



ANNUAL REPORT

2024/2025



national consumer tribunal



The NCT embracing its new, sassy culture, a fresh energy that has not only brought fun and vibrancy into the workplace but has also fueled an extremely successful 2024/25. This lighter side of the Tribunal reflects the spirit of teamwork, resilience, and innovation that powered our achievements throughout the year.

THE NATIONAL CONSUMER TRIBUNAL

ANNUAL REPORT
2024/2025 FINANCIAL YEAR



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national consumer tribunal

PART A

GENERAL INFORMATION

PART A GENERAL INFORMATION

1. PUBLIC ENTITY'S GENERAL INFORMATION

REGISTERED NAME:	NATIONAL CONSUMER TRIBUNAL (NCT OR THE TRIBUNAL)
REGISTRATION NUMBER:	N/A Schedule 3A entity
PHYSICAL ADDRESS:	Ground floor, East Wing Building B Lakefield Office Park 272 West Avenue (Cnr West Ave and Lenchen Ave North) Centurion 0157
POSTAL ADDRESS:	Private Bag X 110, Centurion, 0046
TELEPHONE NUMBER/S:	010 590 5200
EMAIL:	registry@thenct.org.za
WEBSITE:	www.thenct.org.za
EXTERNAL AUDITORS:	MNB Chartered Accountants Appointed 1 March 2024
INTERNAL AUDITORS	RAiN Chartered Accountants Inc Appointed 1 October 2023
BANKER:	Nedbank Ltd
COMPANY SECRETARY	N/A

PART A GENERAL INFORMATION

2. LIST OF ABBREVIATIONS/ACRONYMS

AI	Artificial Intelligence	ICT	Information and Communications Technology
AFS	Annual Financial Statements	KPI	Key Performance Indicator
AGSA	Auditor-General of South Africa	NCA	National Credit Act, Act No. 34 of 2005
B-BBEE	Broad-Based Black Economic Empowerment	NCC	National Consumer Commission
CEO	Chief Executive Officer	NCR	National Credit Regulator
CFO	Chief Financial Officer	NCT	National Consumer Tribunal
CMS	Case Management System	Non-DRA	Non-Debt Rearrangement Application
CPA	Consumer Protection Act	OHS	Occupational Health and Safety
DC	Debt Counsellor	PAJA	Promotion of Administrative Justice Act, Act No.3 of 2000
DRA	Debt Rearrangement Application	PFMA	Public Finance Management Act, Act 1 of 1999
dtic	Department of Trade, Industry and Competition	SCM	Supply Chain Management
EXCO	Executive Committee		
HR	Human Resources		



PART A GENERAL INFORMATION

3. FOREWORD BY THE MINISTER



Mr Parks Tau, MP

Minister of Trade, Industry and Competition

The NCT's Strategy and APP have been aligned with the Government's National Development Plan, the Medium Term Strategic Framework, and **the dtic's** priorities. It has ended its 5-year period of its Strategy on a high note of excellence and service delivery. Through its adjudication of over 55,000 cases during this reporting year, the NCT's massive increase in its caseload demonstrates the success of its accessibility strategy and its commitment to serving fellow South Africans. I wish to congratulate the NCT on its achievements for the 2024/2025 financial year. The impact of the work of the NCT has touched the lives of ordinary and the most vulnerable consumers across the various provinces in South Africa. By fulfilling its mandate, the NCT continues to promote the creation of a fair regulatory environment that increases investor confidence through its high-quality judgments and the expeditious finalisation of its cases.

The impact of the work of the NCT
has touched the lives of ordinary
and the most vulnerable consumers
across the various provinces in South Africa.

I commend the NCT for achieving its 13th consecutive clean audit. This demonstrates sound internal financial controls, fiscal prudence and sound governance. The achievement of 100% of its KPIs in the APP is remarkable and shows diligence and commitment, a strong work ethic and a commitment to drive performance and enhance service delivery.

I wish to thank the NCT's leadership, the Tribunal members, management and each and every staff member for their hard work as they continue to promote and advance the social and economic welfare of consumers.

A handwritten signature in black ink, appearing to read 'P. Tau'.

Mr Parks Tau, MP

Minister of Trade, Industry and Competition

30/09/2025

PART A GENERAL INFORMATION

4. DEPUTY MINISTER'S FOREWORD



Mr Zuko Godlimpi, MP

Deputy Minister of Trade, Industry and Competition

It is my privilege to present the Annual Report of the NCT for the 2024/2025 financial year. The NCT has once again demonstrated its commitment to excellence and accountability, achieving a clean audit and meeting 100% of its performance objectives. These achievements are a testament to the dedication of its leadership, members, and staff, who continue to serve South Africans with integrity and diligence.

The NCT plays a unique and vital role in our democracy. While it adjudicates cases brought before it, its judgments extend far beyond the parties involved. Each decision contributes to shaping industry behaviour, influencing market practices, and protecting the rights of consumers. In this way, the NCT advances fairness and ensures that our credit and consumer markets operate in the best interests of all South Africans.

We must also acknowledge the NCT's embrace of digital transformation and its evolving role as a convener within the broader consumer-credit ecosystem. By fostering dialogue and driving innovation, the NCT is positioning itself as a leader in shaping a more equitable and sustainable consumer environment.

I commend the NCT for its outstanding performance during the year under review and for its unwavering focus on protecting consumers in an unequal marketplace. As Government, we remain committed to supporting its important work, which strengthens confidence in our democratic institutions and contributes meaningfully to inclusive economic growth.

A handwritten signature in black ink, appearing to read 'Zuko Godlimpi', written over a horizontal line.

Mr Zuko Godlimpi, MP

Deputy Minister of Trade, Industry and Competition

PART A GENERAL INFORMATION

5. OVERVIEW BY THE ACCOUNTING AUTHORITY



Mr Trevor Bailey
Executive Chairperson

INTRODUCTION

I am honoured to present the Annual Report and Audited Financial Statements of the National Consumer Tribunal (NCT) for the 2024/25 financial year. This report reflects a year of meaningful progress amidst ongoing economic uncertainty. South Africans continue to face significant cost-of-living pressures, making access to justice and financial redress more essential than ever. The NCT plays a pivotal role in upholding consumer rights, ensuring fairness in credit markets, and reinforcing the integrity of regulatory frameworks. This year's report captures the NCT's responsiveness to these challenges, demonstrated through our continued drive for digital transformation, high adjudicative volumes, fiscal discipline, and expanded access to justice. It also stands as a testament to the dedicated professionals and strategic partners who ensure that the Tribunal remains a beacon of hope for fair, efficient, and inclusive adjudication.

I beam with pride to report that the NCT's amazing team has achieved its 13th consecutive clean audit and 100% achievement of its KPIs in the APP. This has come with blood, sweat and tears, dedication, hard work, and commitment. I continue to urge every staff member to work with flair and not fear. I know they will continue to do their work with passion, empathy and understanding because their passion shines through when they serve our various stakeholders.

PERFORMANCE HIGHLIGHTS – A STRATEGIC OVERVIEW

The NCT remains an essential institution in the consumer protection ecosystem, operating at the intersection of justice, regulation, and market conduct. The 2024/25 period reinforced the NCT's dual focus on accessibility and efficiency, particularly in its handling of both high-volume and complex cases. Debt Re-arrangement Applications (DRAs) remain the NCT's dominant caseload, accounting for more than 50,000 applications filed annually. They continue to provide debt-stressed consumers with an affordable, effective, and efficient platform to restructure their financial obligations. In parallel, the NCT's Non-DRA caseload reflects its evolving jurisprudence and role in regulatory enforcement, demonstrating rigour, fairness, and consistency.

DEBT REARRANGEMENT APPLICATIONS

The NCT remains a cornerstone of the debt review process, delivering outcomes that have real and immediate impacts on the lives of consumers. In the year under review, the NCT finalised over 55,000 DRAs, a remarkable volume that reinforces our commitment to broadening access and supporting consumer rehabilitation. These interventions help restore financial stability for individuals and households, allowing them to honour their obligations and avoid repossession proceedings. The efficiency of the NCT's adjudicative model, particularly its online filing and hearing systems, continues to drive demand. Notably, the revenue from DRA filings surged to R33,697,741. These figures not only highlight the NCT's scale and accessibility but also signal its alignment with the needs of the debt counselling industry.

South Africans continue to face significant cost-of-living pressures, making access to justice and financial redress more essential than ever. The NCT plays a pivotal role in upholding consumer rights, ensuring fairness in credit markets, and reinforcing the integrity of regulatory frameworks.

NON-DEBT REARRANGEMENT APPLICATIONS

The NCT continues to build confidence in its processes through procedural integrity, legal clarity, and transparent decision-making. Our ability to adjudicate complex, contested matters—from supplier conduct to prohibited practices—strengthens consumer trust and reinforces

PART A GENERAL INFORMATION

corporate accountability. The reporting year again reflects that consumer referrals exceed regulator referrals. This is a positive development, affirming the Tribunal's ability to offer consumers a meaningful remedy where other regulatory pathways may have fallen short. As a result, consumers recovered R6,2 million in refunds, and the NCT imposed over R7 million in administrative fines on non-compliant entities, affirming its deterrent and corrective function. Our Certificates of Prohibited Conduct continue to support wider enforcement, ensuring that the NCT's decisions, judgments or orders are given full effect across the regulatory and judicial ecosystem.

CHALLENGES AND OPPORTUNITIES

ICT INNOVATION

Digital innovation remains a central pillar of the NCT's strategic plan. Past initiatives, along with developments in 2024/25, have laid the groundwork for future digital upgrades by prioritising artificial intelligence-assisted case management and intelligent data analytics to enhance decision support and service quality. We are actively exploring the development and integration of artificial intelligence into our debt review systems and specific types of interlocutory applications. These innovations are expected to improve adjudicative speed, ensure consistency in decision-making, and support early triaging of cases, particularly in high-volume or procedural contexts.

Importantly, the adoption of artificial intelligence aligns with our commitment to quality assurance while reinforcing fiscal prudence, enabling the NCT to scale its services without proportionate increases in human resource expenditure. In line with our hybrid operating model, the Tribunal maintained its weekly payment schedule for part-time Tribunal Members—an unmatched turnaround time that supports continuity in finalising cases. The payment system was further enhanced in the year under review, with claims now generated automatically upon completion of tasks. These technological gains reduce bottlenecks, expand reach, and ensure that our adjudicative platform remains future ready.

THE NCT AS THE PREFERRED DEBT REARRANGEMENT ADJUDICATION PLATFORM

While the NCT continues to receive the bulk of DRAs nationally, a segment of the debt counselling sector still favours the magistrates' courts. This divergence, however, often results in delays and increased costs for consumers—outcomes that run contrary to the

objectives of the National Credit Act. The NCT remains unwavering in its mission to offer an adjudicative process that is free, fast, and fair. We will continue to engage with stakeholders to shift perceptions, improve system integration, and reaffirm the NCT's role as the preferred platform for DRAs across all provinces. The continued growth in volume is a testament to the NCT's successful stakeholder engagement strategies and initiatives.

OUR STRATEGIC FOCUS OVER THE MEDIUM TO LONG TERM

Looking ahead, the NCT's goal is to consolidate its position as a thought leader, convenor, and custodian of adjudicative excellence in the consumer and consumer-credit space. We aim to play a more deliberate role in shaping the sector—not just through our decisions, judgments or orders, but by facilitating dialogue, disseminating insights, and influencing policy through evidence-based recommendations. Consequently, we are deepening our engagement with debt counsellors, regulators, courts, and credit providers to build consensus around best practices in adjudication and access to justice. This strategic pivot positions the NCT as a neutral convenor that strengthens sectoral coherence, promotes innovation, and advances the broader transformation of the consumer protection ecosystem.

In the coming years, we will continue to prioritise judicial activism, where appropriate, by proactively using our decisions, judgments, orders and powers to correct market failures, redress consumer harm, and advance the objectives of our enabling legislation, such as the National Credit Act and the Consumer Protection Act.

Our long-term vision is to be a world-class adjudicative institution, underpinned by digital agility, legal innovation, and a deep commitment to socio-economic justice.

FISCAL PRUDENCE AND GOOD GOVERNANCE

The NCT continues to operate with integrity, accountability, and efficiency. The year under review marked our 13th consecutive clean audit, reflecting robust financial controls and sound governance.

Total revenue reached R89,462,958, representing a strong performance in a constrained fiscal environment. This included both grant income and own revenue, chiefly from DRA filings and interest. Despite a reduced grant allocation of R52,000,000, the Tribunal effectively

PART A GENERAL INFORMATION

managed expenditure at R82,158,078, ensuring the institution remained within its means while delivering on its statutory obligations.

Our efforts to integrate automation and artificial intelligence into routine functions will continue to enhance our cost-to-impact ratio, making the NCT more scalable and sustainable in the future.

EVENTS AFTER THE REPORTING DATE

As of the date of publication, I am aware of two material events that occurred after 31 March 2025, which I have chosen to disclose in the Annual Financial Statements. These are set out in Note 25 and concern a current investigation and a labour matter.

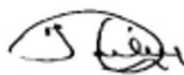
ACKNOWLEDGMENTS

I wish to express the NCT's appreciation to the Honourable Minister of Trade, Industry and Competition, Mr Parks Tau, and the Honourable Deputy Minister, Mr Zuko Godlimpi, for their continued leadership. I also extend our gratitude to Dr Evelyn Masotja and the team in the Regulation Division, as well as to Ms Nontombi Matomela and her colleagues in Public Entity Oversight, for their steadfast support and guidance.

I thank all our Tribunal Members, Oversight Committee Members, and the entire NCT staff for their professionalism, innovation, and unwavering commitment to the NCT's mandate.

CONCLUSION

The NCT remains an essential part of South Africa's efforts to build a fair, just, and inclusive economy. As we look to the future, we are confident that our strategic investments in people, systems, and stakeholder engagement will position the NCT to expand its impact and deepen access to justice for all consumers. We stand ready to adapt, evolve, and lead, anchored by our legislative mandate, inspired by our mission, and energised by the resilience of those we serve.



Mr Trevor Bailey
National Consumer Tribunal
31 August 2025

Our pathway to service



PART A GENERAL INFORMATION

6. EXECUTIVE CHAIRPERSON'S OVERVIEW

GENERAL FINANCIAL REVIEW OF THE PUBLIC ENTITY AND SPENDING TRENDS

The National Consumer Tribunal has once again demonstrated financial resilience, strategic agility, and operational efficiency in delivering on its legislative mandate under the National Credit Act (NCA) and Consumer Protection Act (CPA). For the 2024/25 financial year, total revenue amounted to R89,462,958, surpassing the initial estimate of R70,479,597 by R18,983,361. This overperformance is attributable to increased volumes of DRA matters, improved case turnaround times, and higher-than-expected interest income resulting from healthy cash management strategies.

The Tribunal actively implemented cost-containment measures and embraced a digital transformation strategy to drive operational efficiency. This was particularly important given the reduced government grant of R52,000,000, down from the prior year and aligned with Treasury's fiscal consolidation targets.

On the expenditure side, total actual spending stood at R82,158,078, the bulk of which was directed to employee costs, as the Tribunal is a labour-intensive entity.

Despite these fiscal pressures, the Tribunal successfully met all its annual performance targets, maintained a clean audit, and remained compliant with key governance frameworks, reflecting its commitment to public value and accountability.

The most significant contributor to the revenue surplus was the filing fee income, which increased by 40,77% over the budgeted estimate, rising from R23,957,239 to R33,697,741. Although the Tribunal marginally increased the filing fee, it remains cost-effective and continues to offer excellent value relative to the complexity and volume of cases processed.

The National Consumer Tribunal has once again demonstrated financial resilience, strategic agility, and operational efficiency in delivering on its legislative mandate

CAPACITY CONSTRAINTS AND CHALLENGES FACING THE PUBLIC ENTITY

Despite strong adjudicative performance, the Tribunal operated under significant human capacity constraints. The rapid growth in filings and the increasing complexity of Non-DRA matters placed additional pressure on both Tribunal Members and support staff. High vacancy levels in key operational posts contributed to an uneven workload distribution and increased administrative strain. The NCT is addressing these constraints through the Organisational Re-engineering Project, which includes a revised structure aligned with current demands and a recruitment plan set for full implementation in the 2025/26 financial year. The need for additional Tribunal Members remains pressing, particularly to support the growing number of consumer-initiated and contested matters.

DISCONTINUED KEY ACTIVITIES/ACTIVITIES TO BE DISCONTINUED

The NCT did not discontinue any key activities during the 2024/25 financial year. All programmes and statutory functions remain active and aligned with the Tribunal's approved mandate and strategic objectives.

NEW OR PROPOSED KEY ACTIVITIES

No entirely new activities were introduced. However, the Tribunal continued to scale up existing initiatives, including:

- Full implementation of the new organisational structure
- Expansion of digital services aligned with AI integration
- System upgrades to support compliance with the National Credit Amendment Act
- Development of automated workflows for interlocutory applications
- Efforts to improve analytical reporting and decision support through digital dashboards.

These initiatives are evolutionary rather than revolutionary, focusing on improving the Tribunal's agility, responsiveness, and accessibility within existing policy frameworks.

PART A GENERAL INFORMATION

REQUESTS FOR ROLL-OVER OF FUNDS

The Tribunal will submit a request to National Treasury for the roll-over of R27,044,463, which will detail the intended use of the funds.

SUPPLY CHAIN MANAGEMENT

Procurement activities were conducted in full compliance with the Public Finance Management Act (PFMA), Treasury Regulations, and the Preferential Procurement Policy Framework Act (PPPFA). No irregular, fruitless, or wasteful expenditure was incurred. The Tribunal maintains robust controls through its Bid Committees, internal review processes, and proactive risk detection mechanisms. In addition, systems audits and compliance reviews are conducted regularly to ensure continuous improvement in procurement governance.

UNSOLICITED BID PROPOSALS FOR THE YEAR UNDER REVIEW

There were no unsolicited bids submitted, considered, or approved during the 2024/25 financial year.

CHALLENGES EXPERIENCED AND HOW THEY WERE RESOLVED

These challenges were mitigated through:

- Careful reprioritisation of available resources
- Use of fixed-term appointments to fill critical posts
- Expansion of digital filing and adjudication platforms
- Growth of the revenue base through increased filings and improved service turnaround

In tandem, the Tribunal's investment in AI-assisted systems for case tracking and screening is expected to provide long-term relief in managing scale, while ensuring compliance with the highest standards of adjudicative quality.

AUDIT REPORT MATTERS IN THE PREVIOUS YEAR AND HOW THEY WERE ADDRESSED

The NCT maintained its 13th consecutive clean audit, with no material findings on financial or performance reporting. Recommendations from the external auditor's Management Report were implemented promptly. The Internal Audit Unit, together with the Audit and Risk Committee, continued to monitor and strengthen internal

controls, with a particular focus on ICT governance, financial controls, and risk management.

OUTLOOK AND PLANS FOR THE FUTURE TO ADDRESS FINANCIAL CHALLENGES

To address financial pressures, the Tribunal will focus on:

- Leveraging increased filing volumes and associated revenue growth
- Rolling out AI-enhanced adjudication tools for DRAs and interlocutory matters
- Strengthening workforce planning through a leaner, redesigned structure
- Adhering strictly to cost-containment protocols

In addition, the Tribunal is positioning itself as a sector convenor and thought leader, leveraging its case data, judicial activism, and stakeholder platforms to shape national discourse on consumer fairness, responsible credit, and administrative justice.

EVENTS AFTER THE REPORTING DATE

There are no material events that have occurred after the reporting date which would alter the disclosures or conclusions presented in this Annual Report.

ECONOMIC VIABILITY

The NCT remains a going concern, with sufficient resources secured for the 2025/26 financial year through a combination of the baseline government grant and projected own revenue. The Tribunal's medium-term plans and financial forecasts support continued viability, provided that the current combination of cost containment, innovation, and strategic reengineering continues to be pursued with discipline and agility.



Mr Trevor Bailey
National Consumer Tribunal
31 August 2025

PART A GENERAL INFORMATION

7. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT

To the best of my knowledge and belief, I confirm the following:

All information and amounts disclosed in the annual report are consistent with the annual financial statements audited by MNB Chartered Accountants.

The annual report is complete accurate, and free from any omissions.

The annual report has been prepared in accordance with the guidelines on annual reports as issued by the National Treasury.

The Annual Financial Statements (Part F) have been prepared in accordance with the South African Standards of Generally Recognised Accounting Practice (GRAP) applicable to public entities.

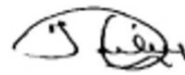
The Accounting Authority is responsible for the preparation of the annual financial statements and for the judgements made therein.

The Accounting Authority is responsible for establishing and implementing a system of internal control designed to provide reasonable assurance as to the integrity and reliability of the performance information, human resources information, and annual financial statements.

The external auditors are engaged to express an independent opinion on the annual financial statements.

In our opinion, the annual report fairly reflects the operations, performance information, human resources information, and financial affairs of the public entity for the financial year ended 31 March 2025.

Yours faithfully



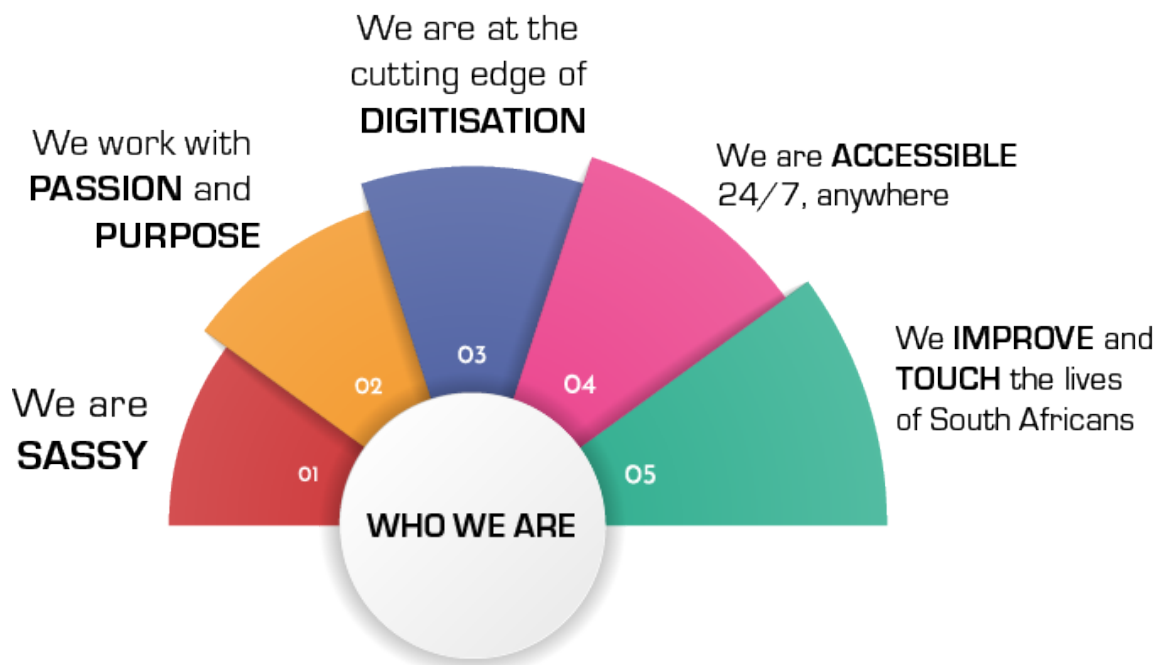
Mr Trevor Bailey
Executive Chairperson

Office of the Executive Chairperson



PART A GENERAL INFORMATION

8. WHO WE ARE



9. STRATEGIC OVERVIEW



To be an impartial, professional and easily accessible adjudicative Tribunal, contributing to sound commercial relationships based on certainty, trust and justice between consumers and providers of goods, services and credit.



To be highly efficient, providing timely access, professional adjudication and equitable redress to consumers and providers of goods, services and credit in South Africa.

Guiding Principles

The NCT's guiding principles define its approach to adjudication and are aligned and resonate closely with the NCT's values. These legislative provisions require that it conducts its hearings in a manner that is:

- Inquisitorial (within the cases of the parties)
- Expeditious (where noncompliance with procedures may be condoned)
- Informal
- In accordance with the principles of natural justice.

PART A GENERAL INFORMATION

VALUES



PART A GENERAL INFORMATION

10. LEGISLATIVE AND OTHER MANDATES

The NCT adjudicates applications and referrals of prohibited conduct in pursuance of the purposes of the National Credit Act (NCA) and the Consumer Protection Act (CPA). These are set out in Section 3 of the respective Acts and are aligned with Section 142 of the NCA, the imperatives of the Constitution, and the provisions of the Promotion of Administrative Justice Act (PAJA). The NCT derives its mandate from Section 27 of the NCA.

Applications made in terms of the NCA or the CPA by consumers, credit providers, credit bureaus, debt counsellors (DCs), the National Credit Regulator (NCR), and the National Consumer Commission (NCC).

Applications for interim relief and reviews of decisions by the NCR and the NCC.

Matters referred to the Tribunal by the NCR or the NCC regarding complaints related to allegations of prohibited conduct.

Applications for debt rearrangement agreements under the NCA and consent orders under the CPA.

