

Q1 PERFORMANCE REPORT

2025/26

FINANCIAL YEAR



JOHANNESBURG DEVELOPMENT AGENCY (SOC) LIMITED OR JDA



JOHANNESBURG DEVELOPMENT AGENCY

COMPANY INFORMATION:

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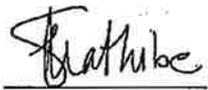
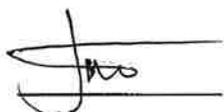
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Website : www.jda.org.za

Bankers : Standard Bank of SA Limited

Auditors : Auditor-General

APPROVAL

Mr. Sinovuyo Mphakama Name & Surname Chief Financial Officer	 Signature	Date of approval: <u>17 October 2025</u>
Mr Themba Mathibe Name & Surname Chief Executive Officer	 Signature	Date of approval: <u>17 October 2025</u>
Mr. Julius Maputla Name & Surname Chairperson of the Board	 Signature	Date of approval: <u>27 October 2025</u>
Ms. Eunice Mgcina Name & Surname MMC	 Signature	Date of approval: <u>28 October 2025</u>

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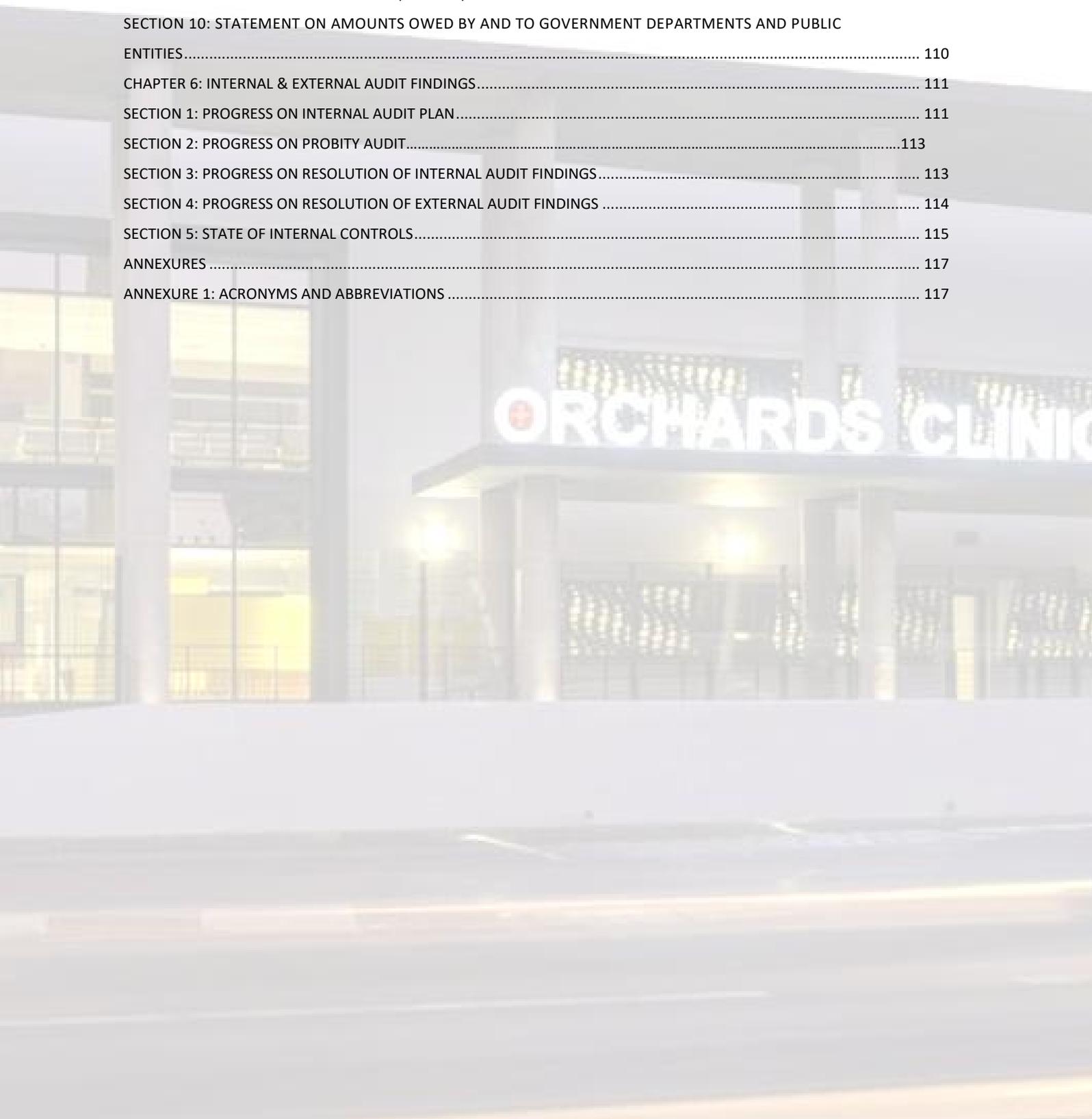
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CHAPTER 1: JDA LEADERSHIP AND CORPORATE PROFILE

SECTION 1: CHAIRPERSON'S FOREWORD

It is my privilege, on behalf of the Board of Directors, to present the Johannesburg Development Agency's (JDA) Quarter 1 Performance Report for the 2025/26 financial year. This report fulfils our legislative reporting obligations while also reflecting our commitment to transparency, accountability, and integrated value creation in the City of Johannesburg.

Delivering in a Challenging Economic Context

The first quarter unfolded against a backdrop of constrained municipal finances and broader macroeconomic pressures. These realities affected our ability to meet certain targets, including the 30-day invoice payment cycle where performance fell below the expected standard. Despite these constraints, the JDA achieved 61 percent of its planned targets with several key indicators surpassing expectations. Capital expenditure reached 16 percent of the annual budget compared to a 10 percent target, demonstrating resilience in project delivery in the face of systemic challenges.

Advancing Social and Developmental Outcomes

The JDA continues to prioritise inclusive growth through meaningful community participation and empowerment. During the quarter, 142 Expanded Public Works Programme work opportunities were created, which is three times the planned target. In addition, 10.56 percent of participants benefitted from on-site training compared to the set target of 2 percent. These outcomes highlight our role in contributing to livelihoods, skills development, and socio-economic resilience across Johannesburg's communities.

Our governance performance has also been noteworthy. A total of 89.88 percent of Internal Audit findings were resolved and 100 percent of Auditor-General findings were addressed. These results affirm the JDA's commitment to ethical governance and disciplined accountability, which remain fundamental to building public confidence and strengthening stakeholder trust.

Building for Environmental Sustainability and Institutional Resilience

Urban regeneration cannot be separated from sustainability imperatives. The JDA continues to align its programmes with the City's Spatial Development Framework 2040, promoting transit-oriented development and resilient urban nodes. At the institutional level, we are embedding digital tools such as the SAP project

management module and Microsoft Power BI to improve efficiency, enhance monitoring, and strengthen sustainability reporting.

Financial sustainability remains a pressing challenge. Late payments from client departments together with the escalating costs of sweeping account interest continue to erode operational capacity. The Board is committed to working with the shareholder, the City of Johannesburg, to co-develop a sustainable funding model that will balance financial prudence with the JDA's developmental mandate.

Looking Ahead

The year ahead will require resilience, innovation, and collaboration. Our focus is on consolidating the gains achieved in this quarter, addressing performance gaps, and continuing to create socio-economic and environmental value for the residents of Johannesburg. The JDA will persist in advancing its strategic objectives by regenerating urban spaces, catalysing investment, promoting empowerment, and embedding good governance while remaining steadfast in its mission to build a liveable, sustainable, and inclusive city.

On behalf of the Board, I extend my gratitude to the Executive Management team, the staff of the JDA, and all our stakeholders for their continued commitment to the Agency's vision. Together, we remain resolute in transforming Johannesburg into a resilient city that works for all.

Mr Julia Maputla
Board Chairperson

SECTION 2: CHIEF EXECUTIVE OFFICER'S REPORT

It is an enormous gratitude for me to present the 1st Quarter Performance Report for 2025/26 Financial Year. This Report is a tool for complying with legislative requirements, track progress against the targets that are set in the Business Plan Scorecard. Furthermore, it analyses the 1st quarter performance for 2025/26 financial year. During the quarter under review, JDA continued to experience the challenges that are largely due to the City's financial constraints. Consequently, this impacted negatively on the JDA's performance as the 100% target for the percentage of valid invoices paid within 30 days, could not be achieved, the entity paid 54% of the invoices within the set period.

