

JOHANNESBURG DEVELOPMENT AGENCY (SOC) LIMITED

Registration no: 2001/005101/07



3RD QUARTER PERFORMANCE REPORT FOR 2024/25

IN TERMS OF SECTION 87 OF THE MUNICIPAL FINANCE MANAGEMENT ACT (2003) AND SECTION 46 OF THE
MUNICIPAL SYSTEMS ACT (2000)

JOHANNESBURG DEVELOPMENT AGENCY

COMPANY INFORMATION:

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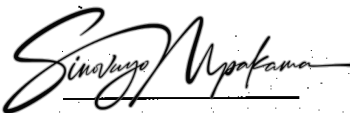
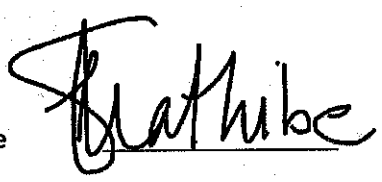
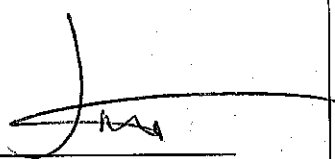

Fax number : +27 (0) 11 688 7851

Website : www.jda.org.za

Bankers : Standard Bank of SA Limited

Auditors : Auditor-General

APPROVAL

Mr. Sinovuyo Mpakama  Name & Surname Signature Chief Financial Officer	Date of approval: <u>4/2025</u>
Mr Themba Mathibe  Name & Surname Signature Chief Executive Officer	Date of approval: <u>4/ 2025</u>
Mr. Julias Maputla  Name & Surname Signature Chairperson of the Board	Date of approval: <u>4/2025</u>
Ms. Eunice Mgcina  Name & Surname Signature MMC	Date of approval: <u>24 April 2025</u>

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CHAPTER 1: JDA LEADERSHIP AND CORPORATE PROFILE

SECTION 1: CHAIRPERSON'S FOREWORD

"Sustaining Impact through Infrastructure-Led Development"

On behalf of the Board of Directors, I am pleased to present the Johannesburg Development Agency's (JDA) performance and governance report for the period ended 31 March 2025. This period marked a significant phase for the Agency as it continued to deliver on its infrastructure-led development mandate amid a challenging socio-economic landscape.

Despite ongoing financial constraints, regulatory complexities, and operational pressures, the Agency made encouraging progress. The Board commends management for improving operational delivery, advancing transformation, and strengthening organisational governance, thereby contributing meaningfully to Johannesburg's urban regeneration and development agenda.

For the review period, the Board noted key achievements, including 94% KPI attainment, 102% B-BBEE procurement spend, and exceeding the SMME and EPWP targets, with 37% procurement to SMMEs and 430 EPWP jobs created.

Key milestones included completing the Naledi Clinic, advancing major projects such as Jabulani Bridge, Central Fire Station, Orange Farm Hub, and Joburg Central Library, reducing vacancy rates to 5.7%, and strengthening organisational culture with 80% staff participation in the culture survey. The Board also approved key governance improvements, including updated finance, risk, and communications policies.

While the Agency made tangible progress during the period under review, the Board remains vigilant about ongoing risks such as contractor underperformance, posing delivery risks. Town planning bottlenecks and delayed stakeholder approvals, irregular expenditure cases, and the need for continuous audit resolution improvements. The Board has directed management to continue strengthening project monitoring, stakeholder engagement, and financial management controls to sustain momentum and enhance delivery outcomes.

The Board is confident that with continued focus on improving governance, project execution, and stakeholder engagement, the JDA is well positioned to sustain its contribution to Johannesburg's transformation.

The JDA Board is committed to providing strategic leadership and governance oversight in line with the principles of King IV™. We remain focused on balancing the achievement of developmental objectives with the responsible stewardship of public resources.

On behalf of the Board, I express sincere appreciation to our shareholder, executive leadership, employees, and all stakeholders for their continued support and contributions. The Board will continue to work collectively to ensure the JDA delivers sustainable infrastructure that enhances the quality of life for all residents of Johannesburg.

Mr Julia Maputla

Board Chairperson

ORCHARDS CLINIC

SECTION 2: CHIEF EXECUTIVE OFFICER'S REPORT

On behalf of Management, I am pleased to present the Johannesburg Development Agency's (JDA) 3rd Quarter Performance Report for 2024/25 financial year. Overall, the Entity achieved 94% performance, this demonstrates that the JDA's performance has improved significantly in comparison with the 71% achieved in the same period in the previous financial year.

We are making tangible progress and closely monitoring projects with Town Planning issues, there are meetings, convened every Friday by the CEO and JDA town planners and all required items have been sent to JPC and the building control department in the city. These meetings have culminated into successes such as the handover of Joburg library phase 1 and all building plans have now been approved. Furthermore, Central Fire Station contractor is back on site and City Power has begun the process of procuring the mini substation and platform preparations are underway for its installation, including the commissioning of water.

JDA has demonstrated commitment towards economic empowerment, this is evident through the following achievements, firstly, number of Expanded Public Works Programme (EPWP) work opportunities created City-wide (achieved 430 against the target of 370), secondly, percentage spent on specific goal through local procurement as a share of total expenditure (achieved 102% against the target of 100%), thirdly, percentage of SMME expenditure as a share of total expenditure (achieved 37% against the target of 30%).

Beyond achieving the set targets, the Entity's performance exceeded the set targets for several KPI's such as, the percentage of capital budget spent on city-wide infrastructure by 8.80%, percentage vacancy rate by 3.5%, percentage spent on operating budget against approved operating budget by 51%, percentage resolution of Internal Audit findings by 28%, percentage resolution of AG findings by 46%, percentage implementation of the strategic risk management action plan by 20%, percentage reduction of unauthorized, irregular, fruitless, and wasteful (UIFW) expenditure incurred citywide by 23%. This is mainly attributed to management's high commitment towards achieving the set targets and inculcating the culture of high performance.

As a progressive approach towards addressing financial challenges, the financial turnaround strategy has been developed, and the finance and business facilitation team are working on a project leader item and Board for business development purposes. JDA has gotten approval from the City Manager to open a segregated/ separate bank account. Furthermore, the entity has begun the process of developing a client leader board and which entities the JDA would like to engage in the private sector.

We continue to strengthen the Entity's human capital and prioritise employees' wellbeing, accordingly, the Culture Survey project has been completed, and recommendations are being implemented. Human Resources Management will be rolling out the change management with effect from April 2025.

As management we remain focused towards ensuring that the JDA becomes the leading development Agency of choice within South Africa.

Mr Themba Mathibe

Chief Executive Officer



ORCHARD'S CLINIC

SECTION 3: CHIEF FINANCIAL OFFICER'S REPORT

The JDA has always been a unique organisation with a funding model that is highly dependent on the capital projects that are implemented on behalf of its client departments. Over the years there have been fluctuations in the capital project budgets implemented by the JDA and our operational requirements have to be just as nimble in order for us to remain financially sustainable.

For the period ended 31 March 2025 the JDA had earned total revenue of R106 million (2023/24: R95 million) and incurred total expenditure of R181 million (2023/24: R118 million) which resulted in an overall deficit of R74 million (2023/24: Deficit of 24 million).

The organisation achieved 99% (2023/24: 95%) of the budgeted target for revenue. Included in the revenue target is development management fees, operational grant. The development management fees are based as a percentage of the overall capital expenditure.

The JDA incurred expenditure against the budgeted target for operational expenditure of 126% (2023/24: 119% overall against target). The operational expenditure includes interest of R63 million that is charged on the JDA overdrawn sweeping account. The overdrawn account is as a result of the late settlement of claims from the various client departments.

The breakdown of the actual operational expenditure against budget is as follows:

TABLE 1: ACTUAL OPERATIONAL BUDGET

	Actual Prior year 31 March 2024	YTD Actual R'000	YTD Budget R'000	Variance R'000	% of actual against budget
Revenue	R94,778	106 571	107 328	R757	99%
Operating costs (before interest)	(R72,891)	(117 705)	(135 235)	(R17,530)	87%
Interest expense	(R45,610)	(63 107)	(7 871)	(R55,236)	801%
Total operating costs	(R118,501)	(180 812)	(143 104)	(R72,766)	126%
Surplus/(Deficit)	(23 723)	(74 241)	(Rnil)	(R72 009)	

Actual capital expenditure for the six months ended 31 March 2025 was R663 million (2023/24: R453 million) against an annual budget of R1.2 billion (2023/24: R978 million). There are still various factors that continue to affect projects including stoppages due to non-payment since COJ has cash flow problem, however, the basis of the 95% targeted capital expenditure is based on a city-wide performance indicator and not necessarily aligned to each project milestone and progress.

The organization's total assets exceeded the total liabilities. The total net deficit of assets on 31 March 2025 was (R124 million (2023/24: -R50 million).

The table below reflects the financial performance ratio of the organization for the period ended June 2024.

TABLE 2: FINANCIAL RATIOS

Key Performance Area	-	Actual 31 March 2024	Actual 31 March 2025
Current ratio	Above 1.5: 1	.92:1,5	.90:1,5
Solvency ratio	Above 2: 1	.94:2	.91:2
Salaries to expenditure ratio	Below 60%	50%	47%
Revenue	R132.2 million	95 million	R107 Million
Expenditure (including taxation)	R143 million	R118 Million	R181 Million
Surplus / (Deficit)	R nil	(R24 million)	(R74 million)
Total net assets	R15.4 million	(50 million)	(R124 million)
Capital expenditure	95%	46%	58.8%

The liquidity ratio is lower when compared with last year quarter and solvency ratio is below than last year quarter and below to the current industry norms. The main contributing factor to the overall variance in comparison to the prior year is the higher receivables and lower loan to shareholder balance. Our major concern currently is the long outstanding balances owed by the city departments to the JDA and the overall impact this has on the liquidity and solvency of the JDA.

The remuneration ratio is lower than the target of 60% this is due to some vacant position that are not filled and high interest expense. The ratio is based on employee costs of R86. million over total expenditure of R181 million, which results in 47% of the expenditure.

Sinovuyo Mpakama
Chief Financial Officer

SECTION 4: CORPORATE PROFILE AND OVERVIEW

The Johannesburg Development Agency is one of the City of Johannesburg Municipality's entity which was established in 2002. Based on its memorandum of incorporation the entity's main purpose and object of the JDA is to, inter alia, promote socio-economic growth through the development and promotion of efficient spatial environments in defined geographic areas and regenerate decaying areas of the City to enhance their ability to contribute to economic development and improve quality of life for residents on behalf of the City by conceptualising, designing, facilitating and implementing specific capital and non-capital projects and programmes.

Since its inception, the JDA's role has evolved significantly and it is guided by the overarching frameworks of the National Development Plan, the Gauteng 2055 vision, the Growth Development Strategy (GDS) 2040, integrated Development Plan (IDP) and the CoJ's Spatial Development Framework (SDF). The agency is particularly, led by the 2040 strategy's ideals of resilience, liveability and sustainability – driven by the conviction that a resilient city is flexible and strong enough to solve complex and unanticipated problems.

In order to respond to the challenges, opportunities and local needs of the City of Johannesburg, the agency has evolved with the changing requirements of Johannesburg and its people. JDA has shifted its focus from triple bottom line outcomes (economic, social and environmental) in the inner city and marginalised areas to an emphasis on resilient, sustainable and liveable urban areas in identified transit nodes and corridors. Every area-based development undertaken by the JDA is supported by development facilitation functions in the pre-development and post-development phases to enhance the value added by the capital works interventions and improve the longer-term sustainability of the capital investment. The entity gives much emphasis to precinct-based development, working with stakeholders to enhance areas and address local challenges and needs in a sustainable way through capital investments.

The JDA has implemented over 600 projects across all the seven regions of the City in 21 years of operation. Over the last five years, the JDA has grown by almost 100% from 50 employees to 96 employees and resulted in an increased capital budget and increased number of projects to implement on behalf of the City. The total Capex allocation increased to just over R5 Billion over the last 5 years.

Vision

To be the leading development agency of choice within South Africa

Mission

To plan, implement, manage, and facilitate area-based developments in efficient, equitable, sustainable, and innovative ways.

Values

The key values that inform the work and approach of the JDA are:

- Accountability: To its shareholders, Board, and key stakeholders.
- Innovation and creativity: Promoting an environment of fast-tracked decision-making and broader financial leverage, within which developments are planned, led, managed, and implemented.
- Responsiveness: To market forces, operating where it can make a difference, in locales and sectors where shareholders and their partners have a concentration of assets and expertise.
- Results-driven and stakeholder-focused: With a 'user-friendly' approach.
- Seeking to empower: Through progressive procurement and work practices.
- Transparency and openness

JDA Governance Arrangement

The JDA is accountable to the Department of Development Planning and the Member of the Mayoral Committee for Development Planning, who exercises political oversight and to whom the JDA submits compliance reports in respect of its performance scorecard.

The JDA relies on the Department of Development Planning for direction on its contractual obligations contained in the service delivery agreement, and on the Member of the Mayoral Committee for its political mandate and oversight. The Group Governance Unit provides corporate governance and related support, including financial sustainability

The Council's Section 79 Portfolio Committee on Development Planning provides political oversight of the JDA's activities and functions. The JDA also falls under the Economic Development Mayoral Cluster Committee, which ensures that the work of the departments and entities mandated with

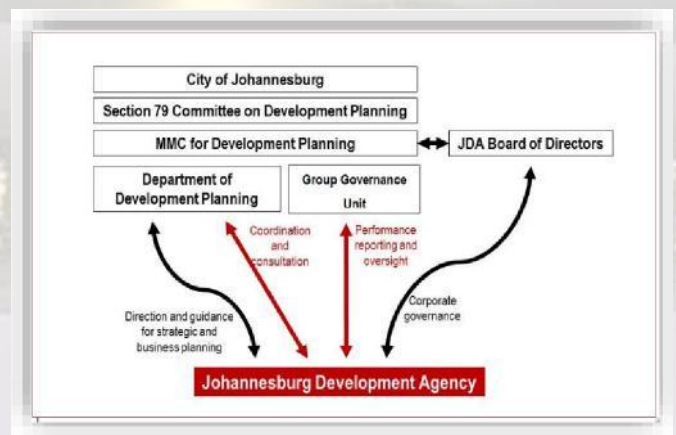


FIGURE 1: JDA GOVERNANCE SYSTEM

spatial transformation and economic growth of the city is integrated and coordinated. The JDA's management is accountable for strategic and operational matters to the Board of Directors, which controls and maintains a fiduciary relationship with the company. The JDA coordinates its area-based development activities and other catalytic interventions with the Department of Development Planning and engages with client departments in the design and construction of infrastructure assets.

SECTION 5: STRATEGIC GOALS AND OBJECTIVES

The JDA has set the following strategic objectives that are aligned with the COJ and the economic cluster's plans for sustainable services and economic growth for the medium term:

- To support the growth and development of strategic nodes into high quality, investor friendly and sustainable urban environment
- To efficiently, effectively and economically deliver sustainable social and economic infrastructure projects
- To promote economic empowerment and transformation through the structuring and procurement of JDA developments
- To strengthen and improve the JDA's corporate governance and operations to ensure that it remains an effective, efficient, self-sustained and well-governed organization

JDA's Role in Transforming the Spatial Economy

The JDA's primary medium-term purpose is to promote resilient city strategies by restructuring the urban spatial logic of the city. The Agency coordinates its area-based development activities and other catalytic interventions with the Department of Development Planning and with other client departments. To ensure that the JDA is best positioned to respond to the spatial development priorities, the agency co-ordinates and manages its activities through the following three substantive programmes:

- Programme 1. Strategic Economic Node Delivery Programme.
- Programme 2. Accelerated Infrastructure Delivery Programme.
- Programme 3. Economic Empowerment Programme.

In addition, the Agency ensures good governance of the organisation through an operational programme, resourced to support the optimal performance of the above three substantive areas:

- Programme 4. Good Governance, Management and Administration Programme.

The JDA's current business plan represents a spatial response to specific Priority Transformation Areas as outlined in the Spatial Development Framework 2040.

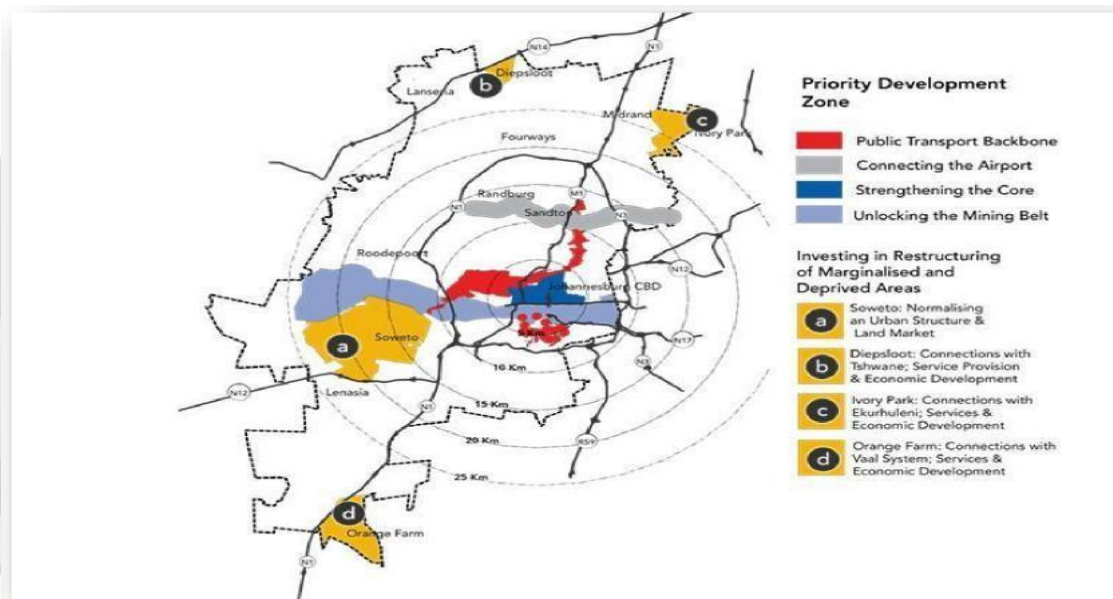


FIGURE 2: SDF 2040 PRIORITY ZONES

TABLE 3: SDF PRIORITY TRANSFORMATION AREAS AND CORRESPONDING JDA DEVELOPMENT REGIONS AND PROGRAMMES

SDF Priority Transformation Areas	Corresponding JDA Programmes	Regional JDA Development Programmes
Strengthening the metro core (inner city)	Inner City and the Old South (including Turffontein and Mining Belt).	<ul style="list-style-type: none"> Programme 1: Strategic Economic Node Delivery Programme. Programme 2: Accelerated Infrastructure Delivery Programme. Programme 3: Economic Empowerment Programme.
Unlocking Soweto	Greater Soweto (including Lenasia, Eldorado Park, Nancefield)	
Consolidating public transport backbone	The Transit-Oriented Development Corridors: Empire-Perth Corridor and Louis Botha Corridor.	
OR Tambo/ Airport Corridor	Alex and the OR Tambo Corridor (Includes Randburg, Sandton, Cosmo City, Modderfontein, Frankenwald)	
Addressing marginalization	Marginalized Areas – Diepsloot, Ivory Park, Orange Farm	

The JDA's approach towards area-based development covers the following five practices and services:

- 1. Development identification and project packaging** - Identifying strategic opportunities to respond to the City of Johannesburg's focus area by bringing together all relevant stakeholders and parties to the initiative and developing an implementation plan.
- 2. Development and project facilitation and coordination** - Working with various stakeholders and parties to ensure that they are undertaking their roles as expected and required.
- 3. Overall development implementation involving capital developments** - In ensuring that the development is implemented as planned, JDA may oversee specific project management functions within a development, while retaining overall accountability as a development manager. Through local beneficiation, in terms of Small, Medium, and Micro Enterprise (SMME) and entrepreneurial support, the JDA aims to increase the number of local emerging contractors used in capital projects carried out in the various communities, as well as the number of local construction jobs created.
- 4. Post implementation support and sustainability** - Complement any capital development or investment with urban management initiatives and models.
- 5. Impact Assessment / monitoring and evaluation** - Analyse, review, and quantify private sector investment in various JDA intervention areas and assess the socio-economic impact of these interventions. This is achieved through, among others, an analysis of the property market trends and factors that influence investor interest in JDA development areas. Value for money assessment.

The JDA has aligned the main elements of the Agency's work and highlights the flow between them:



FIGURE 3: DEVELOPMENT PROCESS / LIFECYCLE

SECTION 6: SALIENT FEATURES**Performance Summary**

- JDA has managed to spend only 59%% of its allocated Capital budget by the third quarter of the financial year against the target of 50%.
- A total of 430 EPWP work opportunities were reported as at end of the 3rd Quarter. The entity had set EPWP target of 400 jobs for that period.
- The Entity has recorded a deficit of R72 million by end of the quarter due to interest on overdraft caused by the CoJ merchant payment delays. All invoices are submitted and awaiting intercompany transfers.

TABLE 4: OPERATING BUDGET MANAGEMENT

	Actual Prior year 31 March 2024	YTD Actual R'000	YTD Budget R'000	Variance R'000	% of actual against budget
Revenue	R94,778	106 571	107 328	R757	99%
Operating costs (before interest)	(R72,891)	(117 205)	(101 426)	(R15,779)	115%
Interest expense	(R45,610)	(63 107)	(5 903)	(R57,204)	1069%
Total operating costs	(R118,501)	(180 312)	(107 328)	(R72,984)	168%
Surplus/(Deficit)	(23 723)	(73 741)	(Rnil)	(R72 227)	

Actual capital expenditure for the six months ended 31 March 2025 was R663 million (2023/24: R453 million) against an annual budget of R1.2 billion (2023/24: R978 million).

TABLE 5: CAPEX SPENT

Programme	2024/25 Annual Budget	Target YTD	Actual YTD	Target %	% Actual /annual budget
	R' 000	R' 000	R'000	%	%
Capex for 2024/25 FY	1127 046 368	562 982 759	662 616 371	50%	59%
Total	1127 046 368	562 982 759	662 616 371	50%	59%

CHAPTER 2: CORPORATE GOVERNANCE

SECTION 1: CORPORATE GOVERNANCE STATEMENT

Governance for Sustainable Value Creation

1. Role of Governance in Value Creation

At the JDA, good governance is central to creating and sustaining value for the City of Johannesburg and its communities. Governance enables the organisation to deliver on its mandate with integrity, ensuring responsible use of public resources, sustainable development outcomes, and public trust. The Board recognises that effective governance is essential to managing trade-offs, balancing short-term needs with long-term impact, and considering the legitimate interests of all stakeholders.

2. Governance Framework

The JDA's governance structures are guided by a comprehensive framework aligned to applicable legislation and best-practice principles, including:

- The Municipal Finance Management Act (MFMA).
- The Municipal Systems Act (including Section 93L: Code of Conduct for Directors).
- The Companies Act.
- The City of Johannesburg's Corporate Governance Framework and Protocol.
- The King IV Report on Corporate Governance (applied to the extent relevant).

This framework is embedded across the organisation's structures, systems, and practices, supporting transparent, accountable, and responsible governance.

3. Board Leadership and Ethical Foundation

Since its establishment in 2001, the JDA has been characterised by responsible leadership anchored in the values of accountability, fairness, responsibility, and transparency. The Board provides ethical and strategic leadership, safeguarding the interests of both the City and its residents. Ethical governance is embedded in Board culture, decision-making, and oversight processes, enabling the JDA to operate within well-defined risk parameters while advancing sustainable urban development.

4. Board Responsibilities and Oversight

The Board ensures compliance with applicable legislation and considers the adoption of relevant non-binding rules, codes, and standards. Through its committees, notably the Audit and Risk Committee (ARC), the Board monitors internal controls, risk management, and compliance with regulatory requirements.

The company secretary certifies statutory compliance, including the timely filing of all required returns to the Registrar of Companies in accordance with Section 268(d) of the Companies Act. The Risk and Compliance Department conducts quarterly compliance assessments, and the results are presented to the ARC, strengthening oversight and assurance.

5. Public Participation and Stakeholder Engagement

Aligned with its public mandate, the JDA actively promotes community participation through city-led processes. The City's community-based planning approach ensures that strategic and project plans are informed by community needs and aspirations. The JDA applies structured participation processes during area-based planning, including public meetings, stakeholder engagements, and the development of precinct plans, often initiated by communities themselves. Ward councillors, ward committees, and residents' associations serve as key partners in facilitating inclusive engagement.

6. Environmental, Social, and Governance (ESG) Integration

The JDA integrates ESG considerations into its decision-making and daily operations. The Board and management recognise that addressing ESG factors is vital to creating sustainable, inclusive, and resilient urban spaces.

- **Environmental:** Climate change, energy use, water efficiency, pollution control, and waste management.
- **Social:** Employment equity, health and safety, human rights, B-BBEE, and community empowerment.
- **Governance:** Anti-corruption, compliance, board effectiveness, stakeholder inclusiveness, and transparent reporting.

The incorporation of ESG practices ensures that the JDA's projects not only deliver infrastructure but also contribute to broader social and environmental outcomes.

7. Continuous Improvement

The Board is committed to the ongoing enhancement of governance practices. Regular reviews are undertaken to strengthen internal controls, align systems with evolving governance trends, and reinforce ethical leadership. The JDA continues to work towards full alignment with the recommendations of the King IV Report, ensuring that governance remains an enabler of value creation for the City and its communities.

8. Board Composition and Governance Overview

The JDA's Board of Directors is appointed in line with the provisions of its Memorandum of Incorporation (MOI) and the Group Governance Policy. Directors are appointed at the Annual General Meeting (AGM) based on the qualifications, skills, and experience required to guide the organisation's strategic direction. The JDA maintains a unitary Board structure comprising both executive and non-executive directors, offering a balanced mix of expertise in finance, law, business, human resources, marketing, construction, and development management.

The Board is accountable to the City of Johannesburg (CoJ) as the sole shareholder and to the citizens of Johannesburg. The relationship with the shareholder is formalised through a shareholder compact and service delivery agreement, in compliance with the Municipal Systems Act. Regular performance and service delivery reports are submitted to the City, supporting transparent and accountable governance.

Non-executive directors contribute independent perspectives that strengthen oversight and decision-making. The separation of roles between the Chairperson and the Chief Executive Officer ensures effective leadership and governance. Board members have unrestricted access to the Company Secretary for guidance on governance matters and may seek independent professional advice when required. To promote continuous improvement, annual evaluations of the Board and its committees are conducted.

As at 31 July 2024, following the Annual General Meeting, the Board was composed of independent, diverse, and experienced professionals who collectively provide strategic guidance and oversight to the organisation. The Board plays a vital role in steering the JDA towards sustainable infrastructure-led development that addresses the needs of the City of Johannesburg's citizens and stakeholders.

Director	Designation
Mr. Julias Maputla	Non-Executive Director and Chairperson
Ms. Mally Hilda Mokoena	Non-Executive Director
Mr. Mongezi Ntanga	Non-Executive Director
Ms. Daliwe Oliphant	Non-Executive Director
Ms. Morwesi Ramonyai	Non-Executive Director
Ms. Nomakhosazana Ella Veyi	Non-Executive Director
Mr. Thabo Sibeko	Non-Executive Director
Mr. Vukile Hlongwa	Non-Executive Director
Mr. Boitumelo Molelekeng	Non-Executive Director
Mr. Siyabonga Masiza	Non-Executive Director
Mr. Tshepo Nawane	Non-Executive Director

Strengthening Executive Capacity

To enhance operational leadership and ensure the efficient execution of the JDA's strategy, two critical executive appointments were made in 2024:

Mr. Themba Mathibe was appointed as Chief Executive Officer with effect from 1 June 2024. He brings a wealth of experience in leading development-focused organisations and driving infrastructure-led transformation.