The role of the Tribunal is to adjudicate on:

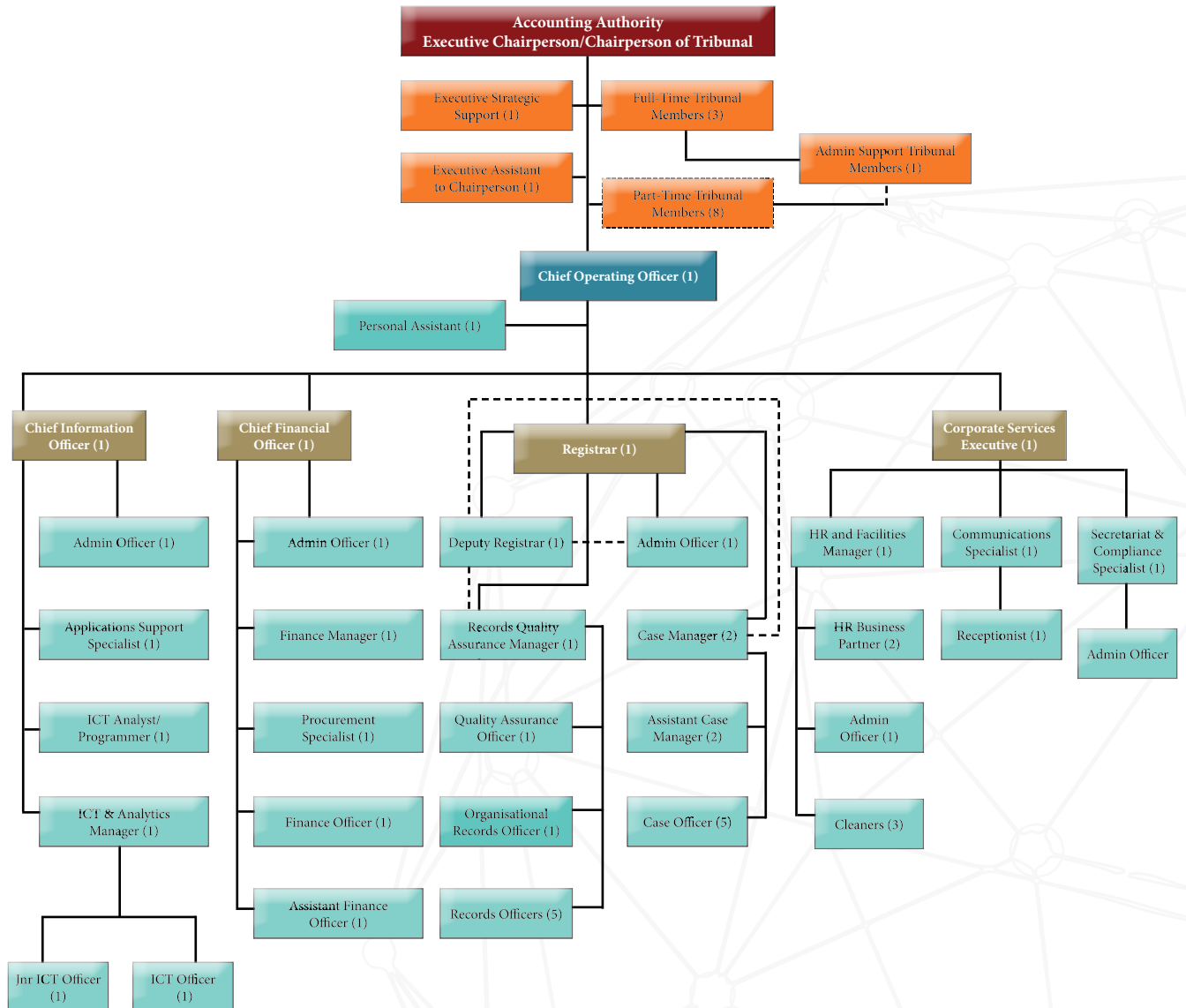
As an independent adjudicative entity, the NCT's mandate is to hear and decide on cases involving consumers, suppliers of goods and services, credit providers, regulators, DCs, credit bureaus, payment distribution intermediaries, and alternative dispute resolution agents. In so doing, the Tribunal hears applications and cases that are premised on the provisions of the NCA, CPA, and the Rules of the Tribunal.

In pursuing its legislative mandate, the NCT may:

- Adjudicate on any application or referral of prohibited or required conduct made to it in terms of the Acts.
- Issue any order provided for in the Acts in respect of such applications.
- Where prohibited conduct has occurred, impose a remedy or relief as provided for in the Acts.
- Grant an order for costs in terms of the Acts.
- Exercise any other power conferred on it by the Acts.

PART A GENERAL INFORMATION

11. ORGANISATIONAL STRUCTURE





national consumer tribunal

PART B

PERFORMANCE INFORMATION



PART B PERFORMANCE INFORMATION

1. EXTERNAL AUDITOR'S REPORT: PREDETERMINED OBJECTIVES

MNB Chartered Accountants currently performs the necessary audit procedures on the performance information to provide reasonable assurance in the form of an audit conclusion. This conclusion on performance against predetermined objectives is included in the report to management.

Refer to page 68 and 69 of the external auditor's report, published as Part F: Financial Information.

2. OVERVIEW OF PERFORMANCE

2.1 Service Delivery Environment

Adjudication

The National Consumer Tribunal's core function is to adjudicate matters brought before it in accordance with its statutory mandate. Its delivery model is fundamentally directed to the effective management and resolution of cases. This involves not only processing applications promptly but also delivering outcomes through accurate and consistent judgments and orders of a high standard. To streamline its work, the Tribunal categorises cases into two broad groups: Debt Rearrangement Applications (DRAs) and non-Debt Rearrangement Applications (Non-DRAs).

DRAs account for more than 99% of its cases. These are submitted by debt counsellors requesting the Tribunal to confirm repayment plans negotiated between financially distressed consumers and their creditors. Timely adjudication of these applications is essential. It offers critical relief to consumers, protecting them from losing their homes or vehicles and helping to reduce the emotional and financial pressure linked to default. For credit providers, the DRA process provides a practical alternative to costly enforcement proceedings, allowing for the recovery of outstanding debts through structured, court-sanctioned arrangements.

In contrast, Non-DRA applications cover a more diverse range of matters that fall within the Tribunal's jurisdiction. These may be submitted by individual consumers, regulatory authorities, or registrants in terms of the NCA and/or the CPA. Such cases are often more complex, requiring in-depth legal analysis and careful consideration. Maintaining both speed and precision in handling these

matters is a priority, as it ensures fair outcomes while upholding the integrity of the Tribunal's adjudicative role.

The Tribunal's decisions play an important role in shaping the legal landscape in the areas of consumer protection and credit regulation. They not only influence how similar matters are dealt with in lower courts but also help guide industry stakeholders on the correct interpretation and application of relevant legislation. In this way, the Tribunal contributes to greater legal certainty, improved compliance, and the fair treatment of consumers across the board.

Operational efficiency remains a cornerstone of the Tribunal's ability to deliver meaningful outcomes. By providing accessible, timely, and just dispute resolution, the Tribunal ensures that consumers, registrants, service providers, and businesses can rely on a trusted forum for redress.

DRA Service Delivery

During the review period, the Tribunal received 54,302 DRA applications. In the same timeframe, 55,397 applications were finalised, of which 55,192 were concluded through the issuance of formal orders, 195 were withdrawn by DCs, and 10 lapsed due to DC inactivity.

Table 1 below provides a detailed breakdown of the DRA applications finalised during the reporting period.

DRAs finalised 2024/25	Number of DRAs
Orders issued	55,192
Withdrawn	195
Lapsed	10
TOTAL FINALISED	55,397

Section 142 of the NCA requires the Tribunal to adjudicate matters without undue delay. In this context, the Tribunal's performance in finalising DRA applications during the review period was particularly remarkable. The average turnaround time from filing to the issuance of an order was just 22.43 days, exceeding its predetermined target by 27.57 days.

What makes this achievement even more outstanding is that it coincided with two significant operational shifts: it was the highest number of DRAs ever finalised by the Tribunal in a single financial year, and it was accomplished with the lowest number of Tribunal Members appointed in

PART B PERFORMANCE INFORMATION

over a decade. This reflects not only operational efficiency but also a strong institutional commitment to providing timely access to justice, despite constrained capacity. Through its ICT initiatives, the NCT has been able to do more with less.

Figure 1 below provides a service delivery comparison, highlighting the above critical indicators over a five-year period since 1 April 2020 (Strategic plan 2020–2025):

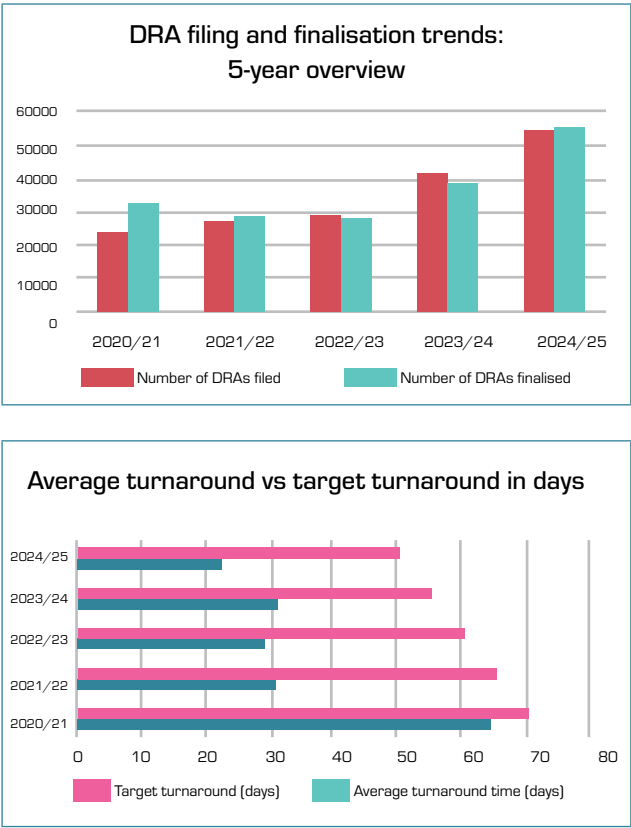


Table 2 presents the information illustrated in Figure 2 in a tabular format.

Financial year	DRAs filed	DRAs finalised	Actual order issued turnaround	Predetermined target for turnaround
2020/21	23,844	32,689	64.18 days	70 days
2021/22	27,227	28,622	30.74 days	65 days
2022/23	29,109	27,889	29.15 days	60 days
2023/24	41,490	38,710	31.04 days	55 days
2024/25	54,302	55,397	22.43 days	50 days

In 2024/25, the Tribunal finalised 55,397 DRA matters, the highest number recorded in a single financial year, while receiving 54,302 new filings, also the highest on record. The fact that finalisations exceeded filings reflects effective caseload management, with matters carried over from the previous year concluded once they became adjudication-ready.

This substantial increase in demand is not incidental; it is the result of a deliberate and well-executed strategic communications campaign aimed at increasing awareness of the Tribunal’s services among consumers and industry stakeholders. As the Tribunal shares concurrent jurisdiction with the Magistrates’ Court for DRA matters, the communications strategy has focused on directing more consumers towards the Tribunal, which offers a faster, more accessible, and cost-effective path to relief. This approach has not only yielded an increase in volumes but has also expanded the number of consumers benefiting from the Tribunal’s mandate.

In line with the requirement under section 142 of the National Credit Act for expeditious adjudication, the Tribunal has consistently improved turnaround times over the past five years. In 2024/25, the average time from filing to order issuance dropped to 22.43 days, outperforming the target of 50 days by more than 27 days. This represents a 186% improvement compared to 2020/21, when the turnaround time stood at over 64 days.

Despite a temporary increase in turnaround time to 31.04 days in 2023/24, caused by a reduction in Tribunal Member capacity from 17 to 12, the Tribunal responded swiftly with intensified adjudication strategies. Monthly case allocations shifted to weekly and, at peak times, to daily allocations. While these interventions prevented the formation of a backlog, their long-term sustainability remains a concern, particularly given the need to balance DRA and Non-DRA adjudication demands with limited Tribunal Member resources.

The Tribunal’s capacity to manage rising volumes is also attributable to the continued success of its semi-automated Case Management System (CMS). This platform has not only streamlined filing and processing but has also become the preferred method for debt counsellors, with 99.87% of DRA applications being filed via CMS during the review period. Through sustained engagement with the debt counselling sector, participation

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in industry events, targeted training, and the development of accessible digital content, the Tribunal has positioned CMS as a central pillar in its accessibility and efficiency strategy.

In summary, the 2024/25 performance reflects more than high numbers; it showcases the effectiveness of a multi-pronged approach combining strategic communication, digital enablement, and judicial diligence. As demand continues to grow, the Tribunal's ability to adapt and lead with purpose-driven adjudication will remain essential to delivering real relief for consumers and value for the credit market.

The Tribunal carries over 5,487 DRAs into the new financial year, which represent matters that remained pending at the close of the financial year due either to open pleadings or to allocation for adjudication without completion by year-end. These are not indicative of a backlog but rather reflect the normal case lifecycle, in which certain applications are not yet procedurally ready for finalisation. The Tribunal's ability to maintain this figure at a manageable level, despite record volumes, demonstrates strong caseload oversight and effective adjudicative planning.

Non-DRA Service Delivery

During the review period, the Tribunal received 127 Non-DRA applications. In the same period, 191 were finalised: 161 were resolved through judgments issued after matters were set down for adjudication, nine through judgments refusing condonation applications, and 21 through applicant withdrawals.

Table 3 contains the breakdown of Non-DRAs finalised during the period under review.

Non-DRAs finalised 2024/25	Number of Non-DRAs
Judgments issued (after set down)	161
Withdrawn	21
Condonation applications refused	9
TOTAL FINALISED	191

Significantly, the average turnaround time for concluding Non-DRA cases with judgment issuance, calculated from the final adjudication date to the judgment issuance date, was 12.17 days. Similarly, the average time for issuing notices of set down, measured from the closing date of pleadings to the issuance of the first notice of set down, was 8.52 days.

Figure 3 below provides a service delivery comparison of critical indicators over a five-year period since 1 April 2020 (Strategic plan 2020–2025).

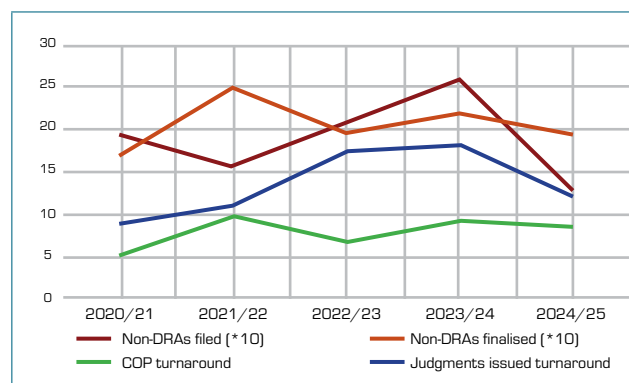


Table 4 presents the information illustrated in Figure 3 in a tabular format.

Financial year	Non-DRAs filed	Non-DRAs finalised ¹	COP turnaround	Judgments issued turnaround
2020/21	191	169	5.31 days	8.86 days
2021/22	157	249	9.86 days	10.92 days
2022/23	210	198	6.85 days	17.43 days
2023/24	261	219	9.07 days	18.12 days
2024/25	127	191	8.52 days	12.17 days

Figure 3 and Table 4 offer insights into service delivery concerning the processing and adjudication of Non-DRA cases.

Turnaround times have shown some variation; however, the overall range remains commendable given the approximately ten procedural steps, each with varying levels of complexity, involved in the adjudication lifecycle. Despite fluctuations in case volumes and increasing demands from DRA-related matters, the Tribunal has taken deliberate and strategic actions to enhance performance in Non-DRA adjudications.

Key interventions have included the reallocation of Member capacity, tightening of process controls, and implementation of robust quality assurance protocols. These measures have contributed to the stabilisation of operational performance. While certain efficiency trade-offs were necessary, particularly during peak filing periods, the Tribunal has consistently demonstrated the agility to adapt and maintain service levels while addressing case backlogs.

¹ Finalised value may exceed filing value as matters can be carried over from the previous periods.

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Overall, the data reflect the Tribunal’s continued effectiveness in fulfilling its mandate, even under resource and workload constraints. This has ensured that stakeholders receive consistent, timely adjudication. The value generated through these efforts is illustrated in Figure 3 and Table 4 above, which underscore the growing profile of the Tribunal, particularly in terms of strengthened consumer trust and confidence in its processes.

Figure 4 reflects the breakdown of filers that have filed Non-DRA’s at the Tribunal over the review period.

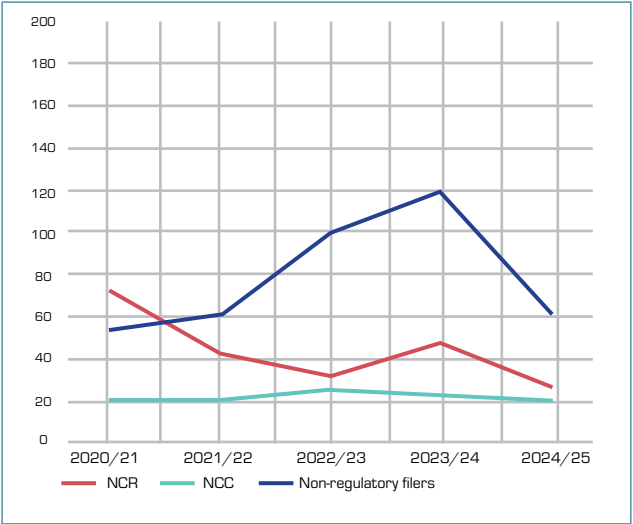


Table 5 presents the information illustrated in Figure 4 in a tabular format.

Financial year	NCR filed applications	NCC filed applications	Non-regulatory filed applications
2020/21	100	21	70
2021/22	54	19	84
2022/23	38	28	144
2023/24	63	25	173
2024/25	28	18	81

Over the five-year period from 2020/21 to 2024/25, there has been a noticeable shift in the volume and distribution of applications filed with the Tribunal across three primary categories: NCR, NCC, and non-regulatory applications. Most significantly, there has been a marked decline in Non-DRA applications, with the 2024/25 financial year recording the lowest number of such filings to date.

Applications filed by the NCR have shown a consistent downward trajectory. Starting at 100 in 2020/21, filings dropped to 54 in 2021/22, and further to 38 in 2022/23. Although there was a brief recovery to 63 in 2023/24, the number fell sharply again to 28 in 2024/25. This reflects an overall decrease of 72% over the five-year period.

Applications from the NCC have fluctuated over the same period. Beginning with 21 filings in 2020/21, the number slightly decreased to 19 in 2021/22 before rising to a peak of 28 in 2022/23. The trend then dipped to 25 in 2023/24 and ended at 18 in 2024/25.

Non-regulatory filer applications, primarily filed by parties who approach the Tribunal following the receipt of a notice of non-referral from regulators, have demonstrated the most dynamic pattern. From 70 filings in 2020/21, the number grew steadily to 84 in 2021/22, surged to 144 in 2022/23, and peaked at 173 in 2023/24. This increase may reflect heightened public awareness of the Tribunal’s role, or a broader spectrum of cases being brought forward. However, the number fell to 81 in 2024/25. This decline could indicate a decrease in non-referral letters being issued by regulators, or alternatively, improved resolution at the regulatory level.

To support consumers receiving non-referrals, the Tribunal has provided regulators with an information bundle to distribute. This ensures that consumers are fully informed about their available options and the steps to follow should they wish to pursue redress through the Tribunal.

These trends underscore the need for sustained stakeholder engagement and targeted public awareness initiatives. In response, the Tribunal has committed to exploring social media as a communication channel in 2025/26, with the goal of increasing its visibility and accessibility to South African consumers.

Furthermore, the Tribunal remains committed to guiding consumers through the application process. A suite of instructional videos titled "How to File" has been made available on both the Tribunal’s website and YouTube channel to help applicants understand and navigate the procedural requirements with greater ease.

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Since its inception, 79 Tribunal cases have been taken on appeal or review in higher courts. As of the reporting period, 51 of these matters remain unresolved, indicating that finality is still pending in a notable portion of the Tribunal's adjudications.

2.2 Administration

ICT Innovation

The NCT's information, communication, and technology (ICT) strategy continues to improve operational efficiency and generate significant economies of scale for the

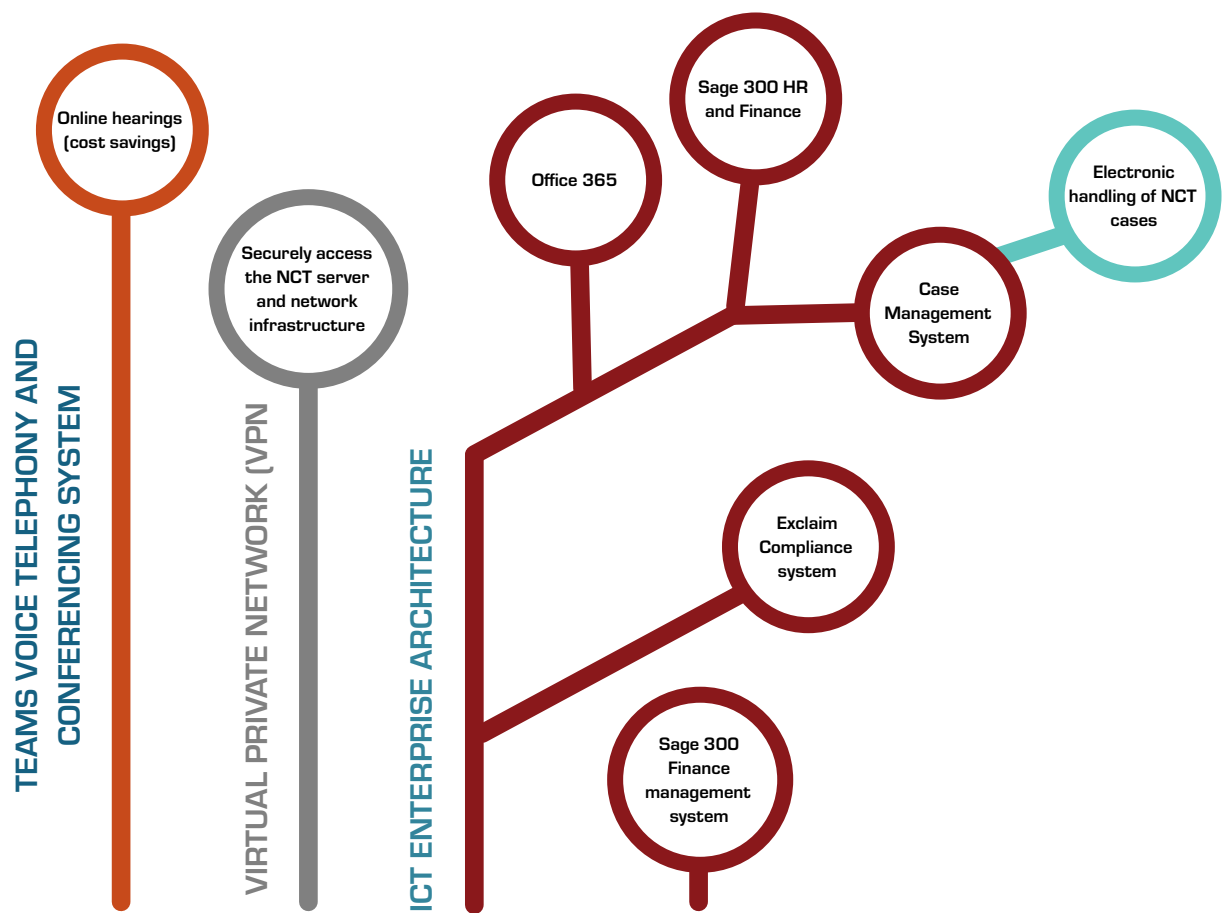
organisation. Our online presence in case management and adjudication has become a welcomed and accepted norm among stakeholders. The NCT is almost entirely reliant on technology to fulfil its mandate.

During the reporting period, a key focus of the online Case Management System (CMS) has been to secure the online adjudication function by introducing electronic, encrypted signatures to DRA orders. This ensures that, once the final order is issued electronically to the filer, it is tamper-proof that the associated Tribunal Member's signature cannot be copied or altered in any way.

ICT SERVICE DELIVERY

In terms of key business benefits enabled by ICT platforms during the reporting period, over 99% of all DRA, filings received, and orders issued were electronic, making it quicker and easier for filers to process Section 138 applications. In addition, over 90% of hearings for Non-DRA cases were held virtually. This ultimately benefits consumers by improving access to the Tribunal's services and mechanisms for redress.

Key ICT achievements this period, which have propelled the Tribunal to the forefront of technology, include:



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During the period under review, the ICT unit's strategy had four strategic goals aligned with business needs. Below is a definition of each goal and the projects undertaken to achieve the goal.

Goal 1: Ensuring controlled access for Tribunal Members, employees, and other stakeholders to automated business processes, information, and services.

To support this goal, the main focus was on continuous improvements to the flagship CMS, including the following interventions:

- Further migration of the CMS mobile application interface, already operational on Android, to the iOS platform. This enables filers to compile applications and associated documents for DRA cases and submit them using a smartphone. This feature empowers individuals in rural and township areas to act as intermediaries, assisting local consumers with debt relief matters, with minimal infrastructure requirements.
- Ongoing rollout and refinement of the claims management system for Tribunal Members. Once Members complete adjudication, claims payment invoices are automatically generated and routed through a system-generated approvals workflow involving the Registry and Finance units. This fully online paperless process has streamlined claims handling. As a result, the Tribunal is now one of the fastest-paying public entities, with payments made weekly.

Goal 2: Ensuring that the ICT enterprise architecture is secure and that its users are protected against hacking and viruses.