Despite various challenges that the Entity has been confronted with, the JDA has recorded 94% of targets achieved, and 6% not achieved by end of Q1. Furthermore, there is excellence observed as there are numerous KPI's wherein the achieved performance far exceeds the set targets. Some of the highlights are as follows:

- Percentage of capital budget spent on JDA infrastructure budget (target is 15%, the actual is 16%).
- Number of Expanded Public Works programme (EPWP) work opportunities created (target is 50, the actual is 142).
- % of EPWP participants supported through skills development and training on-site programme (target is 2%, the actual is 10.56%).
- Percentage resolution of Internal Audit findings (target is 10%, the actual is 98,6%).
- Percentage resolution of AG findings (target is 75%, the actual is 100%).

We have made remarkable progress on the JDA's revenue processes, expanding the JDA mandate and enhancing business processes. JDA signed for the implementation of new projects for the Gauteng Department of Human Settlements. This is in addition to the work already being done for GGDA. Projects being implemented for external clients are progressing well and revenues being earned.

With regard to the Automation of Project Management, the JDA has purchased SAP project management module which will be utilized going forward, and the module will link to finance, project stages and records management system. We have already started using power BI on Microsoft for document management. Furthermore, we are working on an ICT optimisation project and preparing ourselves to go on e-procurement for RFQs.

As we have begun the new financial year 2025/26 and also concluded the 1st Quarter, it remains Management's priority for the Entity for perform and comply.

Mr Themba Mathibe

Chief Executive Officer

SECTION 3: CHIEF FINANCIAL OFFICER’S REPORT

The JDA has always been a unique organization 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 must be just as nimble in order for us to remain financially sustainable.

For the quarter ended 30 September 2025 the JDA earned total revenue of R34.4 million (2024/25: R26.9 million) and incurred total expenditure of R51.4 million (2024/25: R43 million) which resulted in an overall deficit of R17 million (2024/25: Deficit of R16 million).

Total revenue was R34.4 million year to date (2024/25: R26.9 million) against a budget of R37 million (2024/25: R 34 million). As the development management fees are based as a percentage of the capital project spend, the overall fluctuations in the capital expenditure have an impact on the management fees.

Actual operating expenses is R51.4 million (2024/25: R43 million) for the year to date against a budget of R37 million (2024/25: R34 million). Included in the operating costs is interest charged on the sweeping account of R21 million. The JDAs current funding model is not effective and is required to be reviewed at least within this financial year. The current arrangement of paying of contractual suppliers and then the impact of late payments by the client departments continues to put substantial financial pressure on the JDA and contributes to at least all of the overall deficit. Without a more permanent solution around this process, the interest charged will continue to place enormous pressure on the operations of the JDA

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

TABLE 1: ACTUAL OPERATIONAL BUDGET

	Actual Prior year 30 September 2024	Actual R'000	Budget R'000	Variance R'000	% of actual against budget
Revenue	R26 995	R34 402	R37 381	(R2 979)	92%
Operating costs (before interest)	(R28 249)	(R29 922)	(R35 295)	(R5 373)	85%
Interest expense	(R15 332)	(R21 497)	(R2 086)	R19 412	1,030%
Total operating costs	(R43 581)	(R51 419)	(R37 381)	(R14 039)	137%
Surplus/ (Deficit)	(R16 586)	(R17 017)		(R17 018)	

Actual capital expenditure for the first quarter ended 30 September 2025 was R187 million (2024/25: R100 million) against an annual budget of R1 billion (2024/25: R1 billion). This represents 16% (2023/24:

10%) of the overall annual budget. There are still various factors that continue to affect projects including poor contractor performance, however, the performance for the first quarter is aligned to the target.

The organization’s total liabilities exceeded the total Assets. The total net assets at 30 September 2025 were negative R158.8 million (2024/25: R58.3 million).

The table below reflects the financial performance ratio of the organization for the quarter ended 30 September 2025.

TABLE 2: FINANCIAL RATIOS

Key Performance Area	-	Actual 30 September 2024	Actual 30 September 2025
Current ratio	Above 1: 1,5	0.93:1.5	0.89:1.5
Solvency ratio	Above 2: 1	0.95:1	0.91:1
Salaries to expenditure ratio	Below 60%	54%	53%
Revenue	R34 Million	26.9million	34.4 million
Expenditure (including taxation)	R34 million	R43.5 million	R51.4 million
Surplus / (Deficit)	R nil	(R16.5 million)	(R17 million)
Total net assets	R47.4 million	(58.3 million)	(R158.8 million)
Capital expenditure	15%	10%	16%

Included in the above table, are the period specific prior year comparisons to further evaluate the performance.

The liquidity is slightly lower when compared to last year quarter and solvency ratio was below when you compared to last year and still below the industry norm.

The remuneration ratio is below to the norm which is mainly because of a lower employee cost numerator and the higher overall expenditure value as the denominator. The ratio is based on employee costs of R27.7 million over total expenditure of R51.4 million, which results in 53% of the expenditure.

Mr. Sinovuyo Mpakama
Chief Financial Officer

SECTION 4: CORPORATE PROFILE AND OVERVIEW

Johannesburg Development Agency (JDA): Strategic Overview

Established in 2002, the Johannesburg Development Agency (JDA) is a municipal entity of the City of Johannesburg Metropolitan Municipality. Mandated through its Memorandum of Incorporation, the JDA's core purpose is to promote socio-economic development by facilitating the creation of sustainable, efficient, and inclusive spatial environments. The agency is specifically tasked with regenerating decaying urban areas, thereby enhancing their contribution to the City's economic growth and improving the quality of life for residents.

Operating on behalf of the City, the JDA is responsible for the conceptualisation, design, facilitation, and implementation of targeted capital and non-capital projects and programmes that contribute to urban renewal and strategic area development.

Strategic and Policy Alignment

Since its inception, the role of the JDA has evolved in response to the City's shifting developmental priorities. The agency's work is firmly guided by a suite of national, provincial, and municipal development frameworks, including:

- The National Development Plan (NDP)
- Gauteng Vision 2055
- The Growth and Development Strategy (GDS) 2040
- The Integrated Development Plan (IDP)
- The Spatial Development Framework (SDF)

The JDA's strategic direction is strongly aligned with the GDS 2040's key principles of resilience, liveability, and sustainability, underpinned by the understanding that a resilient city must be adaptive and robust in addressing complex and unforeseen challenges.

Evolution of Focus and Development Approach

Over the past two decades, the JDA has progressively shifted its developmental focus. Initially centred on achieving triple-bottom-line outcomes—economic, social, and environmental—within the inner city and marginalized communities, the agency now places greater emphasis on creating resilient, sustainable, and liveable urban areas, particularly within transit-oriented nodes and strategic development corridors.

Central to the JDA's implementation model is its precinct-based development approach, which entails working collaboratively with local stakeholders to identify and respond to area-specific challenges and opportunities. These developments are supported by comprehensive development facilitation functions, both in the pre-

development and post-development phases, to maximise the socio-economic impact and ensure the long-term sustainability of capital investments

Organisational Growth and Impact

In its 21 years of operation, the JDA has implemented over 600 projects across all seven administrative regions of the City of Johannesburg. In the last five years alone, the agency has experienced significant organisational and financial growth:

- Staff complement has increased by nearly 100%, from 50 to 96 employees.
- Capital expenditure (Capex) allocation has grown to over R5 billion, reflecting an expanded mandate and increased project delivery capacity.

This growth underscores the JDA's critical role in shaping Johannesburg's urban landscape and its continued contribution to driving inclusive urban development across the city.

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**

Further political oversight is provided by the City of Johannesburg's Section 79 Portfolio Committee on Development Planning, which monitors the JDA's performance and ensures alignment with the City's development priorities. In addition, the agency forms part of the Economic Growth Mayoral Cluster Committee, a strategic forum that promotes integration and coordination among departments and entities responsible for spatial transformation and economic growth within the City.

From a corporate governance perspective, the JDA is overseen by a Board of Directors, which holds fiduciary responsibility for the organisation and is accountable for both strategic direction and operational oversight. The JDA's executive management reports to the Board and is responsible for the execution of its mandate in compliance with relevant legislative, regulatory, and policy frameworks. The Group Governance Unit of the City of Johannesburg provides additional support in areas such as governance compliance, risk management, and financial sustainability. In delivering its mandate, the JDA maintains close coordination with the Department of Development Planning on area-based development and catalytic urban interventions. The agency also actively engages with client departments across the City to support the design and construction of infrastructure assets, ensuring integrated service delivery and sustainable urban development.

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.