Mr. Sinovuyo Mpakama assumed the role of Chief Financial Officer, effective 1 January 2024, strengthening the Agency's financial management, accountability, and resource optimisation capabilities.

These appointments were instrumental in reinforcing the JDA's leadership capacity to enable improved delivery of outcomes and sustainable value creation.

As at 31 July 2024, the Independent Audit Committee members were the following:

Member	Role
Ms. Winie Nozuko Yawa	Independent Member
Ms. Ellen Rakodi	Independent Member
Mr. Dalton Radimetja Ramaoma	Independent Member
Mr. Oupa Madala Galane	Independent Member

This governance structure is designed to promote accountability, enhance stakeholder confidence, and support the sustainable achievement of the JDA's developmental mandate.

TABLE 6: BOARD COMPOSITION

Board member	Capacity: Executive/ Non-Executive	Race	Gender	Board Committee Membership
Mr. Julias Maputla	Chairperson (Non-executive)	Black	Male	Development and Investment Committee
Ms. Daliwe Oliphant	Non-executive	Black	Female	Audit and Risk Committee (Chair)
Ms. Morwesi Ramonyai	Non-executive	Black	Female	Audit and Risk Committee and Development & Investment Committee
Mr. Mongezi Ntanga	Non-executive	Black	Male	Social & Ethics, Human Resources and Remuneration Committee
Ms. Ella Veyi	Non-executive	Black	Female	Social Ethics, Human Resources and Remuneration Committee
Ms. Mally Mokoena	Non-executive	Black	Female	Social & Ethics, Human Resources and Remuneration Committee (Chair)
Mr. Thabo Sibeko	Non-executive	Black	Male	Audit and Risk Committee
Mr. Vukile Hlongwa	Non-executive	Black	Male	Audit and Risk Committee
Mr. Siyabonga Masiza	Non-executive	Black	Male	Social & Ethics, Human Resources, & Remuneration Committee
Mr. Boitumelo Molelekeng	Non-executive	Black	Male	Development and Investment Committee
Tshepo Nawane	Non-executive	Black	Male	Development and Investment Committee (Chair) & Audit and Risk Committee.

The JDA Board brings together a diverse and complementary set of skills, knowledge, and experience that collectively strengthen its ability to deliver on the organisation's mandate. The directors possess expertise across key disciplines, including accounting, finance, legal affairs, business management, human resources, labour relations, marketing, construction, and development management. This diversity enables the Board to effectively oversee the organisation's strategic direction while addressing complex challenges and creating long-term value.

The Board meets regularly and maintains full and effective control over the affairs of the organisation. Through a structured reporting and accountability framework, the Board oversees the implementation of strategic programmes by the executive management team, ensuring that operations remain aligned with the JDA's mandate and strategic objectives.

In fulfilling its role, the Board not only sets the strategic direction of the JDA but also continuously monitors performance to ensure that value is created for the City of Johannesburg and its stakeholders. To strengthen governance effectiveness, all Board Committees are chaired by non-executive directors who provide independent oversight and ensure that performance monitoring is objective and aligned with best governance practices.

9. Board Committees

Board Meeting Attendance

The Board and its Committees function within the framework of the Group Governance Policy, as issued by the shareholder, which guides the roles, responsibilities, and operations of all City entities' Boards and is further detailed in the respective Board charters. In line with this policy, the Board is required to convene at least four scheduled meetings per financial year, while the convening of special meetings is subject to appropriate justification. The table below reflects attendance at meetings held during the third quarter.

TABLE 7: BOARD AND BOARD COMMITTEE MEETINGS & ATTENDANCE (01 JULY 2024 TO MARCH 2025)

A: BOARD AND BOARD COMMITTEE MEETINGS & ATTENDANCE (01 JULY 2024 TO 31 JULY 2025)

Name	Board Meetings = Total of 1 Meetings				Audit & Risk Committee= Total of 1 Meetings				Social & Ethics/ HR & Remuneration Committee = Total Of 1				Development Committee = Total of 1			
	No of Meetings	Attendance	Apology	Absent	No of Meetings	Attendance	Apology	Absent	No of Meetings	Attendance	Apology	Absent	No of Meetings	Attendance	Apology	Absent
Daliwe Oliphant (Chairperson) Ceased to be Board Chairperson on 31 July 2024	1	1	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1	1	0	0
Mongezi Ntanga	1	1	0	0	N/A	N/A	N/A	N/A	1	1	0	0	0	N/A	N/A	N/A
Morwesi Ramonyai	1	1	0	0	N/A	N/A	N/A	N/A	1	1	0	0	1	1	0	0
Nandipha Zonela Ceased to be a NED on 31 July 2024	1	1	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1	1	0	0
Bruce Sarela Ceased to be a NED on 31 July 2024	1	1	0	0	1	1	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Pinkie Numa	1	1	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1	0	1	0

Ceased to be a NED on 31 July 2024																
Vukile Hlongwa	1	1	0	0	1	1	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Makoko Makgonye Ceased to be a NED on 31 July 2024	1	1	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1	1	0	0
Siyabonga Masiza	1	1	0	0	1	1	0	0	1	0	1	0	N/A	N/A	N/A	N/A
Tshepo Nawane	1	1	0	0	N/A	N/A	N/A	N/A	1	1	0	0	N/A	N/A	N/A	N/A
Sivuyile Mndawe (IAC) Ceased to be a NED on 31 July 2024	N/A	N/A	N/A	N/A	1	1	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Patrick Lebopa (IAC) Ceased to be a NED on 31 July 2024	N/A	N/A	N/A	N/A	1	1	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

B: BOARD AND BOARD COMMITTEE MEETINGS & ATTENDANCE (01 AUGUST 2024 TO 31 MARCH 2025)

Name	Board Meetings = Total of 5 Meetings				Audit & Risk Committee= Total of 5 Meetings				Social & Ethics/ HR & Remuneration Committee = Total Of 3				Development Committee = Total of 3			
	No of Meetings	Attendance	Apology	Absent	No of Meetings	Attendance	Apology	Absent	No of Meetings	Attendance	Apology	Absent	No of Meetings	Attendance	Apology	Absent
Julius Maputla (Chairperson)	5	4	1	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3	3	0	0
Daliwe Oliphant	5	5	0	0	5	5	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	NA
Mally Mokoena	5	5	0	0	N/A	N/A	N/A	N/A	3	3	0	0	N/A	N/A	N/A	N/A
Mongezi Ntanga	5	4	1	0	N/A	N/A	N/A	N/A	3	2	1	0	N/A	N/A	N/A	N/A
Morwesi Ramonyai	5	5	0	0	5	5	N/A	N/A	N/A	N/A	N/A	N/A	3	3	0	0
Vukile Hlongwa	5	5	0	0	5	5	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Siyabonga Masiza	5	5	0	0	N/A	N/A	N/A	N/A	3	3	0	0	N/A	N/A	N/A	N/A

Tshepo Nawane	5	5	0	0	5	5	0	0	N/A	N/A	N/A	N/A	3	3	0	0
Boitumelo Molelekeng	5	5	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3	3	0	0
Ella Veyi	5	5	0	0	N/A	N/A	N/A	N/A	3	3	0	0	N/A	N/A	N/A	N/A
Thabo Sibeko	5	5	0	0	5	5	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Winnie Nozuko Yawa (IAC)	N/A	N/A	N/A	N/A	5	5	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ellen Rakodi (IAC)	N/A	N/A	N/A	N/A	5	5	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Dalton Radimetja Ramaoma (IAC)	N/A	N/A	N/A	N/A	5	4	1	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Oupa Madala Galane (IAC)	N/A	N/A	N/A	N/A	5	5	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Board Committees

The following committees have been constituted, each of which is chaired by a non-executive director.

- Audit and Risk Committee
- Development and Investment Committee
- Social, Ethics, Human Resources and Remuneration Committee

Each committee composition is as follows:

TABLE 8: COMPOSITION OF COMMITTEES AS AT DECEMBER 2024

Composition	Mandate and Quarterly Activities
Audit and Risk Committee	
<p>The Audit and Risk Committee, which consists of five non-executive directors and four independent members, meet not less than four times a year. Most of these committee members are financially literate. The following members served on the committee during the period under review:</p> <ul style="list-style-type: none"> • Daliwe Oliphant (Chairperson) • Tshepo Nawane • Vukile Hlongwa • Morwesi Ramonyai • Thabo Sibeko • Nozuko Yawa (Independent Audit Member) • Ellen Rakodi (Independent Audit Member) • Dalton Ramaoma • Oupa Galane 	<p>The committee has specific responsibility for ensuring that all activities of the JDA are subject to independent and objective review and financial performance oversight. The Audit and Risk Committee has a Charter with clear terms of reference as guided by the provisions of Section 166 of the MFMA. The Committee has the following responsibilities:</p> <p>Reviewing JDA's internal controls, publishing financial reports for statutory compliance and against standards of best practice, and recommending appropriate disclosures to the Board.</p> <p>Reviewing reports from management, internal and external auditors to provide reasonable assurance that control procedures are in place and are being followed.</p> <p>Reviewing the half-yearly and annual financial statements before submission to the Board, focusing particularly on any changes in accounting policies and practices.</p>
Social and Ethics / Human Resources and Remuneration Committee	
<p>In line with the best practice of corporate governance, the Board maintains a Human Resources & Remuneration Committee/Social & Ethics Committee (HR & REMCO/Social & Ethics), comprising of 4 (four) non-executive directors and chaired by a non-executive director. It is responsible for directing human resources policies and strategies for the organisation and approving the remuneration for the Chief Executive Officer, senior executives and staff; the Committee is also responsible for acting as the social conscience of the business and ensuring that the company conducts itself as a responsible corporate citizen. This means ensuring that the JDA</p>	<p>The committee meets not less than 4 (four) times a year. The executive directors are excluded from the HR & Remuneration Committee/Social & Ethics Committee when matters relating to their remuneration are discussed. The committee ensures that the remuneration of the Chief Executive Officer and senior management are within the upper limits as determined by the City of Johannesburg following the provisions of Section 89(a) of the MFMA.</p>

Composition	Mandate and Quarterly Activities
<p>sustainably conducts its business, having regard for the environment, fostering healthy relationships with all its stakeholders and considering the impact of its work within the community. This committee also considers the treatment of and investment in employees, health and safety practices, black economic empowerment and the ethical corporate culture. The following members served on the committee during the period under review:</p> <ul style="list-style-type: none"> • Mally Mokoena (Chairperson) • Mongezi Ntanga • Siyabonga Masiza • Nomakhosazana Ella Veyi 	<p>The remuneration of the Chairperson, the non-executive directors and independent audit committee members is determined by the City of Johannesburg.</p>
Development and Investment Committee	
<p>The following members served on the committee during the period under review:</p> <ul style="list-style-type: none"> • Tshepo Nawane (Chairperson) • Julius Maputla • Boitumelo Molelekeng • Morwesi Ramonyai 	<p>The Committee is responsible for evaluating development proposals to make recommendations for approval to the Board. This entails examining risks associated with the proposed projects such as the financing, returns and projects risk profiles.</p>

10. Governance Oversight and Remuneration

The Role of the Board in Creating Value

The JDA Board plays a pivotal role in delivering on the organisation's mandate to contribute to sustainable, inclusive urban development within the City of Johannesburg. The Board provides ethical leadership and strategic oversight, ensuring that the Agency's activities are aligned with the shareholder's expectations and are responsive to the needs of stakeholders.

Responsibilities of the Board

In line with good governance practices and the principles of King IV™, the Board assumes collective responsibility for steering the JDA towards sustainable value creation. It discharges its duties through the following:

Responsibility	Contribution to Value Creation
Oversight and accountability	Ensures that the JDA operates transparently, ethically, and in the public interest.
Legislative compliance	Ensures compliance with applicable legislation, the Service Delivery Agreement, and shareholder policies.
Shareholder engagement	Maintains open, transparent, and constructive engagement with the City of Johannesburg on all material matters.
Strategy setting	Determines strategic direction, purpose, and values, informed by the shareholder mandate, the Integrated Development Plan (IDP), and other key frameworks.
Financial stewardship	Reviews and approves financial targets, significant capital allocations, and major expenditure in line with shareholder guidelines.
Board composition and effectiveness	Ensures the Board's composition, skills, and diversity are sufficient to fulfil its governance responsibilities effectively.

Board Charter and Governance Framework

The Board operates in accordance with its charter, which incorporates the City of Johannesburg's corporate governance protocol and is informed by the King Code of Corporate Governance. The charter formalises the Board's relationship with the City as the sole shareholder and parent municipality, defines the powers and responsibilities of the Board, and promotes ethical, transparent, and accountable leadership across all levels of the organisation.

Remuneration Governance

The JDA applies a shareholder-approved remuneration policy for non-executive directors and independent Audit and Risk Committee (ARC) members. Remuneration is determined by the City of Johannesburg and is periodically reviewed to ensure alignment with the shareholder's guidelines and market-related considerations. Non-executive directors and ARC members receive fees based on meetings attended, as confirmed by a special resolution adopted at the Annual General Meeting.

Executive directors and prescribed officers, as employees of the JDA, are remunerated in accordance with the Agency's internal remuneration framework and do not receive additional compensation for serving on the Board or its Committees. The table below reflects the total costs incurred by the JDA for Board and Committee fees during the reporting period.



TABLE 9: EXECUTIVE DIRECTORS, SENIOR MANAGEMENT AND NON-EXECUTIVE DIRECTORS & INDEPENDENT AUDIT COMMITTEE MEMBERS REMUNERATION AND ALLOWANCES AS AT 31 MARCH 2025

Name	Designation	Salar/Board Fees	Pension	Acting allowance	Bonus/Board Retention Fees	Travel allowance	Non-Pensionable Gratuity	Total
Executive Directors & Senior Management -								
T Mathibe	CEO	1 272 496,10	319 949,10		177 159,50		1 818,00	1 771 422,70
S Mpakama	CFO	1 070 148,02	243 534,20		136 440,00		10 908,00	1 461 030,22
T Msane	Company Secretary	715 133,78	173 991,82					889 125,60
O Nkoane	EM: Development Planning and Facilitation	1 186 058,12	185 641,60		310 702,28		14 544,00	1 696 946,00
S Genu	EM: Project Implementation	773 604,27	107 036,74		318 360,00		7 272,00	1 206 273,01
M Mazibuko	EM: Corporate Services	1 126 368,50	261 171,99		113 700,00		10 908,00	1 512 148,49
T Maota	Chief Audit Executive	797 282,29	198 492,97					995 775,26
EXC-Total		6 941 091,08	1 489 818,42		1 056 361,78		45 450,00	9 532 721,28
Non-Executive Directors & Independent Audit Committee Members								
1 July 2024 to 31 March 2025								
Mr Julius Maputla	Board Chairperson	0.00	N/A	N/A	N/A	N/A	N/A	0.00
Ms Daliwe Oliphant	Board Member (ARC Chair)	R154 000	N/A	N/A	N/A	N/A	N/A	R154 000
Ms Mally Mokoena	Board Member (SEHR Chair)	R112 000	N/A	N/A	N/A	N/A	N/A	R112 000
Mr Mongezi Ntanga	Board Member	R88 000	N/A	N/A	N/A	N/A	N/A	R88 000
Ms Morwesi Ramonyai	Board Member	R144 000	N/A	N/A	N/A	N/A	N/A	R144 000
Ms Nandipha Zonela	Board Member	R22 000	N/A	N/A	N/A	N/A	N/A	R22 000
Mr Bruce Sarela	Board Member	0.00	N/A	N/A	N/A	N/A	N/A	0.00
Ms Pinkie Numa	Board Member	0.00	N/A	N/A	N/A	N/A	N/A	0.00
Mr Vukile Hlongwa	Board Member	R120 000	N/A	N/A	N/A	N/A	N/A	R120 000
Mr Makoko Makgonye	Board Member	R20 000	N/A	N/A	N/A	N/A	N/A	R20 000

Name	Designation	Salar/Board Fees	Pension	Acting allowance	Bonus/Board Retention Fees	Travel allowance	Non-Pensionable Gratuity	Total
Mr Siyabonga Masiza	Board Member	0.00	N/A	N/A	N/A	N/A	N/A	0.00
Mr Tshepo Nawane	Board Member	R142 000	N/A	N/A	N/A	N/A	N/A	R142 000
Mr Boitumelo Molelekeng	Board Member	R72 000	N/A	NA	N/A	N/A	N/A	R72 000
Mr Thabo Sibeko	Board Member	R100 000	N/A	N/A	N/A	N/A	N/A	R100 000
Ms Ella Veyi	Board Member	R76 000	N/A	N/A	N/A	N/A	N/A	R76 000
Mr Sivuyile Mndawe	Independent Audit & Risk member	R8 000	N/A	N/A	N/A	N/A	N/A	R8 000
Mr Patrick Lebopa	Independent Audit & Risk member	R8 000	N/A	N/A	N/A	N/A	N/A	R8 000
Ms Nozuko Yawa	Independent Audit & Risk member	R8 000	N/A	N/A	N/A	N/A	N/A	R8 000
Ms Ellen Rakodi	Independent Audit & Risk member	R40 000	N/A	N/A	N/A	N/A	N/A	R40 000
Mr Dalton Ramaoma	Independent Audit & Risk member	R8 000	N/A	N/A	N/A	N/A	N/A	R8 000
Mr Oupa Galane	Independent Audit & Risk member	R8 000	N/A	N/A	N/A	N/A	N/A	R8 000
Members Total		1,154,000.00		R 0.00	R 0.00	R 0.00		1,154,000.00

The directors' emoluments were taxed according to South African Revenue Services' guidelines.

11. Loans and advances

In compliance with the requirements of the Municipal Finance Management Act (MFMA), the JDA maintains a strict policy that prohibits the granting of loans or advances to its directors and employees. Accordingly, no such transactions occurred during the reporting period. Furthermore, the JDA did not extend loans or advances to any external parties or individuals outside of its employment during the period under review.

12. Company Secretarial Function

Role and Contribution of the Company Secretary

The Company Secretary plays a vital role in ensuring that the Board operates effectively, ethically, and in line with good governance practices. The Board relies on the Company Secretary for independent guidance on regulatory compliance, governance procedures, and corporate governance developments. In accordance with its mandate, the Company Secretary supports both the Board and the Chairperson in fulfilling their respective roles and responsibilities.

In line with the provisions of the Companies Act and the principles of King IV™, the Board has delegated authority to the Company Secretary to provide impartial and professional advice on governance matters. This includes assisting the Board in meeting its legal obligations, regulatory requirements, and governance duties as set out in Section 88 of the Companies Act. The Company Secretary's role is critical in facilitating integrated thinking, sound decision-making, and responsible corporate citizenship.

All Board members have unrestricted access to the advice and services of the Company Secretary. The Chairperson, in particular, benefits from dedicated support to ensure that the Board and its Committees operate efficiently and effectively.

Key Contributions of the Company Secretary

The Company Secretary's responsibilities extend across a broad range of governance-support functions, including:

Function	Contribution to Governance Outcomes
Meeting administration	Prepares agendas, records accurate minutes, and ensures that meetings are well-organised and documented.
Information flow	Manages Board correspondence, compiles reports, and ensures decisions are clearly communicated to relevant stakeholders.

Function	Contribution to Governance Outcomes
Governance advisory	Provides ongoing advice to the Board and management on corporate governance practices and evolving regulatory requirements.
Board effectiveness	Contributes to discussions, when appropriate, to enhance decision-making and the quality of governance deliberations.
Annual General Meeting coordination	Oversees the planning and execution of the Annual General Meeting, ensuring compliance with governance and shareholder engagement requirements.

SECTION 2: HIGH-LEVEL ORGANISATIONAL STRUCTURE

The JDA's structure is a response to the business model, which focuses on the development of strategic capital works projects as well as development facilitation to optimize the impact of the catalytic public investments, and the establishment of urban management partnerships to ensure the sustainability of the catalytic public investments. The organizational structure during the reporting period is presented below.

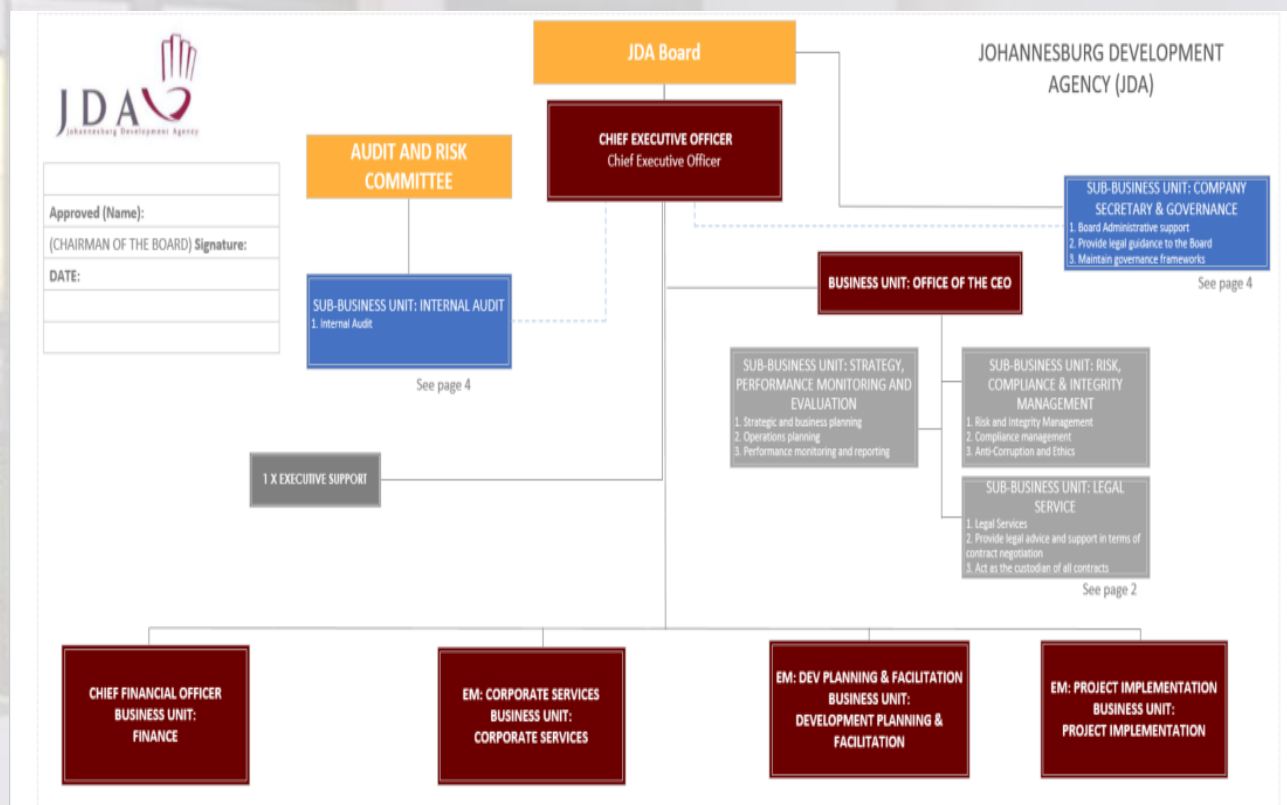


FIGURE 4: HIGH LEVEL ORGANISATION STRUCTURE

SECTION 3: RISK MANAGEMENT

The JDA has an integrated approach to risk management and has adopted the City's Group Risk Management Framework with few amendments as approved by Council and it is important to note the following:

- The JDA's Compliance Framework is aligned to the City's Group Framework and approved by the ARC.
- The Risk Management Frameworks are reviewed every three years or earlier, as and when necessary. The Framework has been adopted and approved by the JDA's ARC.

1.1 Risk Management Implementation Plan

The Annual Risk Management Implementation Plan for the current financial year 2024/25 was approved by the ARC. The planned KPI's have been implemented in the 1st, 2nd and 3rd quarter of the current financial year, these KPI's are as follows:

- Operational Risk Assessments.
- Strategic Risk Management Report.
- Operational Risk Management Report.
- Compliance Assessment to URR.
- Updated the Universal Regulatory Register (URR)
- 100% Collation of Employees Declaration of Interests (2024/25).
- Conduct Ethics awareness.
- Fraud Risk Monitoring (conducted Anti-Fraud and Anti-Corruption Awareness/ Training).
- Compiled the Business Continuity Management Policy.
- Reviewed the Enterprise Risk Management Framework.
- Reviewed the Risk Appetite and Tolerance Management Framework.
- Investigations (compiled UIFW write-off Reports that were tabled at Board in August 2024, October 2024, November 2024 and January 2025, post the investigations).
- Compiled the Strategic Risk Register for 2024/25 financial year.
- Compiled the Business Continuity Management Charter.
- Reviewed the Compliance Framework.
- Reviewed the Fraud Risk Strategy.
- Compiled the Business Continuity Roles and Responsibilities.

- Reviewed the JDA's Crisis Communication Plan.
- Reviewed the Business Continuity Management Training and Awareness Plan.
- Compiled the Business Continuity Management Scenario's.

Overall achievement in the implementation of strategic risks mitigations for the third quarter There is 100% achievement on the committed strategic future mitigation plans for the 3rd quarter of 2024/25 financial year. The target of 80% is among the City-Wide Gatekeeping KPI's, and it is incorporated in the JDA's 2024/25 Business Plan Scorecard. Hence achieving 100% means there is a positive variance of 20% (achievement exceeded the set target). The table below depicts the overall achievement in the implementation of strategic risks mitigations for the 3rd quarter.

TABLE 10: OVERALL MITIGATION IMPLEMENTATION AS AT 31 MARCH 2025

Key Performance Indicator	Target	Performance	Variance
Implementation of committed Strategic Action Plans.	80%	100%	+20% (achievement exceeded the set target)




Residual Strategic Risks triggered by Risk Tolerance threshold and reported as per Priority for Attention Reporting Framework



Key Risk Indicators (KRI's) have been developed and linked to risk categories and risks. These KRI's are aligned to the organization's key performance indicators (KPI's) to monitor the defined milestones and targets in pursuit of the set objectives.


The strategic risks reported below trigger reporting for the attention of EXCO and ARC to intervene, treat and monitor these risks more closely to ensure achievement of expected performance.

Residual risk rating level of amber and above must be reported to EXCO and ARC to allow early intervention as per the JDA's adopted Risk Management Framework.

TABLE 11: RESIDUAL STRATEGIC RISKS TRIGGERED BY RISK TOLERANCE THRESHOLD

Progressed	Stagnant	Regressed
		

No	Risk Name	RR- 01 Jan 2025	RR- 31 March 2025	RR -Movement	KRIs triggered	Status on the KRIs	Proposed Action Plans
1.	Poor project performance.	16	16		Number of contractors put on terms/ terminated contractors.	The residual risk rating is stagnant. There were three (3) contractors put on terms/ terminated. There are two (2) contractor that are put on terms and another contractor terminated in Q3. Therefore, there will be continuous monitoring of the risk.	Close monitoring of the project implementation.
2.	No/insufficient working capital to finance the project (contractor).	12	16		Delay in payment of contractors/ Invoices paid outside 30 days.	<p>In quarter Three, JDA had paid a total of 393 invoices. Of these invoices, only 142 were paid outside 30 days payment cycle amounting to R124 308 301.</p> <p>The risk has regressed in Q3, a total of 393 invoices were paid and 142 of total invoices were paid outside 30 days cycle</p>	<p>JDA has developed a central point where all invoices will be received for timeous processing.</p> <p>Cashflow CoJ diversifying the business.</p>

No	Risk Name	RR- 01 Jan 2025	RR- 31 March 2025	RR -Movement	KRIs triggered	Status on the KRIs	Proposed Action Plans
						which translates to 36%. JDA has a zero tolerance on invoices paid over 30 days.	
6.	Inability to ensure financial sustainability.	12	10		50% of the budget spent on city-wide infrastructure.	JDA has achieved 58% Capex spent as per quarter three target. Therefore, the residual risk rating has progressed.	Close monitoring of the project implementation.