To achieve this objective, the following interventions were implemented:

- The segmented network infrastructure of the NCT ICT was continuously managed during the reporting period, ensuring that systems and applications remained protected against intrusions.

- Ongoing maintenance of the Microsoft Windows-based Active Directory configuration, Trend Micro antivirus software, and firewall policy rules ensured that no security breaches during the reporting period.

Goal 3: Increasing the adoption and utilisation of implemented ICT applications, systems, and processes.

To achieve this objective, the following interventions were implemented:

- Change management efforts continued, with weekly training and awareness programmes delivered to prospective new DCs to encourage registration on the NCT's case management e-filing system.
- The organisation actively discouraged manual application submissions by highlighting the benefits of the online platform—primarily faster turnaround times for filers to receive either granted or refused orders. As a result, there was a dramatic increase in the use of the electronic platform, with over 99% of all filings during this period submitted electronically.

Goal 4: Ensuring that all ICT applications, systems, and processes are secure and available to authorised stakeholders.

To achieve this objective, the following interventions were implemented:

- Critical business applications, such as case management and finance systems, include comprehensive audit trails built so that transactions can be tracked and recovered in the event of data loss. Extensive disaster recovery tests were also concluded.

2.3 Organisational environment

The 2024/25 financial year was characterised by significant internal shifts, strategic recalibrations, and key institutional milestones that shaped the operational

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environment of the NCT. Despite operating under notable internal constraints, we not only sustained performance excellence but also achieved significant breakthroughs in stabilising its internal environment, aligning its capacity to future strategic imperatives, and embedding a culture of accountability and high performance.

One of the most prominent achievements during the reporting period was the NCT securing its 13th consecutive clean audit opinion from the Auditor-General. This remarkable track record of sound financial governance reflects the institution's enduring commitment to integrity, transparency, and disciplined financial management. This achievement was further bolstered by the delivery of 100% of its predetermined objectives, signalling a deep alignment between strategic intent, operational execution, and accountability for results.

The Tribunal's leadership and operational structures continued to function under considerable pressure. The executive team, although very lean, has remained highly effective, agile and results-driven. Operating in a high-volume and high-demand adjudicative environment, the team consistently delivered on key performance targets while maintaining the quality and timeliness of decision-making. The sustained ability of this small team to produce phenomenal turnaround times and manage a record volume of cases has become a cornerstone of the NCT's success and its credibility within the consumer protection and credit regulation landscape.

The NCT has also made substantial progress in addressing longstanding labour relations challenges. In prior years, persistent HR issues, including disputes and disciplinary matters, created instability and risked undermining organisational morale and productivity. However, this year

marked a turnaround in this regard, with management taking firm, fair, and transparent action to resolve labour matters decisively and in line with organisational policies. These measures have not only restored a sense of internal order but also signalled a shift toward a culture of transparency.

In recognition of the need to build an organisation that is structurally aligned to its long-term strategic vision, the NCT embarked on a comprehensive re-engineering process. This resulted in a redesigned organisational structure that is responsive to the demands of the new five-year strategic plan and future-fit to support growth, innovation, and agility. As part of this process, the Tribunal has commenced a full job evaluation exercise, ensuring that job roles and salary bands are appropriately benchmarked and that the structure is fit for purpose. Only after this process is concluded will the organisation move to fill critical vacancies, guided by a clear understanding of functional requirements, skills gaps, and value-for-money considerations.

While human resource constraints remain an ongoing challenge, particularly given the increased workload and complexity of cases, the Tribunal has proven that high performance is still possible in a constrained environment when leadership, strategy, and execution are aligned. The operational achievements of the past year were not incidental, but the outcome of deliberate planning, internal discipline, and an unwavering focus on delivering value to the public.

2.4 Key Policy Developments and Legislative Changes

There have been no policy developments or legislative changes during the period under review.

Office of the Registrar



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3. PROGRESS TOWARDS ACHIEVEMENTS OF INSTITUTIONAL IMPACTS AND OUTCOMES

3.1 Programme 1: Case Management and Adjudication

The adjudication programme remains a cornerstone of the Tribunal's mandate. It aims to ensure accessible justice and consumer protection through the expeditious, fair, and high-quality resolution of matters brought before it. By fostering confidence in the Tribunal's capacity to deliver meaningful outcomes, the programme directly supports the broader objectives of the NCA and the CPA.

Over the 2024/25 review period, the Tribunal issued a total of 55,192 DRA orders. Of these, 52,376 were granted and 2,816 refused, resulting in an overall grant rate of 94.9%. This high grant rate reflects not only the soundness of the applications filed but also the Tribunal's commitment to consistency, legal clarity, and turnaround efficiency.

The scale and significance of the Tribunal's adjudicative impact are further underscored when contextualised against consumer repayment capacity. According to data published by the NCR, the average monthly repayment under a debt review order is approximately R5,400. Applied to the 52,376 granted orders issued during the 12-month period, this equates to a potential R282.83 million in monthly repayments facilitated by the Tribunal's intervention.

Without these orders, many consumers might have faced legal enforcement actions, including asset repossession. The resulting financial distress could have had devastating ripple effects on families and communities, including housing insecurity, educational disruption, and long-term credit exclusion.

Beyond the monetary value, each granted order represents a legal lifeline that enables a consumer to re-enter the financial system after completing the rehabilitation process. These outcomes help to preserve human dignity, stabilise households, and foster economic participation even amidst financial hardship.

For credit providers, DRA orders offer a lawful, efficient alternative to costly litigation, enabling debt recovery through regulated and predictable channels.

Taken together, these indicators point to a well-functioning adjudicative system that balances the needs of distressed consumers with the rights of credit providers, while strengthening confidence in the Tribunal as a key player in South Africa's consumer credit landscape.

In addition, the Tribunal rendered 161 final judgments during the review period, each with far-reaching implications. These judgments extend beyond individual cases, influencing regulatory stability and shaping industry conduct in line with legislative mandates. Their broader implications are vital for safeguarding consumer interests by paving the way for proactive compliance, rather than relying solely on punitive measures.

The following judgments are illustrative examples that showcase the consequential impact of select Tribunal decisions.

NCT-271838-2023-73(2)(b) - NATIONAL CONSUMER COMMISSION (NCC) v SANDTON REPO CARS

The NCC [applicant] received a complaint from Ms Erika Mouton [complainant]. The complainant had purchased a 2018 Volkswagen Golf VII (the vehicle), with an odometer reading of 9,430 km, from Sandton Repo Cars (Pty) Ltd [respondent] for a cash price of R459,900. She was advised that the vehicle was accident-free and, at the respondent's insistence, signed a document titled Mechanical Breakdown Warranty Refusal Notification, which formed part of the sale agreement.

A few days later, the complainant noticed an oil leak. Upon taking the vehicle to VW Table View, she was informed that it had been involved in an accident, had no warranty, and was unsafe to drive. VW Table View refused to work on the vehicle due to the absence of a warranty. The vehicle has not been used since April 2021.

After reviewing the complaint and the actions taken, the applicant investigated the matter and launched an application at the Tribunal. The Tribunal ruled in favour of the applicant and declared that the respondent had contravened sections 51(1)(b), 55(2)(a) to (c), and 56(2)(b) of the CPA.

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The Tribunal ordered the respondent to refund the complainant within 30 days, imposed an administrative fine of R100,000, and further ordered the respondent to collect the vehicle from the complainant at its own risk and expense immediately after effecting the payment.

NCT-282698-2023 CANDICE RHONDA MORRIS v LINDRIENA ENTREPRENEURS (PTY) LTD 75(1)(b)

Ms Morris (applicant) purchased a new Chery Tiggo 4 Pro 1.5T Elite (the vehicle) for R333,279 from Lindriena Entrepreneurs (Pty) Ltd (respondent). The applicant obtained finance from Motor Finance Corporation (MFC), a division of Nedbank Limited.

The applicant collected the vehicle and, while driving it home, heard a high-pitched mechanical sound. She notified the respondent about the sound and, after a few months, the respondent confirmed that the turbo was problematic.

The applicant indicated that the contract should be cancelled; however, the respondent refused and insisted on repairing the vehicle.

After receiving a notice of non-referral from the NCC, the applicant launched an application at the Tribunal. The Tribunal declared that the respondent had contravened section 55(2)(a) and (b), read with section 56(1) and section 56(2)(b) of the CPA. The respondent was ordered to refund the applicant R333,279 within seven business days.

NCT-302106-2023-141(1)(b) CANDICE MULLINS v CHANTELL DU PLOOY (NCRDC38)

Ms Mullins (applicant) was telephonically contacted by Ms DuPlooy (respondent) regarding the reduction of interest rates and consolidation of loans. The applicant believed that the respondent was an agent of the NCR.

She completed an online Form 16, unaware that it was a requirement to apply for debt review, not debt consolidation, which she believed would reduce her monthly payment. The applicant indicated that a debit had been made from her account; however, her creditors were not paid.

The applicant sought to be removed from debt review, as this had not been her intention. To gain clarity, the Tribunal issued a summons to the NCR requesting information.

The Tribunal subsequently found that the respondent had contravened section 52(5)(c) of the NCA, read with conditions A2 and A3 of her general conditions of registration as a debt counsellor, and declared the contraventions to be prohibited conduct.

The Tribunal ordered the respondent to refund the monies received and further directed the Registrar of the Tribunal to serve a copy of the judgment on the CEO of the NCR.

NCT-271555-2023-75(1)(b) - JENNIFER MARY CORIN v RED IVORY BANQUETING (PTY) LTD

Jennifer Mary Corin (the applicant) booked a wedding venue with Red Ivory Banqueting (the respondent) on 7 August 2019. She paid a R5,000 deposit for a destination wedding in South Africa, followed by an additional payment of R75,000 on 8 September 2020.

Due to the COVID-19 pandemic and subsequent travel restrictions, the wedding was rescheduled twice, with the final date set for 19 February 2022. The applicant cancelled the booking on 10 January 2022 due to ongoing travel restrictions between South Africa and the United Arab Emirates, where she resided. She then requested a refund of R75,000, submitting that she should not be prejudiced by an unforeseen and unavoidable event.

The Tribunal considered the factors outlined in section 17(4) of the CPA:

- The nature of the booked services
- The short notice of cancellation.
- The difficulty in finding a replacement booking
- Prevailing industry practices.

The Tribunal ruled that a reasonable cancellation fee should be no more than 10% of the total amount paid by the applicant. Accordingly, it ordered the respondent to refund R72,000 to the applicant within 30 days.

This outcome highlights the application of consumer protection law and the importance of fairness in determining contract cancellation fees.

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NCT282899-2023-75(1)(b) - THAPELO SOTSELA MAHLANGU v FARBER COACH WORKS (PTY)

On 28 March 2021, Thapelo Sotsela Mahlangu (the applicant) was involved in a motor vehicle accident, and his vehicle, an Audi Q7, was damaged. A few days later, he arranged for the vehicle to be taken to Farber Coach Works (Pty) Ltd (the respondent) for repairs.

Despite being short-staffed at the time due to COVID-19 restrictions, the respondent agreed to assess the damage and prepare a quotation. However, no quotation was provided, and the vehicle was not repaired.

The applicant alleged that the respondent's conduct was unfair and caused him considerable inconvenience and financial prejudice. He sought an order instructing the respondent to repair the vehicle.

The applicant lodged a complaint with NCC, but on 10 May 2023, the Commission issued a notice of non-referral. He then referred the matter to the Tribunal.

The respondent did not oppose the application and was not represented at the hearing. The Tribunal found that prohibited conduct had occurred, due to the failure to repair the vehicle despite an agreement to do so. This finding empowered the applicant to pursue a claim for damages in the civil court.

The declaration of prohibited conduct entitled the applicant to approach the Tribunal for a certificate of prohibited conduct, which could be used to claim further damages. On the strength of this certificate, the applicant would not be required to prove the merits of the claim in the civil court.

NCT-292567-2023-75(1)(b) - ENOCH TSIETSI MODISAKENG v LICHTENBURG MOTORS CC

In this case, the applicant purchased a 2015 Mazda BT-50 for R278,870 and soon reported defects, which the respondent attempted to address through multiple repairs. Despite assurances of satisfaction and claims of neglect by the applicant, the vehicle's issues persisted.

When the applicant sought to cancel the purchase agreement and request a refund, the respondent refused, attributing the problems to wear and tear and the applicant's failure to maintain the vehicle.

The Tribunal ruled in favour of the applicant under section 56(3) of the Consumer Protection Act, ordering a full refund and declaring the respondent's conduct prohibited. It restored the applicant to their original financial position, reaffirming consumers' rights to fair treatment and redress under consumer protection law.

The ruling clarified suppliers' legal obligations, strengthened consumer confidence in adjudication processes, and highlighted the consequences of non-compliance for suppliers, including financial penalties and reputational harm.

NCT-321451-2024-57(1) - NATIONAL CREDIT REGULATOR v BOTSHABELO CASH LOANS CC T-A BOT-SHABELO CASH LOANS

The applicant initiated a complaint against a rural-based respondent, prompting an investigation under section 139(1)(c) of the NCA. An inspector was appointed and visited the respondent's premises on 12 October 2023, reviewing ten credit agreements and uncovering several violations. These included the failure to provide pre-agreement statements, charging excessive interest rates, including unlawful provisions, offering reckless credit, and failing to conduct affordability assessments or maintain proper records.

Based on these findings, the applicant sought to cancel the respondent's registration, impose an administrative fine, and obtain a declaration of prohibited conduct. The respondent opposed the application, arguing that it had not received a compliance notice and lacked training due to limited resources in its rural setting.

The Tribunal dismissed the respondent's point in limine, stating that the NCA does not require the issuing of a compliance notice before referring a matter to the Tribunal. It emphasised that credit providers must familiarise themselves with regulatory requirements regardless of location or available resources.

The Tribunal found the respondent guilty of repeated contraventions, including reckless credit practices and overcharging consumers, which violated both the NCA and the rights of affected consumers. Consequently, the Tribunal cancelled the respondent's registration, imposed an administrative fine of R50,000, and ordered refunds for all consumers identified in the investigation.

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This judgment highlights the Tribunal's critical role in enforcing compliance and protecting consumers. It reaffirms the responsibility of credit providers to uphold ethical standards and comply with regulatory requirements. By cancelling the respondent's registration and imposing financial penalties, the Tribunal strengthens consumer confidence in the credit market and sends a strong message to credit providers about the consequences of non-compliance.

The ruling underscores the Tribunal's commitment to safeguarding consumers' rights, even in rural areas where access to resources may be limited. It brings relief and justice to the affected consumers, demonstrating that their rights are protected irrespective of geographical location. The Tribunal's actions affirm that rural consumers are entitled to the same protections as their urban counterparts, ensuring fair treatment across all regions.

For the respondent, the cancellation of its registration and imposition of financial penalties serve as a clear deterrent, emphasising that unethical practices will not be tolerated. This ruling delivers justice to aggrieved consumers and sets a precedent that strengthens the integrity of the credit market nationwide.

NCT-316719-2024-75(1)(b) PAUL WHITTINGTON CULWICK v VODACOM (PTY) LTD

In the Vodacom case, the Tribunal found that Vodacom had engaged in prohibited conduct under the CPA. The dispute arose after Vodacom failed to honour a 24-month contract that promised two Huawei cell phones for a monthly fee of R90. Instead, Vodacom overcharged the consumer, unilaterally altered the contract, and charged additional fees upon cancellation.

The Tribunal ruled that Vodacom had engaged in misleading marketing and unfair contract modifications, in violation of sections 26, 29 (a) and (b), 32, 40, and 41(1)(b) of the CPA. Vodacom was ordered to refund the consumer R11,622.08 and reinstate the original contract.

This judgment underscores that service providers must uphold consumer agreements and refrain from deceptive pricing tactics.

NCT-300948-2023-75(1)(b) JULIE WILLIAMS v CELL C LTD

The Cell C case centred on a consumer who was charged R11,265.32 for international roaming services, despite having set a spending limit of R3,785. Cell C argued that its terms and conditions stated that spending limits were not guaranteed due to potential delays in billing from foreign networks. However, the Tribunal found these terms to be ambiguous, misleading, and unfairly burdened the consumer.

The Tribunal ruled that Cell C's conduct constituted prohibited conduct under sections 4(5)(b), 48(1)(a)(i) (ii) and (c) (iii), 54(1)(b), and 51(1)(b)(i), (ii)(iii) of the CPA. Cell C was ordered to refund the consumer R7,480.32, pay an administrative fine of R500,000, and cover the consumer's legal costs.

This judgment sends a clear message that vague and unfair contract terms will not withstand legal scrutiny.

NCT-358791-2024-Section 73(2)(b) NATIONAL CONSUMER COMMISSION vs HOME RENOVATIONS CAPE TOWN

This is an application in terms of section 73(2)(b) of the CPA, in which the applicant alleges that the respondent contravened specific provisions of the CPA and, in doing so, engaged in prohibited conduct.

The complaint detailed that the consumer entered into a house renovation agreement with the respondent in October 2021 for R478,545. Between 21 October 2021 and 28 April 2022, the consumer paid R467,498 towards the contracted amount, leaving an outstanding balance of R11,567. During the renovation process, the consumer requested additional work not included in the original agreement. The respondent quoted R58,810 for the additional renovations.

As the work progressed, the consumer noticed various defects and poor workmanship in the services delivered by the respondent. The consumer requested that the respondent rectify the defects and complete the contract. However, the respondent failed to do so and ceased all renovation work.

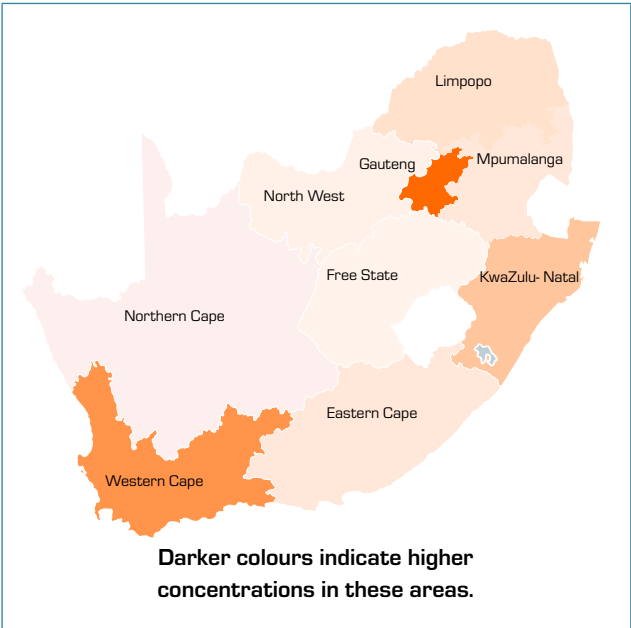
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In failing to provide services in a manner and quality that persons are generally entitled to expect, the respondent contravened sections 54(1)(b) and (c) of the CPA. These contraventions amount to prohibited conduct and are regarded as serious.

The Tribunal ordered the respondent to refund the consumer R420,748.20 within 20 business days of the judgment being issued; The respondent must also pay an administrative fine of R50,000 within 60 business days of the date of judgment.

Touching lives across South Africa

Geographic Spread of Non-DRA Filers



3.2 Programme 2: Administration

Information Communication Technology

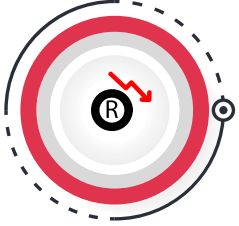
The NCT’s mandate is to hear and decide on cases involving consumers, suppliers of goods and services, credit providers, regulators, distribution intermediaries, as well as alternative dispute resolution agents. In fulfilling this mandate, the Tribunal hears applications and matters based on the provisions of the NCA, CPA, and the Rules of the Tribunal. Information and communication technology (ICT) has become a key enabler in supporting the Tribunal to efficiently and effectively manage the necessary adjudicative and administrative processes to achieve its objectives.

The objective of reducing the cost of doing business has been realised through ongoing maintenance and support of the online case management and adjudication subsystems.

Enhancements to the e-filing and web service capabilities during the review period have made submitting applications from any location seamless. This has been further strengthened by the CMS Mobile offering, which is particularly beneficial in township and rural areas, where low-cost access to business services is essential. Our CMS can be accessed 24/7 from anywhere in the world to file DRA cases and Tribunal members can also work and finalise cases from anywhere at any time.

In terms of improved efficiency in the adjudicative process, the continued online processing and issuing of orders for Section 138 applications has enabled Tribunal Members to process up to 80 cases per day. This has significantly contributed to quicker turnaround times and economies of scale.

In line with the NCT’s five-year strategic plan, ICT has contributed to three key outcomes:

 Reduced cost of doing business.	 Improved access to the NCT’s information and services.	 Faster adjudication turnaround times, enabling Tribunal Members to increase the daily volume of DRA matters finalised
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PART B PERFORMANCE INFORMATION

ICT Governance

The role of the ICT Governance Committee is to assist the Accounting Authority in exercising oversight of governance matters related to information technology. This includes a specific focus on strategic alignment, risk management, resources management, performance management, value delivery, compliance, information security, and ICT-related projects at the NCT.

4. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

The NCT has two programmes:

Programme 1 – Case Management and Adjudication
Programme 2 – Administration

4.1 Programme 1: Case Management and Adjudication

- a) **Purpose:** To provide the necessary administrative, adjudicative, and related services to ensure that the NCT effectively fulfils its legislative mandate.

Description of sub-programmes for Case Management and Adjudication

- a) **Case Management:**
The purpose of this sub-programme is to ensure that all cases are timeously prepared, that filing parties and applicants are appropriately communicated with, and that all pertinent information is recorded and disseminated. The case management process involves numerous steps, from capturing an application, managing the flow of the case, initiating adjudication, and finally issuing judgments to the parties.
- b) **Adjudicating:**
The purpose is to adjudicate both substantive and interlocutory applications. It ensures the availability of competent, professional, and impartial adjudicators to attend to matters, that fair procedures are followed, and that decisions are substantively sound and aligned with legal precedents and requirements.

Through every brushstroke, we expressed what the NCT means to us and to the people of South Africa, a symbol of justice, trust, and unity. This artwork celebrates our shared vision and the values that guide our service to the nation.

How the chosen outcomes link to the institutional mandate

- Stakeholders' confidence in the NCT is inspired by high-quality adjudication and case management.
- To ensure the expeditious adjudication of DRAs, the Tribunal has introduced a time-sensitive measure that evaluates adjudication efficiency from both a case management and adjudication perspective.
- To ensure expeditious adjudication of Non-DRAs, the Tribunal has introduced two time-sensitive measures: one to evaluate case management efficiency and another to evaluate adjudication efficiency.
- To ensure that adjudication is inquisitorial, informal, and conducted in accordance with the principles of natural justice, the Tribunal has implemented a measure that tracks whether its decisions are overturned on review by the Supreme Court of Appeal. If no decisions are overturned, the Tribunal can be reasonably assured that its decisions and practices are aligned to its founding principles.

Outcomes, Outputs, Output Indicators, Targets and Actual Achievement

The Tribunal successfully met all its output indicators within the adjudication programme. This demonstrates that adjudication at the Tribunal is both efficient and effective, with the impact of its judgment felt at both micro and macro levels.

The swift resolution of cases enhances public confidence in the Tribunal's ability to fulfil its mandate and aligns with broader government strategic priorities.



PART B PERFORMANCE INFORMATION

PROGRAMME 1: CASE MANAGEMENT AND ADJUDICATION								
Outcome	Output	Output indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reason for deviations
Confidence in the NCT-inspired by high-quality adjudication and case management	DRA's issued	Average number of days from the date of filing of DRA to date of issuing an order to parties	29.15 days	31.04 days	50 days	22.43 days	Exceeded	Improved Filing Mechanisms: The increased use of the Case Management System (CMS) by parties has enabled faster processing of cases, even where manual applications continue to be submitted in parallel.
Confidence in the NCT-inspired by high-quality adjudication and case management	Set downs issued	Average number of days from the date of close of pleadings on a Non-DRA to issuing a first notice of set down to the parties.	6.85 days	9.07 days	15 days	8.52 days	Exceeded	Enhanced Case Management: Set-down processes are now primarily driven by the Tribunal rather than by the parties, providing greater control over scheduling and contributing to improved case-flow management.
Confidence in the NCT-inspired by high-quality adjudication and case management	Non-DRA orders issued	Average number of days from the date of final adjudication of Non-DRA to date of issuing an order.	17.43 days	18.12 days	20 days	12.17 days	Exceeded	Strengthened Adjudication Practices: The implementation of strict judgment writing protocols and structured panel engagement procedures has significantly enhanced the quality and efficiency of adjudication.

PART B PERFORMANCE INFORMATION

PROGRAMME 1: CASE MANAGEMENT AND ADJUDICATION								
Outcome	Output	Output indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reason for deviations
Confidence in the NCT-inspired by high-quality adjudication and case management	Impact reports on DRA and Non-DRA judgments and order	Number of impact reports on DRA or Non-DRA judgments and orders of the Tribunal	New target	New target	12	14	Exceeded	Judgments of Significant Public Impact: During the reporting period, the Tribunal issued two judgments of notable public importance, necessitating the finalisation of two additional impact reports to assess and document their broader societal and regulatory implications.

4.2 Programme 2: Administration

Purpose: To provide strategic leadership to the Tribunal to ensure the successful implementation of its legislative mandate through flexible, efficient, and sustainable resource solutions and supporting services.