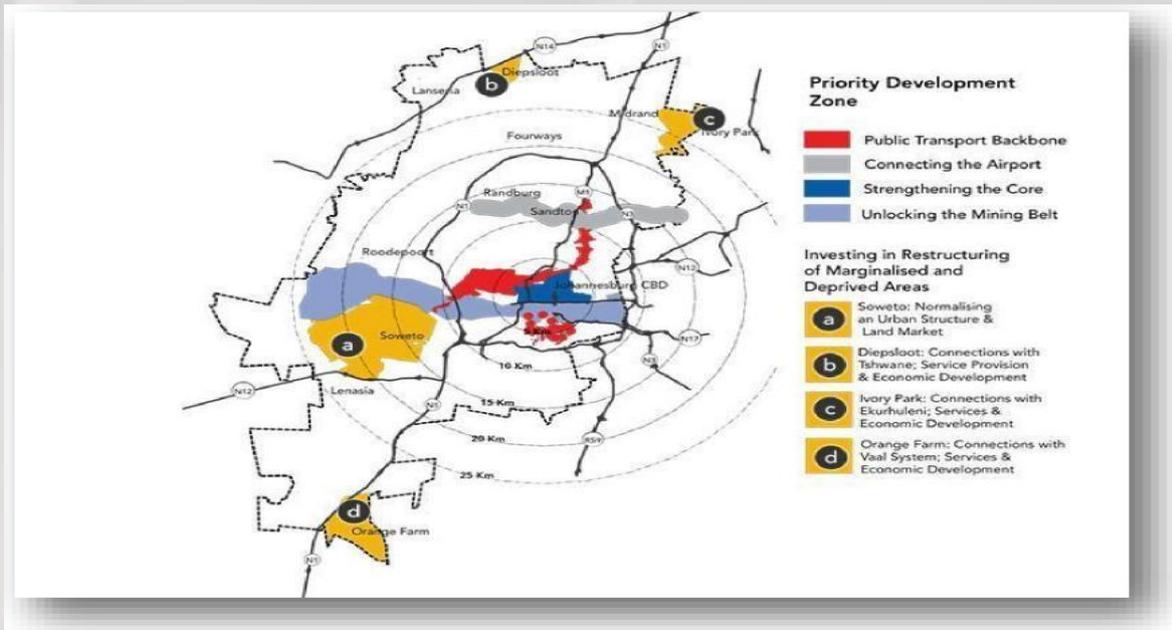


FIGURE 2: SDF 2040 PRIORITY ZONES

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).	Programme 1: Strategic Economic Node Delivery Programme.
Unlocking Soweto	Greater Soweto (including Lenasia, Eldorado Park, Nancefield)	Programme 2: Accelerated Infrastructure Delivery Programme.
Consolidating public transport backbone	The Transit-Oriented Development Corridors: Empire-Perth Corridor and Louis Botha Corridor.	Programme 3: Economic Empowerment Programme.
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
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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:

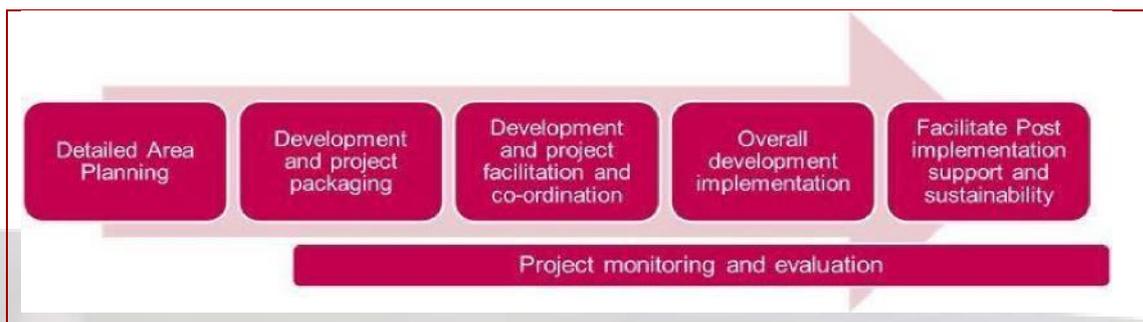


FIGURE 3: DEVELOPMENT PROCESS / LIFECYCLE

SECTION 6: SALIENT FEATURES

Performance Summary

- JDA has managed to spend only 16.47% of its allocated Capital budget in the first quarters of the financial year against the target of 10%.
- A total of 142 EPWP work opportunities were reported as at end of the 1st Quarter.

TABLE 4: OPERATING BUDGET MANAGEMENT

	Actual Prior year 30 September 2024	Actual R'000	Budget R'000	Variance R'000	% of actual against budget
Revenue	R26 995	R34 402	R37 381	(R2 979)	92%
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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 2025/26 FY	1134 881 409	271 905 848	186 951 442	10%	16.47%
Total	1134 881 409	271 905 848	186 951 442	10%	16.47%

CHAPTER 2: CORPORATE GOVERNANCE

SECTION 1: CORPORATE GOVERNANCE STATEMENT

Governance as a Driver of Sustainable Value

1. Governance and Value Creation

At the Johannesburg Development Agency (JDA), strong governance is the cornerstone of creating and sustaining value for the City of Johannesburg and its communities. It ensures that the organisation fulfils its mandate with integrity, promotes accountability in the use of public resources, drives the achievement of sustainable development goals, and builds public trust. The Board recognises that effective governance is vital in balancing competing priorities, aligning immediate objectives with long-term developmental aspirations, and safeguarding the interests of all stakeholders.

2. Governance Architecture

The JDA functions within a governance framework shaped by legislative, regulatory, and best-practice requirements, including:

- The Municipal Finance Management Act (MFMA);
- The Municipal Systems Act, with specific reference to Section 93L on the Code of Conduct for Directors;
- The Companies Act;
- The City of Johannesburg's Corporate Governance Framework and Protocol; and

- The King IV Report on Corporate Governance, applied where appropriate.

This framework is embedded across the organisation's structures and operations, reinforcing transparency, accountability, and sound stewardship.

3. Board Leadership and Ethical Governance

Since its establishment in 2001, the Johannesburg Development Agency has been governed by a Board that consistently upholds the highest standards of accountability, fairness, responsibility, and transparency. The Board exercises ethical leadership and provides strategic guidance that safeguards the interests of the City of Johannesburg and its citizens. Ethical governance is firmly embedded in the Board's ethos and conduct, underpinning its fiduciary duties, oversight responsibilities, and decision-making processes. In so doing, the Board enables the JDA to advance its mandate of sustainable urban development while maintaining disciplined adherence to established risk governance parameters.

4. Board Oversight and Accountability

The Board ensures full compliance with statutory obligations while also taking into account applicable non-binding governance codes and standards. Oversight of internal controls, risk management, and compliance is effected through its sub-committees, most notably the Audit and Risk Committee (ARC). The Company Secretary is responsible for certifying statutory compliance, including the submission of returns to the Registrar of Companies in accordance with Section 268(d) of the Companies Act. Complementing this role, the Risk and Compliance Unit undertakes quarterly compliance assessments, the results of which are tabled before the ARC to strengthen assurance and reinforce governance oversight.

5. Stakeholder Engagement and Participatory Governance

Legislative Compliance

In line with its public service mandate, the JDA prioritises stakeholder engagement and community participation, consistent with the provisions of the Municipal Systems Act, 2000 (Sections 16–17), which require municipalities and their entities to foster a culture of participatory governance. These processes are facilitated through City-coordinated structures, ensuring that the Agency's strategies and projects remain responsive to the priorities and needs of local communities.

Governance Alignment

The JDA's approach to stakeholder engagement is also informed by King IV's Principle 16, which emphasises proactive stakeholder relationships as a foundation for sustainable value creation. By

integrating statutory requirements with governance best practice, the Agency strengthens accountability, responsiveness, and transparency in the fulfilment of its developmental mandate.

Practical Implementation

Community participation is embedded within the JDA's area-based planning framework through structured engagement activities, including public forums, stakeholder consultations, and community-initiated precinct planning. In addition, the Agency partners with ward councillors, ward committees, and residents' associations to facilitate inclusive dialogue and collaborative decision-making, thereby ensuring that development outcomes are participatory and community-driven.

Through this integrated framework, the JDA ensures that urban development initiatives are not only compliant with legislative and governance requirements but also meaningfully informed by the voices and aspirations of the communities it serves.

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

The JDA integrates Environmental, Social, and Governance (ESG) considerations into both its strategic priorities and operational decision-making. The Board and management recognise that embedding ESG principles is essential to advancing resilient, sustainable, and inclusive urban environments. This approach is consistent with King IV's emphasis on the "triple context"—the interdependence of the economy, society, and the natural environment—as a foundation for sustainable value creation.

- **Environmental:** Proactively addressing climate-related risks, enhancing energy efficiency, promoting water conservation, and implementing measures to mitigate pollution and reduce waste.
- **Social:** Promoting employment equity, safeguarding occupational health and safety, respecting human rights, advancing B-BBEE objectives, and contributing to community development.
- **Governance:** Strengthening anti-corruption measures, ensuring compliance with applicable legislation and regulations, enhancing Board effectiveness, fostering stakeholder inclusivity, and maintaining transparent disclosure practices.

By embedding ESG practices in line with both legislative requirements and best-practice governance standards, the JDA ensures that its infrastructure investments deliver enduring socio-economic and environmental value for the City of Johannesburg and its communities.