Considering the information contained in table 3 above, there is a heightened level of concern regarding the risks that have triggered the risk tolerance. These risks, if not effectively managed to reduce the level of residual risk exposure to the JDA, threaten the achievement of key strategic objectives and the vision of JDA being perceived as the implementing agent of choice.

Corporate Ethics and Organizational Integrity

Code of Conduct

The JDA's code of conduct, which is fully endorsed by the Board, applies to all directors and employees. The code is consistent with schedule 1 of the Municipal Systems Act and the provisions of the COJ Corporate Governance Protocol for Municipal Entities.

The Company, through its Social, Ethics & Human Resource Committee, addresses issues relating to the ethical conduct of the Company and its employees. It is a requirement for any Director and Executive Manager at any meeting of the Board of Directors, Board Sub Committees, and the Audit & Risk Committee to declare interest and sign a register to that effect. Should such a conflict exist, the Director or Executive Manager concerned is recused from the proceedings. Furthermore, employees are requested to sign a declaration of interest on an annual basis to ensure issues of conflict of interest are addressed accordingly.

Minimizing conflict

Employees who participate in Supply Chain Management processes are required to disclose their interests in business enterprises that bid for the provision of goods/services at the JDA. The declarations are registered and filed for audit purposes. An undeclared conflict of interest will, when detected, lead to the bid not being awarded to the enterprise in which an employee has interest and result in consequence management.

In terms of the Standard Bidding Documents (SBD) documents, bidders are required to submit a declaration whether their close family member/ partner/ associate are in the employ of the state. The conflict of interest thus disclosed will be kept in the register for audit purposes. If employees or their close family members/partners/associates of the bidder, director or shareholder have business interests in an enterprise that has submitted a bid to the JDA, the employee is required to disclose his/her interest and withdraw from participating in the process.

Non-adherence to the Conflict-of-Interest disclosure requirements will lead to irregular expenditure being incurred by the JDA. The irregular expenditure will then be reported to the Audit and Risk Committee, City of Johannesburg and Auditor General. Disciplinary measures will be instituted against employees who do not comply with the disclosure requirements.

JDA has developed a Conflict-of-Interest Form, with effect from 2024/25 financial year that it will be completed by employees as and when they declare conflict of interest and it will be kept for record purposes.

SECTION 4: ANTI-CORRUPTION AND FRAUD

Annual Fraud Risk Awareness is conducted through risk assessment and awareness workshops which focuses on fraud risk, fraud prevention, detection, the right to remain anonymous, reporting procedure and the various platforms to which suspected fraud and corruption can be reported.

Fraud Prevention Awareness Programme also focuses on five strategic pillars {Detection, Prevention, Reporting, Investigation and Resolution} regarding fraud and corruption and other factors that propel individuals to fall prey to committing fraud and corruption.

Critical to the anti-fraud and anti-corruption programme is the prevention strategic pillar as contained in the Fraud Prevention Strategy and Response Plan, as part of the prevention strategy, the following fraud risk management documents are in place:

- Fraud Risk Management Policies.
- Fraud Prevention Strategy and Response Plan.
- Whistle-Blowing Policy.
- Code of Ethics Policy.

JDA utilizes the City of Johannesburg Anti-Corruption Hotline (NACH) which is managed by an independent service provider. Internal reporting processes include electronic reporting of fraud allegations via telephone, email, and walk in reporting.

An internal electronic system for fraud allegations received via the hotline is captured and maintained in a log register from the point of reporting, before allegations are escalated to the Anti-Fraud and Anti-Corruption unit for investigation.

Fraud, Corruption and Maladministration allegations are investigated by Group Forensics and Investigation Department as per memorandum signed by the City Manager on the 07 March 2017.

There was one (1) case reported in the 3rd quarter of the 2024/25 financial year, as illustrated in the table below.

TABLE 12: REPORTED CASES

NO	GFIS Number	Date captured	Allegation	Current Status	Limitations/Challenges
1.	27/10/2024	28/10/2024	Alleged Fraud & Corruption in the appointment of NSOVO Construction for the Deep South Main Road project worth R43 000 000.00	The matter is in progress, the case was incorrectly linked to JRA. in Q3 it was then confirmed to be JDA's project.	None
2.	71/02/2022	28/02/2022	Alleged possible Fraud & Corruption in the implementation of the projects related to Selby Depot and JDA. Braamfischerville Project valued at around R94mil.	The matter was closed, referred to JDA Board because it involves section 57 employees. GFIS does not have a mandate to investigate section 56/57 employees.	GFIS does not have a mandate to investigate section 56/57 employees.
3.	04/05/2024	20/03/2024	Alleged fraud and corruption in sending a wrong invoice to JDA requesting unknown payment	GFIS could not find evidence indicating that there was fraud committed by JDA official. The matter was closed as undetected.	None

Progress on fraud cases is provided monthly via Teams meetings given the slow pace in resolving cases. The objective of these meetings is to discuss the progress of each case and the challenges encountered.

Minimizing conflict of interest

Employees who participate in Supply Chain Management processes are required to disclose their interests in business enterprises that bid for the provision of goods/services at the JDA. The declarations are registered and filed for audit purposes. An undeclared conflict of interest will, when detected, lead to the bid not being awarded to the enterprise in which an employee has interest and results in consequence management.

In terms of the Standard Bidding Documents (SBD) documents, bidders are required to submit a declaration whether their close family member/ partner/ associate are in the employ of the state. The conflict of interest thus disclosed will be kept in the register for audit purposes. If employees or their close family members/partners/associates of the bidder, director or shareholder have business interests in an enterprise that has submitted a bid to the JDA, the employee is required to disclose his/her interest and withdraw from participating in the process.

Non-adherence to the Conflict-of-Interest disclosure requirements will lead to irregular expenditure being incurred by the JDA. The irregular expenditure will then be reported to the Audit and Risk Committee, City of Johannesburg and Auditor General. Disciplinary measures will be instituted against employees who do not comply with the disclosure requirements.

JDA has developed a Conflict-of-Interest Form, with effect from 2024/25 financial year that it will be completed by employees as and when they declare conflict of interest and it will be kept for record purposes.

SECTION 5: ICT GOVERNANCE

According to Principle 12 of King IV™, the purpose of IT Governance is “to support the organization to set and achieve its objectives. To the above extent, ICT continues to recognize that technology is now more than just an enabler, but that technology is now both the source for future opportunities at JDA and for all platforms on which the JDA conducts its business.

5.1 ICT SECURITY

5.1 ANTI-VIRUS AND MALWARE

The JDA uses Bitdefender Gravity Zone Antimalware, which is currently installed on 107 Active JDA Physical Endpoints and 52 Virtual machines.

5.1.2 MIMICAST EMAIL SECURITY

Mimecast is a secure email gateway that scans and protects JDA inbound and outbound emails before they reach the Microsoft platform.

A complex filter is built to detect non-business-related messages, which is mostly marketing related. In this quarter, there was a total of 88 malware detections on inbound emails and zero malware detections on outbound emails. A total of 1088 impersonations were detected and held.

5.1.3 PENETRATION TESTS

Penetration tests, represent a form of “ethical hacking”, which is a preventative measure which tests that the JDA ICT environment is protected against hackers. The Penetration test uses various tools to test if a hacker can successfully manage to access the JDA ICT internal environment.

Penetration tests are conducted in Quarter 3. The overall outcome of the assessment reflects that the internal environment is secure, however, the report highlighted the need for a further OS upgrade of the GP server. Management has since received SQL server 2008 from Microsoft and a virtual server has been created. The current GP database will be upgraded to this virtual server as an interim mitigation process

5.1.4 PATCH MANAGEMENT

Patch management is the process of applying updates to software, drivers, and firmware to protect against vulnerabilities. Effective patch management also helps ensure the best operating performance of systems, boosting productivity. In this quarter, Microsoft released the highest number of patches to resolve vulnerabilities within the windows OS environments across all hardware platforms as follows,

A total of 684 patches relevant to the JDA server and laptop OS environment were successfully tested and deployed in this quarter. The deployment of patches enhances the security of the environment.

5.2 INFRASTRUCTURE MANAGEMENT

5.2.1 CLOUD BACKUP AND DR

The JDA uses a cloud backup and DR Solution (as per illustration below) The executive summary for this quarter reflects that 100% data was backed up for all servers and user data. The data was replicated in full to the azure cloud environment.

Summary Backups and DR

5.2.2. Critical Server Backup status-SAP

It is important in line with the JDA ICT risk register that there is close backup up management of the JDA's critical servers. A snapshot of the backup status report shows that all critical servers were 100% backed up and replicated to the cloud DR environment.

The JDA is currently in DR mode due to instability of electricity supply. Employees are currently accessing servers from the cloud. The report shows that there is 100% backup of the cloud servers. The local server for the financial management system is also being backed up 100% as for server JDAGP001-OLDRST.

5.3 NETWORK PERFORMANCE

The performance of the network in this context refers to uptime of internet and allied services. The JDA outsources these services to an appointed ISP. ISPs typically guarantee 99,9% uptime and setup a tight support system to maintain this standard. This is the KPI value that has been set for network performance.

As at Quarter 3, the link performance was as follows.

The average usage of the link was around 51,09 %

Site availability was at 98,56 %

RFO: As per feedback received from our technical support team, the Link was down due to a suspected client power failure.

5.4 SERVER PERFORMANCE MANAGEMENT

An assessment of virtual server environment in this quarter shows that there is adequate capacity to support the virtual server ecosystem. The report shows that there is still adequate memory and CPU capacity in physical server host to successfully run all 26 virtual servers. There were no hardware failures reported on the two server hosts in this quarter.

SECTION 6: COMPLIANCE WITH LAWS & REGULATIONS

The Universal Regulatory Register (URR) and the MFMA Circular 68 Register are the two primary compliance management tools which are key pillars that bring to life what the Compliance Management Framework articulates.

The Universal Regulatory Register (URR) is made up of applicable legislation and regulations. The URR is split in three (3) broad compliance management sections, which are the following:

- Compliance Universe.
- Compliance Risk Register.
- Compliance Assessment Report.

The URR has identified 41 applicable Acts and Regulations that have been categorized as follows:

- 18 identified as Core/Primary.
- 21 as Topical/Secondary; and
- 2 as Pertinent/Tertiary.

In the 3rd quarter, URR reflects a total of 41 Legislations/Regulations with a corresponding 302 regulatory compliance obligations identified, of which three (3) are reported as non-compliant and details of such are captured on table below.

TABLE 13: OVERALL URR COMPLIANCE STATUS:

Overall URR Compliance Status:

Description	# of Obligations	Compliance %
Compliant	300	99,33%
Non-compliant	2	0,67%
Total	302	100%

TABLE 14: IDENTIFIED NON-COMPLIANCE AND ACTION PLANS / STATUS

Legislation	Relevant Section	Compliance Requirement	Committed Action Plan/Status
National Archives and Record Service of South Africa, No. 43 of 1996	Section 13(2)(b)	The National Archivist shall - i. determine records classification systems to be applied by governmental bodies. i. determine the conditions subject to which records may be microfilmed or electronically reproduced; and i. determine the conditions subject to which electronic records systems should be managed.	The Records Management Policy was tabled at EXCO and recommended for Board approval. The record management filing plan was approved by Gauteng Provincial Archives. JDA has also implemented, the electronical filing through SharePoint for each business unit.
Municipal Finance Management Act, No. 56 of 2004.	Section 99(2)(b)	Service Providers must be paid within 30 days.	JDA has developed a central point of receiving invoices to ensure timeous processing of invoices

Unauthorized, irregular, fruitless and wasteful expenditure must be compiled and adopted by municipalities and municipal entities to ensure compliance with Section 32 of the Municipal Finance Management Act, 56 of 2003 (MFMA) and MFMA Circular 68 dealing with unauthorized, irregular, fruitless

and wasteful expenditure issued by National Treasury on 10 May 2013. The compliance status of the MFMA Circular 68 report is illustrated in the table below:

TABLE 15: UNAUTHORIZED, IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE

COMPLIANCE CATEGORY	COMPLIANCE STATUS
Unauthorized Expenditure	▪ None incurred
Fruitless and Wasteful Expenditure	▪ None incurred
Irregular Expenditure	▪ None incurred
Failure to pay Service Providers within 30 days.	In quarter three, JDA paid a total of 393 invoices. Of these invoices, only 142 were paid outside 30 days payment cycle amounting to. JDA has developed a central point of receiving invoices. This process will assist in fast tracking invoices for payment.

SECTION 7: SUSTAINABILITY REPORT

The Joburg 2040 GDS is driven by the goal of capable and capacitated communities and individuals. With this realised, the COJ will be able to become a more sustainable, inclusive city in which people hold the potential and means to grow their neighbourhoods, their communities, and themselves. A balanced focus on environmental management and services, good governance, economic growth, and human and social development will help in achieving a resilient and sustainable city – and a city in which all aspire to live.

The JDA's area-based development approach has evolved over the last 12 years. It begins by identifying the local competitive advantages, development needs, and opportunities within the development area. Capital works projects are then used to catalyse private investment, enterprise, and neighbourhood development. This area-based development approach ensures the long-term sustainability of the capital assets created by ensuring a greater focus on developing strategic capital works projects, facilitating development to increase the impact of public investments, and establishing urban management partnerships to ensure the sustainability of the public investments.

During this reporting period, the JDA continued working closely with the Department of Development Planning to communicate the strategic vision for the TOD corridors and the City of Johannesburg's spatial transformation objectives. The JDA also participated in stakeholder engagements regarding spatial transformation and urban planning and the development of good practices.

Environmental Impact

Environmental sustainability plays an integral part in all the JDA's development projects, which all comply with environmental impact regulations. To minimize their environmental impact, all professional teams involved in preparing designs for the JDA are briefed to include the following environmental considerations:

- The design of more permeable ground surfaces and soakaways or swales to reduce the storm-water run-off in areas upgraded by the JDA to achieve sustainable urban drainage standards.
- Indigenous and water-wise planting in all landscaping interventions in compliance with City Parks requirements. These interventions are currently being implemented on most of JDA's public environment upgrades, NMT, streets and BRT related projects across the city.
- The environmental design for crime prevention guidelines as promoted by the City Safety Programme.
- Environmental construction and infrastructure options such as energy-efficient lighting and rainwater harvesting. This design intervention is currently being explored on JDA's BRT Depots and some Public Health Clinics that are at design stage.
- Environmental health regulations for informal trading where the JDA upgrades trading and taxi facilities. Currently, the JDA has four projects relating to the upgrading of Informal Trading and six projects relating to upgrading of Taxi Facilities.
- Including urban environmental management as an integral part of the urban regeneration projects that the JDA implements, such as, the upgrading of parks, the construction of storm-water facilities and public transport infrastructure and facilities. Currently, the JDA has more than six projects that focus on urban regeneration and public environment upgrades with more emphasis on Randburg, Orange Grove and the Inner City.

Four major outcomes define the Joburg 2040 GDS:

- Improved quality of life and development-driven resilience for all.
- Provide a resilient, liveable, sustainable urban environment – underpinned by smart infrastructure supportive of a low carbon economy.
- An inclusive, job-intensive, resilient, competitive and smart economy that harnesses the potential of citizens.
- A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region.

Outcome 2 highlights the need for “Sustainable human settlements””. The COJ plans to lead in the establishment of sustainable and eco-efficient infrastructure solutions (for example, housing, eco-mobility, energy, water, waste, sanitation, and ICT) to create a landscape that is liveable, environmentally resilient, sustainable, and supportive of low-carbon economy initiatives. The two JDA programmes are a direct response to Outcome 2.

JDA Substantive Programme	JDA Sub-Programme
1. Strategic Economic Node Delivery Programme.	1A: Inner city transformation Programme. 1B: Economic Node Sub-Programme.
2. Accelerated Public infrastructure Delivery Programme.	2A: Deprivation Areas Revitalization Sub-Programme. 2B: Urban Infrastructure Delivery Sub-Programme.

CHAPTER 3: SERVICE DELIVERY PERFORMANCE

SECTION 1: HIGHLIGHTS AND ACHIEVEMENTS

The following are the key highlights and achievement for the Q3 of 2024/25 FY:

- The JDA has completed and together with the COJ Major reopened the Johannesburg City Library on Friday, 21 March 2024. The reopening milestone coincided with the South African Library week and Human Rights Day. Phase one grant the public access to the children's reading section and the ground floor.
- The JDA is the entity of the City of Johannesburg municipality, as such the entity report in line with the MFMA, the City requirements and against the City templates. The entity has complied with the provision of the MFMA and ensured that the entity has a business plan which is approved by Council beginning of the 2024/25 FY. The business plan was revised during Mid-year from twenty-one (21) key Performance indicators (including gatekeeping KPIs) to twenty-two (22) for the entire FY, broken down into quarters.

In the quarter under review, the JDA scorecard had five (5) KPIs that were not due for reporting because there were no targets set for these KPI. In total, the entity has measured seventeen (17) of the twenty-two (22) KPIs. Of the seventeen (17) KPI only one (1) was not achieved due to the City wide cashflow challenges and sixteen (16) achieved.

The graph below presents the Q3 results in comparison with the previous quarter and the previous FY. The entity has recorded 94% performance based on the seventeen (17) targets that were measured in Q3. In comparison with the same period in the previous financial year, the entity's performance has improved significantly.

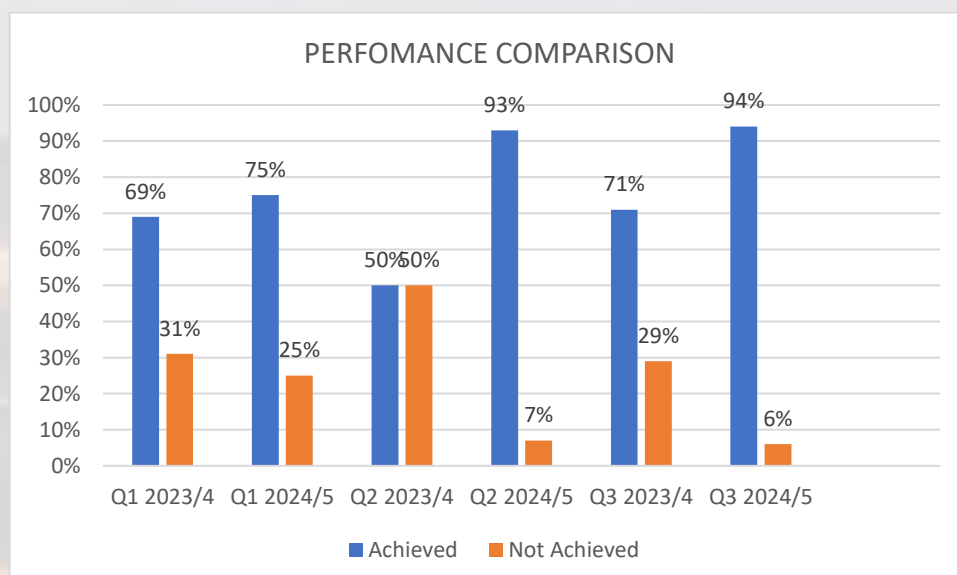


FIGURE 5: JDA PERFORMANCE

The JDA's Programme Performance Information Policy and Reporting Framework was reviewed to align with the City's threshold for recording performance achieved at 85%. The policy covers the procedures and content in the JDA's programme performance information management system. This includes for example, the definition of key performance areas, indicators and targets in the business planning process and the articulation of the link between programme objectives and results and the performance indicators and targets. The policy is supported by a programme performance reporting framework based on a comprehensive scorecard. This scorecard lists all the output and outcome performance measures that the JDA should collect data on for a range of timeframes (quarterly, annually, or periodically). From this reporting framework, the annual scorecard is developed, and the performance targets are set.

SECTION 2: SERVICE DELIVERY CHALLENGES

The critical service delivery challenges are.

- **Insufficient budget:** The approved adjustment budget is not sufficient to cover the CAPEX project funding requirements. This puts several active projects at risk of project suspension.
- **Late payment of Service providers:** Due to cashflow limitation, Capex project service providers are often paid late, leading to site stoppages and late payment penalties.

SECTION 3: RESPONSE TO STRATEGIC DIRECTION

The City of Johannesburg has reviewed its priorities post the change of government early 2023 from the Multiparty Government to the Government of Local Unity (GLU). The entity has aligned its objectives with the strategic priorities that came with the new government as reflected in the table below:

TABLE 16: JDA RESPONSE TO CITY STRATEGIC DIRECTION

GDS Outcomes	GDS Output	Strategic Priorities	JDA Objectives	JDA Programme	Outcome
1. Improved quality of life and development-driven resilience for all.	1. Reduce poverty and increase productivity 2. Food security that is both improved and safeguarded 3. Access to knowledge and lifelong learning 4. A society characterised by healthy living for all 5. A safe and secure city 6. A city characterised by social inclusivity and enhanced social cohesion	Safer City Sustainable Economic Growth	To support the growth and development of strategic nodes into high quality, investor friendly and sustainable urban environment	1. Strategic Economic Node Delivery Programme 2. Economic Empowerment Programme.	The growth and development of strategic economic nodes into high-quality, investor friendly and sustainable urban environments. Efficient delivery infrastructure that produces a socio-economic return.

GDS Outcomes	GDS Output	Strategic Priorities	JDA Objectives	JDA Programme	Outcome
2. Provide a resilient, liveable, sustainable urban environment – underpinned by smart infrastructure supportive of a low carbon economy	1. Sustainable and integrated delivery of water 2. Sustainable and integrated delivery of sanitation 3. Sustainable and integrated delivery of energy 4. Sustainable and integrated delivery of waste 5. Improved eco-mobility Sustainable human settlements 6. Climate change resilience and environmental protection	Sustainable service delivery Energy mix Infrastructure development and refurbishment	To efficiently, effectively and economically deliver sustainable social and economic infrastructure projects	1. Accelerated infrastructure Delivery Programme	Efficient delivery infrastructure that produces a socio-economic return.
3. An inclusive, job-intensive, resilient, competitive and smart economy that harnesses the potential of citizens	1. Job-intensive economic growth 2. Promotion and support to informal and micro businesses 3. Increased competitiveness of the economy 4. A 'Smart' City of Johannesburg, that is able to deliver quality services to citizens in an efficient and reliable manner (cross-cutting output).	Sustainable Economic Growth Job opportunity and creation Green Economy. Smart city	To promote economic empowerment and transformation through the structuring and procurement of the JDA developments	1. Economic Empowerment Programme. 2. Good Governance, Management and Administration Programme	The growth and development of strategic economic nodes into high-quality, investor friendly and sustainable urban environments.
4. A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and	1. Partnerships, intergovernmental & international relations 2. A responsive, accountable, efficient and productive metropolitan government	Active and engaged citizenry. Good governance. Financial sustainability.	To strengthen and improve the JDA's corporate governance and operations to	1. Good Governance, Management and Administration	A financially viable, effective and well-governed development agency.

GDS Outcomes	GDS Output	Strategic Priorities	JDA Objectives	JDA Programme	Outcome
globally competitive Gauteng City Region	3. Financially sustainable and resilient city 4. Meaningful citizen participation and empowerment 5. Guaranteed customer and citizen care and service		ensure that it remains an effective, efficient, self-sustained and well-governed organization.	Programme	

To ensure that the JDA is well positioned to respond to the development priorities as outlined above, the agency co-ordinates and manages its activities through three substantive programmes. In addition, the JDA ensures good governance of the organisation through one operational programme, resourced to support the optimal performance of the three substantive programmes.

TABLE 17: SUMMARY OF JDA PROGRAMMES

JDA Substantive Program	JDA Sub-Program	Purpose
1. Strategic Economic Node Delivery Program	1A: Inner-city transformation Sub-Program	Guided by the Mayoral Priority on the Inner City and the Inner-City Roadmap the JDA will focus on strengthening the position of the inner city as a critical business and residential node and the primary gateway to transit networks for the city; financial services networks for the City Region; and cross-border trade networks for the African continent. The JDA will continue to implement a phased plan to strengthen inner-city precincts, address movement challenges, and improve the quality of the built environment across the inner city. The activities include managing the development of the Johannesburg inner city through capital investments in selected precincts, by overseeing integrated investments by other departments and entities, and by facilitating partnership initiatives.
	1B: Economic Node Sub-Program	The objective is to develop nodes that are compact, walkable, live able, mixed-use, and mixed-income areas and centres around which to densify. They should be areas where people can live, work, and play and have good access to public transit. Guided by the COJ policy ³ on the categorizing of the current city nodes with prospects for growth, the work of the program is to promote densification, diversification, and development in these nodes. The main categories of nodes are mixed-use/key urban nodes (under various categories), industrial nodes, Transit Oriented Development (TOD) nodes and neighbourhood nodes.
2. Accelerated Public Infrastructure Delivery Program	2A: Deprivation Areas Revitalization Sub-Programme	Investment is specifically required to eradicate backlogs and deficiencies of engineering and social infrastructure related to the revitalization of deprivation areas. Investment in these areas also needs to address the structural and built form aspects that have been raised in the SDF. Infrastructure investment is therefore targeted at resolving problems specifically related to the deprivation areas and at the same time create sustainable and live able settlements as an outcome. Several deprivation area programs are already in place (previously referred to as marginalized area programmes) including Orange Farm, Diepsloot, Ivory Park/Kaalfontein and Alexandra.

	2B: Urban Infrastructure Delivery Sub-Program	<p>The objective is to deliver on the City's priority social effectively and efficiently and/or economic infrastructure programs.</p> <p>This work includes overseeing capital investments by other departments and entities. This program includes Rea Vaya BRT infrastructure, taxi and transport facilities, primary healthcare clinics and fire-stations.</p>
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SECTION 4: PERFORMANCE AGAINST SERVICE STANDARDS

Section Not Applicable to the JDA

SECTION 5: CAPITAL PROJECTS & EXPENDITURE

Capital expenditure is the primary measure of the JDA's performance, and the budget for the capital projects to be implemented forms part of the agency's Annual Business Plan and Scorecard.

Actual capital expenditure for the third quarter ended 31 March 2025 was R663 million (2023/24: R453 million) against the budget of R1.1 billion (2023/24: R978 million). The performance represents 59% of the overall annual budget spent by end of fourth quarter.