Description of sub-programmes for Administration

a) Financial Management and Controls

The purpose of Financial Management is to ensure that the organisation's financial resources are used optimally to achieve its strategic objectives. This involves planning, directing, and monitoring the organisation's financial activities. It also includes making decisions about how to allocate financial resources effectively.

b) Corporate Services Support

The purpose of Corporate Services is to provide support to the organisation's employees and departments. This includes human resources, communication, legal compliance, and secretariat responsibilities. The goal of Corporate Services is to ensure that the NCT runs smoothly and efficiently.

c) Information and Communications Technology Support

The purpose of ICT is to enable electronic communication and collaboration within the institution and with external stakeholders and partners. ICT supports information sharing, improves collaboration, and enhances the efficiency and speed of work tasks and projects.

How the chosen outcomes link to the institutional mandate

a) Financial Management and Controls

The Finance Unit plays a significant role in enabling the NCT and its core programmes to achieve the institutional mandate. It ensures that the NCT has the financial resources, capacity, and capabilities to deliver on its core functions and remain financially sustainable over the Medium-Term Expenditure Framework (MTEF) period.

PART B PERFORMANCE INFORMATION

In addition, the Finance Unit is responsible for timely and compliant procurement processes. In essence, it plays a critical role in maintaining sound cash flow management, achieving clean audit outcomes, and ensuring efficient procurements.

Finance contributes to the strategic outcome of financial sustainability and improved cash flow management by:

- Providing sound strategic financial advice and guidance.
- Maintaining effective and efficient financial processes, systems, controls, and policies.
- Optimising value for money from vendors of goods and services.
- Practising sound management and corporate governance principles.

b) Corporate Services

Corporate Services is a key business partner within the NCT, playing a leading role in supporting the institution to achieve its mandate. This multifunctional unit comprises the following critical sub-functions:

- Human Resources and Facilities Management
- Communications
- Risk Management
- Internal Audit
- Compliance and Secretariat

Human Resources and Facilities Management

In an environment where change is constant, agile and adaptable employees with resilience are essential. HR's focus is to ensure that the NCT not only improves its systems and leadership capacity but also remains adequately staffed with high-performing, critical, and key talent.

The NCT is committed to continuous learning, enabling employees to remain current and adaptable in the face of workplace changes, whether related to soft skills or technical expertise. This is achieved through its talent management system, which supports ongoing development and capacity-building.

Communications

The National Consumer Tribunal's communications strategy is designed as a catalytic enabler of its mandate, extending beyond awareness-building to actively promoting

access to justice and economic participation. Through targeted, data-informed messaging and stakeholder engagement, the Tribunal has successfully redirected a growing number of distressed consumers from the Magistrates' Courts to its own platform.

This shift ensures that vulnerable South Africans benefit from the Tribunal's cost-effective, fast-track adjudication model and illustrates the tangible societal impact of clear, purposeful communication. Recent record-breaking volumes of DRA applications received and processed are a testament to the strategy's effectiveness, preserving millions in potential monthly repayments and sparing thousands of families from asset loss.

At the core of the Tribunal's communication efforts is a commitment to trust-building and institutional credibility. Internally, the strategy strengthens alignment and cohesion, ensuring that staff and Tribunal Members share consistent messaging and understand the broader impact of their work. Externally, the Tribunal continues to deepen engagement with DCs, credit providers, regulators, and the broader public through training, thought leadership, digital content, and strategic partnerships.

The Tribunal's growing digital footprint, including its CMS adoption rate and online training initiatives, further enhances accessibility and transparency, which are key pillars of public confidence.

Risk Management; Internal Audit, Compliance and Secretariat

As an adjudicative body, it is imperative that the NCT maintains compliance, not only with legislative requirements but also with broader governance and audit standards. This is supported by a diligent Secretariat function with robust record-keeping practices.

Through the effective implementation of internal audit and compliance processes, the NCT continues to proactively identify, mitigate, and eliminate risks. This contributes to its consistent track record of clean audits.

Corporate Services also plays a central role in ensuring that the NCT delivers on key transformation and capacity-building indicators. This includes concrete efforts in youth development and the implementation of its Broad-Based Black Economic Empowerment (B-BBEE) plan.

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PROGRAMME 2: ADMINISTRATION								
Outcome	Output	Output indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reason for deviations
Reliable, secure and sustainable asset utilisation	Unqualified opinion	An unqualified opinion issued by the external auditors on the Annual financial statement and with no material findings on compliance with legislation and on the Annual Performance Report	New target	New target	An unqualified opinion issued by the external auditors on the Annual financial statement and with no material findings on compliance with legislation and on the Annual Performance Report.	An unqualified opinion issued by the external auditors on the Annual financial statement and with no material findings on compliance with legislation and on the Annual Performance Report. ²	Achieved.	N/A
Reliable, secure and sustainable asset utilisation	Suppliers paid	Average number of days taken to pay suppliers	New target	New target.	20 days	15.44 days	Exceeded.	The target was exceeded as payments are made more frequently resulting in a shorter turnaround period.
Reliable, secure and sustainable asset utilisation	Financial sustainability report	Number of financial sustainability reports approved by the Executive Chairperson	New target	New target	1	1	Achieved.	N/A
An intelligent, digitally transformed and enabled NCT	Systems availability	Average percentage availability of systems during business hours.	99.38%	99.58%	98%	99.81%	Exceeded	Rigorous implementation of daily maintenance tasks and monitoring.

² The audit opinion was for the audit conducted in 2024 for the 2023/24 financial year.

PART B PERFORMANCE INFORMATION

PROGRAMME 2: ADMINISTRATION								
Outcome	Output	Output indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reason for deviations
An intelligent, digitally transformed and enabled NCT	Security assessment audits	Number of designated security assessment audits conducted	2 (1 internal and 1 external) penetration tests completed & the results reviewed	1 external and 1 internal penetration tests completed and project action plan developed to address findings	2 (1 Internal and 1 external security audit)	2 (1 Internal and 1 external security audit)	Achieved	N/A
An intelligent, digitally transformed and enabled NCT	Disaster recovery tests	Number of ICT Disaster recovery tests completed.	New Target	New Target	2	2	Achieved	N/A
An intelligent, digitally transformed and enabled NCT	An Artificial Intelligence and Knowledge Management System	Implementation of an Artificial Intelligence and Knowledge Management system for Case Management/Adjudication.	New Target	New Target	1 Research paper approved by the Executive Chairperson	1 Research paper approved by the Executive Chairperson	Achieved	N/A
Reliable, secure and sustainable asset utilisation	Compliance monitoring system	Number of compliance monitoring systems developed and implemented	New target	New target	1 compliance monitoring system developed	1 compliance monitoring system developed	Achieved	N/A

PART B PERFORMANCE INFORMATION

PROGRAMME 2: ADMINISTRATION								
Outcome	Output	Output indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual Achievement 2024/25	Reason for deviations
Reliable, secure and sustainable asset utilisation	Risk and Compliance workshops	Number of risk and compliance training workshops conducted	New target	New target	1 risk training workshop and 1 compliance training workshop conducted	1 risk training workshop and 1 compliance training workshop conducted	Achieved	N/A
Reliable, secure and sustainable asset utilisation	Positions filled	Percentage of filled positions against approved organisational structure	95.75%	88.4%	85%	94.90%	Exceeded	The target has been exceeded due to the freezing of positions during the quarters as the organisational structure was under review during the financial year.
Reliable, secure and sustainable asset utilisation	Interns employed	Number of interns appointed	8	8	5	5	Achieved	N/A
Reliable, secure and sustainable asset utilisation	Occupational Health and Safety audit	Number of Occupational Health and Safety compliance audit reports	New target	New target	2	2	Achieved	N/A
Reliable, secure and sustainable asset utilisation	Workplace Skills Plan	Number of Workplace Skills Plan submitted to PSETA	New target	New target	1	1	Achieved	N/A
Reliable, secure and sustainable asset utilisation	Culture/ wellness surveys or interventions	Number of culture/ wellness surveys or interventions conducted	New target	New target	2	2	Achieved	N/A

PART B PERFORMANCE INFORMATION

PROGRAMME 2: ADMINISTRATION								
Outcome	Output	Output indicator	Audited Actual Performance 2022/23	Audited Actual Performance 2023/24	Planned Annual Target 2024/25	Actual Achievement 2024/25	Deviation from planned target to Actual 2024/25	Reason for deviations
A readily accessible NCT that shares information and co-operates with stakeholders	Engagements with external stakeholders	Number of structured interactions and engagements with external stakeholders ³	51	34	24	29	Exceeded	Targeted Stakeholder Engagements: Engagements were strategically aligned with specific stakeholders, resulting in increased reach and a measurable growth in the number of consumers benefiting from the Tribunal's services.
Reliable, secure and sustainable asset utilisation	Staff trained on Records management	Number of records management training conducted within the Tribunal.	New target	New target	1	1	Achieved	N/A



³ In the Annual Performance Plan 2024/25 of the Tribunal, the output indicator wording is reflected as 'Number of structured interactions and engagements with external stakeholders', which differs slightly from the Annual Performance Plan of 2023/24, which reflects the output indicator as 'Number of structured interactions and engagements with external stakeholders, including events.' The Annual Performance Plan of 2024/25 took the achievements of the previously worded output indicator into account because both sought to count the number of external stakeholder engagements. This allowed the Tribunal to reflect audited performance output results for both 2022/23 and 2023/24. The Annual Performance Plan 2024/25 is aligned with this annual performance report.

PART B PERFORMANCE INFORMATION

Linking performance with budgets

In assessing the achievement of outputs relative to the planned targets, the public entity must consider the link between performance and the resources available, particularly financial resources. Therefore, the following financial information is presented. The figures must correspond with the amounts reported in the annual financial statements.

Programme/ activity/ objective	2024/25			2023/24		
	Budget	Actual Expenditure	(Over)/Under Expenditure	Budget	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Adjudication	44 276	43 396	880	48 592	44 872	3 720
Administration	36 995	38 762	(1 767)	34 457	29 372	5 085
TOTAL	81 271	82 158	(887)	83 049	74 244	8 805

Strategy to overcome areas of underperformance

The NCT achieved 100% of the targets; however, underspending was recorded, primarily due to a significant number of vacancies. These vacancies arose from labour-related matters and the NCT commenced with an organisational re-engineering and job grading exercise. The NCT is committed to implementing a new organisational structure and to filling all vacant positions during the 2025/26 financial year.

Finance Unit



PART B PERFORMANCE INFORMATION

5. REVENUE COLLECTION

Sources of revenue	2024/25			2023/24		
	Estimate	Actual Amount Collected	(Over)/Under Collection	Estimate	Actual Amount Collected	(Over)/Under Collection
	R'000	R'000	R'000	R'000	R'000	R'000
Grant	52 000	52 000	-	55 295	53 636	1 659
Roll over	-	-	-	-	-	-
Filing Fees	20 892	33 751	(12 859)	15 730	23 958	(8 228)
Service Fees	0	-	-	-	-	-
Sundry Income	0	-	-	-	496	(496)
Proceeds from Insurance	0	-	-	-	-	-
Interest earned	1 088	3 712	(2 624)	717	4 219	(3 502)
TOTAL	73 980	89 463	(15 483)	71 742	82 309	(10 667)

**The grant received was R55,295; however, R1.6 million had to be returned. This was requested by the Department of Trade, Industry and Competition due to government shortfalls.*

The NCT received its full initial grant allocation of R52 million from the Department of Trade, Industry and Competition (the dtic) for the 2024/25 financial year. Income from filing fees comprises fees received from filing parties. The NCT exceeded the filing fee target by R12.8 million due to additional filings that were not anticipated at the time the budget was prepared.

6. CAPITAL INVESTMENT

The NCT does not have infrastructure projects and, as such, does not need a capital investment plan. It does, however, own property, plant, equipment, and intangible assets, which are recorded in a detailed asset register. The useful lives and residual values of these assets are assessed annually. The general condition of the assets is good, and by their nature, the cost of maintaining them is very low. There is no backlog in any maintenance programmes. The movement of the NCT's property, plant, equipment, and intangible assets is set out in Notes 5 and 6 of the annual financial statements.

Infrastructure projects	2024/25			2023/24		
	Budget	Actual Expenditure	(Over)/Under Expenditure	Budget	Actual Expenditure	(Over)/Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Not applicable to the NCT.						
TOTAL						

PART B PERFORMANCE INFORMATION

Information and Communication Technology





national consumer tribunal

PART C

GOVERNANCE

PART C GOVERNANCE

1. INTRODUCTION

Corporate governance embodies processes and systems by which public entities are directed, controlled, and held to account. In addition to legislative requirements based on a public entity's enabling legislation and the Companies Act, corporate governance in the public sector is applied through the precepts of the Public Finance Management Act (PFMA) and aligns with the principles contained in the King Report on Corporate Governance.

Parliament, the Executive Authority, and the Accounting Authority of the public entity are responsible for ensuring sound corporate governance.

PORTFOLIO COMMITTEES

The Tribunal delivered a presentation to the Portfolio Committee on its annual performance plan. In addition, it supported various presentations that were made to the Portfolio Committee by **the dtic** and was involved in the induction of the Portfolio Committee members.

EXECUTIVE AUTHORITY

The NCT's quarterly reports, monthly financial reports and all required compliance reporting were submitted to the Executive Authority.

THE ACCOUNTING AUTHORITY/THE BOARD

The Chairperson of the Tribunal is also the Accounting Authority of the NCT, and as such he must:

- exercise the duty of utmost care to ensure reasonable protection of the assets and records of the NCT.
- manage the financial affairs of the NCT in its best interest and in a manner that shows fidelity, honesty, and integrity.
- on request, disclose to the Executive Authority or Parliament all material facts, including those reasonably discoverable, which in any way may influence the decisions or actions of the Executive Authority or Parliament; and
- prevent any financial prejudice to the interest of the state within the sphere of influence of the Chairperson of the NCT.

BOARD CHARTER

This is not applicable as the NCT does not have a Board.

COMPOSITION OF THE BOARD

This is not applicable as the NCT does not have a Board.

2. COMMITTEES

Committee	No. of meetings held	No. of members	Name of members
Audit and Risk Committee	7	3	Mr Suleman Badat Ms Rudzani Rasikhinya Adv Adila Chowan
Human Resource (HR) Governance Committee	10	2	Mr Rajesh Jock Ms Nolufefe Ali
ICT Governance Committee	5	2	Dr Prittish Dala Mr Sandile Ndaba

Audit and Risk Committee

The Audit and Risk Committee (ARC) is an independent body that reports to the Accounting Authority. It provides independent assurance and supports the Accounting Authority in fulfilling its duties relating to the preparation of accurate financial statements, in compliance with applicable legal requirements. The ARC also oversees governance, risk management, and internal control processes within the NCT.

HR Governance Committee

The HR Governance Committee provides oversight of human resource matters. It reviews submissions and documents, makes recommendations to the Accounting Authority, and considers risks related to human capital. It further serves as the Performance Management Committee.

ICT Governance Committee

The ICT Governance Committee assists the Accounting Authority in overseeing governance matters related to information technology. Its focus includes strategic alignment, risk management, resources management, performance management, value delivery, compliance, information security, and ICT-related projects within the NCT.

PART C GOVERNANCE

3. REMUNERATION OF BOARD MEMBERS

The NCT does not have a Board.

4. RISK MANAGEMENT

The NCT continues to maintain a robust and evolving risk management framework, underpinned by a formal risk strategy and clearly defined roles and responsibilities. This framework is further supported by a risk appetite and tolerance statement that guides decision-making across the institution. The NCT conducted a risk identification session, which laid the groundwork for the 2025/26 financial year's risk register. These efforts, combined with regular risk monitoring meetings, enable the Tribunal to proactively detect, assess, and mitigate threats to service delivery, regulatory compliance, and organisational sustainability.

A voluntary cross-functional risk team was established, comprising seven committed staff members. Working closely with the NCT's executive leadership, this team played a pivotal role in embedding a culture of risk awareness throughout the organisation.

The Audit and Risk Committee (ARC) continues to play an essential oversight role by providing quarterly assurance to the Executive Chairperson and the dtic on the NCT's risk management effectiveness. The efforts of the interim risk team have reinforced the Tribunal's resilience, ensured continuity in risk governance, and demonstrated the power of internal collaboration in sustaining institutional integrity and accountability.

ARC MEMBERS



Mr Suleman Badat
(ARC Chairperson)



Adv Adila Chowan
(Member)



Ms Rudzani Rasikhinya
(Member)

ICT GOVERNANCE



Dr Prittish Dala
(Chairperson)



Mr Sandile Ndaba
(Member)

HR GOVERNANCE



Mr Rajesh Jock
(Chairperson)



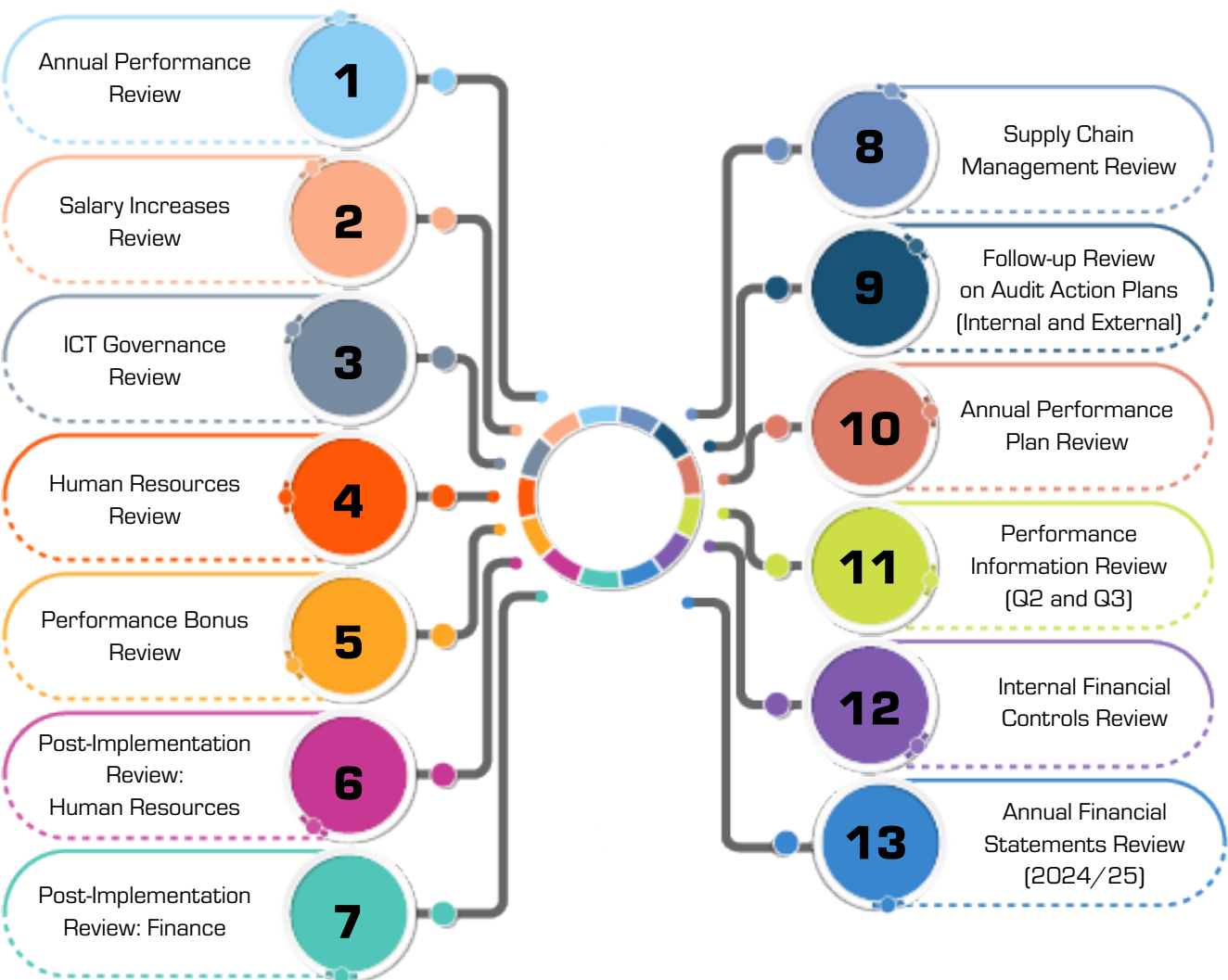
Ms Nolufefe Ngqubekile-Ali
(Member)

PART C GOVERNANCE

5. INTERNAL CONTROL

During the 2024/25 financial year, the Internal Audit successfully executed the approved Internal Audit Plan as mandated by the Audit and Risk Committee. Audit work encompassed a broad range of operational and governance areas aligned with the NCT’s strategic objectives and regulatory compliance requirements.

A total of 13 internal audit reviews were conducted, including:



Importantly, no “high-risk” deficiencies were identified, and 91% of internal audit findings were fully addressed by management at the time of the follow-up review. External audit findings were also confirmed to have been resolved.

PART C GOVERNANCE

5.1 Internal Audit

The Internal Audit function is outsourced to an external service provider, RAIN Chartered Accountants Inc. (from 1 October 2023), and is overseen administratively by the Full-Time Tribunal Member. The audits covered all areas of the business in accordance with the approved three-year, risk-based Internal Audit Plan. Internal Audit provides management with independent, objective assurance and consulting services designed to add value

and continuously improve the operations of the NCT. It assists the organisation in achieving its objectives through a systematic, disciplined approach to evaluating and improving the effectiveness of governance, risk management, and control processes.

The table below outlines the composition and details of the Audit and Risk Committee members:

Name	Qualifications	Internal or external	If internal, position in the public entity	Date appointed	Date Resigned/ Reappointed	No. of Meetings attended
Mr S Badat (Chairperson)	CA (SA)	External		01/04/2019	Reappointed 1 April 2025	7
Ms R Rasikhinya	BCom, CA(SA)	External		01/04/2019	Reappointed 1 April 2025	6
Adv Adila Chowan	BCom, CS(SA), LLB	External		01/04/2019	Reappointed 1 April 2025	7

5.2 Compliance with laws, regulations and policies

The NCT has developed its regulatory environment over the years, comprising all applicable laws and regulations incorporated into a compliance monitoring system. During the reporting period, the Exclaim compliance monitoring system was implemented to ensure system-generated compliance reports and assist the NCT to keep abreast with all relevant legislative amendments.

The NCT has embarked on a major policy revision exercise to ensure alignment with current legislation, best practices, and the evolving operational needs of the NCT. The process was inclusive and collaborative, with extensive input solicited from staff across all levels to promote transparency and ensure that the revised policies reflect the realities of the workplace. The revised policies are being finalised in consultation with the relevant governance structures and EXCO.

5.3 Fraud and corruption

The NCT has a Fraud Prevention Policy and a Fraud Plan in place. To promote a culture of zero

tolerance for fraud and corruption, the NCT conducts an annual Fraud Awareness Workshop for staff. The workshop reminds staff of the types of incidents and information that should be reported to the NCT's

anonymous Fraud Hotline and raises general awareness of fraud and corruption.

Any reported instances of fraud or corruption were recorded in the NCT's Fraud Register and tabled at the ARC meetings.

To encourage the anonymous reporting of possible fraud or corruption without fear of victimisation, the NCT has a Whistleblowing Policy in place.

5.4 Minimising conflict of interest

To ensure that the NCT identifies any vested interests held by Tribunal Members or staff in matters adjudicated by the NCT, or in its procurement, governance, or operational processes, the organisation has implemented several measures. These include an annual declaration of interest form, completed by Tribunal Members, staff and all Governance Committee Members, in which they declare any current interests, whether financial, or otherwise, that may result in a conflict of interest. Any directorships or shareholdings in companies that might lead to a conflict of interest in relation to service-level agreements or adjudication must also be disclosed.

PART C GOVERNANCE

Before the adjudication of each case, as well as during all governance, operational, procurement, and recruitment activities, conflict of interest forms are completed by the relevant parties and meeting attendees. Any potential conflict related to a case is immediately reported and assessed before the matter proceeds. If a potential conflict arises in relation to adjudication, it is referred to the Executive Chairperson of the NCT for a decision. Conflicts relating to a committee or meeting are referred to the chairperson of that committee or meeting. In the event of a conflict, the affected party is recused from the discussion of the item in question.

5.5 Code of conduct

The NCT has a Code of Conduct and a Conflict of Interest Policy. Failure to comply with any provision of the Code or any Tribunal policy is a serious violation and may result in disciplinary action, up to and including termination of employment, as well as civil or criminal penalties. These consequences may apply not only to employees who commit misconduct, but also to those who condone it, fail to report it, or who neglect to take reasonable measures to prevent, detect, or address misconduct—or who seek to retaliate against those who report potential misconduct.

5.6 Health, safety and environmental issues

The NCT has a fully functional Occupational Health and Safety (OHS) Committee that meets once per quarter. It has demonstrated a proactive approach in identifying potential health and safety risks, allowing for early intervention and mitigation measures before risks escalate. Quarterly audits are conducted consistently and in accordance with the OHS Act.

Employee awareness of safety protocols has been reinforced through targeted wellness communications by Lyra Health and participation in evacuation drills. These initiatives have contributed to increased safety consciousness across the organisation.

5.7 Company Secretary

The NCT is a small entity and does not have a Company Secretary.

6. SOCIAL RESPONSIBILITY

The NCT has an established Social and Events Committee. As part of its ongoing corporate social investment (CSI) programme, the NCT extended support to Tawana Community NPO, a children's home based in Kempton Park that provides shelter and education to homeless and orphaned children. The Tribunal contributed school shoes, socks, towels, toothbrushes, snacks, and sweets to help the centre meet the basic needs of the children. This gesture aimed to promote educational access, hygiene, and emotional well-being, reaffirming the NCT's commitment to youth empowerment and community upliftment.