7. Commitment to Governance Excellence

The Board remains steadfast in its commitment to continuously strengthening governance practices. Regular evaluations are undertaken to enhance internal control frameworks, align systems and processes with evolving governance developments, and reinforce the principles of ethical leadership. In pursuit of best practice, the JDA continues to work towards full alignment with the recommendations of King IV, thereby entrenching governance as a foundational pillar for the sustainable delivery of value to the City of Johannesburg and its stakeholders.

Looking ahead, the Board will continue to prioritise governance innovation, ensuring that oversight practices remain adaptive and responsive to emerging risks, opportunities, and the evolving expectations of stakeholders.

8. Composition of the Board and Governance Framework

Composition and Structure

The Johannesburg Development Agency's Board of Directors is constituted in line with its Memorandum of Incorporation (MOI) and the Group Governance Policy. Directors are appointed at the Annual General Meeting (AGM), with selection based on qualifications, expertise, and professional experience necessary to provide strategic leadership and effective oversight. The JDA operates under a unitary Board structure, comprising both executive and non-executive directors, with a balanced mix of skills spanning finance, law, business management, human resources, marketing, construction, and urban development.

Accountability Framework

The Board is accountable to the City of Johannesburg, the JDA's sole shareholder, and ultimately to the residents of the City. This accountability is anchored in a formal Shareholder Compact and a Service Delivery Agreement, in compliance with the Municipal Systems Act. Through these instruments, the JDA submits regular performance and service delivery reports to the City, ensuring transparency, alignment with governance expectations, and responsiveness to stakeholder needs.

Independent Oversight

Independent oversight is strengthened through the role of non-executive directors, whose independence of judgement enhances the quality of Board deliberations and decision-making. A clear division of responsibilities between the Chairperson and the Chief Executive Officer (CEO) ensures effective governance and strategic oversight. Directors have unrestricted access to the Company Secretary for governance support and may, where necessary, seek independent professional advice to inform their duties.

Board Evaluations and Leadership

To foster continuous improvement, the Board and its committees are subject to annual performance evaluations that assess effectiveness, leadership, and governance practices. These evaluations support the Board's commitment to accountability, ethical leadership, and the progressive strengthening of governance systems.

Current Composition

As of 31 July 2024, following the AGM, the Board was constituted of independent, diverse, and experienced professionals. Collectively, the directors provide ethical leadership and strategic guidance, enabling the JDA to deliver on its mandate of advancing sustainable, infrastructure-led urban development that responds to the needs of Johannesburg's communities and stakeholders.

Board Members as at 31 July 2024:

- **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

Enhancement of Executive Leadership Capacity

In order to strengthen strategic execution and drive operational excellence, two critical executive appointments were effected during 2024:

- **Mr. Themba Mathibe** was appointed **Chief Executive Officer**, effective **1 June 2024**. He brings to the JDA extensive expertise in infrastructure development and public sector transformation.
- **Mr. Sinovuyo Mpakama** assumed the role of **Chief Financial Officer** on **1 January 2024**, reinforcing the Agency's financial governance, accountability systems, and optimisation of resources.

These appointments have significantly bolstered the JDA's executive leadership capacity, thereby enhancing organisational performance and supporting the delivery of sustainable value creation.

Audit and Risk Oversight

As at **31 July 2024**, the independent members of the **Audit and Risk Committee (ARC)** were:

- **Ms. Winie Nozuko Yawa** – Independent Member
- **Ms. Ellen Rakodi** – Independent Member (*resigned 15 April 2025*)
- **Mr. Dalton Radimetja Ramaoma** – Independent Member (*resigned 26 August 2025*)
- **Mr. Oupa Madala Galane** – Independent Member (*resigned 2 April 2025*)

The JDA's governance framework, through the ARC and other oversight structures, is designed to entrench transparency, reinforce accountability, build stakeholder confidence, and advance the Agency's developmental mandate in a sustainable manner.

TABLE 6: BOARD COMPOSITION

Board member	Capacity: Executive/ Non-Executive	Race	Gender	Age	Knowledge/Skill	Experience	Board Committee Membership
Mr. Julias Maputla	Chairperson (Non-executive)	Black	Male	48	LLB degree Public administration certificate (Unisa) Advanced Community development theories certificate (WITS-NFQ7)	10 Years' experience in community development	Development and Investment Committee
Ms. Daliwe Oliphant	Non-executive	Black	Female	50	Master's Business Leadership Post Graduate Diploma in Management Bachelor of Science in Chemistry	18 years' experience in banking, retail, and the public sector.	Audit and Risk Committee (Chair)
Ms. Morwesi Ramonyai	Non-executive	Black	Female	44	Executive MBA Bachelor of Commerce Higher diploma in computer auditing	Business Management Risk Management Climate Advisor Professional sustainability practitioner, a renewable energy project developer, experienced in sustainability reporting, social impact, and corporate governance.	Audit and Risk Committee and Development & Investment Committee

Board member	Capacity: Executive/ Non-Executive	Race	Gender	Age	Knowledge/Skill	Experience	Board Committee Membership
Mr. Mongezi Ntanga	Non-executive	Black	Male	51	BProc HDip Tax Law Post Grad Dip: Drafting & Interpretation of Contract Master of Laws	Legal Practicing as an attorney with more than twenty years of post-admission experience. Practiced as a civil litigation and commercial attorney, company secretary, and have experience in corporate governance. Served as a company secretary. and, as director if a few entities, including Trusts and Johannesburg Social Housing Company	Social &Ethics, Human Resources and Remuneration Committee
Ms. Ella Veyi	Non-executive	Black	Female	71	Bachelor of arts in nursing science	Health practitioner and community-based activist, and operated as a senior manager for more than 20 years.	Social Ethics, Human Resources, and Remuneration Committee

Board member	Capacity: Executive/ Non-Executive	Race	Gender	Age	Knowledge/Skill	Experience	Board Committee Membership
Ms. Mally Mokoena	Non-executive	Black	Female	74	Bachelor of Arts BA Honors in Labour Relations	Human Resources 26 Years Service as a City of Johannesburg Councillor and served as Member of the Mayoral Committee in three departments: Development Planning & Transport, Group Corporate and Shared Services, as well as Public Safety.	Social & Ethics, Human Resources and Remuneration Committee (Chair)
Mr. Thabo Sibeko	Non-executive	Black	Male	46	Diploma Operations	Operations	Audit and Risk Committee

Board member	Capacity: Executive/ Non-Executive	Race	Gender	Age	Knowledge/Skill	Experience	Board Committee Membership
Mr. Vukile Hlongwa	Non-executive	Black	Male	43	Chartered Global Management Accountant (CGMA, ACMA) CIMA Advanced Diploma, Management Accounting Post Graduate Diploma in Higher Education, Education Management Certificate, Broad Based Black Economic Empowerment, Management Development Programme Professional Accountant, Accounting CIMA Diploma, Management Accounting Bachelor of Commerce, Management Accounting	Leadership, Interpersonal, and Presentation People Management planning, organising, and controlling. Communication and collaboration Problem-solving Negotiation. Strategic mindset Analytical/business intelligence aptitude Risk assessment Ethical sound	Audit and Risk Committee

Board member	Capacity: Executive/ Non-Executive	Race	Gender	Age	Knowledge/Skill	Experience	Board Committee Membership
Mr. Siyabonga Masiza	Non-executive	Black	Male	44	Post Graduate Diploma: Public Administration. (NQF Level 8)	<p>Commerce</p> <p>Governance Officer Council secretary of committees with extensive experience in overseeing and monitoring the development and implementation of strategies and models that are integrated with the organisation's strategic goals.</p> <p>Well-versed in overseeing the formulation of Strategic Planning, Risk management strategies, monitoring, and evaluation tools.</p>	Social & Ethics, Human Resources, & Remuneration Committee

Board member	Capacity: Executive/ Non-Executive	Race	Gender	Age	Knowledge/Skill	Experience	Board Committee Membership
Mr. Boitumelo Molelekeng	Non-executive	Black	Male	37	Master of Business Administration Master of commerce in marketing management B.Com honours in entrepreneurship and marketing.	More than 10 years' experience in the banking sector	Development and Investment Committee
Tshepo Nawane	Non-executive	Black	Male	46	LLB Bachelor of Art	More than 10 years' experience in the banking sector	Development and Investment Committee (Chair) & Audit and Risk Committee

Board Skills and Expertise

The JDA Board is constituted of individuals with a wide-ranging and complementary mix of skills, knowledge, and professional experience, which collectively enhance its capacity to fulfil the Agency's developmental mandate. Directors bring expertise across key disciplines, including accounting, finance, law, business management, human resources, labour relations, marketing, construction, and development planning. This diversity of expertise strengthens the Board's ability to guide strategic direction, address complex challenges, and contribute to sustainable, long-term value creation.