TABLE 18: CAPEX SPENT FOR THE QUARTER

Programme	2024/25 Annual Budget	Target YTD	Actual YTD	Target %	% Actual /annual budget
	R' 000	R' 000	R'000	%	%
Capex for 2024/25 FY	1127 046 368	562 982 759	662 616 371	50%	59%
Total	1127 046 368	562 982 759	662 616 371	50%	59%

TABLE 19: CAPITAL PROJECTS UPDATE AS AT END OF MARCH 2025

PROJECT UPDATE AS AT 31 MARCH 2025

NO	PROJECT NAME	REGION	BUDGET (24/25)	BRIEF DESCRIPTION OF THE PROJECT	PROJECT PROGRESS UPDATE (31 December 2024)	CHALLENGES AND PROPOSED REMEDIAL ACTION
1. NUMBER OF PRE-FEASIBILITY STUDIES CONDUCTED						
1.1	Draft Sandton Transport Masterplan	E	R 1 500 000	Development of a Transport Sandton CBD Masterplan with an implementation plan	Bid Specifications and IPW have been completed. Appointments to be finalised on the 4 th of October Q2 PROGRESS Bid Specifications and new IPW have been completed. Kick off to meeting to be in January 2025	None Q2 STATUS Delayed procurement, an accelerated action plan has been proposed. Q3 STATUS None

					<p>Q3 PROGRESS</p> <p>A kick off meeting and site visit has been conducted during March 2025. A draft inception report was submitted and was finalised. The Service provider also is working on a Survey Plan.</p>	
1.2	Integrated Corridor Management Strategy and Model	Citywide	R1 304 347,83	Development of a Strategy and Model for the introduction of the Integrated Corridor Management	<p>Bid Specifications and IPW have been completed. Appointments to be finalised on the 4th of October</p> <p>Q2 STATUS</p> <p>Q2 PROGRESS</p> <p>The service provider requested a revised budget to continue with the project, from R1,9 million to R2,9 million. An adjusted budget has been requested from the Transport Department that would allow the offer to be revised to R2,5 million.</p> <p>Q3 PROGRESS</p> <p>A service provider has been appointed, and the project is at project inception.</p> <p>Currently in procurement – client department has requested for a public tender process.</p> <p>Q3 PROGRESS</p> <p>Procurement will be delayed due to the client's request for a public tender process.</p>	None
1.3	Green Energy by Road Based Transport Plan	Citywide	R1 500 000	Development of a Strategy for the introduction of Alternative Energy for Road Based Transport	<p>Bid Specifications and IPW have been completed. Appointments to be finalised on the 4th of October</p> <p>Q2 STATUS</p>	None

					<p>Q2 PROGRESS</p> <p>A servicer provider has been appointed, and the project is at project inception.</p> <p>Q3 PROGRESS</p>	<p>None</p> <p>Q3 STATUS</p>
1.4	Ebhareni PTF				<p>Q3 PROGRESS</p> <ul style="list-style-type: none"> A site meeting was held on the 10th of March with client Department. An Inception report was submitted and was shared with Transport and comments received and incorporated by JBML. Transport still awaiting a signed PTOB and Draft POA has been received. 	<p>Q3 STATUS</p> <p>None</p>
1.5	Rosebank PTF				<p>Q3 PROGRESS</p> <ul style="list-style-type: none"> An inception meeting with Transport in March 2025 and there is an 	<p>Q3 STATUS</p> <p>None</p>

					<p>agreed scope of work. JDA is awaiting an amended inception report from Thembekile C.S and an RFI has been responded to.</p> <ul style="list-style-type: none"> Transport is awaiting PTOB (that speaks to the encroachment). 	
2. NUMBER OF FEASIBILITY STUDIES CONDUCTED						
2.1	Erf 80 Stafford (Marilyn House)	F	R6 000 000	<p>Building Conditional Assessment, Bulk Infrastructure capacity confirmation and GPR concrete floor and column scanning. The aim is to convert and existing industrial building for the development of affordable rental units to a minimum of 200 units.</p>	<p>Inception report submitted and approved by JDA and client Status Quo analysis and site investigation has commenced</p> <p>Q2 STATUS</p> <p>Q2 PROGRESS</p> <p>Not provided</p> <p>Q3 STATUS</p> <p>Q3 PROGRESS</p> <p>Procurement for the Marilyn House temporary accommodation has been concluded, and a Professional team has been appointed for stage 1 – 6. Kick-off meeting held on 31 March 2025.</p>	<p>Safety of consultants during site visit may require additional security</p> <p>Q2 STATUS</p> <p>Not provided</p> <p>Q3 STATUS</p> <p>None</p>
2.2	Erf 286 Lorentzville	F	R 7 000 000	<p>The development of affordable rental units for erf 286 Lorentzville. The scope requires the acquisition of development rights, Concept designs and design development.</p>	<p>Bid Specifications and IPW have been completed. BAC to be finalised on the 4th of October</p> <p>Q2 STATUS</p> <p>Q2 PROGRESS</p>	

					<p>Bid Specifications, IPW and BEC have been completed. Document has been sent to probity and the report will serve at the BAC of 20 December 2024. The project is to kick -off in January 2025.</p> <p>Q3 PROGRESS</p> <p>The Project at Stage 1, an Inception Report has been submitted and comments provided. Project feasibility is to be completed by the end of March 2025.</p>	<p>The bidder had challenges in completing the pricing table as a result the had been a delay.</p> <p>Q3 STATUS</p> <p>None</p>
3. NUMBER OF URBAN DEVELOPMENT FRAMEWORKS AND PRECINCTS MANAGEMENT IMPLEMENTATION PLANS COMPLETED						
3.1	Orlando Industrial Park Development	D	R610 287, 83	Completion of an Urban Development Framework for the revitalisation of the Orlando Industrial Park precinct.	<p>Project at Status quo development.</p> <p>Q2 PROGRESS</p> <p>A draft UDF Report has been submitted for comments and was presented and approved at the DEVCO meeting for EXCO approval on 11 December 2024.</p> <p>Q3 PROGRESS</p> <p>Project completed in Q2</p>	<p>Project delayed by Stakeholder Engagements.</p> <p>Q2 STATUS</p> <p>The project completion will be delayed outstanding external stakeholder engagements that have been scheduled for January 2025.</p> <p>Q3 STATUS</p> <p>None</p>

3.2	Desmond Tutu Precinct development	F	R 1 500 000	Development of the Desmond Tutu Precinct plan. The project is meant to develop the transportation plan as well as the urban development concept and evaluate the impact the precinct will have on transport. The Precinct Plan should be complete with a functional Implementation Plan and Urban Management Plan to assist the City of Johannesburg transform the study area.	<p>Bid Specifications and IPW have been completed. Appointments to be finalised on the 4th of October</p> <p>Q2 PROGRESS</p> <p>Procurement is complete. The Inception report was submitted to the JDA and the Department of Transport on the 6th of December 2024 and has been approved.</p> <p>Q3 PROGRESS</p> <p>Project is currently on data collection phase. The next deliverable is a status quo report.</p>	<p>None identified and profiled today</p> <p>Q2 STATUS</p> <p>Possible delays caused by stakeholders within the study area.</p> <p>Q3 STATUS</p> <p>Challenges regarding the project budget, this was resolved.</p>
3.3	Minibus Taxi Feeder Service Integration Study	A, E and F	R 1 000 000	Integration of mini-bus taxi services operating within the north-east quadrant of the City to serve as a feeder and distributor services in support of the Integrated Public Transport Network (IPTN). This project aims to improve mobility and accessibility in the city, reduce congestion and emissions (<i>green economic strategies</i>), improve customer satisfaction, and enhance seamless integration with other modes of transport such as bus, rail and non-motorized transport (NMT).	<p>Approved ToRs awaiting signed IPW</p> <p>Q2 PROGRESS</p> <p>The BAC approved the appointment of the Transport Team on 12 December 2024. The LoA and SLA are awaiting the CFOs approval. The project kick-off meeting will be scheduled for 14th January 2025.</p> <p>Q3 PROGRESS</p>	<p>None</p> <p>Q2 STATUS</p> <p>None</p> <p>Q3 STATUS</p> <p>Budget for the project was insufficient, JDA had to go back to the market.</p>

					Project had to be re-advertised due to budget constraints. Project currently in procurement.	
3.4	Universal Access Plan Phase 1	Citywide	R 2 500 000	UDAP is to guide the CoJTD on improving public transport systems and capacity building in terms of universal accessibility of the public transport systems in the municipality. The plan will give input on the planning of the network, the infrastructure constructed, the vehicles used, operations of the systems, marketing and communication, customer care and passenger-related research on universal access requirements, information and signage, fares and fare system.	<p>The first Bsc was convened and comments provided the final BSC will reconvene on 01 October to consider the revised Spec.</p> <p>Q2 PROGRESS</p> <p>The first BEC convened on 11 December 2024, however, the committee requested for additional information from the Bidder. The final BEC is scheduled to convene on the 18th of December 2024 to recommend the report to serve at the BAC of the 20th of December 2024. The project kick-off will be mid-January 2025.</p> <p>Q3 PROGRESS</p> <p>A professional team was appointed at the beginning of Q3. A Data Collection Plan Workshop with other Cities Audits and surveys is being planned. The next deliverable is a status quo report.</p>	<p>The appointment of a Universal Access Specialist may delay the procurement for this project given that the highly specialised work that is not included in the panel.</p> <p>Q2 STATUS</p> <p>The appointment of a Universal Access Specialist may delay the procurement for this project given that the highly specialised work that is not included in the panel.</p> <p>Q3 STATUS</p> <p>None</p>

3.5	City of Johannesburg E-hailing Management Policy	City Wide	2 000 000	This project is the development of a new policy for the management of the e-hailing sector in the City.	<p>The Terms of Reference have been completed, with IPW and the Requisition been signed, BSC will convene early October to consider the specification</p> <p>Q2 PROGRESS</p> <p>The BAC approved the appointment of the Transport Team on 12 December 2024. The LoA and SLA are awaiting the CFOs approval. The project kick-off meeting will be scheduled for 14th January 2025.</p> <p>Q3 PROGRESS</p> <p>A Professional team was appointed and is currently in place. A Project kick off was held and a draft inception report was submitted and completed. the next deliverable is the Data Collection Plan.</p>	<p>None</p> <p>Q2 STATUS</p> <p>None</p> <p>Q3 STATUS</p> <p>None</p>
4. NUMBER OF PROJECTS AT CONCEPT DESIGN PHASE						
4.1	Bramley View and Lombardy West	E	R 988 810 Exc vat	City of Johannesburg department of human settlements appointed the JOHANNESBURG DEVELOPMENT AGENCY (JDA) to select a suitable team to conduct feasibility and conceptual planning in Bramley View and	<p>The status quo has been completed, the client department and JDA are busy making comments before the Status Quo can be approved. Stakeholder engagement is currently ongoing.</p> <p>Q2 PROGRESS</p>	<p>None</p> <p>Q2 STATUS</p> <p>None</p>

				Lombardy West in the City of Johannesburg metropolitan Municipality	<p>The project team has commenced with the feasibility work.</p> <p>Q3 STATUS</p> <p>Awaiting confirmation of budget, and TORs for the completion of Town Planning application and detailed Concept.</p> <p>Q3 PROGRESS</p> <p>Stage 1 has been completed (Situational Analysis, Feasibility). Stage 2 is currently underway for the completion of a Feasibility Study and concept is to be completed by end of March – 1st week of April.</p>	
4.2	Main Reef Strip in Roodepoort	C	R 766 000	Feasibility studies, and a development framework that will guide implementation of human settlements in the identified properties and supporting uses	<p>Draft Urban Development Framework awaiting stakeholder engagement Scheduled for October 2024</p> <p>Q2 STATUS</p> <p>None</p> <p>Q2 PROGRESS</p> <p>Draft Urban Development Framework comment period ended on the 13th of December 2024. The revised UDF will be submitted on the 17th of January 2025.</p> <p>Q3 STATUS</p> <p>Human Settlements is currently preparing the ToRs for the appointment of the Project Team to advance the project to concept design.</p> <p>Q3 PROGRESS</p> <p>The Concept for the Main Reef will be undertaken this Q4.</p>	

4.3	City and Suburban	F	R2 500 000	Completion of a feasibility study, concept, and detail design to guide the construction of temporary and emergency accommodation in City and Suburban	Feasibility and Concept Development Stages have been completed; project is at detail design stage which will be completed by end of October 2024	Town planning application submission has been delayed
					Q2 PROGRESS	Q2 STATUS
					The Feasibility Study (Stage 2 Concept Development) and Stage 3 Detail design report have been submitted and approved by Human Settlements and the JDA. The project is in the process of finalising the project costing, Town Planning and TIA approvals.	Delayed submission of comments by City Departments and entities on the TIA and Town Planning application.
					Q3 PROGRESS	Q3 STATUS
					Draft Funding Application submitted on 19 March 2025. ICHIP Implementation Plan to be completed by 27 June 2025.	Request for approval of contingency for ICHIP and Implementation Plan under way.
4.4	Lilian Ngoyi Public Environment upgrade	F	R2 500 000	Planning and Concept development of key streets in and around Lilian Ngoyi for the public environment upgrade in support of Lilian Ngoyi rehabilitation programme.	Inception report completed and approved. Stakeholder engagement commenced and is ongoing. Status Quo analysis, data collection and concept development are ongoing.	Additional scope of work as requested by the Executive Mayor.
					Q2 PROGRESS	Q2 STATUS
						Additional scope of work as requested by the Executive Mayor.

					<p>Status Quo analysis and data collection was submitted and approved by the JDA and Development Planning.</p> <p>The Professional team has commenced with the concept development.</p> <p>Q3 PROGRESS</p> <p>Status Quo and concept is 70% complete. The concept is to be workshopped with various internal stakeholders. The next deliverable is the Operational and Asset Maintenance Plan.</p>	<p>Q3 STATUS</p> <p>Delays in stakeholder engagement.</p>
5. NUMBER OF PROJECTS IN DETAILED DESIGN PHASE						
5.1			R 1000 000	Non-motorized Transport in Orange Farm	<p>Surveys to update the As-builts</p> <p>Q2 PROGRESS</p> <p>DevCo approved 11 December 2024. Design Development sent to Joburg Roads Agency for approval.</p> <p>Q3 PROGRESS</p> <p>Project completed in Q2 and DevCO report submitted to the board at the beginning of Q3.</p>	<p>None</p> <p>Q2 STATUS</p> <p>None</p> <p>Q3 STATUS</p> <p>None</p>
	Orange Farm NMT links					

5.2	Community Based Projects – Phase 1	Citywide	R 10 950 000	The upgrading of community facilities throughout the City of Johannesburg.	Stage 4: Documentation and Procurement. The contractor should be appointed in October for commencement in November 2024. Q2 PROGRESS Design approved by end user client. Q3 PROGRESS Design Development approved at EXCO	None. Q2 STATUS None Q3 STATUS None experienced.
5.3	Soweto Strategic Area Framework & Implementation – Phase 1	D	R 5 000 000	Public Environment Upgrade of Kumalo Main Road and Vilakazi Street	Finalise the approval of the Detailed Design and Preparation of the Stage 4: Tender Documentation Q2 PROGRESS Finalise the approval of the Detailed Design and Preparation of the Stage 4: Tender Documentation Q3 PROGRESS Project has been completed and handed over to Development Implementation.	None Q2 STATUS None Q3 STATUS None
6. NUMBER OF PROJECTS REACHING CONTRACT AWARD STAGE						
6.1	Community Based Projects – Phase 1	Citywide	R10 950 000	The upgrading of community facilities throughout the City of Johannesburg.	Stage 4: Documentation and Procurement. A contractor should be appointed in October for commencement in November 2024. Q2 PROGRESS	None Q2 STATUS

					<p>Contractor appointed, with commencement of works planned for 15 January 2025.</p> <p>Q3 PROGRESS</p> <p>Contractor appointed, with commencement of works planned for 15 January 2025</p>	<p>None</p> <p>Q3 STATUS</p> <p>None</p>
6.4	Soweto Strategic Area Framework & Implementation – Phase 1	D	R 5 000 000	Implementation of Public Environment Upgrade of Kumalo Main Road and Vilakazi Street	<p>Stage 5: Construction – on suspension.</p> <p>Q2 PROGRESS</p> <p>Stage 5: Construction – on suspension.</p> <p>Q3 STATUS</p> <p>Suspension lifted as at 26 March 2025</p>	<p>The client has indicated that they will not have a budget for implementation in fin year 2024/25 and 2025/26 – thus stage onboarding of a contractor will be postponed until budget is availed.</p> <p>Q2 STATUS</p> <p>The client has indicated that they will not have a budget for implementation in fin year 2024/25 and 2025/26 – thus stage onboarding of a contractor will be postponed until budget is availed.</p> <p>Q3 STATUS</p> <p>None</p>

6.2	-Linbro Park.	E	R 000 000	20	Construction Of A Sorting Facility For Declaimers, A Stormwater Management System And Access Roads.	Contract awarded.	Contract awarded in Q2, however was only included on the score card. Project was included via deviation report. Hence submitted in Q3 Client to confirm post adjustment budget.
6.3	Ernedale Landfill site	G	R 000 000	10		Contract awarded.	Contract awarded in Q2, however was only included on the score card. Project was included via deviation report. Hence submitted in Q3. Client to confirm post adjustment budget.
6.4	Midrand Depot.	A	R 5 000 000			Contract awarded.	Contract awarded in Q2, however was only included on the score card. Project was included via deviation report. Hence submitted in Q3. Client to confirm post adjustment budget.
6.5	-Goudkoppies.	D	R 36 790 000		Construction of a reinforced concrete boundary wall.	Contract awarded.	Contract awarded in Q2, however was only included on the score card. Project was included via deviation report. Hence submitted in Q3. Client to confirm post adjustment budget.

6.6	-Pikitup Boundary Walls.	C & D	R 52 504 000	Construction of a reinforced concrete boundary wall at Marie Louise and Zondi depot landfill sites	Contract awarded.	Contract awarded in Q2, however was only included on the score card. Project was included via deviation report. Hence submitted in Q3 Client to confirm post adjustment budget.
6.7	-Casa mia Demolition.	F	R 10 000 00	Demolition of Casa mia building	Contract awarded.	Budget if for Innercity demolition. Waiting for confirmation of additional budget from the Client department.
7. NUMBER OF PROJECTS REACHING PRACTICAL COMPLETION STAGE						
7.1	Chris Hani Sports Centre: Phase 1	G	R 13 260 000	Design and Construction of Chris Hani Multi-Purpose Sports Complex, which includes sports courts, rugby/soccer field, running pitch	60% progress, with a due completion date of 12 December 2024. Q2 PROGRESS 66% progress, with a due completion date of 30 January 2025. Q3 PROGRESS 70% progress, with anticipated completion in Q1 of 2025/26 Financial Year	None Q2 STATUS None Q3 STATUS Delays attributed to inclement weather and delayed payment (and subsequent suspension) by Employer.

7.2	Bulk Stormwater Upgrade in Ward 3: Phase B (Street 2)	G	R 11 700 000	The construction of bulk stormwater channelling along Street 2 and Ngonyama Drive, including the outlet structure.	63% progress, with a due completion date of 30 November 2024. Q2 PROGRESS 90% progress, with a due completion date of 13 January 2025 Q3 PROGRESS 95% progress, with a due completion date of 25 April 2025	None Q2 STATUS None Q3 STATUS None
7.3	Upgrading of Moyane Drive and 16th Street	G	R 13 750 000	Upgrading of Moyane Drive and 16th Street, including NMT upgrades	50% progress with a due completion date of 2 December 2024 Q2 PROGRESS 72% progress with a due completion date of 15 January 2025. Additional scope has been added – which allows the contractor adjustment to the programme taking us to April 2025. Q3 PROGRESS 95% progress, with anticipated completion in Q4 of 2024/25 Financial Year	None Q2 STATUS None Q3 STATUS Delays attributed to inclement weather, delayed payment (and subsequent suspension) by Employer



						and a crime that happened on site (case of murder) which led to site closure by Department of Labour.
7.4	Drieziek Recreational Park	G	R15 500 000	The construction of the recreational park including an amphitheatre, agricultural area.	<p>20% progress with a due completion date of 20 March 2025.</p> <p>Q2 PROGRESS</p> <p>6520% progress with a due completion date of 25 0 March 2025.</p> <p>Q3 PROGRESS</p> <p>56% progress, with anticipated completion in Q2 of 2025/26 Financial Year</p>	<p>None</p> <p>Q2 STATUS</p> <p>None</p> <p>Q3 STATUS</p> <p>Delays attributed to inclement weather, delayed payment (and subsequent suspension) and contractor's superintendence</p>
7.5	Matholesville New MPC – Phase 1	C	R11 400 000	The construction of a community library.	<p>83% completion, with a due completion date of 11 September 2024</p> <p>Q2 PROGRESS</p> <p>87% completion, with an approved practical completion date of March 2025</p> <p>Q3 PROGRESS</p>	<p>Delayed completion due to consultants not issuing information timeously.</p> <p>Q2 STATUS</p> <p>Delayed completion due to consultants not issuing information timeously.</p> <p>Q3 STATUS</p>

					PC not achieved as at end of quarter 3. Anticipated PC in Q4.	Change in professional team, which led to suspension by Contractor.
7.6	Rosebank NMT.				Q3 PROGRESS PC certificate submitted in quarter 2	Q3 STATUS None
7.7	-Elias Motswaledi.				Q3 PROGRESS PC certificate submitted in quarter 2	Q3 STATUS None
7.8	-OCOB.	F	R 8 400 000	<ul style="list-style-type: none"> • El Kero – Construction of hard surface park • Skateistan – Public Environment upgrade on Charles street from Van Beeck to End streets • Vrededorp– Refurbishment of swimming pool, new guard house and ablution facility 	OCOB is a programme made up of 3 projects. 2 of the 3 have reached practical completion i.e El Kero and Skatestein Vrededorp Swimming Pool) is at 85% with an anticipated completion of Q4	Delays in Contractor payment due to cashflow issues- Contractor has now been paid. Site Stoppages regarding outstanding SMME payments- Contractor was awaiting JDA payment to pay SMME. SMME have been paid, and works are continuing site.
7.9	-Orange farm PTF.				Q3 PROGRESS Practical completion date is April 2025	Q3 STATUS None
7.10	-Randburg NMT.	B	R 15 280 000	The Public environment upgrading of Braamfisher and Jan Smuts Ave from Selkirk	Progress is at 98%, Practical completion inspection scheduled for 04 April 2025. Practical	None

				Ave. This includes new street furniture and public lighting and stormwater	completion certificate will be issued after if all in order, if not the contractor will be issued with a snag list. Project is expected to reach practical completion in Q4	
8. NUMBER OF PROJECTS IMPLEMENTED IN THE STRATEGIC ECONOMIC NODES						
8.1	Ghandi Square station (Rea vava stations)				Q3 PROGRESS The station is currently in construction, with progress at 55% wit practical completion anticipated at June 2025	Q3 STATUS Broader cash flow of the City, not enabling the JDA to pay the contractor timeously. This affect progress and production.
8.2	-Sandton Station				Q3 PROGRESS The station is currently in construction, with progress at 65% wit practical completion anticipated at June 2025	Q3 STATUS Broader cash flow of the City, not enabling the JDA to pay the contractor timeously. This affect progress and production.

SECTION 6: ORGANISATIONAL PERFORMANCE

KPI ACHIEVEMENT RATINGS


Achievement	Rating	Current JDA Rating
	Target achieved	85% - 100% rating
	Target not achieved	<74% rating




The JDA's progress towards achieving its KPIs is assessed using the performance scorecard, which measures performance in terms of both the JDA's service delivery mandate and financial and other resource management processes. The scorecard targets, which are set and agreed on by JDA management, the Board, and the Shareholder, aim to improve the JDA's performance and efficiency, and achieve longer-term goals for specific developments, such as area-based revitalization.

The JDA policy and reporting framework was reviewed and aligned to the City's performance rating threshold where a target is achieved with 85–100% rating, a target is partially achieved with a 75–84% rating and a target not achieved with anything less than a 74% rating.

Performance per programme and per KPA are summarized in the table below:

TABLE 20: JDA CORPORATE SCORECARD

OUTCOME: Provide a resilient, liveable, sustainable urban environment – underpinned by smart infrastructure supportive of a low carbon economy										
STRATEGIC PRIORITY: Infrastructure Development and Refurbishment										
JDA STRATEGIC PROGRAMME: Accelerated Public Infrastructure Delivery Programme.										
KPI No	Key Indicator	Performance	Baseline 2023/24	2024/25 Annual Target	2024/25 Q3 Target	2024/25 Q3 Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at the end of 31 March 2025	Variations and steps to be taken to improve performance.
1.	Number of pre-feasibility studies conducted. ⁴	3	5	-	0	-			Not due for reporting	None
2.	Number of feasibility studies conducted.	3	2	-	0	-			Not due for reporting	None
3.	Number of urban development frameworks completed.	2	5	-	0	-			Not due for reporting	None
4.	Number of projects at the concept design phase.	6	4	2	3	1			The following projects reached concept design stage 1. Lilian Ngoy 2. Lombardy West and Bramely 3. Park Station	None

5.	Number of projects in detailed design phase.	1	3	1	1	0		The follow project reached detailed design in Q3 1.Community based projects	None
6.	Number of projects reaching contract award stage.	6	7	1	1	0		One project reached contact award in Q3 1.Casa Mia demolition awarded The following projects reached award stage in Q2 however consolidation delayed its reporting 1.Ennerdale 2. Goudkoppies 3. Linbro Park 4. Midrand Depot 5. Pikitup Boundary Walls 6. Vannin Court Building	None
7.	Number of projects reaching practical completion stage.	6	10	3	4	1		The following projects have reached practical completion 1. Driezek 5 2. Naledi Clinic Phase 2 3. Orange Farm Public Transport Facility 4. Construction Demarcation The following project reached practical in Q2 however consolidation delayed its reporting. 1. Driezek 3	None

GDS 2040 OUTCOME: Provide a resilient, liveable, sustainable urban environment – underpinned by smart infrastructure supportive of a low carbon economy.

MAYORAL STRATEGIC PRIORITY: Infrastructure Development and Refurbishment

JDA STRATEGIC PROGRAMME: Strategic Economic Node Delivery Programme.