7. AUDIT AND RISK COMMITTEE REPORT

We are pleased to present our report for the financial year ended 31 March 2025.

AUDIT AND RISK COMMITTEE RESPONSIBILITY

The Audit and Risk Committee reports that it has complied with its responsibilities arising from Section 51(1)(a)(ii) of the Public Finance Management Act (PFMA) and National Treasury Regulations 27.1. The Audit and Risk Committee also reports that it has adopted appropriate formal terms of reference as its Audit and Risk Committee Charter; has regulated its affairs in compliance with this Charter and has discharged all its responsibilities as contained therein.

THE EFFECTIVENESS OF INTERNAL CONTROL

The following internal audit work was completed during the year under review:

- Annual Performance Review
- Salary Increases Review
- ICT Governance Review
- HR Review
- Performance Bonus Review
- Post Implementation Review – HR
- Post Implementation Review – Finance
- Supply Chain Management Review

PART C GOVERNANCE

- Follow Up Review on Audit Action Plans– External and Internal Audit Findings
- Annual Performance Plan Review
- Performance Information for Quarter 2 and 3
- Internal Financial Controls Review
- Annual Financial Statements review (2024/25)

The overall opinion from the Internal Auditors was that the control environment was adequate and effective.

ENTERPRISE RISK MANAGEMENT

It is the Committee's view that enterprise risk management at the NCT, including processes undertaken during the year to address high-risk areas, is receiving the required attention from management and continues to be improved. There is an Enterprise Risk Management Framework in place, which includes the Enterprise Risk Management Strategy, Fraud Prevention Plan and Policy, and the Fraud Hotline. An updated formal risk assessment was also undertaken, and risk-based internal audit plans were developed and approved by the Committee. Key strategic and operational risks highlighted in the risk register were continuously monitored and discussed at the Exco and ARC meetings as part of the Enterprise Risk Management Strategy. The Committee is satisfied that these risks are receiving the required attention.

INTERNAL AUDIT

We are satisfied that the internal audit function has operated effectively, that it has addressed the risks pertinent to the NCT in its audits and has assisted the entity with value-adding services to ensure that both financial and operational objectives were achieved. All planned audits for the year were completed.

CORPORATE GOVERNANCE

In our view, the NCT continues to strive towards complying with sound principles of corporate governance.

IN-YEAR MANAGEMENT AND MONTHLY/ QUARTERLY REPORT

The Accounting Authority has tabled the in-year management and monthly/quarterly reports to the Minister and the Committee, as required by Treasury Regulations. The Committee is satisfied with the content and quality of these reports. As per our regular discussion with NCT Management, Management has confirmed that these reports were properly formulated in compliance with the PFMA and treasury regulations.

EVALUATION OF FINANCIAL STATEMENTS

The Committee has:

- reviewed and discussed the Audited Annual Financial Statements to be included in the Annual Report with the independent auditors and management;
- reviewed the Independent Auditor's Management Report and their audit findings;
- reviewed changes, if any, to accounting policies and practices as reported in the Annual Financial Statements;
- reviewed the NCT's processes for compliance with legal and regulatory provisions;
- reviewed the information on predetermined objectives as reported in the Annual Report; and
- reviewed material adjustments, if any, resulting from the audit.

INDEPENDENT AUDITOR'S REPORT

We have on a quarterly basis, reviewed the NCT's implementation plan for audit findings raised in the prior year. The Committee has met with the Independent Auditor to ensure that there are no unresolved issues that emanated from the audit.

The Committee concurs and accepts the Independent Auditor's opinion regarding the Annual Financial Statements and proposes that the Audited Annual Financial Statements be accepted and read together with the report of the Independent Auditor.

The Committee commends Management for achieving yet another "clean audit" status.

PART C GOVERNANCE

APPRECIATION

The Committee wishes to acknowledge the dedication and hard work performed by the Accounting Authority, other Governance Structures, NCT Management and officials. The Audit and Risk Committee wishes to express its appreciation to the Management of the NCT, the Independent Auditors and the Internal Audit Unit for the cooperation and information they have provided to enable us to compile this report.



Mr Suleman Badat
Chairperson of the Audit & Risk Committee
National Consumer Tribunal
31 July 2025

8. B-BBEE COMPLIANCE PERFORMANCE INFORMATION

The following table has been completed in accordance with the B-BBEE requirements of the B-BBEE Act of 2013, as determined by the Department of Trade, Industry and Competition (**the dtic**).

Has the Public Entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regards to:		
Criteria	Response	Discussion
Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law?	Not Applicable	The NCT derives its adjudicative mandate from the NCA and the CPA and is not mandated to issue licences or other authorisations.
Developing and implementing a preferential procurement policy?	Yes	The NCT's Supply Chain Management Policy includes the relevant preferential procurement prescripts in line with B-BBEE requirements.
Determining qualification criteria for the sale of state-owned enterprises?	Not Applicable	The NCT derives its adjudicative mandate from the NCA and the CPA and is not mandated to sell state-owned enterprises.
Developing criteria for entering into partnerships with the private sector?	Not Applicable	The NCT, as a public entity listed under Schedule 3A of the PFMA, derives its adjudicative mandate from the NCA and the CPA and is not mandated to enter into partnerships with the private sector.
Determining criteria for the awarding of incentives, grants and investment schemes in support of B-BBEE?	Not Applicable	The NCT derives its adjudicative mandate from the NCA and the CPA and relies on its annual grant allocation from the dtic to perform its functions. As such, no funds are earmarked for incentives, grants, or investment schemes in support of B-BBEE.



national consumer tribunal

PART D

HUMAN RESOURCE
MANAGEMENT

PART D HUMAN RESOURCE MANAGEMENT

1. INTRODUCTION

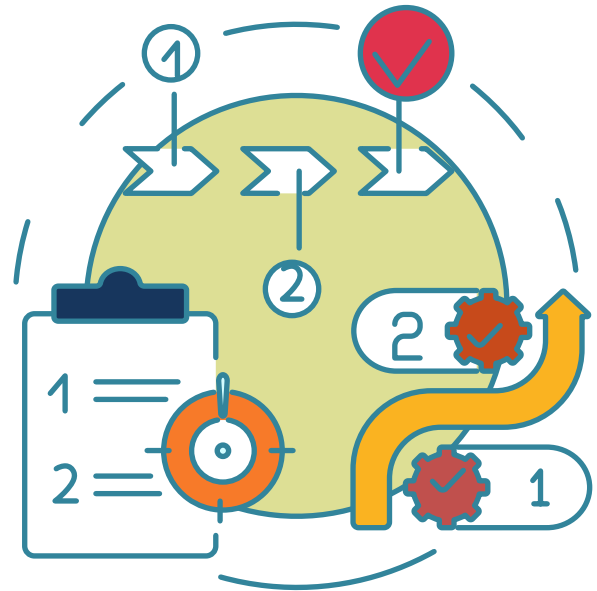
Overview of Human Resources Matters

As a strategic enabler of the NCT’s objectives, the Human Resources (HR) unit continued to enhance its role as a business partner through forward-looking, compliant, and integrated HR practices. Over the 2024/25 financial year, the unit focused on strengthening institutional capacity through the appointment of eight fixed-term employees for a period of 24 months, improving the organisational culture, and investing in its most valuable asset—its people.

During the reporting period, the unit also drafted a new Human Resource Strategy and Plan. This new strategy aligns with the South African Board for People Practices (SABPP) HRM System Standards Model and responds directly to evolving organisational needs and strategic priorities.

Governance remained a strong focus, with the continued operation of three key HR committees that met at least once per quarter:

	Occupational Health and Safety Committee , which convenes quarterly to ensure compliance with the Occupational Health and Safety Act, fostering a safe working environment.
	Skills Development and Transformation Committee , which functions as a consolidated body promoting transformation and the skills development of all employees.
	HR Governance Committee , which provides oversight and strategic guidance on all HR matters.



The key HR priorities over the reporting period focused on:

- Implementing the new HR Information System (HRIS).
- Advancing employee wellness and organisational morale.
- Addressing organisational structure inefficiencies through the commencement of an organisational re-engineering project.
- Strengthening compliance through the review of all HR policies and procedures.
- Creating a positive organisational culture.

Milestones achieved include the full implementation of the HRIS; the submission of the Workplace Skills Plan and Annual Training Report to the Public Service Education and Training Authority (PSETA) for the second consecutive year; the drafting and approval of a new Employment Equity Plan; and the completion of a comprehensive organisational culture survey.

2. EMPLOYEE PERFORMANCE MANAGEMENT FRAMEWORK

The NCT has an established and fully functional performance management framework. The implementation of the HRIS introduced electronic performance management capabilities, laying the foundation for digital transformation.

PART D HUMAN RESOURCE MANAGEMENT

3. EMPLOYEE WELLNESS PROGRAMMES

Our commitment to employee well-being was demonstrated through sustained partnerships and targeted initiatives. Lyra Health, our wellness partner, provided regular online engagements and facilitated counselling support, health talks, and mental health education. Key highlights during the reporting period included:

- A successful Annual Wellness Day
- A culture survey conducted by an external service provider, aimed at improving the organisational culture of the NCT
- Ongoing mental health campaigns and lifestyle management interventions driven by Lyra Health to improve staff morale.



Unity in Diversity - each handprint a unique mark, together forming a stronger whole. At the NCT, we celebrate trust, inclusivity, and the power of working as one

4. POLICY DEVELOPMENT

The refinement of policies was a key priority on the HR agenda during the reporting period. A comprehensive review process was initiated to update all Human Resources policies.

5. ACHIEVEMENT HIGHLIGHTS

- The NCT has an established Social and Events committee. The committee visited an NPO based in Mabopane, Khulani Old Age Home, to donate food parcels that included bulk items such as Lucky Star, KOO products, rice, super maize meal, sugar, and a braai pack.
- The NCT hosted a Women's Day event for all staff members. The event was a huge success, with various activities taking place on the day.
- To commemorate the achievement of a clean audit, a celebratory event was held to recognise the organisation's commitment to governance excellence and financial integrity for 12 consecutive years.
- In recognition of the diverse cultural backgrounds within the NCT community, a Heritage Day event was hosted. A key highlight was a collaborative painting activity, in which employees contributed to a piece of artwork that is now displayed in the NCT's main reception area. Participation in social events continues to increase, which contributes greatly to staff morale.

- As part of its ongoing commitment to fostering a positive and high-performance work culture, the NCT hosted its annual Employee Awards Day, a signature event dedicated to celebrating excellence, dedication, and teamwork. The ceremony recognised outstanding individual and team achievements, including awards for exceptional performance and long-service milestones. The event played a pivotal role in reinforcing a culture of recognition and appreciation across the organisation by acknowledging employees who go above and beyond in advancing the organisation's mission.

6. CHALLENGES FACED BY THE PUBLIC ENTITY

- The current organogram requires realignment with strategic priorities. A comprehensive Organisational Review project commenced in the 2024/25 financial year.
- As part of the broader organisational re-engineering project, the current organisational structure underwent a comprehensive review. To ensure the integrity and effectiveness of this process, the filling of vacancies was placed on hold, with certain posts frozen. This strategic decision was essential to align the structure with the evolving operational needs and long-term goals of the NCT.
- The high vacancy rate has stretched existing staff and posed risks to operational sustainability. To mitigate this, executive leadership has adopted prioritisation and resource-sharing strategies.

PART D HUMAN RESOURCE MANAGEMENT

7. HUMAN RESOURCES OVERSIGHT STATISTICS

Personnel-related Expenditure

Personnel Cost by Programme

Programme	Total Expenditure (R'000)	Personnel Expenditure (R'000)	Personnel Exp. as a % of Total Exp. (R'000)	No. of Employees	Average Personnel Cost per Employee (R'000)
Administration	43 532	22 261	46%	22	1 011
Adjudication	36 257	26 465	54%	29	912
TOTAL	79 789	48 726	100%	51	955

Personnel Cost by Salary Band

Level	Personnel Expenditure (R'000)	% of Personnel Exp. to Total Personnel Cost (R'000)	No. of Employees	Average Personnel Cost per Employee (R'000)
Top Management	2 738	6%	1	2 738
Senior Management	7 168	17%	3	2 389
Professionally qualified	11 104	26%	6	1 851
Skilled	14 173	33%	20	709
Semi-skilled	7 425	17%	19	391
Unskilled	503	1%	2	252
TOTAL	43 111	100%	54	845 (lateral calculation)

Performance Rewards

Programme/ Activity/ Objective	Performance Rewards	Personnel Expenditure (R'000)	% of Performance Rewards to Total Personnel Cost (R'000)
Top Management	1	0	0
Senior Management	3	1 021	2%
Professionally qualified	7	1 443	3%
Skilled	20	2 130	4%
Semi-skilled	19	895	2%
Unskilled	3	85	0.0%
TOTAL	53	5 574	11%

Training Costs

Programme	Personnel Expenditure (R'000)	Training Expenditure (R'000)	Training Expenditure as a % of Personnel Cost	No. of Employees Trained	Avg Training Cost per Employee
Administration	22 261	284	1	22	13
Adjudication	26 465	310	1	29	11
Total	48 726	594	1	51	12

PART D HUMAN RESOURCE MANAGEMENT

Employment and Vacancies

Programme/ Activity/ Objective	2023/24 No. of Employees	2024/25 Approved Posts	2024/25 No. of Employees	2024/25 Vacancies	% of Vacancies
Executive Chairperson	8	9	8	1	11.11%
Registrar	18	20	18	2	10%
Finance	6	6	6	0	0%
Corporate Services	8	12	6	6	50%
ICT	5	7	5	2	28.57%

Programme/ Activity/ Objective	2023/24 No. of Employees	2024/25 Approved Posts	2024/25 No. of Employees	2024/25 Vacancies	% of Vacancies
Top Management (F1 – F5)	1	1	1	0	0%
Senior Management (E1 – E5)	3	4	3	1	25%
Professionally qualified (D1 – D5)	7	8	6	2	25%
Skilled (C1 – C5)	21	26	20	6	23.07%
Semi-skilled (B1 – B5)	11	12	19*	1	8.33%
Unskilled (A1 – A3)	2	3	2	1	33.33%
TOTAL	45	54	51	11	19.12%

*This total is inclusive of the 8 fixed-term employees.

As at the end of the reporting period, there were 11 vacancies. These posts have remained unfilled primarily due to the ongoing organisational re-engineering project, which necessitated a freeze on recruitment while the structure and operational needs of the organisation are being reassessed. Structure follows strategy and therefore a new structure was developed during the development of the NCT's strategy to support the implementation of the long-term goals of the entity.

To improve staff retention, the NCT is committed to enhancing its workforce through professional development, leadership training, and the creation of a supportive, purpose-driven work environment. These measures are intended not only to attract skilled professionals but also to retain them for long-term organisational growth and sustainability.

Employment Changes

Turnover rates provide an indication of trends in the employment profile of the public entity.

Salary Band	Employment at beginning of period	Appointments	Terminations	Employment at end of the period
Top Management (F1 – F5)	1	0	0	1
Senior Management (E1 – E5)	3	0	0	3
Professionally qualified (D1 – D5)	6	1	1	6
Skilled (C1 – C5)	21	1	2	20
Semi-skilled (B1 – B5)	11	8*	0	19
Unskilled (A1 – A3)	2	0	0	2
TOTAL	44	10	3	51

*Eight fixed-term employees were appointed for a 24-month period, commencing 1 April 2024.

PART D HUMAN RESOURCE MANAGEMENT

Reasons for Staff Leaving

Reason	Number	% of total no. of staff leaving
Death	0	0%
Resignation	2	3.7%
Dismissal	0	0%
Retirement	0	0%
Ill health	0	0%
Expiry of contract	0	0%
Other	0	0%
TOTAL	2	3.7%

Two employees exited the NCT in the reporting period. One employee resigned to focus on her family and the other employee obtained employment closer to her residential area.

Labour Relations: Misconduct and Disciplinary Action

Nature of Disciplinary Action	Number
Verbal Warning	1
Written Warning	0
Final Written Warning	0
Dismissal	0
TOTAL	1

Equity Target and Employment Equity Status

Where variances exist due to vacancies within specific occupational levels, the NCT will include Employment Equity (EE) targets in job advertisements to attract and improve the representation of the designated groups, where applicable.

Levels	MALE							
	AFRICAN		COLOURED		INDIAN		WHITE	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management (F1 – F5)	0	0	0	0	0	0	1	0
Senior Management (E1 – E5)	1	2	0	0	0	0	0	0
Professionally qualified (D1 – D5)	1	2	0	0	2	0	0	0
Skilled (C1 – C5)	5	9	0	1	0	0	0	0
Semi-skilled (B1 – B5)	7	0	0	0	0	0	0	0
Unskilled (A1 – A3)	1	0	0	1	0	0	0	0
TOTAL	15	13	0	2	2	0	1	0

PART D HUMAN RESOURCE MANAGEMENT

Levels	FEMALE							
	AFRICAN		COLOURED		INDIAN		WHITE	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management (F1 – F5)	0	0	0	0	0	0	0	0
Senior Management (E1 – E5)	1	0	0	0	1	0	0	0
Professionally qualified (D1 – D5)	1	2	1	0	1	0	0	0
Skilled (C1 – C5)	13	0	1	0	1	0	0	1
Semi-skilled (B1 – B5)	12	0	0	0	0	0	0	1
Unskilled (A1 – A3)	1	0	0	0	0	0	0	0
TOTAL	28	2	2	0	3	0	0	2

Levels	DISABLED STAFF			
	MALE		FEMALE	
	Current	Target	Current	Target
Top Management (F1 – F5)	1	0	0	0
Senior Management (E1 – E5)	0	0	0	0
Professionally qualified (D1 – D5)	0	0	1	0
Skilled (C1 – C5)	0	*1	0	0
Semi-skilled (B1 – B5)	1	0	1	0
Unskilled (A1 – A3)	0	0	0	0
TOTAL	2	1	2	0

*EE target for skilled level is coloured male and white female; the disability target is not gender specific.

Corporate Services



PART D HUMAN RESOURCE MANAGEMENT

Interns are the future, and at the NCT we are proud to play a part in shaping their journey. This initiative is about more than gaining experience, it is about empowering young talent with the skills, confidence, and opportunities to thrive in their careers and contribute meaningfully to our nation's future.





national consumer tribunal

PART E

PFMA COMPLIANCE REPORT

PART E PFMA COMPLIANCE REPORT

1. IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE AND MATERIAL LOSSES

IRREGULAR EXPENDITURE

- A) RECONCILIATION OF IRREGULAR EXPENDITURE
There was no irregular expenditure incurred in the previous financial period as well as the 2024/25 period.

Additional disclosure relating to Inter-Institutional Arrangements

- B) THE NCT DID NOT ENTER INTO ANY INTER-INSTITUTIONAL ARRANGEMENTS.

FRUITLESS AND WASTEFUL EXPENDITURE

- A) RECONCILIATION OF FRUITLESS AND WASTEFUL EXPENDITURE
There has been no fruitless and wasteful expenditure incurred in the previous reporting period or in 2024/25.

Additional disclosure relating to material losses in terms of PFMA Section 55(2)(b)(i) & (iii)⁴

There were no material losses through criminal conduct for the 2023/24 and 2024/25 reporting period.

Fourteen invoices were paid late, mainly due to internal queries.

Four disputed invoices were unpaid due to overcharging. Despite numerous meetings with the supplier, delays on the service provider's side have prevented resolution and payment.

2. LATE AND/OR NON-PAYMENT OF SUPPLIERS

Description	Number of Invoices	Consolidated Value
		R'000
Valid invoices received	527	R18 959 486
Invoices paid within 30 days or agreed period	513	R18 496 579
Invoices paid after 30 days or agreed period	14	R462 906
Invoices older than 30 days or agreed period (<i>unpaid and without dispute</i>)	0	R0
Invoices older than 30 days or agreed period (<i>unpaid and in dispute</i>)	4	R161 424

⁴ Information related to material losses must also be disclosed in the annual financial statements.

PART E PFMA COMPLIANCE REPORT

3. SUPPLY CHAIN MANAGEMENT

Procurement by other means

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
There were none.				
TOTAL				

Contract variations and expansions

Project description	Name of supplier	Contract modification type (Expansion or Variation)	Contract number	Original contract value R'000	Value of previous contract expansion/s or variation/s (if applicable) R'000	Value of current contract expansion or variation R'000
Data: 3G cards	Vodacom	Variation	NCT2425/027	R571 872	-	R85 771
Software Support	The IT advantage	Variation	NCT2425/029	R233 289	-	R34 993
Surveys – Culture	Omnico	Variation	NCT2425/042	R108 866	-	R16 329
Electronic Signatures	RQ Tech	Variation	NCT2425/065	R256 082	-	R38 412
TOTAL						R175 505

EXCO Team

Top left to right:
Mr Ahmed Moolla, Mr Bax Nomvete,
Ms Hazel Alwar-Simpson

Bottom left to right:
Mr Trevor Bailey, Mr Prenesen Moodley





DISCOUNT
COMMUNICATION
FINANCE
MANAGEMENT
SUCCESS
BUSINESS
PLANNING
ANALYSIS
VENDOR
PRICE
CONTRACT
COST
RETAIL
SERVICE
PROCURE
DEAL
COMPANY
MARKETING
FINANCE
COOPERATION
AGREEMENT
COMMERCE

PROCUREMENT

ANALYSIS
AGREEMENT
INVESTMENT
COMPANY
PRICE
BUY
PURCHASE
COOPERATION
FINANCE
PRICE
SUCCESS
MARKETING
DELIVERY
CONTRACT
MANAGEMENT
VENDOR
BUSINESS
COMMERCE
PLAN
STRATEGY
PRODUCT
COMMUNICATION



national consumer tribunal

PART F

FINANCIAL INFORMATION

National Consumer Tribunal
Annual Financial Statements
for the year ended on 31 March 2025

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General Information for the year ended 31 March 2025

Nature of business and principal activities	The National Consumer Tribunal (NCT) was established in terms of the National Credit Act (Act 34 of 2005). From 1 April 2011, its mandate was expanded to include adjudication on matters in terms of the Consumer Protection Act (Act 68 of 2008). The NCT is an independent body that is responsible for hearing and deciding on cases involving consumers, credit providers, debt counsellors and credit bureaux as well as providers of goods and services. The NCT is also responsible for reviewing decisions made by the National Credit Regulator and the National Consumer Commission. The NCT is listed in the Public Finance Management Act (PFMA), Act No. 1 of 1999, as a Schedule 3A Public Entity.		
Accounting Authority	TA Bailey (Executive Chairperson of the Tribunal)		
Part-Time Tribunal Members for 2024/25	N Maseti (Deputy Chairperson) K Moodaliyar MC Peenze P Manzi-Ntshingila S Mbhele S Hockey CJ Ntsoane C Sassman		
Full-Time Tribunal Members for 2024/25	H Alwar-Simpson LA Potwana Z Ntuli		
Key Management for 2024/25	A Moolla (Chief Financial Officer) P Moodley (Registrar from 11 October 2024) P Moodley (Acting Registrar from 1 June 2023 to 10 October 2024) BX Nomvete (Contracted in as Chief Information Officer from 28 August 2023)		
Business address	Block B, Ground Floor Lakefield Office Park 272 West Avenue Centurion 0157		
Postal address	Private Bag X110 Centurion 0046		
Bankers	Nedbank Ltd South African Reserve Bank		
Preparer	The Annual Financial Statements were internally compiled by the Finance Manager and Chief Financial Officer		

Report of the Independent Auditors to Parliament on National Consumer Tribunal

Report on the audit of the financial statements

Opinion

1. We have audited the financial statements of the National Consumer Tribunal set out on pages 73 to 109 which comprise the statement of financial position as at 31 March 2025, statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget information with actual information for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In our opinion, the financial statements present fairly, in all material respects, the financial position of the National Consumer Tribunal as at 31 March 2025 and its financial performance and cash flows for the year then ended in accordance with the South African Standards of Generally Recognised Accounting Practices (GRAP) and the requirements of the Public Finance Management Act (PFMA).

Basis for opinion

3. We conducted the audit in accordance with the International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the audit of the financial statements* section of our report.
4. We are independent of the public entity in accordance with the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (IRBA Code) and other independence applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical requirements applicable for performing audits in South Africa.
5. The IRBA Code is consistent with the corresponding section of the International Ethics Standards Board of Accountants' *International code of Ethics for Professional Accountants (including international independence Standards)*.
6. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

7. In terms of the IRBA Rule on Enhanced Auditor Reporting for the Audit of Financial Statements of Public Interest Entities, published in Government Gazette No. 49309 dated 15 September 2023 (EAR Rule), we report:

Final materiality

8. The scope of our audit was influenced by our application of materiality. An audit is designed to obtain reasonable assurance whether the financial statements are free from material misstatement. Misstatements may arise due to fraud or error, and they are considered material if individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.
9. Our determination of materiality is a matter of professional judgement and is affected by our perception and understanding of the financial information needs of intended users, which is the quantitative and qualitative factors that determine the level at which relevant decisions taken by users would be affected by a misstatement. These factors helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate on the financial statements as a whole.
10. Based on our professional judgement, we determined final materiality for the financial statements as follows:

Final materiality amount	R 1 000 000
Basis for determining materiality	2% of operating expenses, as disclosed in statement of financial performance.
Rationale for benchmark applied	Operating Expenditure is an appropriate quantitative indicator of materiality as National Consumer Tribunal's mandate is linked to service delivery which is achieved through spending of the allocated funds

Report of the Independent Auditors
to Parliament on National Consumer Tribunal

Responsibilities of the accounting authority for the financial statements

11.
- The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the standards of GRAP and the requirements of the PFMA, and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
12.
- In preparing the financial statements, the accounting officer is responsible for assessing the public entity's ability to continue as a going concern; disclosing, as applicable, matters relating to going concern; and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the public entity or to cease operations, or has no realistic alternative but to do so.