Oversight and Accountability

The Board convenes regularly and exercises comprehensive oversight over the Agency’s operations. A structured framework for reporting and accountability enables directors to monitor the implementation of strategic programmes by the executive team, ensuring that organisational performance remains aligned with the JDA’s mandate and strategic priorities. This oversight role reflects King IV Principle 7, which emphasises appropriate governance structures and delegation to support effective control and accountability.

Strategic and Governance Role

In discharging its responsibilities, the Board not only determines the strategic trajectory of the JDA but also evaluates organisational performance to ensure that value is delivered to the City of Johannesburg and its stakeholders. To reinforce sound governance, all Board Committees are chaired by non-executive directors, whose independence enhances the objectivity and integrity of oversight. This practice aligns with King IV Principle 10, which underscores the importance of ongoing performance evaluation to strengthen governance effectiveness and stakeholder trust.

1.2. Board Committees

Board Meeting Attendance

The Board and its Committees operate under the Group Governance Policy issued by the shareholder, which defines the roles, responsibilities, and operating parameters applicable to the Boards of all City entities. These requirements are further detailed in the respective Board Charters. In line with the policy, the Board must convene at least four scheduled meetings each financial year, with additional special meetings called only where duly justified. The table below reflects the attendance record for meetings held during the first quarter.

TABLE 7: BOARD AND BOARD COMMITTEE MEETINGS & ATTENDANCE FOR 01 JULY 2024 TO 30 SEPTEMBER 2025

Name	Board Meetings = Total of 3 Meetings	Audit & Risk Committee= Total of 2 Meetings	Social & Ethics/ HR & Remuneration Committee = Total Of 1	Development Committee = Total of 1
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	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)	3	3	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1	1	0	0
Daliwe Oliphant	3	3	0	0	2	2	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	NA
Mally Mokoena	3	3	0	0	N/A	N/A	N/A	N/A	1	1	0	0	N/A	N/A	N/A	N/A
Mongezi Ntanga	3	3	2	0	N/A	N/A	N/A	N/A	1	1	1	0	N/A	N/A	N/A	N/A
Morwesi Ramonyai	3	3	0	0	2	2	N/A	N/A	N/A	N/A	N/A	N/A	1	1	0	0
Vukile Hlongwa	3	3	0	0	2	2	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Siyabonga Masiza	3	1	2	0	N/A	N/A	N/A	N/A	1	1	1	0	N/A	N/A	N/A	N/A
Tshepo Nawane	3	3	0	0	2	2	0	0	N/A	N/A	N/A	N/A	1	1	0	0
Boitumelo Molelekeng	3	3	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1	1	0	0
Ella Veyi	3	3	0	0	N/A	N/A	N/A	N/A	1	1	0	0	N/A	N/A	N/A	N/A
Thabo Sibeko	3	3	0	0	2	2	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	2	0	2	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Dalton Radimetja Ramaoma (IAC) <i>Resigned 26 August 2025</i>	N/A	N/A	N/A	N/A	2	1	1	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Oupa Madala Galane (IAC) <i>Resigned 02 April 2025</i>	N/A	N/A	N/A	N/A												
Ellen Rakodi (IAC) <i>Resigned 15 April 2025</i>	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 30 SEPTEMBER 2025

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 <p>Independent Committee Members</p> <ul style="list-style-type: none"> • Nozuko Yawa • Ellen Rakodi (Resigned on 15 April 2025) • Dalton Ramaoma (Resigned on 26 August 2025) • Oupa Galane (Resigned on 2 April 2025) 	<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 sustainably conducts its business, having regard for the</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> <p>The remuneration of the Chairperson, the non-executive directors and independent audit committee members is determined by the City of Johannesburg.</p>

Composition	Mandate and Quarterly Activities
<p>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 	
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>

Duties of the Board

The Board retains full and effective control over the organization and monitors the implementation of the JDA’s strategic objectives. It sets the entity’s strategic direction and monitors overall performance.

The duties of the Board include:

- Providing effective, transparent, accountable, and coherent oversight of the JDA’s affairs.
- Ensuring that the JDA complies with all applicable legislation, the service delivery agreement and the various shareholder policy directives issued by the City of Johannesburg from time to time.
- Dealing with the COJ in good faith and communicating openly and promptly on all pertinent matters requiring the attention of its shareholder.
- Determining and developing strategies that set out the organization’s purpose and values in accordance with the shareholder mandate and strategic documents such as the integrated development plan.
- Reviewing and approving financial objectives, including significant capital allocations and expenditure as determined by the COJ.
- Considering and ensuring that the entity’s size, diversity, and skills are sufficient to achieve its strategic objectives.

Board charter

The Board of Directors has included the City of Johannesburg's corporate governance protocol in its charter, which governs its relationship with the City of Johannesburg as its sole member and parent municipality, promoting good corporate governance and ethical practices. This protocol is based on the principles outlined in the King Code. The charter details the Board's composition and its powers.

1.3. Directors And Prescribed Officers Remuneration

The JDA remunerates non-executive directors and independent audit committee members according to a policy and in amounts set periodically by the City of Johannesburg Metropolitan Municipality, acting as the sole shareholder of the JDA. This arrangement was reaffirmed by a special resolution at the Annual General Meeting. Non-executive directors and independent audit committee members receive payment for each meeting attended. Executive directors and prescribed officers are employees of the JDA and do not receive any additional compensation related to their positions. The table below shows the gross amounts or total costs incurred by the JDA for the fees of executive directors, non-executive directors, and independent audit committee members.

1.4 Governance Oversight and Remuneration

Board's Role in Driving Value Creation

The Johannesburg Development Agency (JDA) Board plays a pivotal role in advancing the organisation's mandate of promoting sustainable, inclusive, and infrastructure-led urban development within the City of Johannesburg. Through ethical leadership and strategic oversight, the Board ensures that the Agency's operations are aligned with the shareholder's expectations while remaining responsive to the needs of stakeholders and communities.

Responsibility	Contribution to Value Creation
Oversight and Accountability	Promotes ethical, transparent, and responsible conduct in the public interest.
Legislative Compliance	Ensures full adherence to applicable legislation, the Service Delivery Agreement, and policies issued by the shareholder.
Shareholder Engagement	Facilitates open, constructive, and ongoing engagement with the City of Johannesburg on all material and strategic matters.

Responsibility	Contribution to Value Creation
Strategic Direction	Defines the organisation’s purpose, values, and strategic intent, guided by the Integrated Development Plan (IDP) and shareholder mandates.
Financial Oversight	Reviews and approves financial targets, capital allocations, and major expenditure in line with shareholder directives.
Board Effectiveness	Ensures the Board maintains the skills, expertise, and diversity necessary to discharge its governance responsibilities effectively.

Through these responsibilities, the Board reinforces governance as a cornerstone of sustainable value creation, ensuring that the JDA consistently delivers on its mandate in a manner that is accountable, transparent, and aligned with the long-term interests of the City of Johannesburg and its stakeholders.

Governance Framework and Board Charter

Purpose of the Charter

The Board operates in terms of a formal Charter, which sets out its powers, roles, and responsibilities. The Charter also establishes the Board’s accountability to the City of Johannesburg, as sole shareholder, and promotes ethical, transparent, and accountable governance throughout the organisation.

Alignment with Governance Codes

The Charter incorporates the City of Johannesburg’s Corporate Governance Protocol and is guided by the principles of the King Code of Corporate Governance. In alignment with King IV Principle 1, the Charter reinforces the Board’s responsibility to provide ethical and effective leadership as the foundation of good governance. Furthermore, consistent with King IV Principle 6, the Charter defines the governing body’s primary role and responsibilities, ensuring clarity of mandate, accountability, and effective oversight.

Review and Continuous Improvement

The Charter is reviewed periodically to ensure continued alignment with legislative requirements, evolving governance standards, and recognised best practice. This process reinforces the Board’s commitment to governance excellence and the continuous strengthening of oversight structures.

Remuneration Oversight

The remuneration of non-executive directors and independent members of the Audit and Risk Committee (ARC) is governed by a policy approved by the shareholder. Remuneration levels are determined by the City of Johannesburg and are reviewed periodically to ensure consistency with shareholder directives and prevailing market benchmarks. Compensation is attendance-based and payable for participation in scheduled meetings, in accordance with a special resolution adopted at the Annual General Meeting (AGM).

Executive directors and prescribed officers are remunerated solely in terms of the JDA’s internal employee remuneration framework and do not receive additional fees for participation in Board or Committee activities. This approach is consistent with King IV Principle 14, which emphasises fair, responsible, and transparent remuneration practices that support long-term value creation and safeguard stakeholder confidence.

A summary of the total Board and Committee fees incurred during the reporting period is presented in the table below.