KPI No	Key Indicator	Performar	Baseline 2023/24	2024/25 Target	Ann 2024/25 Q3 Target	2024/25 Q3 Actual	Variance	Quarterly Achievem ent Rating	Explanation of progress as at the end of 31 March 2025	Variations and steps to be taken to improve performance.
8.	Number of projects implemented in the Strategic economic nodes	New		2	-	-	-	-	Not due for reporting	None

GDS 2040 OUTCOME: A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City


MAYORAL STRATEGIC PRIORITY: Good Governance



JDA STRATEGIC PROGRAMME: Good Governance, Management and Administration

KPI No	Key Indicator	Performar	Baseline 2022/23	2024/25 Target	Ann 2024/25 Q3 Target	2024/25 Q3 Actual	Variance	Quarterly Achievem ent Rating	Explanation of progress as at the end of 31 March 2025	Variations and steps to be taken to improve performance.
9.	External Audit Opinion	Unqualifie d		Unqualified	-	-	-	-	Not due for reporting	None

DS 2040 OUTCOME: A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region									
MAYORAL STRATEGIC PRIORITY: Financial sustainability									
JDA STRATEGIC PROGRAMME: Good Governance, Management and Administration									
KPI No	Key Performance Indicator	Baseline 2023/24	2024/25 Annual Target	2024/25 Q3 Target	2024/25 Q3 Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at the end of 31 March 2025	Variations and steps to be taken to improve performance
10.	Percentage of capital budget spent on city-wide infrastructure.	91%	95%	50%	58.80%	8.80%		Target achieved	None
11.	Percentage of valid invoices paid within 30 days.	83%	100%	100%	40.8%	-59.2%		The target was not achieved due to cash flow challenges in city wide	JDA is currently in engagement with COJ Group Treasury to ensure funds are allocated on time and to ensure the payments are made within 30 days.
12.	Percentage vacancy rate.	New	10%	10%	6.5%	3.5%		Constant monitoring of exits and timeous advertisement of vacant positions	None

GDS 2040 OUTCOME: An inclusive, job-intensive, resilient, competitive and smart economy that harnesses the potential of citizens**MAYORAL STRATEGIC PRIORITIES: Job opportunity and creation and sustained economic growth****JDA STRATEGIC PROGRAMME: Economic Empowerment**

KPI No	Key Performance Indicator	Baseline 2022/23	2024/25 Annual Target	2024/25 Q3 Target	2024/25 Q3 Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at the end of 31 March 2025	Variations and steps to be taken to improve performance
13.	Percentage spent on specific goal through local procurement as a share of total expenditure.	107%	100%(Cumulative)	100%	102%	2%		The JDA claims a 135% for service providers with B-BBEE level 1, 125% for level 2, 110% for level 3, 100% for level to 4, 80% for level 5, 60% for level 6, 50% for level 7 and 10% for level 8 which constitutes the overall 109% B-BBEE claimed. If a service providers is paid R1000 and their BBBEE level is 135 then we claim expenditure of R1350 if service provider is level 2 and is paid R1000 we claim expenditure of R1250, these therefore results in the BBBEE expenditure claimed exceeding the actual invoice expenditure, which result in the over achievement of the target of 100%	None

14.	Number of Expanded Public Works Programme (EPWP) work opportunities created City-wide.	534	400 (cumulative)	370	430	60		Number of projects that were not anticipated to produce EPWP jobs created more numbers than expected	None
15.	Percentage of SMME expenditure as a share of total expenditure.	37%	30% (cumulative)	30%	37%	7%		The over achievement is as a result of payments made to a number of service providers that are classified as SME's or QSE, a 100% is claimed on invoices paid to all service that are classified as SME's or QSE's	None








DAY TO DAY PROGRAMME										
KPI No	Key Performance Indicator	Baseline 2022/23	2024/25 Annual Target	2024/25 Q3 Target	2024/25 Q3 Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at the end of 31 March 2025	Variations and steps to be taken to improve performance	
16.	Number of JDA Communication, Stakeholder and Media related initiatives.	488	280	70	350	280		We have introduce quarterly media strategies to align with current projects.	We now using targeted social media platforms to increase our followers to benefit projects, tab into influential community platforms and engage with them.	

TABLE 21: 2024/25 GATEKEEPING INDICATORS AND TARGETS

KPI No	Key Performance Indicator	Baseline 2022/23	2024/25 Annual Target	2024/25 Q3 Target	2024/25 Q3 Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at the end of 31 March 2025	Variations and steps to be taken to improve performance
1.	Percentage spent on operating budget against approved operating budget.	155%	95%	75%	126%	51%		The operational expenditure includes interest of R63 million that is charged on the JDA overdrawn sweeping account.	None

2.	Percentage spent on repairs and maintenance to property, plant and equipment.	5%	5%	3.5%	12%	8.5%		The over achievement its due to repairs and maintenance that were done in Q3	None
3.	Percentage resolution of Internal Audit findings.	97%	95%	70%	98%	28%		The over achievement it is due to internal audit findings that were cleared in Q3 for the previous year's audit cycle	None
4.	Percentage resolution of AG findings.	98%	95%	50%	96%	46%		The over achievement it is due to internal audit findings that were cleared in Q3 for the previous year's audit cycle	None
5.	Percentage implementation of the strategic risk management action plan.	100%	80%	80%	100%	20%		Management is currently implement risk management action plan.	None
6.	Percentage reduction of unauthorized, irregular, fruitless, and wasteful (UIFW) expenditure incurred citywide.	New	50%	40%	63%	23%		Management was highly committed towards ensuring reduction and also clearing the UIFW backlog and also actioning consequence management.	None

6.1. Economic Development

A cluster of the JDA's economic development programmes that aims to:

- (i) Develop skills and capacity within the construction industry in Johannesburg.
- (ii) Optimize the JDA's contribution to inclusive economic growth and empowerment, and the transformation of the construction industry; and
- (iii) Establish a monitoring and reporting system to measure the impact of the JDA's managing contractor development programme.

EPWP PERFORMANCE

The SA government describe the EPWP Programme as one of government's key programmes aimed at providing poverty and income relief through temporary work for the unemployed. The JDA has a revised annual target of 400 jobs to be created through this programme. The entity has surpassed the annual target by the end of Q3 where 430 EPWP jobs were created. The EPWP job opportunities range from skilled work to manual labour (depending on the type of projects) and the existing skills in the community. The JDA has split the Project Implementation into 3 portfolios and this table also shows how portfolios contributed towards reported EPWP jobs.

TABLE 22: EPWP PERFORMANCE

Q1 EPWP	Q2 EPWP	Q3 EPWP	Q4 EPWP	YTD
254 Jobs	102 Jobs	74		430
254	102	74		430

SMME PERFORMANCE

In line with national development and shared growth imperatives, the COJ recognizes that creating jobs and ensuring that SMMEs have access to procurement opportunities are essential elements of an economically viable city.

Over the years, the JDA has established processes and practices to support job creation and enterprise and skills development for previously disadvantaged groups, including black people, women, youth, and people with disabilities. But the impact of these processes and practices have not been adequately measured and reported on in the past. The agency has also recognized the need to consolidate and extend these practices

by designing and implementing a programme that will drive the achievement of empowerment objectives and align projects and approaches to address the challenges facing previously disadvantaged enterprises.

The enterprise development programme is made up of the following components:

- **Emerging contractor development** for SMMEs working on JDA projects (both subcontractors and those contracted directly by the JDA). This includes general training.
- Training on **winning business** for SMMEs (with a focus on unsuccessful bidders identified through the JDA tender process).

The % of expenditure paid to SMME companies as a % of total expenditure (Opex and Capex) for the period under review:

1 January 2025 to 31 March 2025

The annual target for SMME spending as a percentage of total expenditure (excluding employee costs, depreciation, and amortisation) is 30%. In the period 1 January 2025 to 31 March 2025, the SMME share of JDA's total expenditure was R 243 146 733,90. This constitutes an achievement 37%.

Table 23 below indicates the SMME expenditure from 1 January 2025 to 31 March 2025

Description	1 July 2024 to 30 September 2024		
	Total Expenditure	SMME Claimed	SMME %
Capex	R436 190 080	R142 906 657,50	33%
Opex	R219 130 051,6	R100 240 076,4	46%
Consolidated Opex and Capex	R655 320 131,5	R243 146 733,90	37%

6.3. Good Governance, Management and Administration

This programme manages the governance, admin and operational functions and improves efficiency through Finance, Governance, Risk and Compliance, Supply Chain Management, and IT.

CHAPTER 4: HUMAN RESOURCES & ORGANISATIONAL MANAGEMENT

The nature of the human capital function within the JDA is broadly encapsulated in the HR legislative framework. The framework plays an important role in governing the HR processes towards creating, developing and supporting a collaborative culture in the workplace. Furthermore, the human resource department takes care of the employees in terms of recognition, benefits, and many other aspects. To this extent, the Employment Policy emphasises that its employment practices and remuneration policies motivate and retain talented employees and create an attractive work environment.

HR priorities for the year under review and the impact of these priorities

Human Resources Management is a management function concerned with hiring, training, motivating, developing and maintaining workforce within JDA. Human Resource Management further ensures the satisfaction of its employees to get maximum contribution of employees for the achievement of JDA's objectives, it is for this reason that the entity is undergoing a Change Management process which includes a Climate and Organisational Culture survey which was conducted during FY24. JDA is in hyper-growth mode, with the closing of FY24 seeing all of its executive management positions being filled with the appointment of the CEO as the last appointment, the organisation has the necessary talent and skills necessary to cultivate a culture of high performance. In an attempt to address organizational performance, the CEO is continuously working on resolving Labour Relations matters which include addressing salary disparities concerns and through actively managing the conditions of services and/or benefits such as Medical Aid, Housing Allowance.

Since May 2019, the JDA became a two Union workplace, with SAMWU now being the majority Union ahead of IMATU (Independent Municipal and Allied Trade Union).

Seven (7) Corporate Services Policies and 4 strategic documents were reviewed and are yet to be workshopped to all relevant structures (Board) during this financial year which includes:

1. Records management Policy
2. Corporate Social Investment Policy
3. Social Media Policy
4. Spokesperson and Media Engagement Policy
5. Network Security policy
6. Change Management Policy
7. Artificial Intelligence Policy (AI)
8. Disaster Recovery plan

9. ICT Strategy
10. ICT Governance Charter
11. ICT Governance Framework

In order for JDA to establish a culture baseline and improve its current organization's culture there was a need for a service provider to conduct an Organisational Climate and Culture Survey and facilitate the Change Management Process, a Service Provider (SPT Consulting) was appointed and have finalized the project, Corporate Services is currently running with change management based on the recommendations of SPT. The process included Executive Committee members debrief and one-on-one sessions and employee focus groups sessions.

The employee performance management system has been put in place to ensure that the organizational objectives are cascaded down and aligned with the individual performance contract. The performance management process is embedded on the following principles:

- Performance management is consistently applied across the JDA to ensure effective alignment of strategic objectives and individual outputs;
- Performance objectives are based on a scorecard of metrics featuring both financial and non-financial indicators, which are aligned with the JDA's strategic imperatives, and
- Performance management is an ongoing process rather than an event.

SECTION 1: EMPLOYEE REMUNERATION (TOTAL COSTS INCLUDING EXECUTIVES)

This section provides the total employee remuneration of all employees that were in the JDA's employment during quarter three (3) (including the Executive members).

The Total Remuneration Costs for the period ending 26 March 2025 amount to R85 206 373. 00. This figure is inclusive of the Pension Fund, the JDA participates in the eJoburg Retirement Fund. The total contribution for Group Life Cover for the JDA employees and directors for the period ending 26 March 2025 amounts to R 1 233 224.00

SECTION 2: EMPLOYMENT AND KEY VACANCIES

Below is the list of the key vacancies

TABLE 24: VACANCY PROGRESS AS AT 31 MARCH 2025

Vacancies	Progress
Manager: Stakeholder Engagement and Relationship Management	On hold
Senior Manager : Information, Communication & Infrastructure Management	On hold
Executive Manager : Project Implémentation	Vacant
Manager HRM	Vacant
HR Information Systems	Advertised
Specialist Development Planning	Vacant
Specialist Financial Accounting	Advertised

TABLE 25: VACANCY RATE ANALYSIS

Description	Approved no. of posts per approved organogram	Funded no. of posts per approved organogram	Approved no. of posts per approved organogram	No. of employees	No. of vacancies Quarter 3	% of vacancies
Top management level	1	1	1	1	0	0%
Executive management	5	5	5	4	1	20%
Senior management	20	16	20	14	2	12.5%
Middle management	47	39	47	36*	3	3%
Skilled technical/junior management	42	29	42	29	0	0%
Semi-skilled	13	10	13	09	1	0%
Unskilled housekeepers/cleaners	17*	7*	16	7*	0	0%
Total	145	107	144	100	7	6.5%

SECTION 3: EMPLOYMENT EQUITY

The JDA is committed to the principles of equity, non-discrimination and diversity enshrined in the Constitution and the Employment Equity Act (1998) as amended. It aims to employ a diverse staff complement which is a geographical representation of our society and create equal employment opportunities for all.

The JDA's Employment Equity Policy and Plan aims to advance and protect previously disadvantaged individuals by providing opportunities for career advancement, growth, training and development. The Executive Committee and Human Resources and Remuneration Committee provide regular input into the organisation's employment equity practices, strategies, direction and initiatives.

Structures such as an Employment Equity Committee and Nominated Shop Stewards have been put in place to coordinate and monitor employment equity implementation across the organisation.

JDA Human Resources undertakes an annual review of its employment equity processes and general employment practices to inform them of the implementation of the Employment Equity Plan.

The JDA Human Resources plans its annual employment equity targets in terms of its Employment Equity Policy and reports to the Department of Labour in accordance with the provisions of the Employment Equity Act and within legislated timeframes.

TABLE 26: EMPLOYMENT EQUITY DEMOGRAPHICS STATUS FOR PERIOD UNDER REVIEW

											Total
	Male				Female				Foreign Nationals		
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	0	0	0	0	0	0	0	0	0	1
Executive Management	4	0	0	0	1	0	0	0	0	0	5

Senior Management	6	0	0	0	7	0	0	0	0	0	13
Professionally qualified and experienced specialists and mid-management	18	0	0	0	21	1	0	0	0	1	41
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	9	0	0	0	15	0	1	0	0	0	25
Semi-skilled and discretionary decision making	3	0	0	0	7	0	0	0	0	0	10
Unskilled and defined decision making	3	0	0	0	4	0	0	0	0	0	7
TOTAL PERMANENT	43	0	0	0	55	1	1	0	0	1	101
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	43	0	0	0	55	1	1	0	0	1	101

The JDA targets and achievements for period under review:

- 97% of its employees are Black African.
- 59% of its staff members are Female.
- 45% of Executive and Senior Management positions are held by black women.
- The JDA has employees with physical disabilities of 1%.

The JDA is committed to improve the percentage representation of people from designated groups across all occupational categories.

Table 27: EE PERFORMANCE AGAINST THE TARGET

City Targets (JDA)		JDA Achievements
Black African employees	80.9%	97%
Senior Management Female	35.9%	45%
Disability	2%	1%

TABLE 28: WORKFORCE PROFILE IN TERMS OF AGE, RACE, GENDER, AND FOREIGN NATIONAL STATUS AS AT 31 MARCH 2025

Occupational Level (Below EAP row)	Age Group	Male				Female				Foreigner		Total
		A	C	I	W	A	C	I	W	M	F	
Top Management	18-34	1	0	0	0	0	0	0	0	0	0	1
(Level 1-2)	>35	3	0	0	0	1	0	0	0	0	0	4
	Total	4	0	0	0	1	0	0	0	0	0	5
Senior Management	18-34	0	0	0	0	0	0	0	0	0	0	0
(Level 3-4)	>35	6	0	0	0	7	0	0	0	0	0	13
	Total	6	0	0	0	7	0	0	0	0	0	13
Professional Qualified	18-34	5	0	0	0	5	0	0	0	0	0	10
(Level 5-6)	>35	13	0	0	0	17	1	0	0	0	1	32
	Total	18	0	0	0	22	1	0	0	0	1	42
Skilled Technical	18-34	5	0	0	0	3	0	0	0	0	0	8
(Level 7-8)	>35	4	0	0	0	12	0	1	0	0	0	17
	Total	9	0	0	0	15	0	1	0	0	0	25
Semi-Skilled	18-34	1	0	0	0	2	0	0	0	0	0	3
(Level 9-10)	>35	2	0	0	0	5	0	0	0	0	0	7
	Total	3	0	0	0	7	0	0	0	0	0	10
Unskilled	18-34	1	0	0	0	0	0	0	0	0	0	1
(Level 11)	>35	2	0	0	0	4	0	0	0	0	0	6
	Total	3	0	0	0	4	0	0	0	0	0	7
Temporary	18-34	0	0	0	0	0	0	0	0	0	0	0
	>35	0	0	0	0	0	0	0	0	0	0	0
	Total	43	0	0	0	55	1	1	0	0	1	101

TABLE 29: PERCENTAGE STANDING ON RACE AND GENDER

Occupational Level (Below EAP row)	Age Group	Male				Female				Foreigner		Total
		A	C	I	W	A	C	I	W	M	F	
Top Management	18-34	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%
(Level 1-2)	>35	3%	0%	0%	0%	1%	0%	0%	0%	0%	0%	4%
	Total	4%	0%	0%	0%	1%	0%	0%	0%	0%	0%	5%
Senior Management	18-34	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
(Level 3-4)	>35	6%	0%	0%	0%	7%	0%	0%	0%	0%	0%	13%
	Total	6%	0%	0%	0%	7%	0%	0%	0%	0%	0%	13%
Professional Qualified	18-34	5%	0%	0%	0%	5%	0%	0%	0%	0%	0%	10%
(Level 5-6)	>35	13%	0%	0%	0%	17%	1%	0%	0%	0%	1%	32%
	Total	18%	0%	0%	0%	22%	1%	0%	0%	0%	1%	42%
Skilled Technical	18-34	5%	0%	0%	0%	3%	0%	0%	0%	0%	0%	8%
(Level 7-8)	>35	4%	0%	0%	0%	12%	0%	1%	0%	0%	0%	17%
	Total	9%	0%	0%	0%	15%	0%	1%	0%	0%	0%	25%
Semi-Skilled	18-34	1%	0%	0%	0%	2%	0%	0%	0%	0%	0%	3%
(Level 9-10)	>35	2%	0%	0%	0%	5%	0%	0%	0%	0%	0%	7%
	Total	3%	0%	0%	0%	7%	0%	0%	0%	0%	0%	10%
Unskilled	18-34	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%
(Level 11)	>35	2%	0%	0%	0%	4%	0%	0%	0%	0%	0%	6%
	Total	3%	0%	0%	0%	4%	0%	0%	0%	0%	0%	7%
Temporary	18-34	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	>35	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

SECTION 4: SKILLS DEVELOPMENT AND TRAINING

The JDA is committed to employee training and development, ensuring variety of skills set, thus building a pool of competent employees. It aims to provide an integrated learning experience to its employees that will strengthen their commitment to the organisation's values, enhance leadership capability and improve the JDA's capacity to meet current and future business requirements.

The JDA's Learning Strategy is based on four pillars:

- Understanding the educational requirements of the organisation, based on competency assessments and pivotal training.
- Best practice learning design
- Timely and appropriate learning delivery
- Assessment of the impact of learning interventions on overall company performance.

Training is an on-going process of improving employees' knowledge, skills and attitude to enhance job performance, create opportunities for growth and advance careers.

An ILP is both a document and a process that employees use – with support from Line management and Human Resources to address areas of development and to define their career goals throughout their employment at the JDA. Training, which is part of Human Resources Development, is an on-going process of improving employees' knowledge, skills and attitude to enhance job performance, create opportunities for growth and advance careers.

The JDA funds appropriate training and development programmes, it also supports employees who wish to attain further qualifications to improve their productivity and career enhancement.

A budget of R 676 000 has been allocated for training and development for the 2024/2025 financial year. The actual expenditure incurred during this quarter stands at R 357 117,00 JDAs bursary approval window was communicated during this second quarter and the training spend usually increases between the second and third quarter of the financial year. The JDA supports the attainment of further educational qualifications by employees in order to improve their productivity. All training interventions were provided as part and parcel of the approved individual learning plans.

TABLE 30: SKILLS DEVELOPMENT AND TRAINING

Occupational category	Number of employees	Training provided within the reporting period		
		Informal Training/Webinars	Short Courses/Seminars	Bursaries
Top Management	6	4	2	0
Senior Management	14	12	0	0
Middle Management	39	39	1	3
Skilled Technical and academically Qualified	24	24	2	3
Semi-Skilled	10	10	0	1
Unskilled	7	7	0	0

The following skills gaps have been identified and we resumed addressing the need in the previous financial year and will continue into this financial year to enable JDA to improve on productivity and service delivery:

- **ICT – SAP; data analysis and Business Improvement** - training will be addressed as part of WSP 2024/2025
- **Strategic Change and Business Processes Development** - training will be addressed as part of WSP 2024/2025
- **Multimedia and Graphic Design** - training will be addressed as part of WSP 2024/2025
- **Legal Services** – A resource (Legal Specialist) to address this gap has been appointed during this second quarter as reported within the Recruitment section above.
- **Contract Management** - Funds were set aside to recruit the skill needed.
- **Program and Project Management** - training will be addressed as part of WSP 2024/2025

SECTION 5: PERFORMANCE MANAGEMENT

The JDA views performance management as an integral part of the JDA 's business strategy which ensure that employees deliver on the agreed scorecard and excellent performers are rewarded accordingly. JDA reviewed the Performance Management Policy which was approved by the Board in June 2024 to ensure that the organization meets its objectives and mandate. The JDA uses a scorecard to evaluate employee performance. Individual performance indicators are linked to the JDA's objectives and the CoJ's integrated development plan scorecard. Objectives that reinforce the culture of governance and risk management among managers are also included. As part of continuous employee development, coaching, mentorship and training interventions are implemented to assist employee to perform to the required performance standard. All merits and assessments are evaluated by the performance review Board as per the reviewed policy

TABLE 31: PERFORMANCE MANAGEMENT AS AT 31 March 2025

	Performance Agreements 2024/2025			Mid Term Reviews 2024/2025		
Department	Eligible Staff	Performance Agreements Submitted	Outstanding	Eligible Staff	Reviews Submitted	Outstanding
Office of the CEO	9	8	1	9	5	4
Company Secretary	3	2	1	3	3	0
Internal Audit	7	7	0	7	6	1
Finance	15	14	1	15	9	6
Corporate Services	28	27	1	28	26	2
Project Implementation	31	28	3	31	13	18
Development Planning & Facilitation	9	8	1	9	7	2
Total	102	94	8	102	69	33

*Includes New Appointments

SECTION 6: DISCIPLINARY MATTERS AND OUTCOMES

The following table summarises the outcome of disciplinary hearings conducted within the entity for the period under review:

TABLE 32: DISCIPLINARY CASES/ CONSEQUENCE MANAGEMENT SCHEDULED AND/OR FINALIZED

Outcome	Number
Written Warning	1
Final Written Warning	8
Suspension without pay (10 days)	6
Dismissal	0

TABLE 33: TYPES OF MISCONDUCT ADDRESSED AT DISCIPLINARY HEARINGS FINALISED FOR THE YEAR TO DATE

Type of misconduct	Number
Dishonesty	0
Intimidation and Harassment	2
Insubordination	1
Gross Negligence	11
Failure to adhere to company processes	2
Total	16

SECTION 7: LEAVE & PRODUCTIVITY MANAGEMENT

JDA is committed to the effective management of leave for its employees to ensure sufficient rest for employees as legislated and manage the liability to the organisation, and all Line Managers have an obligation to ensure effective planned leave management within their respective Departments.

The following table gives an annual analysis of the various leave types and how they were utilised by JDA employees up to the period under review.

The Annual leave taken is 512 days, , followed by Sick Leave of 83 days, family Responsibility leave is 11 days, Study Leave is 02, unpaid leave is 04 days.

TABLE 34: LEAVE ANALYSIS AS AT 31 March 2025

Type of Leave	J ul y	Aug ust	Septe mber	Octo ber	Nove mber	Dece mber	Janu ary	Febru ary	Ma rch	Ap ril	M ay	Ju ne	To tal
Annual Leave	76	59	19	37	56.5	155	400	87	25				
Sick Leave	0	8	0	24	14	3	44	34	5				
Family Responsibility	9	2	0	6	4	1	0	08	3				
Maternity Leave	0	0	0	0	0	0	0	0	0				
Paternity Leave	0	0	0	0	0	0	0	0					
Study Leave	0	1	0	13	10	0	0	0	02				
Unpaid									04				
TOTAL	85	70	19	80	84	159	444	129	39				

SECTION 8: EMPLOYEE BENEFITS

The Total Remuneration Costs for the period ending 31 March 2025 amount to R 85 206 373.48. This figure is inclusive of the Pension Fund, the JDA participates in the eJoburg Retirement Fund. The total contribution for Group Life Cover for the JDA employees and directors for the period ending 31 March 2025 amount to R 1 233 223.80.

SECTION 9: OCCUPATIONAL HEALTH & SAFETY PROGRAMMES

HIV/AIDS in the Workplace

The JDA's HIV/AIDS Policy is aligned with the CoJ's policy, and its HIV/AIDS coordinator attends the CoJ HIV and AIDS Committee meetings. The policy ensures that no employee is discriminated against based on their HIV status. All employees must respect the confidentiality of information regarding existing or potential employees with life-threatening illnesses. Any employee who divulges information without the employee's knowledge or consent will be disciplined in accordance with the disciplinary code and procedure of the JDA. The JDA reserves the right to request medical advice or intervention in instances where an employee's illness adversely affects performance, or where an employee claims that he/she cannot work in certain situations due to illness. All employees are encouraged to know their HIV status and to remain healthy if they are living with HIV.

The HIV/AIDS awareness and educational campaigns, provides free condoms, shares videos and offers free helplines continues. The programme ensures that employees with HIV/AIDS are treated in a fair, consistent manner and are informed about their rights and employee benefits.

Occupational Health and Safety (OHASA)

The following deliverables were achieved in the quarter under review to ensure that the JDA complies with the relevant provision of the OHASA Act:

Repairs and maintenance: Servicing of HVAC, Lift, Hygiene services, Pest control and general building maintenance have been conducted as per the maintenance plan additional to the appointed services providers, there's an SLA put in place between JDA and JOSHCO for the repairs and maintenance of the JDA Bus factory.

Fire Compliance:

Annual services of fire equipment: Servicing of fire equipment is due end of March 2025. Appointment of service provider for servicing is at an advanced stage.

Below is a summary of recommendations (refer to fire risk assessment for February 2025) by the appointed fire consultant with status update and a score of 71% (refer to fire risk assessment- February 2025):

Summary of Recommendations	
1.	A complete fire detection and alarm system as per specifications in the requirements section to be installed throughout the building.
2.	Signage indicating direction of travel to emergency doors as well as above the designated doors needs to be upgraded or installed.
3.	Access to emergency escape doors to be free of obstructions, i.e., Offices and security gates unlocked, obstructions (kitchens, bathrooms, dustbins, chairs, waste) removed. Some escape doors swing direction need
4.	Install emergency lighting within all applicable areas within the building
5.	Fire Signage is to be installed in accordance with SANS 1186. There has been some improvement in fire signage installations.
6.	A formal Fire and Emergency plan to be drafted and displayed within the buildings.
7.	Better housekeeping should be implemented and consider implementing filing rooms for storage of excessive documentation
8	A fire suppression system for e.g. Fire trax to be installed within the server rooms, with an additional carbon dioxide fire extinguisher to be installed at the entrance to the room.
9.	A Water tank and pump should be installed to ensure sufficient water for firefighting purposes.
10.	Install additional Firefighting equipment as described
11.	Building maintenance to be carried out and include all fire protection systems

12.	There were no leaks of fuel/oil by the generator. This implies that there was no spillage during servicing or refueling.
13.	There is some work that has started in replacing non-compliant signage.
14.	The lift is now operational. Just awaiting statutory documentation
15.	Firefighting equipment has now been serviced.

Pest control service: Service provider appointed and monthly services are conducted as per the maintenance plan.

Hygiene services: Monthly hygiene servicing and deep cleaning of all bathrooms are conducted as per the SLA valid until 25th of May 2025. An RFQ at BSC stage for appointment of a service provider.

Lift maintenance: Monthly lift maintenance conducted and job cards in place.

Acquisition of New Office space: acquisition of new office space at an advance stage

- Office space acquisition for JDA: Site inspection with the Architects was conducted on the 10th of January 2025 after the approved plan of 3035,65m² on the first floor and 62,68m² on the Ground floor for tender submissions.
- A quotation for parking was received from JPC and forms for employees parking were circulated on the 28th of January 2025 to JDA all for completion until the 17th of February 2025. As at the 28th of February 2025 85 employees had completed the forms.
- A meeting with JDA and JPC took place on the 20th of February 2025 to discuss matters of concern on the approved office Layout.
- site inspection for the 2nd floor was conducted on the 21st of February 2025, where additional floor space was discovered compared to the 1st floor as per the initial plan. CEO advised for the additional space to be used for discussion rooms.

Consumables: Consumables and stationery SOP was approved on the 11th of January 2025. 100% Issuing of Consumables and stationery within 30 days.