Responsibilities of the auditors for the audit of the financial statements

13.
- Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error; and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
14.
- A further description of our responsibilities for the audit of the financial statements is included in the annexure to this auditor's report. This description, which is located at page 70 to 71, forms part of our auditor's report.

Report on the annual performance report

15.
- In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, we must audit and report on

the usefulness and reliability of the reported performance information against predetermined objectives for the selected material performance indicators presented in the annual performance report. The accounting authority is responsible for the preparation of the annual performance report.

16.

We selected the following material performance indicators related to Case Management and Adjudication presented in the annual performance report for the year ended 31 March 2025. We selected those indicators that measure the public entity's performance on its primary mandated functions and that are of significant national, community or public interest.

Programme	Page numbers	Purpose
Average number of days from the date of filing of DRA to date of issuing an order to parties	34	Case Management and Adjudication
Average number of days from the date of close of pleadings on a Non-DRA to issuing a first notice of set down to the parties.	34	
Average number of days from the date of final adjudication of Non-DRA to date of issuing an order.	34	
Number of impact reports on DRA or Non-DRA judgments and orders of the Tribunal	34	

17.
- We evaluated the reported performance information for the selected material performance indicators against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the public entity's planning and delivery on its mandate and objectives.
18.
- We performed procedures to test whether:
 - the indicators used for planning and reporting on performance can be linked directly to the public entity's mandate and the achievement of its planned objectives
 - all the indicators relevant for measuring the public entity's performance against its

Report of the Independent Auditors to Parliament on National Consumer Tribunal

primary mandated and prioritised functions and planned objectives are included

- the indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that we can confirm the methods and processes to be used for measuring achievements
- the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
- the indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents
- the reported performance information is presented in the annual performance report in the prescribed manner
- there is adequate supporting evidence for the achievements reported and for the reasons provided for any over- or underachievement of targets.

19. We performed the procedures to report material findings only; and not to express an assurance opinion or conclusion.
20. We did not identify any material findings on the reported performance information for the selected indicators

Report on compliance with legislation

21. In accordance with the PAA and the general notice issued in terms thereof, we must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting authority is responsible for the public entity's compliance with legislation.
22. We performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, we do not express an assurance opinion or conclusion.

23. Through an established AGSA process, we selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the public entity, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.
24. We did not identify any material non-compliance with the selected legislative requirements.

Other information in the annual report

25. The accounting authority is responsible for the other information included in the annual report. The other information referred to does not include the financial statements, the auditor's report and those selected material indicators in the scoped-in programme presented in the annual performance report that have been specifically reported on in this auditor's report.
26. Our opinion on the financial statements and the reports on the audit of the annual performance report and compliance with legislation do not cover the other information included in the annual report and we do not express an audit opinion or any form of assurance conclusion on it.
27. In connection with our audit, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected programme presented in the annual performance report, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.
28. We have nothing to report in this regard.

Internal control deficiencies

29. We considered internal control relevant to our audit of the financial statements, annual performance report and compliance with applicable legislation; however, our objective was not to express any form of assurance on it.
30. We did not identify any significant deficiencies in internal control.

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Other reports

31. We draw attention to the following engagements conducted by various parties. These reports did not form part of our opinion on the financial statements or our findings on the reported performance information or compliance with legislation.
32. There is an on-going investigation relating to a whistle-blowing complaint that was received by the NCT in November 2024 regarding the procurement processes of the public entity. The investigation is being conducted by the entity's attorneys and the final investigation report has not yet been issued.

MNB Chartered Accountants Inc.

MNB Chartered Accountants Inc.
Engagement Director: Rivalani Glen Ntuli
Registered Auditor
31 July 2025
Midrand



ANNEXURE TO THE AUDITOR'S REPORT

The annexure includes the following:

- The auditor's responsibility for the audit
- The selected legislative requirements for compliance testing

Auditor's responsibility for the audit

Professional judgement and professional scepticism

As part of an audit in accordance with the ISAs, we exercise professional judgement and maintain professional scepticism throughout our audit of the financial statements and the procedures performed on reported performance information for selected material performance indicators and on the public entity's compliance with selected requirements in key legislation.

Financial statements

In addition to our responsibility for the audit of the financial statements as described in this auditor's report, we also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the public entity's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made
- conclude on the appropriateness of the use of the going concern basis of accounting in the preparation of the financial statements. We also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the public entity to continue as a going concern. If we conclude that a material

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uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify our opinion on the financial statements. Our conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause a public entity to cease operating as a going concern

- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communication with those charged with governance

We communicate with the accounting authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the accounting authority with a statement that we have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence and, where applicable, actions taken to eliminate threats or safeguards applied.

Compliance with legislation – selected legislative requirements

The selected legislative requirements are as follows:

Legislation	Sections or regulations
Public Finance Management Act 1 of 1999	Section 51(1)(b)(i); 51(1)(b)(ii); 51(1)(e)(iii); 53(4); 54(2)(c); 54(2)(d); 55(1)(a); 55(1)(b); 55(1)(c)(i); 56; 57(b); 66(3)(c); 66(5)
Treasury Regulations, 2005	Regulation 16A3.2; 16A3.2(a); 16A6.1; 16A6.2(a); 16A6.2(b); 16A6.3(a); 16A6.3(a); 16A6.3(b); 16A6.3(c); 16A6.3(e); 16A6.4; 16A6.5; 16A6.6; 16A.7.1;

Legislation	Sections or regulations
Treasury Regulations, 2005 (continued)	16A.7.3; 16A.7.6; 16A8.3; 16A8.4; 16A9.1(b)(ii); 16A 9.1(d); 16A9.1(e); 16A9.1(f); 16A9.2; 16A9.2(a)(ii); 30.1.1; 31.1.2(c); 30.1.3(a); 30.1.3(b); 30.1.3(d); 30.2.1; 31.2.1; 31.2.5; 31.2.7(a); 31.3.3; 32.1.1(a); 32.1.1(b); 32.1.1(c); 33.1.1; 33.1.3
Construction Industry Development Board Act 38 of 2000	Section 18(1)
Construction Industry Development Board Regulations, 2004	Regulation 17; 25(7A)
National Treasury Instruction No. 5 of 2020/21	Paragraph 4.8; 4.9; 5.3
Second Amendment National Treasury Instruction No. 5 of 202/21	Paragraph 1
Erratum National Treasury Instruction No. 5 of 202/21	Paragraph 2
National Treasury Instruction No. 1 of 2021/22	Paragraph 4.1
National Treasury Instruction No. 4 of 2015/16	Paragraph 3.4
National Treasury SCM Instruction No. 4A of 2016/17	Paragraph 6
National Treasury SCM Instruction No. 03 of 2021/22	Paragraph 4.1; 4.2(b); 4.3; 4.4; 4.4(a); 4.17; 7.2; 7.6
National Treasury SCM Instruction No. 11 of 2020/21	Paragraph 3.4(a); 3.4(b); 3.9
National Treasury SCM Instruction No. 2 of 2021/22	Paragraph 3.2.1; 3.2.4; 3.2.4(a); 3.3.1
National Treasury Practice Note 5 of 2009/10	Paragraph 3.3
National Treasury Practice Note 7 of 2009/10	Paragraph 4.1.2
Preferential Procurement Policy Framework Act 5 of 2000	Section 1; 2.1(a); 2.1(f)
Preferential Procurement Regulations, 2022	Regulation 4.1; 4.2; 4.3; 4.4; 5.1; 5.2; 5.3; 5.4
Preferential Procurement Regulations, 2017	Regulation 4.1; 4.2; 5.1; 5.3; 5.6; 5.7; 6.1; 6.2; 6.3; 6.6; 6.8; 7.1; 7.2; 7.3; 7.6; 7.8; 8.2; 8.5; 9.1; 10.1; 10.2; 11.1; 11.2
Prevention and Combating of Corrupt Activities Act 12 of 2004	Section 34(1)

Statement of Responsibility for the year ended 31 March 2025

The Accounting Authority is required by the Public Finance Management Act (Act 1 of 1999) to maintain adequate accounting records and is responsible for the content and integrity of the Annual Financial Statements and related financial information included in this report. It is its responsibility to ensure that the Annual Financial Statements fairly present the state of affairs of the NCT as at the end of the financial year and the results of its operations and cash-flows for the period then ended, in conformity with the South African Statements of Generally Recognised Accounting Practices (GRAP). The external auditors are engaged to express an independent opinion on the Annual Financial Statements.

The Annual Financial Statements have been prepared in accordance with GRAP and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The Accounting Authority acknowledges that it is ultimately responsible for the internal control system established by the NCT and places considerable importance on maintaining a strong control environment. To enable the NCT to meet these responsibilities, the Accounting Authority sets standards for internal control aimed at reducing the risk of error or loss in a cost-effective manner. These internal control standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These internal controls are monitored throughout the NCT. All employees are required to maintain the highest ethical standards in ensuring the NCT's business is conducted in a manner that is above reproach in all reasonable circumstances. The focus of risk management in the NCT is on identifying, assessing, managing and monitoring all known forms of risk across the NCT. While operational risk cannot be fully eliminated, the NCT endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

Based on the information and explanations given by Management, the Accounting Authority is of the opinion that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the Annual Financial Statements. However, any internal control system can provide only reasonable and not absolute assurance against material misstatement or loss.

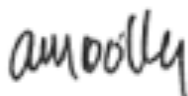
The Annual Financial Statements, which have been prepared on the going concern basis, were approved and signed on its behalf:



Trevor Bailey
Executive Chairperson and Accounting Authority
31 July 2025



H Alwar-Simpson
Chief Operating Officer
31 July 2025



Ahmed Moolla
Chief Financial Officer
31 July 2025

Statement of Financial Position as at 31 March 2025

		31 March 2025	31 March 2024
	Note	R	R
ASSETS			
Current assets		40 449 297	33 912 442
Cash and cash equivalents	2	39 424 886	31 109 658
Trade and other receivables from exchange transactions	3	933 114	2 680 056
Inventories	4	91 297	122 728
Non-current assets		5 993 184	6 111 215
Property, plant and equipment	5	5 089 831	5 419 932
Intangible assets	6	468 721	691 283
Trade and other receivables from exchange transactions	3	434 632	-
Total assets		46 442 481	40 023 657
LIABILITIES			
Current liabilities		12 449 827	13 335 882
Trade and other payables from exchange transactions	7	3 836 172	6 182 311
Provisions	8	-	333 209
Employee Benefits	9	8 613 655	6 820 362
Total liabilities		12 449 827	13 335 882
NET ASSETS		33 992 654	26 687 775
NET ASSETS			
Accumulated surplus		33 992 654	26 687 775

Statement of Financial Performance for the year ended 31 March 2025

		31 March 2025	31 March 2024
	Note	R	R
Revenue: Non-exchange transactions		52 000 000	55 295 000
Government grant	10	52 000 000	55 295 000
Revenue: Exchange transactions		37 462 958	28 672 419
Filing fees	10	33 697 741	23 957 239
Service fees	10	26 617	1 163
Sundry income	10	-	479 092
Other income - proceeds from insurance	10	26 558	16 027
Interest earned	10	3 712 042	4 218 898
Total Revenue		89 462 958	83 967 419
Total expenditure		82 158 078	76 320 845
Audit fees	11	649 884	777 307
Administrative expenses	12	10 307 651	9 548 769
Other operating expenses	13	10 754 589	8 171 435
Part-time Tribunal Members' fees	14	9 395 779	6 968 881
Employee related costs	15	48 680 164	49 195 453
Repayment of grant/Surrender of surplus funds		2 370 010	1 659 000
Net surplus for the year		7 304 880	7 646 574

Statement of Changes in Net Assets
for the year ended 31 March 2025

	Accumulated surplus	Total net assets
Note	R	R
Balance as at 31 March 2023	19 041 201	19 041 201
Net surplus for the period ended 31 March 2023	7 646 574	7 646 574
Balance as at 31 March 2024	26 687 775	26 687 775
Net surplus for the current year	7 304 880	7 304 880
Balance as at 31 March 2025	33 992 654	33 992 654

Cash Flow Statement for the year ended 31 March 2025

		31 March 2025	31 March 2024
	Note	R	R
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		88 680 715	84 547 017
Government grants		52 000 000	55 295 000
Filing fees		32 607 413	24 914 327
Service fees		26 617	1 163
Sundry income		308 085	101 603
Other income - proceeds from insurance		26 558	16 027
Interest received		3 712 042	4 218 898
Payments		(79 076 587)	(74 147 280)
Tribunal Members' fees		(9 421 444)	(7 391 712)
Employee-related costs		(47 220 127)	(48 659 879)
Suppliers		(20 065 006)	(16 436 689)
Repayment of grant		(2 370 010)	(1 659 000)
Net cash flows from operating activities	17	9 604 128	10 399 737
CASH FLOWS FROM INVESTING ACTIVITIES		(1 288 901)	(1 818 169)
Additions to property, plant and equipment	5	(1 288 901)	(1 818 169)
Net increase in cash and cash equivalents		8 315 228	8 581 568
Cash and cash equivalents at beginning of the year		31 109 658	22 528 089
Cash and cash equivalents at the end of the year	2	39 424 886	31 109 658

Statement of Comparison of Budget and Actual Amounts for the year ended 31 March 2025

	Note	Approved budget (before transfers) R	Additional funds and transfers between budget line items R	Final budget (after transfers) R	Actual amounts on comparable basis with final budget R	Difference between final budget and actual amounts R
REVENUE						
Income from non-exchange transactions						
Grant income	18.1	52 000 000	-	52 000 000	52 000 000	-
Roll-over	18.2	-	18 083 822	18 083 822	18 083 822	-
Income from exchange transactions						
Filing and service fees	18.3	17 392 081	3 500 000	20 892 081	33 724 358	12 832 277
Sundry Income	18.3	-	-	-	26 558	26 558
Interest received	18.3	1 087 516	-	1 087 516	3 712 042	2 624 526
Total revenue		70 479 597	21 583 822	92 063 419	107 546 780	15 483 360
EXPENSES						
Administrative expenses	18.4	6 092 519	4 230 586	10 323 105	10 307 651	(15 454)
Other operating expenses	18.5	6 776 667	3 456 513	10 233 180	9 776 738	(456 442)
Audit fees		630 000	30 000	660 000	649 884	(10 116)
Tribunal Members' costs	18.6	5 826 883	3 574 970	9 401 853	9 395 779	(6 074)
Employee-related costs	18.7	50 653 528	-	50 653 528	41 552 787	(9 100 741)
Capital expenditure	18.8	500 000	10 291 753	10 791 753	1 288 901	(9 502 852)
Repayment of surplus funds		-	-	-	2 370 010	2 370 010
Total expenses		70 479 597	21 583 822	92 063 419	75 341 750	(16 721 670)
Surplus for the period as per budget statement		-	-	-	32 205 030	32 205 030

Reconciliation of surplus for the period with the surplus in the Statement of Financial Performance

		Adjustment of actual amounts to comparable basis with final budget	R
Net surplus per the Statement of Financial Performance			7 304 880
Roll-over funds received in the prior year			18 083 822
Adjusted for:	Activity		
Property, Plant and Equipment written-off	Operating		64 737
Amortisation	Operating		222 562
Depreciation	Operating		1 554 264
Movement in employee benefit: Leave pay	Operating		196 379
Capital assets purchased	Investing		(1 288 901)
Prepayments - computer licences	Operating		(863 710)
Employee benefit: Performance bonus	Operating		6 930 999
Surplus for the period as per budget statement			32 205 030

Note: All adjustments relate to a difference in the basis of preparation. There is a difference between the accounting basis used in the preparing and presenting the budget and the accounting basis used in the financial statements. These differences occur as the accounting system and the budget system compile information from different perspectives, namely, the budget focuses on cash flows plus certain commitments, while the financial statements report cash flows and accrual information. The items above have been adjusted to make the budget comparable to the financial statements. Also, refer to [Note 17](#) for the reconciliation of net cash flows from operating activities to the surplus per the Statement of Financial Performance.

Accounting Policies for the year ended 31 March 2025

1. ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of these Annual Financial Statements are set out below and are, in all material respects, consistent with those of the previous year, except as otherwise indicated.

1.1 Basis of preparation

The Annual Financial Statements have been prepared in accordance and are in compliance with the effective Standards of Generally Recognised Accounting Practices (GRAP) and the Public Finance Management Act (PFMA), Act 1 of 1999, as amended, including any interpretations, guidelines and directives issued by the Accounting Standards Board. The Annual Financial Statements have been prepared on a historic cost basis and the accounting policies are consistent with prior years. The amounts have been presented in the currency of the South African Rand (R), which is also the functional currency of the NCT. Unless otherwise stated, financial figures are presented to the nearest R1.

The GRAP Standards relevant to the NCT and which were complied with in preparing the Annual Financial Statements are listed below:

GRAP 1: Presentation of Financial Statements
GRAP 2: Cash Flow Statements
GRAP 3: Accounting Policies, Changes in Accounting Estimates and Errors
GRAP 9: Revenue from Exchange Transactions
GRAP 12: Inventories
GRAP 13: Leases
GRAP 14: Events After the Reporting Date
GRAP 17: Property, Plant and Equipment
GRAP 19: Provisions, Contingent Liabilities and Contingent Assets
GRAP 20: Related Party Disclosures
GRAP 21: Impairment of Non-cash-generating Assets
GRAP 23: Revenue from Non-exchange Transactions
GRAP 24: Presentation of Budget Information in Financial Statements
GRAP 25: Employee Benefits
GRAP 31: Intangible Assets
GRAP 104: Financial Instruments

The Cash Flow Statement was prepared in accordance with the direct method.

1.2 Comparative Information

- Current year comparatives (Budget)

Budget information in accordance with GRAP 1 and 24, has been provided in these annual financial statements for the year ended 31 March 2025.

- Prior year comparatives

The current year's financial statements have presented the prior-period comparative information.

Accounting Policies for the year ended 31 March 2025

1. ACCOUNTING POLICIES (continued)

1.3 Use of estimation and significant judgements

In preparing the Annual Financial Statements, Management is required to make estimates and assumptions that affect the amounts represented in the Annual Financial Statements and related disclosures. The use of available information and the application of judgement is inherent in the formation of estimates. Actual results in the future could differ from these estimates, which may be material to the Annual Financial Statements. Use of estimation & significant judgements include:

1.3.1 Property, plant and equipment

In determining the useful life and residual value of each category of property, plant and equipment, Management considered each asset's nature and use. Leased office equipment and leasehold improvements are depreciated over the lease period with no residual value.

1.3.2 Intangible assets

In determining the useful life of computer software, Management took into consideration that the software will have to be upgraded from time to time. The residual value of computer software is regarded as zero due to the fact that computer software is not re-saleable.

1.3.3 Impairment

The entity assesses annually whether there is an indication that an asset may be impaired. If there are indications that impairment may have occurred, estimates of expected future cash flows for each group of assets are prepared. Expected future cash flows used to determine the value in use of intangible assets are inherently uncertain and could materially change over time.

1.3.4 Provision

Provisions were raised and Management determined an estimate based on the information available.

1.4 Going Concern

The Annual Financial Statements have been prepared on a going concern basis and the accounting policies have been applied consistently throughout the year.

1.5 Financial instruments

The NCT classifies financial instruments, or their component parts, on initial recognition as a financial asset, a financial liability or an equity instrument in accordance with the substance of the contractual arrangement. Financial assets and financial liabilities are recognised on the Statement of Financial Position when the NCT becomes party to the contractual provisions of the instrument.

1.5.1 Financial assets

Financial assets are initially measured at fair value plus transaction costs.

The NCT's principal financial assets are trade receivables and cash and cash equivalents. Subsequently, items included in this category are measured at the amortised cost, calculated based on the effective interest method, and material interest is included in the surplus or the deficit for the year. Net gains or losses represent gains and losses on de-recognition and are included in "other income" or "other expenses."

Accounting Policies for the year ended 31 March 2025

1. ACCOUNTING POLICIES (continued)

1.5.1 Financial assets (continued)

Receivables with no stated rate are measured at the original invoice amount if the effect of discounting is immaterial. Impairment losses are recognised on receivables when there is objective evidence of impairment. An impairment loss is recognised in the surplus or the deficit when the carrying amount of the asset exceeds its recoverable amount. The recoverable amount is calculated as the present value of the estimated future cash flows discounted at the original effective interest rate of the instrument.

1.5.2 Financial liabilities

The NCT's principal financial liabilities are trade and other payables.

These financial liabilities are initially measured at fair value plus transaction costs. Subsequently, these items are measured at the amortised cost, using the effective interest rate method. Interest expenses on these items are measured at the amortised cost, using the effective interest rate method. Net gains or losses represent gains or losses on de-recognition and are included in "other income" or "other expenses."

1.5.3 Offsetting

The NCT does not offset financial assets and financial liabilities in the Statement of Financial Position unless a legal right to set-off exists and the parties intend to settle on a net basis.

1.5.4 Impairment

All financial assets measured at amortised cost or cost are subject to an impairment review. The NCT assesses at the end of each reporting period whether there is any objective evidence that a financial asset or group of financial assets is impaired.

1.6 Provisions and contingent liabilities

Provisions are recognised when:

- The entity has a present obligation as a result of a past event;
- It is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and
- A reliable estimate can be made of the obligation.

The amount of a provision is the best estimate of the expenditure expected to be required to settle the present obligation at the reporting date. Where the effect of time value of money is material, the amount of a provision is the present value of the expenditures expected to be required to settle the obligation.

Where some or all the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement is recognised when, and only when, it is virtually certain that reimbursement will be received if the entity settles the obligation. The reimbursement is treated as a separate asset. The amount recognised for the reimbursement does not exceed the amount of the provision.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. Provisions are reversed if it is no longer probable that an outflow of resources embodying economic benefits or service potential will be required, to settle the obligation. Provisions are not recognised for future operating surplus (deficit). If an entity has a contract that is onerous, the present obligation (net of recoveries) under the contract is recognised and measured as a provision.

Accounting Policies for the year ended 31 March 2025

1. ACCOUNTING POLICIES (continued)

1.6 Provisions and contingent liabilities (continued)

A contingent liability is:

A possible obligation that arises from past events, and whose existence will be confirmed only by the occurrence or

- non-occurrence of one or more uncertain future events not wholly within the control of the entity; or
- a present obligation that arises from past events but is not recognised because:
 - (i) it is not probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; or
 - (ii) the amount of the obligation cannot be measured with sufficient reliability.

Contingent liabilities are not recognised but a brief description of the nature of contingent liabilities at the reporting date, and, where practicable, an estimate of their financial effect is disclosed in the notes to the financial statements unless the possibility of an outflow of resources embodying economic benefits or service potential is remote.

Contingent liabilities are assessed continually to determine whether an outflow of resources embodying economic benefits or service potential has become probable. If it becomes probable that an outflow of future economic benefits or service potential will be required for an item previously dealt with as a contingent liability, a provision is recognised in the financial statements of the period in which the change in probability occurs.

1.7 Prepayments

The NCT may render payment for the delivery of goods or services in advance of the delivery of goods or the rendering of services when contractually obligated. In this instance such prepayment is recognised in the Statement of Financial Position as an asset when the payment is made, and is measured at the fair value of the consideration paid. The asset is expensed when delivery of the goods occurs or when the service is rendered.

1.8 Inventories

Inventories are initially recognised at cost. The carrying amount of inventories is recognised as an expense in the period that the inventory was distributed or consumed. The cost formula applied is the first in first out basis.

Inventories, consisting of stationery, is measured at the lower of cost and current replacement cost.

1.9 Property, plant and equipment

Items of property, plant and equipment are initially recognised as assets on acquisition date and are initially recorded at cost.

Property, plant and equipment are stated at historical cost less accumulated depreciation and any impairment losses. The cost of an item of property, plant and equipment is recognised as an asset when:

- it is probable that future economic benefits or service potential associated with the item will flow to the entity; and
- the cost of the item can be measured reliably.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, only when it is probable that future economic benefits or service potential associated with the item will flow to the NCT and the cost of the item can be reliably measured.

Accounting Policies for the year ended 31 March 2025

1. ACCOUNTING POLICIES (continued)

1.9 Property, plant and equipment (continued)

All other costs such as day-to-day servicing and small parts are treated as repairs and maintenance and are expensed to the Statement of Financial Performance during the financial period in which they are incurred.

The NCT assesses the useful life and residual values of property, plant and equipment annually. The useful lives and residual values are estimated on an annual basis at each year-end, with the effect of any changes in estimate accounted for on a prospective basis.

Property, plant and equipment is depreciated on the straight-line basis over their expected useful lives to their estimated residual value. The initial assessments of the useful lives of items of property, plant and equipment have been assessed as follows:

Property, plant and equipment	Average useful life
Furniture and fittings	15 years
Office equipment	5 years
Computer equipment	5 years to 10 years
Leasehold improvements	Period of lease

Derecognition

The gain or loss arising from the derecognition of an item of property, plant and equipment is determined by comparing the proceeds from disposal with the carrying amount of the property, plant and equipment, and is recognised in the Statement of Financial Performance when the item is derecognised.

1.10 Intangible assets

An intangible asset is recognised when:

- It is probable that the expected future economic benefits or a service potential that are attributable to the asset will flow to the entity; and
- The cost of the asset can be measured reliably.