TABLE 9: EXECUTIVE DIRECTORS, SENIOR MANAGEMENT AND NON-EXECUTIVE DIRECTORS & INDEPENDENT AUDIT COMMITTEE MEMBERS REMUNERATION AND ALLOWANCES AS AT 30 SEPTEMBER 2025

Name	Designation	Salary/Board Fees	Pension	Acting allowance	Bonus/Board Retention Fees	Travel allowance	Non-Pensionable Gratuity	Total
Executive Directors & Senior Management -								
T Mathibe	CEO	R 665 955.83	R 103 180.70	R 0	R 0	R20 000.00		R 789 136.53
S Mpakama	CFO	R 499 813.20	R 77 438.88	R 0	R 0	R 0		R 577 252.08
T Msane	Company Secretary	R 396 058.83	R 61 363.80	R 0	R 0	R 0		R 457 422.63
O Nkoane	EM: Development Planning and Facilitation	R 520 556.85	R 58 217.46	R 0	R 0	R 0		R 578 774.31
M Mazibuko	EM: Corporate Services	R 481 796.24	R 74 647.43	R 0	R 0	R20 000.00		R 576 443.67
T Maota	Chief Audit Executive	R 451 519.59	R 69 956.85	R 0	R 0	R 0		R 521 476.44
Sub-Total		R 3 015 700.53	R 444 805.12	R 0.00	R 0.00	R 40 000.00		R 3 500 505.65
Non-Executive Directors & Independent Audit Committee Members								
1 July 2024 to 30 June 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)	R68 160	N/A	N/A	N/A	N/A	N/A	R68 160
Ms Mally Mokoena	Board Member (SEHR Chair)	R43 080	N/A	N/A	N/A	N/A	N/A	R43 080
Mr Mongezi Ntanga	Board Member	R41 080	N/A	N/A	N/A	N/A	N/A	R41 080
Ms Morwesi Ramonyai	Board Member	R57 440	N/A	N/A	N/A	N/A	N/A	R57 440
Mr Vukile Hlongwa	Board Member	R41 080	N/A	N/A	N/A	N/A	N/A	R41 080

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 Tshupo Nawane	Board Member	R59 440	N/A	N/A	N/A	N/A	N/A	R59 440
Mr Boitumelo Molelekeng	Board Member	R41 080	N/A	NA	N/A	N/A	N/A	R41 080
Mr Thabo Sibeko	Board Member	R49 440	N/A	N/A	N/A	N/A	N/A	R49 440
Ms Ella Veyi	Board Member	R41 080	N/A	N/A	N/A	N/A	N/A	R41 080
Ms Ellen Rakodi	Independent Audit & Risk member	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ms Nozuko Yawa	Independent Audit & Risk member	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Mr Dalton Ramaoma	Independent Audit & Risk member	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Mr Oupa Galane	Independent Audit & Risk member	NN/A	N/A	N/A	N/A	N/A	N/A	N/A
Sub total				R 0.00	R 0.00	R 0.00		
				R 0.00	R 0.00	R 0.00		

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

Loans and advances

In accordance with the provisions of the MFMA, the JDA has a strict policy in place that prohibits it from providing loans or advances to directors and employees; therefore, no loans or advances were made during the period under review. The agency did not provide loans to any organisation or person outside of or in the employ of the JDA.

1.4. Company Secretarial Function

The Company Secretary has a key role to play in ensuring that Board procedures are followed and regularly reviewed. The Chairperson and the Board consult with the Company Secretary for guidance on Board responsibilities, under the rules and regulations as well as how these responsibilities should be discharged. All Directors have access to the advice and services of the Company Secretary and recognise that the Chairperson is entitled to support from the Company Secretary in ensuring the effective functioning of the Board. The Board has empowered the Company Secretary with the responsibility of advising the Board, through the chairperson, on all governance matters, including the duties set out in section 88 of the Companies Act.

The Company Secretary's work covers a wide variety of functions, including but not limited to:

- Organizing, preparing agendas, and taking minutes of meetings.
- Dealing with correspondence, collating information, writing reports, ensuring decisions are communicated to the relevant people.
- Advising the Board and management on corporate governance matters.
- Contributing to meeting discussions, as and when required; and
- Arranging the annual general meetings.

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.

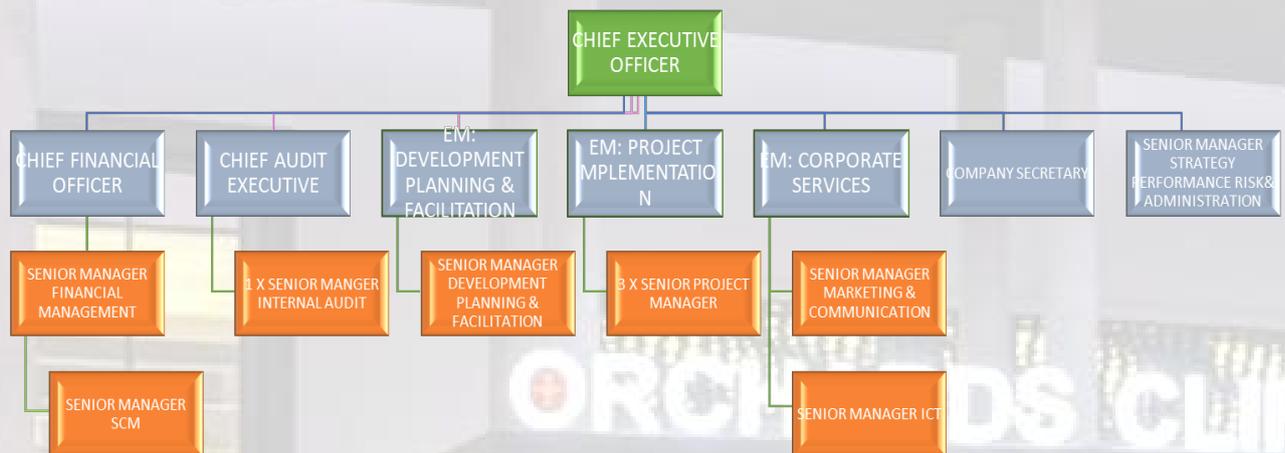


FIGURE 4: HIGH LEVEL ORGANISATION STRUCTURE

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.

3.1 Risk Management Implementation Plan

The Annual Risk Management Implementation Plan for the current financial year 2025/26 was approved by the ARC. There are fifteen (15) KPI’s that are planned to be implemented in the first quarter (Q1) of the current financial year (2025/26), thirteen (13) planned KPI’s were implemented. These KPI’s that has been implemented are as follows:

- Operational Risk Assessments.
- Strategic Risk Management Report.

- Operational Risk Management Report.
- Compliance Assessment to URR.
- Collation of Employees Declaration of Interests (2025/26).
- Assessment of Risk Management Maturity Level as per adopted framework.
- Create awareness on the Approved Business Continuity Policy.
- Updating of Policies/Frameworks.
- Conduct Ethics and Fraud Risks Assessment.
- UIFW write off to CoJ.
- Fraud Risk Monitoring.
- Insurance renewal.
- Business Continuity Webinar- Policy Awareness.

3.2 Status on the Strategic Risk Management Mitigation Plans

There are five (5) committed strategic future mitigation plans scheduled to be implemented in the first quarter of 2025/26 financial year. Of the total planned action plans, all five (5) which translate to 100% were implemented. Table below depicts the overall achievement in the implementation of strategic risks mitigations for the 1st quarter.

TABLE 10: OVERALL MITIGATION IMPLEMENTATION AS AT 30 SEPTEMBER 2025

Key Performance Indicator	Target	Performance	Variance
Implementation of committed Strategic Action Plans.	80%	100%	20%

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

Key risk indicators (KRIs) have been developed and linked to risk categories and risks. These KRIs are aligned to the organization’s key performance indicators (KPIs) 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.