- **Groceries:** Service prover was appointed for a period of 12 months and delivery of groceries are conducted as and when required.

- **Stationery:** RFQ for supply and delivery for a period of 12 months is at BEC stage, appointment to be finalized in the month of April 2025.

- **First aid consumables:** Appointment of a service provider for supply and delivery concluded and delivery consumables was conducted on the 23rd of March 2025. Replenishing of first aid boxes underway.

Office tools: RFQ for supply and delivery on a once off basis is at the appointment stage, motivation for the appointment of a recommended bidder was submitted to SCM for approval.

Shredders: The shredders were taken offsite for fault finding and it was discovered that they cannot be repaired as they have depleted their lifespan the solution would be 2 (two) options- to either replace them by trading in the old units and pay the difference or by disposing them off as they cannot be repaired and replacing with new units. A request for shredders to be delivered back to the JDA Bus Factory was sent through to the service provider and delivery is anticipated to be conducted by no later than 28 March 2025.

Occupational Health and Safety: OHS Committee in place (legally appointed) and monthly OHS checks are conducted.

SHE Committee Quarterly meeting: meeting for Q3 is scheduled for the 26th of March 2025.

Physical Security: Enforced Access control including screening of all visitors by security officials. Physical Security Management SOP was approved on the 28th of January 2025 JDA employees were workshopped

Asset Management: Movement of asset are conducted as and when required and completed asset movement forms are submitted to Finance for records. Assets that are to be disposed off are recorded and the request for disposal was tabled at the asset management committee meeting which was conducted.

SECTION 10: CORPORATE SOCIAL RESPONSIBILITY (CSR)

The Johannesburg Development Agency (SOC) Limited (JDA) recognizes its responsibility as a good corporate citizen towards its stakeholders and the communities within which it operates. Accordingly, the JDA is committed to fulfilling its role as part of a developmental local government by investing in the upliftment of local communities in areas where its spatial and other local economic development projects are located.

Corporate Social Investment (CSI) is a major cornerstone for good corporate citizenship and forms an integral part of transforming our society and ensuring a responsive and accountable local government envisioned in the City of Johannesburg's (the City) Joburg 2040 Strategy. CSI is closely linked with the principle of Sustainable Development, which provides that enterprises should not make decisions based only on financial considerations but also on the long-term social and environmental consequences of their activities. In the case of the JDA, these non-financial considerations should be those that seek to transform society by:

- getting rid of inequality and poverty;
- creating a better life for all through the safe, sustainable choice of socio-economic opportunities;
- promoting civic engagement and a sense of place by improving stakeholder relationships, enhancing the quality of interaction with residents and clients, and building confidence in the spirit of Batho Pele;
- promoting social cohesion and deepening participatory democracy, including women and youth leadership;
- building social capital through education and training, skills development, leadership development, knowledge sharing, and transfer; and
- promoting improved urban living through sports, arts & culture, heritage, and environmental management.
- improves relationships with the community and residents;
- contributes to the City's poverty eradication programmes; and
- Improves employee morale and loyalty.

The entity did not have any CSR activities that were undertaken in the quarter under review. However there are number of CSR initiatives identified and the process is going through SCM process

SECTION 11: MARKETING AND COMMUNICATIONS

11.1 Media Management (Digital)

The JDA media content development aims to increase awareness of JDA development projects and create awareness of the JDA's mandate around area-based development initiatives; provide progress updates and highlight best practice trends around urban development.

The media coverage was received from 01 January to 31 March 2025, for the Johannesburg Development Agency.

MEDIA ANALYSIS REPORT

TABLE 35: Total as at end of Q3 2025

Social Media Platform	Followers
FACEBOOK	11 499
X	4 740
INSTAGRAM	1 974
LINKEDIN	7 278

1.2 PUBLIC RELATIONS ENGAGEMENTS

21 January 2025

JDA COMPLETES ELIAS MOTSOLEDI GRAVEL ROAD UPGRADE



Safe and reliable surfaced roads, along with stormwater infrastructure that improves mobility for vehicles and pedestrians, are now a reality for the residents of Region D, Soweto.

The Johannesburg Development Agency (JDA), a wholly owned area-based development agency of the City of Johannesburg, has completed the Elias Motsoaledi gravel road upgrade project.

The project, implemented on behalf of the City's Human Settlements Department, involved upgrading 4.5 kilometers of gravel roads to surfaced standards, inclusive of comprehensive stormwater drainage systems.

This initiative aligns with the City's commitment to driving sustainable human settlements through the provision of basic services and infrastructure.

24 January 2025

RIVONIA-KATHERINE CORRIDOR ROAD STRENGTHENING PROJECT



The Johannesburg Development Agency (JDA) commenced with the Rivonia-Katherine Corridor Road Strengthening Project, a vital component of the City of Johannesburg's Rea Vaya Phase 1C infrastructure rollout.

The project, in Sandton's Ward 103 and Ward 91, focuses on strengthening approximately 1.7 km of Katherine Street between Rivonia Road and Pretoria Avenue. This corridor, which features three lanes in each direction, is being upgraded to accommodate bus traffic and ensure the long-term durability of the route.

23 January 2025

JOBURG CITY LIBRARY OVERSIGHT VISIT



The Executive Mayor of Johannesburg, Cllr. Dada Morero led a walkabout at the Joburg City Library (JCL), joined by members of the media, to inspect the progress on the revitalization project led by the Johannesburg Development Agency (JDA). The library is on track for a partial reopening in the first quarter of 2025, with the full facility expected to open in the second quarter of 2025.

28 January 2025

MOYANE DR AND 16TH STR PUBLIC ENVIRONMENT PROJECT NEARS COMPLETION



The Johannesburg Development Agency (JDA), the infrastructure arm of the City of Johannesburg proud to announce that the Moyane Drive and 16th Street Public Environment Upgrade Project in Orange Farm is nearing completion. This transformative initiative aligns with the vision for the Greater Orange Farm to develop a sustainable, vibrant urban environment rooted in the principles of sustainable urbanism.

04 February 2025

JDA ADVANCES PHASE ONE OF COSMO CITY SUPER STOPS AND NON-MOTORISED TRANSPORT FACILITIES



The Johannesburg Development Agency (JDA), on behalf of the City of Johannesburg, is making significant strides in the implementation of Phase One of the Cosmo City Super Stops and Non-Motorised Transport (NMT) Facilities project.

06 February 2025

MMC EUNICE MGCINA CONDUCTS OVERSIGHT VISIT TO COMPLETED ELIAS MOTSOLEDI GRAVEL ROAD UPGRADE



The Member of the Mayoral Committee (MMC) for Development Planning, Cllr Eunice Mgcina, conducted an oversight visit on 06 February 2025 to assess the completion of the first phase of the Elias Motsoaledi gravel road upgrade project. This milestone marks a significant step forward in enhancing urban mobility and sustainability in Soweto.

11 February 2025

JDA ADVANCES TSHEPISONG NON-MOTORISED TRANSPORT FACILITIES TO PROMOTE SAFER STREETS



The Johannesburg Development Agency (JDA), on behalf of the City of Johannesburg's Transport Department, is making significant progress in its efforts to ensure safer and more accessible streets for pedestrians and commuters through the Tshepisoong Non-Motorised Transport Facilities project.

18 February 2025

CHRIS HANI SPORTS COMPLEX MAKES STRIDES TOWARD BECOMING A CENTRE OF SPORTING EXCELLENCE



The Chris Hani Sports Complex in Orange Farm is progressing towards its vision of being a hub for sporting excellence, talent development, and community empowerment. Construction is now 65% complete.

25 February 2025

PROJECT OVERSIGHT: BRINGING BETTER MOBILITY TO COSMO CITY



As part of ongoing efforts to enhance mobility and public transport infrastructure, the City of Johannesburg's Member of the Mayoral Committee (MMC) for Development Planning, Cllr Eunice Mgcina, and the Johannesburg Development Agency (JDA) CEO, Mr. Themba Mathibe, conducted an oversight visit to Phase One of the Cosmo City Super Stops and Non-Motorised Transport (NMT) Facilities project on Monday, 24 February.

05 March 2025

BRIXTON SOCIAL CLUSTER UPDATE: MAJOR ROOF INSTALLATION COMPLETED



The Johannesburg Development Agency (JDA) has achieved a significant milestone in Phase Two of the Brixton Social Cluster construction with the successful completion of a major roof installation.

11 March 2025

STATE-OF-THE-ART HIKHENSILE CLINIC RAPIDLY TAKING SHAPE



The Johannesburg Development Agency (JDA), on behalf of the City of Johannesburg's Health Department, is pleased to announce that the construction of the new Hikhensile Clinic on Lokologa Street, Ivory Park, Region A, is now 80% complete.

19 March 2025

NALEDI CLINIC IN SOWETO NOW COMPLETED



The City of Johannesburg Member of the Mayoral Committee (MMC) for Development Planning, Cllr Eunice Mgcina is delighted to announce the successful completion of the Naledi Clinic in Soweto.

5. JDA EVENTS

PUBLIC MEETINGS

1. Sandton Taxi Association

The Site Walk with the Sandton Taxi Association.

- Date: 16 January 2025
- Time: 11h00
- Venue: Sandton Taxi rank (Cnr. Rivonia and West Street)

2. Cllr & Wards 91 and 103 Stakeholders

- Date: 16 January 2025
- Time: 17h30
- Venue: Region E Offices N.137 Daisy Street, Sandton - Building two Training Boardroom

3. Sandton Business District Committee

- Date: 21st and 23rd January 2025
- Time: 11h00 and 10:00
- Venue: Microsoft Teams

CHAPTER 5: FINANCIAL PERFORMANCE

SECTION 1: STATEMENT OF FINANCIAL POSITION AND HIGH-LEVEL NOTES

TABLE 36: STATEMENT OF FINANCIAL POSITION FOR THE QUARTER ENDED 31 March 2025

	Year ended 31 MARCH 2025			
	Actual	Budget	Variance	
	R'000	R'000	R'000	
Non-current assets	23 490	23 944	454	1
Property plant and equipment	5 049	5 500	(451)	
Deferred tax	3 644	3 644	0	
Intangible assets	14 797	14 800	(3)	
Current assets	1 377 685	930 002	447 683	2
Trade and other receivables	1 099 913	700 000	399 913	
Vat Receivable	277 765	230 000	47 765	
Cash and cash equivalents	7	2	5	
Total assets	<u>1 401 175</u>	<u>953 946</u>	<u>447 229</u>	
EQUITY AND LIABILITIES				
Capital and reserves	-124 365	76 278	(269 830)	3
Contribution from owner	16 278	16 278	(69 687)	
Accumulated surplus/(deficit)	-140 643	60 000	(200 143)	
Non-current liabilities	7 002	7 003	(1)	4
Finance lease obligation	769	770	(1)	
Deferred taxation	6 233	6 233	0	
Project funds payable	-	-	0	
Current liabilities	1 518 538	1 174 924	386 166	
Loans from shareholders	1 119 161	733 524	385 637	5

Trade and other payables	392 553	392 000	553	6
Project fund payable	1 449	44 000	1	
Provisions – bonus	5 375	5 400	(25)	
Total equity and liabilities	<u>1 401 175</u>	<u>1 258 205</u>	<u>115</u>	<u>835</u>

Notes	
1	The decreases on the property plant and equipment it is due to depreciation.
2	The increases on the current asset it due to the following (1) The favourable variance on trade receivable it is due to invoices that were issued to COJ in March
3	Changes on the Reserve/Net Assets it is due to the deficit of R73 million
4	The movement of the non-current liability is immaterial
5	The variance is above than the target overdraft of R300 million. This is mainly due to invoices that were raised /accrued in June 2023 that were paid in July. However, JDA contracts with suppliers with regards to the development projects implemented by the JDA on behalf of the City of Johannesburg and pays these suppliers within the legislated period of 30 days. These expenditure items are then claimed from the city with the inclusion of the JDA management fee. Majority of the long outstanding claims related to the City of Johannesburg. Although the recovery time for claims has reduced, the JDA still incurs capital expenditure during the claims recovery period which results in final overdraft balance on the treasury sweeping account.
6	The increases on the payable it due to invoices that were received in March.

SECTION 2: STATEMENT OF FINANCIAL PERFORMANCE AND HIGH-LEVEL NOTES

TABLE 37: STATEMENT OF FINANCIAL PERFORMANCE FOR THE QUARTER ENDED 31 March 2025

	Original approved	Year to date			Notes
	Budget	Actual	Budget	Variance	
	R'000	R'000	R'000	R'000	
Gross revenue	143 104	106 571	107 328	(757)	7
Operating costs	(135 234)	(117 705)	(135 235)	(17 50)	8
Gross surplus/(deficit)	7 870	(10 634)	(27 907)	(38 271)	
Other operating income and expenditure	0	0	0	0	
Interest expense	(7 870)	(63 107)	(7 871)	(55 236)	9
Interest income	0	0	0		
Deficit before tax	0	(74 241)	0	(74 241)	
Taxation	0	0	0	0	
Surplus/(Deficit) after tax	0	(74 241)	0	(74 241)	

Notes	
7	The total revenue is below to the target by 1% this due to reduction on the operational grant and target not achieved on the capital expenditure.
8	The over achievement its due to increases on the employee cost and payment of the audit fees.
9	The interest expenditure incurred relates to interest charged on an overdrawn treasury account balance. The overdrawn balance is mainly due to long outstanding claims that was received late or still outstanding from the various departments. The JDA contracts with suppliers with regards to the development projects implemented by the JDA on behalf of the City of Johannesburg and pays these suppliers within the legislated period of 30 days. These expenditure items are then claimed from the city with the inclusion of the JDA management fee. Majority of the long outstanding claims related to the City of Johannesburg. Although the recovery time for claims has reduced, the JDA still incurs capital expenditure during the claims recovery period which results in final overdraft balance on the treasury sweeping account. The outstanding balance as at the end of the first quarter relates to balances that were owing from the 2020/21 financial year.

SECTION 3: CASH FLOW STATEMENT

TABLE 38: CASH FLOW STATEMENT FOR THE QUARTER ENDED 31 March 2025

	Year to date			
	Actual	Budget	Variance	
	R'000	R'000	R'000	
Cash flows from operating activities				
	(292 540)	(134 057)	(158 483)	
<i>Receipts</i>				
Grants	54 124	54 124	0	
Interest received	0	0	0	
Cash receipts from CAPEX funding	646 876	650 000	(3 124)	11
Other receipts	36 968	35 000	1 968	
		0	0	
<i>Payments</i>		0	0	
Employee cost	(73 554)	(75 000)	1 446	12
Suppliers	(956 954)	(950 000)	(6 954)	13
Interest paid	0	0	0	
Cash flows from investing activities	(563)	(4 500)	3 937	
<i>Expenditure to maintain operating capacity</i>				
Property, plant and equipment acquired	(563)	(600)	37	
Proceeds from sale of property, plant and equipment			0	
Purchase of intangible assets	0		0	
Cash flows from financing activities	293 106	137 918	431 024	14
Movement in project funds payable	0	0	0	

Proceeds from Shareholders' loan	293 431	294 000	(569)
Repayments of Shareholders' loan		0	0
Finance lease repayments	(325)	(325)	0
Net increase/(decrease) in cash and cash equivalents	3	(639)	642
Cash and cash equivalents at beginning of the year	4	639	(635)
Cash and cash equivalents at the end of the year	<u>7</u>	<u>0</u>	<u>7</u>

Notes	
10	The negative it is mainly due to the target not being achieve which resulted in decreases on the Capital receipts
11	The amount is immaterial
12	The variance it mainly due to employee cost where majority of positions has been filled
13	The variance it due to money borrowed from loan to shareholder since there is a delay in the settlement of debtors by COJ departments
14	The variance it due to money borrowed from loan to shareholder since there is a delay in the settlement of debtors by COJ departments

SECTION 4: NET ASSETS

TABLE 39: STATEMENT OF CHANGES IN NET ASSETS FOR THE QUARTER ENDED 31 March 2025

	Share capital	Share premium R'000	Total capital R'000	share Accumulated surplus R'000	Total net assets R'000
Balance on 01 July 2023	60	16 278	16 278	-14 990	1 288
Changes in net assets					
Deficit for the year	0	0	0	(51 412)	(51 412)
Total changes					
Balance on 01 July 2024	60	16 278	16 278	-66 402	-50 124
Changes in net assets					
Profit/(deficit) for the year				-74 241	-74 241
Total changes					
Balance on 31 March 2025	60	16 278	16 278	-140 643	-124 365

SECTION 5: CAPITAL PROJECTS & EXPENDITURE

TABLE 40 CAPEX EXPENDITURE FOR THE YEAR

CAPITAL EXPENDITURE AS AT 31 March 2025	CAPEX FOR QUARTER			CAPEX FOR THE YEAR				ANNUAL	BUDGET
	ACTUAL R	BUDGET R	VARIANCE R	ACTUAL R	BUDGET R	VARIANCE R	VARIANCE %	BUDGET R	USED %
JDA ON BUDGET									
Randburg CBD regeneration Renewal Precinct Redevelopment	12 784 504	7 640 000	R 5 144 504	R 12 784 504	7 640 000	R 5 144 504	67,34%	R 15 280 000	83,67%
Diepsloot Development Renewal Precinct Redevelopment	8 262 311	1 100 000	7 162 311	8 262 311	1 100 000	7 162 311	651,12%	2 200 000	375,56%
Balfour Park Transit Precinct Development (Louis Botha Corridor) Renewal	0	712 500	(712 500)	0	712 500	(712 500)	(100,00%)	1 425 000	0,00%
CORR - Louis Botha Transit Oriented Development (TOD) corridor Traffic Impact Assessment (TIA)	4 239 688	1 075 000	3 164 688	4 239 688	1 075 000	3 164 688	294,39%	2 150 000	197,19%
Operational Capex New Operational Capex NEWTOWN F City Wide	135 256	475 000	(339 744)	135 256	475 000	(339 744)	(71,53%)	950 000	14,24%
Melville Activity Street_Neighbourhood Development_CoF_Upgrade	R 0	681 000	(R 681 000)	R 0	681 000	(R 681 000)	(100,00%)	1 362 000	0,00%
Roodeport CBD regeneration Renewal Precinct Redevelopment REGION C	0	200 000	(200 000)	0	200 000	(200 000)	(100,00%)	400 000	0,00%
Watt Street Precinct Wynberg	9 446 990	19 000 000	(9 553 010)	9 446 990	19 000 000	(9 553 010)	(50,28%)	38 000 000	24,86%

CAPITAL EXPENDITURE AS AT 31 March 2025	CAPEX FOR QUARTER			CAPEX FOR THE YEAR				ANNUAL	BUDGET
	ACTUAL R	BUDGET R	VARIANCE R	ACTUAL R	BUDGET R	VARIANCE R	VARIANCE %	BUDGET R	USED %
Inner City Eastern Gateway_TOD and Movement Corridors	6 477 963	7 340 500	(862 537)	6 477 963	7 340 500	(862 537)	(11,75%)	14 681 000	44,12%
Klipfontein View Wellness centre	R 43 584 707	12 500 000	R 31 084 707	R 43 584 707	12 500 000	R 31 084 707	248,68%	25 000 000	174,34%
Braamfischer Ext 12 Roads and stormwater (New line item)	1 747 533	1 400 000	347 533	1 747 533	1 400 000	347 533	24,82%	2 800 000	62,41%
23775_Ivory Park Urban Renewal Programme	R 16 168 186	1 500 000	R 14 668 186	R 16 168 186	1 500 000	R 14 668 186	977,88%	3 000 000	538,94%
23776_Kliptown Urban Renewal Programme	50 665	256 500	(205 835)	50 665	256 500	(205 835)	(80,25%)	513 000	9,88%
23705_Orange Farm Urban Renewal Programme	R 95 130 112	27 601 655	R 67 528 457	R 95 130 112	27 601 655	R 67 528 457	244,65%	55 203 310	172,33%
Community Based Projects	1 691 168	2 737 500	(1 046 332)	1 691 168	2 737 500	(1 046 332)	(38,22%)	5 475 000	30,89%
SUB-TOTAL	199 719 083	84 219 655	115 499 428	199 719 083	84 219 655	115 499 428	137,14%	168 439 310	118,57%
COMMUNITY DEVELOPMENT (Comm Dev)									
Ivory Park Swimming pool	31 935	500 000	(468 065)	31 935	500 000	(468 065)	(93,61%)	1 000 000	3,19%
Johannesburg Art Gallery JAG	0	4 000 000	(4 000 000)	0	4 000 000	(4 000 000)	(100,00%)	8 000 000	0,00%
Drieziek MPC	2 196 571	500 000	1 696 571	2 196 571	500 000	1 696 571	339,31%	1 000 000	219,66%

CAPITAL EXPENDITURE AS AT 31 March 2025	CAPEX FOR QUARTER			CAPEX FOR THE YEAR				ANNUAL	BUDGET
	ACTUAL R	BUDGET R	VARIANCE R	ACTUAL R	BUDGET R	VARIANCE R	VARIANCE %	BUDGET R	USED %
Kaalfontein New Community Centre KAALFONTEIN EXT4 A Ward	14 739 006	8 500 000	6 239 006	14 739 006	8 500 000	6 239 006	73,40%	17 000 000	86,70%
Matholesville New MPC Community Centre MATHOLESVILLE C Regional	12 246 399	10 720 000	1 526 399	12 246 399	10 720 000	1 526 399	14,24%	21 440 000	57,12%
Johannesburg Library	30 685 192	22 254 000	8 431 192	30 685 192	22 254 000	8 431 192	37,89%	44 508 000	68,94%
Maintenance and repairs of public art and Heritage assets	1 203 378	1 587 500	(384 122)	1 203 378	1 587 500	(384 122)	(24,20%)	3 175 000	37,90%
SUB-TOTAL	61 102 481	48 061 500	13 040 981	61 102 481	48 061 500	13 040 981	27,13%	96 123 000	63,57%
DEVELOPMENT PLANNING									
Brixton Social Cluster	23 835 301	15 819 500	8 015 801	23 835 301	15 819 500	8 015 801	50,67%	31 639 000	75,34%
Mayfair PEU	0	1 000 000	(1 000 000)	0	1 000 000	(1 000 000)	(100,00%)	2 000 000	0,00%
Soweto Strategic Area Framework & Implementation	0	500 000	(500 000)	0	500 000	(500 000)	(100,00%)	1 000 000	0,00%
GEF Global Enviromental	0	7 500 000	(7 500 000)	0	7 500 000	(7 500 000)	(100,00%)	15 000 000	0,00%
Area based design Inner City	0	750 000	(750 000)	0	750 000	(750 000)	(100,00%)	1 500 000	0,00%
New Clinic De Villiers Street Turf	8 964 825	7 500 000	1 464 825	8 964 825	7 500 000	1 464 825	19,53%	15 000 000	59,77%
City Building Demolitions	5 987 455	5 000 000	987 455	5 987 455	5 000 000	987 455	19,75%	10 000 000	59,87%
Kliptown Multipurpose Centre	0	1 000 000	(1 000 000)	0	1 000 000	(1 000 000)	(100,00%)	2 000 000	0,00%
Walkable Networks	0	1 500 000	(1 500 000)	0	1 500 000	(1 500 000)	(100,00%)	3 000 000	0,00%
Lanesia Smart City Detailed planning	0	750 000	(750 000)	0	750 000	(750 000)	(100,00%)	1 500 000	0,00%
High court	0	1 250 000	(1 250 000)	0	1 250 000	(1 250 000)	(100,00%)	2 500 000	0,00%

CAPITAL EXPENDITURE AS AT 31 March 2025	CAPEX FOR QUARTER			CAPEX FOR THE YEAR				ANNUAL	BUDGET
	ACTUAL R	BUDGET R	VARIANCE R	ACTUAL R	BUDGET R	VARIANCE R	VARIANCE %	BUDGET R	USED %
Innercity Partnership fund	9 019 797	4 200 000	4 819 797	9 019 797	4 200 000	4 819 797	114,76%	8 400 000	107,38%
Innercity Trading Plan	149 903	750 000	(600 097)	149 903	750 000	(600 097)	(80,01%)	1 500 000	9,99%
Operational CAPITAL	0	5 875 000	(5 875 000)	0	5 875 000	(5 875 000)	(100,00%)	11 750 000	0,00%
Inner City Core	1 669 439	1 000 000	669 439	1 669 439	1 000 000	669 439	66,94%	2 000 000	83,47%
Jabulani Public Enviroment Upgrade	23 934 865	5 285 500	18 649 365	23 934 865	5 285 500	18 649 365	352,84%	10 571 000	226,42%
ZANDSPRUIT MULTIPURPOSE	0	375 000	(375 000)	0	375 000	(375 000)	(100,00%)	750 000	0,00%
SUB-TOTAL	73 561 585	60 055 000	13 506 585	73 561 585	60 055 000	13 506 585	22,49%	120 110 000	61,25%
CITY MANAGER									
Lilian Ngoyi Work package 3	1 477 300	1 086 957	390 344	1 477 300	1 086 957	390 344	35,91%	2 173 913	67,96%
Masingita Development	618 059	782 659	(164 600)	618 059	782 659	(164 600)	(21,03%)	1 565 317	39,48%
Constitutional Hill Visitors centre	0	652 174	(652 174)	0	652 174	(652 174)	(100,00%)	1 304 348	0,00%
Newtown Precinct Assessments	0	434 783	(434 783)	0	434 783	(434 783)	(100,00%)	869 565	0,00%
Jabulani Nodal Review	0	1 304 348	(1 304 348)	0	1 304 348	(1 304 348)	(100,00%)	2 608 696	0,00%
Jabulani Hostel Redevelopment	0	1 766 522	(1 766 522)	0	1 766 522	(1 766 522)	(100,00%)	3 533 043	0,00%
Orange Farm Roads ad Storm water street 2 Ingonyama Drive	0	1 217 392	(1 217 392)	0	1 217 392	(1 217 392)	(100,00%)	2 434 783	0,00%
Separation at source	0	4 782 609	(4 782 609)	0	4 782 609	(4 782 609)	(100,00%)	9 565 217	0,00%
Bramley view	0	1 304 348	(1 304 348)	0	1 304 348	(1 304 348)	(100,00%)	2 608 695	0,00%
SUB-TOTAL	2 095 359	13 331 789	(11 236 430)	2 095 359	13 331 789	(11 236 430)	(84,28%)	26 663 577	7,86%

CAPITAL EXPENDITURE AS AT 31 March 2025	CAPEX FOR QUARTER			CAPEX FOR THE YEAR				ANNUAL	BUDGET
	ACTUAL R	BUDGET R	VARIANCE R	ACTUAL R	BUDGET R	VARIANCE R	VARIANCE %	BUDGET R	USED %
HEALTH DEPARTMENT									
Protea South Clinic Renewal Clinic PROTEA SOUTH EXT1 G Ward	525 346	500 000	25 346	525 346	500 000	25 346	5,07%	1 000 000	52,53%
Hikensile Clinic Renewal Clinic IVORY PARK EXT9 A Ward	21 517 518	11 000 000	10 517 518	21 517 518	11 000 000	10 517 518	95,61%	22 000 000	97,81%
Naledi clinic New Building NALEDI D	22 339 130	13 924 500	8 414 630	22 339 130	13 924 500	8 414 630	60,43%	27 849 000	80,22%
Elias Motsoaledi clinic Renewal Building DUBE EXT2 D	123 975	125 000	(1 025)	123 975	125 000	(1 025)	(0,82%)	250 000	49,59%
Rabie Ridge Clinic Renewal and Community Health Centre	0	25 000	(25 000)	0	25 000	(25 000)	(100,00%)	50 000	0,00%
Freedom Park New Clinic DEVLAND EXT30 G Ward	0	160 500	(160 500)	0	160 500	(160 500)	(100,00%)	321 000	0,00%
SUB-TOTAL	44 505 969	25 735 000	18 770 969	44 505 969	25 735 000	18 770 969	72,94%	51 470 000	86,47%
HUMAN SETTLEMENTS									
Finetown Proper -Region G	446 992	0	446 992	446 992	0	446 992	#DIV/0!	0	#DIV/0!
Drieziek Ext3	25 344 326	0	25 344 326	25 344 326	0	25 344 326	#DIV/0!	0	#DIV/0!
Malibongwe Ridge	246 400	0	246 400	246 400	0	246 400	#DIV/0!	0	#DIV/0!

