permanent occupation permission for the site, removing administrative obstacles.

- Department addressing previous contractor underperformance through terminations and establishing oversight committee for stronger oversight.
- Local labour and subcontractors actively involved, promoting community empowerment.
- Risks include adverse weather delays and potential community protests.
- Procurement documentation being expedited to avoid further delays.
- NCOP acknowledged petition and committed to addressing community concerns.

23.12 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
23.12.1	Urgently expedite the process of appointing a new contractor for the Barcelona Primary School construction project.	Gauteng Department of Infrastructure Development collaboration with Gauteng Department of Education.	The appointment by 30 June 2026
23.12.2	Review the existing project timelines for the Barcelona Primary school project, considering that the original completion date of July 2025 will need adjustment due to delays, and ensure that the revised schedule aligns with the start of the 2026 academic year.	Gauteng Department of Infrastructure Development in collaboration with Gauteng Department of Education.	30 June 2026
23.12.3	The NCOP delegation will conduct a site visit in December 2025 to monitor progress and ensure that the Departments are taking the necessary actions to accelerate project completion.	NCOP	31 December 2025

23.13 Kopanong Hospital in Vereeniging (Health): Design, Construction and Commissioning of Hospital facility consisting of 300 ICU Units at Kopanong Hospital

23.13.1 Key challenges experienced during the project

- Budget cuts of R217 million by Provincial Treasury slowed project progress.
- Structural defects in walls and roofing: misaligned walls, cracks, rusted steel columns.
- Completion delayed; walls and beam filling unfinished.
- Poor initial quality from Alternative Building Technology (ABT) needing careful handling.
- Delays worsened by budget limits and contractor issues.

- COVID-19 repurposing disrupted timelines and budgets.
- Dolomitic land requires specialised, costly construction methods.
- Partial budget approvals only; full funding not secured.
- Need skilled personnel for technical challenges and acceleration.
- Oversight and coordination gaps among stakeholders slowing progress.

23.13.2 Desired solutions to the challenges (from the perspective of the project owners)

- Secured additional funding by engaging Provincial Treasury for full budget (about R80 million estimated).
- Appoint qualified implementing agent (DBSA) and contractor promptly (ongoing process).
- Complete structural work including beam filling, defect rectification, and finishing.
- Implement continuous and strengthened oversight with clear reporting on progress.
- Accelerate pace with improved coordination among contractors, engineers, and stakeholders.
- Engage MPs and community representatives to advocate for project support and resources.
- Convert existing ABT structures into district offices to free up space and facilitate hospital re-grading.
- Ensure project complies with dolomitic land construction standards.

23.13.3 Findings

- Structural integrity of all 10 blocks confirmed intact in Phase 2 conditional assessment (February 2025).
- Five of ten blocks roofed and advanced with plumbing and electrical systems partially installed.
- Walls show construction defects requiring remediation.
- Construction materials and methods (ABT) present unique challenges.
- Budget requests partly completed, remaining budget submissions pending new MTEF process (November 2025-January 2026).
- Project handed over to DBSA for implementation, contractor appointment process underway (January 2026).
- Construction yet to commence; projected 18-month timeline announced.
- Project completion expected by June 2027.

23.14 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
23.14.1	Secure full budget allocation (R80 million) for the Kopanong hospital to cover structural remediation, beam filling, and completion works.	Gauteng Treasury and Gauteng Department of Health	January 2026
23.14.2	Accelerate construction works for Kopanong hospital, focusing on defects	Gauteng Department of Health	Ongoing – monitored monthly until completion

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	rectification, beam filling, and structural completion.		(June 2027)
23.14.3	Ensure continuous oversight and monthly reporting to relevant committee in Gauteng Legislature.	Gauteng Department of Health	Ongoing – monthly reports starting January 2026
23.14.4	Continuous MP engagement to advocate for project funding and community needs.	Gauteng Department of Health	Ongoing – throughout MTEF budget engagement process (Nov 2025–February 2026)

23.15 Executive undertakings made in response to the NCOP delegation's recommendation

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
23.15.1	Submit full budget requests to Gauteng Provincial Treasury by Jan 2026.	Gauteng Department of Health	31 January 2026
23.15.2	Finalise repurposing plans to optimise use of existing structures in support of district health services.	Gauteng Department of Health	31 December 2025
23.15.3	Complete construction and make structures fully functional by June 2027.	Gauteng Department of Health/DBSA	30 June 2027
23.15.4	DBSA to appoint qualified contractor by January 2026 for project commencement.	Gauteng Department of Health to follow up with DBSA	31 December 2025

23.16 Rust-Ter-Vaal Secondary School (Education)

23.16.1 Background of the site

Rust-Ter-Vaal Secondary School is a public mixed-gender school in Vereeniging that started in 2013 and later began constructing in 2016, experiencing delays after the initial contractor abandoned the site.

23.16.2 Key challenges experienced during the project

- Previous contractor, Condocor (Pty) Ltd, performed poorly. Contract terminated in September 2020.
- Defective work and deterioration of structures due to exposure and environmental factors.
- Delays in construction and handover resulting in postponed occupancy.
- Compliance certifications from the Municipality took a bit longer.
- Project completion date revised multiple times; now targeting late 2025 certification and handover.

23.16.3 Findings

- Professional Quality Management Plan actively managing defect remediation.
- Opening planned for January as part of the Back-to-School Programme.
- Handover the school to the Gauteng Department of Education (GDE) by 28 November 2025.

23.17 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
23.17.1	Obtain compliance and occupation certification for Rust-Ter-Vaal SS.	Gauteng Department of Infrastructure Development	21 November 2025
23.17.2	Implement continued monitoring and quality assurance throughout the construction to prevent contractor abandonment and ensure compliance with project timelines.	Gauteng Department of Infrastructure Development	Until the project is completed
23.17.3	Ensure all defects are rectified prior to handover of Rust-Ter-Vaal SS.	Gauteng Department of Infrastructure Development	Until the project is completed

23.18 Bekkersdal care of the age centre (Social Development)

23.18.1 Background of the site

- Bekkersdal project (West Rand) started in 2018 to provide an integrated facility for older persons; nearing completion but over budget.
- Site handed over on 13 November 2018; work began from 28 November 2018.
- Initial budget: R48.27 million; revised to R56.47 million.
- Spending to date: R51.12 million; projected total: R82.23 million (R25.76 million over revised budget).
- Overspending due to contract funds running out before completion.
- Funded by Gauteng Social Development; implemented by Infrastructure Development.

- Facility will serve Bekkersdal community (~50,000 people); beneficiary count pending.
- Currently employs 16 people.
- Contractor estimates January 2025 completion; official revised date Jan 2026 (original target was November 2019).
- Delays caused by funding exhaustion, reapplication for funds, and theft on site.

23.18.2 Key challenges experienced during the project

Original completion date: 27 November 2019; delays due to:

- Delays associated with COVID-19 (May 2021)
- Scope of change to the perimeter wall (June 2020)
- Community riots (July 2020)
- Late extension of time approval (new target: 3 September 2024)
- Bulk electrical connection delays.
- Theft of electrical cables.
- External service provider terminated for poor performance; Department of Infrastructure Development took over on 17 November 2024 with internal team.
- Review revealed major issues in electrical supply capacity, mechanical systems, and fire pump—causing further delays.
- Late payments (up to 2 months) added to delays.
- Armed robbery on site led to cable theft, increasing risk and requiring extra security.

23.18.3 Findings

- A criminal case was opened with SAPS after the armed robbery. The contractor submitted and successfully claimed insurance, and the stolen electrical cables have been reinstalled.
- Contractor indicated there is no evidence linking the robbery to construction-mafia activity.
- The Gauteng Department of Infrastructure Development and contractors maintained strong relationships with the community, ward councillors, and local structures.
- The project supported local employment through EPWP workers and 34 local SMMEs.
- The NCOP Delegation stressed the need for provincial departments to strengthen community engagement and communicate project objectives and outcomes directly.
- The new completion date depends on Eskom’s approval of the electrical application. The upfront payment was made on 1 October 2025, and Eskom’s turnaround time is three months from that date.

23.19 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
23.19.1	Improve the Bekkersdal project governance and delivery to manage spending and project overruns.	Gauteng Department of Infrastructure Development and appointed contractor including Gauteng Department of Social Development and Provincial Treasury	Until completion date revised to January 2026
23.19.2	Resolve electrical supply capacity issues for the Bekkersdal project by fast-tracking Eskom's approval process and ensuring compliance with technical requirements.	Eskom and Gauteng Department of Infrastructure Development	31 January 2026
23.19.3	The NCOP Delegation noted that delayed payments to contractors were a recurring theme with infrastructure projects and highlighted the need for policies and measures in place to ensure that delayed payments do not affect projects.	Gauteng Treasury	Ongoing
23.19.4	Establish **community liaison groups** including local leaders, SMMEs, and civil society representatives to provide input and monitor progress of infrastructure projects.	Office of the Premier in collaboration with relevant departments.	Ongoing with quarterly progress reports issued to community liaison groups.

23.20 New Simunye High School in Westonaria (Education)

23.20.1 Background of the site

Simunye Secondary School is a public school in Westonaria. The project entails a replacement of prefabricated classrooms and the construction of a new Mega ICT smart school.

23.20.2 Key challenges experienced during the project

- Project at 74% completion but only 56% of budget spent to date.
- Initial issues with subcontractors and community cooperation, now resolved.
- Extortion issues early in the project addressed effectively by SAPS; no ongoing concerns.

- Bulk water pipes still to be installed to meet compliance for school certification.
- Some construction materials imported due to lack of local availability.

23.20.3 Desired solutions to the challenges (from the perspective of the project owners)

- Complete construction of two classrooms by December 2025.
- Complete second phase (the hall) by March 2026.
- Continue weekly monitoring and engagement between the professional service provider, contractor, and stakeholders.
- Empowerment of women, youth, and people with disabilities. Strong focus on supporting women-owned companies.

23.20.4 Findings

- Security around the construction site has significantly improved.
- The contractor and professional service provider maintain active oversight and cooperation.
- Majority of materials sourced locally, but some imported materials used.
- Successful resolution of early challenges with subcontractors and community participation have been successfully resolved.

23.21 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
23.21.1	Complete installation of remaining bulk water pipes for Simunye High School project to ensure compliance.	Gauteng Department of Infrastructure Development	31 December 2025
23.21.2	Ensure Simunye High School project completion of classrooms and hall within agreed timelines (December 2025 and Mar 2026 respectively).	Gauteng Department of Infrastructure Development	31 March 2026
23.21.3	Maintain oversight through scheduled weekly stakeholder meetings.	Gauteng Department of Infrastructure Development	Ongoing, until project completion by 31 March 2026.
23.21.4	Continue to promote women empowerment and inclusive participation in the Simunye High School construction process.	Gauteng Department of Infrastructure Development	Ongoing
23.21.5	Sustain security measures for the	Department of	Ongoing until project

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	Simunye High School project to prevent extortion and other challenges.	Education, Gauteng Department of Infrastructure Development and SAPS	completion by 31 March 2026.
23.21.6	Ensure that law enforcement forms part of stakeholders from project inception for major construction projects.	Gauteng Department of Infrastructure Development and SAPS	Ongoing

23.22 R82 Old Johannesburg Road

23.22.1 Background of the site

The project involves upgrading the R82 road from single to dual carriageway and constructing bulk earthworks, drainage culverts, road signs, and other infrastructure.

23.22.2 Key challenges experienced during the project

- Project suspension from February 28, 2025, to June 11, 2025, causing delays.
- Encroachment issues with businesses and households affecting Phase 3B, addressed via court processes and demolition applications.
- Property encroachments escalated to national Department of Transport and Parliament.
- Security incidents on site including robbery of plant batteries.
- Need for approval to blast rocks underground to remove obstacles.
- Managing stakeholder and SMMEs engagements during construction.

23.22.3 Desired solutions to the challenges (from the perspective of the project owners)

- Re-route Eskom lines (100% completed).
- Legal resolution of encroachment issues through attorneys (ongoing).
- Application for wayleave for encroached services to proceed after design approval.
- Increased law enforcement presence to mitigate security risks.
- Ongoing stakeholder engagement through Public Steering Committee and SMME Task Team.
- Appointment of new contractor for Phase 3B after completion of designs (end of November 2025).

23.22.4 Findings

- Construction works re-commenced on June 12, 2025, after suspension.
- Physical progress currently at 21%, aligned with the construction programme.
- Labour force of 34 local workers including 14 females participating.

- Significant workforce appointments including community liaison, labour desk officers, and subcontractors.
- Eight sections under construction with varying progress (some sections at over 90% clearing and grubbing, others with fill layers and stormwater pipes underway).
- Overall contract value revised to approximately R767 million, with about 50% expenditure to date.

23.23 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
23.23.1	Ensure all site establishment removal and finishing works are completed timely for infrastructure project.	Department of Roads and Transport	Ongoing, until project completion.
23.23.2	Maintain safety and security on site of the infrastructure project with visible law enforcement and preventive measures.	Department of Roads and Transport and SAPS	Immediate and ongoing until project completion.
23.23.3	Continue engaging with stakeholders and ensure that the process as inclusive for construction project: Local SMMEs in construction industry and the community to boost job opportunities and deepen community participation in development projects.	Department of Roads and Transport	Ongoing, until project completion.
23.23.4	Manage resumption of construction of the construction project on encroached sections within the law: determination of court resolutions.	National Department of Transport, Gauteng Department of Roads and Transport including Local Municipality	By 31 March 2026
23.23.5	Finalise designs for Phase 3B of construction project by end of November 2025.	Gauteng Department of Roads and Transport	By end of November 2025

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
	No executive undertaking	Not applicable	Not applicable

23.24 Khutsong clinic in Carletonville

23.24.1 Background of the site

Construction of a new clinic facility in Khutsong, Carletonville. The closure of Khutsong West Clinic due to sinkhole risks increased the demand for the Khutsong East Clinic.

23.24.2 Key challenges experienced during the project

- Original contractor (Asateco Group one JV) abandoned the site in July 2018 due to multiple challenges including community unrest, wage disputes, and delays in payments.
- Contract terminated in December 2019 after failure to remedy breaches.
- Delays in project approvals and changes in procurement method caused additional setbacks.
- Insufficient budget constrained contract completion.
- Vandalism and theft impacted the site during construction.
- Delays in payments to the professional team delayed project execution plans.
- Closure of nearby Khutsong West Clinic in May 2025 due to sinkhole safety risks increased demand pressures for Khutsong South Clinic.

23.24.3 Desired solutions to the challenges (from the perspective of the project owners)

- Change from turnkey contracting to design-and-build procurement method to comply with IDMS stage gate requirements.
- Appointment of new professional services team in January 2026 to restart planning and completion.
- Improve security and community relations around the site.
- Continued engagement with private health providers and community outreach programmes.
- Provide transparent communication about phased construction to build community confidence.

23.24.4 Findings

- Safety is assured due to proximity to police stations, with minimal crime reported.
- The clinic is part of a larger health system including Khutsong West and EMS services, with effective ambulance response times.
- Health promotion campaigns focus on chronic illnesses and involve health professionals and private partners like Harmony Mine.
- Extensive community health services provided, including mobile clinics with outreach named “Sizakuwe” (meaning “we are coming to you”).
- Gauteng leads in offering advanced nursing training and midwifery qualifications.

23.25 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
23.25.1	Provide the delegation with a detailed report on Rand Water's response to municipal water shortages and debt resolution efforts.	Gauteng Department of Health	31 January 2026
23.25.2	Ensure appointment of a new contractor with a capacity to complete the clinic project.	Gauteng Department of Health / Gauteng Department for Infrastructure Development	31 March 2026
23.25.3	Design and implement communication strategies to enhance stakeholder engagement and community participation in development projects. To ensure health facilities are protected. Promote local community ownership.	Gauteng Department of Health and Ward Councillor	Ongoing, until project completion.
23.25.4	Bolster security measures to prevent vandalism and theft during construction.	Gauteng Department for Infrastructure Development / SAPS	Immediate and Ongoing
23.25.5	Enhance procurement processes to avoid projects delays and escalation costs.	Gauteng Department for Infrastructure Development / Gauteng Department of Health	31 January 2026.
23.25.6	Ensure that the budget is adequate to complete the project and further establish financial governance measures.	Gauteng Provincial Treasury / Gauteng Department for Infrastructure Development	30 April 2026

23.26 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
23.26.1	Ensure that new contractor commences work on the site	MEC for GDOH	January 2026
23.26.2	Clear the site on overgrown vegetation	MEC for GDOH	December 2026
23.26.3	Convene a community meeting to inform residents about the above two activities	Ward Councillor	By end of November 2026

24. KWAZULU-NATAL: BRIEFING BY THE PREMIER ON MEASURES TO STRENGTHEN THE DELIVERY OF SERVICES IN THE PROVINCE

24.1 Measures to strengthen the delivery of services in the province

- KwaZulu-Natal (KZN) is a province of both potential and deep challenges, shaped by inequality, governance failures, and climate shocks. While 80% of households have piped water, interruptions are common due to aging infrastructure, vandalism, and weak maintenance systems.
- Sanitation backlogs persist in both rural and urban areas, illegal dumping remains a health hazard, and electricity networks are strained by aging equipment and illegal connections.
- Municipal debt crises further exacerbate service delivery challenges, necessitating coordinated provincial support through mechanisms like the District Development Model (DDM), functional ward committees, and district development agencies focused on economic growth and investment promotion.
- The province has implemented measures to strengthen governance, institutional capacity, and municipal performance. These include Section 154 interventions for distressed municipalities, audit improvement initiatives, alignment of district plans, support for local economic development, and enhanced monitoring of water and sanitation services.
- Specific attention was given to uMgungundlovu District Municipality, which faces persistent water and sanitation challenges in areas like Mpofana, Impendle, and uMshwathi, alongside electricity issues, unplanned settlements, and climate risks.
- Health services, however, show progress, with clinics, hospitals, and a new nurses' college improving accessibility and workforce capacity.
- The province has taken measures to strengthen service delivery and to align provincial departments, municipalities and state entities.
- The Premier's Working Group, led by the former Public Works and Finance MEC, is successfully guiding the turnaround of Msunduzi Local Municipality. After over five years under Section 139(1)(b) administration, the municipality was recently transitioned to Section 154 oversight, which allows the provincial government to provide support without fully assuming responsibility, unlike Section 139(1)(b) where the province takes direct control.
- Office of the Premier has prioritised strengthening district-based coordination through the DDM, ensuring one plan, one budget, and unified implementation.
- Multidisciplinary teams were mobolised to support municipalities experiencing governance, financial, or administrative challenges. Municipalities subject to Section 139 interventions are under close supervision, with carefully managed turnaround plans aimed at achieving financial recovery, enhancing billing systems, and ensuring proactive maintenance of infrastructure.
- KwaZulu-Natal, through the Department of Community Safety and Liaison, has strengthened its efforts to combat crime. Despite progress, crime still threatens service delivery, economic growth, and social cohesion, making community safety a central priority of the provincial agenda.
- District Intergovernmental Forums (IGR) currently meet on a regular basis, and the enhanced Premier's Coordinating Forum ensures joint planning and troubleshooting across spheres of government.

- Investments in health facilities, roads, and safety initiatives demonstrate progress in improving quality of life.
- Community safety is emphasised as critical to enabling effective service delivery, economic growth, and citizen trust.
- The province, led by South African Police Service (SAPS) and supported by Provincial Traffic and Metro Police, is conducting multi-disciplinary operations against murder hotspots, drug syndicates, extortion networks, and cash-in-transit criminals to reduce criminal activity and protect communities.
- Multi-disciplinary policing, surveillance technologies, youth programmes, and rural safety initiatives aim to reduce crime and protect infrastructure, creating an environment conducive to development.
- The economy of KwaZulu Natal shows signs of recovery, highlighted by R100.1 billion in investment commitments at the 2025 KZN Investment Conference, projected job creation, and growth in export-oriented companies.
- The launch of the KwaZulu-Natal Infrastructure Council will coordinate a R3.9 trillion pipeline over 30 years, guided by pillars of inclusive growth, equity, and integrity.
- Key road rehabilitation projects, water schemes, and the fight against construction mafias demonstrate the province's commitment to connecting communities to opportunity and safety.
- By improving governance, investing in infrastructure, professionalising local government, addressing climate change, collaborating with traditional leaders, and strengthening community partnerships, we can rebuild a functional and resilient province.

24.2 Provincial interests and matters to be raised in the national government through the National Council of Provinces (NCOP)

- Speed up disaster classification and funding,
- Strengthen enforcement of municipal turnaround plans, and
- Address national logistics constraints-ports, rail, Special Economic Zones, and freight systems.

24.3 Programmes and initiatives to address incomplete, delayed and abandoned public infrastructure projects

- Major infrastructure projects encompass the eThekwini development corridors for R227 billion, R2 billion for iLembe Tourism Resort, and R463 million for the Greater Mthonjaneni Bulk Water Scheme.
- Launch of the KZN Infrastructure Council — managing a R3.9 trillion pipeline over 30 years.

24.4 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
24.4.1	Prioritise and sustain major catalytic projects such as the eThekwini Development Corridors (R227	Office of the Premier	Ongoing with annual progress reports to the NCOP starting 30 June

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	billion), iLembe Tourism Resort (R2 billion), and Greater Mthonjaneni Bulk Water Scheme (R463 million). These projects are critical for unlocking economic growth, creating jobs, and improving livelihoods across the province.		2026 till project completion
24.4.2	Establish a fast-track disaster classification protocol and ensure funding is released within 30 days of classification to mitigate climate-related risks and infrastructure damage.	National Cogta in collaboration with KZN Premier and relevant provincial stakeholders.	Annually, reporting by 31 July
24.4.3	Enforce municipal turnaround plans through performance audits every quarter, linking compliance to financial support and capacity-building interventions.	KZN Cogta in collaboration with SALGA	Annually, reporting by 31 July
24.4.4	Develop an integrated logistics master plan covering ports, rail, SEZs, and explore feasibility of the Durban–Johannesburg water canal for freight and water security. Include measurable targets for reducing transport bottlenecks and improving trade efficiency.	Office of the Premier in collaboration with national and provincial stakeholders.	Annually, reporting by 31 July
24.4.5	Operationalise the KZN Infrastructure Council with clear governance structures and publish annual reports on the R3.9 trillion pipeline progress, ensuring transparency and stakeholder engagement.	Office of the Premier	Annually, reporting by 31 July

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
24.4.6	Institutionalise the DDM by aligning all district plans into a single integrated plan with quarterly performance dashboards to track implementation.	Office of the Premier	Quarterly, progress report by 30 June 2026
24.4.7	Deploy multidisciplinary support teams to distressed municipalities with measurable targets for improving audit outcomes, billing efficiency, and infrastructure maintenance.	KZN Cogta	Annually, by 31 July
24.4.8	Strengthen crime prevention through data-driven policing and quarterly crime hotspot analysis, focusing on reducing murder, extortion, and infrastructure sabotage.	KZN Department of Community Safety and Liaison	Quarterly, starting 30 March 2026
24.4.9	Enhance functionality of Intergovernmental Forums by introducing a digital dashboard for joint planning and issue resolution, reviewed quarterly for effectiveness.	Office of the Premier	31 July 2026
24.4.10	Increase investment in health facilities and road infrastructure with priority projects in underserved areas like KwaHhaza, and progress reports on clinic upgrades and road rehabilitation.	KZN Department of Health in collaboration with KZN Department of Transport.	Quarterly
24.4.11	Maintain multi-disciplinary crime prevention operations led by SAPS, supported by Metro Police and Provincial Traffic, with quarterly performance metrics on crime reduction and infrastructure	SAPS in collaboration with Department of Community Safety and Liaison, metro police in all metros.	Annually, by 31 July

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	protection.		
24.4.12	Impendle and UMDM collaborate to develop a strategy with clear targets to reduce the reliance on pit latrines in the Impendle LM.	Impendle and LM in collaboration with uMgungundlovu DM	Strategy completion: 30 March 2026 Progress report on implementation: annually, starting 31 July 2026
24.4.13	Develop and implement a strategy to minimise electricity interruptions, and notification system for unavoidable interruptions.	Impendle LM in collaboration with ESKOM.	Strategy completion: 30 March 2026 Implementation report: 30 September 2026
24.4.14	Implement a Comprehensive Water Reliability and Resilience Plan to guarantee uninterrupted water supply in rural villages. Key actions include: • Immediate short-term measures. • Infrastructure upgrades. • Monitoring and early warning. • Stakeholder collaboration. • Long-term sustainability.	Impendle LM	Annually, reporting by 31 July
24.4.15	Implement a MIG Expenditure Control and Optimisation Framework to prevent over-expenditure and ensure compliance with grant conditions. Key actions to include: • Strengthening pre-approval and planning processes. • Introducing real-time expenditure monitoring. • Enforcing accountability and conditional approvals.	KZN Cogta	31 July 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	• Capacity building and technical support. • Implementing early warning and risk mitigation		
24.4.16	Explore and leverage multiple platforms to enhance the upskilling of councillors, with a strong emphasis on ethical leadership and governance. This should include: • Developing blended learning programmes (online and in-person) covering financial management, legislative compliance, and ethical decision-making. • Partnering with accredited institutions and sector bodies to deliver certified training aligned with municipal governance standards. • Creating peer-learning forums and mentorship networks to promote knowledge sharing and practical application of ethical principles. • Integrating ethics and accountability modules into all capacity-building initiatives to strengthen integrity and public trust. • Monitoring and evaluating training impact through performance assessments linked to councillor roles and responsibilities.	KZN Cogta	Annually by 31 July

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
24.4.17	Submit progress report on the implementation of consequence management measures for the period 2024/25 in compliance with Section 81 of the PFMA, to ensure accountability and prevent recurrence of financial misconduct.	KZN Department of Human Settlements	Annually, starting 30 March 2026

24.5 Executive undertakings by the Premier in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
24.5.1	Undertaking by the Premier to continue with the major infrastructural projects such as the eThekwini development corridors for R227 billion, R2 billion for iLembe Tourism Resort, and R463 million Greater Mthonjaneni Bulk Water Scheme to be supported given their potential economic growth and livelihood for the province of KZN.	Premier	Ongoing
24.5.2	Undertakes to speed up the disaster classification and funding.	KZN Premier, KZN-Cogta, and Cogta	Quarterly
24.5.3	Undertakes to continue the strengthening of enforcement of municipal turnaround plans.	Premier	Quarterly
24.5.4	Undertakes to focus on the new approach into the multiple national logistics such as ports, rail, Special Economic Zones, and a possible Durban-Johannesburg water canal for freight, leisure, public-transport, food security (fish), job creation, housing by the canal and water technology.	Premier, KZN Transport, National Department of Transport, CSIR, National Treasury	Ongoing

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
24.5.5	Undertakes to continue with the launching of the KZN Infrastructure Council with a R3.9 trillion pipeline over 30 years.	Premier	Ongoing
24.5.6	Undertakes to continue with the prioritisation of strengthening district-based coordination through the DDM to ensure one plan, one budget, and unified implementation.	Premier	Quarterly
24.5.7	Undertakes to continue with the recommendation for the mobilisation of multidisciplinary teams to support municipalities experiencing governance, financial, or administrative challenges.	Premier, KZN Cogta	Quarterly
24.5.8	Undertakes to continue with the combating of all crime in KwaZulu-Natal, through the strengthening of various efforts by the Department of Community Safety and Liaison.	Department of Community Safety and Liaison	Quarterly
24.5.9	Undertakes to continue strengthening the Intergovernmental Forums and the enhancement of the Premier's coordination to ensure joint planning and troubleshooting across spheres of government.	Premier	Quarterly
24.5.10	Undertakes to continue with the increased investment in health facilities, roads, and safety initiatives to improve the quality of life such as in KwaHhaza community which requires clinics and revatilising the existing clinics.	Premier, KZN Health, KZN Transport, Premier, KZN Cogta Department of Community Safety and Liaison and uMngeni Municipality	Quarterly

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
24.5.11	Undertakes to continue with efforts of crime prevention led by the SAPS and supported by Provincial Traffic and Metro Police. This is a multi-disciplinary operation against murder hotspots, drug syndicates, extortion networks, and cash-in-transit criminals to reduce criminal activity and protect communities.	SAPS, Department of Community Safety and Liaison and Metro Police in all municipalities.	Ongoing

25. BRIEFING ON MEASURES TO IMPROVE THE STATE OF MUNICIPALITIES IN THE PROVINCE – KWAZULU-NATAL DEPARTMENT OF COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS (KZN-COGTA)

25.1 Progress in building viable municipalities for enhanced delivery of basic services to communities

- Support to municipalities is provided through six key pillars that support effective, accountable, and developmental municipalities. They are good governance, building capable municipal institutions, putting people first, financial management, service delivery and planning, Local Economic Development (LED) and community services.
- These pillars focus on ensuring good governance, financial accountability, effective service provision, and community engagement for the well-being of local communities.
- The district plays a pivotal role in providing water, shared services and driving local economic growth, yet continues to face persistent service delivery and infrastructure maintenance challenges.
- Based on the Municipal Assessment outcomes of 2025 conducted by Cogta in March 2025, seven municipalities were identified as distressed with a score of less than 50% on standard indicators or have adverse audit outcomes. These are uMzumbe, Mpofana, uThukela, uMzinyathi, eNdumeni, Nongoma and uMkhanyakude municipalities.
- According to the latest State of Local Government Report, 28 municipalities in KZN have been classified as at risk, with a score below 70%, and 19 were classified as stable with a score above 75%.
- Within the uMgungundlovu District, uMngeni, Impendle, Msunduzi were categorised as municipalities at risk, and Mpofana as a distressed municipality. The Department of Cogta is providing close support and monitoring to all these municipalities to improve, with Mpofana put under Section 154.
- As part of the broader intervention to bring government closer to municipalities, the Department of Cogta has adopted a new service delivery model aimed at strengthening support to both local government and institutions of traditional leadership.

- uMhlathuze, uMvoti, Richmond, uMshwathi, uMsinga, King Cetshwayo and uMlalazi municipalities achieved clean Audits for 2023/ 2024 financial year. Local municipalities within uMgungundlovu District Municipality are leading with the highest number of clean audits followed by King Cetshwayo municipalities.
- Being the smallest municipality in the district with a limited revenue base and staffing constraints, Impendle Local Municipality continues to rely more on the district support for water and sanitation services.
- Many municipalities are still struggling to set aside 8% of their budget for operation and maintenance as per the norm.

25.2 Strengthening the stability, political state and leadership of municipalities

- One of the strategic priorities for reform in reviewing of the White Paper on Local Government is towards the professionalisation of leadership. This will include the introduction of training, certification, and performance-linked remuneration for councillors and managers.
- Establish a “Local Government Academy” and professional associations to promote skilled, ethical, and accountable leadership.

25.3 Mechanisms to strengthen governance in the municipality

- 2025 has been declared as the year of local government and in line with this municipalities have been grouped into four clusters- i) Inland cluster comprising of Uthukela, uMzinyathi, Amajuba ii) the North Coast Cluster comprising of uMkhanyakude, King Cetshwayo and Zululand iii) Coastal Cluster comprising of eThekwini Metro, Ilembe and Ugu Districts, iv) Southern Cluster being Harry Gwala and uMgungundlovu.
- Nine municipalities are being supported with technical experts/local government practitioners and champions to implement turnaround strategies in the identified municipalities at eThekwini through Section 154 working with the Presidential Task Team, Msunduzi LM, Nongoma LM, uThukela DM, uMkhanyakude DM, uMzinyathi DM, uMdoni LM, Mtubatuba LM, and Mpofana.
- As the White Paper on Local Government is currently being reviewed the KZN Cogta has proposed key strategic reforms on legal frameworks, accountability, strengthening ethics within the sector, institutional roles and oversight, professionalisation of local government, and coalition Bill to formalise coalition agreements at local government level, citizen participation and implementation of support and funding models. This reviewal process is planned for finalisation by the National Minister of Cogta by March 2026.
- The department facilitates intensive training for councillors through the National School of Government on key areas including unauthorised, irregular, fruitless and wasteful expenditure and municipal accounts committees code of conduct.

25.4 Progress in the delivery of basic services

- Major housing projects: Aloe Ridge, Copesville Military Veterans which falls within the Msunduzi Municipality.

- Key projects in the uMngeni Municipality include the Howick Water Works Upgrade Project to the value of R120 million. This municipality is placing much focus on waste management and agro-processing economic initiatives.

25.5 Infrastructure development and maintenance in the province and mechanisms to address delayed, incomplete and abandoned municipal projects

- The KZN Province has an allocation of R3.8 billion Municipal Infrastructure Grant, with R1.7 billion already been transferred to municipalities. To date 22% of the transferred amount has been spent. This meets the minimum threshold. As such KZN is ranked third nationally in terms of grant expenditure.
- In terms of grant performance, uMshwathi is at 65%, uMngeni 103%, Mpofana 82%, Impendle 135%, and uMkhambathini at 283% exceed the target.

26. BRIEFING BY MEC ON MEASURES TO IMPROVE THE STATE OF MUNICIPALITIES IN THE PROVINCE – KWAZULU NATAL DEPARTMENT OF HUMAN SETTLEMENTS

- Progress in building viable municipalities for enhanced delivery of basic services to communities
- The department strives to be responsive and collaborative with Districts and Local Municipalities in pursuit of serving the people of KwaZulu Natal.
- Greater interventions are unfolding in different districts and municipalities in the province
- The implemented projects are in different phases, while others have been handed over to the beneficiaries.
- Strengthening the stability, political state and leadership of municipalities
- The department's outcomes are largely visible where municipalities have political stability and social peace. Where there are political squabbles and municipalities are in disarray, the work of the department gets affected.
- Mechanisms to strengthen governance in the municipality (financial systems, corruption allegations, etc.
- The department has no direct mandate on the strengthening of municipal governance except to partner with them as stakeholders in the provisioning of human settlements. There is progress in the delivery of basic services.
- Infrastructure development and maintenance in the province and mechanisms to address delayed, incomplete and abandoned municipal projects
- The department has been involved in provision of various housing projects in the province including in uMgungundlovu District Municipality.
- In unblocking the stalled projects in the province, the department is engaging with various stakeholders including municipalities.

26.1 BRIEFING ON MEASURES TO IMPROVE PROVISION OF CONSTITUTIONAL MANDATE BY THE KWAZULU NATAL DEPARTMENT OF EDUCATION

- Project name and overview
- Woodlands Primary School.

- It is located in Pietermaritzburg, Ward 32 (Woodlands) within Msunduzi local Municipality, 11 Syringa road.
- The project was meant to replace the existing Woodlands Primary School, with a new and a more compliant primary school which will provide leaners within Woodlands and surrounding areas an improved and modernised teaching and learning environment.
- The appointed contractor was Uhlanga Trading, and the initial project commenced was 24 January 2022
- The project was anticipated to be completed on 23 July 2024, but this did not happen due to cashflow resulting in the contractor abandoning the site.
- During the time of stalling of the project, 70% of work had been done at the value of R31. 224 million.
- Progress in building viable Woodlands Primary School
- During the course of the contract, the contractor defaulted on a number of contractual issues. This led to six default letters issued to the contractor between September 2022 to January 2024, following non-adherence to contractual obligations such as execution of tasks in accordance with the agreed construction schedule as well as non-adherence to some of the quality standards.
- Despite 6 default letters having been issued until January 2024, KZN DOPWI failed to exercise decisiveness to terminate the contract.
- During the date of termination, work done on the project had been quantified to 70% of work complete on site with an expenditure of R31.224 million against award amount of R42.953 million.

Infrastructural project challenges

- The KZN DOE stated that it was puzzled that the outstanding work of 30% is now costing R58.817 million which is more than the initial value for the project, which was R42.954 million (including VAT).
- Upon evaluation of the documentation provided by the KZN Public Works, the KZN DOE's Quantity Surveyors noted the increase in quantities as outlined on the Bill of Quantity (BOQ), which presented a discrepancy against quantities outlined in the BOQ for the final account.
- On 27 October 2025 a request was sent to KZN DOPWI requesting for an urgent review of the BOQ addressing the issue of overstated amounts in order to enable concurrence from KZN DOE.
- The above submission, which outlined the revised BOQ for the completion of the contract and addressed the circumstances causing increase in the cost for completion contract to values exceeding the original contract, is yet to be submitted by KZN DOPWI.
- The Head of Department has further written an official letter dated 5 November 2025 to the HOD of KZN DOPWI requesting for the information.
- Subsequently, the letter has been received from the KZN DOPWI on 3 November 2025 stating a budgetary requirement for this project amounting to R42.884 million with no explanation.
- KZN DOE is not in a position to consider this letter as a relevant response.

26.2 Office of the Auditor-General SA

- The Auditor-General of South Africa (AGSA) conducted an audit on municipalities in the province of KwaZulu Natal for the 2023/24 financial year. It produced an audit report ***titled Insights from the 2023-24 audits - The state of local government in KwaZulu-Natal.*** The audit discovered the following:
- Audit outcomes gradually improving, yet a lack of accountability and poor financial management impede service delivery.
- Ineffective use of consultants for financial reporting resulting in R220 million for (2022-23 and R240 million for 2023/24.
- 47 municipalities i.e. 87% in 2022/23 and 45 municipalities 83% in 2023/24 used financial reporting consultants every year.
- High levels of material findings on compliance with key legislation.
- Investigations into transgressions improving but appropriate action against officials still a concern in terms of consequence management.
- Some municipalities ended the year in deficit i.e. having more expenditure than revenue resulting in the next budget settling the previous year's expenditure/s.
- More than 80% of municipal debt cannot be recovered. For example, debt-collection period at 16 municipalities in 2022/23 was more than 90 days.
- Some municipalities disclosed significant doubt in financial statements about their ability to continue operating as a going concern in the foreseeable future.
- Four municipalities (8%) disclosed emphasis of matters related to close calls with going concern, while these were not significant, they indicated a potential risk of financial instability (Newcastle, eMadlangeni, uMngeni and Impendle).
- Unauthorised expenditure was R3.79 billion related to overspending and R3.09 billion in 2022/23, R272.89 million was recorded for fruitless and wasteful expenditure in 2022/23 and R348.98 million for 2023/24.
- Examples of continuing weaknesses in infrastructure project delivery and infrastructure maintenance.

26.2.1 Lack of accountability and poor financial management impede service delivery and the main qualification areas

- Receivables.
- Irregular expenditure.
- Property, plant and equipment.
- Payables, accruals and borrowings.
- Revenue from exchange transactions.

26.3 Recommendations made by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
26.3.1	Strengthen Infrastructure Oversight by	KZN Cogta	Progress report by 31

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	implementing a standardised and proactive framework that enhances project planning, monitoring, and grant spending efficiency. **Key actions include:** • Develop a standardised project milestone framework to ensure consistency in planning, execution, and reporting across all municipalities. • Introduce real-time grant spending tracking systems integrated with municipal financial platforms to prevent delays and overspending. • Deploy MISA engineers proactively to provide technical support during project design and implementation phases. • Conduct targeted training for municipal personnel on infrastructure management best practices, including lifecycle planning, risk mitigation, and compliance with regulatory standards. • Establish a centralised oversight dashboard for monitoring progress, identifying bottlenecks, and enabling timely interventions. • Link infrastructure performance to accountability measures, ensuring that delays or cost overruns trigger corrective actions.		July 2026
26.3.2	Strengthen and intensify financial management support interventions to assist financially distressed municipalities, ensuring effective management and long-term financial stability. **Key actions include:**	KZN Treasury	Annually, progress report by 31 July each year.

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	• Expand technical support programmes to improve compliance with MFMA and GRAP standards. • Deploy financial recovery teams to municipalities with severe fiscal challenges to implement turnaround strategies. • Introduce early warning systems for detecting financial risks such as cash flow shortages and escalating debt. • Provide targeted training for municipal finance officials on budgeting, expenditure control, and revenue enhancement. • Facilitate access to conditional grants and funding mechanisms for municipalities meeting compliance benchmarks. • Monitor and evaluate interventions quarterly, linking progress to audit outcomes and service delivery performance.		
26.3.3	Conduct a comprehensive assessment of municipal IT infrastructure, prioritising necessary upgrades to align technology with operational needs and improve service delivery.	KZN Cogta in collaboration with SALGA and local municipalities.	Assessment completed: 30 June 2026 IT upgrade Implementation plan completed: 30 September 2026
26.3.4	Strengthen Municipal Turnaround Plans (MTTPs) through enhanced collaboration between KZN Cogta and the Provincial Treasury. This partnership should focus on supporting municipalities to adopt robust financial and performance management	KZN Cogta in collaboration with KZN Treasury	Annually, by 31 July 2026.

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	practices, ensuring full compliance with regulatory frameworks and driving measurable progress toward achieving clean audits.		
26.3.5	Enhance the effective utilisation of Section 47 reports as a key oversight tool, with a particular focus on municipalities demonstrating poor performance. This approach should strengthen accountability, enable targeted interventions, and ensure that corrective measures are implemented promptly to improve governance and service delivery.	KZN Legislature	Annually, by starting 31 July 2026
26.3.6	Leverage the consolidated quarterly statements on municipal budgets, as a strategic oversight instrument. These statements should be systematically analysed to: • Identify financial risks early and flag municipalities with persistent budgetary challenges. • Enable data-driven decision-making by integrating these statements into a centralised monitoring dashboard. • Facilitate targeted support and interventions for municipalities showing signs of fiscal distress. • Strengthen accountability by linking findings to performance reviews and corrective action plans.	KZN Legislature	Annually starting 31 July 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	Devise transparent mechanisms to engage and resolve the impasse for the benefit of the vulnerable school children of Woodlands Primary School.	HODs of KZN DOPWI and DOE	30-60 days from the visit

26.4 Executive undertakings in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
26.4.1	Undertakes to ensure the enhanced infrastructure oversight to refine project planning, monitoring and grant spending tracking, implement a standardised framework for project milestones, and deploy MISA engineers proactively including training municipal personnel in infrastructure management best practices.	KZN Cogta	Quarterly
26.4.2	Undertakes to ensure financial management support by the KZN Treasury to continue and intensify interventions to assist financially distressed municipalities, ensuring effective management and long-term financial stability.	KZN Treasury	Quarterly
26.4.3	Undertakes to conduct an IT infrastructure review by KZN Cogta for a comprehensive assessment of municipal IT infrastructure, prioritising necessary upgrades to align technology with operational needs and improve service delivery.	KZN Cogta	Quarterly
26.4.4	Undertakes to ensure the accountability	KZN Cogta	Quarterly

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
	through MPACs and disciplinary boards by strengthening and enhancing consequence management, and address Unauthorised, Irregular, Fruitless and Wasteful Expenditure (UIFWE) and improve financial oversight. Active monitoring of material irregularities and a tracking system for their resolution should be implemented for improved municipal outcomes.		
26.4.5	Undertakes to strengthen Municipal Turnaround Plans by the KZN-Cogta and provincial treasury to intensify collaboration to help municipalities adopt sound financial and performance management practices, ensuring compliance and progress towards clean audits.	KZN Cogta and Provincial Treasury	Quarterly
26.4.6	Undertakes to strengthen the utilisation of the Section 47 reports to exercise oversight over the municipalities, with emphasis on poor performing municipalities, through the Portfolio Committee on Cogta.	NCOP and provincial Legislature	Quarterly
26.4.7	Undertakes to effective utilisation of the consolidated statements on the state of municipalities budgets that are submitted by the MEC of Finance 45 days after each quarter to enable greater oversight over municipalities state of finances.	NCOP and KZN Provincial Legislature	Quarterly

26.5 Briefings by SALGA and Mayors on the State of local municipalities in the District

26.5.1 Progress in building viable municipalities for enhanced delivery of basic services to communities

- Financial Health
- Severe financial instability and risk of failure in uMgungundlovu District Municipality (UMDM).
- Operating revenue dropped to 7.9% of adjusted budget in Q4 (from 24.3% in Q3).
- Operating expenditure exceeded budget by 23.2% (R1.8 billion versus R1.5 billion).
- Large operating deficit: -R445 million in Q4 and -R398 million for the year after capital transfers.
- Abnormal accounting entries: -R340 million operational transfers and R244 million irrecoverable debts written off.
- Cash position volatile; 89% of debtors overdue >90 days.
- However, the above information was disputed by uMgungundlovu municipality as the Mayor mentioned that the coverage was over 70% in 2022-2023, having passed the funded budget by Treasury.

26.5.2 Strengthening the stability, political state and leadership of municipalities

- Msunduzi municipality faces systemic governance failures.
- Poor intergovernmental cooperation causing service delays.
- SALGA KZN provided governance training to improve oversight.
- Inconsistent governance and weak accountability across UMDM.
- Weak functionality of Municipal Public Accounts Committees (MPACs).

26.5.3 Mechanisms to strengthen governance in the municipality (financial systems, corruption allegations, etc.

- Audit water infrastructure and plan refurbishments.
- Establish risk units and develop business continuity plans.
- Allocate dedicated budgets for fire services and establish fire units.
- Stabilise governance by filling vacancies and standardising oversight.
- Conduct forensic financial review and implement financial recovery plan.

26.5.4 Progress in the delivery of basic services

- SALGA provides technical training on water governance, maintenance planning and Blue/Green Drop readiness.
- Currently there are Umgeni Vulindlela Water supply projects within Msunduzi, Vulindlela area.
- Electrification of 250 households within Msunduzi and there are more projects underway.
- Msunduzi Municipality has a war-room where they fast track service delivery i.e. revenue collection mechanism.
- Most urban municipalities spoke to the upgrading of storm water drainage to avoid flooding when there are heavy rains.

26.5.5 Upgrading of informal settlements through grants, the provision of new housing for the "gap" market, and the implementation of various housing programmes, such as the Integrated Residential Development Programme

- Water and Sanitation Infrastructure
- Major water losses in Msunduzi due to delayed repairs.
- Aging, poorly maintained infrastructure hampers service delivery.
- Weak water reconciliation systems and high unreported leaks.
- Underperformance of MIG delays upgrades, affecting compliance.
- Msunduzi is a water service authority on its own and the other six municipalities water is supplied by the district municipality. The district also mentioned that it lacked the financial muscle to provide bulk infrastructure in all municipalities. They were however providing boreholes; spring protection was being implemented.
- There was a backlog of 15% for water supply and 24% for sanitation. It was mentioned that they needed R6 billion to address backlog which would otherwise take them 15 years to address.

26.5.6 Risk Management

- Some municipalities lack risk units.
- Business Continuity Plans inadequate or untested.
- SALGA provided training to strengthen risk management.
- Uneven risk management practices; weak alignment with budgeting.

26.5.7 Performance Management

- SALGA supports UMDM in improving performance systems.
- Reviewed IPMS policies and built capacity at management levels.
- No challenges reported in implementing PMDS; plans to cascade further.