Progressed	Stagnant	Regressed
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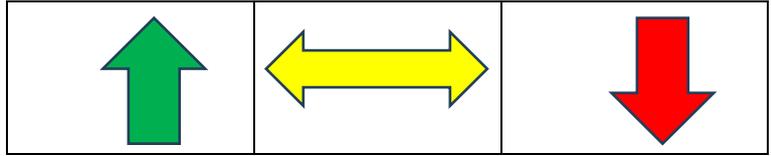
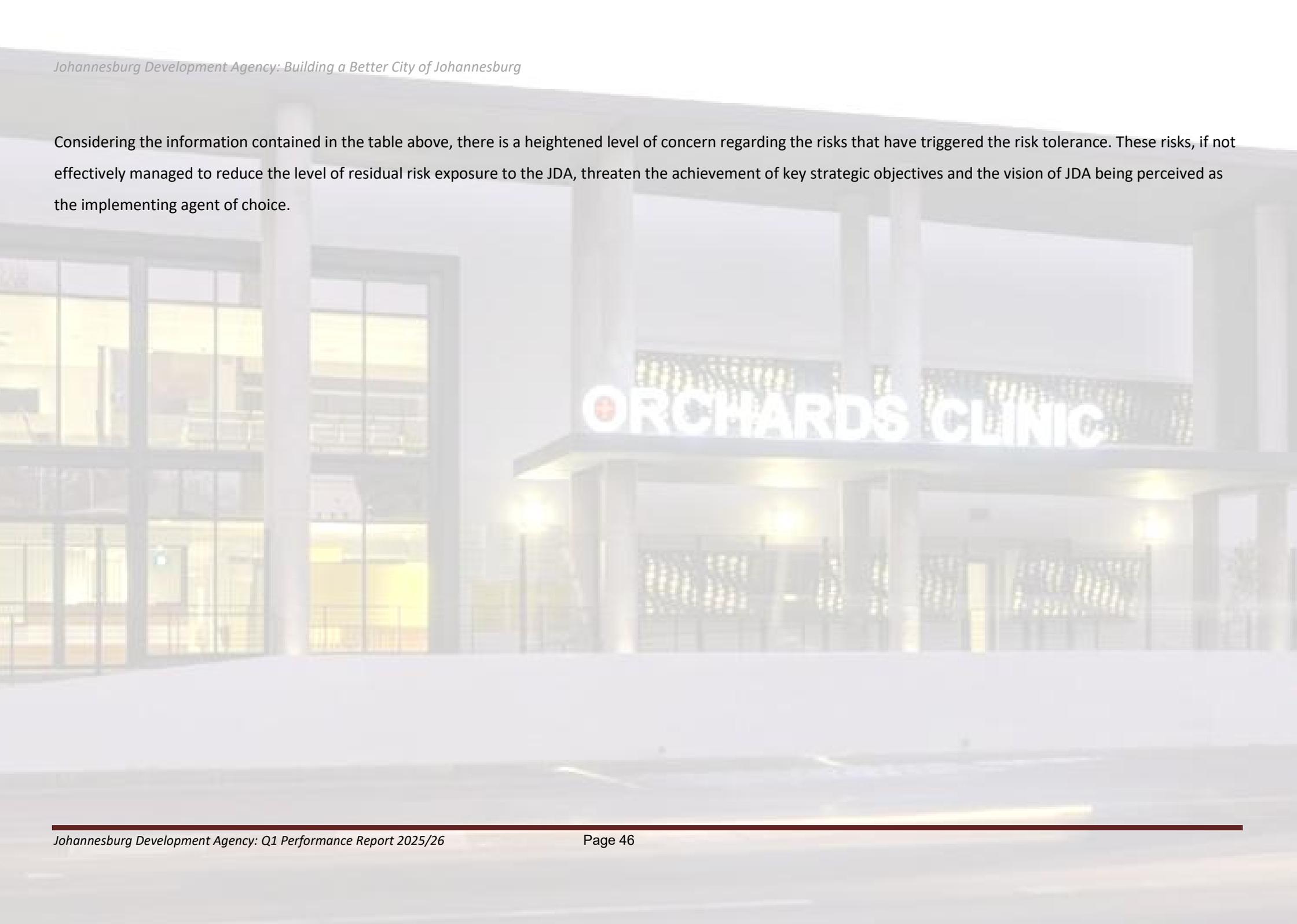


TABLE 11: RESIDUAL STRATEGIC RISKS TRIGGERED BY RISK TOLERANCE THRESHOLD

No	Risk Name	RR- 1 July 2025	RR- 30 September 2025	RR - Movement	KRIs triggered	Status on the KRIs	Proposed Action Plans
1.	Poor project performance.	10	10		Number of contractors put on terms/ terminated contractors	The residual risk rating is stagnant. There were no contractors put on terms in or terminated in Q1.	Therefore, we continuously monitor the risk.
2.	No/insufficient working capital to finance the project (contractor).	16	16		Delay in payment of contractors/ Invoices paid outside 30 days.	In quarter one, JDA paid a total of 121 invoices. Of these invoices, only 56 were paid outside 30 days payment cycle amounting to R28 625 292,10. A circular was issued indicating new invoice processing that all invoices must be received in one central point. This process will	A circular was issued indicating new invoice processing that all invoices must be received in one central point. This process will assist in fast-tracking invoices for payment.

No	Risk Name	RR- 1 July 2025	RR- 30 September 2025	RR - Movement	KRIs triggered	Status on the KRIs	Proposed Action Plans
						<p>assist in fast-tracking invoices for payment.</p> <p>The residual risk has stayed stagnant, and we will monitor effectiveness of the implemented control.</p>	<p>Management is in the process of acquiring a SAGE Information System to integrate the process from procurement to payment of invoices.</p>
6.	Inability to ensure financial sustainability.	10	10	↔	15% of the budget spent on city-wide infrastructure.	<p>JDA has achieved 16,47% against the targeted capex budget of 15%. This results in JDA over-achieving its target by 1.53%.</p> <p>F</p>	Close monitoring of the project implementation.

Considering the information contained in the table 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 Johannesburg Development Agency (JDA) is committed to upholding the highest standards of ethics, integrity, and good governance. The JDA's Code of Conduct, which is fully endorsed by the Board of Directors, is applicable to all directors and employees across the organisation. The Code is aligned with Schedule 1 of the Municipal Systems Act as well as the provisions of the City of Johannesburg's Corporate Governance Protocol for Municipal Entities.

Oversight of ethical conduct is the responsibility of the Social, Ethics & Human Resource Committee, which ensures that the agency and its employees adhere to the expected ethical standards.

As part of the JDA's commitment to transparency and accountability:

- All Directors and Executive Managers are required to declare any personal or financial interests prior to the commencement of meetings of the Board of Directors, Board Sub-Committees, and the Audit & Risk Committee. A declaration is recorded in a formal register, and where a conflict of interest exists, the individual concerned is recused from the discussion or decision-making process.
- In addition, all employees are required to complete an annual declaration of interest to proactively identify and manage any potential conflicts of interest.

These measures are integral to maintaining a culture of ethical conduct, ensuring that all decisions are made in the best interest of the organisation and its stakeholders.

Minimizing conflict

The JDA maintains strict controls to ensure transparency, accountability, and integrity in all Supply Chain Management (SCM) processes. Employees involved in SCM activities are required to disclose any personal or financial interests in business entities that bid for the supply of goods and/or services to the JDA. All such declarations are formally registered and securely filed for audit purposes.

Should a conflict of interest be identified after a failure to disclose, the following actions will be taken:

- The bid in question will not be awarded to the enterprise in which the employee holds an interest.
- Consequence management procedures will be initiated in line with internal disciplinary policies.

In accordance with the Standard Bidding Documents (SBD) requirements, all bidders are required to declare whether any of their close family members, partners, or associates are employed by the state. These declarations are also recorded in a conflict of interest register for audit and compliance monitoring.

Where it is established that an employee—or their close family member, partner, associate, or any director or shareholder of a bidding entity—has a business interest in an enterprise submitting a bid to the JDA:

- The employee is obliged to disclose the interest immediately.

- The employee must recuse themselves from any participation in the bid evaluation or adjudication process.

Failure to adhere to these disclosure requirements constitutes a breach of procurement regulations and will result in:

- The classification of the expenditure as irregular;
- Reporting of the incident to the Audit and Risk Committee, the City of Johannesburg, and the Auditor-General;
- The implementation of disciplinary measures against the non-compliant employee in accordance with JDA's HR policies and applicable legislation.
- Total number of employees within the Department/Entity as at 29 September 2025 as per Human Resource Employee Listing is 131 and all employees have submitted their annual Declaration of Interest Forms.

These measures are critical to upholding the integrity of the JDA's procurement processes and ensuring full compliance with applicable legal and governance frameworks.

SECTION 4: ANTICORRUPTION AND FRAUD

The Johannesburg Development Agency (JDA) maintains a proactive and structured approach to combating fraud, corruption, and maladministration through its comprehensive Fraud Risk Awareness and Prevention Programme. This programme is an integral component of the JDA's broader governance and risk management framework.

Annual Fraud Risk Awareness Initiatives

Fraud risk awareness is promoted annually through risk assessment and awareness workshops, which focus on:

- Identifying and understanding fraud risks
- Fraud prevention and detection mechanisms
- Whistle-blower protection, including the right to remain anonymous
- Reporting procedures and platforms for suspected fraud and corruption

These sessions are designed to educate employees and stakeholders on the importance of ethical conduct and the risks associated with fraudulent activities.

Strategic Focus Areas

The Fraud Prevention Awareness Programme is anchored on five key strategic pillars:

1. Detection
2. Prevention
3. Reporting

4. Investigation

5. Resolution

In addition to addressing these pillars, the programme also explores behavioural and systemic factors that may lead individuals to engage in fraud and corruption.

Prevention as a Strategic Priority

A core focus of the anti-fraud and anti-corruption programme is prevention, as outlined in the Fraud Prevention Strategy and Response Plan. To support this strategy, the JDA has adopted and implemented several key fraud risk management documents, including:

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

These documents provide the foundation for a consistent, transparent, and accountable approach to fraud risk management across the organisation.