Intangible assets are initially recognised at cost. Expenditure on research is recognised as an expense when it is incurred. An intangible asset from development is recognised when:

- It is technically feasible to complete the asset so that it will be available for use or sale; and
- There is an intention to use or sell it; and
- There is an ability to use or sell it; and
- It will generate probable future economic benefits;
- Adequate technical, financial and other resources to complete the development and
- The expenditure during the development phase can be measured reliably.

Intangible assets are carried at cost less accumulated amortisation and impairment losses. The amortisation period and method are reviewed every year-end.

Amortisation is provided to write down the intangible assets on a straight-line basis as follows:

Accounting Policies for the year ended 31 March 2025

1. ACCOUNTING POLICIES (continued)

1.10 Intangible assets (continued)

Intangible assets	Average useful life
Computer software (Internally generated)	3 to 5 years
Computer software (Other)	2 to 3 years

Subsequent expenditure

Subsequent expenditure on capitalised intangible assets is recognised and capitalised only when the costs incurred increase the future economic benefits or service potential embodied in the specific asset to which it relates.

All other subsequent expenditure is recognised in the Statement of Financial Performance as an expense when it is incurred.

Derecognition

The carrying amount of an intangible asset is derecognised on disposal or when no future economic benefits are expected from its use.

The gain or loss arising from the derecognition of an intangible asset is determined by comparing the proceeds from disposal with the carrying amount of the intangible asset and is recognised in the Statement of Financial Performance when the item is derecognised.

1.11 Impairment of property, plant and equipment and intangible assets

The NCT designates its assets as non-cash-generating assets as they are used for service delivery purposes and not to generate economic benefits.

In assessing whether there is any indication that an asset may be impaired, the NCT considers, as a minimum, the following indicators:

External sources of information

- a) Cessation, or near cessation, of the demand or need for services provided by the asset.
- b) Significant long-term changes with adverse effect on the entity have taken place during the period or will take place in the near future, in the technological, legal or government policy environment in which the entity operates.

Internal sources of information

- c) Evidence is available of obsolescence or physical damage of an asset.
- d) Significant long-term changes with an adverse effect on the entity have taken place during the period, or are expected to take place in the near future, in the extent to which, or manner in which, an asset is used or is expected to be used. These changes include the asset becoming idle, plans to discontinue or restructure the operation to which an asset belongs, plans to dispose of an asset before the previously expected date and reassessing the useful life of an asset as finite rather than indefinite.
- e) A decision to halt the construction of the asset before it is complete or in a usable condition.
- f) Evidence is available from internal reporting that indicates that the service performance of an asset is, or will be, significantly worse than expected.

Accounting Policies for the year ended 31 March 2025

1. ACCOUNTING POLICIES (continued)

1.11 Impairment of property, plant and equipment and intangible assets (continued)

Internal sources of information (continued)

An asset is impaired when its recoverable service amount is less than its carrying value. In this instance, the carrying value of the asset is reduced to its recoverable service amount. This reduction is an impairment loss, which is recognised immediately in the Statement of Financial Performance. A reversal of an impairment loss of assets is recognised immediately in the Statement of Financial Performance.

1.12 Leasing

1.12.1 Operating leases - Lessee

A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership. Lease payments under an operating lease are recognised as expenses in the Statement of Financial Performance on a straight-line basis over the lease period.

1.12.2 Finance leases - Lessee

Finance leases refer to a contract that transfers the risks, rewards, rights and obligations incidental to ownership to the lessee and is recorded as a purchase of equipment by means of long-term borrowing. All other leases are classified as operating leases. Assets held under finance leases and the corresponding liability are recognised at their present value of the minimum lease payments at the date of acquisition. Finance costs, which represent the difference between the total leasing commitments and the estimated present value of the assets acquired, are charged to the Statement of Financial Performance over the term of the relevant lease so as to produce a constant periodic rate of interest on the remaining balance of the obligations for each accounting period.

1.13 Revenue

1.13.1 Revenue from exchange transactions

Revenue is the gross inflow of economic benefits or service potential received and receivable by the NCT, which results in an increase in net assets. An exchange transaction is one in which the NCT receives assets or services, or has liabilities extinguished, and directly gives equal value to the other party in exchange.

Revenue shall be measured at the fair value of the consideration received or receivable.

Filing fees:

Filing fees are levied in terms of regulations promulgated under Section 171 of the National Credit Act, Act No. 34 of 2005 (the NCA), on debt re-arrangement (DRA) matters filed with the Tribunal for adjudication. The filing fee (transaction amount per application) in respect of a DRA matter is determined by the Minister of Trade, Industry and Competition by Regulation in terms of Section 171 from time to time and published in the Government Gazette. The filing fee is levied as revenue at the transaction amount as soon as a case number is issued to the applicant per application.

Service fees:

Service fees are recognised as revenue when the right to the revenue has been established. This is when a payment is received for services to be rendered. The asset and the corresponding revenue are measured on the basis of the fair value of the asset on initial recognition.

Accounting Policies for the year ended 31 March 2025

1. ACCOUNTING POLICIES (continued)

1.13 Revenue (continued)

1.13.1 Revenue from exchange transactions (continued)

Investment income:

Investment income is recognised as it accrues using the effective interest rate method.

1.13.2 Revenue from non-exchange transactions

Non-exchange revenue transactions comprise a grant from the Department of Trade, Industry and Competition. When the NCT receives resources as a result of a non-exchange transaction, it recognises an asset and revenue when it is probable that the NCT will receive economic benefits or service potential and it can make a reliable measure of the resources that are transferred. Where the resources transferred to the NCT are subject to the fulfilment of specific conditions, it recognises an asset and a corresponding liability. As and when the conditions are fulfilled, the liability is reduced and revenue is recognised. The asset and the corresponding revenue are measured on the basis of the fair value of the asset on initial recognition.

1.14 Employee benefits

The cost of short-term employee benefits (those payable within twelve months after the service is rendered, such as paid annual leave and performance bonuses) are recognised in the period in which the service is rendered and are not discounted.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement, or in the case of non-accumulating absences when the absence occurs.

Provision is made for leave pay and it is set at 100% of all outstanding accumulated leave at reporting date. It is disclosed as an employee benefit.

Performance bonuses are recognised as the NCT has a constructive obligation to make such payments. The entity has a practice of paying performance bonuses based on a performance management policy.

1.15 Materiality

Omissions or misstatements of items are material if they could, individually or collectively, influence the decisions or assessments of users made based on the financial statements. Materiality depends on the nature or size of the omission or misstatement judged in the surrounding circumstances. The nature or size of the information item, or a combination of both, could be the determining factor.

Assessing whether an omission or misstatement could influence decisions of users, and so be material, requires consideration of the characteristics of those users. The Framework for the Preparation and Presentation of Financial Statements states that users are assumed to have a reasonable knowledge of government, its activities, accounting and a willingness to study the information with reasonable diligence. Therefore, the assessment takes into account how users with such attributes could reasonably be expected to be influenced in making and evaluating decisions.

The entity does not retrospectively adjust the accounting of past items (or group of items) that were previously assessed as immaterial.

Accounting Policies for the year ended 31 March 2025

1. ACCOUNTING POLICIES (continued)

1.16 Fruitless and wasteful expenditure

Fruitless and wasteful expenditure is defined as expenditure that was made in vain and would have been avoided had reasonable care been exercised. All expenditure relating to fruitless and wasteful expenditure is recognised as an expense in the Statement of Financial Performance in the year the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

Fruitless and wasteful expenditure is recorded in the Annual report when it is either:

- under assessment, determination and/or investigation;
- transferred to receivables for recovery; or
- written off if it is not recoverable.

Refer to [note 23](#) for details of fruitless and wasteful expenditure.

1.17 Irregular expenditure

Irregular expenditure is defined in Section 1 of the PFMA as expenditure other than unauthorised expenditure incurred in contravention of or not in accordance with the requirements of any applicable legislation. Such expenditure is accounted for in the Statement of Financial Performance.

Irregular expenditure is recorded in the Annual report when it is either:

- under assessment, determination or investigation;
- condoned by the relevant authority;
- transferred to receivables for recovery;
- written off if it is not recoverable; or
- not condoned and removed.

Refer to [note 24](#) for details of irregular expenditure.

1.18 Related parties

A related party to the NCT is a person or entity with the ability to control or jointly control the NCT, or exercise significant influence over the NCT and vice versa, or an entity that is subject to common control or joint control. Control: An entity controls another entity when the entity is exposed, or has rights, to variable benefits from its involvement with the other entity and has the ability to affect the nature or amount of those benefits through its power over the other entity. Joint control is the agreed sharing of control over an activity by a binding arrangement, and exists only when the strategic financial and operating decisions relating to the activity require the unanimous consent of the parties sharing control (the venturers). Significant influence is the power to participate in the financial and operating policy decisions of the NCT, but is not in control over those policies. A related party transaction is a transfer of resources, services or obligations between the reporting entity and a related party, regardless of whether a price is charged.

The NCT is a National Public Entity and falls under the control of the Department of Trade, Industry and Competition (the dtic). The dtic and its portfolio of entities are therefore related parties of the NCT.

Accounting Policies for the year ended 31 March 2025

1. ACCOUNTING POLICIES (continued)

1.18 Related parties (continued)

In respect of persons, the Accounting Authority & Key management of the NCT, is regarded as a related party of the NCT. Key management includes all persons having the authority and responsibility for planning, directing and controlling the activities of the NCT.

If the NCT has been party to any related party transactions during the reporting period covered by the financial statements, it shall disclose the nature of the related party relationship as well as information about those transactions and outstanding balances, including commitments, in order to enable users to understand the potential effect of the relationship on the financial statements.

1.19 Budget Information

The NCT includes an additional financial statement on comparison of budget amounts and actual amounts arising from the execution of the budget in its annual financial statements, together with disclosure of the reasons for material differences between the approved budget, final budget and actual amounts. This reporting disclosure assists the NCT to discharge its accountability obligations and enhances the transparency of the financial statements by demonstrating compliance with the approved budget for the financial year, for which the NCT is held publicly accountable.

The Statement of Comparison of Budget and Actual Amounts presents separately, for each level of governance oversight, the approved and final budget amounts and the actual amounts on a comparable basis to the budget. The budget adopts a different basis of accounting to the financial statements. In order to assist users in understanding the application of the budget, the NCT includes a separate reconciliation of actual amounts on a comparable basis to the budget, to the actual amounts in the financial statements (net surplus in the Statement of Financial Performance). The NCT is committed to expend funds and operate within the limits of its approved budget allocation. The expenditure is classified by nature.

1.20 Statutory receivables

Statutory receivables arise in the form of filing fees on Debt Re-arrangement applications (DRA's) filed with the NCT regarding the National Credit Act. The filing fee is R621.14 for the year ended 31 March 2025 and is set out in the Government Gazette issued in terms of the National Credit Act. No interest is charged, and no other charges are levied. Filing fees are received in advance, and matters are only dealt with if a filing fee is received; in addition, receivables are nominal, and no impairment is required.

Refer to the Accounting Policy 1.13.1 which details how revenue in this regard is accounted for.

The NCT measures statutory receivables after initial recognition using the cost method. The carrying amount is the amount at which an asset is recognised in the statement of financial position. The cost method is the method used to account for statutory receivables that requires such receivables to be measured at their transaction amount, plus any accrued interest or other charges (where applicable) and, less any accumulated impairment losses and any amounts derecognised.

1.21 Standards of GRAP issued but not yet effective

At the date of authorisation of these annual financial statements, the following new accounting standards of Generally Recognised Accounting Principles (GRAP) and interpretations of GRAP standards were issued and not effective.

Accounting Policies for the year ended 31 March 2025

1. ACCOUNTING POLICIES (continued)

1.21 Standards of GRAP issued but not yet effective (continued)

1.21.1 GRAP 1 (amended): Presentation of Financial Statements (Going Concern)

The Account Standards Board(ASB) undertook a project in 2021 to consider the guidance and disclosure requirements on going concern in the relevant Standards of GRAP. As an outcome of this project, the Board agreed to include additional guidance and disclosures on going concern in this Standard. Consequential amendments are also made to the Standard of GRAP on Events After the Reporting Date.

An effective date has not been determined.

Management have determined that it is unlikely that it will have a material impact on the National Consumer Tribunal.

1.21.2 GRAP 2023 Improvements to the Standards of GRAP 2023

The ASB undertakes periodic revisions of the Standards of GRAP in line with best practice internationally among standard setters. The Improvements to the Standards of GRAP include changes resulting from amendments to the International Public Sector Accounting Standards and the International Financial Reporting Standards, as well as general improvements identified through consultation with stakeholders. The Improvements to the Standards of GRAP (2023) was approved by the Board and issued in November 2023.

An effective date has not been determined.

Management have determined that it is unlikely that it will have a material impact on the National Consumer Tribunal.

1.21.3 GRAP 104 (as revised): Financial Instruments (Effective 1 April 2025)

Following the global financial crisis, a number of concerns were raised about the accounting for financial instruments. This included that:

- (a) information on credit losses and defaults on financial assets was received too late to enable proper decision-making,
- (b) using fair value in certain instances was inappropriate, and
- (c) some of the existing accounting requirements were seen as too rules-based.

As a result, the International Accounting Standards Board amended its existing Standards to deal with these issues. The IASB issued IFRS Standard on Financial Instruments (IFRS 9) in 2009 to address many concerns. Revisions were made to IAS® on Financial Instruments: Presentation and the IFRS Standard® on Financial Instruments: Disclosures. The IPSASB issued revised International Public Sector Accounting Standards in June 2018 so as to align them with the equivalent IFRS Standards.

The revisions better align the Standards of GRAP with recent international developments. The amendments result in better information available to make decisions about financial assets and their recoverability, and more transparent information on financial liabilities.

Accounting Policies for the year ended 31 March 2025

1. ACCOUNTING POLICIES (continued)

1.21 Standards of GRAP issued but not yet effective (continued)

1.21.3 GRAP 104 (as revised): Financial Instruments (Effective 1 April 2025) (continued)

The most significant changes to the Standard affect:

- Financial guarantee contracts issued
- Loan commitments issued
- Classification of financial assets
- Amortised cost of financial assets
- Impairment of financial assets
- Disclosures

The entity is still to determine the impact of the standards.

Notes to the Annual Financial Statements for the year ended 31 March 2025

	31 March 2025	31 March 2024
	R	R
2. CASH AND CASH EQUIVALENTS		
Bank account – Call account (SA Reserve Bank) (refer Note 2.1)	3 134 152	25 222 048
Bank account – Deposit account (SA Reserve Bank) (refer Note 2.1)	31 196 411	-
Bank account – Operational current account (Nedbank)	1 003 093	1 026 559
Bank account – Filing fees current account (Nedbank)	4 084 802	4 861 387
Cash on hand – Petty cash (Petty Cash Debit Card)	6 428	(336)
	39 424 886	31 109 658
2.1 Bank account – Notice deposit		
In terms of the NCT's investment policy, surplus funds are invested with the South African Reserve Bank in the Corporation for Public Deposits (CPD) Account. Interest was earned at an average rate of 8.53% (2023/24: 8.22%).		
3. TRADE AND OTHER RECEIVABLES FROM EXCHANGE TRANSACTIONS		
Debtors for filing fees - Statutory receivables (Refer note 3.1)	-	-
Sundry debtors	69 404	377 489
Prepayments (refer Note 3.2)	863 710	2 302 567
	933 114	2 680 056
3.1 Debtors for filing fees - Statutory receivables		
Filing fees for debt re-arrangement matters are normally paid before the Tribunal adjudicates a case.		
Statutory receivables past due but not impaired	0 to 30 Days	31 to 60 Days
Ageing of past due amounts not impaired - 2025	-	-
3.2 Prepayments		
The prepayments are based on contractual obligations with suppliers of goods and services and include subscriptions for the unused portion of annual software licenses.		
Prepayments		
Current Asset	863 710	2 302 567
Non-Current Asset	434 632	-
	1 298 342	2 302 567
4. INVENTORIES		
Stationery	91 297	122 728
	91 297	122 728

The amount of stationery expensed during the period amounted to R181 108.27.

Notes to the Annual Financial Statements for the year ended 31 March 2025

31 March 2025	31 March 2024
R	R

5. PROPERTY, PLANT AND EQUIPMENT

	2025			2024		
	Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
Furniture and fittings	1 607 732	(1 074 636)	533 096	1 751 667	(1 108 921)	642 746
Office equipment	227 158	(197 026)	30 132	247 996	(218 906)	29 090
Computer equipment	9 468 275	(4 941 673)	4 526 603	8 356 253	(3 608 157)	4 748 096
Leasehold improvements	234 997	(234 997)	-	234 997	(234 997)	-
Total	11 538 162	(6 448 331)	5 089 831	10 590 913	(5 170 981)	5 419 932

Reconciliation of property, plant and equipment – 2025

	Opening balance	Additions	Assets written off	Assets sold	Depreciation	Closing balance
Furniture and fittings	642 746	-	(36 087)	-	(73 562)	533 096
Office equipment	29 090	8 694	(1 772)	-	(5 881)	30 132
Computer equipment	4 748 096	1 280 206	(26 879)	-	(1 474 821)	4 526 603
Total	5 419 932	1 288 901	(64 737)	-	(1 554 264)	5 089 831

Reconciliation of property, plant and equipment – 2024

	Opening balance	Additions	Assets Written Off	Assets sold	Depreciation	Closing balance
Furniture and fittings	758 718	-	(31 134)	-	(84 838)	642 746
Office equipment	30 508	5 900	-	-	(7 318)	29 090
Computer equipment	4 091 907	1 812 269	(79 217)	-	(1 076 864)	4 748 096
Total	4 881 133	1 818 169	(110 350)	-	(1 169 020)	5 419 932

Property, Plant and Equipment pledged as security

There are no restrictions on Property, Plant, and Equipment; there are also none pledged as security for liabilities.

There are no contractual commitments for Property, Plant and Equipment.

Refer to note [13.1](#) for repairs and maintenance

5.2 Re-assessment of useful lives and residual values

The useful lives and residual values of all the property, plant and equipment were assessed during the year under review and revisions were necessary as disclosed in [Note 31](#).

Notes to the Annual Financial Statements for the year ended 31 March 2025

31 March 2025	31 March 2024
R	R

6. INTANGIBLE ASSETS

	2025			2024		
	Cost	Accumulated amortisation /impairments	Carrying value	Cost	Accumulated amortisation /impairments	Carrying value
Computer software – Internally generated	2 766 434	(2 392 108)	374 326	2 766 434	(2 204 944)	561 490
Computer software – Other	584 069	(489 674)	94 395	584 069	(454 275)	129 793
Total	3 350 503	(2 881 781)	468 721	3 350 503	(2 659 220)	691 283

Reconciliation of intangible assets – 2025

	Opening balance	Additions	Amortisation	Impairments	Closing balance
Computer software – Internally generated	561 489	-	(187 163)	-	374 326
Computer software – Other	129 794	-	(35 399)	-	94 395
Total	691 283	-	(222 562)	-	468 721

Reconciliation of intangible assets – 2024

	Opening balance	Additions	Amortisation	Impairments	Closing balance
Computer software – Internally generated	748 653	-	(187 164)	-	561 489
Computer software – Other	324 483	-	(194 689)	-	129 794
Total	1 073 136	-	(381 853)	-	691 283

6.2 Re-assessment of useful lives and residual values

The useful lives of all intangible assets were assessed during the year under review and no revision was necessary.

Intangible Assets pledged as security

There are no restrictions on Intangible Assets; there are also none pledged as security for liabilities.

Notes to the Annual Financial Statements for the year ended 31 March 2025

	31 March 2025	31 March 2024
	R	R
7. TRADE AND OTHER PAYABLES FROM EXCHANGE TRANSACTIONS		
Trade payables	1 385 895	1 743 049
Income received in advance – Filing fees	1 244 334	2 334 661
Salary deductions – PAYE, UIF, Garnishees and Union membership fees	-	46
Other payables – Permanent and temporary staff	15 569	844 755
Accrued expenses – Tribunal members' costs	651 406	677 071
Accrued expenses – Governance Committee members' costs	287 994	212 384
Straight lining of leases	250 974	370 345
	3 836 172	6 182 311
8. PROVISIONS		
Provision	-	333 209
Provisions utilised during the year		
Opening balance	333 209	148 672
Provisions utilised during the year	333 209	-
	-	148 672
Provisions made during the year	-	184 537
Provision at the end of the year	-	333 209
The provision in the prior year related to an increase in the part-time tribunal member hourly rate which was pending the Ministers approval. The increase was effective 01 April 2023.		
9. EMPLOYEE BENEFITS		
Leave pay	1 682 656	1 486 277
Performance bonuses	6 930 999	5 334 085
	8 613 655	6 820 362

Provision for performance bonuses relates to the possible payment of performance bonuses to senior management, Full-time Tribunal Members, and other staff for services rendered during the current financial year.

Notes to the Annual Financial Statements for the year ended 31 March 2025

	31 March 2025	31 March 2024
	R	R
10. TOTAL REVENUE	89 462 958	83 967 419
Non-exchange revenue	52 000 000	55 295 000
Government grants	52 000 000	55 295 000
Exchange revenue	33 750 915	24 453 521
Filing fees (refer to Note 10.1)	33 697 741	23 957 239
Service fees	26 617	1 163
Sundry income	-	479 092
Proceeds from insurance	26 558	16 027
Investment income	3 712 042	4 218 898
Interest earned	3 712 042	4 218 898
10.1 The filing fee (transaction amount) per debt re-arrangement matter brought before the Tribunal for Adjudication has increased from R 577.81 per case to R 621.14 per case effective from 1 April 2024.		
11. AUDIT FEES		
External audit fees	649 884	777 307
	649 884	777 307
12. ADMINISTRATIVE EXPENSES		
Advertising	-	169 296
Audit and Risk Committee members' remuneration	390 963	381 515
Bank charges	61 460	53 213
Computer expenses, ICT support and annual software licences	3 841 137	2 628 852
CSI Contribution	-	108 414
Entertainment, refreshments and staff welfare	211 694	177 014
Fraud hotline and whistleblowing	52 118	45 644
General expenses, gifts, flowers, first aid, cleaning costs, cutlery and crockery	89 588	115 980
HR Governance Committee members' remuneration	397 513	167 932
ICT Governance Committee members' remuneration	316 708	198 704
Internal audit fees and secretariat services	926 369	815 406
Legal and related fees	2 130 420	2 744 860
Membership fees, subscriptions, books and resource materials	50 557	109 469
Printing, stationery and publications	346 988	287 740
Storage costs, online backup services, mail archiving and disaster recovery	841 466	740 548
Training, bursaries and staff development	562 012	804 182
Venues and facilities for workshops, conferences and meetings	88 660	-
	10 307 651	9 548 769

Notes to the Annual Financial Statements for the year ended 31 March 2025

	31 March 2025	31 March 2024
	R	R
13. OTHER OPERATING EXPENSES		
Amortisation	222 562	381 853
Small assets written off on purchase	9 936	-
Assets written off	64 737	110 350
Consulting fees	3 007 648	1 077 301
Courier costs, postage and stamps	33 479	53 319
Data costs and 3G connectivity	364 737	316 540
Depreciation	1 554 264	1 169 020
Insurance	347 428	399 997
Lease rentals on premises and parking	2 512 806	2 502 954
Recording, transcription, interpreters, witnesses and translation services	112 181	50 792
Rentals – Equipment and furniture	251 008	232 025
Repairs and maintenance [refer to Note 13.1]	131 313	92 250
Telephone, fax and fibre optic communications	674 547	692 178
Travel and accommodation	481 554	26 868
Utilities – Water, electricity, rates and taxes	986 391	1 065 988
	10 754 589	8 171 435
13.1 Repairs and maintenance	131 313	92 250
Computer equipment	131 313	92 250

14. PART-TIME TRIBUNAL MEMBERS' FEES

	2025			2024		
	Members' fees, etc.	Travel Expenses	Total costs	Members' fees, etc.	Travel Expenses	Total costs
MC Peenze	2 236 301	348	2 236 649	1 445 054	-	1 445 054
N Maseti						
(Deputy Chairperson)	883 186	-	883 186	820 181	-	820 181
K Moodaliyar	1 696	-	1 696	138 455	-	138 455
P Manzi-Ntshingila	852 352	-	852 352	777 705	-	777 705
CJ Ntsoane	1 010 778	-	1 010 778	627 903	-	627 903
C Sassman	1 635 031	-	1 635 031	1 360 603	-	1 360 603
S Mbhele	922 716	-	922 716	569 886	-	569 886
S Hockey	1 853 371	-	1 853 371	1 229 094	-	1 229 094
	9 395 430	348	9 395 779	6 968 881	-	6 968 881

14.1 Increase in Part-Time Tribunal Members' costs

The Tribunal generated more filing fee income due to the increase in filings, as a result there was an increase in the Tribunal member costs compared to the previous financial year.