26.5.8 Investment and Economic Development

- Focus on agriculture, tourism, and commerce.
- Assisted in identifying catalytic projects and improving planning.
- SALGA facilitated investment readiness and local economic development.
- Training on labour relations and governance improved investment readiness.

26.5.9 Fire and Disaster Management

- Lack of budget allocations for disaster and fire services.
- Significant weaknesses in fire and disaster management.
- Key leadership positions unfilled; most municipalities lack functional fire units.

26.6 Recommendations made by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
26.6.1	Host an Indaba on how best Eskom and municipalities can address illegal electricity connection in the context of high rate of unemployment, poverty and inequality.	Gogta	Annually, starting 30 June 2026
26.6.2	Conduct a comprehensive Infrastructure Audit of water pipelines, municipal buildings, and clinics to identify critical failures and prioritise urgent repairs.	Msunduzi LM	30 June 2026
26.6.3	Develop a prioritisation framework for infrastructure development based on impact on service delivery, health risk, and failure probability. These should include the following critical focus areas: • Water pipelines with high leakage rates • Clinics with structural or sanitation deficiencies • Municipal facilities essential for governance and public services.	Msunduzi LM	30 September 2026
26.6.4	Create a dedicated unit focused on non-revenue water) management with clear Key Peformance Indicators.	Msunduzi LM	31 August 2026
26.6.5	Create a centralised water data platform that integrates supply, demand, and distribution data for accurate reconciliation.	Msunduzi LM	31 August 2026
26.6.6	Develop and implement a strategy to address the 14% water provision and	uMgungundlovu DM	Strategy completed: 30 June 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	24% sanitation backlogs in the municipality.		Implementation report: 30 September 2026
26.6.7	Submit a proposal to the KZN Treasury to fund the R370 million required for the completion of Bulk Water infrastructure in Cedara-Hilton area.	uMgungundlovu DM	Submit proposal: 15 February 2026 Submit progress report to NCOP: 30 June 2026
26.6.8	Develop a strategy to expedite the expansion of water reticulation infrastructure to all communities and phase out water tankering as an unsustainable solution. The strategy should: • Identify all areas currently dependent on water tankering. • Develop and implement a water reticulation expansion plan, including pipelines, reservoirs, and pumping stations. • Establish a clear timeline for phasing out water tankering.	uMgungundlovu DM	30 March 2026
26.6.9	Implement a targeted public awareness campaign on water leak detection and reporting, coupled with community engagement initiatives, to significantly reduce water loss and promote sustainable water management.	uMgungundlovu DM in collaboration with uMngeni Water	31July 2026

26.7 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
26.7.1	Undertakes to hold an Indaba on how best Eskom and municipalities can address illegal electricity connection in the context of high rate of unemployment, poverty and inequality.	NCOP	Bi-annually
26.7.2	Undertakes to formulate a specific dispensation to enable rural municipalities to attract high skills and retain them for local government to effectively fulfill its mandate of rendering basic services without missing legislative compliance.	KZN Cogta and national Cogta	In 3 months
26.7.3	Undertakes to ensure that urgent focus is directed to the aging, poorly maintained infrastructure that hampers service delivery such as water, piping, municipal and public clinics.	Msunduzi Local Municipality	Quarterly
26.7.4	Undertakes to ensure that the urgent response to the major water losses in Msunduzi municipality is addressed.	Msunduzi Local Municipality	Quarterly
26.7.5	Undertakes to ensure that the response plan to address the weak water reconciliation systems and high unreported leaks is in place.	Msunduzi Local Municipality	Quarterly
26.7.6	Undertakes to ensure that upskilling of council's and municipal technocrats for management of MIG in many municipalities is followed through.	KZN Cogta, KZN Treasury	Quarterly

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
26.7.7	Undertakes to ensure the correction of the backlog of 15% for water supply and 24% for sanitation and quantification of the required resources estimated at R6 billion to address the backlog is KZN municipalities.	CSIR, KZN Cogta, national Cogta, National Treasury	Ongoing
26.7.8	Undertakes to ensure urgency in the establishment of the risk units and development of business continuity plans.	uMgungundlovu district and local municipalities	Quarterly
26.7.9	Undertakes to ensure that the allocation of dedicated budgets for fire services and establish fire units in municipalities is implemented.	KZN Treasury and KZN Cogta	2025/26 fiscal year
26.7.10	Undertakes to stabilise the governance by filling vacancies and standardising oversight for attaining municipal outcomes.	KZN Cogta and municipalities	Quarterly
26.7.11	Undertakes to conduct a forensic financial review and implement financial recovery plan especially in financially compromised municipalities.	KZN Cogta	Quarterly

27. SITE VISITS TO HUMAN SETTLEMENTS PROJECTS

27.1 Cedara Housing Project, uMngeni

27.1.1 Background of the site

This project is situated within the South Eastern section of the uMngeni Local Municipality within Ward 7 in close proximity to the Cedara Agricultural College, which is about 1.2 km off the N3 highway. This project is part of the Integrated Residential Development Programme (IRDP) because it responds to the housing deficit and focuses on poverty alleviation and basic services in the area. Notably, the tri-partite contract for Stage1 funding for this project was signed on 29 May 2009 when all planned activities were completed.

The project commenced in 1998 following the donation of land by the Department of Public Works to the municipality. Initial planning catered for 1 000 sites, later reduced to 632 sites due to a buffer zone requirement between the development and the College. The planning process was approved in 2012, and a comprehensive Service Level Agreement (SLA) was finalised in 2010 between uMngeni Local Municipality and uMgungundlovu District Municipality for the provision of bulk services, including the Water Treatment Works (WWTW) and bulk water supply. Stedone Developments CC was appointed as implementing agent for this project.

- The tri-partite contract for Stage1 funding was signed on 29 May 2009, all planning activities were completed.
- The targeted beneficiaries are resident at Khanya Village which is the staff accommodation for the workers of Cedara College. However, through the years these families grew, and some workers retired but remained at the village.
- Only 100 units were approved to be constructed due to the insufficient capacity of bulk infrastructure within the area, the project is currently blocked due to bulk related issues.
- Bulks capacity in regard to the WWTW is insufficient for the entire project hence approval for house construction was only for the services and 100 sites which could be accommodated with the current available capacity. The houses constructed was for beneficiaries prioritised on way of services and vulnerable beneficiaries.

27.1.2 Key challenges experienced during the project

- Limited investment in new road infrastructure and development of bulk services to support economic development and human settlements.
- Desired solutions to the challenges (from the perspective of the project owners)
- The current WWTW needs to be rehabilitated and then requires an upgrade to increase capacity. Once the appointment is confirmed then the business plan needs to be finalised and costed which will inform funding required for the works.
- Upgrading of 0.4km bulk sewer main to 355mm Upgrading of Cedara WWTW from 0.6 Ml/day to 4 Ml/day, Construction of new sewer pump station and 500kl sump.
- Funding required for the bulk infrastructure has been calculated to the value of R373 million, which the uMgungundlovu municipality does not have.

27.1.3 Desired solutions to the challenges (from the perspective of the project owners)

- It is to get all stakeholders to work together for the common good i.e. have the project completed and rightful beneficiaries granted what is theirs.

27.1.4 Findings

- Various engagements with both district and the uMngeni municipality has been held to try and address the challenges, however, to date there is no positive outcome, project to be prioritised by the district municipality.
- The Department of Human Settlements has funded 50% of the required amount.

27.2 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
27.2.1	Maintain the original list of housing beneficiaries and ensure that, in cases where a beneficiary is deceased, the next of kin is allocated the housing benefit. The process should: • Verify and update the original beneficiary list to reflect accurate information. • Establish a clear protocol for transferring benefits to next of kin, including documentation requirements.	uMngeni LM	30 September 2026
27.2.2	Install bulk water infrastructure to enable the successful implementation of the uMngeni Social Housing Project. The plan should: • Design and construct bulk water supply infrastructure (pipelines, reservoirs, pumping stations) to service the housing development. • Ensure integration with existing municipal water systems for sustainability.	UMgungundlovu DM	Report annually starting 30 September 2026, until completion of project.
27.2.3	Ringfence an amount of R373 million for the development of bulk infrastructure for the for the uMgungundlovu DM.	KZN Treasury	Annually till completion of project, starting 31 July 2026
27.2.4	Submit proposal of legislation that may have the potential to impede the provision of basic services.	uMngeni LM	30 March 2026
27.2.5	Submit to NCOP a comprehensive report detailing all blocked projects in	KZN Department of Human Settlements	30 March 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	the province, accompanied by a clear, actionable plan to unblock them.		
27.2.6	Recommends to the KZN Department of Human Settlements to inform the NCOP of the outcome of the meeting held with all the stakeholders comprising KZN Department of Human Settlements, uMgungundlovu district, uMngeni municipality, uMngeni Water, etc scheduled for November 2025.	KZN Department of Human Settlements	January 2026
27.2.7	Compile a fully costed and funded bulk infrastructure plan to be presented within 90 days to the NCOP following the adoption of the report.	UMgungundlovu District Municipality	90 days after adoption of NCOP Provincial Week Report
27.2.8	KZN Cogta and Provincial Treasury must enforce an infrastructure financial recovery programme for uMgungundlovu District (report quarterly to the NCOP).	KZN Cogta	Quarterly
27.2.9	A multi-stakeholder working group must be established to troubleshoot all project related challenges. It must be comprised of the uMDM, uMngeni Municipality, KZN DHS, KZN Cogta, uMngeni Water, and KZN Treasury.	uMDM, uMngeni Municipality, KZN DHS, KZN Cogta, uMngeni Water, and KZN Treasury.	Quarterly
27.2.10	Quarterly progress reports must be submitted to the NCOP until completion.	uMDM, uMngeni Municipality, KZN DHS, KZN Cogta, Umngeni Water, and KZN Treasury.	Quarterly

27.3 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
27.3.1	Undertakes to maintain the original list of housing beneficiaries and where they are deceased beneficiar(y)ies, a next of kin benefits.	uMngeni Local Municipality	Ongoing
27.3.2	Undertakes to have the bulk water infrastructure installed to ensure that the uMngeni Social Housing Project ensues with over 500 units built to benefit the rightful beneficiaries.	uMgungundlovu District Municipality	Before the end of 2025/26 financial year
27.3.3	Undertakes to ringfence funding of the bulk infrastructure that amounting R373 million for the uMgungundlovu District Municipality.	KZN Treasury	Before the end of 2025/26 financial year
27.3.4	Undertakes to make a submission to the NCOP on any defects in legislation that impede provision of basic services such as human settlements and suggested corrective measures.	uMngeni Municipality	14 days
27.3.5	Undertakes to make full use of the DDModel to unlock all stalled projects,	uMgungundlovu and uMngeni municipalities	Ongoing
27.3.6	Undertaking by the KZN Department of Human Settlements to submit to the NCOP a detail list of all blocked projects in the province and the plan to unblock them.	KZN Human Settlements	In 30 days
27.3.7	Undertaking by the KZN Department of Human Settlements to inform the NCOP of the outcome of the meeting held with all the stakeholders comprising KZN Department of Human Settlements, uMgungundlovu district, uMngeni municipality,	KZN Human Settlements	In 14 days

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
	uMngeni Water, etc scheduled for November 2025.		
27.3.8	Undertaking by the Portfolio Committee on Human Settlements in the KZN Legislature to have the standing item on its agenda to receive an update on the blocked projects on regular basis.	Portfolio Committee on Human Settlements in the KZN Provincial Legislature	Quarterly
27.3.9	Undertaking by the uMngeni municipality to maintain the original list of housing beneficiaries and where the beneficiar(y)ies – the next of kins will be the beneficiary.	uMngeni Local Municipality	Ongoing
27.3.10	Undertakes to solicit funding from the KZN Treasury for construction of bulk water infrastructure for all subsequent infrastructural projects such as the uMngeni Social Housing Project with over 500 units and R7 billion investment for the Hilton area being implemented.	uMgungundlovu District Municipality	Before the end of 2025/26 financial year

27.4 Howick CBD Revitalisation Programme: Taxi rank expansion through PPP

27.4.1 Background of the site

The Howick taxi rank, which is currently undergoing major upgrades and is being relocated to Goddard Park was non-existent. A previous, poorly designed facility located near the iThala Centre was deemed unusable. The new rank features loading shelters, paved areas, and ablution blocks to provide a safer and more functional hub for commuters and traders. The project is nearing completion, with the move expected to happen once critical infrastructure like electricity being fully connected.

27.4.2 Key challenges experienced during the project

- Temporary mobile toilets have been proposed, gravel work is planned to expand bus parking, and metered taxis will be accommodated along Harvard Street opposite the centre.
- Engagements with taxi associations and informal trading groups were ongoing to finalise stand allocations, signage and operational readiness.

27.4.3 Desired solutions to the challenges (from the perspective of the project owners)

- New part of the taxi rank to be roofed to protect people when it rains. Effective traffic management would be crucial to prevent congestion and ensure commuter safety.
- Roads surrounding the iThala Centre will be resurfaced to improve the overall infrastructure near the revamped centre.

27.4.4 Findings

- The District Municipality to budget for the projects and source funding from other relevant entities.
- The legislative ecosystem makes it difficult for the local government to speedily provide some basic services such as housing due to prolonged incoherent approval processes.
- The project is a typical demonstration of public private partnership for common good.
- Through this project, job creation has occurred, and more opportunities are to follows as the centre gets more tenants.

27.5 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
27.5.1	Accelerate gravelling of the additional space for the long-distance taxis, expedite construction of ablution facilities for commuters, surface and repair potholes in the central business district (CBD) and around the iThala Centre.	uMngeni Local Municipality	30 September 2026
27.5.2	Continue engagements with taxi associations and informal trading groups in order to attain common outcome.	uMngeni Local Municipality	Ongoing, progress report 30 September 2026
27.5.3	Sumit proposal of legislation that may have the potential to impede the provision of basic services.	uMngeni LM	30 March 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	Document the Public Private Partnership (PPP) as implemented by uMngeni Municipality.	National Treasury, KZN Cogta and the National Department of Transport	90 days from the adoption of NCOP Provincial Week Report
	Simplify the PPP regulations to allow faster roll-out of municipal urban-renewal and transport projects.	National Treasury, KZN Cogta and the National Department of Transport	60 days from adoption of NCOP Provincial Week Report

27.6 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
27.6.1	Undertakes to accelerate the gravelling of the additional space for the long-distance taxis to ensure centralisation of the taxi hub.	uMngeni Local Municipality	2025/26 financial year
27.6.2	Undertakes to expedite the ablution facilities for the benefit of commuters.	uMngeni Local Municipality	By February 2026
27.6.3	Undertakes to continue engagements with taxi associations and informal trading groups in order to attain common outcome.	uMngeni Local Municipality	Ongoing
27.6.4	Undertakes to resurface and repair potholes in the CBD and around the iThala Centre for the improvement of the overall infrastructure particularly near the revamped centre.	uMngeni Local Municipality	Quarterly
27.6.5	Undertakes to compete the stand allocation for the informal traders, installation of lighting and providing operation space for the car/taxi washers.	uMngeni Local Municipality	By February 2026

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
27.6.6	Undertakes to provide a submission on how to improve the legislation that impede local government in optimally rendering its objective such as human settlements	uMngeni Local Municipality	In 14 days

27.7 Karkloof failed electrification project, Umshwati

27.7.1 Key challenges experienced during the project

- Solar electricity provided only caters for lighter appliances
- No tangible contract binding the occupant with the current owners of the farm
- Desired solutions to the challenges (from the perspective of the project owners)
- Binding contract with the owners of the farm: outlining and addressing the basic services

27.7.2 Desired solutions to the challenges (from the perspective of the project owners)

- To ensure that the beneficiaries of the solar panel electricity have an uninterrupted access to it. To have the households not enticed to sell their properties as less value as alleged.

27.7.3 Findings

- Most families are lured to sell their houses to the new farm owner/s thereby compromising the electrification project. As a result, the municipal council has approved that when families leave, they must take the solar panel with to use it where the resettle.

27.8 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
27.8.1	Support the uMshwathi municipality on its decision to allow families to take with them the installed solar panel when leaving the area.	NCOP and uMshwathi Local Municipality	Progress report 30 June 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	Submit all land-access and legal documentation within 30 days to the NCOP.	UMshwathi Local Municipality	Within 30 days of the adoption of the NCOP Provincial Week Report
	Conduct an independent legal and financial review to determine whether an expenditure on private land was irregular.	KZN Cogta and uMshwathi LM	90 days after the adoption of the NCOP Provincial Week Report
	No infrastructure should be installed on private land without a registered servitude or long-term written agreement.	uMshwathi LM and KZN Cogta	Throughout
	Implement consequence management where irregular expenditure is confirmed.	uMshwathi LM, KZN Cogta and KZN Treasury	90 days after the adoption of the NCOP Provincial Week Report

27.9 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
27.9.1	Undertakes to verify the claim by the new farm owner/s that electricity poles and cables affect the growth of the trees. This could be done by consulting a university for the empirical study and engage the farmer upon the conclusion of the study with results if what was said was an unfounded claim.	uMshwathi Local Municipality	In 3 months
27.9.2	Undertakes to ensure that future municipal activities for the provision of basic services with individual/s or e entity will have a legally sound signed	Mshwathi Local Municipality	Ongoing

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
	contract to avoid the recurrence of this incident.		
27.9.3	Supports the halting of the project given the land dispute with the new farm owners.	NCOP	N/A
27.9.4	Undertakes to deploy its officials and public representatives to educate peripheral communities of their rights and the disadvantages of leaving the place of birth,	uMshwathi Local Municipality	Quarterly
27.9.5	Undertakes to allow the beneficiaries /families to take with them the installed solar panel/s when leaving the area	uMshwathi Local Municipality	Ongoing

27.10 Ward 7 Rural Housing Project: Phase 2, Mkhambathini

27.10.1 Background of the site

The Mkhambathini Ward 7 rural Housing Project was aimed to deliver 1000 units, however due to financial constraints the project was then implemented on a phased approach. The project consists of 3 phases which are as follows: Phase 1 with 500 units, Phase 2 with 300 units and Phase 3 with 200 units.

Phase 1 of 500 units was completed in May 2022 and the contract for the construction of 300 units for phase 2 was signed on 8 June 2022, due to some various challenges experienced during implementation the project has been granted an extension of 12 months and the construction for phase 2 is anticipated to be completed on 10 April 2026.

Funding for phase 3 will only be sourced when the project has reached 75% completion on the current phase (phase 2).

27.10.2 Key challenges experienced during the project

- At inception, the project experienced huge delays due to local subcontractors demanding work opportunities, and when they were given, there was a dispute regarding rates as they were comparing the project with other projects such as roads which were under construction within the area. Several meetings were held between the stakeholders to resolve the issues.
- The project experienced delays due to inclement weather which affected infrastructure such as access to site as well as the main road due to landscape, where material suppliers were experiencing challenges to deliver material on site.

- The sites within the project are scatted in various areas (izigodi), and some of the sites are affected by the topography (bad terrain). The implementing agent (IA) was collating a report of challenging sites.
- Phase 2 was progressing on site however construction was limited due to financial constraints caused by budget cuts and the IA was busy with households that have topography challenging sites and where there are no access roads and suppliers are having difficulties in delivering material on sites.

27.10.3 Desired solutions to the challenges (from the perspective of the project owners)

- Various engagements have been undertaken to resolve the project issues. The department has endeavoured to identify additional funds to alleviate the situation of financial constraints, where possible. With financial injection the project can be completed with speedy.
- The department also requires additional funding for access roads as the municipality does not have sufficient funding for access roads leading to sites.
- Funding for retaining walls in some of the sites that have steep terrain is required.

27.10.4 Findings

- The delegation appreciated the houses as they were well built despite the difficult terrain.
- The delegation also noted with concern that the terrain makes if extremely difficult for the houses to have functional ablutions

27.11 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
27.11.1	Motivate for additional allocation for the Mkhambathini municipality to make access roads possible to the unreachable sites	NCOP	30 March 2026
27.11.2	Make additional funding available for erecting retaining walls in some of the sites due to steep terrain and probability of disasters. Mkhambathini municipality to send a copy of its request to KZN Treasury to the NCOP in 30 days.	KZN Provincial Treasury	30 April 2026
27.11.3	Establish a Project Management Office (PMO) for multi-year housing programmes.	KZN Department of Human Settlements	30 days from adoption of NCOP Provincial Week Report

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
27.11.4	Implement milestone-based funding and penalty enforcement on contractors.	KZN Department of Human Settlements	30 days from adoption of NCOP Provincial Week Report
27.11.5	Prioritise the construction of access roads to enable access and uninterrupted delivery of the project material.	Mkhambathini LM	30 days from adoption of NCOP Provincial Week Report
27.11.6	Ensure that all beneficiaries of the erected houses have functional ablutions despite the difficult terrain for a complete human dignity.	KZN Human Settlements and Mkhambathini LM	60-90 days from adoption of NCOP Provincial Week Report
27.11.7	Equalise allocation of resources and infrastructure provision in both rural and urban. Observed concern has been insignificant allocation in remote areas and no provision of road infrastructure, which the opposite is observed in urban areas.	KZN Human Settlements and Mkhambathini LM	2025/26-2026/27 financial years

27.12 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
27.12.1	Mkhambathini municipality undertakes to submit to the NCOP a rationale for equity on allocation of resources for both urban and rural settings.	Mkhambathini Local Municipality	In 30 days
27.12.2	Undertakes to secure additional funds to fulfil the project's outcomes as KZN Department of Human Settlements.	KZN Department of Human Settlements	In 3 months or less
27.12.3	NCOP to motivate for additional allocation for the Mkhambathini to make access roads possible to unreachable	NCOP	In 60 days

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
	sites.		
27.12.4	Undertakes that upon securing additional funding, the KZN Department of Human Settlements will ensure that the project is completed with speed without compromising the quality.	KZN Department of Human Settlements	Ongoing
27.12.5	Undertakes to solicit additional funding for erecting retaining walls in some of the sites due to steep terrain and probability of disasters. Mkhambathini municipality to send a copy of its request to KZN Treasury to the NCOP in 30 days.	Mkhambathini Local Municipality	In 30 days

27.13 OSS Housing Project: Ward 5, Mkhambathini

27.13.1 Background of the site

Mkhambathini 50 OSS Housing Project is a project that is aimed at assisting 50 vulnerable families in Ward 5, Mkhambathini Local Municipality. The project was profiled through Operation Sukuma Sakhe- programme processes. The commencement of construction delayed due to financial constraints as the project was not budgeted for 2023/24 financial year.

27.13.2 Key challenges experienced during the project

- Changing of sub-contractors in this project, the IA has been struggling to maintain contractors on site due to sites being scattered in the area.
- Social issues also caused the sub - contractors to withdraw from the project.
- Inclement weather,
- Training incapacitated local labours,
- Department has written to the contractor raising concerns regarding the slow progress which was reported to be because of the above delays.
- Social issues have been resolved by project stakeholders i.e., appointed contractor, municipality, department and traditional leaders.
- Funding allocated to the project is not sufficient to complete the project timeously. Service providers were informed to work according to the budget allocated.

27.13.3 Desired solutions to the challenges (from the perspective of the project owners)

- Allocation of funding will fast track the completion of the project.

27.13.4 Findings

- The delegation was unable to visit the site due to weather, time and distance; however it received a presentation on the project status a day before.

27.14 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
27.14.1	Develop a contractor performance management system with penalty clauses for non-performance.	KZN Provincial Treasury in collaboration with stakeholders	31 July 2026
27.14.2	Develop a community engagement strategy to share the negative impact of project interruptions and foster a sense of shared ownership to ensure successful completion. The engagement plan should: • Conduct community awareness sessions explaining the consequences of project delays or disruptions on beneficiaries. • Establish a communication platform (e.g., community meetings, WhatsApp groups) for ongoing dialogue and feedback.	Mkhambathini LM	30 March 2026
27.14.3	Develop a strategy to ensure housing construction projects integrate climate change resilience and flood mitigation measures into their design and implementation. **Key actions include:** • Adopt climate-resilient building standards.	Mkhambathini LM in collaboration with KZN Department of Human Settlements.	Report progress by 30 September 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	• Prioritise flood risk assessments during site selection. • Integrate stormwater management systems. • Provide community awareness programmes on climate risks and resilience measures for long-term sustainability.		
	Fast-track funding allocation for the 50 OSS units in Mkhambathini LM.	KZN Cogta, KZN Treasury	Within 60 days from the adoption of the NCOP Provincial Week Report
	Strengthen contractor oversight to ensure timely delivery of scattered rural housing.	KZN Human Settlements, Mkhambathini LM	Quarterly

27.15 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
27.15.1	Mkhambathini municipality undertakes to ensure that the main contractor enters into a Memorandum of Understanding (MOU) and penalty clauses with the sub-contractors to ensure accountability and completion of the project within the set timeframe.	Mkhambathini Local Municipality	Quarterly
27.15.2	Undertakes to engage the members of the community on the negative impact of disturbing the project to avoid dire consequences on beneficiaries.	Mkhambathini Municipality	Ongoing
27.15.3	Mkhambathini municipality undertakes to	Mkhambathini Local	30 days

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
	submit to the NCOP a cost analysis for the completion of the project.	Municipality	
27.15.4	Undertakes to motivate for the Mkhambathini municipality to be allocated additional budget to resume and complete the housing project.	NCOP	2025/26 fiscal year
27.15.5	Undertakes to ensure that the houses to be built are resistant to the inclement weather arising from the climate change,	Mkhambathini Local Municipality	Quarterly
27.15.6	Undertakes to monitor the implementation of elementary training to the recruited labour for the project by the implementing agent.	Mkhambathini Local Municipality	Quarterly

27.16 Woodlands Primary School, Msunduzi

27.16.1 Background of the site

- The project is intended to upgrade the existing Woodlands primary school, with a new and more compliant school infrastructure.
- It would also provide learners with improved and modernised teaching and learning environment.
- Construction was started in January 2022 expected to be completed by end of June 2024. The implementing agent was the Department of Public Works and Infrastructure.
- The contractor was Uhlanga Trading Enterprise.
- The project was allocated a budget of R42 954 million.

27.16.2 Key challenges experienced during the project

- The contractor defaulted on a number of contractual issues resulting in the issuing of six letters of default. However, the IA failed to terminate the contractor.
- The project was terminated by the contractor due to delayed payment at 70% as per the scope of works.
- The budget expenditure on termination was at 72.6% (R31 224 734.91)
- Contractor underquoted by 20% in 2019.
- Three-year lapse between approval and the start of the project.
- Serious challenges of payment from the Department of Education.

- Cost for the remaining work (30%) at R58 817 360 against R11 730 096 available/remaining project budget.
- Community protesting due to long stall on the project.

27.16.3 Desired solutions to the challenges (from the perspective of the project owners)

- The project can be resuscitated.
- The two departments to meet and find each other before the end of November 2025.
- The departments prevent opportunities for either underquoting or overquoting by ensuring that the tender amounts are accurate.

27.16.4 Findings

- The project has been abandoned for almost 18 months.
- There is disagreement on the remaining costs between the client department and the implementing agent.
- The costs of completing the project have more than doubled the cost of the whole project.
- The material is deteriorating on site.
- The school community is securing the school but eager for the project to be completed.
- Actual school building is at 50%.
- Project to take another 18 months to be completed.

27.17 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
27.17.1	Recommends for the two MECs to meet and find a way forward (Education and Public Works)	MECs of Education and Public Works	14 days
27.17.2	Institute a forensic investigation into the procurement irregularities, under-quoting, payment delays, and contract termination failures.	KZN Treasury	60 days from adoption of NCOP Provincial Week Report
27.17.3	Submit a fully funded recovery and completion plan to the KZN Treasury and a copy to the NCOP in 60 days.	KZN Department of Education	60 after adoption of NCOP Provincial Week Report
27.17.4	Implement an investigation and consequence management on	KZN Department of	60 days from the adoption of NCOP

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	officials responsible for the project delays. Contractors found in contravention of project implementation must be blacklisted and possible referral to law-enforcement.	Public Works and Infrastructure and Department of Education	Provincial Week Report
27.17.5	Submit quarterly progress reports to the NCOP.	KZN Department of Public Works and Infrastructure and Department of Education	Quarterly

28. SITE VISITS TO ROADS AND INFRASTRUCTURE PROJECTS

28.1 RPT Project: Integrated Rapid Public Transport Network – stalled project, Msunduzi

28.1.1 Background of the site

The Integrated Public Transport Network (IPTN) project in Msunduzi Local Municipality was designed to modernise public transport along the Edendale–CBD–Northdale corridor, improving mobility, safety, and economic connectivity for Pietermaritzburg residents. Although the municipality invested heavily in planning and building infrastructure, the project has stalled and remains non-operational.

While construction of physical infrastructure reportedly reached over 90% completion, the project could not progress to the operational phase due to several interlinked challenges. The municipality was suspended from the Public Transport Network Grant (PTNG) after years of under-spending, administrative weaknesses, and missed milestones, leading to funding shortfalls that halted further work. Additionally, the municipality struggled to finalise an operating model with the minibus taxi industry, a critical partner for an integrated system. For the 2024/25 financial year, R12 million was allocated, along with R50 million in grant funding, to advance the project.

28.1.2 Key challenges experienced during the project

- Despite infrastructure being near-complete, there was no “operational readiness” because of this funding / grant issue.
- Delays in getting the taxi industry buy in the project resulted in not achieving the milestones that were projected, as a result only R5 million was spent of the R50 million allocation. Engagements with the three taxi Associations affected are underway and hopefully will yield positive outcomes.

- Industry transition and stakeholder alignment- formal negotiations with affected taxi associations remain stagnant due to recent leadership changes in taxi industry structures.
- Infrastructure readiness - roadways built on Edendale routes have not been commissioned due to other outstanding project components.
- Fleet procurement and vehicle operating company establishment - there is a nationwide delay in provision of buses required for IPTN projects.
- Institutional capacity and long-term grant funding - the IPTN Business Unit is still under-capacitated, with several key posts vacant.

28.1.3 Desired solutions to the challenges (from the perspective of the project owners)

- • It is to have the MOU signed by the municipality and taxi association.
  • It is to have the required resources available to complete the project.

28.1.4 Findings

- In 2022, the municipality was invited by the national Department of Transport (DOT) to apply for re-admission into the IPTN grant and has since been provisionally reinstated to support the operationalisation of Phase 1A. During the previous financial year, the municipality received an allocation of R50 million.
- For the 2025/26 financial year, the Public Transport Network Grant (PTNG) allocation amounts to R100 million.
- The affected taxi associations fall under the uMgungundlovu Regional Taxi Council (UTRC), which signed a Memorandum of Agreement (MOA) with Msunduzi municipality in January 2025.
- The Municipality, together with the KZN Department of Transport, is implementing a moratorium on the three affected associations—Willofontein, Esnathingi, and Edendale while work to finalise the operating model is underway.
- The identified taxi associations involved in the Msunduzi IPTN are currently engaging the Municipality to initiate formal negotiations. As part of this process, the parties are required to establish the Msunduzi Affected Operators Steering Committee (MAO SC), which will represent the associations and the Vehicle Operating Company (VOC).
- The affected taxi associations form part of the uMgungundlovu Regional Taxi Council (UTRC), which signed a Memorandum of Agreement (MOA) with the Msunduzi municipality in January 2025.
- The Municipality will establish an advisory team to provide legal and technical support to the taxi associations and other stakeholders, ensuring a clear understanding of all contractual obligations.
- The municipality has allocated R100 million for the purchase of buses, which will be owned by the municipality.
- Although most of the infrastructure has been completed, the lack of operationalisation means the network is not yet fully functional, and commuters are therefore not receiving the intended benefits.
- The municipality has been given until December 2026 to complete the project and ensure that it becomes fully operational.

28.2 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
28.2.1	Engage local taxi associations with a view to have a Memorandum of Understanding for the completion of the RPT Project: Integrated Rapid Public Transport Network.	Msunduzi LM	30 March 2026
28.2.2	Compile a comprehensive cost analysis to determine the additional funding required for the Integrated Rapid Public Transport Network (IRPTN) Project across the city.	Msunduzi LM	31 July 2026
	Finalise a binding agreement (MOU) with taxi industry structures within 6 months.	Msunduzi LM	6 months after adoption of NCOP Provincial Week Report
	Cautions the Msunduzi LM against endless negotiations that risk turning the IPTN into a white-elephant infrastructure project and committing the municipality to report quarterly to the NCOP on the project milestones.	Msunduzi LM	Quarterly

28.3 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
28.3.1	Undertakes to submit a detailed implementation plan for this project to the NCOP.	Msunduzi Local Municipality	14 days
28.3.2	Undertakes to maintain law and order against all motorists who break the road-related law.	Msunduzi Local Municipality	Ongoing
28.3.3	Undertakes to compile a quarterly	Msunduzi Local	30 days

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
	monitoring plan for the implementation plan of the RPT Project: Integrated Rapid Public Transport Network for submission to the NCOP.	Municipality	
28.3.4	Undertakes to submit a detailed implementation plan for the RPT Project: Integrated Rapid Public Transport Network to the NCOP.	Msunduzi Local Municipality	14 days
28.3.5	Undertakes to compile a cost analysis for additional funding to support the RPT Project: Integrated Rapid Public Transport Network across the city and submit it to the NCOP.	Msunduzi Local Municipality	30 days

28.4 New P130 road project in KwaNovuka, Impendle

28.4.1 Background of the site

The main road 130 (P130) serves as a crucial link between Impendle and Howick, enhancing regional connectivity and supporting local economic activity, agricultural transport, and community access. Located north of Impendle town within the uMgungundlovu District Municipality, this project involves the construction of 3 kilometres of road, including earthworks, layer works, and an 8.5-metre-wide surfaced carriageway with associated drainage systems. A previous contractor had initiated the project, completing most earthworks, a box culvert, and partial stormwater pipe installations before termination.

The current contract includes provisions for any necessary remedial work on existing structures while focusing on completing the remaining roadworks, drainage, and surfacing. Once finished, the upgraded P130 will improve road safety, reduce travel time, and strengthen infrastructure reliability for the Impendle-Howick corridor.

The remainder of P130 (KM 0+00 to 15+00) will be developed in stages, constructed in subsequent phases with future contracts covering additional earthworks, drainage, and surfacing to ensure a seamless and fully upgraded corridor.

28.4.2 Key challenges experienced during the project

- Finalisation of community liaison officer (CLO) and general labour appointments through expanded public works programme (EPWP).

28.4.3 Desired solutions to the challenges (from the perspective of the project owners)

- Processes are in the finalisation stages.

28.4.4 Findings

- The contractor has been appointed and introduced to the community.
- The project is expected to resume on the week of 24 November 2025 and will be implemented for the next 12 months. However, the practical completion milestone will be reached in 8 months.
- The project should have commenced in June 2025 due to administrative issues.
- The construction of 3 kilometres will cost R97 546 million.

28.5 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
28.5.1	Develop a contractor performance management system with penalty clauses for non-performance.	Impendle LM	31 July 2026
28.5.2	Establish and enforce a consequence management framework to address unwarranted administrative delays in infrastructural projects, ensuring accountability and timely delivery of development objectives.	Impendle LM	Framework completed: 30 March 2026 Implementatiaon report: Annually, starting 31 July 2026.
28.5.3	Ringfence an amount of R97.5 million for the construction of the 3-km road.	Impendle LM	31 July 2026
	Continue to monitor contractor performance and timelines closely.	Impendle LM	Quarterly
	Comply with future road projects and new maintenance and project-readiness frameworks.	Impendle LM	Quarterly

28.6 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
28.6.1	Undertakes to ensure that the contractor	Impendle Local	Monthly

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
	adheres to the time frame.	Municipality	
28.6.2	Undertakes to apply the penalty clause/s with the contractor in case of defaulting and delay.	Impendle Local Municipality	Monthly
28.6.3	Undertakes to implement consequence management when unwarranted administrative issues delay infrastructural projects.	Impendle Local Municipality	Ongoing
28.6.4	Undertakes to ringfence amount of R97.5 million for the construction of the 3-km road.	Impendle Local Municipality	Ongoing

29. SITE VISITS TO MUNICIPAL PROJECTS TO IMPROVE THE DELIVERY OF BASIC SERVICES

29.1 Siyathuthuka Magoda Road: Phase 2 rehabilitation project, Richmond

29.1.1 Background of the site

This project is about the rehabilitation of Siyathuthuka/Magoda Main Road, the road was in a poor condition. It is a critical road that links people from Siyathuthuka, Indaleni and Magoda and the Richmond town. The project value was R13 996 172.28 and the budget came from the Municipal Infrastructure Grant (MIG) and this value included consultancy fees. The scope of the project was the rehabilitation of 1.5 kilometres, and the Richmond municipality is planning to construct sidewalks, but this is dependent on the variation order application that has been sent to Cogta department. The project was completed within the nine months duration.

29.1.2 Key challenges experienced during the project

- Insufficient budget, the municipality has never received floods relief funding.

29.1.3 Desired solutions to the challenges (from the perspective of the project owners)

- Requires additional funding.

29.1.4 Findings

- The delegation was impressed to witness the project whereby there were no challenges, and it was completed within the stipulated duration.

29.2 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
29.2.1	Aim for at least 30% female participation and include individuals with disabilities and youth in all phases of municipal projects.	Richmond LM	Annually, progress report by 30 September 2026
29.2.2	Support the Richmond LM to access disaster relief funding to mitigate against the impact of floods experienced by the municipality.	KZN Cogta	Progress report due to NCOP by 31 July 2026.
29.2.3	Facilitate and coordinate a platform for local municipalities to share experiences and best practices for major infrastructure and service delivery projects.	uMgungundlovu DM	31 July 2026
29.2.4	Develop a public response strategy to address complaints and queries from the public in adherence to the Batho Pele principles. The strategy should include: • Response timelines, escalation procedures, and feedback channels. • A monthly tracking and reporting system. • Utilise existing communication platforms and staff to implement improvements.	Richmond LM	15 February 2026
29.2.5	Collaborate with ward structures to address illegal littering, damaged infrastructure, compromised sewer systems, uncut grass in public areas, and ensure regular monitoring of drainage systems. The plan should:	Richmond LM	30 June 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	• Establish a joint task team with ward committees to identify and prioritise problem areas. • Implement a schedule for cleaning, repairs, and maintenance of public spaces and drainage systems		

29.3 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
29.3.1	Undertakes to ensuring that women empowerment in various sectors including construction is prioritised and covers youth and people with disability.	Richmond Local Municipality	Quarterly
29.3.2	Undertakes to motivate to the NCOP for the Richmond municipality to be allocated disaster/flood relieve grant as this has not occurred since 2022, while the municipality has been a victim of flood-related disasters	NCOP Permanent Delegates	Ongoing
29.3.3	Undertakes to create a platforms/forum with other sister-municipalities in the uMgungundlovu district to share best practices such as road-related-project management	Richmond Municipality	Quarterly
29.3.4	Undertakes to ensure that women empowerment is extended to fields like construction and that empowerment includes youth and people with disability.	Richmond Local Municipality	Ongoing
29.3.5	Undertakes to encourage community structures to report service delivery complaints in order to increase response	Richmond Local Municipality	Ongoing

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
	time for complaints resolution.		

29.4 Supply and installation of water infrastructure in Bruntville and Phumula, Mpofana

29.4.1 Background of the site

The Mpofana Bulk Connection is part of the Greater Mpofana Bulk Water Supply Scheme; a major project aimed at delivering reliable treated water from the Spring Grove Dam to rural and peri-urban communities. It includes a new treatment plant, bulk pipelines, and reservoirs to support population growth and reduce the district's current 14% water-supply backlog. The Bruntville/Phumlaas upgrade improves water availability in the Mooi River area through a large-capacity reservoir and new bulk pipelines that stabilise and expand local distribution.

Key construction elements include replacing and extending bulk pipelines, trench excavation and backfilling, pipeline testing and disinfecting, installation of a 200 kilolitres (kl) elevated steel tank, scour and air valves, control chambers, a truck water filling station, thrust blocks, and multiple major crossings, including the N3, Mooi River, and railway infrastructure.

29.4.2 Key challenges experienced during the project

- The layoff process for local labourers.
- Frequent demands arising from labourers who feel compelled to shut down the site.
- Water infrastructure development is challenging due to the geographical characteristics of the area, which is predominantly made up of widely scattered villages.
- The municipality would like to be considered for rural housing projects.
- Support is needed to support farmers that have attained the land through the land distribution programme.
- The municipality used to have a textile hub, which closed down years back and all these infrastructures is still in place. The municipality has planned to meet with external investors to revive this sector.
- Maintenance of roads in the area is poor and land acquiring.

29.4.3 Desired solutions to the challenges (from the perspective of the project owners)

- To roll out water projects that ensure everyone has access to a clean and reliable source of water.

29.4.4 Findings

- The project involves the construction of the Mpofana Bulk Connection and the upgrade of Bruntville/Phumlaas.
- This infrastructure upgrade is meant to address the increasing demand for water as a result of population growth.
- Overall, Wards 3 and 4, as well as the town, were the areas most affected by limited access to water.

- Through this project, the municipality seeks to address longstanding water challenges, ensure access to potable water, and support growth (residential, low-cost housing) in the area. As infrastructure stabilises, local economies (agriculture, textile industry and small business) can grow.
- Through this project, the Bruntville/Phumlaas area gets access to treated, bulk water addressing previously unreliable supply.
- The municipality has developed a business plan for reticulation network around the township.
- uMngeni-uThukela Water owns the bulk infrastructure and uMgungundlovu District Municipality is responsible for reticulation.
- The construction of this project has created numerous job opportunities.
- Regarding current progress, the Municipality has completed 2 842 metres of the 3 800-metre DN315 pipeline, work on the DN400 pipeline is ongoing, and the concrete base for the elevated tank has been poured.
- The total value of the project is R65.79 million, which includes construction costs and engineering fees.
- Expenditure to date is approximately 46% (R30.8 million), with 43% of the work completed.
- Construction of the project commenced on 15 January 2025, with an anticipated completion date of 24 June 2026.
- The municipality also relies on water tankers to supply areas lacking infrastructure. Of these, 40 are hired and 6 are owned by the municipality, with nine tankers serving the Mooi River area.

29.5 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
29.5.1	Develop an implementation plan to avail additional funding to the Mpofana LM to expand water accessibility to all communities within its jurisdiction. The process should: • Identify all areas with limited or no access to piped water. • Develop a detailed water infrastructure expansion plan, including future pipelines, reservoirs, and pumping stations.	KZN Treasury in collaboration with Cogta and Mpofana municipality	30 June 2026
29.5.2	Develop a plan for funding rural housing projects in the Mpofana LM to address housing backlogs and improve living conditions.	KZN Department of Human Settlements	Submit plan by 31 July 2026.

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	The allocation process should: • Identify priority rural areas and the number of housing units required. • Develop a detailed rural housing implementation plan, including timelines and cost estimates.		
29.5.3	Develop a strategy to expedite the expansion of water reticulation infrastructure to all communities and phase out water tankering as an unsustainable solution. The strategy should: • Identify all areas currently dependent on water tankering. • Develop and implement a water reticulation expansion plan, including pipelines, reservoirs, and pumping stations. • Establish a clear timeline for phasing out water tankering.	Mpofana and uMgungundlovu unicipalities	30 March 2026
29.5.4	Implement a systematic framework to identify and quantify the level of support provided to farmers who have acquired land through the land distribution programme, ensuring that assistance aligns with their production needs and promotes sustainable agricultural development.	KZN Department of Agriculture and Rural Development	31 July 2026
29.5.5	Develop and implement a Comprehensive Road Maintenance Plan to ensure safe, reliable, and sustainable road infrastructure across the municipality. Key actions include:	Mpofana LM	31 July 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	• Conduct a full road condition assessment to identify priority areas for maintenance and rehabilitation. • Adopt a preventative maintenance approach to reduce long-term costs and avoid major deterioration. • Ring-fence budget allocations for routine maintenance, including pothole repairs, resurfacing, and drainage improvements. • Introduce a digital road asset management system for real-time monitoring and scheduling of maintenance activities. • Engage local contractors and EPWP programs to create job opportunities while maintaining roads. • Integrate climate resilience measures (e.g., improved drainage systems) to mitigate flood-related damage. • Establish clear timelines and Key Performance Indicators for maintenance cycles and reporting.		
29.5.6	Establish a structured engagement plan to ensure traditional leadership is regularly engaged in development programmes.	Mpofana Local Municipality	30 March 2026
29.5.7	Conduct a feasibility study to determine how the existing textile hub can be leveraged for economic activity, including the possible revival or repurposing for revenue generation and job creation with potential investors.	Mpofana Local Municipality	31 July 2026

29.6 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
29.6.1	Undertakes to allocate additional funding to Mpofana municipality for increasing water accessible to all communities within its jurisdiction.	KZN Treasury	In 120 days
29.6.2	Undertakes to include the Mpofana municipality for rural housing projects in the next fiscal year i.e. 2026/27.	KZN Department of Human Settlements	2026/27 and subsequent fiscal years
29.6.3	Undertakes to expedite the process to expand water reticulation to all communities and cease water tinkering because it is unsustainable	Mpofana and uMgungundlovu Municipalities	In 2025/26 fiscal year
29.6.4	Undertakes to identify and quantify the support farmers who have obtained land through the land distribution programme require.	Mpofana Local Municipality	In 30 days
29.6.5	Undertakes to for maintenance of the roads in the area.	Mpofana Local Municipality	Quarterly
29.6.6	Undertakes to ensure the continued participation for the traditional leadership in various development programmes in the municipality.	Mpofana Local Municipality	Ongoing
29.6.7	Undertakes to quantify the additional funding required to make water accessible to all communities.	Mpofana Municipality	In 30 days

30. COMMUNITY ENGAGEMENT ON MEASURES TO IMPROVE THE DELIVERY OF BASIC SERVICES

30.1 Challenges raised by stakeholders regarding the delivery of basic services

30.1.1 BCCA issues raised by Mr. Mark Pillay

In respect of the ownership of Manor Flats in Msunduzi, there are residents who have been residing in Manor flats for more than 30 years. Some of the residents have been residing there since 1995 and they were told that the flats would be handed over to them for ownership but that has never happened. The flats are now

said to be rental properties of the municipality, and the rental is quite steep for pensioners who have been residing there, where do the old tenants stand regarding ownership? They are unable to afford the rental fees and are old.