CAPITAL EXPENDITURE AS AT 31 March 2025	CAPEX FOR QUARTER			CAPEX FOR THE YEAR				ANNUAL	BUDGET
	ACTUAL R	BUDGET R	VARIANCE R	ACTUAL R	BUDGET R	VARIANCE R	VARIANCE %	BUDGET R	USED %
Lorenzville Building Erf286	0	3 129 500	(3 129 500)	0	3 129 500	(3 129 500)	(100,00%)	6 259 000	0,00%
Jeppeshtown Erf 2866	0	3 129 500	(3 129 500)	0	3 129 500	(3 129 500)	(100,00%)	6 259 000	0,00%
Ennerdale South	514 129	0	514 129	514 129	0	514 129	#DIV/0!	0	#DIV/0!
Drieziek Ext4	2 376 065	0	2 376 065	2 376 065	0	2 376 065	#DIV/0!	0	#DIV/0!
City and suburban ERF918,919,930 ,931	1 314 317	1 500 000	(185 683)	1 314 317	1 500 000	(185 683)	(12,38%)	3 000 000	43,81%
Roodepoort UDF	546 100	1 500 000	(953 900)	546 100	1 500 000	(953 900)	(63,59%)	3 000 000	18,20%
Elias Motsoaledi	15 474 845	7 500 000	7 974 845	15 474 845	7 500 000	7 974 845	106,33%	15 000 000	103,17%
SUB-TOTAL	46 263 174	16 759 000	29 504 174	46 263 174	16 759 000	29 504 174	176,05%	33 518 000	138,02%
PIKITUP									
Phase1 Limbro Park	198 678	9 303 000	(9 104 322)	198 678	9 303 000	(9 104 322)	(97,86%)	18 606 000	1,07%
Phase2 Goudkoppies landfill site	463 201	15 000 000	(14 536 799)	463 201	15 000 000	(14 536 799)	(96,91%)	30 000 000	1,54%
Zondi depot	359 198	3 900 000	(3 540 802)	359 198	3 900 000	(3 540 802)	(90,79%)	7 800 000	4,61%
Ennerdale Landfill Site	1 462 018	8 395 000	(6 932 982)	1 462 018	8 395 000	(6 932 982)	(82,58%)	16 790 000	8,71%
Phase1 Marie Louis Landfill Site	0	22 350 000	(22 350 000)	0	22 350 000	(22 350 000)	(100,00%)	44 700 000	0,00%
Feasibility Study Refuse Transfer Station	0	1 500 000	(1 500 000)	0	1 500 000	(1 500 000)	(100,00%)	3 000 000	0,00%
Feasibility Study Alternative Waste Treatment	0	4 500 000	(4 500 000)	0	4 500 000	(4 500 000)	(100,00%)	9 000 000	0,00%
Woodmead Garden Site	0	17 294 000	(17 294 000)	0	17 294 000	(17 294 000)	(100,00%)	34 588 000	0,00%
Florida	0	10 803 000	(10 803 000)	0	10 803 000	(10 803 000)	(100,00%)	21 606 000	0,00%

CAPITAL EXPENDITURE AS AT 31 March 2025	CAPEX FOR QUARTER			CAPEX FOR THE YEAR				ANNUAL	BUDGET
	ACTUAL R	BUDGET R	VARIANCE R	ACTUAL R	BUDGET R	VARIANCE R	VARIANCE %	BUDGET R	USED %
Mondeor Garden site	0	5 109 500	(5 109 500)	0	5 109 500	(5 109 500)	(100,00%)	10 219 000	0,00%
Alexandra	0	9 595 000	(9 595 000)	0	9 595 000	(9 595 000)	(100,00%)	19 190 000	0,00%
Melrose Garden Site	0	5 798 500	(5 798 500)	0	5 798 500	(5 798 500)	(100,00%)	11 597 000	0,00%
SUB-TOTAL	2 483 095	113 548 000	(111 064 905)	2 483 095	113 548 000	(111 064 905)	(97,81%)	227 096 000	1,09%
TRANSPORTATION PTNG									
2804_16_Rea Vaya BRT Phase 1C New Stations	44 066 186	36 500 000	7 566 186	44 066 186	36 500 000	7 566 186	20,73%	73 000 000	60,36%
2804_18_Selby Bus Depot (Phase 2C – Administration Building)	3 054 288	10 000 000	(6 945 712)	3 054 288	10 000 000	(6 945 712)	(69,46%)	20 000 000	15,27%
2804_15_Rea Vaya BRT Land Acquisition	0	4 000 000	(4 000 000)	0	4 000 000	(4 000 000)	(100,00%)	8 000 000	0,00%
BRT phase 1C Roadways	20 594 592	29 843 000	(9 248 408)	20 594 592	29 843 000	(9 248 408)	(30,99%)	59 686 000	34,50%
Passage Signage	10 351 653	15 000 000	(4 648 347)	10 351 653	15 000 000	(4 648 347)	(30,99%)	30 000 000	34,51%
Guard Houses and customer centre	3 204 519	0	3 204 519	3 204 519	0	3 204 519			#DIV/0!
Phase 1 A and B	0	12 500 000	(12 500 000)	0	12 500 000	(12 500 000)	(100,00%)	25 000 000	0,00%
Depot Rehabilitation	7 684 799	10 000 000	(2 315 201)	7 684 799	10 000 000	(2 315 201)	(23,15%)	20 000 000	38,42%
Alexandra Depot	305 202	0	305 202	305 202	0	305 202	#DIV/0!	0	#DIV/0!

CAPITAL EXPENDITURE AS AT 31 March 2025	CAPEX FOR QUARTER			CAPEX FOR THE YEAR				ANNUAL	BUDGET
	ACTUAL R	BUDGET R	VARIANCE R	ACTUAL R	BUDGET R	VARIANCE R	VARIANCE %	BUDGET R	USED %
Sandton to Ivory park BRT Roadways	0	750 000	(750 000)	0	750 000	(750 000)	(100,00%)	1 500 000	0,00%
Sandton to Ivory park Depot terminals	0	750 000	(750 000)	0	750 000	(750 000)	(100,00%)	1 500 000	0,00%
SUB-TOTAL	89 261 239	119 343 000	(30 081 761)	89 261 239	119 343 000	(30 081 761)	(25,21%)	238 686 000	37,40%
DEPARTMENT OF SOCIAL DEVELOPMENT (SoC DEV)									
Shelter for Displaced People Region F	30 453 322	12 035 500	18 417 822	30 453 322	12 035 500	18 417 822	153,03%	24 071 000	126,51%
Betrams Multipurpose Centre	45 754 267	20 000 000	25 754 267	45 754 267	20 000 000	25 754 267	128,77%	40 000 000	114,39%
Yetta Nathan Social development Centre	11 072 637	5 000 000	6 072 637	11 072 637	5 000 000	6 072 637	121,45%	10 000 000	110,73%
Minor upgrades	0	400 000	(400 000)	0	400 000	(400 000)	(100,00%)	800 000	0,00%
SUB-TOTAL	87 280 226	37 435 500	49 844 726	87 280 226	37 435 500	49 844 726	133,15%	74 871 000	116,57%
TRANSPORTATION COJ FUNDING:									
PTF Small Public Transport Facility Design and Construction of Zola	0	400 000	(400 000)	0	400 000	(400 000)	(100,00%)	800 000	0,00%
PTF:Small Public Transport Facility Design and Construction of Lakeside	149 500	500 000	(350 500)	149 500	500 000	(350 500)	(70,10%)	1 000 000	14,95%
PTF: Public Transport Stops in Cosmo City	11 940 362	8 651 500	3 288 862	11 940 362	8 651 500	3 288 862	38,01%	17 303 000	69,01%

CAPITAL EXPENDITURE AS AT 31 March 2025	CAPEX FOR QUARTER			CAPEX FOR THE YEAR				ANNUAL	BUDGET
	ACTUAL R	BUDGET R	VARIANCE R	ACTUAL R	BUDGET R	VARIANCE R	VARIANCE %	BUDGET R	USED %
Complete Streets: NMT links to Railway Stations: Phefeni Station	112 574	250 000	(137 426)	112 574	250 000	(137 426)	(54,97%)	500 000	22,51%
Complete Streets: NMT links to public transport facilities in Tshepisong	8 043 534	7 124 000	919 534	8 043 534	7 124 000	919 534	12,91%	14 248 000	56,45%
Complete Streets: NMT links to public transport facilities in Orange Farm	0	250 000	(250 000)	0	250 000	(250 000)	(100,00%)	500 000	0,00%
Ebhareni PTF	0	750 000	(750 000)	0	750 000	(750 000)	(100,00%)	1 500 000	0,00%
Metro Mall PTF	0	1 500 000	(1 500 000)	0	1 500 000	(1 500 000)	(100,00%)	3 000 000	0,00%
Orange farm PTF	12 225 081	8 000 000	4 225 081	12 225 081	8 000 000	4 225 081	52,81%	16 000 000	76,41%
Karzene	6 435	500 000	(493 565)	6 435	500 000	(493 565)	(98,71%)	1 000 000	0,64%
Jack Mincer	0	1 250 000	(1 250 000)	0	1 250 000	(1 250 000)	(100,00%)	2 500 000	0,00%
PTF KYA Sand	61 160	500 000	(438 840)	61 160	500 000	(438 840)	(87,77%)	1 000 000	6,12%
PTF Rosebank	605 555	250 000	355 555	605 555	250 000	355 555	142,22%	500 000	121,11%
Orlando East Non Motorised	383 974	500 000	(116 026)	383 974	500 000	(116 026)	(23,21%)	1 000 000	38,40%
Minibus Taxi Feeder	0	434 783	(434 783)	0	434 783	(434 783)	(100,00%)	869 565	0,00%
IPTN and Secondary Network	0	217 392	(217 392)	0	217 392	(217 392)	(100,00%)	434 783	0,00%
Sandton Transport Master	0	760 870	(760 870)	0	760 870	(760 870)	(100,00%)	1 521 739	0,00%
Southern Area Transport Master plan	0	869 565	(869 565)	0	869 565	(869 565)	(100,00%)	1 739 130	0,00%
Alexandra Transport Master plan	0	760 870	(760 870)	0	760 870	(760 870)	(100,00%)	1 521 739	0,00%
Desmond Tutu Precinct	0	869 565	(869 565)	0	869 565	(869 565)	(100,00%)	1 739 130	0,00%
Universal Design Access Design	0	1 086 957	(1 086 957)	0	1 086 957	(1 086 957)	(100,00%)	2 173 913	0,00%
Protea Glen Transport Master plan	0	1 086 957	(1 086 957)	0	1 086 957	(1 086 957)	(100,00%)	2 173 913	0,00%
Parking Management Policy	1 372 130	1 228 920	143 210	1 372 130	1 228 920	143 210	11,65%	2 457 840	55,83%

CAPITAL EXPENDITURE AS AT 31 March 2025	CAPEX FOR QUARTER			CAPEX FOR THE YEAR				ANNUAL	BUDGET
	ACTUAL R	BUDGET R	VARIANCE R	ACTUAL R	BUDGET R	VARIANCE R	VARIANCE %	BUDGET R	USED %
Parking Management Policy Phase 2	0	652 174	(652 174)	0	652 174	(652 174)	(100,00%)	1 304 348	0,00%
COJ Ehailing Management Policy	0	434 783	(434 783)	0	434 783	(434 783)	(100,00%)	869 565	0,00%
Park and Ride Plan	0	434 783	(434 783)	0	434 783	(434 783)	(100,00%)	869 565	0,00%
Feasibility:Alternative Green Energy	0	652 174	(652 174)	0	652 174	(652 174)	(100,00%)	1 304 348	0,00%
Comprehensive Integrated Trasport Plan (CITP)	109 054	1 086 957	(977 903)	109 054	1 086 957	(977 903)	(89,97%)	2 173 913	5,02%
ICM Strategy and Model	0	434 783	(434 783)	0	434 783	(434 783)	(100,00%)	869 565	0,00%
Subsidizes Bus contracts Due diligence study	0	543 479	(543 479)	0	543 479	(543 479)	(100,00%)	1 086 957	0,00%
Travel Demand management	1 010 956	1 209 462	(198 506)	1 010 956	1 209 462	(198 506)	(16,41%)	2 418 923	41,79%
Guideline Doc SOP Evaluation PTF and non motorised Impacts of Dev	0	652 174	(652 174)	0	652 174	(652 174)	(100,00%)	1 304 348	0,00%
Development of Fare Policy	0	108 696	(108 696)	0	108 696	(108 696)	(100,00%)	217 391	0,00%
Transport Dep Project Prioritization Model	0	108 696	(108 696)	0	108 696	(108 696)	(100,00%)	217 391	0,00%
SUB-TOTAL	36 020 315	44 494 316	(8 474 001)	36 020 315	44 494 316	(8 474 001)	(19,05%)	88 988 631	40,48%
Economic Development									
Alex Auto Hub Security ()	597 960	540 425	57 535	597 960	540 425	57 535	10,65%	1 080 850	55,32%
UNCONFIRMED									

CAPITAL EXPENDITURE AS AT 31 March 2025	CAPEX FOR QUARTER			CAPEX FOR THE YEAR				ANNUAL	BUDGET
	ACTUAL R	BUDGET R	VARIANCE R	ACTUAL R	BUDGET R	VARIANCE R	VARIANCE %	BUDGET R	USED %
Ptf Small Public Trans Facilities Lehae	156 680			156 680					
Lombardy West	332 753			332 753					
Review of Kliptown Business plan	50 665			50 665					
Sidewalk Chiawelo	3 438 191			3 438 191					
Marily house	449 887			449 887					
Zakaria Park ptf	133 650			133 650					
GIS Intergrated Spatial Data	4 172 923			4 172 923					
Modderfontein Bridge	104 261			104 261					
Pimville Zone 9	4 566 327			4 566 327					
Central Fire station	6 320 548			6 320 548					
	20 323 845			20 323 845					
TOTAL	662 616 371	562 982 759	79 309 767	662 616 371	562 982 759	79 309 767	14,09%	1127 046 368	58,79%

SECTION 6: RATIO ANALYSIS (MINIMUM: LIQUIDITY, SOLVENCY, COST COVERAGE)**TABLE 41: RATIO ANALYSIS FOR THE PERIOD ENDED 31 March 2025**

Key Performance Area		Actual 31 March 2024	Actual 31 March 2025
Current ratio	Above 1.5: 1	.92:1,5	.90:1,5
Solvency ratio	Above 2: 1	.94:2	.91:2
Salaries to expenditure ratio	Below 60%	50%	47%
Revenue	R132.2 million	95 million	R107 Million
Expenditure (including taxation)	R143 million	R118 Million	R181 Million
Surplus / (Deficit)	R nil	(R24 million)	(R74 million)
Total net assets	R15.4 million	(50 million)	(R124 million)
Capital expenditure	95%	46%	58.8%

Notes	
1	Current ratio is below the target and is below when you compare with last year quarter. Included in current liabilities is the sweeping account with the shareholder which increases with the interest monthly.
2	Solvency ratio is just below the target and below than the 3rd quarter of the previous year mainly due to invoices that were received in March. The continued pressure on the overall loan from shareholder due to outstanding debtors still puts pressure on the liquidity ratios.
3	Remuneration to expenditure ratio is below target and below last year quarter due to an overall reduction in the operational expenditure which affects the denominator of the ratio and some vacancy position that are not filled.
4	The target was achieved since it above to the target by 68%

SECTION 7: SUPPLY CHAIN MANAGEMENT AND BBBEE (DEVIATIONS, PAYMENTS WITHIN 30 DAYS, REPORT ON IRREGULAR, UNAUTHORISED, FRUITLESS AND WASTEFUL EXPENDITURE AND DUE PROCESSES)

Analysis of BBBEE and SMME results for the period 1 January 2025 to 31 March 2025

The % of expenditure paid to companies with B-BBEE credentials out of total expenditure for the period under review

1 January 2025 to 31 March 2025

JDA's target in respect of B-BBEE spending as a percentage of total expenditure is 100%.

For the period 1 January 2025 to 31 March 2025 the JDA achieved **102%** B-BBEE Opex and Capex procurement.

The total B-BBEE expenditure commitment in terms of active contracts was R **655 320 131,5** for the period **1 January 2025 to 31 March 2025**, and the BBBEE share of expenditure achieved within the period was R **665 582 784,64**

Table 42 below indicates the B-BBEE expenditure from 1 January 2025 to 31 March 2025

Description	1 January 2025 to 31 March 2025		
	Total Expenditure	BBBEE Claimed	BBBEE %
Capex	436 190 080	436 231 091,52	100%
Opex	219 130 051,6	229 351 693,1	105%
Consolidated Opex and Capex	655 320 131,5	665 582 784,64	102%

The JDA claims a 135% for service providers with B-BBEE level 1, 125% for level 2, 110% for level 3, 100% for level to 4, 80% for level 5, 60% for level 6, 50% for level 7 and 10% for level 8 which constitutes the overall 107% B-BBEE claimed.

The % of expenditure paid to SMME companies as a % of total expenditure (Opex and Capex) for the period under review:

1 January 2025 to 31 March 2025

The annual target for SMME spending as a percentage of total expenditure (excluding employee costs, depreciation, and amortisation) is 30%. In the period **1 January 2025 to 31 March 2025**, the SMME share of JDA's total expenditure was R **R243 146 733,90**. This constitutes an achievement **37%**.

Table 43 below indicates the SMME expenditure from 1 January 2025 to 31 March 2025

Description	1 July 2024 to 30 September 2024		
	Total Expenditure	SMME Claimed	SMME %
Capex	R436 190 080	R142 906 657,50	33%
Opex	R219 130 051,6	R100 240 076,4	46%
Consolidated Opex and Capex	R655 320 131,5	R243 146 733,90	37%

4 Deviations and Ratifications

Regulation 36(1)(a) of the Municipal Supply Chain Management Regulations the regulation provides that the Accounting Officer may dispense with the normal procurement processes and procure the required goods or services through any convenient process, which may include direct negotiations, but only ;

- In an emergency;
- If goods or services are available from a single supplier;
- In respect of acquisition of special works of art;
- In respect of acquisitions of animals for Zoo's;
- In any other exceptional case where it is impossible or impractical to follow official procurement processes.

In terms of Regulation 36(1) (b) the Accounting Officer may ratify any minor breaches of the procurement processes by an official or a committee acting in terms of delegated powers, which are of a purely technical nature.

4.1 The deviation from obtaining at least a minimum of three written quotations in terms of Regulation 16, 17 and 18 of the MFMA Act 56 of 2003. The accounting officer ratified a minor breach in the supply chain process for the appointment of service providers through the request for quotation process where less than the minimum three quotations were received.

It should be noted that from 1 January 2025 to 31 March 2025 there were no service providers appointed where less than three quotations were obtained.

4.2 In terms of Regulation 36(1a)(v) allows an accounting officer to deviate from procurement

processes In any other exceptional case where it is impractical or impossible to follow the official procurement processes". In this instance It is Impractical and Impossible to follow the procurement processes.

It should be noted that there was one deviation approved by the accounting officer, where direct negotiations were entered into with a service provider where it was impractical to follow official procurement processes to a value of R328 000 .

5 Irregular, Unauthorised, Fruitless and Wasteful Expenditure

For the period under review there was no UIFW identified or declared.

SECTION 8: LITIGATION

The table below reflects claims that have been instituted in various courts by JDA against external parties. The amount claimed against an external party is classified as a “contingent asset”. The table only reflects matters that are pending either in the High Court or Magistrates Court.

TABLE 44 (Contingent assets)

CASE / MATTER	DATE INSTITUTED/ APPOINTED ATTORNEYS	TYPE/ DESCRIPTION	EXPECTED COMPLETION DATE AND PROSPECTS OF SUCCESS	VALUE OF CONTINGENT ASSET
1. Mayibuye i-Afrika, Khum Investments JV //JDA (Performance Guarantee application)	June 2024 MNS Inc. Attorneys	This is a High Court application lodged by JDA against Mayibuye i-Afrika, Khum Investments to enforce payment of the construction guarantee for an amount of R8 084 159.74. Parties have filed their founding and answering affidavits in the matter. JDA's attorneys are currently preparing JDA's replying affidavit, and will thereafter prepare further documents to obtain a date for hearing. No invoices have yet been submitted.	The matter is relatively new, so the completion date is unknown. JDA has good prospects of success in the matter.	R8 084 159.74
2. Mayibuye i-Afrika, Khum Investments JV //JDA (Recovery Statement claim)	June 2024 MNS Inc. Attorneys	This is a court action against Mayibuye i-Afrika, Khum Investments JV to recover an amount of R4 744 036.14 which is owed to JDA on the basis of a payment certificate that was issued in 2021. Attorneys have issued summons, and Mayibuye i-Afrika and Khum Investments CC have filed notices of intention to defend the matter, and must now file their defences to the claim. Mayibuye i-Afrika filed a notice of exception to JDA's papers. The other company forming the JV, Khum MK Investments failed to file its defence to	The matter is relatively new, so the completion date is unknown. JDA has good prospects of success in the matter.	R4 744 036.14

		<p>the matter, and JDA's attorneys are currently pursuing an application for default judgment only against Khum MK Investments.</p> <p>The legal expenditure incurred to date amounts to R 157 087.13.</p>		
<p>3. JDA// Lombard Insurance Co. Ltd and Kingsway Civil (Pty) Ltd</p>	<p>October 2021 Cliff Dekker Hofmeyer Inc. Attorneys</p>	<p>Claim against Lombard Insurance and Kingsway Civils in respect of the Braamfischerville project, wherein JDA terminated a contract with Kingsway Civils after breach of contract. The claim is for an amount of R8 944 302.06 under a performance guarantee against Lombard Insurance, and R9 860 628.48 against Kingsway Civils for additional costs incurred to complete the works, alternatively R916 326.42. The matter is still ongoing, and JDA through its attorneys will be proceeding with a "Stated Case" to expedite resolution of the matter.</p> <p>The legal expenditure incurred to date amount to R667 521.88.</p>	<p>The anticipated completion date can only be determined after parties exchange all court papers and hold a Pre-trial meeting.</p> <p>JDA has good prospects of success in the matter.</p>	<p>R8 944 302.06 against Lombard Insurance alternatively, R9 860 628,48 against Kingsway Civil for additional costs incurred to complete the works, alternatively R916 326.42.</p>

4. JDA// PHB Engineers (Pty) Ltd	August 2019 Cliff Dekker Hofmeyer Inc. Attorneys	This is a claim for damages as a result of breach of contract with respect to the construction of the Orchards Clinic. PHB Engineers' contract was terminated after they failed to exercise the degree of professional skill, care and diligence required of it in the performance of the services, compromising the Clinic's structural integrity. JDA instituted a claim for an amount of R32,837,618.72 with interest. JDA and the attorneys are currently in the process of establishing the status of this matter as the JDA officials who previously worked with the attorneys on this matter have left the company.	The anticipated completion date can only be determined after the status of the matter has been established.	R32,837,618.72
5. Liberty Group Limited and Others v City of Johannesburg, JDA, JRA and others	March 2023 Mchunu Attorneys (representing JDA, JRA and the City)	Liberty Group (and other Applicants) instituted an application against the JDA (amongst other Respondents) which sought to interdict the Respondents from performing any construction work in respect of the Sandton BRT Station, and further sought for the decisions regarding the construction of the Sandton BRT Station to be reviewed and set aside. Mchunu Attorneys successfully opposed the interdict and review applications. The application was dismissed, and the application to appeal the dismissal of the application was filed and later withdrawn. The only issue to be decided on is costs (Fees -R414 434.54, Disbursements- R2 265 103.35), and the matter will be heard on 28 May 2025.	28 May 2025	Fees - R414 434.54, Disbursements- R2 265 103.35

The table below reflects claims that have been instituted in various courts by external parties against JDA. The amount claimed against JDA by an external party is classified as a “contingent liability”. The table only reflects matters that are pending either in the High Court or Magistrates Court.