Notes to the Annual Financial Statements for the year ended 31 March 2025

	31 March 2025 R	31 March 2024 R
15. EMPLOYEE-RELATED COSTS		
Senior management emoluments	9 053 805	13 064 076
Full-time Tribunal members' emoluments	7 164 290	7 054 553
Other staff emoluments	10 809 272	19 982 236
Leave paid out	1 418 838	1 732 354
Other staff performance bonuses for previous performance period and accrued bonuses	7 582 984	2 473 174
Subtotal for payments made to permanent staff and interns	36 029 189	44 306 393
Temporary staff emoluments	5 233 266	4 243 841
Employer's contribution to statutory levies (refer to Note a)	290 332	294 227
Movement in employee benefit - leave pay	196 379	(797 874)
Movement in employee benefit - performance bonuses	6 930 999	1 148 866
Total for employee-related costs	48 680 164	49 195 453
a) Statutory levies		
Workmen's Compensation Fund	170 861	170 861
Unemployment Insurance Fund (UIF)	119 470	123 366
Total statutory levies	290 332	294 227
15.1 Senior management emoluments	9 053 805	13 064 076
<i>Executive Chairperson (Trevor Bailey from 13 July 2022)</i>	2 726 278	2 395 765
Annual remuneration	2 516 598	2 375 365
Performance bonus for previous performance period	-	-
Leave paid out	189 280	
Other fringe benefits	20 400	20 400
<i>Chief Operating Officer (Gijimane Dladla from 06 June 2022 to 22 February 2024)</i>	-	2 145 876
Annual remuneration	-	1 803 996
Performance bonus for previous performance period	-	132 813
Leave paid out	-	192 925
Other fringe benefits	-	16 143
<i>Chief Financial Officer (A Moolla)</i>	2 316 776	2 012 578
Annual remuneration	1 916 637	1 787 074
Performance bonus for previous performance period	310 754	141 189
Leave paid out	74 985	69 915
Other fringe benefits	14 400	14 400

Notes to the Annual Financial Statements for the year ended 31 March 2025

	31 March 2025	31 March 2024
	R	R
15. EMPLOYEE-RELATED COSTS (continued)		
15.1 Senior management emoluments (continued)		
<i>Registrar (LL Rabotapi) resigned May 2023</i>	-	729 697
Annual remuneration	-	603 149
Performance bonus for previous performance period	-	-
Leave paid out	-	124 857
Other fringe benefits	-	1 691
<i>Registrar (P Moodley): Acting Registrar from 1 June 2023 to 10 October 2024 and Registrar from 11th of October 2024</i>	1 968 311	1 683 794
Annual remuneration	1 433 454	1 162 608
Acting allowance	193 304	263 254
Performance bonus for previous performance period	261 524	197 409
Leave paid out	65 629	45 484
Other fringe benefits	14 400	15 039
<i>Corporate Services Executive V Srineevassan (Appointed CSE 1 December 2022 to 31 March 2024)</i>	-	2 397 443
Annual remuneration	-	1 567 096
Performance bonus for previous performance period	-	118 308
Leave paid out	-	261 882
Mutual separation agreement payment	-	434 791
Other fringe benefits	-	15 365
<i>Chief Information Officer (BX Nomvete)</i>	2 042 439	1 145 146
Annual remuneration	1 794 724	965 331
Performance bonus for previous performance period	159 692	171 415
Leave paid out	73 624	-
Other fringe benefits	14 400	8 400
<i>Chief Information Officer (Zac Malumedzha resigned 31 July 2023)</i>	-	553 777
Annual remuneration	-	313 033
Performance bonus for previous performance period	-	147 090
Acting allowance	-	74 172
Leave paid out	-	8 797
Other fringe benefits	-	10 685

Notes to the Annual Financial Statements for the year ended 31 March 2025

	31 March 2025 R	31 March 2024 R
15. EMPLOYEE-RELATED COSTS (continued)		
15.2 Full-time Tribunal Members' emoluments		
<i>Full-time Tribunal Member and Strategic Oversight Executive (H Alwar-Simpson)</i>	2 438 996	2 570 287
Remuneration as Full-time Tribunal Member	1 949 462	1 748 049
Remuneration as Strategic Oversight Executive	-	159 298
Performance bonus for previous performance period	350 993	323 228
Acting allowance	48 674	
Leave paid out	75 466	323 811
Other fringe benefits	14 400	15 900
<i>Full-time Tribunal Member (JR Simpson Resigned 31 October 2022)</i>	-	187 584
Annual remuneration	-	-
Performance bonus for previous performance period	-	187 584
Leave paid out	-	-
Other fringe benefits	-	-
<i>Full-time Tribunal Member LA Potwana</i>	2 378 458	2 297 181
Annual remuneration	1 949 462	1 911 579
Performance bonus for previous performance period	346 676	305 032
Leave paid out	67 920	66 170
Other fringe benefits	14 400	14 400
<i>Full-time Tribunal Member (Z Ntuli)</i>	2 346 836	1 999 501
Annual remuneration	1 949 462	1 911 579
Performance bonus for previous performance period	322 601	-
Leave paid out	60 373	73 522
Other fringe benefits	14 400	14 400
15.3 Expense allowances included under travel costs		
Executive Chairperson (T BAILEY)	5 649	-
Full-time Tribunal Member (HV Alwar-Simpson)	-	-
Chief financial officer (A Moolla)	1 096	-
Chief Information Officer (BX Nomvete)	-	-
Registrar (P Moodley)	3 835	-
<i>Expense allowance paid to senior management</i>	10 580	-
Expense allowance paid to other staff	11 367	24 111
<i>Total expense allowance paid to employees</i>	21 947	24 111

Notes to the Annual Financial Statements for the year ended 31 March 2025

	31 March 2025 R	31 March 2024 R
16. SEGMENT INFORMATION		
The NCT is a National Public Entity which functions as one functional segment and operates from one geographic location, Centurion, Pretoria, South Africa.		
17. RECONCILIATION OF NET CASH FLOWS FROM OPERATING ACTIVITIES		
Net surplus for the year	7 304 880	7 646 574
Adjusted for:	1 508 354	1 845 760
Amortisation	222 562	381 853
Depreciation	1 554 264	1 169 020
Assets written off	64 737	110 350
Movement in provisions	(333 209)	184 537
Operating surplus before working capital changes	8 813 234	9 492 334
Changes in Working Capital	790 895	907 403
Decrease/(increase) in accounts receivable	1 312 310	(1 798 608)
Decrease/(Increase) in inventory	31 431	(2 160)
Increase/(Decrease) in accounts payable and employee benefits liabilities	(552 847)	2 708 171
Cash generated in operations	9 604 128	10 399 737

18. PRESENTATION OF BUDGET INFORMATION

The approved budget covers the period 1 April 2024 to 31 March 2025.

The NCT prepares its annual budget primarily on a cash basis. Items such as depreciation, amortisation, loss on sale of assets, scrapping of assets, finance costs and accrual for leave pay are not budgeted. The actual amounts in the Statement of Comparison of Budget and Actual Amounts are therefore adjusted to be comparable with the final budget.

Quantitative and qualitative material differences between the final budget and the comparable actual amount are disclosed in the notes below. The amount determined for materiality purposes is according to the materiality and significance framework as was published in the Strategic Plan. This amount was determined to be 0.60% of budgeted operational expenditure (which excludes capital expenditure) and which amounts to R465 600 for this financial year (2024: R422 800).

Changes to the approved budget (refer to Statement of Comparison of budget and actual amounts)

The National Treasury in January 2025 approved that the NCT carry over R18 083 822 into the 2024/25 financial year. Furthermore, surplus funds of R2 370 010.00 had to be paid back to the dtic. Due to these revenue changes, the annual budget was adjusted.

Notes to the Annual Financial Statements
for the year ended 31 March 2025

31 March 2025	31 March 2024
R	R

18. PRESENTATION OF BUDGET INFORMATION (continued)

18.1 Income from non-exchange transactions

This relates to the grant from the Department of Trade, Industry, and Competition (dtic). The NCT received its full grant allocation of R52 000 000 for the 2024/25 financial year from the dtic in two tranches, 60% of the 2024/25 grant was received during April 2024, the remaining 40% was received in October 2024.

18.2 Roll-over

National Treasury approved a roll-over of R18 083 822 in January 2025. This amount was thus included in the revised budget. The roll-over relates to capital expenditure and other goods and services.

18.3 Income from exchange transactions

Filing Fees

Income from exchange transactions is earned through filing fees from debt counsellors for cases brought before the Tribunal. The filing fee increased by 7.5%, from 577.81 to R621.14 per case, effective 1 April 2024. The NCT earned more filing fees than budgeted as we received more applications.

Sundry Income

Sundry Income relates to recoveries from employees.

Interest received

Interest received was more than budgeted due to additional funds available to earn more interest. We carried over surplus funds from the prior financial year and resulting in the Tribunal exceeding budget.

18.4 Administrative expenses

Administrative expenses are underspent due to cost saving measures.

18.5 Other operating expenses

Other operating expenditure is underspent due to the implementation of cost-saving measures.

18.6 Tribunal Members' costs

Increased filings resulted in more cases being adjudicated on resulting in increased adjudication costs.

18.7 Employee related costs

Savings are due to numerous vacancies during the financial year. These were due to the positions that were frozen because of a pending labour matter, the review of the organisational structure and a job profiling exercise.

18.8 Capital expenditure

The underspent is due to the late approval by the National Treasury for the retention of surplus funds relating to the 2023/2024 financial year. The approval was only received at 31 January 2025 and thus there was not sufficient time to conclude a proper procurement process.

Notes to the Annual Financial Statements for the year ended 31 March 2025

	31 March 2025 R	31 March 2024 R
19. LEASES		
19.1 Operating leases – Buildings		
Lease payments under operating leases recognised in the surplus for the year	2 512 806	2 502 954
<i>Future minimum lease payments</i>		
Payable within one year	2 763 786	2 512 807
Payable after one year	-	2 512 807
	2 763 786	5 025 614
The operating lease relates to the Centurion office building premises situated at 272 West Avenue and used by the National Consumer Tribunal. The future operating lease payments above relate to the lease. The lease has an annual escalation of 5%.		
19.2 Operating leases - Office equipment		
Lease payments under operating leases recognised in the surplus for the year	251 008	232 025
The operating leases for office equipment relate to leases of photocopiers. When all the finance leases came to end during the prior year, new agreements were entered into and the assets of the old contracts were returned to the supplier. As the risks and rewarded of ownership does not vest with NCT, they have been classified as operating leases.		
19.2 Operating leases - Office equipment (continued)		
<i>Future minimum lease payments</i>		
Payable within one year	54 567	218 268
Payable after one year	-	54 567
	54 567	272 835
20. RELATED PARTIES		
20.1 Transactions with Parent Department		
Related parties are identified as being those parties that control or have significant influence over the NCT and those parties that are controlled or significantly influenced by the NCT. The NCT is a National Public Entity and falls under the control of the Department of Trade, Industry and Competition (the dtic). The transaction with the dtic is as follows:		
Department of Trade, Industry and Competition (the dtic) – Grant received	52 000 000	55 295 000
Department of Trade, Industry and Competition (the dtic) – Grant repayment	2 370 010	1 659 000

Notes to the Annual Financial Statements for the year ended 31 March 2025

	31 March 2025 R	31 March 2024 R
20. RELATED PARTIES (continued)		
20.2 Relationships and related party transactions		
20.2.1 Transactions with Public Entities	-	-
The NCT forms part of the dtic portfolio and the related entities are listed below. The NCT did not transact with all of the dtic group entities during the current year.	-	-
National Consumer Commission (NCC) – Sister entity within the dtic group of entities and part of COTII that refer matters to the NCT for adjudication in terms of the Consumer Protection Act.	-	-
National Credit Regulator (NCR) – Sister entity within the dtic group of entities and part of COTII who refer matters to the NCT for adjudication in terms of the National Credit Act.	-	-
Companies and Intellectual Property Commission (CIPC)	-	-
Companies Tribunal (CT)	-	-
National Empowerment Fund (NEF)	-	-
Export Credit Insurance Corporation of South Africa Limited (ECIC)	-	-
South African Bureau of Standards (SABS)	-	-
National Lotteries Commission (NLC)	-	-
National Gambling Board of South Africa (NGB)	-	-
South African National Accreditation System (SANAS)	-	-
20.2.1 Transactions with Public Entities (continued)		
National Metrology Institute of South Africa (NMISA)	-	-
Tshwane Automotive Hub Special Economic Zone (Pty) Ltd (TAHSEZ)	-	-
National Regulator for Compulsory Specifications (NRCS)	-	-
20.2.2 Accounting Authority		
TA Bailey (Executive Chairperson) Aggregate remuneration	2 726 278	2 395 765
Note: Aggregate remuneration excludes expense allowances. Also, refer to Note 15 for more detail.		

Notes to the Annual Financial Statements for the year ended 31 March 2025

		31 March 2025 R	31 March 2024 R
20. RELATED PARTIES (continued)			
20.2 Relationships and related party transactions (continued)			
20.2.3 Part-time Tribunal Members			
MC Peenze	Aggregate fee for services rendered	2 236 649	1 445 054
NS Maseti (Deputy Chairperson)	Aggregate fee for services rendered	883 186	820 181
K Moodaliyar	Aggregate fee for services rendered	1 696	138 455
P Manzi-Ntshingila	Aggregate fee for services rendered	852 352	777 705
C Ntsoane	Aggregate fee for services rendered	1 010 778	627 903
C Sassman	Aggregate fee for services rendered	1 635 031	1 360 603
S Mbhele	Aggregate fee for services rendered	922 716	569 886
S Hockey	Aggregate fee for services rendered	1 853 371	1 229 094
Note: Aggregate fee for services rendered includes travel expenses. Also, refer to Note 14 for more detail.			
20.2.4 Full-time Tribunal Members and Key Management			
HV Alwar-Simpson - (Full-time Tribunal Member) (Strategic Oversight Executive)	Aggregate remuneration	2 438 996	2 570 287
JR Simpson (Full-time Tribunal Member)	Aggregate remuneration	-	187 584
LA Potwana (Full-time Tribunal Member)	Aggregate remuneration	2 378 458	2 297 181
Z Ntuli (Full-time Tribunal Member)	Aggregate remuneration	2 346 836	1 999 501
G Dladla (Chief Operating Officer)	Aggregate remuneration	-	2 145 876
LL Rabotapi (Acting Chief Operating Officer & Registrar)	Aggregate remuneration	-	729 697
A Moolla (Chief Financial Officer)	Aggregate remuneration	2 316 776	2 012 578
BX Nomvete (Chief Information Officer)	Aggregate remuneration	2 042 439	1 145 146
P Moodley (Acting Registrar)	Aggregate remuneration	1 968 311	1 683 794
V Srineevassan (Corporate Services Executive)	Aggregate remuneration	-	2 397 443
Z Malumedzha (Acting Chief Information Officer)	Aggregate remuneration	-	553 777
Note: Aggregate remuneration excludes expense allowances. Also refer to Note 15 for more detail.			
20.3 Amounts included in trade payables regarding related parties			
MC Peenze (Part-time Tribunal Member) (Fees and travel expenses)		(96 435)	(129 482)
N Nkomo (Part-time Tribunal Member) (Fees and travel expenses)		-	(43 961)
S Hockey (Part-time Tribunal Member) (Fees and travel expenses)		(90 559)	(72 382)
K Moodaliyar (Part-time Tribunal Member) (Fees and travel expenses)		-	(58 907)
P Manzi-Ntshingila (Part-time Tribunal Member) (Fees and travel expenses)		(90 559)	(183 845)
N Maseti (Part-time Tribunal Member) (Fees and travel expenses)		(129 370)	(127 541)
S Mbhele (Part-time Tribunal Member) (Fees and travel expenses)		(45 279)	(73 760)
C Ntsoane (Part-time Tribunal Member) (Fees and travel expenses)		(51 748)	(73 163)
C Sassman (Part-time Tribunal Member) (Fees and travel expenses)		(103 496)	(98 568)

Notes to the Annual Financial Statements for the year ended 31 March 2025

31 March 2025	31 March 2024
R	R

21. FINANCIAL INSTRUMENTS

21.1 Financial risk management

The NCT is exposed to the following risks from its use of financial instruments in its normal course of its business:

- Credit risk
- Liquidity risk
- Interest rate risk

This note presents information about the NCT's exposure to each of the above risks and its objectives, policies and processes for measuring and managing risks. Further quantitative disclosures are included throughout these financial statements.

The Accounting Authority and Key Management have overall responsibility for the establishment and oversight of the NCT's risk management framework. The NCT's risk management policies are established to identify and analyse the NCT's risks, set appropriate risk limits and controls, and monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the NCT's activities. The NCT, through its training and management standards and procedures, aims to develop a disciplined and constructive environment in which all employees understand their roles and obligations.

	31 March 2025	31 March 2024
	R	R
Financial assets at amortised cost	39 494 290	31 487 147
Cash and cash equivalents (refer to Note 2)	39 424 886	31 109 658
Trade and other receivables (refer to Note 3)	69 404	377 489
Financial liabilities at amortised cost	2 340 864	3 477 259
Trade and other payables (refer to Note 7)	1 385 895	1 743 049
Accruals (refer to Note 7)	954 969	1 734 210

21.1.1 Liquidity risk

Liquidity risk is the risk that the NCT will encounter if it experiences difficulty in raising funds to meet its commitments. The NCT's approach to managing liquidity is to ensure, as far as possible, the Tribunal always has sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the NCT's reputation. The major portion of the surplus is carried as cash or cash equivalents.

The ageing of trade payables from exchange transactions at the reporting date is as per the table below. The amounts disclosed are contractual cash flows.

Notes to the Annual Financial Statements for the year ended 31 March 2025

	31 March 2025	31 March 2024
	R	R

21. FINANCIAL INSTRUMENTS (continued)

21.1.1 Liquidity risk (continued)

	Less than 1 year	Between 1 and 2 years	Between 2 and 5 years
At 31 March 2025			
Trade and other payables (refer to Note 7)	2 340 864	-	-
	<u>2 340 864</u>	<u>-</u>	<u>-</u>
At 31 March 2024			
Trade and other payables (refer to Note 7)	3 477 259	-	-
	<u>3 477 259</u>	<u>-</u>	<u>-</u>

21.1.2 Interest rate risk

Interest rate risk is the risk that the value of a financial instrument will fluctuate owing to changes in market interest rates.

	31 March 2025	31 March 2024
	R	R
Balances exposed to interest rate risk		
Cash and cash equivalents (refer to Note 2)	39 424 886	31 109 658
	<u>39 424 886</u>	<u>31 109 658</u>

21.1.3 Credit risk

Credit risk is the risk of a counterparty to a financial instrument defaulting on its obligation to the NCT, thereby causing financial loss. Receivable balances are monitored on an ongoing basis, resulting in exposure to bad debts being insignificant. Provision is made for doubtful debts when there is a significant risk that the debt might not be recovered. The maximum exposure to credit risk is represented by the carrying value of each financial asset in the Statement of Financial Position.

Financial assets exposed to credit risk at year-end were as follows:

Financial instrument		
Cash and cash equivalents – BB rating (Standard and Poor's)	39 424 886	31 109 658
Trade and other receivables – Unrated	69 404	377 489
	<u>39 494 290</u>	<u>31 487 147</u>

21.2 Fair values

The carrying amounts of financial instruments approximate fair value due to the relatively short-term maturity of these financial instruments.

Notes to the Annual Financial Statements for the year ended 31 March 2025

31 March 2025	31 March 2024
R	R

22. FEES PAID TO GOVERNANCE COMMITTEE MEMBERS

2025				
Audit and Risk Committee	Number of meetings	Committee fees	Other	Total
S Badat (Chairperson)	7	162 105	-	162 105
R Rasikhinya (partial attendance of meetings)	6	98 560	-	98 560
A Chowan	7	130 299	-	130 299
Total		390 963	-	390 963
ICT Governance Committee				
P Dala (Chairperson)	5	194 762	-	194 762
S Ndaba	5	121 947	-	121 947
Total		316 708		316 708
HR Governance Committee				
R Jock (Chairperson)	10	198 790	-	198 790
N Ali	10	198 724	-	198 724
Total		397 513	-	397 513

2024				
Audit and Risk Committee	Number of meetings	Committee fees	Other	Total
S Badat (Chairperson)	6	185 380	-	185 380
R Rasikhinya	5	47 488	-	47 488
A Chowan	6	156 017	-	156 017
Total		388 884	-	388 884
ICT Governance Committee				
P Dala (Chairperson)	3	121 944	-	121 944
S Ndaba	3	76 760	-	76 760
Total		198 704	-	198 704
HR Governance Committee				
R Jock (Chairperson)	2	55 083	-	55 083
N Ali	2	81 283	-	81 283
Total		136 366		136 366

23. FRUITLESS AND WASTEFUL EXPENDITURE

Management has not identified any fruitless and wasteful expenditure in the years ended 31 March 2025 and 31 March 2024.

Notes to the Annual Financial Statements for the year ended 31 March 2025

24. IRREGULAR EXPENDITURE

Management has not identified any irregular expenditure in the years ended 31 March 2025 and 31 March 2024.

25. EVENTS AFTER THE REPORTING DATE

Investigation in progress

At the time of submission of the Annual Financial Statements in May 2025, an investigation into the whistle-blowing complaint was ongoing. Subsequent to the submission, management became aware of allegations of non-compliance with the procurement processes. As of the date of these financial statements, these allegations have not been confirmed and still need to be proven.

Contingent liability

Subsequent to the submission of the financial statements on 31 May 2025, an ex-employee lodged an application with the Labour Court to set aside a ruling issued by the Commission for Conciliation, Mediation and Arbitration (CCMA). The National Consumer Tribunal (NCT) has assessed the matter and considers that it has good prospects of success in defending the application. However, should the ruling be overturned, the maximum potential financial exposure is estimated at R500,000. As the outcome of the legal proceedings remains uncertain, no provision has been recognised in the financial statements.

26. GOING CONCERN

Management has carried out an assessment of the NCT's ability to continue operating as a going concern and concludes that the organisation will be able to continue as a going concern for the foreseeable future.

27. CONTINGENT LIABILITIES

27.1 Accumulated Surplus

As per Section 53(3) of the PFMA, NCT, as a Schedule 3A Public Entity, may not accumulate a surplus without the prior written approval of the National Treasury. Therefore, regarding this section and National Treasury's instruction No.12 of 2020/2021, the NCT will submit to National Treasury to retain surpluses for 2024/2025 in line with this instruction during August/September 2024 based on the final audited figures. In the past, the NCT has received approval from the National Treasury to retain surpluses. At 31 March 2025, the NCT had an adjusted cash surplus of R27 044 463 (2024: R20 453 832).

27.2 Labour related matters

The matter relates to an employee who was dismissed and is challenging the NCT on numerous matters at the CCMA. The NCT estimates that the maximum cost is compensation of 3 months salary which is valued at R549 701.39. The NCT is confident that the CCMA will find in the favour of the employer.

28. COMMITMENTS

Commitments for goods and services as at 31 March 2025 amount to R 367,353 (2024: R3,874,436). Commitments for capital items at 31 March 2025 is R68 379 (2024: R1 747 404).

Notes to the Annual Financial Statements **for the year ended 31 March 2025**

29. TAXATION

The NCT is exempted from paying taxation in terms of Section 10 (1)(CA)(1) of the Income Tax Act, Act No. 58 of 1962.

30. BROAD-BASED BLACK ECONOMIC EMPOWERMENT (B-BBEE) PERFORMANCE

In terms Act 13G(1) all spheres of government, public entities and organs of state must report on their compliance with the broad-based black economic empowerment in their audited annual financial statements and annual reports. During the financial period ended 31 March 2024, the NCT was measured for Broad-Based Black Economic Empowerment (B-BBEE) compliance in accordance with the **the dtic** Codes of Good Practice, Gazette number 38766 and 36928. The applicable scorecard used to determine the NCT compliance with the B-BBEE Act, 2013 (Act 46 of 2013) was the Codes of Good Practice - Specialised Generic (Revised codes). The NCT was found to be a non-compliant contributor to the B-BBEE Act, 2013. The B-BBEE certificate is valid from 29 August 2024 to 28 August 2025. The NCT is committed to implementing measures to improve its compliance with the B-BBEE Act, 2013.

31. CHANGE IN ACCOUNTING ESTIMATE

Depreciable assets' consisting of computer equipment, office equipment, Furniture and fittings and other softwares useful life has been increased by an additional three years in the beginning of the current period to reflect the actual pattern of service potential derived from the assets. The effect on the current and future periods will be a decrease in the depreciation charge of R138 716 in the current period and an increase in the depreciation charge of R352 286 for the future period.

NCT TRIBUNAL MEMBERS



Mr Trevor Bailey
(Executive Chairperson)



Ms Nomfundo Maseti
(Deputy Chairperson)



Dr Andisa Potwana
(Full-Time Tribunal Member)



Ms Zodwa Ntuli
(Full-Time Tribunal Member)



Ms. Hazel Alwar-Simpon
(Full-Time Tribunal Member)



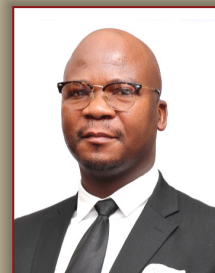
Prof Kasturi Moodaliyar
(Part-Time Tribunal Member)



Adv Sithembiso Mbhele
(Part-Time Tribunal Member)



Adv Craig Sassman
(Part-Time Tribunal Member)



Mr CJ Ntsoane
(Part-Time Tribunal Member)



Dr Maria Peenze
(Part-Time Tribunal Member)



Ms Phumla Manzi-Ntshingila
(Part-Time Tribunal Member)



Mr Selwyn Hockey
(Part-Time Tribunal Member)

At the heart of the NCT stand its Tribunal Members – stewards of fairness and justice, whose wisdom and dedication have shaped high-quality judgments and strengthened trust in our democracy. Their judgments do more than resolve disputes; they safeguard the rights of South Africans, strengthen confidence in our democratic institutions, and ensure that fairness endures for generations to come. Through their work, the spirit of the NCA and CPA lives in service of every South African. We honour and salute their lasting contribution to the nation."





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