30.1.2 Vulindela CBO issues raised by Ms. Queen Mkhize

- Collaboration and partnership between the spiritual leadership and NCOP, Government departments and other stakeholders in community development. Churches can partner with government, NGOs and private sector to leverage resources, expertise, and funding.
- Disparities in economic opportunities, infrastructure and service delivery between urban and rural areas.
- Requests for the Clinic in KwaHhaza as they must travel to Howick to get treatment whereas the population of KwaHhaza is extensive and Howick is too far to travel for treatment.
- Requests for a sports field with children's playground.
- There also have a challenge of network coverage, requesting assistance.
- Persons with disabilities are not accommodated in any way in the area in terms of infrastructure and employment opportunities.
- The clinics they are using do not have proper ventilation in the waiting area/hall which is hazardous as people come to clinics with all types of illnesses and the lack of ventilation can lead to them contracting other diseases while waiting for treatment.
- Request for skills development in relation to digital services as the world moves to 4th Industrial Revolution (4IR) to be competitive with the skills demand.
- Request for extension of Mpophomeni Police Station as it is currently a four room and too cramped.
- Request for Community Health Clinic as the clinics in Vulindlela are small and do not provide all services and are closed at night leading to the residents having to go to hospitals that are far when clinics are closed and not offering services required.
- The area is also plagued by high levels of teenage pregnancy, HIV and substance abuse and there are no resources to assist the community in terms of prevention and other matters.

30.1.3 Ikhwezi Lokusa Community Engagement

- A community centre in Ward 22 has been vandalised leaving the significant vacuum in the area.
- The infrastructure is vandalised and no proper structures to protect infrastructure from effects of climate change.

30.1.4 KZN Women Leadership Forum

- There are safety concerns issues for the church structures of women being vulnerable to crime.
- The organisation is requesting government to ensure that proper security and relevant structures are provided for church institutions.
- There has not been any convenient infrastructure provided for projects to assist women by the municipality.
- The organisation has been applying to use the government buildings but gets no responses.

30.1.5 Tittle Deed Holders Association

- There are 39 families living in Imbali township that have been informed that they are owing municipality for houses that they have never lived in.
- These families are requesting the legislature to help them get answers on this issue. They want to engage the Msunduzi Local Municipality to provide answers on this issue.

30.1.6 THP issues raised by Nana Makhanya

- House 5946 and 5942 has been waiting for rehabilitation since 2009, the Mayor had promised to assist them before he was voted into his position. The residents are visited during the door-to-door campaigns however nothing has materialised.
- House 5637 where one of the residents has no water supplier in her renovated house in eBumnandini is squatting and the mother fears for the life of children as house no 5637 has a deep pool in the premises where the meter burst.
- House B283 has a serious stress related problem since she can't get a title deed because house is on another person's name, she has made efforts to contact the other person and both came to municipality and Department of Human Settlements but still up to now the matter is not resolved. She has some supporting documents and receipts.
- Recognition of the value of traditional health practitioners in Parliament with their own like other sectors.
- The affected community members residing within the jurisdiction of Msunduzi Local Municipality-Pietermaritzburg, briefly raised and alleged the following interrelated issues:
- A need of proper public participation, stakeholder engagement according to Section 152 of the Constitution and transparency.

30.1.7 Broad allegations regarding the state of the municipality

- Lack of libraries.
- Lack of playgrounds.
- Structural damage to municipality buildings.
- Lack of proper leadership and accountability.
- Failure to conduct a socio-economic impact assessment.
- Accommodative structural tariffs and verifying of title deeds.
- Need to build new clinics within the affected communities.
- Corruption-in a form of skills and qualification and nepotism.
- The community respectfully requests accountability and compliance with the law.
- Lack of access and planning to ensure better infrastructure to accommodate disable people.

30.1.8 Maritzburg Ratepayers

The organisation met with the Cogta Portfolio Committee, but nothing came out of it as there were no responses from the powers may be. Alleged that there is high level of corruption in the Msunduzi Local Municipality. Also alleged the following:

- Cadre deployment.
- High issues of nepotism.
- High political interference.
- Lack of vision from the leadership.
- Need to look at how we can work together.
- The municipality needs to improve public participation.
- Met with municipality leadership to provide solutions but nothing was ever implemented.
- Correspondence was sent to the municipality since it was put under administration but 95% of such solutions had neither been acknowledged nor responded to.

30.1.9 Imbali Residents Civic Association (IRCA)

- Problem with exorbitant summons issued to some community members by the municipality.
- Request for the municipality to allow interface with IRCA because majority of the community cannot afford to pay summons as they are unemployed and some are pensioners.
- Challenges with delivery of services. There is illegal dumping in Imbali whereby municipal officials dump refuse using the municipality's vehicles.

30.1.10 Woodlands Rate Payers (Ward 32)

- Not all municipality departments attend war room meetings.
- Ward councillors not overseeing public participation activities
- There is poor or no service delivery which is unfair for the ratepayers.
- There are excuses from the municipality of workers' strikes and no spares.
- Recommend that the EPWP programme be handled by the civic organisation to benefit citizens.
- There are too many tick box exercises concerning public participation activities by the municipality
- There are families where four generations live in one household. RDP housing lists keep on changing.
- Some young people who participated in EPWP, who could not be paid by the municipality for three months.
- Emalahleni project was left incomplete. No accountability to the contractor and the buildings were vandalised by community members.

30.1.11 Interfaith issues raised by Khulekani Victus Mthembu

- Church zones are occupied by business sector
- Astronomical sites for land to build churches.
- No proper consultation with church leaders in policy making
- Segregation of faith-based leaders is a problem when it comes to government programmes.
- All sectors seem to have a budget while interfaith remains with nothing to fund their programmes.
- The promulgation of laws in the country is not seriously considering the religious consultation sector.
- Allegation that the Cultural, Religious and Linguistic Rights Commission is biased against Christianity.
- High cost of rates in church buildings – it appears that there is consideration of churches as NPO (non-profit organisation) formation.

- The resolution proposed in the interfaith symposium with other stakeholders is not implemented despite reports having been submitted.

30.1.11.1 Community Based Concerns/Problems

- High unemployment - especially among the youth with limited job opportunities in rural areas
- Poverty and inequality - wealth is concentrated in urban centres, while rural communities experience high poverty level.
- Service delivery issues - alleged that there are instances of inconsistent access to basic services like water, sanitation, and electricity, particularly in rural municipalities.
- Infrastructure deficits - poor road network, inadequate housing, and limited access to health care areas.

30.1.11.2 Environmental degradation

- Deforestation, soil erosion and water resource challenges, exacerbated by climate change.

30.1.11.3 Crime and social issues

- High crime rates and social problems, including substance abuse and gender-based violence.

30.1.11.4 Urban-rural gaps

- Disparities in economic opportunities, infrastructure and service delivery between urban and rural areas.

30.1.11.5 Solutions proposed by an interfaith group

- Every government department should have a chaplain.
- Need proper consultation before any bill is implemented.
- The appointment of chaplains should run through correct interfaith protocols.
- Need to know the allocated budget for religious sector that feeds all provinces.
- Need government to assist with sites zoning and prefabricated buildings of churches.
- Need government to assist the faith-based in reclaiming the sites invaded by other stakeholders.
- Requests for a mechanism that will enable government subsidies for services such as water and electricity instead of depending on church members who are also struggling.
- Need to have a house of law for the faith-based sector where decisions affecting religion will be discussed before they are promulgated into law.
- Government departments should consider doing pre-planning together with faith-based organisation in their programmes and work as partners not just to come for opening and closing with prayers.
- The employment of chaplains should be transparent and consultation with the interfaith should be prioritised to avoid nepotism.
- The government should provide resources to the church leaders appointed to assist during the mobilisation and preparation of the faith-based events as it does to its employees (allowance to claim for travelling and telephone calls etc.).

- Collaboration and partnership between the spiritual leadership and NCOP, Government departments and other stakeholders in community development. Churches can partner with government, NGOs and private sector to leverage resources, expertise, and funding.
- Pastoral Support: Churches can offer emotional and spiritual support to the affected individuals and families.
- Lobbing and advocacy: Church leaders can advocate for policies addressing poverty, unemployment, and inequality using their influence on lobbying NCOP members.
- Community engagement: Churches can mobilise communities to participate in development initiatives, promoting ownership and sustainability**.**
- Capacity building: Churches can provide training and skills development programmes, enhancing employability and economic empowerment**.**
- Job creation and entrepreneurship: Support initiatives promoting job creation, entrepreneurship, and skills development.
- Social protection: Advocate for strengthened social safety nets, including grants and subsidies.
- Education and skills development: Promote access to quality education, vocational training, and lifelong learning**.**
- Healthcare and wellness: Support initiatives improving healthcare access, mental health and wellness.
- Benefits of church-NCOP Collaboration: Amplified voice - Collective advocacy amplifies the voice of marginalised communities. Increased outreach - Churches can access and engage hard-to-reach communities. Contextual understanding - Churches bring local knowledge and insights to inform policy decisions
- Conclusion: By working together, the church and NCOP can address poverty, unemployment, and inequality, promoting more equitable and prosperous society.

30.2 Responses by Msunduzi Local Municipality

- Msunduzi Local Municipality meets 12 times a year and provides information to the public on all meetings and members of the public are allowed in all public meetings.
- The municipality will provide information to inter-faith institutions on suitable structures available that can be used. However, the institutions will have to do a proper application on government for such structures.
- There is a system or policy that caters for poor people, indigent citizens and the elderly people are accommodated for government assistance.
- The allegation of fraud with some people having title deeds while the project is currently underway is a concern and there is an investigation and is at an advance stage. There are people owning tittles at that hostel and it is not known how they got them.
- The municipality is providing an opportunity and arrangements to deal with communities who are owing the municipality and therefore those with various concerns to come forward for assistance.
- The Msunduzi municipality confirms that there was an incident in Ward 33, and the appropriate land has been identified to build houses.

30.3 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
30.3.1	Submit a report on strategies to urgently address disparities between rural and urban communities in economic opportunities, infrastructure, and service delivery. The report should include: • Identified priority rural areas and outline interventions for roads, water, electricity, healthcare, and economic development. • Programmes to stimulate local economic activity (e.g., small business support, agricultural development).	KZN Department of Economic Development, Tourism and Environmental Affairs	30 July 2026
30.3.2	Conduct a feasibility study for the construction of a primary health facility in KwaHhaza village.	KZN Department of Health	Feasibility report: 30 June 2026 Progress report: annually starting 31 July 2026
30.3.3	Develop a plan for the construction of recreation and sporting facilities for the uMngeni LM over the 2025/26-27/28 MTEF period.	uMngeni LM	Progress report: annually, starting 31 July 2026.
30.3.4	Develop a strategy to ensure the inclusion of persons with disabilities in municipal projects and expedite their employment within government structures. The strategy should: • Develop and implement a disability inclusion policy for all municipal projects.	KZN Cogta in collaboration with SALGA and relevant municipalities	Policy development: 30 March 2026 Identification and reservation of positions: 30 June 2026 Submit progress report to NCOP: 30 September 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	• Identify and reserve positions for persons with disabilities in municipal employment programmes. • Provide reasonable accommodation and accessibility in workplaces and project sites.		
30.3.5	Conduct an audit of all clinics in the municipal area lacking adequate ventilation and ensure the installation of compliant ventilation systems to prevent nosocomial infections.	KZN Department of Health	Audit to be completed by 1 March 2026. Implementation of compliant ventilation systems: 30 August 2026
30.3.6	Extend Mpophomeni Police Station beyond its current four-room structure to enable optimal policing and service delivery.	SAPS, KZN-Public Works	30 November 2026
30.3.7	Each Ward Councillor should convene at least one public engagement meeting per quarter within their ward, document community inputs, and submit a consolidated report to the NCOP.	Mayoral Committee	Quarterly, starting 30 March 2026
30.3.8	Develop a comprehensive service delivery improvement workplan which should include: • Clear actions for key service areas such as water, sanitation, waste management, electricity, and road maintenance. • Measurable performance indicators • Align targets with available resources and budget allocations.	Msunduzi Municipality	30 March 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
30.3.9	Develop a public response strategy to address complaints and queries from the public in adherence to the Batho Pele principles. The strategy should include: • Response timelines, escalation procedures, and feedback channels. • A monthly tracking and reporting system. • Utilise existing communication platforms and staff to implement improvements.	Msunduzi municipality	28 February 2026
30.3.10	Investigate high levels of summons issued to community members in iMbali and submit a detailed report on the findings and corrective actions to the NCOP. The report should include: • Specific details of the number of summons reviewed and reasons for their issuance; • Measurable outcomes, such as the percentage of summons found to be irregular and actions taken to rectify them; • Assigned responsibility for the investigation team and oversight**;** • Relevant corrective measures to prevent recurrence; • Time-bound milestones, including completion of the investigation within 60 days and submission of the report by the deadline.	Msunduzi municipality	30 March 2026
30.3.11	Implement a comprehensive illegal dumping management plan to clear	Msunduzi municipality	30 March 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	existing backlogs, enforce penalties, and prevent future occurrences. The plan should: • Clear all identified illegal dumping sites within the municipality within a dedicated timeframe. • Issue fines to perpetrators in accordance with municipal by-laws. • Install dedicated waste bins in high-risk areas to control litter and discourage dumping.		
30.3.12	Immediately investigate all allegations of corruption against councillors and officials. The process should: • Establish a formal investigation protocol for corruption allegations. • Identify responsible officials or an integrity unit to manage investigations. • Set timeframes for investigations of reported allegations. • Ensure 100% referral of substantiated cases to law enforcement agencies.	Msunduzi LM	Develop and approve investigation protocol by 31 January 2026. Submit progress report to NCOP by 15 April 2026.
	Strengthen the collaboration against the proliferation of substance abuse in various sectors including the Church.	SAPS, Faith-based Community	Ongoing

30.4 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
30.4.1	Undertakes to support a continued collaboration and partnership between the faith leadership, municipalities,	National, provincial and municipalities.	Ongoing

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
	government departments and NCOP including other stakeholders in community development.		
30.4.2	Undertakes to support the levelling of the disparities in economic opportunities, infrastructure and service delivery between urban and rural areas.	KZN Department of Economic Development, Tourism and Environmental Affairs	Quarterly
30.4.3	Undertakes to support the urgent response to erecting a Community Health Centre/Clinic in KwaHhaza village as other health facilities are far an expensive to reach.	KZN Department of Health	In 3 months
30.4.4	Undertakes to ensure the urgent construction of a sports field inclusive of essential amenities like swimming pools, shower and children's playground.	KZN Department of Sports, Arts and Culture and uMngeni Municipality	In 3 months
30.4.5	Undertakes to ensure the improvement of network coverage to ensure that the public and local business gets network connection.	Icasa, MTN, Vodacom, and Telkom	In 3 months
30.4.6	Undertakes to ensure the expedited inclusion of persons with disabilities in the employment of government and municipalities.	National, provincial and municipalities	Ongoing
30.4.7	Undertakes to ensure that uMngeni municipal clinics are installed with proper ventilation in the waiting area/hall to enhance ventilation and prevention of nosocomial infections.	KZN Department of Health, uMngeni Local Municipality	In 30 days
30.4.8	Undertakes to ensure the provision of skills development in relation to digital	Department of Higher Education and Training	In 3 months

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
	services as the world moves to the 4th Industrial Revolution (4IR) to be competitive with the skills demand.		
30.4.9	Undertakes to ensure that all Msunduzi municipality's departments attend war room meetings to resolve service delivery matters with the stakeholders and report to the NCOP of this allocation of officials who will regularly attend these forums in 14 days.	Msunduzi Local Municipality	In 14 days
30.4.10	Undertakes to ensure that the Mayor and Speaker of the Msunduzi municipality instruct the Ward Councillors of the Council to oversee public participation activities and report to the NCOP of this issuance of the directive.	Msunduzi Local Municipality Mayor and Speaker	In 14 days
30.4.11	Undertakes to ensure that Msunduzi municipality provides a detailed workplan for improving delivery service in the city and throughout its jurisdiction. The workplan must be furnished the NCOP in 30 days.	Msunduzi Local Municipality	In 30 days
30.4.12	Undertakes to ensure that the Msunduzi municipality reviews its public response mechanism and sends correspondence in this regard to the NCOP. This must ensure that municipality is responsive to the public and demonstrates Batho Pele principles.	Msunduzi Local Municipality	In 60 days
30.4.13	Undertakes to ensure that the Msunduzi municipality attends to the allegations of exorbitant summons issued to some	Msunduzi Local Municipality	In 60 days

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
	community members in iMbali. Report on the outcome of the investigation must be made available to the NCOP.		
30.4.14	Undertakes to ensure that the Msunduzi municipality clears the backlog of illegal dumping throughout its jurisdiction and issue fines against the perpetrators. Also create a dedicated bins for controlling litter and prevention of illegal dumping.	Msunduzi Local Municipality	In 60 days
30.4.15	Undertakes to ensure that the KZN Cogta Portfolio Committee responds in writing to all the organised formations who attended its meetings. This is important as the Legislature represents the people.	KZN Provincial Legislature	In 30 days
30.4.16	Undertakes to ensure that the Msunduzi municipality investigates any allegation of corruption against councillors and officials and where there is evidence, law enforcement agencies must be notified.	Msunduzi Local Municipality	Ongoing
30.4.17	Undertakes to ensure that the Msunduzi municipality creates more platforms to demonstrate its vision to the people that it serves. It is also recommended that there be regular interfaces with the public convened by the Council.	Msunduzi Local Municipality	Quarterly
30.4.18	Undertakes to create more platforms to demonstrate its vision to the people that it serves. It also undertakes to hold regular interfaces with the public convened by the Council.	Msunduzi Local Municipality	Quarterly

30.5 Legislative Proposals Arising from NCOP Oversight TO KZN

30.5.1 Bulk Infrastructure Accountability Bill

Ensuring district municipalities deliver bulk services before housing construction beg**ins.**

30.5.2 Municipal PPP Expansion Bill

Simplifying and decentralising PPP rules to encourage private-sector partnerships.

30.5.3 Contract Performance and Public Works Accountability Bill

Enforcing termination rules, blacklisting of non-performing contractors, and performance scoring.

30.5.4 Infrastructure on Private Land Safeguards Act

Prohibiting public expenditure without servitudes or long-term access agreements.

30.5.5 Project Readiness Certification Act

Requiring verified land rights, funding, designs and bulk capacity before tenders are issued.

30.5.6 Maintenance and MIG Performance Enforcement Act

Making Treasury's 8% maintenance ring-fencing legally binding.

30.5.7 National Infrastructure Transparency Act

Publishing infrastructure budgets, contractor performance and progress online.

31. LIMPOPO: BRIEFING BY ACTING PREMIER RB MAKAMU ON MEASURES TO STRENGTHEN THE DELIVERY OF SERVICES IN THE PROVINCE

31.1 Measures to strengthen the delivery of services in the province

- The 2024 Provincial Week centred on the Waterberg District Municipality (WDM), with a particular emphasis on the persistent challenges affecting the timely delivery of public infrastructure and the resulting impact on service provision to communities. Projects were visited in Thabazimbi, Lephalale and Mokgalakwena local municipalities.
- NCOP resolutions become part of the Executive Council discussion as they are taken seriously.
- There was no disclaimer in Mopani District. In the entire province, only Thabazimbi Local Municipality (LM) received a disclaimer, and this will be addressed as the province target to be a disclaimer free zone.
- Provincial interests and matters to be raised in the national government through the NCOP.

31.2 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
31.2.1	NCOP final report should be shared with the Office of the Premier for proper coordination.	NCOP Provincial Liaison Office	After Adoption by the NCOP
31.2.2	Mayors should be openminded and be ready to receive constructive criticism on their respective municipalities.	All municipalities	Continuously

31.3 Executive undertakings by the Acting Premier in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
31.3.1	The Executive Council will take the recommendations of the NCOP week seriously and, in addressing them, will work with the district and local municipalities. Provincial government will participate in the debate when the report is being considered.	Office of the Premier	Ongoing and after adoption of NCOP Provincial Week report.

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
	The government will escalate the matter of vandalism of property and water mafia to the Office of the President.		

32. BRIEFING BY MEC OF CO-OPERATIVE GOVERNANCE, HUMAN SETTLEMENT AND TRADITIONAL AFFAIRS (COGHSTA): PROGRESS REPORTS ON THE IMPLEMENTATION OF THE 2024 NCOP PROVINCIAL WEEK RECOMMENDATIONS AND MEASURES TO IMPROVE THE STATE OF MUNICIPALITIES IN MOPANI DISTRICT

32.0 Key achievements

- Altoostyd Project: profiling successfully completed, beneficiary verification and vetting conducted in collaboration with the municipality, and all qualifying beneficiaries were confirmed. Beneficiaries qualifying for Breaking New Ground (BNG) subsidies were approved to benefit from the Altoostyd BNG house project. The project was finalised with two new ablution facilities connected to the septic tank and existing ablution facility being refurbished. The project reached practical completion in July 2025 and was handed over to the Lephalale Municipality on 08 July 2025.
- Marapong Community Residential Units (CRU): Contractor appointed to construct and connect water and sewer bulk infrastructure. The contractor was handed the site in September 2025 and is currently on site. Anticipated project completion is end of March 2026. Potential beneficiaries are enlisting their names with the municipality as required by the National Housing Needs Register. The department, together with the property manager, will conduct screening against the set requirements.
- 2024/2025 BNG projects: 99.7% completion rate (1 133 out of 1 1136 units completed) with 98% budget expenditure, demonstrating exceptional project and delivery.
- 2023/2024 blocked projects: 100% completion and full budget utilisation across Greater Giyani, Letaba and Greater Tzaneen Municipalities, providing the department's ability to resolve prior-year blockages.
- Engineering services: Greater Giyani Engineering Services project completed with 365 units received full water, sewer, and road infrastructure.
- Strategic initiatives: Clear pathways established for resolving 39 incomplete housing units and the Dan Village sewer network through Sizeya Consulting and NHBRC forensic audit processes.

32.1 Outstanding commitments

- Marapong CRU experienced setbacks and was not completed by the initial deadline of 30 March 2025 due to force majeure as the district was affected by severe flooding, which significantly impacted progress.
- Smasha Block Informal Settlement is still undevelopable due to the adverse geotechnical conditions, and the municipality does not have suitable land in the vicinity for upgrading. The Department of Human Settlements, in collaboration with Anglo American Platinum, have initiated Northam IRDP to formalise

informal settlements. However, the project was delayed due to leadership instability. The department and the municipality convened a meeting to review the development.

- Regorogile Housing Project (RHP) was successfully completed; however the municipality faces a significant challenge due to water scarcity, which is impacting beneficiaries' access to essential services. Specifically, the water pressure is too low to adequately support the sewer and water infrastructure installed by the contractor. Although the construction was completed in accordance with the contract, operational issues related to the municipal water supply continue to hinder service delivery to the community.

32.2 Remedial action plans

- The department subsequently engaged with the national Department of Human Settlements (DHS) to ensure support for Smasha Block project. However, the DHS indicated that a scoping report must be completed for all mining towns as a prerequisite.

32.3 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
32.3.1	Conduct a post-occupancy evaluation of the Altoostyd Project to assess beneficiary satisfaction and identify any latent defects in ablution facilities.	CoGHSTA in collaboration with Lephalale LM	30 June 2026
32.3.2	Implement risk mitigation measures for potential delays (e.g., contractor performance monitoring, contingency planning for weather disruptions) to ensure Marapong CRU project meets the completion deadline.	CoGHSTA in collaboration with Lephalale LM	30 June 2026
32.3.3	Collaborate with the local municipality and Department of Water and Sanitation to resolve water pressure issues for the Regorogile Housing Project through infrastructure upgrades or alternative supply solutions.	CoGHSTA in collaboration with Thabazimbi LM	Ongoing until issue is resolved
32.3.4	Establish a multi-stakeholder task team (Department, NDHS, mining companies) to monitor progress and prevent	CoGHSTA in collaboration with Lephalale LM	31 January 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	leadership-related delays for the Smasha Block Informal Settlement project.		

33. BRIEFING BY MEC OF PUBLIC WORKS, ROADS AND INFRASTRUCTURE (DPWRI), MR MJ PHUKUNTSI ON THE STATE OF MUNICIPALITIES IN THE MOPANI DISTRICT

33.1 Infrastructure development and maintenance

- Provincial road network totals 19 180 km (33% paved; 67% gravel).
- Mopani District road network totals 2 551 km (1 462 km unpaved; 1 089 km paved).
- Paved road conditions: 12% very good, 28% good, 24% fair, 27% poor, and 9% very poor.
- Gravel road conditions:4% very poor, 54% poor, 30% fair, and 12% good.
- Practical completion was achieved on D3812, D3734, and D3380.
- Ongoing construction on T1268, D4424, DD1350, D3786, and various municipal roads.
- Completed construction on D11, D21, and D3179.
- Contractor appointments issued for the following roads; D15 / D3794 / D3792, D3890, D3901, D3180, R43/3, and D1034.
- Site establishment completed for D3775, D3804, D3805, D3200, and P43/3.
- Designs completed for D3164, but contractor appointment delayed due to limited budget.
- Preliminary design underway for D3641.
- Dikgerekgere Wednesday Programme launched on 10 July 2024.
- Maintenance performance as at September 2025: 129.8 km re-gravelled; 239 162 m² blacktop patching; 17 540 km bladed; 62 250 m² resurfaced; 52 500 m² rehabilitated.
- Budgets reprioritised to commence upgrades on 21 new roads.

33.2 Progress in building viable municipalities for enhanced delivery of basic services to communities

- Road upgrades have improved access for communities and government services.
- Improved road conditions support local economic activity.
- Completion of road designs enhances readiness for future allocations.
- The Dikgerekgere Wednesday Programme has expanded maintenance outputs.
- Infrastructure improvements support basic service delivery by improving mobility.
- Social infrastructure projects enhance access to public services (refer to presentation).

33.3 Mechanisms to address delayed, incomplete and abandoned municipal projects

- Reprioritisation of funding to address incomplete and stalled projects.

- Strengthened contractor performance management mechanisms.
- Issuing replacement contractor appointments where required.
- Completion of road designs before funding availability to minimise delays.
- Acceleration of maintenance backlogs through the Dikgerekgere Wednesday Programme.
- Enhanced district-level reporting aligned with oversight structures.
- Coordination with municipalities on stalled social infrastructure projects.
- Deployment of resurfacing and rehabilitation contractors to recover delays.

33.4 Findings

- MEC is aware of the issue on D3804 road from Xikulwani to Mbatlo, the project is awaiting construction work permit and the site has already been established.
- The allegation that the fixing of Nkowankowa road is only in response to visits from the President was found to be false.

33.5 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
33.5.1	Increase annual gravel re-gravelling output to 180 km.	Department of Public Works, Roads and Infrastructure (DPWRI)	31 March 2027
33.5.2	Secure funding and appoint contractors for all completed road designs including D3164.	DPWRI and Provincial Treasury	30 June 2026
33.5.3	Implement monthly monitoring to ensure resurfacing and rehabilitation targets are achieved.	DPWRI	31 March 2026
33.5.4	Resume all stalled Mopani District social infrastructure projects.	DPWRI	30 September 2026
33.5.5	Increase gravel blading outputs to 40 000 km.	DPWRI	31 March 2026
33.5.6	Finalise outstanding Waterberg 2024 NCOP Week commitments and submit verification reports.	DPWRI	31 December 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
33.5.7	Submit a consolidated progress report on Mopani District social infrastructure.	DPWRI	30 March 2026
33.5.8	Improve readiness for future budgets through early completion of road designs.	DPWRI	Quarterly
33.5.9	Strengthen oversight mechanisms to prevent delays in contractor appointments and site establishment.	DPWRI	Quarterly
33.5.10	Establish a district-level technical task team for high-risk projects.	DPWRI and Mopani District Municipality (MDM)	30 March 2026

33.6 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
33.6.1	The MEC undertook to implement all recommendations with the urgency they deserve.	DPWRI	Continuous and after receipt of final NCOP Provincial Week report.
33.6.2	A team to be dispatched to inspect roads for regravelling as proposed by members.	DPWRI	Within 14 days
33.6.3	The matter of construction mafia will be escalated to the construction forum at national level to deliberate of the issue	DPWRI	Ongoing and after adoption of NCOP Provincial Week report.

34. BRIEFING BY MEC FOR HEALTH ON PROGRESS IN THE DELIVERY OF BASIC SERVICES IN MOPANI DISTRICT

34.0 Progress in the delivery of delivery of health services in Mopani District

- As outlined under recommendations

34.1 Recommendations by the NCOP delegation

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
34.1.1	Replace reticulation system and install ablution facilities complying with mental health standards in mental health care ward for the Letaba hospital.	Limpopo Department of Health (LDOH)	30 September 2026
34.1.2	Renovate kitchen, dining hall, maternity ward, neonatal ICU, patient administration building, gateway clinic and complete Epoxy application for the Letaba hospital.	LDOH	31 March 2026
34.1.3	Implement the following repairs at Kgapane hospital: • water reticulation system, • theatre structure, • replacement of gas bank compressor, • replacement of calorifiers replacement of kitchen cold room compressor.	LDOH	31 March 2026
34.1.4	Implement the following repairs at Nkhensani hospital: • installation of gas points, dimmable lights, UPS, packaging units (air-conditioning system) 90% completed in neonatal unit. • replacement of borehole control motors. • major repair of generator for EMS station and Kremetart Clinic • increase the capacity of forensic mortuary cabinets from 24 to 33.	LDOH	31 March 2026

34.1.5	Implement the following repairs at Sekororo hospital: • Repair and painting of roofs and corridor pillars • Bathrooms and basins • Replace damaged doors • Epoxy flooring All the above to be done at the paediatric ward, hospital corridor, operating theatre and record unit.	LDOH	31 March 2026
34.1.6	Implement the following repairs at the Maruleng clinics: Bismark, Lorraine, Sekororo, Calais, Willows, Park Homes: • Repair and painting of roofs. • Painting of walls • Bathrooms and basins • Areas damaged by termites • Epoxy flooring	LDOH	31 March 2026
34.1.7	Implement the following repairs at Dr CN Phatudi Hospital for the neonatal ward, casualty and medical ward: • medical air pipes and additional oxygen • vacuum points	LDOH	31 March 2026
34.1.8	Implement the following repairs at Van Velden hospital: • Kitchen renovation • Gutter replacement • Allied/ admin block roof replacement	LDOH	31 March 2026
34.1.9	Ensure that Dr CN Phatudi and Evuxakeni hospitals are compliant	LDOH	31 March 2026

	with standards determined by the Office of the Health Standard Compliance (OHSC)		
34.1.10	Develop and implement a litigation mitigation policy to address increasing number of litigations against the LDOH.	LDOH	31 March 2026
34.1.11	Develop and implement a phased strategy to ensure that all 104 clinics in the district obtain 'ideal clinic' status.	LDOH	Strategy developed: 31 March 2026 Implementation: Continuous, commencing 1 April 2026.
34.1.12	Ensure that repairs to the 18 ambulances and 16 PPT vehicles that are with service provider is finalised.	LDOH	31 March 2026
34.1.13	Develop and implement a fast-track strategy for filling of critical posts for maintenance or technical services in the health sector.	LDOH	31 March 2026
34.1.14	Fill critical vacancies at healthcare facilities, including those of CEOs and executive managers and core staff.	LDOH	31 March 2026
34.1.15	Develop and implement a road maintenance strategy for access roads to public health facilities across the province.	DPWRI in collaboration with municipalities and LDOH	Continuous, commencing implementation by latest 1 April 2026
34.1.16	A plan or intervention strategy to deal with cross border issue hampering services.	LDOH	Before the end of 2025/26

34.1.17	Engage farmers employing illegal immigrants in collaboration with the Department of Home Affairs.	Office of the Premier in collaboration with the Department of Home Affairs	31 March 2026

34.2 Executive undertakings in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
34.2.1	On shortage of staff, positions to be advertised and appointments made.	LDOH	Within 3 months.
34.2.2	Mobile clinics will continue to be utilised to deliver services to the community	LDOH	Ongoing
34.2.3	On infrastructure, old buildings will continue to be maintained and used until new buildings are acquired.	LDOH	Ongoing
34.2.4	The Department to continue to offer quality health care; improve service delivery and prioritise the Bophelo Pele initiative	LDOH	Ongoing

35. BRIEFING BY EXECUTIVE MAYOR: MOPANI DISTRICT MUNICIPALITY ON THE STATE OF MUNICIPALITIES IN MOPANI DISTRICT MUNICIPALITY (MDM)

- **Under Greater Letaba Municipality, Moshakga Makaba Street paving**: The project involves construction of 2.5 km streets from gavel to 80mm blocked paving, stormwater drainage speed humps. Project started on 03 November 2023 and planned completions date was 30 May 2025. The project was completed on 11 March 2025, and it is currently under defects liability period.
- **Sekgosese Regional ground water scheme phase 3D**: The project involves the construction and equipping of Thakgalang pump station (Etieleni) construction and equipping of Thakgalang boaster pump station and construction of 10420m of 150mm diameter pipe. The project stated on 07 December 2023 and planned completion date was 06 December 2024 with the revised completion date of 30 December 2025. The project is awaiting final testing of rising main from Etieleni to Thakgalang. The project is 98% physical progress and 90% financial expenditure.
- **Middle Letaba Dam, Mamaila Sephukubje Phooko Water Supply**: The bulk line from Amaila booster pump station supplied by Middle Letaba dam is supposed to cater the following villages respectively,

Kolobetona, Rotterdam, Sephukubje, Phooko and Raphahlelo, but due to insufficient water supply from Middle Letaba, the booster does not receive water. The villages mentioned rely on borehole water.

- **Middle Letaba Water Works:** Supplies both Mopani and Vhembe district municipalities. The water treatment works is currently receiving 7.9ML/day due to low dam level. Only 14 villages out of 33 are receiving water under Mopani District Municipality.
- **Matshwi-Maphalle Bulk Water Project**: The project supplies villages such as Matswi, Mothobeki, Posaleng, Ramaroka, Ditshosini, Shawela and Maphalle. This bulk line is tempered by the residents of Mothobeki causing the villages ahead of Mothobeki not to get water but rely on boreholes.
- **Modjadji Water Works:** Supplies both Greater Letaba and Greater Tzaneen municipalities. It is currently receiving 10ML/day due to low dam level. Only 30 villages out of 45 are receiving water while 15 are not getting water due to illegal connections.
- **Kgapane Hospital:** The hospital is supplied by Politsi Water Treatment Plan for 24 hours a day, seven days a week.
- **Under Greater Tzaneen Local Municipality, Maintenance of road D1350 from Tarentalrand to Deerpark to Matswi:** Project start date was 20 January 2024 and original completion date was set for 26 July 2024, however the completion date was revised to 30 November 2025. The project is 92% physical progress and 87% financial expenditure.
- **Tours Water Reticulation to 25 villages Phase 2B:** This project involves construction and equipping of 250KL steel tank at Mogapeng for Pharare and water reticulation pipeline. Project started on 22 December 2022, its original complexion date was 15 December 2023, however it was revised to 29 February 2024. It is 100% complete.
- **Georges Valley Raw Water Bulk Line:** Greater Tzaneen municipality operates and maintains Georges Valley water treatment works with a design capacity of 8.2ML/day feeding Sagmuel commanding reservoir supplying water to the town of Tzaneen. There is no paper train to transfer of raw line, only the transfer of water treatment works, and pumps station has been issued from the department to the district municipality. As the raw line life expectancy has lapsed, there are frequent pipe leaks on the joint of the pipeline resulting in water loss.
- **Ward 31 Lenyenye Boreholes X2 (no electricity):** The Mopani District Municipality (MDM) has made an application to Eskom for the electrification of boreholes. The boreholes are expected to be functional upon electrification / energising of the boreholes by Eskom.
- **Nkowankowa Water Works:** The water scarcity was due to the refurbishment of portable water pump station at Nkowankowa. The programme has been resolved and there is consistent water supply, however recovery is prolonged due to water infrastructure tampering.
- Paving of Zangoma and Mariveni roads: This involves paving of 6 kilometres of road from R3677 junction (Zangoma Village) to D5011 intersection (Nkowankowa-Letsitele road). The project started on 04 May 2023 with its original completion date set for 03 May 2025, however the completion date was revised to 05 May 2025. The project is 100% physical and financial expenditure. The road is in a good state.
- **Upgrading of Thapane internal streets from gravel to paving (Ward 11):** Construction of 3.6-kilometre internal street paved surface, edge beams and precast concrete kerbs, stone pitched drains of varying

widths and installation of road furniture and finishing of road reserve. The project is 100% physical and financial expenditure, and the road is at a good state.

- **For Maruleng Municipality: Rehabilitation of Lorraine Access road:** involves construction of drains, prefabricated culverts, pavement layers, surfacing, road signs and road markings. The project is 100% physical and financial expenditure. The project was completed on 03 October 2025.
- **Under Ba-Phalaborwa Municipality: Installation of stormwater culvert at Tension Pilusa Graveyard:** involves constructing a 4-barrel 1.2 box culverts, bridge approach works, gabions and stones pitching, rockfill, shaping of the stream etc. The project is 100: physical and 99% financial expenditure complete. The project is still under defects liability period, and it is currently utilised by the community.
- **Under Greater Giyani Municipality: Giyani Water Reticulation and Household connections (Phase 1) Thomo Village:** The project involved construction of 41.3km water reticulation pipelines, refurbishment of 13-kilometre existing water reticulation networks and installation of 2 765 metred yard connections. Project started on 23 June 2023 and its original completion date was 23 June 2024. The completion date was revised to 31 October 2025. The project is 100% complete in terms of the physical structure and financial expenditure is at 81%. All households are currently receiving water through 500kl concrete reservoir, 600kl concrete reservoir and 400kl elevated steel tank connected to the bulk pipeline F2 by LNW.
- **Giyani Water Reticulation and Household connections (Phase 1): Thomo B Village:** construction of 400KL elevated steel tank, refurbishment of 400KL existing concrete reservoir. Project start date was 23 June 2023 with an original completion date of 23 December 2023. The project was completed on 22 January 2025. All households are currently receiving water through 500kl concrete reservoir, 600kl concrete reservoir and 400kl elevated steel tank connected to the bulk pipeline F2 by LNW.
- **Giyani Water reticulation and household connections (Phase 1): Khakhala Village:** Projected start date was 30 June 2023 with original completion date of 30 June 2024. However, the completion date was revised to 30 October 2025. The project is 100% physical progress and 96% financial expenditure. The completion was delay due to social issues. 822 households receiving water from the bulk pipeline A.
- **Upgrading of Hlomela internal streets from gravel to paving (2.6km):** The project is 100% complete: experienced 51 days of extension from 25 March to 27 June 2025. It progresses well on site and quality of workmanship was achieved to the standards set in the project specification.
- Sefofotse to Ditshosing Bulk Water supply and reticulation phase 2E: Construction and equipping of 5ML galvanised steel tank, booster pumping station, concrete borehole station and installation of uPVC class 12 pipeline.
- Construction of 40.5-km bulk water supply pipeline from Nandoni Dam to Nsami Dam**:** Construction of raw bulk water pipeline from Nandoni to Giyani (Xikukwane) and treated bulk water pipeline from Nandoni to Greater Malamulele. The project is completed, currently closed out and documents handed over on 12 June 2025 after defect liability lapsed.

35.1 Recommendations by the NCOP delegation

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
35.1.1	Complete pressure testing and final commissioning of all bulk pipelines to reach 100% functionality.	Muteo Consulting, CN and Lebaka Contractors	Ongoing
35.1.2	Resolve outstanding social disputes on Pipeline C2 through community liaison committees.	MDM, Traditional Leaders, DWS Community Liaison	Immediate (February–March 2026)
35.1.3	Strengthen security around pipeline wayleaves to prevent tampering or damage.	MDM, South African Police Service (SAPS), Department of Water and Sanitation (DWS) Regional Office	Ongoing
35.1.4	Finalise and approve upgrade design for increasing Water Treatment Works output from 30 Ml/day to 40 Ml/day.	DWS	Ongoing
35.1.5	Resolve all contractor performance delays and enforce contractual compliance.	MDM and DWS Regional Office	30 June 2026
35.1.6	Enhance site inspections to verify quality of works before final commissioning.	Resident Engineers (Muteo)	Ongoing – Monthly
35.1.7	Complete reservoir connections at high-lift points to stabilise village supply.	Contractors (Lebaka and CN)	31 July 2026
35.1.8	Improve bulk–reticulation alignment to ensure villages can receive water immediately after commissioning.	MDM and DWS	Ongoing
35.1.9	Finalise outstanding work in Risinga View Village (B and C sections).	MDM, Contractors	30 November 2025

35.2 Executive undertakings in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be	Entity or person	Timeframe (by when it

	done)	responsible	will be done)
35.2.1	MDM Executive Mayor acknowledged the recommendations and correctness of the draft report and undertook to use internal structures and functions to deliver as a Water Service Authority.	MDM	Continuous and after receipt of the final NCOP Provincial Week report

36. BRIEFING BY THE DEPARTMENT OF WATER AND SANITATION ON WATER AND SANITATION PROJECT IN MOPANI DISTRICT MUNICIPALITY

- **Nandoni-Nsami Bulk Pipeline:** Became functional on 05 April 2023 and practically completed in December 2023. It supplies Giyani WTWs with an average of 15ML/d of raw water. Parallel to this line is a 26-kilometre pipeline which transfers treated water and ends at KwaMsani (Greater Malamulele) under Collins Chabane Local Municipality, which was completed in December 2023.
- **Giyani WTWs Refurbishment**: Refurbishment of the Giyani WTWs to restore its original production capacity to 30ML/d which was falling to 13-17MLd was completed in June 2024.
- **The Giyani Water Services-project:** The overall project progress is currently at 90.23%. Pressure Testing and commissioning account for most 90% of the remaining works. Project is envisaged to be completed by May 2026. No additional expenditure is required to complete project.
- **Giyani 55 Villages Reticulation Phase 1:** This project has 23 out of the 24 villages completed with the reticulation and household connections. The remaining Risinga View Village will be completed by end of November 2025. Phase 2a (15 villages) and Phase 2b (16 villages) require an additional estimate of R3bn to complete reticulation and household connections. Phase 2a implementation will start from 2026/27 FY and 2b under the outer financial year.
- **Giyani WWTWs Upgrade - the upgrade of the Giyani WTWs:** Still at planning stage to be implemented in the current financial year (third quarter) once the IRS is finalised. Hopefully, this will be the last intervention by the department in Giyani to improve water supply to the 55 villages and the town. The completed projects costed an estimated R6 billion funded by the department.

36.1 Executive undertakings in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
36.1.1	The district will intervene on all visited project and will ensure implementation of the recommendation to benefit the people of Mopani – The report of the NCOP should be provided to them.	MDM	Ongoing and after adoption of the NCOP Provincial Week report.

	The Mopani District as the Water Services Authority will use the internal structures to ensure that the short-term to medium term interventions are implemented		

37. SITE VISITS: GREATER TZANEEN LOCAL MUNICIPALITY

37.1 George Valley Pipeline

37.1.1 Background of the site

The George's Valley Raw Water Pipeline is a critical component of the bulk water supply system serving the town of Tzaneen and its surrounding suburbs in the Mopani District of Limpopo. The pipeline forms part of a broader regional water network that supplies raw water to the George's Valley Water Treatment Works (WTW), which is one of the two major treatment plants operating within the Greater Tzaneen area.

37.1.2 Key challenges experienced during the project

- The infrastructure is old, and the pipe frequently bursts.
- Since the pipeline was erected in 1963, there has not been any upgrades on the infrastructure amid the growing population in the community.
- There has been an ongoing debate around ownership of the infrastructure between DWS and the local municipality.
- DWS is charging municipality the tariffs for the Water Resource Management even though the municipality does not own the asset/infrastructure.
- Implementation of daily water-shedding from 21h00 to 04h00.
- Payments of conveyance that are made to DWS which cannot be accounted for.
- Confusion about the role of the municipality and DWS on the maintenance of the infrastructure (water pipe).
- The abstraction point is far from the treatment point; the abstraction can be made shorter or nearer.

37.1.3 Desired solutions to the challenges (from the perspective of the project owners)

- Resolution of ownership of the pipeline will ensure that it is properly funded, activities planned and properly maintained.

37.1.4 Findings

- DWS does not charge the municipality the conveyance fee but the water resource management and consumptive charge.
- DWS only transferred schemes that were operated and maintained by former homelands to Water Services Authorities (WSAs).
- Prior to transfer of water and sanitation schemes to WSA, functional assessment of schemes was conducted by DWS and George's Valley was not part of the exercise.

37.2 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
37.2.1	Department of Water and Sanitation (DWS), Mopani District Municipality and Greater Tzaneen Local Municipality must meet to resolve the ownership issue over the infrastructure and report to the NCOP.	DWS, MDM and Greater Tzaneen Local Municipality	30 March 2026

37.3 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
37.3.1	MDM and Greater Tzaneen Local Municipality to continue operating and maintaining the scheme while finalising the issue of ownership of the raw water bulk pipeline.	MDM and Greater Tzaneen Local Municipality	30 March 2026

37.4 Nkowankowa Wastewater Treatment Plant

37.4.1 Background of the site

The Nkowankowa Wastewater Treatment Plant serves the township of Nkowankowa, which forms part of the Greater Tzaneen Local Municipality, within the Mopani District in Limpopo Province. The facility is a critical component of the broader regional water-supply and treatment system, providing potable water for residential, municipal, and limited commercial use. It draws from a surrounding catchment that includes the Klein and Great Letaba River systems, both of which are experiencing increasing pressure due to population growth, rising demand, and escalating service requirements. There are communities not getting water even though the municipality indicate that they are supplying to 24 villages.

37.4.2 Key challenges experienced during the project

- The plant previously operated with four raw-water pumps, but only two were functional, which significantly reduced potable water production capacity.
- The infrastructure is old with some pipes that are made of asbestos at the risk of bursting.
- There is a challenge of water mafias that tamper with the system.
- Experienced repeated water supply interruptions resulting from inlet blockages, pump failures, and limited system capacity.

- The wastewater treatment facility serving Nkowankowa is under strain due to population growth, leading to reduced effluent quality and potential impacts on upstream and downstream water systems.
- Failures in sewage treatment and water supply infrastructure present environmental and public health risks, including contamination, inconsistent service, and increased community dissatisfaction.
- Water scarcity in Nkowankowa has led to the deployment of “water marshals” in certain areas, although their reports do not consistently align with technical feedback from water services officials.
- Water shortages previously resulted from non-functional pumps; these pumps have since been restored, improving operational stability.
- High-lying settlements continue to experience limited or no water flow due to low pressure and slow reservoir recovery times.
- Stakeholders report inconsistent water availability, with some areas receiving water for fewer than four hours per day.
- There is a reservoir that historically supplied water to the institutional facilities, namely, such as Tivumbeni College which has closed, however there still no adequate water supply to surrounding communities.
- Continued water shortages and service failures have resulted in periodic closures of the R36 road by community members demanding restoration of water supply.
- Water scarcity in Nkowankowa has triggered the deployment of “water marshals” in various areas, although their reports do not fully correlate with technical feedback from the water services officials.
- Water shortages previously resulted from non-functional pumps; pumps have since been restored to working conditions.
- Despite the plant’s operational recovery, high-lying areas continue to experience limited or no water flow due to low pressure and slow reservoir recovery times.
- Some stakeholders reported inconsistent water availability.
- The reservoir that historically supplied institutional facilities (for example, the Tivumbeni College) no longer provides adequate service to surrounding communities.