TABLE 45 (Contingent liabilities)

CASE / MATTER	DATE INSTITUTED/ APPOINTED ATTORNEYS	TYPE/ DESCRIPTION	EXPECTED COMPLETION DATE AND PROSPECTS OF SUCCESS	VALUE OF CONTINGENT LIABILITY
1. Yiyo Luna Properties & Bisanele Consulting //JDA & Basil Read Umso JV	September 2024 Khumalo Masondo Attorneys	<p>JDA appointed Basil Read Umso JV (“BRU”) in April 2016 for the construction of the Kazerne Intermodal Facility. The plaintiffs entered into a sub-contractor agreement with BRU on 16 January 2017.</p> <p>Early June 2018, JDA became aware that BRU was in business rescue. After numerous failed attempts to get BRU to perform, notices of intention to terminate were given and the contract was finally terminated on 28 August 2018.</p> <p>According to the plaintiffs, prior to the termination of the agreement the plaintiffs submitted invoices to BRU and BRU paid partial amounts and there is an outstanding payment of R8 331 113.89.</p> <p>The plaintiffs cannot make their claim from JDA as they have no valid contract with JDA, so JDA has no legal obligation to pay BRU directly for their claim. A direct payment by JDA to BRU would mean paying twice for the same work, a fruitless and wasteful expenditure for which there might be negative consequences for JDA such as regression in JDA audit outcome and liability for the accounting officer.</p>	<p>The completion date is unknown as the matter is still new.</p> <p>There are good prospects of success for JDA based on discussions held with the project manager, and the absence of a contractual link between JDA and the plaintiff.</p>	R8 331 113.89

		<p>JDA has filed its Plea (defence) through Khumalo Masondo Attorneys.</p> <p>An invoice has been submitted, and is currently being queried with Khumalo Masondo Attorneys.</p>		
2. Phakamani Properties// JDA	<p>6 June 2024</p> <p>Motsoeneng Bill Attorneys</p>	<p>The matter relates to monies owed to the plaintiff (subcontractor) by the contractor that was appointed by the JDA. The plaintiff is claiming an amount of R4 399 825.17.</p> <p>Attorneys are in the process of filing JDA's defence in the matter.</p> <p>The legal expenditure incurred to date amounts to R 165 013.61</p>	<p>The matter is relatively new, so the completion date is unknown.</p> <p>JDA has good prospects of success with defending the claim as there is no contractual link with the plaintiff.</p>	R4 399 825.17
3. MACP Construction//JDA & Bergstan South Africa Consulting and Development Engineers	<p>September 2024</p> <p>MNS Inc. Attorneys</p>	<p>On or about May 2022, JDA appointed MACP Construction ("MACP") for the construction of the Soweto Railway Stations NMT Links-Chiawelo facility. The original construction programme was 10 months. MACP established its plant, equipment and personnel on the project on 12 July 2022 and submitted interim payment certificate for certification by the engineers. The full site handover occurred on 16 August 2022.</p> <p>In September 2022, MACP was notified of the suspension of the works.</p> <p>Consequent to the requisite wayleaves not being availed by the engineers, MACP submitted a written intention to claim standing</p>	<p>The completion date is unknown at this stage, as parties still need to exchange further court papers before applying for a court date.</p> <p>JDA has fair prospects of success in the matter.</p>	R966 182.83

		<p>costs and extensions of time in the amount of R966 182.83 (excluding VAT). The engineers rejected the claims.</p> <p>MACP had initially referred the matter for adjudication however, the matter was dismissed as it had been referred for adjudication outside of the prescribed timeframe. MACP thereafter lodged the claim in the High Court.</p> <p>Attorneys have filed JDA's Plea (defence) in the matter. A Special Plea was also filed, which is aimed at having the matter dismissed due to the late referral of the dispute to adjudication.</p> <p>The legal expenditure incurred to date amounts to R486 280.09.</p>		
4. Modisethupa // Masakhane Mbali & JDA	Oct 2015 Mchunu Attorneys	<p>On 26 November 2014, JDA published an advertisement inviting tenders for the construction management (managing contractor) of start-ups, SMMEs. On 5 March 2015, Tranacon Construction was appointed as the managing contractor on the project.</p> <p>During or about December 2014, Mr Mbali, acting in the course and scope of his employment with the JDA at the time, invited SMMEs within the area of Alexander Township to bid for appointment as sub-contractors in respect of the project.</p> <p>During the evaluation of the bid submissions phase, Mr Mbali removed Modisethupa from the evaluation process. On 6 October 2015, JDA advised the plaintiff's attorneys that the plaintiff was removed from the process as it was from Ward 76, which was not one of the affected wards in respect of the project.</p> <p>It is against this background that the plaintiff instituted the action,</p>	<p>Anticipated completion date is unknown at this stage.</p> <p>JDA's prospect of success may be negatively impacted should JDA not be able to retrieve the required documents to defend the claim.</p>	R2 193 953.58

		<p>in terms of which an amount of R2 193 953.58 is being claimed from JDA, couched as a claim for loss of income.</p> <p>On 11 December 2015, JDA filed an exception to the plaintiff's particulars of claim. The parties appeared in court on 2 September 2016 for purposes of arguing the exception.</p> <p>On 25 October 2018, judgment was delivered, the judge was not persuaded that the grounds provided by JDA had any merit. JDA was ordered to pay the plaintiff's costs.</p> <p>We are currently gathering information in preparation for the trial.</p> <p>The legal expenditure incurred to date amounts to R158 036.11.</p>		
5. Maitazwifoma Consulting CC // JDA	<p>Oct 2022</p> <p>SD Moloi and Associates</p>	<p>This is a court action/claim by Maitazwifoma Consulting CC ("Maitazwifoma") for an amount of R4 007 027.21 for work allegedly done on the Kazerne Taxi Rank project. Maitazwifoma was a subcontractor on the project.</p> <p>JDA is in the process of filing its defence on the matter.</p> <p>No invoices have yet been received on the matter.</p>	<p>Anticipated completion date is unknown at this stage.</p>	R4 007 027.21

6. RohrrMark Engineering and Construction CC // JDA	Oct 2022 SD Moloi and Associates	<p>This is a court action/claim by RohrrMark Engineering and Construction CC ("RohrrMark") for an amount of R6 940 420.80 for work allegedly done on the Kazerne Taxi Rank project. RohrrMark was a subcontractor on the project.</p> <p>JDA is in the process of filing its defence on the matter.</p> <p>No invoices have yet been received on the matter.</p>	Anticipated completion date is unknown at this stage.	R6 940 420.80
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The table below reflects matters that have been referred either by JDA or a contractor for adjudication or arbitration. Adjudication and arbitration are alternative dispute-resolution processes provided for in the contracts JDA has signed. Parties are contractually obliged to first refer the matters to these forums for resolution. The processes allow parties to speedily have matters resolved without instituting action in court. Further included in the table are matters wherein only letters of demand have been received, and further action has not yet been taken. Depending on the nature of the claims, the matters/claims may be classified as either contingent assets or liabilities.

TABLE 46 (Adjudications, arbitrations and letters of demand)

CASE / MATTER	DATE INSTITUTED/ APPOINTED ATTORNEYS	TYPE/ DESCRIPTION	EXPECTED COMPLETION DATE AND PROSPECTS OF SUCCESS	VALUE OF EXPECTED ASSET OR LIABILITY AS A RESULT
1. JDA// Pro Power (JBCC 2018: Adjudication)	November 2024 No attorneys have been appointed at this stage.	This is a dispute which arose under a contract between JDA and Pro Power Construction, for the Kaalfontein Multipurpose centre. With respect to the works completed on Phase 1 of the project, the Project Manager noted that the grandstands were built outside of specifications. JDA has referred the matter to an adjudicator for determination and apportionment of costs in line with the outcome of the adjudication. The adjudicator has requested parties to provide a list of documents before proceeding with adjudication.	31 March 2025 There are good prospects of success for JDA based on the report compiled by the engineers.	The cost implications are yet to be determined.
2. JDA// African Moon Construction (GCC 2015: Adjudication)	June 2024 No attorneys have been appointed at this stage.	This is a dispute which arose under a contract between JDA and African Moon Construction, for the Ivory Park Public Environment Upgrade – Kopanong Sports Ground. The contractor seeks approval of a new rate for cabling, which would result in JDA incurring additional costs over and above the agreed contract amount for an item which ought to have been included in the contractor's rates. In the alternative, the Contractor is seeking another design (bollard lights), which would also result in a new rate. The matter was referred for adjudication. The adjudicator recently issued an outcome, in which he ruled in favour of the contractor.	31 March 2025 There are good prospects of success for JDA as the tender document was clear and descriptive on the lighting poles item.	JDA will incur additional project costs for the new rate if the matter is decided in favour of the contractor – approximate value is R 1 400 000.

3. JDA// Construction (Arbitration)	REMBU 2018 ENSafrica	<p>Arbitration matter (referred by Rembu Construction) regarding the alleged unlawful termination of the JBCC agreement by JDA. The termination was based on breach of contract. Rembu is claiming payment of R1 241 213.10 from two payment certificates, and R21 087 071.50 for loss of income as a result of the contract termination. JDA has lodged counterclaims, and denies that the termination was unlawful. JDA seeks rectification of the contract to read that payments to the contractor would be made within 30 days, and is further claiming R13 252 295.63 for costs to complete the project after the termination of Rembu's contract, and payment from Rembu in respect of the balance of the final payment certificate after deductions and set-off.</p> <p>The matter was heard in July 2024, and parties are awaiting a decision by the arbitrator. There is a potential delay in finalising this matter due to non-payment of the arbitrator's fees by Rembu Construction and withdrawal of Rembu Construction's previous attorneys from record. Attorneys could possibly be instructed to lodge a high court application to enforce the arbitration award.</p> <p>The legal expenditure incurred to date amounts to R3 629 111.87.</p>	<p>The matter is nearing finalisation.</p> <p>There are good prospects of success for JDA.</p>	<p>Rembu's claim (contingent liability): R22 328 284.59</p> <p>JDA's counterclaim (contingent asset): R13 252 295.63</p>
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5. Mayibuye i-Afrika, Khum Investments JV //JDA (Arbitration)	June 2024 MNS Inc. Attorneys	<p>Selby 2C Bus Depot project – Termination of Building Contract</p> <p>The contractor has referred a dispute to arbitration, challenging JDA's termination of the agreement. JDA has through its attorneys filed a statement of defence. The termination was based on the contractor's breach of contract.</p> <p>Mayibuye seeks payments of R53 561 695.11. JDA filed its statement of defence, plea and counterclaim. JDA's counterclaim is of R34,578,269,80 on account of breach of contract by the Joint Venture and damages suffered as a result include the costs of the appointment of new contractor to complete the works. MNS and Counsel are finalising the JDA's counterclaim to take into account additional damages arising from rectification of the Joint Venture's defective works. The amended counterclaim will increase the amount of JDA's counterclaim by an additional R18 252 540.72.</p> <p>The legal expenditure incurred to date amounts to R178 825.00.</p>	<p>The matters are relatively new, so the completion date is unknown.</p> <p>JDA has good prospects of success in the matter.</p>	<p>Mayibuye's claim (contingent liability): R53 561 695.11</p> <p>JDA's counterclaim (contingent asset): R34 578 269.80 (amount will increase once amended counterclaim is filed).</p>
7. JDA // HL Matlala t/a Gorogang Plant Hire	29 January 2024 No attorneys have been appointed at this stage.	<p>Jabulani Phase 5</p> <p>Received letter of demand dated 29 January 2024. The Contractor claims that they should be furnished with a Certificate of Completion in terms of the applicable contract. However, that cannot be the case as he has not completed the works as per the conditions of Practical Completion given and accepted by the contractor.</p>	n/a	n/a

		At this stage, there is only a letter of demand with no court application.		
8. JDA // Masston Bash Carriers (performance guarantee)	JV February 2025 MNS Attorneys	<p>This is a claim under a performance guarantee following termination of contract on the Naledi Clinic project. There is also a possible claim for damages and amounts paid to subcontractors. The contract was terminated due to poor performance and the contractor's failure to progress the works in accordance with the various completion stages. The amount claimed under the guarantee is R 5 303 367.97.</p> <p>No invoices have yet been received as the matter is still at an early stage.</p>	<p>The matter is relatively new, so the completion date is unknown.</p> <p>JDA has good prospects of success in the matter.</p>	<p>Contingent asset -</p> <p>R 5 303 367.97.</p>

SECTION 9: INSUARANCE CLAIM

JDA is covered by the city-wide insurance entered into by the City of Johannesburg on behalf of all its entities. The insurance cover is reviewed on an annual basis. The were no new claims in quarter 3, there are seven (7) claims that are still open emanating from previous years as outlined in the table below:

Table 47: Insurance Claims Status

Claim No.	Claim Notification	Description of Loss	Claims Status	Net Claim
ADRS00001394	01-Oct-2020	A bridge collapsed and resulted in the death of two people and 19 others injured.	Insurer handling TP claim.	38 000.00
ADRS00008435	20-Apr-2021	JDA appointed contractor's damage third party's wall.	Corresponding with TP - TP Claim.	85 000.00
ADRS00008441	13-Jan-2022	JDA's appointed contractor damaged third party's property.	Awaiting TP approach.	12 500.00
ADRS00006188	18-Apr-2021	Electric pole fell on TP.	Claim prescribed.	300 000.00
ADRS00011226	06-Jan-2023	The third party fell into an uncovered water main access panel.	Insurer handling TP claim.	2 515 263.13
ADRS00011575	01-Oct-2020	Damages to third party property.	Attorney handling TP summons.	23 565 160.06
ADRS00015175	13-Feb-2024	Third party fell into an uncovered manhole	Attorney appointed to handle TP approach	3 011 539.45

SECTION 10: STATEMENT ON AMOUNTS OWED BY AND TO GOVERNMENT DEPARTMENTS AND PUBLIC ENTITIES

This measures effective debtor management and an assessment of the amounts owing by the various Government departments and entities.

TABLE 48: AMOUNTS OWED BY GOVERNMENT DEPARTMENTS AND PUBLIC ENTITIES

Name of department	Balance	Comments
	R' 000	
City of Johannesburg - CAM & USDG	310 453	<p>The primary factors contributing to the long-standing outstanding debt are as follows:</p> <p>The 2022/2023 budget lift has not yet been approved.</p> <p>The 2023/2024 budget lift remains unapproved.</p> <p>Several projects in the 2024/2025 fiscal year are currently over budget. There is a lack of timely submission of progress reports for ongoing projects. The remaining balance is for the current invoices.</p>

City of Johannesburg- Transport	326 488	<p>The primary reasons contributing to the long-standing outstanding debt are as follows: The ratification report, which includes R97M in legacy invoices, has not yet been finalized or approved. The budget lift report remains unapproved due to a delay in submission by the Transport Department, covering the 2023/2024 accruals amounting to R33M. These accruals are currently not payable and may require the ratification report for resolution. An outstanding R96M consists of current invoices that remain unpaid due to inefficiencies within the Transport Department and ongoing disputes between the JDA and the Transport Department Project team. Addressing these issues is crucial, as failure to do so may result in legacy debt .An additional concern is that JDA Project Managers are no longer adhering to the agreed-upon belt conveyor process, which often results in claims being rejected or delays in the approval process. The remaining balance it for the current invoices.</p>
City of Johannesburg - Department of Economic Development	23389	<p>The primary reasons for the long-standing outstanding debt are as follows:Linear Market: The total debt amounts to R17M. The department has raised concerns regarding the work completed and has indicated that the individuals who worked on this project are no longer available for clarification or further action.Inner City Road Map: A total of R2.3M is related to this project. For the remaining projects with a total of R4M combined , the department has not provided specific reasons for non-payment, except that the individuals who worked on these projects are no longer with the department.The remaining balance it for the current invoices.</p>

City of Johannesburg- Department of Development Planning	55288	<p>The client department is committed to settling the outstanding debt. The delay in payments for long-outstanding debt was due to issues with merchant payment processing, which prevented timely payments. However, all outstanding accrual invoices have since been settled.</p> <p>The current outstanding invoices total R21M, of which R18M pertains to suspension costs for the Jabulani TOD Phase 7 project. These costs are not payable under GRAP 17 and have been deemed over budget, with rejection from the Planning Department. A meeting with management is required to address this matter. The remaining balance it for the current invoices.</p> <p>The remaining balance relates to invoices that are within the 30-60 day payment period.</p>
City of Johannesburg - EMS	48 770	<p>The primary reasons for the long-standing outstanding debt are as follows:</p> <p>Central Fire Station: The total amount is R27M. A ratification report has been drafted and is currently in progress for approval. EMS is expected to provide an update on the status of the report.</p> <p>Cosmo City: The total outstanding amount is R15M, which is under dispute. The remaining balance it for the current invoices.</p>

City of Johannesburg - Department of Health	12 289	The client department is efficient in managing payments and has successfully settled all long-standing debt. The current outstanding debt amounts to R11M. The remaining balance it for the current invoices.
City of Johannesburg - Department of Housing	96 195	The primary reasons for the long-standing outstanding debt are as follows: Inefficiency and Lack of Accountability at Human Settlements: Currently, project managers are taking responsibility, and disputes are being actively resolved through collaboration between both JDA and Human Settlements project managers. Escalated Matters: Issues related to Bramfisherville and Solplaatjie have been resolved by management. The remaining balance it for the current invoices.
City of Johannesburg - Department of Social Development	20 912	The primary reasons for the long-standing outstanding debt are as follows: Yetta Nathan Debt: The amount of R3.9M, along with Repairs and Maintenance totaling R1.1M, was accrued. The remaining balance it for the current invoices.
City of Johannesburg - Department of Community Development	18 403	The client has made significant efforts to settle the outstanding debt, including a double payment of R2M. Approval was granted in March to apply R2M towards settling a portion of the R18M, along with other outstanding invoices. The remaining balance it for the current invoices.
City of Johannesburg - GSPCR	3 850	The primary reason for the long-standing outstanding debt is that the department maintains that the work completed exceeded the allocated budget. The remaining balance it for the current invoices.

City of Johannesburg - City Manager	79 234	Majority of the balance relates to prior year which relates to orange farm for the amount of R62 million (City Manager department they are waiting for budget lift to be signed by City Manager) and remaining balance its for current invoices. The remaining balance it for the current invoices.
City of Johannesburg - Social Development	62 605	Majority of the balance relates to current year invoices, however there long outstanding debt from Yetta Nanthan which amounts to R3.9 million for repairs and maintenance's remaining balance it for the current invoices.
Johannesburg Property Company	1 234	The Balance relates to current invoices.
Pik it UP	3 159	The Balance relates to current invoices.
Total	1 062 269	

CHAPTER 6: INTERNAL & EXTERNAL AUDIT FINDINGS

SECTION 1: PROGRESS ON INTERNAL AUDIT PLAN

The Internal Audit progress to which this section of the report relates to is the work conducted in the period 01 January 2025 to 26 March 2025, including outstanding project from the previous quarter completed in this quarter this section of the report includes progress on the planned audit projects as well as special audit requests (if any) that were undertaken during this reporting period.

- a. There were two audits planned in the 2nd quarter and completed in this quarter.
- b. There were eight (8) planned audits for the period under review, two (2) are completed, six (6) is in progress and anticipated to completed 30 March 2025.
- c. Internal audit further received 11 section 116 report for review, the review of the reports is in progress and anticipated to be completed 30 March 2025.
- d. On overall, internal audit undertook thirteen (21) audits and of the 21 Audits undertaken four (19%) audits are completed, seventeen (81%) are in progress.

TABLE 49: PROGRESS ON THE PLANNED Q2 PROJECTS COMPLETED IN Q3

No.	Audit Description	Status	Progress Status	Overall control Environment
1.	HR processes	Completed	The project is completed and the report shared with management.	Requires improvement
2.	SMME development	Completed	The project is completed and the report shared with management.	Requires improvement

TABLE 50: PROGRESS ON THE PLANNED Q3 PROJECTS

No.	Audit Description	Status	Progress Status	Overall control Environment
1.	Q3: Follow-up on internal and external audit findings	Completed	Completed	Requires improvement

No.	Audit Description	Status	Progress Status	Overall internal audit opinion on the report	Overall control Environment
2.	Integrated Governance and Risk Management process	In progress	The project is currently at reporting stage		Requires improvement
3.	Financial Discipline Review	In progress	The project is currently at reporting stage		Requires improvement
4.	SCM review	In progress	The project is currently at reporting stage		Requires improvement
5.	2nd Quarterly Audit of performance information (AOPO)	Completed	The project is completed report has been shared with management.		Requires improvement
6.	HR Reward and Recognition (Including performance management review)	In progress	The project is currently at reporting stage.		Requires improvement
7.	Capital project management review	In progress	The project is currently at reporting stage.		Requires improvement
8.	Due diligence review	In progress	The project is currently at reporting stage.		Requires improvement.

Table 51: Progress on special audit request

No.	Audit Description	Status	Progress Status	Overall internal audit opinion on the report	Overall control Environment
1.	Naledi clinic	In progress	Under review	TBC	TBC
2.	Elias Motsoaledi Clinic	In progress	Under review	TBC	TBC
3.	Central Fire Station	In progress	Under review	TBC	TBC
4.	Upgrading of bulk stormwater ward 3	In progress	Under review	TBC	TBC
5.	BRT Stations integration – section 8 and 16	In progress	Under review	TBC	TBC
6.	Diepsloot PEU	In progress	Under review	TBC	TBC

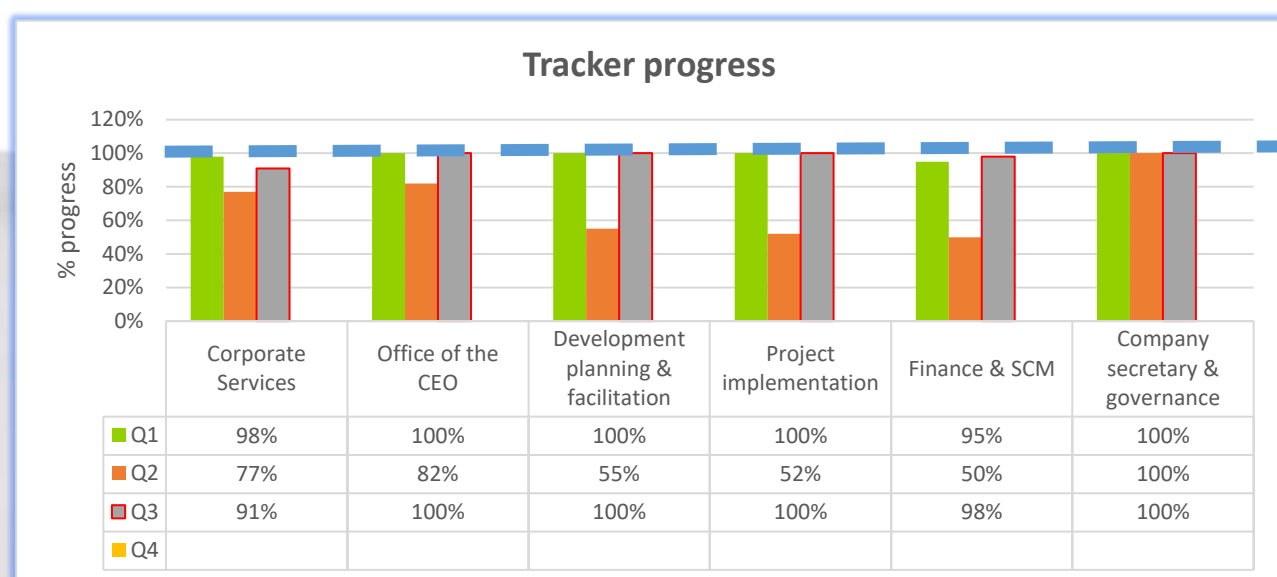
No.	Audit Description	Status	Progress Status	Overall internal audit opinion on the report	Overall control Environment
7.	Masingita Development Programme	In progress	Under review	TBC	TBC
8.	Orange farm Public Transport Facility	In progress	Under review	TBC	TBC
9.	Pfefeni NMT links to public transport facilities	In progress	Under review	TBC	TBC
10.	Bertrams multi-purpose center	In progress	Under review	TBC	TBC
11.	Construction of New Shelter for the Displaced People	In progress	Under review	TBC	TBC

SECTION 2: PROGRESS ON PROBITY AUDITS

This section of the report relates to probity audits conducted in the period 01 January 2025 to 26 March 2025; in this reporting period there were no requests for probity audits.

SECTION 3: PROGRESS ON RESOLUTION OF INTERNAL AUDIT FINDINGS

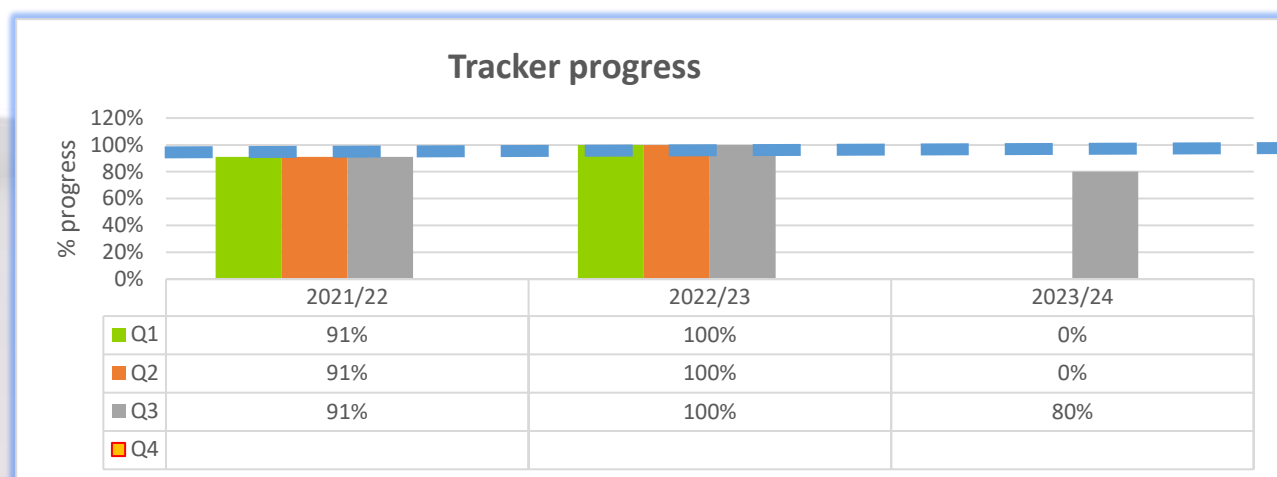
Internal Audit conducts follow-up reviews monthly on the status of unresolved findings and then provides these monthly reports on the status of unresolved findings to the Chairperson of the Operation Clean Audit (OPCA) Committee and the Group Risk Assurance Services for discussion with the City Manager. On a quarterly basis Internal Audit, presents these reports to the Audit and Risk Committee, which monitors the progress made by management on the implementation of recommendations and action plans.

GRAPH 1: RESOLUTION OF INTERNAL AUDIT FINDINGS**TABLE 52: RESOLUTION OF INTERNAL AUDIT FINDINGS**

Financial Period	Total Unresolved Findings	Total Resolved Findings	Total Findings
2021/22	1	62	63
2022/23	0	60	60
2023/24	2	71	73
Total number as of 26 March 2025	3	193	196
Percentage	2%	98%	100%

SECTION 4: PROGRESS ON RESOLUTION OF EXTERNAL AUDIT FINDINGS

On a quarterly basis, management reports to the Audit and Risk Committee on the progress made towards resolving audit findings raised by Internal Audit and the Auditor General. Internal Audit provides independent assurance to the Audit and Risk Committee on the progress made by management in resolving audit findings. In the 3rd quarter management made a progressive move in resolving Internal audit findings.

GRAPH 2: RESOLUTION OF EXTERNAL AUDIT FINDINGS**TABLE 53: RESOLUTION OF EXTERNAL AUDIT FINDINGS**

Financial Period	Total Unresolved Findings	Total Resolved Findings	Total Findings
2022/23	0	24	24
2023/24	2	29	31
Total number as of 26 March 2025	2	53	55
Percentage	4%	96%	100%

SECTION 5: STATE OF INTERNAL CONTROLS

Effective risk management and compliance with government regulations are driving the need for ongoing auditing. JDA is subjected to internal and external audits each year, thus making audit coordination and management vitally important by ensuring timeous implementation of corrective action to clear audit findings and strengthen risk management and compliance. Regular audits are essential to reduce the risk of non-compliance.

Internal controls refer to the policies, practices, and systems that the entity has put in place, to provide reasonable assurance that the organisation will achieve its objectives, prevent fraud and corruption from occurring, protect resources from waste, loss, theft, or misuse, and ensure that resources are used efficiently and effectively.

The JDA has a system of internal control to provide cost-effective assurance that the entity's goals will be economically, effectively, and efficiently achieved. In line with the MFMA, the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors, and the King Code Report on Corporate Governance, Internal Audit provided the Audit and Risk Committee and Management with quarterly internal audit reports in terms of its approved annual Internal Audit Plan.

From the Internal work done for 3rd quarter, we are not anticipating material deficiencies in the system of internal control for the reporting period. Based on the internal audit work done to date, the state of internal control is anticipated to be adequately documented and Ineffective.

The control adequacy of internal control is **partially adequate**, and the control effectiveness is **partially effective**, therefore the overall control environment is **Requires Improvement**.

ANNEXURES

ANNEXURE 1: ACRONYMS AND ABBREVIATIONS

ACRONYM	DEFINITION
ARP	Alexandra Renewal Programme
BBBEE	Broad-Based Black Economic Empowerment
BRT	Bus Rapid Transit
CAE	Chief Audit Executive
CBD	Central Business District
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CPC	Community Participation Consultant
COJ	City of Johannesburg
CSA	Capability support agents
EM	Executive Manager
EPWP	Expanded Public Works Programme
GDS	Growth and Development Strategy Joburg 2040
GMS	Growth Management Strategy
GRAP	Generally Recognized Accounting Practice
ICT	Information and communication technology
SCM	Supply Chain Management
IT	Information technology
King Code	King Report on Governance for South Africa and the King Code of Governance Principles
KPI	Key performance indicator
MFMA	Municipal Finance Management Act (2003)