37.4.3 Desired solutions to the challenges (from the perspective of the project owners)

- Ensure potable water supply to the Nkowankowa township and 22 surrounding villages and entrepreneur, thus playing a direct role in service delivery and community wellbeing.
- Support local socio-economic development: water availability is a pre-condition for business, household quality of life, and municipal services.
- The plant’s performance has implications for upstream/downstream water resource management in the region (rivers, dams, water catchments).

37.4.4 Community concerns - delayed, incomplete, and stalled infrastructure projects

- Allegations have been raised regarding an R8 million project intended for Wards 17, 18, and 20. Reports indicate that the project is less than 50% complete, with no clear evidence of progress on site. Currently, only pipes are lying on the ground, and the project appears to have been abandoned.
- Stakeholders have expressed concerns about the absence of a functional steering committee, inadequate monitoring, and lack of visible work despite payments being made—similar to issues observed in other

projects. However, the existing steering committee has resumed its role in overseeing the completion of the project, given that this is a continuation rather than a new initiative.

- The municipality must provide documentation confirming the contractor appointment and payments made for the R8 million project. (Requested documents were provided and the matter was resolved).
- Reports indicate that certain officials may be contributing to unauthorised water tanker operations ("water mafia"), including involvement in both supply interruptions and tanker contracting.
- High-level areas remain without water due to a bulk pipe that was patched but not fully restored; officials indicated it cannot be operated at full capacity due to risk of bursting.
- The delay in reservoir refilling contributes to ongoing supply instability, particularly in elevated settlements.
- Stakeholders emphasised the need for an intervention session including ward councillors, traditional leadership, the municipality, the Chief Whip, and the Mayor to address systemic failures.
- Community members expressed concern that some officials attempt to "cover up" operational failures, limiting transparency in addressing the water crisis.
- Delegation requires that affected councillors submit formal letters of complaints or request for intervention from the Mopani District Municipality for consolidation and follow-up.

37.5 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
37.5.1	The NCOP Delegation to have a follow-up meeting with the Councillor, Chief Whip, Executive Mayor and key stakeholders (The meeting was held).	NCOP Delegation	Before the end of the programme
37.5.2	MDM should diagnose the problem and submit detailed report on the root causes of water shortages.	MDM	31 January 2026
37.5.3	The MMC to develop an action plan to ensure the Nkowankowa community has sustainable access to water. The plan should incorporate the following: • Immediate Relief: emergency water access • Infrastructure assessment and restoration • Governance and Accountability.	MDM	31 January 2025

37.6 Reticulation and household connection, Tours Rhulani Village

37.6.1 Background of the site

The Tours Water Reticulation Phase 2B project is located in the Greater Tzaneen area. It is an initiative of the DWS and Greater Tzanenn Local Municipality which is being implemented to improve potable water distribution to rural communities. The project involves the construction and equipping of 250KL steel tank at Mogapeng for Pharare and water reticulation pipeline. It also involves the extension and upgrading of the bulk and internal water reticulation network to supply 25 villages, including the installation of pipelines, valves, chambers, and associated infrastructure. Phase 2B forms part of the broader programme to enhance reliable water access across the district.

37.6.2 Key challenges experienced during the project

- High levels of theft of taps and water infrastructure have resulted in repeated interruptions to supply and increased maintenance costs.
- A Small Medim and Micro Enterprises (SMME) strike lasting approximately four months blocked project progress and access to sites, contributing to delays.
- The project experienced disruptions caused by disputes between two communities, where one community received water while the other relied on illegal connections.
- A total of 1 300 households were scheduled to receive water; however, only 1 008 households currently have functional supply.
- The remaining households are being supplied through interim measures, including a contractor-operated borehole system and water-trucking arrangements.
- Community members continue to tamper with valves, pipelines, and system controls, which contributes to supply failures in certain areas.
- Illegal connections, including connections used for agricultural irrigation, significantly reduce line pressure and prevent water from reaching designated communities.
- The presence of “water mafias” who drain the system and sell water illegally undermines service delivery and compromises system integrity.
- Fire hydrants pose a tampering risk; some have been closed temporarily by the municipality to protect the system from unauthorised access.
- Security personnel have been deployed to curb water theft and tampering; however, arrests made on site are not consistently supported by effective law-enforcement action, with some suspects reportedly released without appearing in court.

37.7 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
37.7.1	Establish joint operations between	SAPS	Continuous

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	municipal law enforcement, SAPS, and security personnel to prevent "water mafia" activities and protect critical infrastructure.	Municipal Law Enforcement	
37.7.2	The Ward Councillor must submit documented evidence of police failure to support arrests related to water tampering, including cases where suspects were released without appearing in court.	Ward Councillor	Before end of the programme.
37.7.3	Conduct a full investigative report into law-enforcement responses related to water theft, infrastructure tampering, and the release of suspects. Submit findings to the NCOP	Greater Tzaneen Local Municipality	28 February 2026
37.7.4	Restore full project operations and ensure that all remaining households are connected to the reticulation system to eliminate reliance on boreholes and water trucks.	Greater Tzaneen Local Municipality	28 February 2026

37.8 Boreholes: Lenyenye, Ward 31

37.8.1 Background of the site

Mopani District Municipality as the water authority has submitted applications for electrification of boreholes to ESKOM. Functionality of the boreholes is anticipated to become effective upon electrification / energising of the boreholes by ESKOM. Currently, Len 002 is not working as a result of lack of electricity, and the pump is pumping mud, Len 003 - about 0.3-metre cable was vandalised and repaired in November 2025. It is currently functioning, but it does not have a lock and Len 004 is using same power with Len 003.

37.8.2 Key challenges experienced during the project

- The borehole is not powered by Eskom and it has also collapsed,
- Illegal connections even from the main pipe are a source of much of the problems of water supply in Lenyenye,
- Households with Jojo tanks and water pipes extract more water to the detriment of the majority of people,

- Dilapidated water infrastructure that uses asbestos and difficult to repair as parts are no longer easily accessible,
- Borehole system should be used as a supplement but this is apparently not working,
- There are small reservoirs that are supposed to assist with water provision but they are not functional,
- The needs to increase the capacity of the water treatment plant,
- Currently, the community indicated that it is almost ten years without constant provision of water, and
- Water tanks do not provide water for everyone.

37.8.3 Desired solutions to the challenges (from the perspective of the project owners)

- Remove all illegal connections.

37.8.4 Findings

- Boreholes should be a source of water but should be supplementary.

37.9 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
37.9.1	Remove all illegal connections	Greater Tzaneen Local Municipality	15 January 2026
37.9.2	Refurbishment of water infrastructure	Greater Tzaneen Local Municipality	Ongoing, project progress 1 July annually.
37.9.3	The district municipality to investigate employing the services of hydrologist who will monitor and check the water level of borehole to allow for recovery of the aquifers.	Mopani District Municipality	Progress report: 30 March 2026
37.9.4	The contractors of the borehole should ensure that there is adequate casing of underground borehole pipes	The contractor	Immediately, progress report 30 March 2026

37.10 Home Affairs offices, Tzaneen

37.10.1 Background of the site

The Tzaneen Home Affairs Office was established in 2006 and is situated within a local mall, serving communities in the Greater Tzaneen Municipality. The office is currently overseen by Mrs Hlapa, who has been acting in the managerial position for nearly five years. The facility occupies 1 042 square metres and services an estimated 300 clients per day.

37.10.2 Key challenges experienced during the project

- The office is severely understaffed and cannot adequately manage the daily client load of approximately 300 people.
- A backlog of more than 11 000 uncollected Identity Documents (IDs) is stored at the office, posing both logistical and security risks.
- The mobile unit can only process applications and cannot facilitate ID collections, which contributes significantly to the backlog of uncollected documents.
- The office lacks adequate mobile units (trucks), limiting outreach to communities and increasing pressure on the main service point.
- Backlogs persist in the processing of citizen documentation, including late birth registrations and ID applications.
- The facility is not user-friendly for elderly persons or persons with disabilities due to poor building layout and accessibility constraints.
- Several posts remain vacant and have not been refilled following staff retirement or death, further reducing operational capacity.
- Certain officials are acting in positions without remuneration, which negatively affects morale and performance.
- The online booking system disadvantages citizens without digital access; individuals who do not book online are served last.
- The office requires a minimum of 65 staff members to operate effectively, but current staffing levels are substantially below this requirement.
- Staff members are overwhelmed and frequently redeployed across multiple sections to cover shortages, reducing service efficiency.
- The office lacks the necessary resources and equipment to process smart ID cards effectively.
- The lift frequently malfunctions and is not repaired timeously by the building landlord, creating serious access challenges.
- Many officials are appointed at executor level rather than at ground-level operational posts, limiting frontline capacity.
- Clients are often required to wait outside the building, creating health and safety risks, especially during rain or adverse weather conditions.
- ICT systems are outdated, often offline, and incompatible with modern service technologies, leading to frequent delays.
- A single IT manager is responsible for the entire district, resulting in slow support response times for system failures.
- The Department of Public Works, Roads and Infrastructure has confirmed that no government-owned facility is available for relocation.
- The rental contract with the landlord was renewed in October 2025 and includes an exit clause, but relocation options remain limited.

- Individuals with criminal sentences cannot be deported due to ongoing legal representation, which delays immigration enforcement processes.
- The holding area for undocumented or illegal foreign nationals is too small and cannot accommodate the volume of individuals processed.
- A significant number of undocumented foreign nationals, particularly from Mozambique, are reported in the Giyani area, creating sustained pressure on immigration services.
- Client satisfaction is not formally recorded, and feedback is mostly verbal; complaints are frequent and overwhelmingly negative.
- Cultural practices lead to delayed birth registrations, particularly when mothers prefer the child to use the father's surname while the father is away for extended periods, often working in mines.
- Long-term separation of parents results in administrative challenges when children carry the surname of a parent who is unavailable to sign or provide required documents.
- Strong working relations exist with the Department of Health, and newborn registrations at hospitals function effectively; however, this does not mitigate the challenges arising from late registrations at the Home Affairs office.

37.10.3 Desired solutions to the challenges (from the perspective of the project owners)

- Relocation of offices to a more accessible government facility and filling of vacant posts.

37.11 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
37.11.1	Identify and relocate the Tzaneen Home Affairs Office to a suitable, accessible government facility or an alternative compliant building that accommodates operational requirements and disability access.	Department of Home Affairs	By 30 March 2027
37.11.2	Procure additional mobile units to strengthen outreach services and reduce pressure on the main office	Department of Home Affairs	30 March 2027
37.11.3	Fill all vacant posts, including frontline operational roles, to address understaffing and improve service delivery capacity.	Department of Home Affairs	30 June 2026
37.11.4	Upgrade all ICT systems to ensure	Department of Home	30 June 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	modernised, stable, and fully functional services platforms, including improved network uptime and compatibility with smart ID systems.	Affairs	
37.11.5	Ensure the landlord complies with building maintenance obligations, including the timely repair and continuous functioning of the building lift.	Department of Home Affairs	30 June 2026

37.12 Road infrastructure D1350, Tzaneen

37.12.1 Background of the site

The preventative maintenance project for Road D1350, referenced as RAL/T1121/2023, is located between Tzaneen and the communities of Tareental, Deerpark, and Matswe in the Mopani District. It is an initiative of the Roads Agency Limpopo (RAL) to rehabilitate and maintain the 37.4 km route. Due to budget limitations, the road is being upgraded in phases. The current phase involves the rehabilitation of a 2.3-kilometre section of Road D1350, including the reconstruction of pavement layers, cleaning of pipe and portal culverts, and restoration of associated road infrastructure. The project is currently 95% complete.

37.12.2 Key challenges experienced during the project

- Insufficient funding to complete the full 37-kilometre road rehabilitation project, resulting in phased implementation.
- Delayed payments to SMMEs were experienced during the project period; however, all payments have now been finalised.
- Severe potholes remain on the unrehabilitated sections of the road, requiring intervention by the Department of Public Works, Roads and Infrastructure.
- Heavy rainfall slowed progress on site and caused washaways on sections where work had already been completed.
- Limited availability of material for sealing slowed down construction activities.
- Cold winter conditions compromised the quality and timing of seal application, causing further delays.
- Full road design for the entire 37 km is complete, but implementation cannot proceed due to funding shortages.
- The department is engaging potential stakeholders, including nearby mines, to secure additional funding to complete the remaining sections.

- The estimated cost of completion is approximately R4 million per kilometre, with the full road length requiring substantial budget allocation.

37.13 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
37.13.1	Commence immediate pothole patching and routine maintenance on all remaining sections of the 37 km length of Road D1350 that have not been rehabilitated by Roads Agency Limpopo	DPWRI	Immediately, progress report 30 June 2026
37.13.2	The implementing agents must submit verified disaggregated empowerment data for project, including the number of SMMEs appointed, and participation figures for youth, women, men and persons with disabilities.	Roads Agency Limpopo	30 January 2026

38. SITE VISITS: GREATER GIYANI

38.1 Nkhensani Hospital

38.1.1 Background of the site

Nkhensani Hospital is a district hospital situated in the Greater Giyani Local Municipality (GGM) in Mopani District Municipality. The hospital caters for more than 96 villages and is a referral to 28 clinics of which two are community healthcare centres. The hospital has 360 approved beds and 246 usable beds.

38.1.2 Key challenges experienced during the project

- Shortage of staff, especially nurses and doctors.
- Long patient waiting period at casualty section (which has only 4 beds), especially when there is an emergency such as an accident.
- Shortage of staff at mortuary, especially forensic pathologist.
- Long patient waiting time at outpatient department.
- Overcrowding at the current neonatal ward.
- Unclaimed bodies. There are delays in getting DNA results from the SAPS.
- Security upgrade to prevent theft.
- Shortage of cabinets at the mortuary.

38.1.3 Desired solutions to the challenges (from the perspective of the project owners)

- Filling of critical posts. An advert for 6 doctors closed on the 12th of November and shortlisting has commenced expected to end on the 20th of November. The intention is to have them start before the end of the current financial year, 31st March 2026.
- Have a provision for extra sessional specialists such as paediatrician and orthopaedics.
- A R3.1 million project construction of a new neonatal ward with 24 beds is at 90% completion. Installation of gas points is remaining. The plan is to have ward operation from the 1st of December 2025.
- Having regular talks with SAPS to fasttrack the DNA testing. Paupers' burial for the unclaimed bodies.
- Installation of surveillance cameras at pharmacy to prevent theft
- Submit a motivation to get extra 12 cabinets for the mortuary.

38.1.4 Findings

- The male surgical ward was renovated during the last financial year.
- Painting and epoxy flooring were completed.
- The storage capacity in the pharmacy was increased.
- There is no shortage of medicine.
- The were two rare cases of infant mortalities this financial year.
- The target on payment of suppliers within 30 days was achieved, at 100%.
- The system for collection of medication is not merged.
- The hospital is one of the hospitals in the district to have both hospital and forensic mortuaries.
- Maintenance hub to deal with all maintenance issues such as plumbing, electrical, welding e.t.c.
- Outreach support such as visiting doctors, dentist, pharmacists to the 28 clinics is provided.

38.2 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
38.2.1	Management should fill critical posts such as doctors and sessional specialists, for example Paediatricians and Orthopaedics	Limpopo Department of Health (LDOH)	30 March 2026
38.2.2	Address staffing shortages and improve patient care by attracting and retaining qualified nursing professionals.	LDOH in collaboration with Limpopo Provincial Treasury	Continuous, progress report 31 July 2026
38.2.3	Assist the Nkhensani Hospital management with improving its communication strategy and community	LDOH in collaboration with Nkhensani Hospital management	Immediately

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	engagements that will promote positive issues of the hospital.		
38.2.4	Ensure all gas connection points in the neonatal ward are fully operational, compliant with safety standards, and meet clinical requirements for neonatal care.	LDOH in collaboration with Nkhensani Hospital management	31 December 2025

38.3 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
38.3.1	Install surveillance cameras, especially at the pharmacy to prevent theft.	LDOH	March 2026
38.3.2	Procure 12 extra cabinets for the mortuary.	LDOH	April 2026

38.4 Hlomela Internal Street Paving (2.6)

38.4.1 Background of the site

This project is an upgrading of gravel to paving of a 2.6 km road at a village called Hlomela under the Greater Giyani Local Municipality. The project was funded through the Municipal Infrastructure Grant.

38.4.2 Key challenges experienced during the project

- A soilcrete was done, however, it might be a defect that could lead to continuous maintenance of the paving.
- Lack of fencing to the canals, which poses a danger to the community and livestock. Safety hazard signs must be displayed.

38.4.3 Desired solutions to the challenges (from the perspective of the project owners)

- The municipality has already had talks with the contractor to have a look at the soilcrete and fix wherever possible.

38.4.4 Findings

- The project, scheduled for a 10-month implementation period, was successfully completed on time and reached finalisation at the end of June 2025. The contractor for the project is Bolombe Construction.
- The project was sectioned as roads 1, 2, and 3.

- The paving was done on a low-lying area that needed a drainage system.
- EPWP workers from the local community were employed in the project.
- About 17 local SMMEs were appointed for various functions such as fencing, security and so on.
- Two student who were doing in-service training were also involved the in the project and one was employed by the contractor after completion of the project.
- The municipality kept a 5% retention amount of the contract, for the contractor to fix any defects observed after completion of the project.
- The traditional leader and the community were commended as the project completed without any issues of extortion and vandalism by the local community.

38.5 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
38.5.1	Ensure the paving meets structural integrity and aesthetic standards by rectifying poor workmanship.	Greater Giyani Local Municipality and Contractor	31 January 2026
38.5.2	The compacting/ fencing of the canals must be done as a matter of urgency. Safety hazard signage must be put at the vicinity of the canals.	Greater Giyani Local Municipality	28 February 2026
38.5.3	Establish a robust system for continuous oversight of public projects to ensure sustainability, compliance, and long-term success.	Greater Giyani Local Municipality	30 March 2026
38.5.4	Assist the Hlomela community with developing and implementing a detailed Agricultural Development Project Plan with timelines, budget estimates, and responsible parties to ensure food security.	Greater Giyani Local Municipality, in collaboration with the local chief and the Hlomela community	30 June 2026
38.5.5	Prevent infrastructure failure and ensure uninterrupted water flow by repairing canals that are on the brink of collapse.	Greater Giyani Local Municipality	28 February 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
38.5.6	Prevent accidents and injuries by installing protective barriers along canals, ensuring safety for both residents and livestock.	Greater Giyani Local Municipality	30 June 2026

38.6 Nandoni-Giyani Nsami Pipeline

38.6.1 Background of the site

The Nandoni-Giyani-Nsami Water Treatment Works (WTWs) is a 40.5 km raw water pipeline from Nandoni Dam in Vhembe discharging into a canal at Xikukwani and finally gravitating into a balancing dam at Giyani WTWs was functional on 05 April 2023 and practically completed in December 2023. It currently supplies Giyani WTWs with an average of 15Ml/d of raw water.

38.6.2 Key challenges experienced during the project

- Filing of vacant positions.
- The issue of illegal water connections was raised as a major concern.
- Access to running water for a prolonged period.
- Vandalism targeting essential technical infrastructure have been cited as a growing problem, threatening the integrity and reliability of water supply systems and hindering efforts to provide equitable access to water for all residents.

38.6.3 Desired solutions to the challenges (from the perspective of the project owners)

- The Mopani District Municipality has requested the water board (Lepelle Northern Water) to advertise and fill the seventeen vacant positions.
- Immediate and effective action is required to address the underlying causes of this water crisis and to ensure that residents have access to a stable and sufficient water supply.

38.6.4 Findings

- The water canal from Xikukwani is not fenced and it pose danger to stray animals and the community at large.

38.7 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
38.7.1	All vacant positions should be filled for in order for WTWs plant to function optimally.	Lepelle Northern Water	30 June 2026
38.7.2	Prevent accidents and injuries by installing protective barriers along canals, ensuring safety for both residents and livestock.	DWS	30 June 2026
38.7.3	Ensure that Nsami Water Plant is operating at optimal level	Lepelle Northern Water in collaboration with DWS and MDM.	Immediate
38.7.4	Inspectors should be appointed to monitors and inspect illegal connections.	MDM	30 June 2026
38.7.5	Develop and implement a Water Loss Reduction and Management Plan for the MDM to address the high levels of water loss and associated financial and resource impacts. The plan should include: • Conducting a comprehensive water audit to identify sources of loss. • Setting measurable reduction targets. • Upgrading and maintaining water infrastructure to prevent leaks and improve efficiency. • Introducing real-time monitoring systems and regular reporting to track progress. • Community awareness campaigns to promote water conservation and responsible usage.	MDM	Plan developed: 30 April 2026 Implementation: 1 July 2026

38.8 Water and Household reticulation, Thomo Village (Ward 17)

38.8.1 Background of the site

There are two contracts for water reticulations mainly contract A and contract B. The main purpose of contract B was to refurbish existing 2.5 km pipeline and 10.5 km pipeline. Secondly, to refurbish 600 kilolitres (kl) concrete reservoir and 400kl elevated steel tank to connect to bulk pipepline F2 from Giyani Water Treatment Plan. The connections were done in 2 146 households with a population of 8 584.

38.8.2 Key challenges experienced during the project

- The most serious challenge was illegal water connections in majority of Thomo village metered households and car washes businesses in the area.
- Lack of enforcement of by-laws to deal with illegal water connections.
- The concrete water reservoir has a damaged valve and when the reservoir is full water spills over into the street. This problem was persistent for a year, without any intervention from the Water Service Authority, which is the Mopani District Municipality.

38.8.3 Desired solutions to the challenges (from the perspective of the project owners)

- The project owners want to start enforcing by-laws for illegal water connections.
- To repair the water valves in the concrete reservoir with immediate effect.

38.8.4 Findings

- The delegation found that there was water flowing from the taps.
- The delegation observed that illegal water connection was prevalent in this area and this causes many leaks on the main water supply pipeline.
- The delegation found one household with illegal connection and enquired the head of the household on reasons for the illegal water connections when water was provided free of charge.
- Damage to newly connected metered pipelines.
- There was damage of valves in the main water reservoir and two engineers who work in the project never fixed this problem for a year.
- All connected households are not billed for water, the Mopani District Municipality was researching the best practices from the Polokwane Local Municipality on effective collection and law enforcement on water management.

38.9 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
38.9.1	Replace the water valves in the concrete water reservoir.	Mopani District Municipality (MDM)	31 December 2025

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
38.9.2	Implement a strategy to radicate illegal water connections.	MDM, Greater Giyani Local Municipality and local communities	Immediately, progress report by 30 March 2026
38.9.3	Ensure that water billing commences when water is consistent.	MDM	When best practice research is completed. Progress report: 30 March 2026
38.9.4	Recruit personnel to continuously monitor and report illegal connections in the entire area	MDM and Greater Giyani Local Municipality	When best practice research is completed. Progress report: 30 March 2026

38.10 Water and Household reticulation, Khakhala Village

38.10.1 Background of the site

The project is implemented under MDM in Ward 18 and is executed by Lepelle Northern Water Project. Implementation started on 30 June 2023, with practical completion on 30 September 2025. Contract total budget allocated is R20 982 972.77 (Vat included) and practical completion is 99%.

The scope of work includes, construction of 27 614-metre water pipeline, refurbishment of 1.2 km of existing water reticulation network, installation of 821-metre yard connections, construction of 150-kilolitre elevated steel tank; and refurbishment of one concrete reservoir.

38.10.2 Key challenges experienced during the project

- The community shares its water supply with surrounding villages, resulting in the implementation of alternating water-access days.
- Both the new and old pipelines are currently operating simultaneously.
- There are incidents of illegal water connections.
- Completion of the project is being delayed due to social issues.
- To utilise new pipelines for water distribution when reticulation is 100% completed.
- Water metres have been installed; however, billing has not yet commenced.
- Some households experience water outages lasting up to three weeks (There was a major pipe burst which was formally communicated to ward councillors and posted on MDM webpage).
- No public participation process has been undertaken regarding the billing system prior to the installation of water metres (MDM is responsible for cost recovery and a PSP has been appointed, and they are busy with consultation through MDM).

- Only one individual is responsible for opening and closing the water supply for the entire community.
- There is a water leak from the elevated steel tank which remains unattended.

38.10.3 Desired solutions to the challenges (from the perspective of the project owners)

- Remove all illegal connections, keep the community informed of the developments in their areas.

38.11 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
38.11.1	To conduct public participation on the installation of metres and billing process.	Office of the Speaker of Greater Giyani Local Municipality (MDM is responsible for cost recovery and public participation)	Immediately, progress report 30 March 2026
38.11.2	To establish a communication platform between the community, traditional leadership and the local municipality for reporting and addressing water-related challenges.	Local municipality together with the Office of Traditional Leader and Ward Councillor	Immediately, progress report 30 March 2026
38.11.3	Ensure effective implementation and enforcement of water-related by-laws.	Local municipality and MDM	30 March 2026
38.11.4	Curb vandalism and protect community water infrastructure.	Local municipality in partnership with the South African Police Service (SAPS), Community Policing Forum (CPF), and Traditional Leadership.	30 March 2026.

38.12 Site visits: Maruleng

38.13 Rehabilitation of 1.86 kilometres of Lorraine Access Road

38.13.1 Background of the site

The rehabilitation of the Lorraine Access Road is located in the Mopani District Municipality. It is an initiative of the Maruleng Local Municipality undertaken to restore road functionality and improve community access.

The project includes the construction of drains, installation of prefabricated culverts, reconstruction of pavement layers, application of new surfacing, and the installation of road signs and road markings. Implementation commenced in September 2025 as part of the department's broader programme to upgrade strategic routes in the district.

38.13.2 Key challenges experienced during the project

- The Municipal Manager reported that no significant challenges were encountered and the project was completed on schedule.

38.14 Metz Internal Street Phase 1

38.14.1 Background of the site

Metz Internal Street Phase 1 is a municipal upgrade project that involves upgrading of internal streets from gravel to paving using 80mm interlocking paving blocks; clearing and grubbing; earthworks; pavement layers; kerbing; stormwater channels; road markings; speed humps; culvert structures; finishing of road reserves. Before the visit by the NCOP delegates, the key current challenge was the contractor waiting borrow-pit mining permit that has since been resolved together with the construction permit.

38.14.2 Key challenges experienced during the project

- The challenge as highlighted by the Mayor is that the funding formula for MIG grant which does not follow the infrastructural needs of the municipality.

38.14.3 Desired solutions to the challenges (from the perspective of the project owners)

- The Municipal Ingrastructure Grant should follow infrastructure needs of the municipality.

38.15 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
38.15.1	The project should be considered a benchmark for other municipalities, demonstrating effective project planning, efficient implementation and timely delivery.	Not applicable	Not applicable
38.15.2	Allocate municipal funding proportionate to poverty levels and service delivery gaps to ensure equity and adequate service delivery.	Department of Cooperative Governance and Traditional Affairs (Cogta) through MIG.	On going

39. SITE VISITS: GREATER LETABA LOCAL MUNICIPALITY

39.1 Middle Letaba Dam, Olifantshoek and Mamaila Sephukubje Phooko Bulk Water Project (Abandoned)

39.1.1 Background of the site

The Mamaila Booster Pump Station forms part of the bulk and regional water supply system that serves the Mamaila villages within the Greater Letaba Local Municipality (GLM), under the Mopani District Municipality in Limpopo. These communities rely on the Middle Letaba Regional Water Scheme, which channels treated water from the Middle Letaba Water Works through bulk pipelines, reservoirs and a network of booster pumps to supply surrounding rural villages. Recognising persistent supply interruptions in the area, the municipality flagged the Mamaila Booster Pump Station as a critical piece of infrastructure requiring refurbishment to stabilise and sustain water delivery to the Mamaila cluster.

39.1.2 Key challenges experienced during the project

- Demarcation issues: The Mamaila Booster Pump Station is situated adjacent to the Vhembe District Municipality's booster pump, creating uncertainty around ownership, accountability and operational responsibilities.
- Electrical supply constraints: The transformer required to power the Mopani booster pump has not been faulty, preventing the station from distributing water to the intended villages.
- Lack of technical assessment: A technician has not been dispatched to inspect the faulty transformer or assess the long-standing malfunction of the Mopani booster pump, which has remained non-operational for a long time.
- Limited reservoir supply: The booster pump is designed to feed a primary reservoir, which in turn supplies four additional reservoirs across the community. Its non-functionality disrupts the entire supply chain.
- The Middle Letaba Dam has low dam water levels therefore unable to provide adequate water for various users including communities and farmers.

39.1.3 Desired solutions to the challenges (from the perspective of the project owners)

- A technician should be sent to inspect the faulty transformer to resolve the challenges faced by communities.

39.1.4 Findings

- The councillor and municipal officials further indicated that the Mopani pump was refurbished by the GLM during the 2017/18 financial year to restore pressure, reduce service outages, and improve the reliability of potable water intended for all 33 villages. Despite this, the pump has still not been brought back into operation.
- Following the councillor's briefing, the Member of Mayoral Committee (MMC) for Water in MDM committed that, as of 20 November 2025, a technician would be dispatched to the site to assess both the transformer and the non-functional booster pump so that water supply can be restored to all 33 affected villages.

- The MMC acknowledged that she had not previously been informed of the pump station's challenges and undertook to brief the Executive Mayor (EM) on the matter.
- She further committed to reporting progress during the NCOP oversight debriefing scheduled for 21 November 2025.
- MMC further committed to reporting progress during the NCOP oversight debriefing scheduled for 21 November 2025.
- The Minister of DWS appointed an Advisory Committee on 06 June 2024 to establish credible baseline on the cause of water challenges for Middle Letaba Dam, the findings however were disputed during Stakeholder engagement held on 23 April 2024. The Minister then committed to establish an independent committee to investigate the matter and report back.

39.2 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
39.2.1	Bilateral meeting between Vhembe District Municipality (VDM) and MDM should be prioritised to resolve operational, technical and ownership issues affecting the pump station's maintenance and functionality.	District and both local municipalities	31 January 2026
39.2.2	MMC of Water and Sanitation in Mopani District Municipality to dispatch a technician to the site to assess both the transformer and the non-functional booster pump to restore water supply to all 33 affected villages.	MMC of Water and Sanitation: MDM	Before 31 December 2025
39.2.3	MMC of Water and Sanitation in MDM to brief the Executive Mayor on the matter	MMC of Water and Sanitation: MDM	Before 31 December 2025.
39.2.4	MMC of Water and Sanitation in MDM to committed to give an update during the NCOP oversight debriefing meeting scheduled for 21 November 2025	MMC of Water and Sanitation: MDM	31 December 2025.

39.3 Ground water Scheme Household Connections (Thakgalang Village)

39.3.1 Background of the site

The water project in Thakgalang Village was established to ensure consistent and reliable access to water

for a community organised into three segments: Phase 3A, Phase 3B and Phase 3C. All three phases depend entirely on a borehole system supported by water and booster pumps. According to the Project Manager and Site Engineer, each household has been equipped with a functional water meter and receives an allocation of 60 litres of water per day. However, they were unable to confirm whether households are charged for this usage through the municipal billing system.

The total cost of the Phase 3 Booster Pump infrastructure was recorded at R51.6 million. Phase 3C was completed in 2023 and is supplied by an elevated 400 000-kilolitre water tank. The project scope covered 840 households, and this target was successfully achieved. Members of the NCOP commended the municipality and the engineering team for delivering the project to specification.

39.3.2 Key challenges experienced during the project

- In Phase 3, the number of households without water has decreased significantly, from 40 to 15, but these remaining households still require urgent intervention.

39.3.3 Desired solutions to the challenges (from the perspective of the project owners)

- To ensure that the remaining 15 households get the required water supply.

39.4 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
39.4.1	The engineer committed to resolving the outstanding water supply issues and ensuring that all 15 households currently without water will receive supply by 15 December 2025.	MDM	15 December 2025.

39.5 Matshwi-Maphalle Bulk Water Project (Abandoned)

39.5.1 Background of the site

The bulk line from Modjadji water treatment plant to Maphalle village should supply the following villages respectively: Matshwi, Mothobeki, Polaseng, Ramaroka, Ditshosini, Shawela and Maphalle. This bulk line is tempered by the residents of Matipane and Mothobeki causing villages ahead of Mothobeki not to get water. The other villages rely on boreholes. The challenge is that the residents connect directly to the mainline while others instal tanks in their households implying that they take more water.

39.5.2 Key challenges experienced during the project

- The pump has a capacity to produce 12ML of water but can only produce 9.6 ML.
- Illegal connections that are made also on the pipe supplying water to the reservoirs, Commander and Khithagoni, and the reservoirs cannot be full.

- Two blowers not working, only one is working.
- Two pumps are not working and if one is working there won't be water.
- Mopani District Municipality takes long to procure pumps.
- The establishment of too many are washes alongside the road, with Jojo tanks, about 73 car washes.
- The plant has 9 filters, and one is not working.
- It has been three weeks that the motors have been broken for three works.
- The pumps have been bought 19 years ago and not functioning at their optimum.
- Water trucks take the water from the MDM boreholes and sells to the community.
- The standby generator can only keep the lights on, but cannot support the pumps with power, and does not automatically start when electrical power goes off.
- MOU not finalised for operation and maintenance.

39.5.3 Desired solutions to the challenges (from the perspective of the project owners)

- Removal of illegal connections and prioritising the purchase of pumps.

39.6 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
39.6.1	MDM should expedite purchase of pumps	MDM	As per budget cycle, commencing 1 July 2026
39.6.2	MDM need to be assisted with the devolution of responsibility to a local municipality (no devolution of function was discussed)	COGHSTA in collaboration with MDM	As a matter of urgency, progress report 30 June 2026
39.6.3	New steel pipes need to be erected to deter those who connect illegally.	MDM	As a matter of urgency, progress report 30 March 2026
39.6.4	MDM should purchase some of the pumps in advance so that pumps failures should not affect water provision	MDM	Through budget allocation, progress report 30 March 2026
39.6.5	Repair non-operational boreholes in affected villages	Greater Letaba Local Municipality (GLM): Water Services	30 September 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
39.6.6	Stop illegal household tank connection along bulk line.	GLM: Law Enforcement	Immediately, progress report 30 March 2026
39.6.7	Install regulated distribution valves to manage pressure fairly.	GLM: Water Engineering	30 March 2026.

39.7 Sefofotse Dintshini Bulk Water Supply

39.7.1 Background of the site

The project is delayed and it experienced stoppages. It was started in 2018 with a plan for its completion in 2019. At this stage there is no revised project timeline. Currently the infrastructure is incomplete, and the community is not getting water, and they rely on buying water from those who have boreholes.

39.7.2 Key challenges experienced during the project

- There were project stoppages due to Bellevue community demanding to be included as beneficiaries especially on SMME's that should be appointed in the project since the still tank is located in their land
- There were also project delays due to the need to determine how the 30% allocation to SMMEs.
- Delays on Eskom connection to the boreholes – sand the matter still unresolved
- Vandalism of steel tank panels especially for bolts and nuts, thus contributing to delays in completing the project
- The borehole house was vandalised with the intention to steal the pump and equipment and ever since the incident, the pump has not been replaced.
- People who are vandalising have not been identified, the matter was reported to the police.
- Communities are impatient and have started to do illegal connections,
- The project manager is not holding the project engineer to account,
- Currently, the contract has lapsed without the project being completed,
- The engineers have made a request to have a subcontractor complete the work that needs to be done,
- Materials lying around on project not covered, safely stored or protected from stealing,

39.7.3 Desired solutions to the challenges (from the perspective of the project owners)

- Resolve community dispute and ensure that water supply is maintained.

39.7.4 Findings

- The observation by the committee is that currently DWS is not assisting on the issues of water.

39.8 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
39.8.1	Submit a formal blacklisting recommendation report for the contractor to the municipal procurement committee and COGHSTA.	MDM Project Manager	With immediate effect, progress report 30 March 2026
39.8.2	Replace vandalised components and secure boreholes.	MDM: Water Services and Security Unit	With immediate effect, progress report 30 March 2026
39.8.3	Fast-track borehole equipping to improve supply.	MDM: Water Services	30 August 2026
39.8.4	Strengthen management of SMMEs involved in the project	GLM: LED Office	Ongoing, progress report 30 March 2026
39.8.5	Resolve community inclusion grievance to prevent stoppages.	MDM, GLM and Bellevue Community Forum	Immediately, progress report 30 March 2026
39.8.6	Secure Eskom connection for boreholes	MDM and Eskom	31 December 2026

39.9 Moshakga-Makaba Street Paving (2.5 km)

39.9.1 Background of the site

The project is implemented under GLM in Ward 2 and its purpose was to connect the two already established street paving, in order to assist the Moshakga and Makaba communities. The project was of importance because initially before the street paving, when it rained it was difficult for the communities to get to Kgapane from the villages due to mud in the road.

39.9.2 Findings

- The project was completed ahead of time and the project is under defects liability period.

39.10 Kgapane Hospital

39.10.1 Background of the site

Kgapane Hospital is a district hospital located in Kgapane, in GLM in Mopani District. The hospital started operating in 1972 and the board was recently introduced to the hospital. The Chief Executive Officer (CEO) is acting in the position and majority of the executive managers were on acting capacity.

39.10.2 Key challenges experienced during the project

- Pharmacy, the hospital indicated that the pharmacy building is old, and it was observed that it has cracks, but they also have a relocatable pharmacy to assist. On medication stock, they have indicated that they have enough stock. The pharmacy is operated for 24 hours and has a cold room which is linked to the back-up system so that if there is power outage, the pharmacy manager can be alerted and intervene.
- Staff shortage: The vacancy rate is at around 57 to 60%, however the challenge is the shortage of nurses. There are also several managers on acting basis.
- There was a reliance on EPWP beneficiaries for warders and porters. The finance section had a vacancy rate of 72%, although this section is not a core service but it key section supporting the hospital functions.
- Hospital capacity: The hospital was initially designed to have 262 beds (accommodate 262) patients but currently it has gone down to 178 active beds. The challenge is being addressed by building the new hospital
- Dilapidated infrastructure: The biggest challenges observed was the old infrastructure in the entire hospital. Firstly, the hospital did not manage to comply on ideal hospital tool, however the hospital management is continuing to take care of the hospital. The key buildings that need urgent intervention include the pharmacy which has cracks and is limited in space, as well as the kitchen, patient records section as well as the psychiatric ward.
- Illegal occupants on hospital premises: The hospital has people who are illegally occupying their yard and benefiting from the services such as water supply, electricity, and security. The illegal occupants started staying the premises as congregants of church which opened the hospital in 1970. They are also renting out the space to 18 to 20 tenants. The matter is still in court, and the documents are at the State Attorneys' offices in Polokwane - and it should be attended to urgently.
- Old sewage pipes: It was reported that the hospital infrastructure is old including the old sewage pipes in the hospital – but they are working on them.
- Shacks erected in front of hospital gate: there are illegal shacks or building that are erected infront of the hospital gate along the main road, but the municipality is dealing with those issues.

39.10.3 Findings

- The hospital has recently appointed a new board which is responsible for the governance in the hospital.
- Although the hospital has old buildings, the facility is well taken care of and neat.
- The CEO of the hospital is in an acting position and there are several managers who are in acting positions.
- The hospital continues to receive support from GGLM and MDM as well as the traditional leaders.
- The hospital indicated that the issue of infant death is not a major issue and it is attributed to the statistic and capturing of information where even mother who terminate pregnancy even at 28 weeks, and the stillborn child is included in infant statistics. The other challenges is that of mother's delay coming to hospital when they are due for labour.

39.11 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
39.11.1	Vacant posts: All the key vacant posts should be filled urgently. The hospital has several managers in acting position, which affect performance and morale, therefore those posts need to be filled.	LDOH in collaboration with Kgapane hospital management	30 March 2026
39.11.2	Health Portfolio Committee Report recommendations: The portfolio committee report recommendations should be monitored and implemented. The Select Committee in Parliament and the Portfolio Committee on Health should work together and attend to various issues.	Portfolio Committee of Health in the Limpopo Legislature	30 March 2026

40. SITE VISITS: BA-PHALABORWA

40.1.1 Installation of Stormwater Culvert at Tension Pilusa graveyard, Mashishimale

40.1.2 Background of the site

The scope work of the project was to install storm water culvert with the construction of four barrel 1.2-metre x 1.2-metre box culverts, gabions, stone pitching, rockfill, shaping of the stream, clearing and grubbing of the road. The project start time was December 2024 and completed in June 2025, the total budget for the project was R4 741 570.53.

40.1.3 Key challenges experienced during the project

- No challenges reported.

40.1.4 Desired solutions to the challenges (from the perspective of the project owners)

- In the municipality's view, there was no impediment to the project.

40.1.5 Findings

- The project is still under defect liability period. The delegation commended the municipality for the good work done and workmanship.
- The delegation commended the fact that the municipality employed a young, qualified female engineer.

40.1 Executive undertakings in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
40.1.1	The municipality to continue to employ qualified persons in engineering and other critical positions.	Ba-Phalaborwa Local Municipality	June 2026

40.2 Maphutha Malatjie Hospital

40.2.1 Background of the site

The Maphutha Malatji Hospital is a district hospital located in the Ba-Phalaborwa Municipality in the Mopani District. The hospital was built 50 years ago. It has 108 approved beds with only 104 beds usable. It is a referral to 10 clinics, with only five of them operating 24 hours including the Lulekani Community Healthcare Centre. The hospital conducts outreach such as visiting doctors and allied services such as dental, pharmacy etc. to the 10 clinics. The average stay of patient at the hospital is 4.2 days.

40.2.2 Key challenges experienced during the project

- Shortage of staff, nurses, doctors technical support staff, support staff such as groundsmen and ward attendants.
- The hospital relies more on EPWP to augment for the shortage of staff such as groundsmen and cleaners.
- Illegal immigrant visiting the hospital without the identity documents, and false identity.
- No gateway clinic, resulting in the influx of patients in the outpatient department.
- Delays in burial of unclaimed bodies.
- Wate management not properly done. The hospital was using boxes instead of bins, which is infectious risk for staff.

40.2.3 Desired solutions to the challenges (from the perspective of the project owners)

- Filling of critical posts such as doctors and nurses. The recent advert from the Limpopo Department of Health (LDOH) advertised for 2 posts for medical doctors.

40.2.4 Funding was received from LDOH to refurbish the gateway clinic and maternity ward. Findings

- The new building of the hospital was handed over by the Premier on the 19th of December 2024.
- The hospital is part of the Rural Health Matters Campaign by the LDOH, which is meant to reduce the backlog in urology surgeries, ophthalmology, and orthopaedics.
- No challenges regarding water supply as the hospital has tanks that could sustain it for more than three days. The Ba-Phalaborwa municipality also assist in case there was a shortage.
- The hospital was exempted from loadshedding in 2022 and has three back-up generators and solar.
- Waste management was done by the new contracted company, Tshenolo. However, the hospital is not fully satisfied with the services, and the complaints were submitted to LDOH.

- The mortuary was recently renovated with 9 fridges that could accommodate 54 corpses, 36 chillers and fridges.
- The forensic mortuary currently has six unclaimed corpses, waiting for DNA results from SAPS.
- Medicine availability is at 90%.
- The new building has state of the art X-ray unit with 8 X-ray machines, 2 mobiles, 2 fixed for dental and 2 for bones.

40.3 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
40.3.1	Ensure filling of critical posts such as nurses, technical services staff, groundsmen, ward attendant	LDOH in collaboration with Maphutha Malatjie Hospital management	31 March 2026
40.3.2	The department to speed up the implementation of the new organisational structure as a matter of urgency.	LDOH	Progress report 30 June 2026
40.3.3	The Office of the Premier should engage with the relevant departments to address the issue of illegal migrants and the impact on service delivery.	Office of the Premier	31 March 2026
40.3.4	Ensure that the refurbishment of the gateway clinic and maternity ward is completed.	LDOH	31 March 2026
40.3.5	Ensure all staff adhere to strict safety standards when disposing of waste to prevent health risks, injuries, and environmental hazards.	LDOH	31 March 2026
40.3.6	Ensure that Tshenolo (the waste management company) comply with the Service Level Agreement (SLA)	LDOH	31 January 2026

41. STAKEHOLDER ENGAGEMENT ON MEASURES TO IMPROVE THE DELIVERY OF BASIC SERVICES

41.1 Challenges raised by stakeholders regarding the delivery of basic services in Greater

Tzaneen, Greater Letaba, and Maruleng Local Municipalities

41.1.1 Water and Sanitation

- Governance and Compliance: Allegations that Mopani District Municipality (MDM), as the Water Services Authority, is not adhering to the Water Act and has ignored correspondence regarding ownership of the George's Valley Water Pipeline. This uncertainty hampers maintenance and planning. Stakeholders propose transferring authority to Greater Tzaneen Local Municipality (GTM).
- Infrastructure Deficiencies: Mogoboya Purification Plant lacks capacity to meet growing demand; illegal connections on pipelines and reservoirs exacerbate shortages. Outdated asbestos pipes and non-functional boreholes further limit water access. Communities rely heavily on water tankers.
- Additional Concerns: Nkowankowa and Dan Village face severe water scarcity due to aging infrastructure and poor planning. Sewage spillage from schools and non-functional sewer systems pose health hazards.

41.1.2 Education

- Shortage of classrooms and deteriorating infrastructure, including asbestos roofing, threaten learner safety. Calls for additional classrooms, mobile units, and rehabilitation of facilities. Communities request reopening Tivumbeni College and establishing a Further Education and Training (FET) facility in Maruleng.

41.1.3 Health Services

- Clinics are inadequate, lack 24-hour operation, and have no standby ambulances. Hospitals such as Letaba and Sekororo face water shortages and poor building conditions. Recommendations include upgrading clinics to fully functional health centres and employing additional healthcare professionals.

41.1.4 Electricity

- Persistent load reduction and high electricity costs affect households and services, increasing crime due to non-functioning streetlights. Stakeholders propose installing smart meters, repairing streetlights, increasing free basic electricity units, and introducing subsidies. Concerns of corruption at Nkowankowa Water Treatment Plant were noted.

41.1.5 Roads and Transport

- Roads are in poor condition, with patchwork repairs using substandard materials. Specific roads such as Bindzulani and R71-Deerpark are highlighted as critical. Stakeholders urge appointment of experienced contractors and comprehensive rehabilitation.

41.1.6 Safety and Security

- Language barriers at SAPS, insufficient police vans, and poor response systems undermine community safety. Recommendations include diversifying staff, strengthening call handling, and establishing a police station in Maruleng.

41.1.7 Social Issues

- Calls for intervention on drug abuse and gender-based violence. People with disabilities are not prioritised in service delivery; stakeholders recommend inclusive categorisation.
- Stop illegal water connections and energise boreholes to restore functionality. On education; there is a shortage of classrooms for secondary schools, decaying infrastructure that affect the safety of the

41.2 Responses by the District Municipality

- The ownership of the George's Valley Pipeline is still not yet resolved, however the MDM and GTM at an administrative level have agreement to attend to the issues of the pipeline until the DWS resolve the matter of ownership.
- In terms of the issue of MDM granting GTM water authority licence, the district does not have powers to grant such licence, therefore GTM should apply from the correct institution if they wish so.
- The issue of upgrading Mogoboya Purification Plant and upgrading of reservoirs, the MDM is also advocating for such as the plant does not have the capacity to service the growing demand of the community.
- MDM also advocated for the removal of illegal connections to avoid loss of water.
- MDM supported the view about the streets that were mentioned that were not benefiting from service at Lenyenye.
- MDM also acknowledged the old infrastructure at Nkowankowa Water Plant.
- MDM indicated that the infrastructure at Letaba Hospital, Letaba Special School and Yingisani School does not belong to the district or local municipality but belongs to the Department of Public Works, Roads and Infrastructure.
- Water mafias were making it difficult to end water shedding as they draw water through illegal connections and selling to the public, as a result decreasing pressure from the main line.
- On the Dan Village sewage issue, the matter is the responsibility of COGHSTA and the issue has been reported to the MEC.
- On poor planning of water by the MDM, the support for proper funding is appreciated by the MDM.
- MDM responded that the Letaba Hospital is not sharing the pipeline with the community but with the industrial area and school nearby.
- On the matter of shortage of water in Sekororo Hospital, the hospital has its own internal borehole and purification system, the district assisted them to fix the borehole when it had a breakdown.
- On the matter of community of Maruleng drinking with animals, there is the Mametja Sekororo Project which will benefit 27 villages, the MMC will ascertain the exact location to see how they can be assisted, to get more information from the person who raised the concern.
- On the issue of shortage of water at Moshate, there is a pipeline from Modjadji Water Works that goes straight to Moshate which was tampered.
- On the issue of the MDM not budgeting for projects, the budgets are developed based on the needs of the communities.

41.3 Responses by the Local Municipality

- GTM is requesting that a dedicated steel pipeline be built to supply Moshate.
- GTM, the little revenue the municipality make will be invested in making sure that the leakages are dealt with.
- On roads, the municipality have a plan on all wards as all councillors submit their plans and that is how plans for the municipality are developed.
- On electricity, it is not all wards that have issues with electricity, there are specific wards, and they are engaged where possible to resolve their challenges together with Eskom.

41.4 Response by the Department of Public Works, Roads and Infrastructure.

- In respect of all matters raised on roads, schools, spillage of sewage, the departmental officials to compile a report and hand it over to the MEC who will then provide a response to the NCOP.

41.5 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
41.5.1	The issue of sewage in Dan Village should be attended as a matter of urgency.	COGHSTA	Immediately, progress report 30 June 2026
41.5.2	Spillage of sewage at Letaba Special School to be attended as a matter of urgency.	DPWRI	Immediately, progress report 30 June 2026
41.5.3	Ward Councilors should be empowered and be informed of the issues in the municipality.	All municipalities involved	Ongoing, progress report 30 June 2026
41.5.4	The representative from Moshate to furnish the delegation with proof of undertaking made about the building of offices in Modjadji Head Kraal.	NCOP	31 January 2026, progress report 30 June 2026
41.5.5	The legislature Portfolio Committee on Health to visit Sekororo Hospital to address the challenges regarding the dilapidated building.	PC on Health in the Limpopo Legislature	31 January 2026, progress report 30 June 2026

41.6 Challenges raised by stakeholders regarding the delivery of basic services in the greater Giyani and Ba-Phalaborwa local municipalities

41.6.1 Incomplete Water Reticulation

- Water reticulation projects in Thomo Block 2 and Block 3 (2023–2025) have not resulted in water reaching household taps. Block 3 has had no water since 2014, despite several projects, including in Mningisi.

41.6.2 Non-Functional Boreholes

- Boreholes in Thomo Block 2 and other areas remain non-functional. In Ward 19, 11 boreholes have been out of service for years. In Ward 15, only 3 of 7 boreholes are operational, forcing communities to rely heavily on these limited sources and demand water from Nandoni or Giyani Water Treatment.

41.6.3 Reservoir and Valve Failures

- Water from the Thomo reservoir does not reach households due to a damaged valve, causing overflow and wastage. Despite repeated reports and community protests, the valve remains unrepaired, even after NCOP visits.

41.6.4 Poor Planning and Oversight

- In Muyexe, a water valve was never opened, depriving the area of supply. Additionally, 45 households were excluded from standpipe installations. In Ward 19, water was only available during official testing and stopped immediately afterward, indicating systemic failures.

41.6.5 Service Delivery and Governance Issues

- Multiple service providers appointed to refurbish reservoirs and supply water tankers over three years delivered unsatisfactory results. Communities expressed dissatisfaction with unpaid volunteer borehole operators and call for closer monitoring of contractors to ensure compliance.

41.6.6 Impact on Livelihoods

- Dry community dams in Ward 15 have left livestock without water, exacerbating socio-economic hardships.

41.6.7 Responses by the Greater Giyan Local Municipality

- All the queries of the stakeholders on matters related directly with the local municipality. their matters will be referred to the departments such as Mopani District Municipality, Department of Health, COGHSTA, Road Agency Limpopo and Department of Water and Sanitation.
- The Greater Giyani Local Municipality encouraged the ward councillors to update community members on projects to be implemented for each financial year as this was the main responsibility of ward councillors.
- The municipality is aware of the prevalent illegal water connections and encouraged the stakeholders to stop this illegal behaviour.

41.7 Responses by the Mopani District Municipality

- The Mopani District Municipality did not attend, nor did any official attend the stakeholder engagement session.

- Officials from the Department of Water and Sanitation were also absent from the stakeholder engagements.

41.8 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
41.8.1	Ensure that all 45 households in Khakhala villages are reticulated and have standpipes.	MDM	31 March 2027
41.8.2	Repair water valve in Thomo Village	DWS and MDO	Immediately, progress report 30 March 2026
41.8.3	Improve communication with communities regarding projects in their areas	All	Ongoing, progress report 30 March 2026
41.8.4	Develop a contractor performance management system with penalty clauses for non-performance.	All entities	31 July 2026

42. MPUMALANGA: BRIEFINGS AT THE EMAKHAZENI LOCAL MUNICIPALITY BY STAKEHOLDERS

The opening and welcoming of the NCOP's 2025 Provincial Week programme was conducted by the political leadership of the Emakhazeni Local Municipality, Speaker of the provincial legislature, and the traditional leadership. The Speaker of the municipality highlighted on the capacity challenges facing the municipality and its inability to attract skills because of its location and lack of resources. Traditional leaders welcomed the delegation and appreciated the NCOP's oversight visit to monitor issues of basic services, raising matters relating to agriculture and food security. The traditional leadership further highlighted that they have hope that the delegation will assist the most vulnerable groups within the community. The Speaker of the provincial legislature highlighted the importance of strengthening local municipalities and that communities must be at the forefront of planning within their municipalities. She further reiterated that municipalities must be responsive to the needs of the communities.

42.1 Briefing by MEC SK Mashilo — Mpumalanga Leader of Government Business — on behalf of the Premier on measures to strengthen the delivery of services in the province

- The province is assisting municipalities to address debts with Eskom, Rand Water, and the national Department of Water and Sanitation (DWS) through developing and implementing credible revenue enhancement plans, developing credible repayment plans, and – where there are disputes on the amounts owed – putting in place processes to address disputes through the Intergovernmental Relations Act, rather than going to court.
- The province is implementing bulk water and sanitation projects through key funding programmes, such as the Municipal Infrastructure Grant (MIG) and the Water Services Infrastructure Grant (WSIG).
- Despite yearly budget allocations, the province lacks adequate sports fields, libraries, museums, and community arts centres, while existing facilities have deteriorated due to insufficient maintenance budgets, lack of capacity, and vandalism. This limits access to safe and functional spaces for recreation and talent development. An Infrastructure Management Plan (IMP) is being implemented to ensure that new facilities are constructed and existing facilities maintained, including through the establishment of public-private partnerships (PPPs) to create community-based maintenance models.
- A recurring challenge throughout the province is ageing infrastructure and inadequate access to clean and reliable water in rural areas, which is compounded by poor operational practices and maintenance. This is being addressed through supporting municipalities to develop and implement corrective action plans, regular training of controllers, monitoring effluent quality to ensure compliance with licence conditions and to identify pollution incidents. Maintaining and upgrading of water systems, roads, and electric infrastructure will be prioritised.
- Poor road infrastructure hinders mobility and economic activity.

42.2 Mpumalanga provincial interests and matters to be raised in the national government through the National Council of Provinces (NCOP)

- The province of Mpumalanga urges the NCOP to strengthen national heritage conservation policies, increase funding for provincial heritage restoration projects, and enhance collaboration with the national Department of Sport, Arts and Culture (DSAC) to protect both tangible and intangible heritage.
- As a province, Mpumalanga appeals to the NCOP to motivate for stronger national support for grassroots sports programmes, including school sport leagues, coaching development, and partnerships with local clubs.
- Due to lack of capacity and funding on municipal level, the NCOP's intervention is required to secure more funding for the implementation of Provincial Catalytic Projects (PCPs) to upgrade and refurbish ageing water and sanitation infrastructure, improve solid waste management, and expand the provision of water in rural areas throughout the province.
- The province is appealing for urgent intervention and allocation of financial resources from the DWS, Infrastructure South Africa, and National Treasury to address water challenges through the refurbishment of existing infrastructure and development of new infrastructure in the province.

42.3 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
42.3.1	The NCOP is to debate and refer the following requests by the Mpumalanga provincial government to the relevant Select Committee to raise with the national Department of Sport, Arts and Culture: • Increasing funding for heritage restoration projects. • National support for grassroots sports programmes, including school sport leagues, coaching development	NCOP Mpumalanga Delegation Select Committee (SC) on Education, Sciences and Creative Industries	31 March 2026 (before parliament adopts the 2026/27 budget vote)
42.3.2	The NCOP is to debate and refer the following request by the Mpumalanga provincial government to the relevant Select Committee to raise with the National Department of Cooperative Governance and Traditional Affairs: • More funding for the implementation of Provincial Catalytic Projects to upgrade and refurbishing of ageing	NCOP Mpumalanga Delegation SC on Cooperative Governance and Public Administration	31 March 2026 (before parliament adopts the 2026/27 budget vote)

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	water and sanitation infrastructure as well as solid waste management.		
42.3.3	The provincial Department of Co-operative Governance, Human Settlements, and Traditional Affairs (CoGHSTA) is to provide progress report regarding how municipalities have been assisted to address their Eskom debt, debt to water boards, and improve revenue collection strategies to the NCOP.	Office of the Premier Mpumalanga CoGHSTA	31 March 2026
42.3.4	The Office of the Premier is to ensure that municipalities spend at least 8% of their allocated budgets on infrastructure maintenance as per the National Treasury guidelines.	Office of the Premier Mpumalanga CoGHSTA	27 February 2026
42.3.5	The Office of the Premier is to ensure that all the recommendations of the Auditor-General South Africa (AGSA) as per the 2023/24 Municipal Finance Management Act (MFMA) report are implemented and submit a status report to the NCOP.	Office of the Premier Mpumalanga CoGHSTA	31 March 2026

42.4 Executive undertakings in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
42.4.1	The provincial Department of Co-operative Governance, Human Settlements, and Traditional Affairs (COGHSTA) is to compile a progress report on the impact of its assistance to municipalities in overcoming	Office of the Premier Mpumalanga CoGHSTA	31 March 2026

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
	Eskom debt, water boards debt, and revenue collection for submission to the NCOP.		
42.4.2	The Office of the Premier is to consult and issue a directive to municipalities to spend at least 8% of their allocated budgets on infrastructure maintenance.	Office of the Premier Mpumalanga CoGHSTA	28 February 2026
42.4.3	The Office of the Premier is to monitor the implementation of the recommendations of the AGSA as per the 2023-24 MFMA report followed by a status report being submitted to the NCOP.	Office of the Premier Mpumalanga CoGHSTA	31 March 2026

43. PRESENTATION BY THE EMAKHAZENI LOCAL MUNICIPALITY

- Emakhazeni Local Municipality is situated in the Nkangala District Municipality within the jurisdiction of the Mpumalanga Province. It is comprised of four major towns, namely Belfast (Emakhazeni), Dullstroom, Emgwenya, and Entokozweni. The municipality consists of 8 wards and is a category B Municipality (Section 155 of Act 108 of 1996).
- It is a semi-urban municipality with potential for mining, agriculture, and tourism relating to trout fishing.
- The total population of the municipality as of 2022 is 50 165.
- In terms of access to basic services as of 2022, 93% of households have flushing toilets, 86.7% have refuse removal services, 80.1% have access to piped water, and 94% have electricity for lighting.
- In terms of financial viability, the Nkangala District Municipality assisted the Emakhazeni Local Municipality with the project of installing smart prepaid electricity meters in its townships in 2024/25. The municipality also appointed Noko Maimela Attorneys to assist with the debt collection targeting Dullstroom.
- The municipality has also appointed Syntel to address speed infringements, which is yielding positive results to the tune of R1.5 million per month, on average.
- The new General Valuation Roll for the years 2025 to 2030 has been finalised by the appointed sworn valuer and presented to management and council and was implemented with effect from 1st July 2025 for the duration of its validity.
- The municipality is also busy with the identification of new sources of revenue within the various departments.

- In terms of delayed, incomplete and abandoned municipal projects, the following were reported: (1) Bakery Project in Waterfall Boven, (2) Belfast Brick Making Plant, (3) Poultry Project in Dullstroom, (4) Bakery Project in Emthonjeni, (5) Municipal Flats in Emthonjeni, Entokozweni and Emgwenya, (6) Caravan Parks (Waterfall Boven, Machadodorp and Belfast) and Waterfall Boven Tunnel, (7) Refurbishment of Dullstroom and Machadodorp Waste-Water Treatment Plant, and (8) Establishment of Cemeteries in Waterfall Boven.
- The municipality has identified and presented on measures to address the above mentioned delayed, incomplete and abandoned projects to full functionality.

43.1 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
43.1.1	Mpumalanga CoGHSTA is to assist the municipality address its planned revenue shortage strategy on the following: • Applying for National Energy Regulator of South Africa (NERSA) approval to charge winter tariffs • Secure funding to install smart meters in Belfast town and Siyathuthuka. A status report is to be submitted to the NCOP.	Emakhazeni Local Municipality Mpumalanga COGHSTA	31 March 2026
43.1.2	The municipality, with the assistance of the district municipality and provincial government, is to take the necessary action on implementing the eight delayed, incomplete and abandoned municipal projects. A progress report on the implementation must be submitted to the NCOP.	Emakhazeni Local Municipality Nkangala DM Mpumalanga CoGHSTA	29 May 2026
43.1.3	Upgrading the Emakhazeni Local Municipality from grade 2 to grade 3 should be considered. The provincial treasury should make a determination whether the municipality qualifies.	Mpumalanga provincial treasury National treasury	31 March 2026

43.2 Executive undertakings in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
43.2.1	The municipality, in consultation with Mpumalanga CoGHSTA, is to finalise its NERSA application for winter tariffs to be charged to match the Eskom winter tariffs.	Emakhazeni Local Municipality Mpumalanga CoGHSTA	31 March 2026
43.2.2	Mpumalanga CoGHSTA is to assist the municipality in seeking funds for the installation of smart electricity meters in Belfast Town and Siyathuthuka.	Emakhazeni Local Municipality Mpumalanga CoGHSTA	31 March 2026
43.2.3	The Emakhazeni Local Municipality will consult the district municipality and the provincial government to revive the eight delayed, incomplete and abandoned municipal projects.	Emakhazeni Local Municipality Nkangala District Municipality Mpumalanga CoGHSTA	31 May 2026

44. PRESENTATION BY THE OFFICE OF THE AUDITOR-GENERAL SOUTH AFRICA (AGSA)

- The total budget expenditure by municipalities in the province was R33.5 billion in the 2023-24 financial year.
- The 2023-24 financial year shows an improvement in audit outcomes from the previous year and the previous administration leading to no disclaimed or adverse audit outcomes in the province.
- Two municipalities achieved unqualified audit opinion with no material findings (clean audits), eight received unqualified audit opinion with findings, nine received qualified audit opinion, and one had outstanding audits, Thaba Chweu local municipality, did not submit their consolidated Annual Financial Statements (AFS), after the entity Thaba Chweu Local Economic Development (THALEDA) failed to submit AFS.
- The positive shift in outcomes is attributable to small pockets of improvement in controls driven by the effective implementation of audit action plans.
- Emalahleni and Emakhazeni LMs improved in their audit outcomes from qualified to unqualified audit opinion with findings and from adverse to qualified audit opinion, respectively. Seventeen (17) municipalities remained unchanged, with only Thaba Chweu LM regressing.
- Irregular expenditure (IE) increased to R2.7 billion (2022-23: R1.9 billion).
- Fruitless and Wasteful Expenditure (FWE) decreased to R1.4 billion (2022-23: R1.6 billion).

- Unauthorised Expenditure (UNE) increased to R4.6 billion (2022-23: R3.6 billion).
- Almost all (97%) of allocated grants were spent. However, the delivery of required infrastructure was delayed at times or not delivered at the desired state due to persistent project management deficiencies.
- Like the prior year, the leadership (TROIKA, MPAC, MMCs) of each municipality made commitments. However, very few of these have been fully implemented hence tangible improvements have not been realised across municipalities.
- In terms of financial health, 11 (61%) of municipalities ended the year in deficit (expenditure more than revenue); 11 have unfunded budgets; 67% of municipal debt is not recoverable.
- Municipalities spent on average 2% on infrastructure maintenance which is below the National Treasury (NT) norm of 8%.
- Water losses across municipalities amounted to R620.4 million (40%) (2022-23= R901.9 million; 44%).
- Amount due to Eskom R20.0 billion (2022-23 = R15.0 billion)
- Amount due to water boards R3.3 billion (2022-23 = R1.4 billion)

44.1 Audit report on the Emakhazeni Local Municipality

- In terms of the infrastructure project implementation, the municipality experienced delays in project completion, including the refurbishment and upgrading of the Machadodorp Wastewater Treatment Works (WWTW). There were also cost overruns in the project.
- The municipality continues to rely on the audit process to improve the quality of financial statements.
- The municipality is unable to pay its suppliers within 30 days as required by the MFMA.
- Some key targets were significantly underachieved.
- The municipality ended the year with a deficit of R122.5 million (expenditure more than revenue). Next year's budget will pay for expenditure of previous years of 166% (2022-23 = 190%)
- The municipality incurred unauthorised expenditure totalling R86 million.
- Insufficient funds affect project completion and service delivery.
- Initiatives to enhance revenue collection are implemented. However, they are inadequate; a financial recovery plan is recommended.
- The Eskom interest on invoices is not settled per the agreed-upon timelines.
- The municipality disclosed significant doubt in the financial statements about ability to continue operating as a going concern in the near future, i.e. reported losses, negative cash flows due to poor collection, and poor budgetary controls leading to unauthorised expenditure.

44.2 Input from the Provincial Treasury

- Municipalities should implement all plans with which they were assisted to achieve a reduction of unfunded budgets. Proof must be provided of Council and Management Committee meetings where these plans are discussed and monitored.
- Critical in this regard is the proof that the municipality is prioritising the reduction of water and electricity distribution losses. Specific strategies with timeframes and anticipated impact should be in place to monitor whether progress is made with reduction of the losses in electricity (46%) and water (73%).

- The municipality should further demonstrate how they are dealing with prepaid electricity where the houses or businesses recorded R0.00 purchase over the last60 days and longer.
- The municipality should improve management of the indigent subsidies, as it is critical to ensure that the correct households are receiving the free basic service subsidy. The municipality is receiving more Free Basic Service (FBS) subsidies through equitable share than indigent families registered on the indigent register.
- The municipality should develop a detailed communication strategy through which the Council communicates the recovery plans with the community monthly. This plan should clearly indicate the purpose of the plans, how it will improve the situation in the municipality, what is expected from the community, and what commitments/service delivery improvement the municipality is planning. In short what is the municipality planning to do, give feedback on progress of plans, share successes and explain challenges, and be clear what is expected from the community to strengthen the partnership relation between Council, administration, and community.

44.3 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
44.3.1	CoGHSTA is to immediately intervene in the refurbishment and upgrading of the Machadodorp WWTW that has been delayed as reported by the AG and report back to the NCOP on the status of the project.	Mpumalanga CoGHSTA	31 March 2026
44.3.2	CoGHSTA is to intervene in assisting the municipality reduce it's the end year deficit, the billing issues, in its shortcomings in producing accurate audited financial statements, skills and capacity constraints, and Eskom debt management as recommended by the AG. A status report on the intervention must be submitted to the NCOP.	Mpumalanga CoGHSTA	27 February 2026
44.3.3	The municipality is to implement consequence management for	Emakhazeni Local Municipality	30 January 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	the R86 million irregular expenditure incurred. A status report on the intervention must be submitted to the NCOP.		

44.4 Executive undertakings in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
44.4.1	CoGHSTA is to work with the municipality to assess the delays in the refurbishment and upgrading of the Machadodorp WWTW and ensure that corrective actions are taken for the project to be completed.	Mpumalanga CoGHSTA	31 March 2026
44.4.2	CoGHSTA is to intervene in assisting the municipality reduce its year-end deficit, the billing issues, in its shortcomings of producing accurate audited financial statements, skills and capacity constraints, and Eskom debt management as recommended by the AG.	Mpumalanga CoGHSTA	28 February 2026
44.4.3	The municipality is to implement consequence management for the R86 million irregular expenditure incurred.	Emakhazeni Local Municipality	31 January 2026

44.5 Presentation by the Nkangala District Municipality

- In terms of human settlements, Nkangala district has a total number of 156 000 (35.9% of households) very formal dwelling units, 208 000 (48% of households) formal dwelling units, and 32 200 (7.4% of households) informal dwelling units.

- The demand for housing within the district is increasing, leading to the never-ending mushrooming of informal settlements within the region and high number of reported cases for land invasion.
- Only 12.1% share of households are without access to piped water.
- Only 8.3% share of households are without electricity connection.
- About 40% of households have no refuse removal by the local municipality.
- About 37% of households have no flushing/chemical toilets.
- In terms of access to water, major challenges that disrupt water supply in the district include aged infrastructure resulting in high water losses, water interruption due to theft and vandalism, outdated water services development planning (WSDP), load reductions, and vandalism at the boreholes.

44.6 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
44.6.1	The Nkangala District Municipality is to ensure local municipalities address the following backlogs of high importance: • Increase the number of households with access to piped water by 20%. • Ensure all households have access to electricity connection. • Improve access to refuse removal at 40% of households without refuse removal by local municipalities. • Improve access to flushing toilets in 37% of households without flushing/chemical toilets. An updated status report on the implementation is to be submitted to the NCOP within the recommended timeframe.	Nkangala District Municipality	29 May 2026
44.6.2	The district municipalities in the province including Nkangala District Municipality are to ensure that local municipalities increase their	Provincial district municipalities	30 June 2026

	infrastructure maintenance spend to 8% at per the National Treasury guideline.		

44.7 Executive undertakings in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
44.7.1	The district municipality is to ensure that local municipalities address the following backlogs: • Increase the number of households with access to piped water by 20%. • Ensure all households have access to electricity. • Improve access to refuse removal at 40% of households without refuse removal by local municipalities. • Improve access to flushing toilets in 37% of households without flushing/chemical toilets. An updated status report on the implementation is to be submitted to the NCOP.	Nkangala District Municipality	29 May 2026
44.7.2	The district municipality is to develop an infrastructure maintenance monitoring system to ensure that local municipalities under its jurisdiction spend at least 8% of the value of their infrastructure assets on maintenance as per the National Treasury guideline.	Nkangala District Municipality	30 June 2026

45. PRESENTATION BY THE MPUMALANGA DEPARTMENT OF CO-OPERATIVE GOVERNANCE, HUMAN SETTLEMENTS, AND TRADITIONAL AFFAIRS (COGHSTA) ON MUNICIPAL VIABILITY

- In terms on unfunded budgets, eight of the 11 municipalities with unfunded budgets reduced the unfunded portion of their budgets, while the unfunded portion of budgets increase in three municipalities — Dipaleseng, Govan Mbeki and Emakhazeni — compared to the previous financial year.
- In terms of billing performance of municipalities, 15 municipalities performed above the 25% target, while two municipalities underperformed — Emakhazeni and Thaba Chweu.
- The collection of the billed revenue remains a challenge in these municipalities.
- In terms of debt collection by municipalities, the current closing balance is R36 billion, compared to the R28 billion closing balance in September 2024, showing growing debt over time. Households and commercial debtors represent the biggest contributors to total debt.
- The R37 million municipal debt owed by councillors and staff is a grave concern.
- Municipalities should review credit control effectiveness to manage the increase of consumer debtors.

45.1 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
45.1.1	Prevention measures must be implemented to curb the passing of unfunded budgets.	Mpumalanga CoGHSTA	31 March 2026
45.1.2	The dysfunctional billing systems at Emakhazeni and Thaba Chweu LMs must be addressed.	Mpumalanga CoGHSTA	31 March 2026
45.1.3	LMs must be assisted to improve debt collection systems and credit control.	Mpumalanga CoGHSTA	31 March 2026
45.1.4	Review policies around councillors owing municipalities with which they serve.	Mpumalanga CoGHSTA	31 March 2026
45.1.5	A status report on the above interventions done must be submitted to the NCOP.	Mpumalanga CoGHSTA	31 March 2026

46. SITE VISITS TO EMAKHAZENI LOCAL MUNICIPALITY

46.1 HA Grove Hospital, Belfast

46.1.1 Background of the site

The HA Grove hospital is located at the corner of Bhekumuzi Masango and Duggan Streets in Belfast, under the Emakhazeni Local Municipality. It was officially opened on 4 October 1968 with 12 beds and initially operated as a Community Health Centre. The facility received medical support visits from Lydenburg Hospital and served as a satellite site for sessional doctors, including specialist consultants such as surgeons, gynaecologists, and urologists. In 2011, as part of a broader renovation project of the Mpumalanga Department of Public Works, Roads and Transport (DPWRT), additional units were opened, including a maternity ward with five extra beds, a pharmacy, a casualty department, an X-ray facility, a dental facility, an outpatient department (OPD), and allied health units — bringing the total to 19 usable beds. Currently, the hospital has 14 approved beds and 31 usable beds. The hospital achieved Office of Health Standards Compliance (OHSC) in 2025.

46.1.2 Key challenges experienced at the Hospital

- While the hospital has Jojo tanks with a capacity of 40 000 litres as a back-up water supply to mitigate against water outages, the supply is not reliable. This is because the capacity of the generator used during electricity outages does not have sufficient capacity to operate the water pump. As a result, the facility is sometimes without water for a day or two.
- The theatre is not functional, so patients requiring surgical or high-level care are referred to Witbank Hospital.
- The hospital infrastructure is dilapidated due to lack of maintenance. The roof has many leaks, with water seeping through the slab at the pharmacy corridor, outpatient department, and physiotherapy sections. The guardroom leaks, negatively affecting access control when it rains.
- There has been a significant decline in the uptake of medical male circumcisions.
- The Quality Improvement Plan (QIP) has not been implemented adequately. This is largely due to the failure to appoint a key staff, such as an Infection Prevention and Control (IPC), an Occupational Health and Safety (OCS) Officer, and an Office of Personnel Management position, which would improve Quality Assurance (QA).
- The hospital does not offer the full package of services associated with a level 1 district hospital.

46.1.3 Findings

- The hospital reports infrastructure insufficiencies, citing lack of funding as a reason, despite not using its full budget allocation for goods and services.
- The facility is experiencing significant leadership and management instability due to the absence of a permanent Chief Executive Officer CEO since July 2024, multiple acting appointments, and several critical vacant posts, including Finance Manager, Allied Services Manager, and OPM.

46.2 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
46.2.1	The Department must prioritise filling of the CEO position by no later than the recommended timeframe.	Provincial Department of Health	28 February 2026
46.2.2	The recruitment process for the Finance Manager, Allied Services Manager, and OPM posts must be initiated within 3 to 4 months.	Provincial Department of Health	01 April 2026
46.2.3	A borehole must be drilled as an alternative, reliable water supply	Provincial Department of Health	30 June 2026
46.2.4	Dental services must be restored.	Provincial Department of Health	31 March 2026
46.2.5	The guard house must be replaced.	Provincial Department of Health	28 March 2026

46.3 R540/2 at 8 km, Belfast to Dullstroom route, Emakhazeni Local Municipality

46.3.1 Briefing by South African National Roads Agency Limited (SANRAL)

- At 4 736 km Mpumalanga has the second biggest road network in South Africa, also making it the second biggest in SANRAL's portfolio of 27 501 km.
- SANRAL has budgeted a total of R12.8 billion over the MTF to implement OpEx (routine operations and periodic maintenance) and CapEx (special maintenance, strengthening, improvement, and new facilities) projects.
- The R540/2 had an extremely high incidence of accidents. However, neither the province, district or local municipality had the financial or technical capacity to make the requisite improvements. As such the road was ceded to SANRAL for repair and maintenance.

46.3.2 Background of the site

The provincial road, P81/1 is a Road Infrastructure Strategic Framework for South Africa (RISFSA) class 1 flexible paved road with a network extent of approximately 88 kilometres. It is an inter-district road from Belfast (Emakhazeni Local Municipality) located in Nkangala District to Lydenburg (Thaba Chweu Local Municipality) in Ehlanzeni District Municipality. The road needs to be rehabilitated; 41.2 kilometres need comprehensive rehabilitation, while 41.6 kilometres need light rehabilitation, and 5.31 kilometres need reseal light. All this work costs approximately R885.8 million. The Department of Public Works, Roads and Transport indicated during the 2024 Provincial Week that it did not have the funds to cover the project and indicated

that it is engaging with SANRAL to take over the road as the entity may have the necessary resources to rehabilitate the road infrastructure. SANRAL has since taken over the project.

46.3.3 Key challenges experienced during the project

- The high frequency of accidents and consequent requirements for repair and maintenance, coupled with the lack of financial and technical resources, necessitated the transfer of responsibility for the road to SANRAL in the interest of public safety.
- National Treasury's policy guidelines on bid adjudication and tenders require government departments to make use of the lowest bidder, which has dire consequences for the project. Contractors tend to bid low to get a tender, but then cannot complete projects within the budget, leading to inferior quality of work and abandonment of projects.
- Vast expanses of internal gravel and dirt roads requiring grading and upgrading cause many accidents, especially in relation to scholar transport. However, budgetary and technical constraints put achieving safe roads out of reach of the local and provincial government.
- Another factor leading to road fatalities is a lack of rest stops along roads in the province, again due to financial constraints.
- There is a need to establish a comparative costing system between SANRAL and contractors appointed by the provincial Department of Public Works, Roads and Transport to establish whether the abandonment of projects and inferior quality of work is caused by under-costing in the bidding process.
- The inadequate quality of roads connecting farms to main routes is a significant barrier to economic growth and opportunities for job creation. This poses a dual threat; good roads are crucial for farmers to transport their produce, which threatens food security and limits both the opportunities for economic growth and job creation.

46.3.4 Desired solutions to the challenges (from the perspective of the project owners)

- SANRAL should be given a mandate to maintain and develop the province's entire roads network, as it is unlikely that budgetary constraints and lack of technical capacity will be resolved in the current economic climate.

46.3.5 Findings

- The vast road network in Mpumalanga, along with continuing lack of financial and technical capacity, limits the province's potential for growth in sectors such as tourism as well as hampering the potential to attract investment to facilitate economic growth. As such, expanding SANRAL's mandate is key to a more prosperous province which can deliver quality basic services to communities.
- The Western Cape and Mpumalanga are among the most visited provinces in South Africa. However, during the 2024 financial year, visitor numbers to Mpumalanga dropped by 50% due to poor road infrastructure. This year, tour operators inspected the roads and confirmed that improvements have been made. Consequently, visitor numbers have increased by approximately 20-30%, and during the festive season, Dullstroom is fully booked, with Waterval Boven and Machadodorp expected to accommodate spillover tourists within a 20 to 30 km radius because of upgrading the road.

- The R540 road is a strategic route that leads to the Kruger National Park and the Panorama Route. Upgrading this road is expected to attract investment, stimulate economic growth, and create employment opportunities within the Emakhazeni LM. Studies indicate that investment in road infrastructure has a direct positive impact on local economies.
- There is limited participation of small, medium, and micro enterprises (SMMEs), particularly those owned by women, in projects implemented by SANRAL. Therefore, there is an urgent need to review the criteria used for selecting and appointing SMMEs.
- SANRAL should assist by providing accurate cost estimates per kilometre of road construction. Currently, DPWRT contractors often submit unrealistically low bids to secure contracts, resulting in poor performance or reliance on variation orders to recover costs.
- Toll fees in Mpumalanga are significantly higher compared to other provinces. The contributing factors remain unclear, and it is uncertain whether these costs provide value for money.

46.4 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
46.4.1	The road should be expanded to include a slip lane, which will allow motorists to pass commercial vehicles safely in areas with steep hills and mountainous terrains.	SANRAL	Progress report to be submitted by 31 May 2026
46.4.2	Lack of rest stops must be addressed to make it possible for drivers to pull over when they are too fatigued to drive safely.	SANRAL	Progress report to be submitted by 31 May 2026

46.5 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
	SANRAL is to study the feasibility of including the slip lane on the road and report back to the NCOP by no later than 31 October 2026	SANRAL	31 October 2026

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
	SANRAL is to consider and study the feasibility to building rest stops for drivers on the road and report back to the NCOP by no later than 31 October 2026.	SANRAL	31 October 2026

46.6 Integrated Residential Development Programme: Siyathuthuka Extension 7

46.6.1 Background of the site

The Mpumalanga Department of CoGHSTA, Emakhazeni LM, and Bongela Developments signed a Memorandum of Understanding (MoU) in May 2011 regarding the development of Siyathuthuka Extension 6 – 9 and 11. Construction of 240 housing units was awarded to Bongela Developments. A Land Availability Agreement (LAA) entered between Bongela Developments and Emakhazeni LM was registered with the Deeds Registry Office to address disputes. The contractor was appointed in May 2015, and the initial completion date was March 2018. The total approved budget was R12 355 757.00, and the total expenditure was R11 819 269.67.

The contractor completed the servicing of 240 sites, but poor workmanship and substandard materials resulted in leaking pipes and sewer spillages. Consequently, the Mpumalanga Department of CoGHSTA reduced the scope of work for Bongela Projects to 42 housing units. The department terminated the contractor's contract in April 2022 because of the inferior quality of work and poor time management. T & Z construction was appointed as the new contractor as part of the intervention to complete the 42 units that were initially started by Bongela Development, as well as the remaining 198 housing units. The Emakhazeni LM resolved that the approved beneficiaries should be allocated stands. However, some beneficiaries refused.

46.6.2 Key challenges experienced during the project

- Bongela Development was appointed for the installation of service infrastructure on 240 sites and the construction of low-cost housing structures. Bongela completed their servicing of sites, but due to poor workmanship their services were terminated in April 2022.
- The pump station servicing the sites is non-functional, as it has been vandalised and the pumps were stolen, while the generator has also been vandalised and electrical cables stolen. Due to poor maintenance, the inlet works, valves gates, and lift pump are no longer working. Consequently, all sewer lines connected to the pump backflow, flooding the lower part of the site, including the houses, causing a health hazard that needs urgent attention.
- Bongela Development was able to start 42 housing units but faced challenges on-site that hindered the completion of the units.

- Bongela Development signed a session agreement with Florence Whale Sale, who also did not complete the units. A second session agreement was signed with Central Bridge Trading 109. Central Bridge managed to partially complete 20 units. However, due to inadequate quality and time management, their contract was terminated on 25 April 2022.
- Several of the 42 units constructed by Bongela Development were left incomplete, with components not installed, such as water connections, basins, fascia boards, window frames, and the like.
- As part of the most recent intervention, the department has appointed T and Z Construction to complete the 42 units, outlining the scope of work and timeline. The start date is 17 November 2025, completion date is 31 November 2026, and the approved budget is R546 407.62.

46.6.3 Findings

- Lack of environmental impact analysis and feasibility studies led to budget overruns, as costing is not conducted accurately.
- Four contractors were appointed since 2014, all of whom abandoned the project without consequences.
- Despite only 42 of 240 housing units being completed, 95% of the budget has been spent, with no attempts to recover the money. This points to a lack of planning, monitoring, and evaluation.
- Repeated contractor failures caused major delays and created the need for additional resources.
- The project timeline was significantly disrupted.
- The recurring problems indicate poor project supervision and weak governance. Maintenance and risk management were inadequate throughout the project, and there was poor monitoring and evaluation by the department, which allowed issues to continue without timely intervention.
- The department took too long to act against the non-performing contractor, which allowed poor workmanship and project delays to escalate before corrective steps were taken.
- The municipality failed to properly maintain essential infrastructure in the area. Poor maintenance of sewer systems has resulted in ongoing sewer spillages.

46.7 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
46.7.1	Immediate action must be taken to remove non- or under-performing contractors from site to avoid undue delays.	Mpumalanga CoGHSTA	Ongoing, progress report 30 March 2026
46.7.2	Develop a contractor performance management system with penalty clauses for non-performance.	Mpumalanga CoGHSTA	31 July 2026
46.7.3	The open drains and blocked sewers at the site must be addressed, as it poses significant health	Emakhazeni Local Municipality and	Friday, 21 November 2025 –

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	and safety risks to the community, as well as having an adverse impact on the environment.	Nkangala District Municipality	before the delegation departs
46.7.4	The causes of rising damp in the completed housing units and effluent overflow in the surrounding wetlands must be established and resolved, as it poses a health risk to residents and has adverse effects on the environment.	Emakhazeni Local Municipality and Nkangala District Municipality	30 March 2026
46.7.5	The deficiencies in the incline of the bulk sewer system infrastructure must be rectified as a matter of urgency.	Emakhazeni Local Municipality and Nkangala DM	31 July 2026
46.7.6	The ward councillor should implement programmes to motivate the public to take responsibility for protecting public infrastructure by reporting vandalism and acts of criminality.	Ward councillor and ward committees	30 June 2026
46.7.7	The ward councillor must engage the relevant structures to procure the necessary materials to maintain critical infrastructure for households who cannot afford to avoid deterioration of the area.	Ward councillor	30 June 2026
46.7.8	Security measures must be put place to protect infrastructure from vandalism and theft.	Nkangala District Municipality and Emakhazeni LM	31 January 2026
46.7.9	A detailed breakdown of project expenditure and a timeline of the appointment of the various contractors must be supplied to the NCOP delegation in writing.	Mpumalanga CoGHSTA and Emakhazeni Local Municipality	30 March 2026

46.8 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
46.8.1	Community engagement will take place	MEC of CoGHSTA and	30 March 2026

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
	to inform the compilation of a comprehensive report on service delivery challenges experienced by the community and a plan of action established to address such.	Emakhazeni Local Municipality	
46.8.2	The flooding caused by the non-functional sewer pump station to be addressed by making use of “honeysucker” trucks as a short-term solution, while the pump station will be recommissioned to permanently resolve the problem.	Mpumalanga COGHSTA and Emakhazeni Local Municipality	Short term solution: 31 January 2026 Permanent solution: 30 September 2026
46.8.3	The lack of functional stormwater channels, leading to flooding of the sites and houses, to be resolved by providing concrete lined v-drains, and improved stormwater pipes and subsoil pipes to control underground/seepage water	Mpumalanga COGHSTA and Emakhazeni Local Municipality	30 March 2026
46.8.4	The blocked sewer pipelines must be addressed by redoing the sections of sewer infrastructure to correct the gradients and ensure the network is interconnected and functional.	Mpumalanga CoGHSTA	31 July 2026
46.8.5	T & Z Construction has been appointed by the Mpumalanga department of COGHSTA to complete the 42 units, outlining the scope of work and timeline. The start date is 17 November 2025, completion date is 31 November 2026, and the approved budget is R546 407.62.	Mpumalanga CoGHSTA	The start date is 17 November 2025, completion date is 31 November 2026, and the approved budget is R546 407.62
46.8.6	The Executive Authority (MEC) should develop and enforce clear consequence	Mpumalanga CoGHSTA	28 February 2026

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
	management measures for officials and contractors who fail to meet performance, reporting, and compliance requirements. This should include disciplinary action, financial penalties, and blacklisting of contractors who repeatedly deliver poor-quality work or cause delays.		

46.9 Masibuyele Esibayeni Service Programme (MESP) "Young Blood" Farm Project

46.9.1 Briefing on Masibuyele Esibayeni Service Programme (MESP) "Young Blood" Farm Project

MESP is a livestock development programme run by the Mpumalanga Department of Agriculture, Rural Development, Land and Environmental Affairs (DARDLEA), with the aim of supporting farmers from subsistence to commercial levels to increase livestock production, participate in the red and white meat industries, and ultimately improving the provincial rural economy. DARDLEA has provided support to the project as follows:

- DARDLEA officials frequently visit the project to provide extension advisory advice, training, veterinary services, agribusiness services, market linkages, support with South African Good Agricultural Practices (SAGAP) certification application and facilitating assistance from the Kaonafatso ya Dikgomo (KyD) Scheme run by the South African Agricultural Research Council (ARC) for livestock improvement.
- Vegetable production inputs to the value of R80 000.00 between 2022 and 2024.
- Livestock inputs in the form of 13 Boer goats (12 does and 1 buck) to the value of R58 000 in 2023. A batch of Boer goats was returned from Mr. Moyima at the Generaalsdraai Farm; however, the department did not specify how many goats were purchased for R58,000.00 or how many were returned from the Generaalsdraai Farm.
- Animal feed and medication to the value of R25 000.00, with no timeline given.

46.9.2 Background of the site

The Young Blood farm is in Belfast in the Emakhazeni Local Municipality, Nkangala District Municipality of the Mpumalanga Province, in Portion 3 Tweefontein 357 JT. The farm was acquired through a renewable 5-year lease agreement/contract with Emakhazeni Local Municipality starting from 2019. The farm registration division measures 40.6448 Hectares (Ha). The farm is technically designed with 3 Ha arable area, 5 Ha planted pasture, 0.6448 Ha housing, and 32 Ha grazing area. The project specialises in cabbage and potato farming, which is currently in its second production cycle. In terms of livestock production, the farmer currently has 16 cattle and 31 goats. The farm has six beneficiaries, comprised of five females (three youth) and one

male, who is a person living with a disability, but this was not declared in the department's presentation. The aim of the project is to ensure that people have access to sufficient, safe, and nutritious food.

46.9.3 Key challenges experienced by the project

- Access to land is still the main barrier to entry in the agricultural sector. The land lease agreement is approaching its end. DARDLEA is facilitating the renewal of the agreement for a longer period.
- Unpredictable, harsh climatic conditions disrupt farming activities.

46.9.4 Desired solutions to the challenges (from the perspective of the project owners)

- As an interim measure, Emakhazeni LM and DARDLEA must collaborate to ensure that the current lease agreement is renewed for a longer period.
- Ideally, farmland must be acquired and ownership transferred to the beneficiaries to ensure long term viability of the farming projects.
- Climate-smart infrastructure, such as greenhouses and a sheltered kraal, must be developed to mitigate against the impact of climate change.
- The farmers requested the following equipment to improve the productivity of the farm: proper fencing, two JoJo tanks, 300 m of piping for the water tanks, a sprinkler system with a diesel pump, a greenhouse, a tractor, storage facilities for vegetables, a borehole, a bush cutter, a chainsaw, crates, two zincs, and four stainless steel tables.

46.10 Masibuyele Esibayeni Service Programme (MESP) Boleo Farm Project, Lakenvlei Farm

The Mpumalanga Department of Agriculture, Rural Development, Land and Environmental Affairs (DARDLEA) has provided support to the project as follows:

- Frequent visits by DARDLEA officials to provide advice, training, veterinary services, agribusiness services, and market linkages.
- Livestock inputs in the form of 26 Boer goats (25 does and 1 buck) to the value of R132 000 in 2023.
- Animal feed and medication to the value of R50 000 in 2021 as part of COVID support.
- Production input in the form of soya seed, fertiliser, and diesel to the value of R21 000 between 2023 and 2024.
- Training in animal beef production, Artificial Insemination (AI) and feedlot management.
- Training in financial management and marketing.

46.10.1 Background of the site

This site was not initially included in the programme for the 2025 Provincial Week. Following reports of an alleged Foot-and-mouth-disease (FMD) outbreak at the original site, the Young Blood Farm project, the provincial legislature selected this site. The provincial whip was consulted regarding an alternative site and permanent delegates informed accordingly.

- The farm has only one beneficiary comprised of one male, and it is located at Portion 6 and 8 Lakenvlei 355 JT, Belfast in the Emakhazeni LM, Nkangala District, of the Mpumalanga Province.

- It was acquired in 2018 via the Pro-active Land Acquisition Strategy (PLAS), through a 30-year lease agreement with the Mpumalanga Department of Agriculture, Land Reform and Rural Development (DALRRD).
- The programme seeks to address historical land inequalities and imbalances, promoting land reform and redistribution, supporting agricultural development and food security, and empowering emerging farmers and rural communities.
- The farm measures 940 Hectares (Ha). It is technically designed with a 240 Ha arable area, 70 Ha planted pasture, 0.5 Ha housing, and 629.5 Ha grazing area (4 LSU/Ha). In terms of infrastructure, the farm is fenced and has gates, 10 grazing camps, and one house that is used as an office and storage.
- The farmer specialises in mixed farming, cultivating 240 Ha of maize and soya, producing cattle, Boer goats, and sheep, as well as practicing beekeeping to produce honey. The current livestock is comprised of 123 heads of cattle, 72 Boer goats, and 58 sheep.

46.10.2 Key challenges experienced by the project

- Access to land is still the main barrier to entry in the agricultural sector.
- Land use by the mining sector is creating security challenges, which leads to Illegal hunting and stock theft.

46.10.3 Desired solutions to the challenges (from the perspective of the project owners)

- The farmers want to own the land they cultivate to secure their futures, as they have invested time and resources in the farm.
- Farmers must work with the Stock Theft Section of the South African Police Services (SAPS) and security companies within the municipality to strengthen security and protect both livestock and properties.

46.11 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
46.11.1	Following the report by the department that Young Blood Farm has a FMD outbreak, which resulted in replacing the original project with the Boleo farm, the department must provide supporting documents or a report that indicates that the project was affected by FMD, which hindered the NCOP delegation from conducting an oversight visit.	Mpumalanga DARDLEA	31 January 2026
46.11.2	Leases for agricultural land should be extended to a minimum of 10 years, as it	Emakhazeni LM Mpumalanga DARDLEA	Progress report 30 June 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	is unsustainable to establish a sustainable agricultural business in a 5-year period.		
46.11.3	To ensure the sustainability of the farm the farmers should own the farms, ownership should be transferred to the farmers and title deed issued to drive interest in agriculture.	Mpumalanga DARDLEA	Progress report 30 June 2026
46.11.4	Farmers should be assisted with houses on their land, as the current living conditions of the Young Blood Project farmers are inhumane. The progress report should detail provisions made for farmers living with disabilities.	Mpumalanga CoGHSTA Mpumalanga DARDLEA	Progress report 30 June 2026
46.11.5	Develop and implement a strategy to address the lack of bulk infrastructure such as electricity and sewer systems.	Emakhazeni Local Municipality Mpumalanga CoGHSTA Mpumalanga DARDLEA	Strategy developed: 30 June 2026 Implementation progress report: 30 September 2026
46.11.6	Farmers should receive financial support or stipends until the projects become self-sustaining.	Mpumalanga DARDLEA	Progress report: 30 June 2026
46.11.7	The department's report presented to the delegation lacked details about how money invested in the farming operations were spent, as well as full details of the beneficiary living with a disability. A detailed expenditure report must be submitted.	Mpumalanga DARDLEA	31 January 2026
46.11.8	The department must ensure continuous availability of disease control measures or veterinary services.	Mpumalanga DARDLEA	Progress report 30 June 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
46.11.9	The department must develop publications on agricultural projects to attract the youth to this sector.	Mpumalanga DARDLEA	Progress report: 30 June 2026
46.11.10	Mpumalanga DARDLEA must update the NCOP regarding whether the farmers were assisted with the equipment they requested to improve the farm's productivity, as set out under 42.4, above.	Mpumalanga DARDLEA	30 June 2026

46.12 Mpumalanga-High Altitude Training Centre (MHATC)

46.12.1 Background of the site

The Mpumalanga High-Altitude Training Centre (MHATC) is located near Belfast, Emakhazeni Local Municipality, and Nkangala District Municipality. The Mpumalanga Department of Public Works, Roads and Transport (PWRT) has been assigned as the implementing agent on the project on behalf of the provincial Department of Culture, Sport and Recreation (CSR). The MHATC project aims to create a world class centre which provides, international training facilities for various sport codes, high performance centre for training and rehabilitation, a faculty of sports science, a boarding school for talented young sportspeople, as well as accommodation, spectator arenas and community interfaces. The project is funded through the Provincial Department of Culture, Sport and Recreation. It will affect Ward 8, falling under the jurisdiction of the Nkangala District Municipality. The scope of work includes the provision of a new 7ML reservoir, as well as provision of three sewer pumpstations for the MHATC, and the upgrading of the wastewater treatment plant by additional 3.5ML.

46.12.2 Key challenges experienced during the Bulk Water Supply: 7ML Reservoir project

- Late client payments continue to affect the contractor's cash flow, causing delays in procurement and labour compensation. Demobilisation in February 2024 because of non-payment, leading to further schedule disruption until April 2024.
- Substandard concrete strength in the reservoir roof slab and columns has led to mandatory demolition and reconstruction, leading to an ongoing litigation between Sizampilo and Afrimat over accountability for the failed concrete.
- The MEC of Culture, Sport and Recreation highlighted that the department intended to attract private investment but due to the geopolitics that has not happened and resulted in the project having cash flow challenges.

46.12.3 Key challenges experienced during the Bulk Water Supply: Upgrading of the wastewater treatment plant

- The contractor, NDK Investment, temporarily suspended works and de-established the site on 24 March 2025 due to delayed payment.
- The site was only re-established on 11 May 2025, resulting in approximately ten weeks of lost time.
- Payment Certificate No. 8 (R3 718 942.00), submitted on 19 September 2025, has now been outstanding for 53 days. In accordance with GCC 2015 (Clause 6.10.4), payment was due within 28 days; the certificate is therefore 25 days overdue. This delay has placed significant strain on cash flow and contributed to near suspension of works on site.

46.12.4 Key challenges experienced during the Bulk Water Supply: Upgrading of the pumpstations

- The water pumpstation is unfenced and poses a drowning danger due to a deep hole filled with water.

46.12.5 Proposed solutions to the challenges (from the perspective of the project owners)

- 7ML Reservoir Roof Remedial Design: The contractor has concluded technical engagements with the design team. The project is now awaiting the issuance of the final approved remedial design drawings and specifications for the roof slab. Remedial construction activities will commence once these details are approved.
- Pump Station Completion Works: All three pump stations have been fully constructed. The remaining external works, including fencing, berm shaping, and final backfilling, are currently underway to complete the facilities.
- Supplier and Liability Management: The contractor continues to engage with the concrete supplier and their legal and insurance channels to address liability relating to the roof slab failure. There will be no cost implications to the client for the remedial works.

46.12.6 Findings

- The project delays could have been avoided through improved planning, monitoring and evaluation, as well as consequence management for underperforming contractors.
- Currently, there is non-compliance with Government Certificate of Competency (GCC) and National Treasury regulations, which require payment within 30 days of receiving an invoice. The contractor has not been paid for several months and has left the site. During the site visit, it was evident that the contractor had not fully returned; only a few workers were present, and there was no protective clothing for workers or visitors, posing a significant safety risk.
- The provincial Department of Culture, Sport, and Recreation does not have sufficient budget to fast-track the project. As a result, the project has been phased to allow the department to allocate funds from its equitable share over time. The project will still need to go to market for an estimated R5.2 billion to cover major phases such as hotel development.
- Furthermore, the department has indicated that R20 million is required to refurbish the existing water treatment plant, which is currently facing major challenges.

- There is also a legal matter beyond the contractor's control that may require the removal of the reservoir roof. Consequently, the reservoir may not be completed by the planned date of March 2026.

46.13 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
46.13.1	Develop a contractor performance management system with penalty clauses for non-performance.	Mpumalanga Departments of Culture, Sport and Recreation (CSR) and Public Works, Roads and Transport (PWRT)	31 July 2026
46.13.2	Consequence management must be implemented for underperforming contractors.	Mpumalanga Departments of Culture, Sport and Recreation (CSR) and Public Works, Roads and Transport (PWRT)	31 January 2026
46.13.3	The project sponsor, the Department of Culture, Sport and Recreation, is to pay contractors within 30 working days upon receiving a payment authorisation from PWRT	Mpumalanga Department of Culture, Sport and Recreation	Ongoing
46.13.4	The Department of Culture, Sport and Recreation is to submit a feasibility study report for the High-Altitude Training Centre to the NCOP by no later than 31 January 2026. A proposal regarding the possibility of collaborating with national government to obtain funding for the project must also be developed.	Mpumalanga Department of Culture, Sport and Recreation	31 January 2026
46.13.5	The Emakhazeni Local Municipality is to provide a report to the NCOP on how it plans to refurbish the old wastewater treatment plant before completion of the newly built plant. The report must be	Emakhazeni Local Municipality	28 February 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	submitted to the NCOP by no later than 28 February 2026		

46.14 Executive undertakings in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
46.14.1	The reservoir is still within budget and will be concluded by the end of March 2026.	Mpumalanga PWRT	End of March 2026
46.14.2	The project sponsor, the Mpumalanga Department of Culture, Sport and Recreation, is to pay contractors within 30 working days upon receiving a payment authorisation from PWRT	Mpumalanga Department of Culture, Sport and Recreation	Ongoing
46.14.3	The Department of Culture, Sport and Recreation is to submit a feasibility study report for the High-Altitude Training Centre to the NCOP by no later than 31 January 2026. . A proposal regarding the possibility of collaborating with national government to obtain funding for the project must also be developed.	Mpumalanga Department of Culture, Sport and Recreation	31 January 2026
46.14.4	The Emakhazeni Local Municipality is to provide a report to the NCOP on how it plans to refurbish the old waste water treatment plant before completion of the newly built plant. The report must be submitted to the NCOP by no later than 28 February 2026	Emakhazeni Local Municipality	28 February 2026

47. STAKEHOLDER ENGAGEMENT ON MEASURES TO IMPROVE THE DELIVERY OF BASIC SERVICES IN EMAKHAZENI LOCAL MUNICIPALITY

47.1 Challenges raised by stakeholders regarding the delivery of basic services

47.1.1 Housing

- A disabled community member complained that the RDP houses often lack accessibility features, such as ramps and rails to accommodate wheelchair users. This makes it difficult for disabled community members to access and live in these houses safely and comfortably. Additionally, she noted that RDP houses have construction defects and are prone to flooding, which further compromises the safety and usability of the homes.
- Ward 5, Ernie Farm: request RDP houses on farms because they have title deeds that are withheld by departments.
- Emakhazeni LM issued stands in 2019; to date the municipality has not built the houses for resident and Ward Councillors are not entertaining the impact that the housing issue has on disabled resident.
- Ward 4: farm workers are not allowed to live on the farm and are told to go look for houses in townships.
- A community member from Sakhelwe township complained about RDP houses that are occupied by foreign nationals, which continues because there is no oversight.
- Ward 7: asbestos houses are still present in the area.

47.1.2 Roads

Ward 4, Dullstroom: there is a challenge with the inferior quality of roads, specifically as members of the community living with disabilities cannot move around outside. This challenge has persisted for more than 20 years. A South African National Civics Organisation (SANCO) coordinator stated that the reality on the ground is that there is no road infrastructure.

- Zonkizizwe Street: residents complained about flooding that is posing a hazard to children who play in the street.

47.1.3 Unemployment

- Ward 3 Siyathuthuka: there is a challenge of youth unemployment in the area, and the rates are continuously rising. The community does not benefit from the local mining industry, as mines do not employ members of the local community. It is alleged that Limpopo residents are given the bulk of opportunities in terms of business and employment. Employment opportunities will help improve the quality of living for the local community. The community member advised that adherence to the National Development Plan (NDP) is imperative to deal with the triple challenges.
- The chief of the local tribal land raised that he has been observing all challenges in the area. One major problem is youth unemployment. Building contracts are given to people from as far as Mozambique, Zimbabwe, Pakistan, and other foreign countries. Another concern was that the mines are benefiting people from Belfast, not Dullstroom. The Ward Councillor does not intervene in the local challenges of contractual and/or payment of disputes between contractors and sub-contractors. The chief is not paid any salary, even though they are told they will during the election season.

47.1.4 Infrastructure

Ward 3, Siyathuthuka: prevalence of cable theft. There are allegations that security companies may be involved in the theft, as they are not local. Therefore, the community would prefer municipal guards or the

police to guard essential infrastructure. There is no funding for maintenance of essential infrastructure, such as electricity sub-stations; this results in sub-stations not adequately meeting the demand of the population in the Gugulethu RDPs.

- Ward 5: Road infrastructure is poor, and the national government must assist Emakhazeni Local Municipality with additional budget.

47.1.5 Electricity

- Ward 4: resident stated that there is no electricity in townships. This results in high crime levels, as it is extremely dark at night when there are no functional streetlights. Therefore, residents feel unsafe walking at night.
- A community member raised a concern about a primary school without electricity in the area which limits teaching, learning, and school operations.
- Ward 5, Ernie Farm: it is alleged that farm owners deliberately switch off transformers to deny electricity to communities.

47.1.6 Water

- In Belfast, communities face severe water contamination issues, as they share drinking water sources with cows. The local municipality always promises to attend the challenge using the following year's budget, but that never happens.
- Townships in the Emakhazeni Local Municipality, including Belfast, experiences frequent, unannounced water shedding, sometimes lasting up to 13 hours, as the reservoir pumps need to be upgraded.

47.1.7 Land Access Challenges

- Ward 4 and 6, Uitflyt: residents cannot access land where their ancestors are buried to bury recently deceased family members, as the original owner has sold the farm and the new owner does not want to grant access (allegedly stolen farm). They are not assisted with the land claim, and it seems like departmental officials are not willing to assist. One of the residents' stands in the township has a cracked house and floods during the rainy season.

47.1.8 Health

- Ward 4: residents stated that their local clinic is a shack, and the Department of Health should build a clinic for the community, and there is a need for a temporary ambulance.
- Ward 4: residents stated that there is a need for a 24-hour clinic and an ambulance in the Dullstroom area, as the community depends on an ambulance that is in Belfast, which takes long to arrive in the event of an emergency.
- The community also complained that they pay for the ambulance services from Dullstroom.

47.1.9 Sanitation

- Ward 4: residents have commended the municipality for the provision of refuse removal and sanitation, but there is a need to address water shortages.

- Increasing the number of wards leads to increased budgets and improved service delivery. The quality of water is extremely poor, and spillage leads to sewage flowing down the streets.

47.1.10 Sports and Recreation

- Ward 7, Ngwenya area: ward committee has stated that there are no proper sports and recreation facilities.
- Ward 4 residents: there is a shortage of classes, recreational facilities, and local halls.
- The resident commended the beautiful stadium built by the municipality but is requesting the municipality to create alternative grounds for them to train while the stadium is being built.

47.1.11 Cemetery

- Lack of land for the cemetery.
- Machadodorp has a challenge, as there is no fencing around cemeteries.
- Families have indicated that they prefer to clean their own gravesites in line with cultural practices.
- Farm residents are experiencing the challenges of not having a designated area to bury residents and for their cattle to graze.

47.1.12 Waste Removal

- There is a shortage of refuse removal trucks for the local municipality.
- The resident has pleaded that there must be uniform equitable share and grant allocation. For example, refuse removal trucks cannot service everyone. The municipality cannot accommodate everyone because they are a Grade 2 municipality.
- The municipality has inadequate trucks; the community members are requesting assistance from the NCOP to fund the municipality so it can buy more trucks. Also, this will avoid illegal dumping.

47.1.13 Training and Career Development

- Career development programmes are needed in areas, such as tourism for youth.
- There is a need for skills development programmes for young people.

47.1.14 Industrialisation

- Dullstroom has tourism opportunities, but with low wages. Business owners do not have designated business stands and no industrial sites.
- The community next to R36 needs to formalise the land for industrial purposes.

47.1.15 Other Challenges

- Ward 6 residents complained about the advert regarding the community meeting, and that it was not extensive enough.
- Ward 8 residents stated that service delivery issues are not resolved, and the plea was to remove the Councillor.
- There are no land parcels for churches, and they use shacks which are hazardous during hot and rainy seasons.

- There must be specific allocation of land for youth, as land is allegedly given to people from other towns.
- White farmers are allegedly physically abusing residents like in the apartheid days.
- There is a need for the provision of bulk water and sanitation infrastructure in farm areas.

47.2 Recommendations following community stakeholder engagement

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
47.2.1	The department is to meet with all the affected farm communities and initiate an inquiry into forced farm removals, followed by a short-term and long-term strategy on how this matter can be urgently addressed.	Mpumalanga DARDLEA	
47.2.2	The province and national departments are to meet with all the affected farm communities in Ward 4 and 6, Uitvlugt farm, Emakhazeni Local Municipality, as well as the rest of the province, and initiate an inquiry into forced farm removals, followed by a short-term and long-term action plan on how these farm disputes will be addressed. A status report of the engagements with affected communities must be submitted to the NCOP by no later than recommended timeframe.	Mpumalanga DARDLEA National department of Land Reform National department of Agriculture	31 March 2026
47.2.3	The NCOP is to initiate a debate on the rights of farm workers nationwide in the context of forced removals from farms where their families have lived over many generations. The NCOP is to also consider reviewing gaps in legislation regarding forced removals, with the assistance of the parliamentary legal services as well as the national department of Land Reform	NCOP Parliamentary Legal Services National department of Land Reform National department of Agriculture	30 June 2026

47.2.4	The provincial department of CoGHSTA is to urgently address the issuing of title deeds to RDP beneficiaries in Ward 5: Ernie Farm, as well as other beneficiaries in farm communities in the district. A status update report on the issuing of title deeds must be submitted to the NCOP by no later than 31 August 2026.	Mpumalanga CoGHSTA	31 August 2026
47.2.5	On matters raised related to Water, Sanitation, Electricity, Roads, Waste Removal, Cemetery, Sports and Recreation, all of which lie under the competence of the Emakhazeni Local Municipality. The Provincial CoGHSTA is to immediately intervene and assist the municipality is addressing the challenges raised by the community. A status report on addressing the issues raised must be submitted to the NCOP by no later than 31 March 2026.	Emakhazeni Local Municipality Mpumalanga CoGHSTA	31 March 2026
47.2.6	The national department of Employment and Labour is to gather the employment statistics and data regarding hiring practices in all the mining companies in the Belfast area to determine whether there's local beneficiation. A status report on the employment statistics and hiring trends must be submitted to the NCOP by the Department by no later than 30 June 2026.	National department of Employment and Labour	30 June 2026
47.2.7	The Provincial Department of Health is to update the NCOP on the status of building a permanent clinic in Ward 4 as the clinic is currently a temporary structure.	Mpumalanga Department of Health	31 March 2026

47.2.8	The Emakhazeni Local Municipality is to engage with the Culture, Arts, Tourism, Hospitality, and Sport Sector Education and Training Authority (CATHSSETA) on Tourism training for unemployed youth in the in Belfast and Dullstroom areas. A report on the engagement must be submitted to the NCOP by no later than 31 March 2026.	Emakhazeni Local Municipality CATHSSETA	31 March 2026

48. NORTHERN CAPE BRIEFING BY THE PREMIER ON MEASURES TO STRENGTHEN THE DELIVERY OF SERVICES IN THE PROVINCE

48.1 Measures to strengthen the delivery of services in the province

- The MEC responsible for Co-operative Governance, Human Settlement and Traditional Affairs, who was acting on behalf the Premier, presented an overview of the state of governance in the province with a special focus on the integrated governance model for accelerated service delivery and development adopted by the province.

At the core of the key objectives and the features of this model are:

- Integrated and seamless coordination of planning, implementation and monitoring and evaluation of service delivery initiatives between the national, provincial and local government;
- Integrated, coordinated and seamless support for local government by the Premier's Office, the Provincial Treasury and the Department of Co-operative government and Traditional Affairs;
- Structured partnerships with the Sol Plaatjie University and TVET Colleges to forge coordinated skills and training among the youth;
- Forging social compact with civil society, organised business and labour to unlock the economic potential of the province as part of growing the economy and addressing unemployment.
- A comprehensive review of the provincial infrastructure investment landscape with the appointment of the provincial Department of Public Works and Infrastructure as the implementing agent for all the infrastructure projects.
- Among the key indicators that underpin this new governance and service delivery model are: no funds to be returned to the Treasury due to non-spending, efficient and sound budget planning to ensure that all major infrastructure projects are completed on time, within the budget, and in good quality, and improved municipal audit outcomes as the key strategic priority of the provincial government.
- Plans to fast-track and accelerate the implementation of all the identified stalled and abandoned infrastructure projects has been finalised and are ready for integration into the Annual performance plans of 2026/2027. The Office of the Premier, the MEC for Finance and the MEC responsible for Co-operative Governance, Human Settlements and Traditional Affairs will be responsible for the implementation, reporting and monitoring of the turnaround of local government.

48.2 Provincial interests and matters to be raised in the national government through the National Council of Provinces (NCOP)

- The issue of coalition government at the local government, the internal political leadership battles, and the persistent challenge of the management of the interface between the municipal officials and the elected councillors were flagged as a going concern.
- An undertaking was made by the Premier to regularly report on the progress made in the implementation of the model to the legislature and the NCOP.

49. BRIEFING BY HON. F MAKATONG: PROGRAMMES AND INITIATIVES TO ADDRESS INCOMPLETE, DELAYED AND ABANDONED PUBLIC INFRASTRUCTURE PROJECTS

- A decision was made to appoint the provincial Department of Public Works and Infrastructure as the public infrastructure implementing agency in the province.
- This means that the department of education, health, and other departments will focus on their core mandates with all the infrastructure building, maintenance, and upgrading assigned to the provincial Department of Public Works and Infrastructure.
- In relation to the challenges identified during the 2024 NCOP Provincial Week, the department held meetings with the Departments of Education and Health that faced challenges with incomplete and abandoned projects.
- This consultation culminated in the decision by sector departments to cancel the contract with the Independent Development Trust (IDT) as the implementing agent of some projects.
- Key to the abandonment and stalling of infrastructure projects is late and non-payment of contractors by the departments. These issues have been resolved, and necessary budget reallocation made to allow the provincial Department of Public Works and Infrastructure to continue with the projects in the coming financial year.
- The Pniel access road as visited by the delegation in the 2024 Provincial Week continues to progress without stumbling blocks and delays.
- New contractors have been appointed for R398, and the work will start shortly.

49.1 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
49.1.1	Submit an updated progress report on the mega projects in the province.	Office of the Premier	31 January 2026
49.1.2	The team from provincial Public Works and Infrastructure and Cogta need to be included in the process concerning the report as noted above by giving reflections and additions in terms of the mega projects.	MECs and/or relevant officials representing the departments	31 January 2026
49.1.3	Province, in collaboration with relevant national sector departments to develop an integrated regional economic develop strategy and outline key milestones.	Office of the Premier	30 September 2026

49.2 Executive undertakings by the Premier in response to the NCOP delegation's

recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
49.2.1	The MEC undertook to report regularly on the progress of the implementation of these projects to the legislature and NCOP.	MEC for Public Works and Infrastructure	Continuous
49.2.2	Among the key indicators that underpin the integrated governance model for accelerated service delivery and development adopted by the province are: no funds to be returned to the Treasury because of non-spending, efficient and sound budget planning to ensure that all major infrastructure projects are completed on time, within the budget, and in good quality, and the improved municipal audit outcomes as the key strategic priority of the provincial government.	Office of the Premier	Continuous
49.2.3	The planning to fast-track and accelerate the implementation of all the NCOP identified stalled and abandoned infrastructure projects has been finalised and is ready for integration into the Annual performance plans of 2026/2027 under the leadership of the Office of the Premier.	Office of the Premier	End of the 2026/2027 financial year.
49.2.4	Taking the responsibility for the implementation, reporting and monitoring of the turnaround of local government.	The Office of the Premier, the MEC for Finance and the MEC responsible for Co-operative governance, Human Settlements and Traditional Affairs	Continuous

50. STATE OF MUNICIPALITIES IN THE PROVINCE AND MEASURES TO IMPROVE THE STATE OF MUNICIPALITIES — HON. B VASS, MEC FOR COGTA AND HUMAN SETTLEMENTS

50.1 Progress in building viable municipalities for enhanced delivery of basic services to communities

The presentation focused on the state of local government, and the support and capacity provided by the department in unlocking governance and financial management challenges that face the department since the 2024 NCOP Provincial Week.

50.2 Strengthening the stability, political state and leadership of municipalities

- The Northern Cape Province had one stable municipality in 2021 and 2022; which saw an increase to four in 2023.
- The number of distressed municipalities remained stable for a period of three years, since 2021, 2022 and 2023.
- Five municipalities at low risk for the year 2021 and 2022.
- 16 medium risk municipalities during 2021 and 2022.
- 18 municipalities at medium risk in 2023.
- The total municipalities in distress were stable at the total of nine during 2021, 2022 and 2023.[1]
- The Northern Cape has only two municipalities under section 139 administration.

50.3 Mechanisms to strengthen governance in the municipality (financial systems, corruption allegations, etc.

- The following 5 strategic pillars constitute the provincial government measures to support the local government, and these are: (1) putting people first, (2) building institutional capabilities, (3) sound financial management, (4) good governance, and (5) basic service delivery.
- Putting people first entails the establishment of functional ward committees to facilitate citizen participation in the affairs of local government.
- The assistance of municipalities in the recruitment of senior managers is at the core of the building of institutional capabilities.
- Through the Provincial Treasury, Cogta and the Office of the Premier, the local and district municipalities will be assisted with the budget preparation, debt management and tariff setting.
- To ensure good governance, the province will continue to invoke section 139 to protect the interests of the people, and this will be augmented by the deployment of experts to municipalities.
- The key issues outlined above are key executive undertakings in relation to the turnaround of the municipalities, and the finer details will be outlined in the departmental Annual Performance Plan (APP).

[1] Department of Co-operative governance and Traditional Affairs. Republic of South Africa. 2023. State of Local Government

50.4 Progress in the delivery of basic services

- The Provincial government, through the Department of Cogta, has also identified key pillars for support of municipalities in accelerating service delivery. These are:
- Municipal infrastructure development,
- Municipal planning and disaster management,
- Energy and electrification, and
- Water and sanitation.

50.5 Infrastructure development and maintenance in the province and mechanisms to address delayed, incomplete and abandoned municipal projects

- As part of enhancing service delivery, the department will assist municipalities with the grant funding implementation, the deployment of engineers, and the appointment of qualified personnel.

50.6 Office of the Auditor-General SA

- The use of consultants by the municipalities to compile financial statements at huge costs.
- Poor audit performance by most of the municipalities.
- The Northern Cape had a track record of one municipality complying in terms of financial statements, reports and audit performance, which has since regressed after the municipality was governed under a coalition.
- There is concern about the lack of hands-on support by the provincial Departments of Cogta and Finance to the municipalities, especially around the capacity to develop financial reports, budget planning, and compilation.
- As part of the undertaking by the Auditor General, a commitment was made to further engagement on the changes of the current audit fees model which negatively impacts municipalities.
- The Auditor General to strengthen bilateral engagements with the struggling municipalities as part of assisting them to improve the quality of reporting and audit outcomes.

50.7 SALGA

50.7.1 The state of municipalities/challenges

- The Northern Cape has vast geographical lay out, low population density, and dispersed communities, which drive high service costs due to long reticulation networks and expensive operational costs.
- Distressed local economies, high rates of unemployment, and low revenue base.
- Difficulty in attracting and retaining scarce and critical skills in remote rural areas.
- Limited beneficiation despite large mining and renewable energy footprints.

3.7.2 The provincial state of municipalities

- Province-wide drinking water non-compliance.

- AGSA 2023/24 only three municipalities achieved clean audits and 26 municipalities flagged for material irregularities.
- Uneven leadership stability and consequence management.
- Rising levels of drug abuse and gender-based violence.
- Phokwane Local Municipality placed under s139 (5) since 2020.

50.7.2 SALGA's interventions

- Strengthening the Municipal Public Accounts Committees.
- Digitisation of information and service delivery through among others; e-billing, and geographic information systems.
- Establishment of Mayors and Speakers Council to strengthen seamless and integrated accountability and oversight.
- Lobbied for the overhaul of the national disaster system and fire by-laws development and support.
- Enhancing the revenue collection through the conversion of meters.
- Ongoing capacity building and evidence-based advice to municipalities.

50.8 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
50.8.1	Develop and implement a targeted sanitation remedial plan to address the SAHRC's findings on municipalities where residents are exposed to raw sewerage.	NC Department of Water and Sanitation, the NC Department of Cooperative Governance, Human Settlements and Traditional Affairs, in collaboration with SALGA	Annually, starting 31 July 2026
50.8.2	Develop and implement a municipal capacity assurance framework to ensure municipalities have the necessary skills, systems and resources to meet performance standards, proactively identify risks and prevent fiscal rollbacks to the National Treasury.	NC Department of Cooperative Governance, Human Settlements and Traditional Affairs, in collaboration with SALGA	Annually, starting 31 July 2026
50.8.3	Develop and implement a municipal turnaround and accountability strategy	NC Department of Cooperative	Annually, starting 31 July 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	that integrates monitoring and implementation of audit action plans into the performance contracts of Municipal Managers	Governance, Human Settlement and Traditional Affairs in collaboration with SALGA	
50.8.4	Performance reporting and audit outcomes to be central to performance contracts of the municipal managers and section 57 managers.	Cogta and SALGA	Ongoing

50.9 Executive undertakings in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
50.9.1	An urgent review of the local government funding model was noted.	SALGA	Continuous
50.9.2	The MEC for Cogta and Human Settlements identified 5 strategic pillars that constitute the provincial government measures to support the local government, and these are: (1) putting people first, (2) building institutional capabilities, (3) sound financial management, (4) good governance, and (5) basic service delivery.	MEC for Cogta and Human Settlements	End of 2025/2026 financial year
50.9.3	As part of enhancing service delivery, the department for Cogta and Human Settlements will assist municipalities with the grant funding implementation, and the deployment of engineers.	MEC for Cogta and Human Settlements	End of 2025/2026 financial year
50.9.4	As part of the undertaking by the Auditor General, a commitment was made to further engagement on the changes of	Auditor General	End of 2025/2026 financial year

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
	the current audit fees model which negatively impacts municipalities.		

51. STATE OF LOCAL MUNICIPALITIES IN THE NAMAKWA DISTRICT

51.1 Hon. B Vass, MEC for Cooperative Governance and Traditional Affairs

- Audit outcomes have regressed, and irregular and wasteful expenditure has increased from R5 million to R28 million.
- An amount of R93 million was returned to the Treasury, 13% of Municipalities spent 100% of their infrastructure grant's allocations, and five municipalities are underspending and missed the threshold.
- Conditional grants must be utilised appropriately. It was emphasised that the full utilisation of grant funding improves the standard of living and more households have access to water and sanitation.
- Section 71 of the Municipal Systems Act mandates monthly monitoring mechanism. However, some municipalities fall through the cracks.
- Emphasis was placed on strengthening oversight and accountability, but the presentation given did not reflect on specific housing projects nor were 2024 recommendations taken into consideration.
- 'Operation Clean Audits' has been moved to the Office of the Premier and that municipalities are advised to develop and implement strong internal controls to manage the utilisation of funds.
- After the SAHRC findings on water infrastructure and sanitation the situation has not improved because funds are withheld. Reported that 504 million rand was spent on sewer to address issues raised by the SAHRC.
- In 13 municipalities there are early warning signs to detect challenges.
- The 'Rescue Plan' in Dithakong municipality included the termination of the IDT as implementing agent.
- Challenges in Dawid Kruiper Municipality are as a result of leadership challenges. There have been delays in the appointment of senior managers. Consequently, the municipality was incapable of spending and thus, returned funds to the fiscus.
- Hantam Local Municipality is showing signs of improvement after the change of leadership and the employment of the Municipal Manager.
- The one million-housing project is delayed due to non-performance by contractors.
- Contractors complain about the scarcity of building materials.
- Municipalities use implementing agencies and as result they face increased baseline budgets.
- Water and sanitation remain a serious challenge.

51.2 Office of the Auditor-General of South Africa

- Audit is guided by the Treasury.
- Two municipalities that have been under section 139 have been addressed.

- The use of consultants by municipalities drains their budgets.
- Performance of municipalities regarding delivery of services is linked to the appointment of a competent workforce.
- Non-performing contractors are monitored by a team from the SARS.
- Treasury has a circular that discourages the use of consultants because there is no value for money.

51.3 Mayor JJ van der Colff, Namakwa District Municipality

- The issues raised in the state of municipalities above cut across all the districts and local municipalities.

51.3.1 Enforcement on Wastewater Treatment Works (WWTW) Discharge and Pump Stations

- Regulation of wastewater services ensures safe drinking water, dignified sanitation, and proper treatment and disposal of wastewater and sludge.
- The Blue, No Drop, and Green Drop programmes guide municipalities in delivering these services. Non-compliance at WWTWs and pump stations - due to blockages, equipment failures, or operational issues - often results in unlawful discharges of untreated or partially treated effluent, posing health and environmental risks.
- The Department of Water and Sanitation (DWS) issues directives requiring municipalities to stop, rectify, and rehabilitate incidents promptly.
- Failure to comply may lead to DWS executing remedial works at the municipality's cost or initiating civil and criminal proceedings.

Challenges and Remedial Actions

51.3.2 Key Challenges

- Financial instability of Water Services Authorities (WSAs) and water boards.
- Misuse of grant funding for operational expenses.
- Delays in project implementation causing cost escalations.
- Lack of budgeting for operations and maintenance.
- Appointment of contractors without following proper supply chain processes.
- Slow housing delivery and continued use of bucket systems.
- Limited adoption of alternative sanitation technologies.
- Poor revenue collection and outdated indigent registers.

51.3.3 Proposed Actions

- Implement cost-reflective tariffs and revenue enhancement strategies.
- Convert grant allocations from Schedule 5B to 6B for flexibility.
- Enforce procurement and implementation plans with accountability.
- Prioritise integrated planning and Water Services Development Plans (WSDPs).
- Improve asset management and operations and maintenance practices.
- Ensure compliance with proper supply chain processes.

- Promote water conservation and demand management before sourcing new water.
- Update indigent registers and strengthen debt collection.

51.3.4 Infrastructure Projects

Funded projects focus on upgrading water supply systems, refurbishing wastewater treatment works, and improving compliance with Blue, Green, and No Drop standards. Examples include:

- Nama Khoi: Nababeep WWTW refurbishment (R25.3 million, 10% progress).
- Hantam: Calvinia sewage system Phase 3 (R36.8 million, 100% complete).
- Karoo Hoogland: Sutherland water supply Phase 2 (R50 million, 52% progress).
- Richtersveld: Port Nolloth bulk water supply (R16.9 million, completed).

51.4 Recommendations made by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
51.4.1	Fill all senior management vacancies in Dawid Kruiper Municipality and other affected municipalities.	Municipal Manager: Dawid Kruiper LM	30 March 2026
51.4.2	Develop a contractor performance management system with penalty clauses for non-performance	NC Provincial Treasury	31 July 2026
51.4.3	Develop and enforce a grant utilisation plan for all municipalities in the province	NC Provincial Treasury	31 July 2026
51.4.4	Implement a quarterly review of remedies to address negative audit outcomes for all municipalities in the Namakwa District Municipality.	NC Provincial Treasury	Quarterly, starting 30 March 2026
51.4.5	Form a multi-disciplinary team comprising representatives from the municipality, NC Department, and NC Public Works and Infrastructure to fast-track the R1 Billion Housing Project	Department of Cooperative Governance, Human Settlement and Traditional Affairs	Task team to be operational by 31 January 2026; fast-track strategy to be finalised and approved by 31 March 2026; full implementation monitored monthly until project completion.

51.5 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
51.5.1	The delegation assured of the implementation of the recommendation	SALGA and COGHSTA	Ongoing
51.5.2	It was noted that 'Operation Clean Audits' has been moved to the Office of the Premier and that municipalities are advised to develop and implement strong internal controls to manage the utilisation of funds	Office of the Premier / municipalities	End of 2025/2026 financial year

52. BRIEFING BY HANTAM AND KAROO HOOGLAND MUNICIPALITIES ON THE STATUS OF MUNICIPALITIES IN TERMS OF DEVELOPMENTS AND THE PROGRESS ON SERVICE DELIVERY

52.1 Briefing by Cllr Koos Alexander, Mayor of the Hantam Municipality

- They have no abandoned or incomplete infrastructure projects.
- The Nieuwoudtville Bulk Water Supply Upgrade did not receive a Division of Revenue Act (DORA) allocation for the 2024/25 nor 2025/26 financial year. Requested the NCOP's support in motivating for the necessary allocation for the above project.
- Upgraded the bulk water supply in three key towns: Loeriesfontein, Brandvlei, and Calvinia.
- Completed two equipped boreholes with Solar PV capabilities in Middlepos.
- Completed three major sewer network projects in the past financial years: Calvinia-East Sewer (with pump station) reticulation Project; Calvinia-West Sewer Project; and Nieuwoudtville Sewer Reticulation.
- Busy upgrading of the Brandvlei Sports Facility, funded jointly by MIG and the Department of Sports, Arts and Culture.
- Busy upgrading of the electrical network of Brandvlei.

52.2 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
52.2.1	Allocate dedicated funding for sports infrastructure in the municipal budget and leverage public-private partnerships for sustainability.	Hantam Local Municipality	Annually, starting 1 July 2026.

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
52.2.2	The DORA allocation support requested by the municipality from the NCOP is to be considered during future engagements and house sittings	NCOP	During 2026
52.2.3	Develop and implement a water loss reduction and management plan to address the high levels of water loss and associated financial and resource impacts. The plan should include: • Conducting a comprehensive water audit to identify sources of loss • Setting measurable reduction targets. • Upgrading and maintaining water infrastructure to prevent leaks and improve efficiency. • Introducing real-time monitoring systems and regular reporting to track progress. • Community awareness campaigns to promote water conservation and responsible usage.	Hantam Local Municipality	1 July 2026
52.2.4	Develop and implement a comprehensive service delivery improvement plan to address unreliable water supply, inadequate roads, stormwater drainage, and refuse removal.	Hantam Local Municipality	1 March 2026
52.2.5	Develop and implement a municipal skills retention and development strategy to ensure municipalities attract, retain, and grow critical talent. The strategy should include:	SALGA	30 June 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	• Conducting a skills gap analysis to identify priority roles and competencies • Introducing retention incentives such as competitive remuneration, career progression pathways, and housing allowances for scarce skills • Establishing partnerships with local universities and training institutions to create talent pipelines • Implementing mentorship and professional development programmes to build internal capacity. • Monitoring retention rates and reporting annually to track progress and adjust interventions.		
52.2.6	Develop and implement a department–municipality coordination framework to ensure that actions and initiatives are complementary and not duplicative. The framework should include: • Clear role definitions and responsibilities for provincial departments and municipalities. • Joint planning sessions at the start of each financial year to align priorities and avoid overlaps. • Integrated project tracking system to monitor progress and flag potential conflicts. • Quarterly coordination meetings to review implementation and adjust strategies where necessary.	NC Department of Cooperative Governance in collaboration with all relevant provincial departments and municipalities	Framework to be developed and approved by 30 June 2026, with quarterly reviews starting 1 October 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	• Annual performance report to Parliament on the effectiveness of intergovernmental collaboration.		
52.2.7	Develop and implement an audit improvement and compliance plan to address the municipality's regressed audit opinion and achieve progressive improvement. The plan should include: • Root cause analysis of audit findings to identify systemic weaknesses • Clear, measurable targets: • Achieve an unqualified audit opinion by 31 March 2027. • Achieve a clean audit by 31 March 2028. • Integration of audit action plans into the performance contracts of senior management. • Monthly internal compliance reviews and quarterly progress reports to the council and provincial oversight bodies. • Capacity-building initiatives for finance and compliance teams to strengthen internal controls.	Hantam Local Municipality	• Submit the audit improvement plan by 30 April 2026. • Implement monthly reviews starting 1 May 2026. • Achieve milestones as per targets above.

52.3 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
52.3.1	Address the situation of digressed audit opinion as follows:	Municipal Manager	Unqualified Audit for 2025/26 Clean Audit for 2026/27

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
	• In the next year to report an unqualified audit. • In two years to report a clean audit.		
52.3.2	Stabilising the senior leadership at the municipality	Hantam Local Municipality	Vacant Senior Positions to be filles as soon as possible
52.3.3	Contracts for contractors includes penalty clauses and such clauses are to be implemented.	Hantam Local Municipality	Continuous process
52.3.4	The municipality is to work hand in hand with relevant departments on projects and not to compete.	Hantam Local Municipality	Continuous process

53. MEETING WITH CALVINIA LOCAL MUNICIPALITY

- The site visits below occurred directly after the engagement with the Hantam Local Municipality as noted under 5.1. to 5.3.

53.1 Human Settlement Project in Calvinia

53.1.1 Background of the site

Human Settlement Project in Calvinia involving 113 Units with 50 units completed. The cost per unit is R253 000 per house.

53.1.2 Key challenges experienced during the project

- Only six women are employed on the project out of a total of 53 people employed
- Limited required skills available in the immediate area.
- No construction mafia and related challenges were reported.

53.1.3 Desired solutions to the challenges (from the perspective of the project owners)

- Increase the number of women employed on the project, including individuals with disabilities.
- Explore opportunities to develop the needed skills.

53.1.4 Findings

- One of the 50 completed houses were viewed by the delegation and perceived as suitable.
- The planned completion date for 113 units is April/May 2026 for handover.

53.2 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
53.2.1	Aim for at least 30% female participation and include individuals with disabilities in all phases of the project.	Hantam Local Municipality	Annually starting 31July 2026
53.2.2	Develop and enforce a project completion and cost control plan to ensure timely delivery and prevent unnecessary costs and delays.	Hantam Local Municipality	Finalise and implement Plan by 1 March 2026
53.2.3	Implement mobile training units for plumbing, electrical work, and bricklaying to reduce reliance on external contractors.	Hantam Local Municipality	Annually starting 31July 2026
53.2.4	Enforce contractual penalties for non-performance to avoid cost overruns	Hantam Local Municipality	Annually starting 31July 2026
53.2.5	Introduce quality assurance audits with scheduled independent inspections at 50% and 100% completion stages to ensure compliance with building standards.	Hantam Local Municipality	Annually starting 31July 2026

53.3 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
53.3.1	To complete the project for handover	Municipality	April/May 2026

53.4 Bulk Water Supply and the Sewer and Water Pump Station

53.4.1 Background of the sites

The Upgrading of the Calvinia Bulk water supply project is multi-year construction project which took place near and around the town of Calvinia. It is an initiative funded by DWS through Regional Bulk Infrastructure Grant (RBIG) funding. The project registration value was R281 million, and the DORA contribution for a multi-year project (over three financial years) amounted to R245 million. This included a second site involving a newly constructed pump station by the Department of Water and Sanitation.

53.4.2 Key challenges experienced during the project

- No challenges were mentioned as the three pumps installed accommodates for breakdown and distributing the workload on a pump.
- Concerning the bulk water supply, it requires the necessary people with the correct skills to function effectively.
- The bulk water supply room displayed the password details of the computer on a whiteboard which is a security risk.

53.4.3 Desired solutions to the challenges (from the perspective of the project owners)

- To prioritise the safety of the site and to avoid displaying passwords.

53.4.4 Findings

- The pump station (currently three years old) is in the lowest part of town to accommodate for the pumping of sewage at 50 litres per second.
- The bulk water supply was viewed by the delegation as money well spent.

53.5 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
53.5.1	Formalise a contingency plan for emergency breakdowns, including rapid-response teams and spare parts inventory	Hantam Local Municipality	1 February 2026
53.5.2	Implement strict password protocols: Remove visible passwords and enforce multi-factor authentication for all system access.	Hantam Local Municipality	1 January 2026
53.5.3	Conduct quarterly security audits: Include both physical and digital security checks to prevent breaches.	Hantam Local Municipality	Quarterly, starting 1 March 2026

54. MEETING WITH WILLISTON LOCAL MUNICIPALITY

- The notes from this meeting are incorporated in the reports presented below on sites visited.

54.1 Human Settlement Project (abandoned housing project)

54.1.1 Background of the site

- Scope: Construction of BNG houses in Namakwa District Municipality under HSDG and Development Bank of South Africa funding streams.
- The delegation visited the site to where 5 incomplete houses were erected. Delegation was informed that since the erection of the houses three contractors had received a tender to continue the work. The National Home Builders Registration Council (NHBRC) had done the necessary inspections and had condemned the buildings due to foundation fault. The last contract then abandoned the site.
- The NCOP delegation requested that the last contract on site be called to appear before the delegation the next day, this however did not take place.

54.1.2 Key Objectives

- Deliver quality housing to beneficiaries.
- Address provincial housing backlog.
- Create employment and stimulate local economic development.
- Support contractor development and ensure sustainability.

54.1.3 Key challenges experienced during the project

- Financial Constraints: Contractors underpriced bids, leading to cash flow issues and abandonment of sites.
- Slow Progress: Delays due to late NHBRC enrolments, SDP approvals, and poor contractor performance.

54.1.4 Findings

- Target areas: Municipalities include Karoo Hoogland, Kamiesberg, Nama Khoi, Khai-Ma, Hantam.
- Total units: Hundreds of houses allocated across multiple towns (e.g., Calvinia 200, Williston 50, Okiep 31, Nababeep 69).

50..5 Recommendations by the NCOP delegation

• No.	• Recommendation (detail of what should be done)	• Entity or person responsible	• Timeframe (by when it should be done)
•	• Current contractor to be summoned to account for lack or no progress on the project • Contractor to furnish delegation with time frames • Contractor awarded Calvinia housing project to be considered to take over	• Williston LM	• 1 February 2026

	the Williston housing project as it is progressing in Calvinia		

55. MEETING WITH MIDDELPOS LOCAL MUNICIPALITY

This engagement formed part of the site visits that followed an engagement with Hantam municipality.

55.1 Middelpos 80 km Gravel

55.1.1 Background of the site

The delegation travelled on the gravel road toward the human settlement project in Middlepos as presented next in this report. It is noted that Middlepos is only accessible by means of travelling on the gravel road.

55.1.2 Key challenges experienced during the project

- Although no specific engagement occurred directly linked to the gravel road, it is noted that during the public engagement in the afternoon residents of Middlepos emphasised the need for the gravel road to be 'scraped' and ideally be tarred.

55.1.3 Desired solutions to the challenges (from the perspective of the project owners)

- For the gravel road to be maintained and ideally upgraded.

55.1.4 Findings

- It is understood that Middlepos was purchased by the Department of Rural Development and it is an area in the beginning phase of developing into a township potentially justifying the rational for the existing gravel road and its condition.

55.2 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
55.2.1	Implement a quarterly scraping schedule to keep the gravel road in good condition until full upgrade is possible.	Hantam Local Municipality	Quarterly starting 1 March 2024 until upgrade to tar road.
55.2.2	Train and employ local residents under the Expanded Public Works Programme for ongoing upkeep.	Hantam Local Municipality	Quarterly starting 1 March 2024 until upgrade to tar road.
55.2.3	Assess the cost-benefit of upgrading the gravel road to tar, considering traffic volume, economic potential, and social	Hantam Local Municipality	30 June 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	impact.		

55.3 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
55.3.1	None	N/A	N/A

55.4 Middelpos Housing Development project

55.4.1 Background of the site

Middlepos is a farm which is in the process of being established as a township. The plan is to establish 102 units.

55.4.2 Key challenges experienced during the project

- This project is still in the beginning/planning phase.

55.4.3 Desired solutions to the challenges (from the perspective of the project owners)

- For the project to move towards building units.

55.4.4 Findings

- Middlepos was purchased by the Department of Rural Development.
- It currently involves the subdivision of 102 units (it is mainly an open field with a few existing shelters on the outskirts of the open field).
- It has three boreholes which were funded in the past through the Drought Relief Programme.

55.5 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
55.5.1	Develop a costed business plan that include timelines, resource allocation, and funding sources to move from planning to construction.	Hantam Local Municipality	30 June 2026
55.5.2	Engage the Department of Rural Development and Treasury to ensure sustained financing for all 102 units.	Hantam Local Municipality	30 June 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
55.5.3	Integrate water supply solutions into the township plan to reduce future costs and ensure sustainability.	Hantam Local Municipality	30 June 2026
55.5.4	Align development with drought resilience strategies given the region's history of water scarcity.	Hantam Local Municipality	30 June until completion of project.

55.6 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
55.6.1	Plans are to be submitted to develop Middlepos.	Municipality/ Department of Rural Development	Hopefully in the next six months

56. SITE VISITS TO FRASERBURG LOCAL MUNICIPALITY

56.1 Fraserberg Chieta Skills Centre

56.1.1 Background of the site

- In January 2025, the Karoo Hoogland municipality signed a memorandum of understanding with the Chemical Industries Education and Training Authority (Chieta).
- Thus, a centre for skill development was launched in Fraserburg to equip youth with ICT skills including software development, data management, cybersecurity, research, word processing, etc.

56.1.2 Findings

- All the training opportunities provided by the centre (NQF 3-upwards) are SAQA accredited.
- It also assists Small Medium and Macro Entreprises with financial management.
- To promote access to the centre, outreach programmes are conducted to schools and community halls to make the town's residents aware of the services that the centre offers.
- The centre has a Wi-Fi infrastructure, and users access it for free.
- 36-40 users at a time are allowed to use the centre's computers for research and other services.
- The centre collaborates with the Sol Plaatjie University and together they envisage technology innovations in the province including the science, technology, engineering and mathematics subjects.
- It is also accredited with green nitrogen.
- It is housed in a municipal building.
- It is secured by alarm security, and plans are underway to install palisade fencing.

56.2 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
56.2.1	The centre to pursue mentoring opportunities from philanthropist organisations and individuals that have interest in technology innovations.	Karoo Hoogland Municipality	Long term, progress report by 30 September 2026
56.2.2	Install a signal tower to enhance internet connectivity.	Karoo Hoogland Municipality	Long term, progress report by 30 September 2026
56.2.3	Pursue the establishment of a satellite TVET college in Fraserburg to encourage youth to pursue studies in ICT.	Karoo Hoogland Municipality	Long term, progress report by 30 September 2026
	Expand work at skills centre to include financial management for SMMEs	Karoo Hoogland Municipality	Long term, progress report by 30 September 2026

56.3 Fraserburg Electricity Project

- In 2011, Karoo Hoogland Municipality applied for the upgrading of Fraserburg's electricity network which was under pressure due to increased demand and aging infrastructure.
- The amount of 12 million rand is needed for the upgrading of the whole network.
- In 2024, an Integrated National Electricity Programme (INEP) approved a R1.5 million grant for the installation of a transformer that supplies electricity to 750 households.
- The project has been completed, and a report is furnished to the INEP.
- A further application for R1.5 million has been submitted. If approved, the work will be done in the next financial year.

56.4 Fraserburg Human Settlement Project

56.4.1 Background of the site

In 2011 the municipality implemented a 225-housing project. 210 RDP houses were completed in the same year.

56.4.2 Key challenges experienced during the project

- A tender was given to a new contractor to build the outstanding 15 houses.
- The new contractor abandoned the project after the first payment.

- The challenge with the 15 houses that the NCOP visited is that their windows are now broken.
- Occupants are unable to fix the windows themselves because they are unemployed because they are not the middle-class families that the council envisaged when they initiated the project.
- Also, the windowpanes that the houses require are big and not available in the local hardware stores.

56.4.3 Desired solutions to the challenges (from the perspective of the project owners)

- Fix the broken windows.

56.4.4 Findings

- It's a successful project to the extent that housing have not shown any signs of deterioration.
- The council took a resolution that the remaining 15 houses must be constructed for the middle class.
- Tender was given to a new contractor and not the one that completed the 210 houses without challenges.
- The new contractor abandoned the project after the first payment.
- A second contractor took over and abandoned the project after the first payment.
- The third contractor completed the project in 2016.

56.5 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
56.5.1	Create a contractor performance database: Maintain records of past performance to inform future procurement decisions.	Karoo Hoogland Local Municipality	Annually starting 31July 2026
56.5.2	Train and employ local residents under EPWP for minor repairs and upkeep.	Karoo Hoogland Local Municipality	Annually starting 31July 2026
	Request INEP approval through National Treasury and Provincial Treasury for all required funding to finish electrification of all outstanding households.	Karoo Hoogland Local Municipality	Annually starting 31July 2026

57. STAKEHOLDER ENGAGEMENT ON MEASURES TO IMPROVE THE DELIVERY OF BASIC SERVICES IN CALVINIA LOCAL MUNICIPALITY, WARD 7

57.1 Challenges raised by stakeholders regarding the delivery of basic services

Community members across the Hantam municipal area highlighted critical service delivery and development challenges affecting daily life, sustainability, and future growth. The key themes are:

57.1.1 Infrastructure and Basic Services

- Poor road maintenance and lack of accountability in infrastructure projects.
- Inadequate water supply and recurring droughts threatening farm sustainability.
- Electricity shortages, frequent load shedding, and lack of street lighting.
- Sanitation failures: incomplete toilets, bucket system persistence, unmanaged dumping sites, and poor refuse removal.
- Housing concerns: non-compliance with building regulations, asbestos roofs, lack of deed transfers, and deteriorating municipal grounds.

57.1.2 Health and Emergency Services

- Limited access to healthcare: staff shortages, overwork, lack of transport, and rare mobile clinics.
- No ambulance services after 20:00 and inadequate fire brigade response.
- Calls for 24-hour medical and police services, improved clinic security, and specialised facilities (safehouses, trauma centres, forensic labs).

57.1.3 Economic Development and Employment

- Minimal industrialisation (3%) in a large district, rising costs impacting farms.
- Need for financial support to start businesses and promote local ownership.
- Concerns about monopolistic practices restricting consumer choice.
- Projects failing to deliver promised jobs, leaving residents disillusioned.
- Closure of local businesses without fair treatment of worker-shareholders.

57.1.4 Education and Youth Development

- Lack of pure mathematics in local schools, forcing learners to relocate.
- Calls for TVET colleges, career guidance, and bursary support for youth.
- Need for investment in employable skills and opportunities to reduce unemployment.

57.1.5 Governance and Administration

- Perceived lack of ethics in municipal leadership and misuse of funds.
- Desire for mobile government offices to improve access to services.
- Requests for stronger compliance enforcement in building, waste management, and planning.

57.1.6 Social and Community Development

- Absence of social workers, libraries, sports facilities, and community halls.
- Lack of support from the Department of Sport, Arts and Culture.
- Growing informal settlements and deteriorating public spaces.
- Need for safehouses, children's homes, and rehabilitation centres.

57.1.7 Safety, Security and Connectivity

- Drug trafficking concerns and limited policing hours.

- Calls for improved community safety measures.
- Urgent need for reliable cellular phone signal to connect residents with services.

57.2 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
57.2.1	The issues raised by the attendees linked to health and social services are to be directed to the National Minister of Health and the National Minister of Social Services as such report to the Select Committee on Social Services. Other matters are to be referred to relevant national departments.	Hon Desery Wellin Fienies (Chairperson)	Continuous

57.3 Executive Undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
57.3.1	No undertakings mentioned but to be initiated in terms of issues forwarded to relevant national departments.	Relevant National Minister	Continuous

57.4 Closing remarks

The stakeholder engagement mainly comprised of inputs from attendees who wished to speak for the entire duration of the engagement. To allow such to be fruitful, Hon Desery Wellin Fienies (Chairperson) emphasised that the issues are to be documented. The most common concerns were raised around matters linked to health and social services. These matters will be forwarded to the relevant National Ministers and such account to the Select Committee on Social Services, for which Hon Desery Wellin Fienies is the Chairperson. Matters beyond the scope of health and social services will be directed towards the appropriate National Minister and relevant Select Committee.

58. STAKEHOLDER ENGAGEMENT ON MEASURES TO IMPROVE THE DELIVERY OF BASIC SERVICES IN WILLISTON LOCAL MUNICIPALITY, WARD 1

58.1 Challenges raised by stakeholders regarding the delivery of basic services

- The unresolved abounded and vandalised and Williston hostel and poor local economic development opportunities in the area.

- Lack opportunities for local contractors.
- Informal settlement development (lack water and basic sanitation)
- Lack opportunities for young people, healthcare services, we need a permanent doctor in Williston.
- The Premier said there are no funds for human settlements, is this true?
- The community also complain about the slow pace or lack of service delivery from the municipality and from the local government departments.
- Lack of resources for policing. Lack of vehicles for detective services. No waiting room at the Magistrate's Court. Lack of communication regarding SASSA office. One EMS vehicle and personnel.
- Issues of alcohol consumption and abuse.

59. SITE VISITS TO BRANDVLEI LOCAL MUNICIPALITY

59.1 Meeting with the Brandvlei Local Municipality

The delegation was accompanied by the local Mayor and relevant officials to the project sites, namely: housing projects, the bucket eradication project, and the upgrading of the multipurpose sports complex.

59.2 Visit to Electricity Upgrading Project

This project is the upgrading of the electricity lines from the top structure towards the underground cabling and is funded through the infrastructure grant from the Department of Electricity and Energy to the value of R1.5 million.

- The project employs 10 locals, especially the youth, and is at its completion stage.
- The delegation noted with concern the lack of women in the work force composition of the project, which the contractor explained that they only get a list from the municipalities and do not recruit and employ directly.
- The project will complete before the December 2025 vacation.

59.3 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
59.3.1	Set a baseline of 30% female participation in all infrastructure projects, including both skilled and unskilled roles.	The contractors and the municipality	In the next project as the funding comes annually in trenches of R1.5 million

59.4 Executive undertakings made in response to the NCOP Delegation's Recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
59.4.1	To ensure the compliance with the recommendations.	The Mayor	In the next and future projects

59.5 Construction projects: Upgrading of the Brandvlei Sport Facility

59.5.1 Background of the site

Upgrading of the Brandvlei Sport Facility is in the town of Brandvlei. The project is a multi-year project (over two financial years). It is an initiative of the Hantam municipality that was funded by MIG (ringfenced) and recommended by the Department Sports Arts and Culture.

59.5.2 Key challenges experienced during the project

- The project has not experienced serious challenges, except delayed finalisation of the procurement.
- The municipality went out on tender on 5 December 2025 with the first phase of the project but was advised by Provincial Treasury to close the advert at the end of January 2025. Reason being that all potential bidders must be given a fair chance to bid, and most if not all, construction companies were going on December break-up.
- The second phase was advertised twice, in the current financial year, due to the first time the potential bidders didn't meet the functionality threshold. Hantam municipality went out a second time, and a successful contractor was appointed.
- Site establishment took place in October 2025, and the contractors are currently busy with earthworks, in preparation of the installation of the synthetic turf, the project is on track. The anticipated completion date to be the end of February 2025.

59.6 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
59.6.1	Set a baseline of 30% female participation in all infrastructure projects, including both skilled and unskilled roles	The contractor and the municipality	In the next phase of the project

59.7 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
59.7.1	To implement the recommendations.	Mayor and the contractor.	In the next phase of the project

59.8 Bucket eradication

59.8.1 Background of the site

- The project is funded by the ring fenced MIG grant for the eradication of bucket toilet.
- The project is at 95% completion stage with only 25 toilets outstanding.

59.8.2 Key challenges experienced during the project

- The project has not faced major challenges.

59.8.3 Findings

- The only finding by the delegation is poor representation of women in the labour forces.

60. SITE VISIT TO SUTHERLAND LOCAL MUNICIPALITY

60.1 Construction projects: roads and transport

60.1.1 Background of the site

The road construction project covers the 160-km distance between the towns of Sutherland and Calvinia. Budget for the project is estimated to run into billions of rands.

60.1.2 Key challenges experienced during the project

- Budget for the project is estimated to run into billions of rands.
- Thus, the municipality decided that it will use the available budged at the time to cover the kilometres that the available budget allows.
- To this end, 26 km have been completed.

60.1.3 Desired solutions to the challenges (from the perspective of the project owners)

- No additional solutions.

60.1.4 Findings

- The first 17 km cost R71 million.
- The second phase – 9 km - cost R72 million.
- Different contractors for each phase are utilised.
- 41 people got employment opportunities in both phases.
- Opportunities for the local SMMEs.

60.2 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
60.2.1	Conduct a comprehensive traffic impact	Karoo Hoogland Local	30 June 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	assessment to determine current and projected traffic volumes, identify congestion hotspots, and inform prioritisation of road upgrades.	Municipality	
60.2.2	Investigate the use of environmentally friendly methods to minimise future ecological impact.	Karoo Hoogland Local Municipality	30 June 2026
60.2.3	Prioritise high-impact sections, focussing on stretches that connect economic hubs or improve access to essential services first.	Karoo Hoogland Local Municipality	30 January 2026 and ongoing till completion of project.
60.2.4	Investigate the use of a cost-per-kilometre benchmark for all future road projects and enforce it across all phases to prevent inflated pricing.	Karoo Hoogland Local Municipality	30 March 2026
60.2.5	Introduce penalty clauses for future road projects: Enforce penalties for delays and cost overruns to ensure accountability.	Karoo Hoogland Local Municipality	30 January 2026 and ongoing.

60.3 Water Project

60.3.1 Background of the site

In 2019 the municipality initiated a R15-million water project. The project consists of a 12-km pipeline and 12 drilled boreholes.

60.3.2 Key challenges experienced during the project

- No challenges noted.

60.3.3 Desired solutions to the challenges (from the perspective of the project owners)

- No solutions noted.

60.3.4 Findings

- Access to water has always been the municipality's challenge due to the geographical position of the area.

- The project will supply water to the town's residents for the next 15 years.
- The main contractor De Jager employed 30 people during its construction.
- The subcontractor employed 20.

60.4 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
60.4.1	It will be completed in June 2026.	Karoo Hoogland Local Municipality	June 2026
60.4.2	It is envisaged that the second phase of this project is the eradication of UDS toilets.	Karoo Hoogland Local Municipality	Ongoing

60.5 SMME centre

60.5.1 Background of the site

- Due to its location, Sutherland benefits from greenpower through the Soetwater windfarm that has an operational capacity of 147 MW.
- Thus, there are small businesses that have an interest in greenpower generation in the municipality.
- Two SMMEs are already in operation, and two others are in construction.
- In total, there are 20 SMMEs in the municipality that employ 300 people.
- Therefore, in September, the municipality launched a Soetwater SMME Hub in Sutherland.

60.5.2 Key challenges experienced during the project

- No challenges identified.

60.5.3 Desired solutions to the challenges (from the perspective of the project owners)

- None.

60.5.4 Findings

- It has a reception area, meeting rooms, computer facilities, and a library.
- The aim of the SMME Hub is to provide office spaces, computer facilities and meeting rooms to aspiring businesses in the municipality.
- Provides small businesses with training opportunities and funding.
- Also, it aims to inspire and expose school-going youth to the world of business.
- Importantly, small businesses are linked up with their large counterparts for the purposes of mentoring and coaching.
- The municipality anticipates growth in emerging opportunities in tourism, greenpower and astronomy.

60.6 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
60.6.1	Municipality to assist SMMEs with Construction Industry Development Board grading.	Karoo Hoogland Local Municipality	On-going
60.6.2	Facilitate subcontract jobs.	Karoo Hoogland Local Municipality	On-going
60.6.3	Mentoring and coaching, especially with financial management.	Karoo Hoogland Local Municipality	On-going

60.7 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
60.7.1	The municipality anticipates growth in emerging opportunities in tourism, greenpower and astronomy	Municipality	Ongoing

61. NORTH WEST: FOLLOW-UP BRIEFING ON 2024 PROVINCIAL WEEK PROJECTS

61.1 Briefing on the Tshunyane Village Housing Project

Following an update on the status of Tshunyane Village housing project, the NCOP delegation took the decision that it would be of no use to visit the site as no improvements have been made since the delegation's visit a year ago. The site visit was consequently cancelled.

61.2 Briefing on Road D933

- The Department of Public Works and Roads is carrying out a major rehabilitation project on roads D933 and D2095, covering the stretch from Lichtenburg (R503) to Gelukspan.
- This initiative forms part of Phase II of the broader program and covers approximately 17.4 kilometres of road D933 and 8.4 kilometres of road D2095, along with special maintenance of deviation roads.
- The project aims to reconstruct 25.8 kilometres of roadway, incorporating earthworks, pavement layers, drainage systems, guardrails, fencing, road markings, signage, and landscaping.
- Additional works include maintenance of roads D40 and P183-1, re-gravelling of road D2166, and the construction of temporary deviations for local residents.
- The contract, managed by Motheo Construction Group with Zutari (Pty) Ltd as the consultant, is valued at R458.7 million (VAT inclusive), revised from the original R446.2 million.
- To date, expenditure stands at nearly R399.9 million. Work commenced on 5 June 2023 and is scheduled for completion by 23 February 2026, with physical progress currently at 79.5%.
- Beyond infrastructure improvements, the project emphasises socio-economic benefits. It has created 230 jobs, surpassing the initial target of 150, and offered 156 training opportunities in areas such as safety, first aid, and hazardous substance handling. Sub-contracting has also been prioritised, with 40 SMMEs engaged and R78.3 million spent toward the targeted R84 million allocation.
- Despite challenges posed by continuous inclement weather, mitigation measures have been implemented to protect works and maintain progress.

61.3 Delareyville Road

The project involves special maintenance of road P152/1, which runs from Setlagole to P34/4 in Delareyville, covering a total of 58 km with Phase II focusing on 28 km . This road is a key connector between Delareyville town and the villages of Madibogo and Setlagole in the Ngaka Modiri Molema District, North-West Province.

The work included rehabilitation and resurfacing of the existing road, following its current alignment but with some geometric improvements. The project was funded through the Provincial Roads Maintenance Grant, managed by the Department of Public Works and Roads NW, and sponsored by the National Department of Transport. It was executed by Afri Road Surfacing (Pty) Ltd, with consulting by Aphane Consulting (Pty) Ltd.

The contract started on 1 March 2022, with a revised completion date of 3 August 2023, and the project was fully completed on 21 July 2025. The total expenditure reached R152 million (90.18%) against a revised contract amount of R168.7 million.

61.4 Site visit to the Vryberg Wastewater Treatment Plant

61.4.1 Background of the site

The New Vryburg Waste Water Treatment Plant (WWTP) was initiated to address the overloading of the existing sewage treatment facility. The project aimed to construct a 16 Mℓ/d plant, but it remains incomplete due to significant delays, budget overruns, and litigation. Initially approved in 2010 with a budget of R119.8 million, costs escalated to over R334 million due to time delays and scope changes. Civil works are largely complete, but mechanical and electrical installations are absent, rendering the plant unusable. Contractors and consultants involved include Onno Fortuin/Golder Associates (consulting), MDE JV (civil works), and Lektratek Water Technology (mechanical/electrical). Litigation is ongoing between the municipality and contractors.

61.4.2 Key challenges experienced during the project

- Severe budget overruns from R119.8 million to over R334 million.
- Delays in approvals and funding allocations (Cogta and DWS).
- Suspension of mechanical and electrical works due to funding uncertainty.
- Time-related expenses eroding allocated budgets.
- Litigation between the municipality and contractors.
- Incomplete installation of mechanical and electrical equipment.
- Storage of materials incurring additional costs (R50 000 monthly storage fee).
- Lack of coordination among stakeholders leading to project stagnation.

61.4.3 Findings

- The plant is partially complete and non-operational.
- Civil works are largely intact and in good condition.
- Mechanical and electrical installations are absent.
- Budget escalations and delays have severely impacted progress.
- Litigation and contractual disputes are ongoing.
- Additional costs (e.g., storage fees) are being incurred unnecessarily.
- The municipality lacks a clear plan for project completion.

61.5 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
61.5.1	Establish a multi-stakeholder task team (municipality, Cogta, DWS, contractors) with weekly progress meetings and a shared digital dashboard. To would	Naledi Local Municipality	30 January 2026

	assist with improving communication, accountability, and timely decision-making.		
61.5.2	Audit all incurred costs, including the R50 000 monthly storage fee, and renegotiate storage contracts or relocate materials to municipal facilities. This is to minimise unnecessary expenditure and improves budget efficiency.	Mayor of Naledi Local Municipality	30 January 2025
61.5.3	Engage National Treasury and DWS for emergency funding or conditional grants to cover escalated costs and prevent further overruns of the Vryberg WWTP. The aim is to ensure financial sustainability and avoid further delays due to funding uncertainty.	Naledi Local Municipality	30 November 2026

62. BRIEFING BY PREMIER LK MOKGOSI ON MEASURES TO STRENGTHEN THE DELIVERY OF SERVICES IN NORTH WEST

62.1 Measures to strengthen the delivery of services in North West

- The Thuntsha Lerole Accelerated Service Delivery Programme was launched to fast-track service delivery, strengthen accountability, and address community concerns across all districts.
- Key interventions include improved planning, budgeting, and procurement alignment, contractor development programs, and enhanced stakeholder engagement.
- Departments implemented initiatives such as:
- Health: Expanded tertiary services, improved diagnostic capabilities, filled critical management positions, and maintained medicine availability above 84%.
- Education: Balanced investment in new infrastructure and maintenance to address overcrowding and sustain safe learning environments.
- Social Development: Strengthened ward-based service delivery and flagship programmes for community support.
- Economic Development, Environment, Conservation and Tourism: Finalised Provincial Growth and Development Strategy (PGDS) launched empowerment funds for SMMEs, the finalised Provincial Growth and Development Strategy (PGDS) launched empowerment funds for SMMEs and promoted environmental governance and climate change response.
- Arts, Culture, Sports and Recreation: Expanded access to facilities, job creation, and social cohesion programmes.

62.2 North West provincial interests and matters to be raised in the national government through the National Council of Provinces (NCOP)

- Secure additional funding for healthcare, education, and social services to address infrastructure and staffing gaps.
- Support for agriculture and mining sectors, including funding for farmer support and irrigation schemes.
- Accelerate the designation and operationalisation of the Bojanala Special Economic Zone for industrialisation.
- Address municipal service delivery backlogs and strengthen capacity-building interventions.
- Advocate for resources to implement the Climate Change Act (2024) and improve compliance capacity.
- Construction and maintenance of police stations and recruitment of additional officers.

62.3 Programmes and initiatives to address incomplete, delayed and abandoned public infrastructure projects

- Public Works and Roads: Resolved delays caused by late tranche payments; replaced failed school projects with conventional construction; completed Moretele Office Park upon resolution of local disputes.
- Donation and transfer of land parcels for housing and human settlement development; implement caretaker-ship policy for unused government buildings.
- Health: Progress on nursing colleges and community health centres (e.g., Mmabatho Nursing College at 95% completion).
- Education: Accelerated corrective measures for Loretlweng Primary School with projected completion by October 2027.
- Agriculture: Collaborated with strategic partners (e.g., Vaalharts Water User Association) to finalise irrigation projects.

62.4 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
62.4.1	Create a Provincial Climate Action Unit to coordinate implementation of the Climate Change Act (2024) and monitor compliance across sectors	Office of the Premier	31 July 2026
62.4.2	Engage with National Treasury to ensure adequate resources to coordinate the implementation of the Climate Change Act (2024).	Office of the Premier	31 July 2026
62.4.3	Identify crime hotspots in the province	Provincial Police	30 September 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	and develop a strategy to prioritise construction or refurbishment of relevant police stations, strengthening policing capacity and improving response times in those areas.	Commissioner	
62.4.4	Implement a Provincial Service Delivery Recovery Plan with clear timelines for water, sanitation, and housing projects.	Office of the Premier	31 July 2026

63. MEASURES TO IMPROVE THE STATE OF MUNICIPALITIES IN NORTH WEST

63.1 Progress in building viable municipalities for enhanced delivery of basic services to communities

- Nine municipalities are under interventions (mandatory and voluntary) due to financial distress; one is under national intervention.
- The rescue phase focuses on restoring cash flow positions through credible budgets, cost containment,
- Stabilisation and sustainability phases to follow for long-term viability.

63.2 Strengthening the stability, political state and leadership of municipalities

- Implemented Section 139 interventions and financial recovery plans.
- Addressed malfeasance through Section 106 investigations.
- Improved MIG spending and stabilise senior management vacancies.
- Directives include governance stabilisation, compliance in recruitment, financial management improvement, and litigation control.

63.3 Mechanisms to strengthen governance in the municipality

- Provincial Treasury provides technical support, capacity building, and oversight on financial systems.
- Established Financial Disciplinary Boards and strengthen MPAC and Audit Committees.
- Rolled out SCM strengthening programmes, audit improvements, and risk management training.
- Implemented centralised Post-Audit Action Plan tracking and infrastructure governance structures.
- The Department of Cooperative Governance, Human Settlements and Traditional Affairs has undertaken a skills audit across all the municipalities.
- The Department of Cooperative Governance, Human Settlements and Traditional Affairs has rolled out a municipal integrity training.
- The Department of Cooperative Governance, Human Settlements and Traditional Affairs is implementing debt relief programme for municipalities owing Eskom and Water Boards.

63.4 Progress in the delivery of basic services

- Water Access: Households with piped water inside dwellings increased from 460 329 (2019) to 493 383 (2024).
- Sanitation: Over 643 963 households use flushing toilets connected to public sewerage.
- Refuse Removal: Increased to 674 173 households in 2024.
- Initiatives like Operation Bulela Metsi improved water provision in Ramotshere Moiloa.

63.5 Infrastructure development and maintenance in the province and mechanisms to address delayed, incomplete and abandoned municipal projects

- Buildings: Condition assessments show R1.85 billion needed for maintenance over 2026/27 MTEF.
- Roads: 58% of gravel roads and 36% of paved roads in poor condition; total maintenance need estimated at R20.79 billion versus R4.85 billion allocated.
- Bridges mostly in good condition but 14.5% require urgent repairs.
- MIG-funded projects monitored under Schedule 5, Part B; contract management enforced to prevent delays.

63.6 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
63.6.1	Submit a report on funds returned to the National Treasury in the 2023/24 and 2024/25 financial years.	Office of the Premier	31 March 2026
63.6.2	Roll out municipal integrity training and complete the skills audit for all municipalities to strengthen governance and leadership.	COGHSTA	30 November 2026
63.6.3	Prioritise maintenance of critical infrastructure by repairing 14.5% of bridges requiring urgent attention and 20% of gravel roads in poor condition.	Department of Public Works and Roads	30 November 2026
63.6.4	Provide a progress report on the implementation of a Financial Recovery Plan for all nine municipalities under intervention to restore cash flow and reduce unfunded mandates.	NW Provincial Treasury and COGHSTA	30 June 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
63.6.5	Investigate models for alternative sanitation taking into account water efficient technologies, current infrastructure gaps, and economic development opportunities for the province.	COGHSTA	30 June 2026
63.6.6	Submit a report on municipalities that adopted, unfunded mandates in their budgets.	COGHSTA	31 March 2026
63.6.7	Establish Municipal Technical Capacity-Building Units with structured knowledge transfer programmes to reduce reliance on consultants.	COGHSTA	30 June 2026
63.6.8	Establish and implement a strategy to reduce the use of consultants, identifying key areas for interventions and measurable Key Performance Indicators.	Office of the Premier	30 June 2026
63.6.9	Share all reports on the Vryburg Wastewater Treatment Plant and what is needed in order to complete the project including the litigation documents.	Mayor of Naledi Local Municipality	30 January 2026

63.7 Executive undertakings in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
63.7.1	A comprehensive report on funds returned to National Treasury will be compiled and submitted to the NCOP.	Premier of North West Hon. Mokgosi	31 March 2026
63.7.2	A report on models for alternative sanitation solutions, focusing on cost-	MEC: COGHSTA Hon. Molapisi	31 March 2026

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
	effective and sustainable technologies for rural areas will be developed and submitted.		
63.7.3	Submit a detailed report on municipalities with unfunded mandates, including a completed skills audit and recommendations for capacity building.	MEC: COGHSTA Hon. Molapisi	31 March 2026
63.7.4	The Department of Health to undertake site inspection and provide a detailed report on what will be done, with the equipment.	Hon. S Lehari, MEC for Health	31 March 2026
63.7.5	A report on measures to reduce reliance on consultants and strengthening internal capacity will be developed.	Premier of North West Hon. Mokgosi	31 July 2026
63.7.6	Share all reports on the Vryburg Wastewater Treatment Plant, including technical requirements for completion and litigation documents, with the NCOP.	Mayor of Naledi Local Municipality	30 November 2026

64. SITE VISITS TO MADIBENG, MOSES KOTANE, MORETELE, GREATER TAUNG, KAGISANO-MOLOPO, AND LEKWA-TEEMANE LOCAL MUNICIPALITIES

64.1 Mayoral House, Mogwase Zone 2

64.1.1 Background of the site

The municipality bought the house for R4 million through a housing loan from Absa bank. There was a mayoral house before this house was bought and as a result the house was never properly occupied. There were plans to occupy the house, but this never happened. There were security guards from time to time to guard the house. At a later stage the municipality decided to sell the house as its value was deteriorating.

64.1.2 Key challenges experienced during the project

- The mayoral house was bought for R4 million, but its value was deteriorating due to neglect.
- Renovations are estimated at R2 million, and the value of the house currently stand at R1.3 million.

64.1.3 Desired solutions to the challenges (from the perspective of the project owners)

- The municipality was contemplating of selling the house even though its value has deteriorated from R4 million to just over a million (R1.3 million).

64.1.4 Findings

- The condition of the mayoral house was bad, the roof and the ceiling inside the house needed some renovations.
- The house is a double storey building with four bedrooms.
- The yard itself needed some taking care of as the grass was knee high indicating no one was looking after the house.
- The swimming pool was empty and dirt and peeling paint was all over the empty pool.

64.2 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
4.2.1	Avoid further depreciation by placing the house on the market for sale.	Mayoral committee	30 November 2026

64.3 Moruleng Clinic

64.3.1 Background of the site

The clinic was built by the Pilansberg Platinum Mining company and with the closure of the mine, the municipality took over with the support of the provincial Department of Health.

64.3.2 Key challenges experienced during the project

- The clinic currently has four ambulances whose lifespan is shortened because of the use and high demand by the public.
- Pharmaceutical provisions such as medicine and tablets' availability is a challenge and often times, the clinic struggle to provide such items and has to refer patients to other hospitals or clinics.
- The clinic is small and can only attend to a few people at a time. There are days when the queue is long and people have to wait for long hours.

64.3.3 Desired solutions to the challenges (from the perspective of the project owners)

- The clinic wants the provincial Department of Health to provide it with the necessary support (financial resources) to be able to fulfil its public mandate of providing services to the surrounding community.

64.3.4 Findings

- The structure of the clinic is created through mobile containers put together to create an elongated structure with more than ten rooms. These amongst other rooms include a waiting room, pharmaceutical room, emergency room, etc.

- The clinic has two professional nurses and four health care givers.
- The Department of Health in the province had promised to provide the clinic with three ambulances to make them seven in total.
- Besides minor ailments, the clinic also treats chronic diseases such as diabetes, HIV, TB, etc.

64.4 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
64.4.1	Implement a digital tracking system to monitor ambulance usage, maintenance schedules, and fuel efficiency. This prolongs lifespan and reduces breakdowns.	NW Department of Health	30 November 2026
64.4.2	Conduct an audit of ambulances stationed in the Moruleng area identifying usage, lifespan and mechanical faults.	NW Department of Health	30 March 2026
64.4.3	Compile and implement a strategy to address pharmaceutical stock-outs at Moruleng clinic	NW Department of Health	30 March 2026
64.4.4	Conduct an assessment of the physical infrastructure of Moruleng clinic and compile a proposal for refurbishment	NW Department of Health	30 September 2026
64.4.5	Investigate partnership with nearby pharmacies to create referral agreements for patients when pharmaceutical stock runs out and submit report to NCOP.	NW Department of Health	30 September 2026
64.4.6	To manage waiting times, introduce the use of ticketing and SMS-based appointment systems to reduce overcrowding and long waits.	NW Department of Health	30 June 2026

64.5 Human Settlements

64.5.1 Background of the site

- The North-West Provincial Department of Human Settlements entered into agreements with Madibeng Local Municipality in 1999 for housing development in Mothotlung Extensions 1 and 2.
- Agreements included township establishment, internal services installation (roads, water, sewer, stormwater), and construction of subsidy housing units (BNGs).
- Land was state-owned and later transferred to Madibeng Local Municipality, causing initial delays.
- In 2011, the project was ceded to the provincial department; Homes 2000 continued construction until completion.

64.5.2 Key challenges experienced during the project

Delayed transfer of land ownership from government to Madibeng Local Municipality, which delayed property registration and title deed issuance.

Title deed restoration faced issues such as:

- Properties rented out.
- Deceased estates.
- Errors in beneficiary details (names, surnames, ID numbers).

64.5.3 Desired solutions to the challenges (from the perspective of the project owners)

- Accelerate the transfer of remaining properties and unblock incomplete housing units.
- Correct errors in title deed documentation promptly.
- Address deceased estates and rental property complications through legal processes.
- Ensure timely handover of the remaining 397 title deeds to beneficiaries.

64.5.4 Findings

- Township establishment and land transfer completed for both extensions.
- Extension 1: 760 serviced sites, 501 housing units completed; 259 units outstanding (138 to be unblocked).
- Extension 2: 1064 serviced sites and housing units completed.

64.5.5 Title deed restoration progress

- 1 710 title deeds submitted to municipality.
- 1 313 handed over to beneficiaries.
- 397 title deeds still with municipality.

64.6 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
64.6.1	Complete unblocking of 138 housing units in Extension 1 to finalise outstanding properties.	NW Provincial Department of Human Settlements	30 November 2026
64.6.2	Expedite correction of errors in title deeds (names, ID numbers) to enable issuance.	Conveyancing Attorney (Selebogo Inc.)	30 June 2026
64.6.3	Develop and implement a plan for handling deceased estates and rental properties to ensure rightful ownership.	NW Provincial Department of Health and Madibeng Local Municipality	30 June 2026

64.7 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
64.7.1	Unblock and complete construction of 138 housing units in Extension 1, and submit quarterly reports.	NW Provincial Department of Human Settlements	Quarterly
64.7.2	Correct all identified errors in title deeds and resubmit for issuance.	Selebogo Inc.	30 June 2026
64.7.3	Establish a task team to resolve deceased estate and rental property issues.	NW Provincial Department of Human Settlements and Madibeng Local Municipality	30 March 2026

65. SITE VISITS TO ROADS AND TRANSPORT INFRASTRUCTURE PROJECTS

65.1 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
65.1.1	Conduct an investigation into the issuance of license for operators as they	NW Department of Community Safety and	30 June 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	increase the compensation beyond the agreed three-year term.	Transport Management in collaboration with Rustenburg Local Municipality	
65.1.2	Conduct a data-driven evaluation of traffic signal performance during peak hours to assess impact on traffic congestion.	Rustenburg Local Municipality	30 June 2026

65.2 Mothutlung internal roads

65.2.1 Background of the site

Mothotlung township, under Madibeng Local Municipality, was established in 1979. It consists of approximately 2 300 households. The internal roads and stormwater upgrade formed part of the municipal 5-year plan and 2024/25-2025/26 capex budgets. The community requested intervention due to flooding and inaccessibility during rainy seasons.

65.2.2 Key challenges experienced during the project

- Hard rock encountered during excavation.
- Abnormal rainfall causing delays.

65.2.3 Findings

- The project is 100% complete.

65.3 Ward 22 (Ramaphosa) internal roads

65.3.1 Background of the site

The project involved the implementation of internal roads and stormwater management systems in Ward 22 of the Moretele Local Municipality, located in the North-West Province. The scope of work included the construction of a 1-kilometre internal road, which required mass earthworks, pavement layer installation, and a block paving surface. Additional features such as kerbs, channelling, concrete side drains, road signs, and road markings were incorporated to ensure proper functionality and safety. The contract, valued at approximately R7.48 million, was awarded to Dertig Trading and Project, with SML Projects (Pty) Ltd serving as the consulting engineer. Project commenced on 18 August 2025, following site handover on 04 August 2025, with a planned duration of five months. Practical completion was achieved on 28 October 2025, and the final completion date was 31 October 2025. The project was executed successfully, meeting the required quality standards and delivering significant improvements to local infrastructure, which were well received by

the community.

65.3.2 Findings

- Project completed on time and within scope.
- Quality standards were met (compaction tests accepted at 97–98%).

65.4 Carousel View internal roads

65.4.1 Background of the site

The Carousel View Internal Roads Phase 5 project was undertaken in Ward 13 within the Moretele Local Municipality, located in the North West Province. The initiative aimed to improve internal road infrastructure by constructing a 1-km paved road designed to meet modern standards and enhance accessibility for the community. The scope of work included site establishment, mass earthworks, and the in-situ construction of a 150-mm roadbed layer compacted to 90% Mod AASHTO. This was followed by the development of a 150-mm sub-base layer and a stabilised base layer using material sourced from a borrow pit, compacted to 95% and 98% Mod AASHTO, respectively.

To ensure durability and functionality, the project incorporated kerbing over a 2.6-km stretch and paving with 80-mm interlocking concrete blocks rated at 40 MPa. Additional works included road markings, installation of signage, construction of rockfill, and the installation of 110-mm perforated subsoil drainage pipes to manage water infiltration. The contract, valued at approximately R9.6 million, commenced on January 28, 2025, with a planned duration of five months, targeting completion by June 27, 2025. The project was managed by Moretele Local Municipality, with Nemorango Consulting Engineers providing engineering oversight and Unity Construction serving as the main contractor.

65.4.2 Key challenges experienced during the project

- Encountered water table during box cutting, risking roadbed stability.
- Damage to existing water services due to lack of accurate as-built drawings.
- Delayed delivery of kerbing and paving materials by suppliers.
- Risk of road sinking and instability in wet areas.

65.4.3 Findings

- All major construction activities completed: mass earthworks, roadbed, sub-base, stabilised base, paving, kerbing, road markings, and signage (100% completion).
- The project reached the completion stage.

65.5 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
65.5.1	Implement a post-project evaluation	Project Manager	28 February 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	report of the Carousel internal view road project capturing lessons learned on water table and material delays for continuous improvement.	(Moretele Local Municipality)	

65.6 Executive undertakings made in response to the NCOP delegation's recommendation

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
5.6.1	The municipality committed to send a report of all uncompleted projects in Moretele Local Municipality	Moretele Local Municipality	

66. SITE VISITS TO MUNICIPAL PROJECTS TO IMPROVE THE DELIVERY OF BASIC SERVICES

66.1 Mothutlung water, sanitation, and internal roads

66.1.1 Background of the site

Mothotlung sewer re-route project initiated to divert flow to Brits WWTW due to vandalism and community protests. Includes construction of new pump stations and rising mains.

66.1.2 Key challenges experienced during the project

- Contractor cash flow problems.
- Site stoppage by unknown gunmen.
- Site stoppage due to subcontractor payment disputes.
- Inclement weather.
- Passing away of the contractor's owner.
- Delay in receiving electrical panels from manufacturer.

66.1.3 Desired solutions to the challenges (from the perspective of the project owners)

- Introduce specialised subcontractors for electrical and mechanical works.
- Weekly progress meetings to monitor and accelerate completion.
- Improve security measures to prevent site stoppages.
- Ensure timely procurement and delivery of critical components.
- Strengthen financial oversight and support for contractors.

66.1.4 Findings

- Sewer re-route project: 90% completed; outstanding works are specialised (electrical, mechanical).
- Financial progress: 70% expenditure achieved (R30 million spent of R46.2 million).
- Labour-intensive approach employed; significant local employment achieved.

66.2 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
66.2.1	**Resilient Design:** Develop a strategy to incorporate the use of climate-resilient road surfacing and drainage systems to withstand heavy rainfall for future projects and reduce long-term maintenance costs.	Madibeng Local Municipality	31 July 2026
66.2.2	**Capacity Building**: Train municipal teams in advanced excavation and drainage techniques for future projects.	Madibeng Local Municipality	30 November 2026
66.2.3	**Monitoring and Maintenance**: Set up a post-completion monitoring system for all future stormwater channels and road surfaces to prevent deterioration.	Madibeng Local Municipality	31 July 2026

66.3 Executive undertakings made in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
66.3.1	The municipality will send the closeout report to the NCOP once the project has been finished.	Madibeng Mayor	28 February 2026
66.3.2	Once the project has been handed to the Department of Water and Sanitation, the municipality will take over in terms of security in the facility.	Municipal Manager	28 February 2026

66.4 Ward 16 Water reticulation

66.4.1 Background of the site

The project was undertaken in Ward 16 of the Moretele Local Municipality as part of Phase II of the water reticulation and yard connection initiative. The primary objective was to improve water supply infrastructure and ensure reliable access to potable water for households in the area. The scope of work included the installation of secondary bulk supply lines, comprising 360-mm and 315-mm uPVC main distribution and connector lines, as well as 90-mm secondary distribution lines extending to Bosplaas central. Additionally, the project involved the construction of a 1.7-megalitre elevated steel tank, positioned at a height of 10 metres, to enhance water storage and pressure management.

To complement the bulk infrastructure, approximately 8.347 km of 63-mm uPVC reticulation lines were laid, and 453-yard connections were installed to provide direct water access to individual households. The project was executed by DPT Investment JV under a contract valued at R20 00 00.00. Site handover occurred on 9 September 2024, with work commencing on 23 October 2024. Although the original completion date was set for 14 May 2025, unforeseen challenges necessitated an extension to 30 June 2025. The initiative formed a critical component of the municipality's broader strategy to address water service backlogs and improve living conditions in the community.

66.4.2 Key challenges experienced during the project

- Delays in completion timeline, requiring revision from May to June 2025.
- Extended time elapsed (120%) compared to planned schedule.
- Coordination issues during steel tank elevation and beam fixing.
- Managing compliance with Occupational Health and Safety Act requirements.
- Ensuring bank guarantee and documentation were in place before commencement.

66.4.3 Findings

- Elevated tank and yard connections successfully installed and commissioned.

67. WESTERN CAPE: BRIEFING ON MEASURES TO STRENGTHEN THE DELIVERY OF SERVICES IN THE PROVINCE

67.1 Measures implemented to strengthen the delivery of services in the province

- The Department of Human Settlements/Infrastructure influences the long-term planning (5–20 years) of municipalities by helping to ensure that long-term strategies for human settlements are included in these plans.
- The Department assists Municipalities with developing their Spatial Development Frameworks (SDF), highlighting pockets of well-located land that can be considered for developing housing opportunities in the future.
- The Department assists Municipalities with the drafting of development plans in Priority Human Settlements Development Areas (PHSHDAs). These development plans form part of municipal long-term plans. Municipalities are assisted to develop their human settlement pipelines and to package project initiation documents (PIDs) for Project Planning Committee meetings with the aim of having projects included in the Provincial Business Plan.
- The Department conducts regular online engagements with each of the 24 non-metro Municipalities. The Deputy Director-General Human Settlements and the Senior Management team all attend these engagements, alongside the Municipal Manager and the relevant Municipal team. These are focused sessions, discussing the detail of business plan projects and finding means to unlock implementation challenges.

67.2 Programmes and initiatives to address incomplete, delayed, and abandoned public infrastructure projects

- Appointment of Professional Service Providers. This process followed by the province encourages municipalities to appoint professional service providers to conduct site and facility condition assessments. These assessments will determine the impact of work stoppages, quantify the work required to unblock the projects, establish the necessary budget, and outline implementation strategies to commence construction.
- Community Engagement is fostered to establish community facilitation and communication engagements for information sharing to acquire community support.
- Up-front requirements are put in place for the need for statutory approvals. Municipalities are required to address all required statutory approval processes, including services and building plan approvals, in accordance with municipal by-laws, before the resumption of work.
- Municipalities are required to appoint competent and accredited contractors with proven experience.
- Municipalities are required to set aside budgets for blocked projects within the Human Settlement Development Grant (HSDG) funding.
- Municipalities are required to practice future budgeting, where it is required that they ensure that all identified blocked projects are budgeted for in future financial years.

67.3 Executive undertakings by the Western Cape Leader of Government Business in response to the NCOP delegation's recommendations

No.	Undertaking (detail of what will be done)	Entity or person responsible	Timeframe (by when it will be done)
67.3.1	The Western Cape Leader of Government Business, during his presentation, undertook to submit Western Cape Cabinet-approved proposals for the amendment of Section 139 of the Constitution. These proposals will be submitted to the Delegation within 14 days. The proposals focus on earlier interventions in dysfunctional councils to ensure stable councils focused on service delivery across the province	Leader of Government Business	14 days
67.3.2	The Leader of Government Business requested 14 days to submit a list of matters of provincial interest that the province wishes to raise with National Government to the NCOP	Leader of Government Business	14 days

68. MEASURES IMPLEMENTED TO IMPROVE THE STATE OF THE MUNICIPALITIES IN THE PROVINCE

68.1 Progress in building viable municipalities for enhanced delivery of basic services to communities

- The Garden Route District Municipality reported that 6 out of 8 municipalities in the region have coalition governments (Mossel Bay, Hessequa municipalities are governed by majority councils. All 8 municipalities have functioning councils in place, and Municipal Public Accounts Committees (MPACs), Audit Committees and Section 80 Committees are active in most municipalities supporting oversight and accountability.
- Mossel Bay Local Municipality has successfully implemented the use of digital dashboards and weekly cross-functional service monitoring. Mossel Bay is among the best-performing municipalities in terms of financial sustainability, clean audits, and service delivery. However, challenges persist, including restrictive legislation, flawed remuneration frameworks, fiscal dumping, and uncertainty regarding the placement of library functions.
- In terms of audit outcomes, Garden Route, Mossel Bay, George with more than 4 consecutive clean audits, Hessequa municipality has 11 consecutive clean audits, Kannaland regressed to a Disclaimer

while Knysna improved from Qualified to an Unqualified audit. (Note that Kannaland was not included in the site visit plan for the Western Cape Provincial Week programme).

- Even with strong management in place for most of the municipalities, challenges persist. Some of these issues became central to the discussions of the day, including skills shortages in technical and professional roles, infrastructure backlogs and financial constraints worsened by rapid population growth, overregulation of local government diminishing the ability to take decisions on matters within its ambit, impacting adversely on service delivery.
- The Department of Infrastructure emphasized its role in supporting municipalities to strengthen human settlements delivery. This includes aligning Integrated Development Plans (IDPs) with provincial strategies, assisting with Spatial Development Frameworks (SDFs), and supporting Priority Human Settlements Development Areas (PHSHDAs).
- The department helps municipalities prepare project initiation documents for inclusion in the Provincial Business Plan and conducts regular engagements to resolve implementation challenges. A key focus is addressing blocked housing projects through a phased strategy involving professional service providers for site assessments, community engagement, securing statutory approvals, appointing competent contractors, and allocating budgets.
- Challenges include numerous blocked projects due to work stoppages, statutory delays, and budget constraints. The department requested municipalities to prioritize professional appointments, ensure future budgeting for blocked projects, and support statutory approvals and community facilitation.
- Bitou achieved an unqualified audit opinion for 2023/24 and maintains strong liquidity, though revenue collection and expenditure management require improvement. Challenges include water scarcity, Eskom-related service delivery issues, infrastructure backlogs, high consumer debt, and delays in land acquisition for the proposed regional cemetery.
- In response to its service delivery challenges, Knysna municipality emphasized progress including improved audit outcomes for 2023/24, compliance with Municipal Standard Chart of Accounts (mSCOA), adoption of a funded budget for 2025/26, and enhanced debt collection. Strengthening the stability, political state, and leadership of municipalities
- In more challenged municipalities, governance challenges stem from the breakdown in coalitions, resulting in a frequent change in top management. The municipality (Knysna) reported that it has had three changes in mayors in about the same number of years, resulting in high turn-over of senior officials.

68.2 Mechanisms to strengthen governance in the municipality (financial systems, corruption allegations, etc.

- In municipalities falling within the DM that is the focus of the Provincial Week programme, major governance challenges are not typically experienced although Knysna municipality has experienced challenges that will be elaborated on more.
- All the municipalities, even those that receive good audit outcomes, report challenges with filling vacancies for senior officials such as Municipal Manager (MM) and Chief Financial Officer (CFO).

- Filling of senior posts are a challenge not in terms of receiving applications from suitable candidates, but in an inability of remuneration packages of these senior public positions to compete with private sector pay.
- Bitou Municipality also outlined its efforts to build a resilient and financially stable administration despite past political instability and key management vacancies.
- Governance structures such as Council Committees, MPAC, and audit committees are fully operational, and a complete senior management team was established by April 2025. Progress includes improved audit outcomes for 2023/24, compliance with mSCOA,

68.3 Progress in the delivery of basic services

- Some municipalities cited challenges experienced with gaining the trust of residents after periods of instability. Plans to address these challenges (and therefore also to reduce issues of vandalism and non-payment of services) include expanding housing delivery, implementing smart water meters, and enhancing community engagement through technology and ward meetings.
- Improved infrastructure initiatives in Knysna include amendments to spatial and development frameworks, establishment of the Knysna Estuary Pollution Task Team, adoption of a Water Services Action Plan, and identification of a site for a homeless shelter.
- A common challenge was reported by many of the local municipality, and it is rapid population expansion through migration towards the Western Cape. The DM is the first Western Cape municipality encountered when migrating westward from the Eastern Cape, and there is significant movement of people into the area that are searching for better employment opportunities. Despite improvements in planning and financial discipline, challenges remain, including population growth straining infrastructure, lack of bulk infrastructure funding, unfunded mandates, outdated master plans, illegal dumping, and equipment breakdowns.
- Service delivery remains under pressure due to aging infrastructure, informal settlement growth, and limited budgets. Water security projects, such as Mossel Bay's desalination plant, and energy resilience initiatives like solar PV installations are underway, but backlogs persist.
- Waste management faces critical capacity issues, and housing backlogs are severe, particularly in George. Disaster management and fire services are under-resourced despite high fire risks during drought conditions.
- Catalytic projects include waste-to-energy plants, solar PV and battery storage, gas-to-energy initiatives, digital transformation, regional landfill development, agro-processing facilities, and tourism infrastructure such as airport expansion and rail revival.

68.4 Infrastructure development and maintenance in the province and mechanisms to address delayed, incomplete, and abandoned municipal projects

- The discussions reinforced the urgency of addressing water security, infrastructure backlogs, and economic development in the Garden Route. Tourism and agriculture remain critical economic drivers, while energy transition and green initiatives are gaining momentum.

- The district and municipalities emphasized the need for stronger partnerships with provincial and national government to unlock catalytic projects, improve disaster readiness, and enhance skills development through programs like Skills Mecca.
- Persistent challenges include regulatory constraints, funding gaps for bulk infrastructure, and the need for legislative reforms to attract and retain skilled leadership in local government.
- Apart from the key theme of water supply challenges, the day also highlighted challenges experienced with the management of solid waste. Smaller municipalities are running out of landfill space. As a solution to this issue, the District Municipality had developed a proposal for the implementation of a landfill project at district level, but Municipal Infrastructure Grant (MIG) funding for this project could not be obtained, as the implementing municipality is not a local municipality. The development of the landfill site has started with financial shortfalls addressed through commercial loans, but the repayment of this loan will result in increased levies to residents.

68.5 Upgrading of informal settlements through grants, the provision of new housing for the "gap" market, and the implementation of various housing programmes, like the Integrated Residential Development Programme

- A key focus is addressing blocked housing projects through a phased strategy involving professional service providers for site assessments, community engagement, securing statutory approvals, appointing competent contractors, and allocating budgets.
- Challenges include numerous blocked projects due to work stoppages, statutory delays, and budget constraints. The department requested municipalities to prioritize professional appointments, ensure future budgeting for blocked projects, and support statutory approvals and community facilitation.
- A common theme that ran through the day's inputs was that housing projects are challenging to implement due to the lack of bulk infrastructure expansion, or due to pressures on ageing infrastructure. Most of the municipalities were sparsely populated in the not-so-distant past, and do not have sufficient bulk infrastructure such as water, wastewater, electricity, and road infrastructure to deal with the influx of people.
- Service delivery initiatives focus on water conservation, with water losses reduced from 37.5% to 25% in Bitou Municipality, and major infrastructure upgrades such as the R50 million Kurland Wastewater Treatment Works expansion to serve 3,750 households. Human settlement projects like Ebenezer and Qolweni/Bossiesgif are progressing, integrating water, sewer, and electrification services.
- A revised housing pipeline for the DM has been approved, and land is available for housing projects in many municipalities, but in many instances, delays in the provision of housing exist as a result in delays in the upgrading of bulk infrastructure.

68.6 Office of the Auditor-General South Africa (AGSA)

- The delegation was informed that overall, good quality Annual Financial Statements were submitted, except for Knysna, which required material adjustments during the audit process.

- In terms of compliance, material findings were reported at Bitou and Knysna. The prevention of irregular expenditure was reported only at Bitou, while multiple areas of non-compliance were noted at Knysna.
- The Auditor General (AG) noted material findings related to service delivery. Material findings related to the reliability and usefulness of performance information were reported only at Knysna. At this municipality, performance indicators for unaccounted water losses and measures to improve delivery could not be verified. Promoting a safe and healthy environment was not prioritized.
- Two local municipalities experienced challenges with the filling of key positions. Vacancies for the municipal manager roles at Knysna and Bitou, and the chief financial officer role at Bitou were not filled.
- No material irregularities were reported for the five municipalities.
- It was noted that at some municipalities, a misalignment of contracts weakened accountability. Delays in procurement and poor performance of contractors impacted service delivery. Dilapidated waste storage containers and surrounding areas were in poor condition. Lack of corrective action and specific criteria for achieving practical completion led to significant delays and cost impacts.
- Delays in infrastructure delivery prevented residents from accessing services and led to financial losses for municipalities due to unclaimed contractor penalties.
- While the presentation did not highlight multiple significant shortcomings in municipalities, it did highlight some challenges in each, including inadequate skills and capacity in critical posts, inadequate governance arrangements leading to shortfalls in service delivery and consequence management, and lack of accountability.
- Expanding on these observations but without singling out specific municipalities, the AG indicated that in municipalities that did not align Memorandums of Understanding (MoU) and subsequent addendums with the conditions of the contract (GCC) which weakened the municipality's ability to hold the contractors accountable. Where contractors were removed, delays in the procurement of the replacement contractor were impacted by the poor performance and termination process of the consultant.
- In other examples of poor performance management, a service provider was not appointed timely to operate and maintain key operational areas.
- In another example No claim was instituted against Professional Service Providers (PSP) for delayed provision of design information which had cost implications.
- Finally, the AG also flagged the fact that often corrective action not implemented because of a lack of specific criteria for achieving practical completion.

With many of the comments made, the AG highlighted the fact that inadequate skills, governance arrangements, and lack of accountability were frequently a root cause of challenges, and that these had to be addressed. Apart from the obvious concerns over unfilled senior management positions, the common thread of challenges across most of the municipalities was that the accounting officer did not ensure that they fulfil their roles and responsibilities for financial reporting, and compliance with laws and regulations.

68.7 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
68.7.1	Conduct a comprehensive review of the remuneration scales for local government officials under the Remuneration of Public Office-bearers Act, 1998 (Act No. 20 of 1998). The review should benchmark salaries against comparable positions in the private sector and other spheres of government	Department of Cooperative Governance and Traditional Affairs (Cogta), in collaboration with the Department of Public Service and Administration (DPSA),	30 July 2026
68.7.2	Submit a report to NCOP with recommendations for competitive packages based on 7.1 above.	Cogta	30 November 2026
68.7.3	Local government must strengthen governance arrangements through competent senior management appointments and through the implementation of rigorous consequence management for both contractors performing work for the municipality and officials responsible for supply chain management.	Local and district municipalities – Mayors, Municipal Managers, other senior accounting officers appointed at local government level.	Implemented by December 2026.
68.7.4	Local government must ensure that vacancies in senior management and service delivery departments are filled promptly with qualified officials.	Local and district municipalities – Mayors, Municipal Managers, other senior accounting officers appointed at local government level.	Implemented by December 2026.
68.7.5	The supply of housing to fast-growing communities in this part of the Western Cape is dependent on bulk infrastructure provision keeping pace with the development of housing solutions. Different municipalities have different	Various national departments responsible for the management of land-owning SOE's, the Department of Energy	A coordinated inter-governmental action plan should be completed within 6 months, with implementation over

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	challenges in terms of critical national infrastructure development bottlenecks but in summary, the District Municipality requires intervention with land-owning entities such as SANRAL for land transfer (strategic land acquisitions), engagement with Eskom to resolve distribution issues, and funding support for infrastructure, informal settlement upgrades, and dignified sanitation facilities.	and Electricity, the Department of Water and Sanitation, The Department of Transport	24–36 months.
68.7.6	The current municipal funding models of smaller municipalities are not sufficient for major bulk infrastructure developments that are municipal competencies. **In terms of the challenges that municipalities face with unfunded mandates, the delegation encourages municipalities to interact effectively with provincial government in addressing unfunded mandates**.	National and Provincial department of Infrastructure, National and Provincial Treasury, Cogta, Department of Human Settlements	A coordinated inter-governmental action plan should be completed within 6 months, with implementation over 24–36 months.
68.7.7	A shortage of landfill sites has motivated the District Municipality to develop a regional landfill project. Due to the specific funding requirements for MIG projects, this initiative does not qualify for grant support. For the NCOP to fully apply its mind to the problem reported, the District Municipality is requested to submit background documentation on the process followed to establish the regional landfill to determine a way forward in addressing potential funding challenges.	Garden Route District Municipality	9 months

69. SITE VISITS TO INFRASTRUCTURE PROJECTS: MOSSEL BAY

69.1 Greenhaven flats

69.1.1 Background of the site

The project visited was related to the refurbishment of the Green Heaven rental flats in Groot Brak Rivier. These are existing municipal flats that are meant to accommodate people who cannot afford high rentals. There are 100 flats in Greenhaven, while there are another 25 in Mossel Bay. The flats were constructed in the early 1970's and require R500 000 dedicated to maintenance annually from the municipality's budget. The flats cost the municipality more in annual upkeep than what can be recovered through the rental agreement with tenants. Due to the way the flats are constructed, with two ground level flats and two upper floor flats with a shared stairwell, the flats cannot be transferred to people currently occupying them, as a sectional title deed will be required. Only 50% of occupants would still prefer receiving title deeds under these circumstances. The municipality therefore continue with annual maintenance obligations but have identified the need for greater expenditure on upgrades that are urgently required. R3 million has been earmarked for a first phase maintenance project. Assessments of all flats were performed, and refurbishment will be done based on priority work identified during the assessment.

This project represents a strategic municipal intervention to maintain aging housing infrastructure, safeguard tenant welfare, and ensure compliance with the municipality's obligations as landlord. It is part of a broader commitment to building viable, sustainable communities and providing safe, affordable municipal housing.

69.1.2 Key challenges experienced during the project

- The annual operation of the flats is a financial burden to the municipality, but the flats must be maintained as part of the municipality's social housing provision responsibility. Due to the original design of the flats, individual title deeds cannot be transferred. Only 50% of the occupants are willing to receive the sectional titles with associated body corporate that is the only way to transfer ownership at present.
- Rental income does not cover the annual maintenance and upgrade costs. The funds cannot be sourced through grants and must be allocated from municipal income.
- Indigent grants cannot be applied for, as occupants must be the owners of the dwelling to qualify.

69.1.3 Desired solutions to the challenges (from the perspective of the project owners)

- The municipality is seeking the transfer of ownership to the tenants and will be able to secure funding for the transfer costs.
- The current tenants of the flats want ownership transferred, but 50% are not in favour of shared hold titles.

69.1.4 Findings

- The delegation agreed with the municipality that the allocated budget that it can afford for the annual upkeep and periodic upgrades of the flats are limited, and that the current situation is a financial drain on the municipality.

- Members agreed that social housing should be provided to deserving residents, and that there was a risk that transferring ownership to individuals that are dependent on grants would transfer a financial burden to them that they also cannot afford.

  Considering all the issues raised, the increased tenure security of ownership should still be made available to occupants of the flats without creating too much complexity. Ownership would also open the possibility of accessing indigent grants, which, in turn, would reduce barriers to ownership currently being experienced.

69.2 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
69.2.1	The delegation proposed that legislation governing sectional titles should be revisited to determine whether legislation pertaining to sectional title ownership could be amended for social housing projects to facilitate the transfer of ownership of flats such as Greenhaven to occupants.	Municipality and National Department of Human Settlements	Legislative review of the Sectional Titles Management Scheme Act to commence within 9 months
69.2.2	Develop and adopt a formal policy clarifying succession rights for multi-generational tenants to prevent displacement after a tenant's death.	Mossel Bay Local Municipality, but in collaboration with the Garden Route District Municipality to ensure uniformity within District.	31 August 2026
69.2.3	Host quarterly public education workshops on housing-related topics—rental tenure, ownership implications, maintenance responsibilities, sectional title requirements, and financial obligations—aiming to reach at least 50% of households in the municipality	Mossel Bay Local Municipality	Quarterly
69.2.4	Develop and implement a phased, multi-year refurbishment strategy that prioritises structural upgrades, asbestos removal, and roofing challenges. The	Mossel Bay Local Municipality, National Department of Human Settlements.	31 July 2026

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	National Department of Human Settlements need to provide support for urgent repairs that are a legal requirement, such as the replacement of asbestos roof structures.		
69.2.5	Develop and approve a standard operating procedure for temporary relocation of occupants if one is not in place already which clearly outlines timelines for relocation (incl. notification and relocation), assigns responsibilities to relevant departments, and including measures to protect occupant's rights and ensuring access to essential services.	Mossel Bay Local Municipality	31 August 2026

69.3 Louis Fourie Road Project

69.3.1 Background of the site

The road infrastructure project in Mossel Bay involves the upgrading of Louis Fourie Road (Trunk Road 33 Section 1) between Beach Boulevard West (km 9.90) and Garret Street (km 13.15) to a divided dual carriageway with median and two-lanes in either direction. The upgrade works also includes improved access management to enhance safety and ease congestion – as well as new bridges, culvert upgrades, the upgrade, and refurbishment of municipal services infrastructure (stormwater, foul sewer, water reticulation, electricity, telecommunications), streetlights and traffic signals. The project further includes a tree management plan (as authorised by the Department of Forestry, Fisheries and the Environment (DFFE)) due to the presence of indigenous flora (milkwood and cheesewood trees). The project is not only related to infrastructure upgrades, including the asphalt mill-and-fill of two portions either side of the upgrade portion as part of the Department of Infrastructure's asset preservation and periodic maintenance programme.

The project was first initiated in July 2022 and is planned to be completed by April 2026. The total budget estimate is R542,343,462,20 (incl. CPA and VAT), of which R345,570,202,11 (incl. CPA and VAT) or 64% of the budget has been spent on construction to date.

A key characteristic of the project highlighted by the developers is that a contract participation goal (CPG) of 42% was achieved, highlighting the significant degree to which local contractors and suppliers were supported through the project.

69.3.2 Key challenges experienced during the project

- The only serious delay that was experienced thus far with the project was a nine-month wait for TRANSNET to issue certificates allowing access to a level crossing that was included in the upgrade phase of Louis Fourie Road. The delay caused an estimated 3-month delay in construction although the contractor is confident that the lost time will be recovered.

69.3.3 Desired solutions to the challenges (from the perspective of the project owners)

- As the permit has been issued, there is no further resolution required to unlock the project, but it is still questioned why such a significant delay was caused by TRANSNET.

69.3.4 Findings

- The delegation received the presentation positively. It was considered that the skills transfer and youth employment targets, local procurement objectives and sub-contracting from local businesses were all positive attributes of the project.
- Clarity was sought on the frequent employment of a main contractor within the region, but it was accepted that it was important to employ contractors with a sound track record of project completion, re-enforced by the audited social development and local content requirements of the contract. The municipality also clarified that on a contract of this scale, few companies have the credit capacity to implement a project effectively. Other sites visited after this road upgrade experienced challenges with outside contractors that struggled to complete projects, or low-bidding companies that ended up not being capable of carrying the cost of implementation prior to reaching a required level of contract delivery to secure the release of payments.

69.4 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
69.4.1	Within 30 days, TRANSNET must provide a written report explaining the delay in issuing the certificate of allowing access to a level crossing, including steps taken to prevent future delays, and the report should be reviewed by the provincial project management team within 30 days of submission.	Minister of Transport	30 days from the adoption of the NCOP Provincial Week report.

70. SITE VISITS TO INFRASTRUCTURE PROJECTS: GEORGE

70.1 Gwaiing Road Transport Infrastructure Projects

70.1.1 Background of the site

The project entails a 4.44 km road upgrade from gravel to surfaced standards linking the R404 at Blanco with the R102 near George. The project provides for geometric improvements and road widening from 6-metre gravel road width to a to 8.6-metre surfaced width. The upgrade will result in improved accessibility, mobility, road safety, and drainage. It is envisioned that the road upgrade will stimulate development along the corridor. A unique aspect of the road upgrade is that it is done in-house by the provincial department of infrastructure (construction) while the Garden Route District Municipality is responsible for contracting EPWP workers and materials used in construction. The ability to perform road construction work in-house is considered an advantage by the Department of Infrastructure as it provides flexibility in operations as it decreases implementation time for approved projects and allows for rapid deployment of resources in case of emergency repairs.

70.1.2 Key challenges experienced during the project

- The project is unique in that the construction is carried out by the provincial department of Infrastructure. As the construction equipment (plant) owned and operated by the province are prioritised for emergency response, the project had been impacted by flood damage emergencies following significant flooding in 2023/2024. Equipment was relocated to sites where access to towns had to be re-established.
- The project was also delayed due to the reallocation of resources to attend to poor road founding conditions that were discovered during the construction phase following the abnormal wet winter months. Mitigation measures required additional rockfill work, subsoil drainage installation, and the extension of concrete works.
- While not a significant challenge, the discovery of poor sub soil that required the additional rockfill work also required the contracting of specialist equipment to construct this road layer. There is limited availability for this equipment in the Garden Route, resulting in delays because of waiting for equipment to become available. As such specialised equipment is not used in most road construction projects, it would not make sense for the province to procure such equipment.

70.1.3 Desired solutions to the challenges (from the perspective of the project owners)

- There were no issues requiring resolution at this site. The delays experienced were out of the control of the contractors and were already compensated for.

70.1.4 Findings

- In a related discussion (not a challenge experienced at this site), the remuneration of EPWP workers were queried. Concern was expressed that there are private contractors that contravene legislation by paying skilled workers EPWP rates. While the Department of Infrastructure confirmed that the EPWP workers on the project were paid R220 per day (well above EPWP rates) and received National Qualifications Framework (NQF) 2 and NQF 4 training for skills transfer, it could also clarify that during the last three years of provincial audits, nine contractors had been identified that paid workers EPWP rates instead of Building Industry Bargaining Council (BIBC) rates.

- Expanding on the project delays where equipment was relocated to repair flood damage, the Department of Infrastructure also highlighted that less than a third of the R1.7 billion in flood damage costs claimed from the National government had been received.

70.2 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
70.2.1	Conduct quarterly audits of at least 80% of private sector companies holding government contracts in the construction sector to ensure compliance with BIBC wage rates.	Department of Employment and Labour and the Department of Public Works and Infrastructure	Quarterly
70.2.2	Based on 2.1, any company found paying EPWP rates instead of BIBC rates should be issued a compliance notice within 30 days and monitored for corrective action within 60 days.	Department of Employment and Labour and the Department of Public Works and Infrastructure	Quarterly

70.3 Maalgate Bridge Infrastructure Project

70.3.1 Background of the site

The existing Bridge No. 2221 is located at 15.1 km on Trunk Road 2 Section 9 (TR2/9) near George in the Garden Route District Municipality. TR2/9 (R102) serves as an alternative route between Mossel Bay and George.

The bridge is an at-grade structure which functions to span the Maalgate River below, which flows in a north-south direction. The specific objective of the project is to widen the existing narrow bridge over the Maalgate River on the downstream side.

The existing bridge is a three-span reinforced concrete arch bridge with spandrel walls. The arches are filled with crushed stone (rock fill), road layer works and an asphalt surfacing on top. The widening of the bridge was designed to match the aesthetics of the original bridge, which was constructed in 1938.

The construction phase of the bridge had recently (October 2025) been completed, with current activity limited to the removal of site office developments and final rehabilitation of the surfaces adjacent to the bridge.

The Department clarified that the heritage status of the original bridge was retained as a second lane was built onto the original bridge, thus fully retaining the original structure. This design and construction option

impacted less on the original structure and allowed for the completion of the development.

70.3.2 Key challenges experienced during the project

- The project was completed by the third contractor appointed. The first contractor was appointed on a lowest tender basis but entered business rescue shortly after commencing the project. The second contractor was unable to secure sufficient lines of credit to secure materials to progress on the construction sufficiently to reach performance targets. The third contractor appointed was able to complete the project. The construction cost considering all contractors employed was R90 million, although a budget of R58 million is associated with the current projects as payments made to the contractors terminated from the previous appointments are not allocated to the costing of the existing project.

70.3.3 Desired solutions to the challenges (from the perspective of the project owners)

- The project has been completed and thus no solutions to past challenges are required.

70.3.4 Findings

- The delegation was pleased to learn that the removal of two previous contractors to the project did not negatively affect the employment of locally sourced sub-contractors used on the project.

70.4 Recommendations by the NCOP delegation

There were no recommendations made during this site visit.

71. SITE VISITS TO METRO GROUNDS HOUSING PROJECT

71.1 Metro Grounds Housing

71.1.1 Background of the site

The local municipality housing project involves 632 Breaking New Ground (BNG) units, with the municipality requesting assistance due to past implementation issues.

Civil services, including roads, stormwater, and sanitation, were completed in 2021 with a budget of R40.7 million. Top structure construction has a total budget of R491 million, with R162 million spent so far, and 432 units handed over; 65 more units are planned before December, and the remaining 132 units are expected to finish by March.

The project includes additional solar geysers funded by the Provincial Department of Infrastructure at a value of R15 million.

71.1.2 Key challenges experienced during the project

- Challenges include structural cracks in walls, roofing and incorrect water billing which is negatively affecting residents. The next steps are completing the remaining units and resolving structural and billing issues.

71.1.3 Desired solutions to the challenges (from the perspective of the project owners)

- The developer and municipality did not raise any matters that needed to be addressed, although the delegation indicated that the incorrect billing of residents, as reported, needed to be resolved as the residents are currently not provided with suitable resolutions.

71.1.4 Findings

- It was reported that the municipality is requiring individuals with large water bills to make arrangements for the arrears that they cannot afford, instead of any water use registered before the transfer of ownership being removed from their municipal bills. This must be resolved. As residents cannot be penalised for something they were not responsible for.
- The delegation noted concerns raised about build quality and questioned the municipality about processes put in place to report defects to the developer and for these to be resolved. Members were not entirely satisfied with the response in terms of the speed at which defects were attended to and questioned whether the three-month period after transfer of ownership was sufficient for the reporting of latent defects. While it accepts the municipality's explanation that all houses are inspected by George municipal building inspector and issued with an occupancy certificate before hand-over can take place, it was felt that the 3-month period for the contractor to be on-site and respond to construction defects reported is too short.

71.2 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
71.2.1	By June 2026, the municipality should implement a fault dispute management system needs to be implemented where construction defects of houses are identified and repaired.	George Local Municipality	30 June 2026
71.2.2	In terms of water billing errors, reported billing errors must be investigated and corrected without requiring residents to pay disputed amounts upfront, with all disputes resolved within 30 days of reporting and monthly reports to the relevant municipal oversight committee.	George Local Municipality	30 June 2026

72. SITE VISITS TO PLETTENBERG BAY

72.1 Qolweni Informal Settlement

72.1.1 Background of the site

The extensive area is spread over Ward 3, including an area referred to as Bossiegif. The project forms part of the Informal Settlement Upgrading Programme (ISUP), with relocations of existing informal settlements required to service the areas current built up with informal structures. This project for Payle's Land Infill Site forms part of Phase 4B and is for 30 fully serviced erven with relocations, construction of a Temporary Relocation Area (TRA) but no super blocking. This project will make provision for site clearance, which includes the relocation of existing informal settlement structures within the new road reserve areas.

At Bossiegif, the proposed phase of the development makes provision for the installation of Civil Engineering Services for ±128 erven within the Qolweni/Bossiesgif township area (Phase 4C). The Civil Engineering Services will include roads, stormwater, sanitation, and water infrastructure, with earthworks envisaged to cater for the areas with steep gradients.

72.1.2 Key challenges experienced during the project

- The municipality is experiencing some challenges regarding finalisation of housing improvement projects. There are many serviced sites that have been developed, but the challenge lies in being able to speedily move through to the development of top structures. The municipality struggles with finding suitable sites for relocation to build top structures (high influx of people into the municipality) and must rely on grant funding to develop structures. Residents complain that the Temporary Relocation Area (TRA) they had been moved to is damp and damages their belongings.
- Property boundaries are not well defined, leading to confusion and confrontations regarding where each site boundary sits. As a result, many structures end up being built close to others, which allows fires to spread rapidly when these occur. This is exacerbated by backyard structures that are built in close proximity to initial structures and over building lines. In the recent past, the areas had been affected by at least four fires.
- The housing strategy appears to be poorly defined, with the province and local authority still in discussion to develop a housing development strategy and properly map informal housing to plan developments moving forward.
- A Fire early warning system was installed in the area in conjunction with disaster management officials, but the system is not functioning properly, with the community stating that it is often triggered in false alarms.
- Communities accuse the municipality of only proceeding with development in the areas if protest action disrupts the broader community. They state that the last formal housing projects were completed in 2021/22, and that they have not received any more housing upgrades since then.
- The municipality highlighted that in terms of the electrical grid, the area experienced many outages as the grid, shared with Knysna, is under severe pressure and need to be upgraded. It was highlighted that the municipality had approached Eskom as early as 2016 to discuss the provision of an additional sub-station in Pletternberg Bay. To date, this has not materialised.

72.1.3 Desired solutions to the challenges (from the perspective of the project owners)

- The position presented by the municipality was that they were moving forward with the development of serviced sites. These responsibilities were felt to fall squarely within the responsibility of the local sphere of government.
- In terms of perceived delays in moving forward with top structures, the municipality highlighted that it had developed 169 top structures in the municipality in the recent past but that it is confronted with many challenges that were national competencies, such as pressure on the electrical grid and responsibility for financing top structure developments.
- The municipality requested NCOP intervention in unlocking service delivery bottlenecks that fell within provincial or national competencies, such as the provision of grant funding for housing projects and the improvement of the electricity grid.

72.1.4 Findings

- The delegation concurred with the municipality that the provision of grant funding for housing development is a national competency but nonetheless emphasized that a spending the last 17 years in discussion with national government counterparts to develop a housing delivery strategy is not efficient service delivery. Even though the Western Cape has the third-largest population the province receives only the 5th largest Division of Revenue Act (DORA) grant funding allocation. Grant funding for housing is available and should be sought with greater urgency.

72.2 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
72.2.1	Within 30 days, the NCOP will formally write to the municipality requesting documented evidence of all past processes followed in housing development applications, along with copies of all grant funding applications submitted to national government for housing development. The municipality must submit the full package of documents within 30 days of receiving the request. The NCOP delegation will review the submissions once received and develop a suitable response based on the contents of the report.	NCOP (drafting of communication) Bitou local municipality.	Drafting of communication within 30 days of adoption of the NCOP Provincial Week programme report, response to request for information within 30 working days of receiving communication.

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
72.2.2	The delegation resolved that the relevant committee within the NCOP with the mandate to oversee the Department of Energy and Electricity should communicate with the Executive of the department to request a detailed response on the interactions that the department has had with the Bitou local municipality regarding the construction of an additional sub-station in the area, as well as a general response to concerns raised by the district municipality regarding pressure on the electricity grid and the negative impact this has on housing development.	Select Committee on Land Reform, Agriculture and Mineral Resources, Department of Energy and Electricity	Initial communication within 30 days of the acceptance of the final Provincial Week programme report (thus ensuring that the recommendation is retained). Explore possibility of a detailed briefing as soon as committee programme allows.

72.3 Kurland Wastewater Treatment Plant (WWTP)

72.3.1 Background of the site

The current wastewater treatment works (WWTW) in Kurland is being upgraded to support a new housing development of approximately 1,500 sites. The upgrade includes both the wastewater and water treatment works, increasing capacity from 0.5 ML/day to 1.1 ML/day. This expansion will not only add capacity but also ensure full compliance with all relevant legislation and General Authorisation (water-use licence) requirements.

The improvements will benefit 3,700 households consisting of 12,000 residents across the entire Kurland Village.

Civil works have been underway for about 12 months and are scheduled for completion in June 2026. The tender for the mechanical and electrical (MandE) components has closed and is under evaluation, with the MandE contractor expected on site by January 2026. Full commissioning of the upgraded works is planned for June 2027.

The cost of the project is approximately R49 million. This was funded by the Municipal Infrastructure Grant (MIG), with the Bitou Municipality contributing R2.5 million. By the end of October, R19.7 million had been spent on civil works and planning.

Local employment opportunities have been limited due to the specialised concrete structures involved. To

date, 13 local workers have been employed, contributing 8,600 labour hours. Local SME spending stands at R3.7 million, with an estimated R3 million injected into the local economy. For the MandE phase, an additional 5 local workers are expected, with SME expenditure of around R500,000 – R600,000 and about R600,000 anticipated to circulate into the local economy.

72.3.2 Key challenges experienced during the project

- The project is on budget and on time.

72.3.3 Desired solutions to the challenges (from the perspective of the project owners)

- There are no solutions required during this stage of the upgrade or in terms of the current operations of the facility.

72.3.4 Findings

- The delegation was satisfied with the progress observed to date and complimented the municipality and implementing agent/developer for development.
- As the area is considered water scarce, the delegation did wish to enquire about the current use of water discharge, and the possibility of re-using the water for human use. The delegation was informed that there was a significant cost difference between reaching safe discharge water conditions and preparing the water for human consumption. While the treatment process can neutralise biological agents, it does not remove pharmaceuticals and hormones from the water, and it is therefore not safe for human consumption. The cost implication of making the water safe for human consumption makes such an endeavour non-viable from an economical perspective for the Kurland site.

Recommendations by the NCOP delegation

No recommendations made by delegation

73. SITE VISITS TO MUNICIPAL PROJECTS TO IMPROVE THE DELIVERY OF BASIC SERVICES IN KNYSNA

73.1 Water and Sewer Infrastructure managed by the Knysna Local Municipality

73.1.1 Background of the site

The municipality's water and wastewater system is facing operational, technical, and capacity challenges due to population growth, aging infrastructure, mechanical failures, environmental factors, and national chlorine shortages.

Immediate mitigation actions are underway, but long-term sustainability requires the construction of a new, larger wastewater treatment plant. The main plant has a total capacity of 10.2 megalitres per day following upgrades in 2013. It uses an activated sludge process with aerobic, anoxic/anaerobic, and clarification stages. Sludge is reused for horticulture, and effluent is partly reused for irrigation, with the remainder discharged legally. The plant operates 24/7 with three shifts and maintenance support.

73.1.2 Key challenges experienced during the project

- Legal discharge limits, particularly Section 18 of the National Guideline for the Discharge of Effluent from Land-based Sources into the Coastal Environment, published in terms of Section 83 (1)f and 83 (1)g of the National Environmental Management: Integrated Coastal Management Act, 2008 (Act No. 24 of 2008 compliance, have been exceeded.
- Knysna wastewater treatment infrastructure is overloaded due to population growth from 5,000 to over 100,000.
- Odours reported from concentrated high-strength waste and incoming sewage. The odours are because of higher-than-average fat content of wastewater that enters the treatment facility. The substances take longer to be broken down, negatively affecting the digestion process.
- Mechanical failures (pumps, screens, mixers) and stormwater intrusion disrupt treatment. The screens have failed on numerous occasions, allowing rags, stones, and bricks to enter the plant and damage infrastructure.
- The wastewater treatment plant is designed to operate with a specific type of chlorine cartridge that is dated and difficult to source. There has been numerous instances country wide where the cartridge was not available and during these times, alternative types of chlorine dosage had to be employed. These methods were less suited to the facility, resulting in poorer water condition of the final discharge.
- The greater Knysna area is serviced by 32 wastewater pump stations, of which 14 are non-operational due to mechanical issues, vandalism, and service provider disputes. Full restoration of pumping capacity is expected within 2–3 weeks.
- Wastewater system improvements underway, including pipeline upgrades, stormwater management, and pollution mitigation. These upgrades struggle to keep up with population growth.
- The failure of the pumping stations resulted in the need for contractors to use trucks to pump wastewater out of pumping stations and transport it by road to the treatment works. This adds a significant monthly operating cost for the municipality.
- The delegation was informed that the challenges that Knysna municipality was experiencing in terms of wastewater treatment was well documented in reports on the Section 154 interventions that the municipality recently underwent. All wastewater treatment facilities in the municipality (7 serving the greater Knysna area) are currently fully operational, and the only current challenges persisting is chlorine supply and non-functional pump stations. It is expected that all pump stations will be functional by 28 November this year.
- As a result of the Section 154 intervention, an Action Plan was developed and has been submitted to the NCOP. The mayor has also formed a war room to focus on the improvement of wastewater treatment. Challenges identified in the action plan include vacancies at senior management level affecting decision-making capacity at the municipality.

73.1.3 Desired solutions to the challenges (from the perspective of the project owners)

- The municipality reported on remedial action taken to date, which includes R3.5 million allocated for repairs and R500,000 for inlet upgrades.

- New pumps and components ordered; some repairs delayed due to contractual disputes.
- Biological performance has improved, achieving the required <100 E. coli/100 mL at discharge to comply with discharge permit requirements.
- The municipality presented its view of a long-term solution to wastewater treatment challenges, which is to develop a new treatment facility to increase treatment capacity for the town. The delegation was informed that an area of land (Windheuwel) was identified for a new plant. The municipality requested the NCOP to assist with provincial and national funding applications.
- To address some skills shortages in the short term, the municipality entered a MoU with the Knysna Infrastructure Group (KIG), a privately funded group who aim to address infrastructure challenges in Knysna by offering their services to the municipality free of charge. The MoU requires that any individual deployed to assist the municipality must be vetted.
- In terms of water supply issues in the surrounding towns, a recent failure to meet safe water standards in Sedgefield was raised. The delegation was informed that a unique set of challenges had led to the failure. Sedgefield Water Treatment Works serves ~19,000 residents and has faced quality issues due to extremely low rainfall that resulted in saltwater ingress into the area from which drinking water for the town is abstracted. The situation could not be remedied with the addition of water from five boreholes as the pump servicing the boreholes needed to be serviced. The water supplied to Sedgefield can still be used to flush toilets but is too saline for consumption. The situation will improve once the boreholes operate at full capacity. Expansion is planned with provincial water resilience grants, targeting sustainable supply post-January 2026.
- High E. coli levels in the Knysna estuary were also discussed. The municipality stated that its wastewater effluent meets compliance limits, but that other factors influence water quality in the estuary as well.
- Estuary E. coli fluctuations are influenced by rainfall, agricultural runoff, upstream pump failures, blockages, and illegal connections.
- A pollution task team coordinates municipal, district, and business interventions.
- The municipality is actively managing water and wastewater systems through repairs, monitoring, and controlled contractor use. Short-term interventions are mitigating risks, while long-term sustainability requires a new treatment plant and continued infrastructure upgrades. Grant applications and provincial support remain critical for ensuring service reliability and environmental compliance.

73.1.4 Findings

- Responding to the discussion around the Windheuwel wastewater treatment facility plan, the delegation reminded the municipality that the NCOP cannot apply for MIG funding on any municipality's behalf, as this task is the responsibility of the municipal council.
- The delegation expressed its concerns over the MoU with KIG, stating that the use of private contractors should be done as a last resort, under strict municipal supervision and monitoring. The delegation requested clarity on how KIG individuals will be vetted, and who will be liable for any work done by KIG on municipal infrastructure. It was felt that the municipality should also invest in developing its own capacity and fill vacant positions to avoid the need for bringing in third parties to perform work on behalf

of the municipality. The legality of the MoU in terms of the Public Finance Management Act, 1 of 1999 also need to be tested.

- The delegation was encouraged by efforts since the Section 154 and Section 139 interventions in Knysna and expressed its expectation that the work done thus far would lead to water quality and service provision improvements.
- While understanding the municipality's explanation that their wastewater discharge is not the only source for E. coli pollution in the estuary, the delegation expressed its concern over the municipality's attempts to avoid disclosing current pollution levels in the estuary, and whether there was any direct link between failed pump stations and high E. coli levels in the estuary. Figures in the public domain show significant E. coli spikes in parts of the estuary that far exceeds safe recreational use levels, which is a major health concern.

  A recent report (25 October 2025) on E. coli levels in the Estuary indicated seven areas of significantly elevated E. coli levels. It is important to compare these sites with known failed pumping stations to determine whether there is a clear link between the wastewater management challenges experienced and the localised elevated E. coli levels reported.

73.2 Recommendations by the NCOP delegation

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	It is recommended that the relevant oversight structure scrutinize the MoU signed with KIG against the Public Finance Management Act, 1 of 1999 to test the legality of this and similar agreements that may exist. A written report with findings and recommendations should be submitted to the NCOP for consideration.	Provincial Treasury (in consultation with National Treasury if needed.). Report to be submitted to the Standing Committee on Public Accounts (SCOPA).	Within 30 days from the adoption of the NCOP Provincial Week Report by the House
	Within 30 days, the municipality will provide the delegation with an updated map and report showing: • all non-functional wastewater pump stations, • all effluent discharge points, and • their proximity to areas with elevated E. coli levels detected in the Knysna estuary in October 2025.	Knysna municipality	Within 30 days from the adoption of the NCOP Provincial Week Report by the House

No.	Recommendation (detail of what should be done)	Entity or person responsible	Timeframe (by when it should be done)
	• The report must include corrective actions and timelines and be submitted within 30 days of the request.		
	Within 30 days, the Municipality is requested to report back to the delegation on the state of repair of all wastewater pump stations that were reported as non-functional during the Provincial Week programme visit.	Knysna Municipality	Within 30 days from the adoption of the NCOP Provincial Week Report by the House
	Within 30 days, the delegation requires a full report on measures that will be implemented to ensure sufficient fresh water supply to Knysna and surrounds over the festive season and into 2026.	Knysna Municipality	Within 30 days from the adoption of the NCOP Provincial Week Report by the House

73.3 Hornlee Clinic

73.3.1 Background of the site

The new Hornlee Clinic in Knysna is a major healthcare infrastructure project aimed at improving access to primary health services for the local community. The facility is being built to replace the old clinic, which was constructed in 1986 and has become overcrowded and structurally inadequate for modern healthcare needs. The new clinic will serve Hornlee and surrounding areas within the Garden Route District Municipality, addressing the needs of a population of approximately 77,000 people. It will provide comprehensive primary healthcare services, including chronic disease management, maternal and child health, and counselling.

The project carries an estimated budget of R48,7 million, reflecting the scale and importance of the development. Construction officially began in January 2025, following years of planning and delays caused by factors such as COVID-19 and approval processes. The clinic is designed to include modern consultation rooms, waiting areas, and support facilities to ensure efficient service delivery. This investment underscores the Western Cape Government's commitment to improving healthcare infrastructure in underserved communities.

Completion of the new Hornlee Clinic is expected in 2027, marking a significant milestone for Knysna's healthcare system. Once operational, the clinic will alleviate pressure on existing facilities and enhance the quality of care for residents. The expansion will not only improve patient experience but also enable healthcare professionals to deliver a broader range of services in a safe and well-equipped environment.

73.3.2 Key challenges experienced during the project

- The clinic is currently understaffed due to a shortage of personnel, which is attributed to the high cost of accommodation in the surrounding area. Potential staff are recruited but the cost of living is high in Knysna, and this deters potential new staff from moving to the area
- The construction phase of the clinic has not been beset by any serious stoppages or challenges.

73.3.3 Desired solutions to the challenges (from the perspective of the project owners)

- No solutions sought.
- The only concern expressed was that due to the staffing constraints described above and because of current budget allocations, the clinic will not be open 24 hours of the day but can only operate during office hours. It was highlighted that in Knysna and surrounds, there was only the Knysna Provincial Hospital that served as a 24-hour care facility.

73.3.4 Findings

- The delegation expressed their appreciation to all involved with the development of a clinic that is highly likely going to have a significant positive impact in the community. Recommendations by the NCOP delegation

73.4 Recommendations by the NCOP

There were no recommendations made at the site.

74. PROJECT MANAGEMENT BEST PRACTICE OBSERVATIONS HIGHLIGHTED DURING THE NCOP 2025 PROVINCIAL WEEK

The leader of the Western Cape delegation expressed his appreciation for the project management practices at many of the sites visited, stating that the ability to keep within budget, on track with timelines for project completion and adherence to employment and local economic development targets should be highlighted as best practice examples in the report. The following points are highlighted:

- Many projects visited such as Hornlee Clinic and Kurland wastewater treatment works were on time and on budget because of sound project management practices employed by the province and the municipalities that were acting as project implementers. The delegation commended the sound relationship that all provincial and local government role-players had with contractors and sub-contractors. It was felt that this management capacity played a significant role in maintaining project delivery timelines.
- The Western Cape Department of Infrastructure has retained a road-building capacity that allows it to perform as an implementing agent for municipal road construction and repair projects. The ability ensures project implementation at competitive rates and fast turn-around times once projects are approved. The limitation of this capacity is acknowledged, but it is still considered commendable. One limitation

highlighted is the continued need to sub-contract for specialist equipment as the province is not in a financial position to procure equipment that will only be used periodically.

- The payment of BIBC rates and not EPWP rates for general construction workers used in the road development projects visited was commended, as was the province's commitment towards empowering general workers with NQF 2 and NQF 4 certified training to improve future employability. Where possible, municipality also consider these workers for positions, although the opportunities to do so is limited.
- The delegation was briefed on one of the project's experiences pertaining to delays caused by contractors that had to be removed from a project (Maalgate bridge widening). It became clear that appointing contractors based on lower bids were not always desirable. The provincial representatives highlighted that they have developed a system of co-operating with local construction companies with proven credit track records as many project delays experienced were because of low-bidding companies that lacked the financial capacity to implement project phases, or companies from outside the province that struggled to procure materials (or had no lines of credit) in the competitive Western Cape construction supply sector.
- The delegation commented that it was clear in all municipalities visited that rapid population growth was placing significant constraints on effective service delivery. Many municipalities within the district visited still managed to maintain high service delivery and audit standards even though the municipalities were under pressure. The Mossel Bay municipalities operational model, where it has been able to maintain personnel cost ratio at 27% of total expenditure, was highlighted as an example of service delivery-focus and sound financial management within the constraints of struggling to appoint and retain senior management and rapid population growth.
- The delegation singled out the Province's Infrastructure Delivery Management System (IDMS) as playing a significant role in managing infrastructure maintenance and development in the province. Within the system, it was also noted that only a limited number of projects visited had additional cost implications resulting from contractors abandoning projects. A dedicated contractor management framework ensured optimal project implementation requirements, including disciplined payments of contractors upon reaching agreed implementation frameworks.

75. WRITTEN RESPONSE RECEIVED FROM PROVINCIAL MINISTER T SIMMERS REGARDING COSTS INCURRED BY THE WESTERN CAPE GOVERNMENT RELATING TO SUPPORT OFFERED TO LOCAL AND DISTRICT MUNICIPALITIES

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NCOP_DOI Support to

76. CONCLUSION

The 2025 NCOP Provincial Week programme, which focused on 'Building Viable Municipalities for Enhanced Delivery of Basic Services to Communities', reaffirmed the critical role of intergovernmental collaboration in addressing systemic challenges that relate to service delivery across provinces. This report highlights that while significant progress has been made in strengthening governance frameworks, improving audit outcomes, and accelerating infrastructure development, persistent issues such as financial instability, aging infrastructure, and project delays continue to undermine municipal performance. The adoption of integrated planning models like the DDM and the implementation of real-time monitoring systems represent important steps toward achieving coordinated and accountable governance.

Across all provinces, the oversight visits and stakeholder consultations revealed a shared commitment to prioritising catalytic projects that drive economic growth, job creation, and advance social transformation. Development initiatives such as the revitalisation of water schemes, upgrading of transport corridors, and expansion of housing programmes underscore the urgency of aligning infrastructure delivery with community needs and sustainability imperatives. However, the recurring challenges of contractor non-performance, inadequate technical capacity, and weak consequence management demand decisive interventions to safeguard public resources and restore public confidence. In addition, municipalities need to enhance governance systems as it has emerged as a significant constraint on investment and economic growth. Governance failures undermine investor confidence and hinder private sector growth and participation in the economy.

The recommendations and executive undertakings captured in this report provide a programmatic roadmap for directing the necessary interventions to accelerate progress. They emphasise the need for robust financial recovery plans, enhanced project management systems, and strengthened accountability mechanisms across all spheres of government. In addition, the integration of digital platforms for monitoring, coupled with targeted capacity-building initiatives, will be essential to improve transparency, optimise resource allocation, and ensure timely completion of projects. These measures, if implemented effectively, will not only address current backlogs but also build resilience against future service delivery disruptions.

In conclusion, the report demonstrates that, through the NCOP Provincial Week programme, sustainable development and improved service delivery are achievable through collaborative governance, strategic investment, and unwavering commitment to accountability. The success of these efforts will depend on the consistent execution of agreed actions, proactive risk management, and the institutionalisation of best practices across provinces. A programme of sustained monitoring and evaluation, through the agency of the NCOP, could empower the government to lead the charge in transforming the current pressing challenges into opportunities for inclusive growth and long-term stability.

77. ANNEXURES

All presentations and speeches*, as well as background papers, and site verification reports pertaining to the NCOP's 2025 Provincial Week programme may be accessed via the event page:

https://www.parliament.gov.za/project-event-details/4261

*No presentations or speeches were submitted by the North West province.