Reporting Mechanisms

The JDA leverages the City of Johannesburg Anti-Corruption Hotline (NACH), which is independently managed to ensure confidentiality and objectivity. Employees and members of the public may report allegations through multiple channels, including: Telephone, Email and Walk-in reporting

Internally, an electronic fraud case management system captures all allegations received through the hotline. These are logged in a register and tracked from the point of reporting through to resolution. Cases are escalated to the Anti-Fraud and Anti-Corruption Unit for investigation.

Investigation and Oversight

All reported allegations of fraud, corruption, and maladministration are formally investigated by the Group Forensics and Investigation Department, in accordance with the memorandum signed by the City Manager on 7 March 2017. This ensures alignment with the City of Johannesburg’s governance and anti-corruption protocols.

There were no cases reported in the 1st quarter of the 2025/26 financial year, as illustrated in the table below:

REPORTED CASES

TABLE 12: REPORTED CASES

NO	GFIS Number	Date captured	Allegation	Current Status	Limitations/Challenges
----	-------------	---------------	------------	----------------	------------------------

1.	27/10/2024	27/10/2024	Alleged fraud and corruption in the appointment of Nsovo Construction.	Closing memo submitted and case closed, the allegations against JDA unsubstantiated.	N/A
2.	04/05/2024	07/05/2024	Alleged Fraud & Corruption of a person perpetuating to be JDA's CEO requesting bribe from a service provider in the tendering process.	The matter was closed as undetected.	None
3.	71/02/2022	02/28/2022	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; it will be referred to JDA Board because it involves S57 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.

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.

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

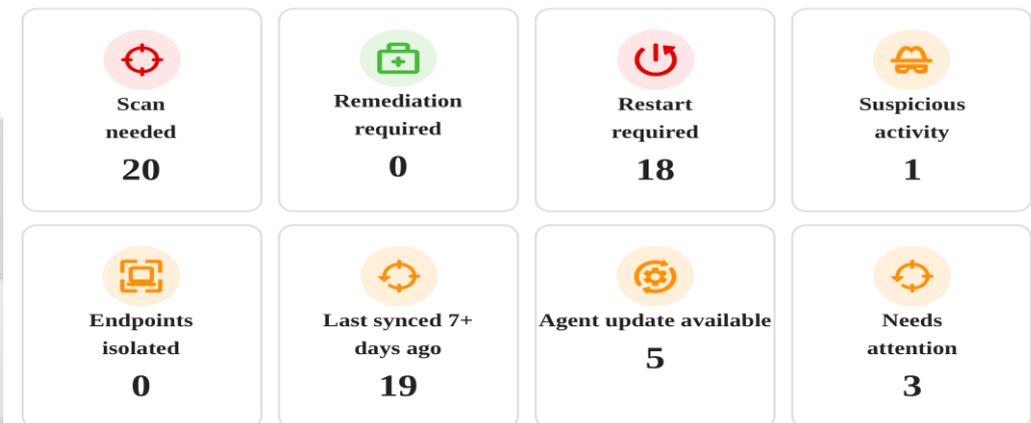
A new service provider for Anti-Virus and Malware has been appointed , following the expiry of licences and contractual term for Bitdefender. The new Anti-Virus and malware system is called Threat down and is developed by Malware bytes .The integrated anti-virus and malware solution is currently installed on all 114 laptops , and all 52 virtual servers.

5.1.1 Summary Statistics

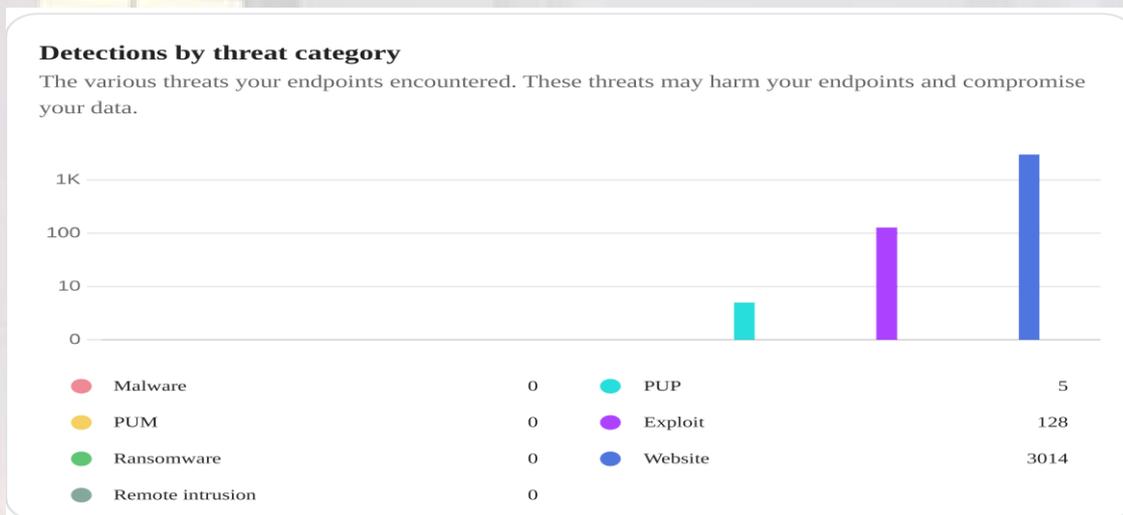
The summary statistics for quarter 1 are as follows.

Summary

An endpoint summary for this reporting period. Visit your Endpoints screen for available actions and additional details.



5.1.2 Detailed Anti-Virus and Malware Analysis

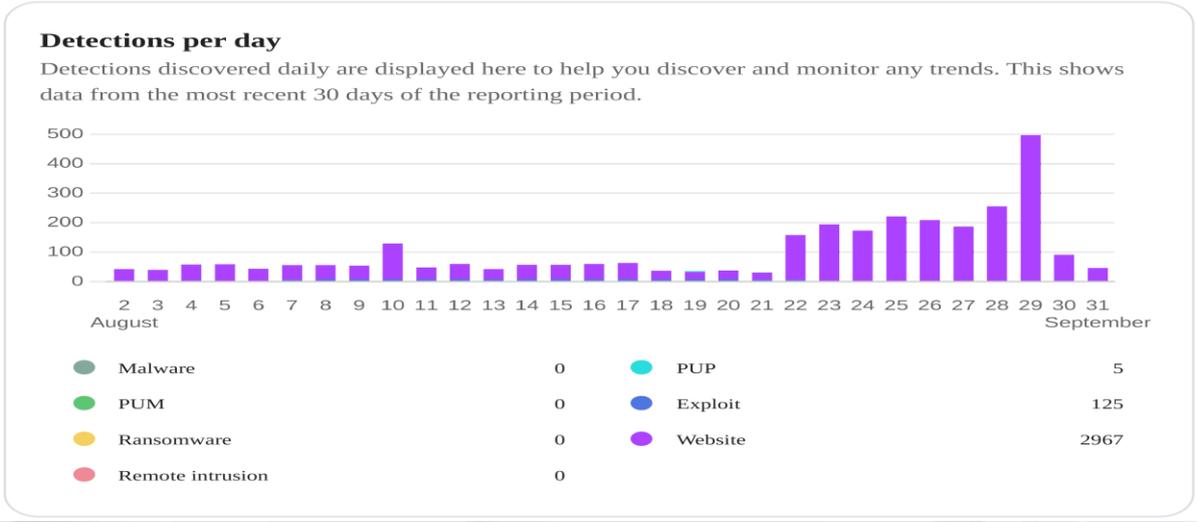


5.1.3 Most Frequently detected threat types

Most frequently detected threats
The 10 most common threats detected. These include threats blocked, quarantined, deleted, found, and restored.

Threat name	Detection count	Type
Remoteportscan	1637	Inbound Con...
Compromised	753	Inbound Con...
Trojan	467	Inbound Con...
Exploit.T1003credentialaccess	128	Exploit
Riskware	110	Inbound Con...
Malvertising	30	Outbound Co...
Phishing	10	Outbound Co...
Exploit	4	Outbound Co...
Pup.Optional.Zoominfo	4	File
Fraud	3	Outbound Co...

5.1.4 Daily Threat analysis detections



5.2 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 Quarter 1 of the 2025/2026 Financial year, there was a total of 126 malware detections on in-bound emails and zero malware detections on outbound emails. A total of 890 impersonations were detected and blocked.



5.3 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 scheduled to be held quarterly. For quarter 1 of the 25/26 Financial year, the penetration tests will be held on 30 September 2025 to 3rd October 2025.

5.4 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 1545 security patches relevant to the JDA server and laptop OS environment were successfully tested and deployed in Quarter 1 of 2025. The deployment of patches enhances the security of the environment. A detailed report of the patches that were deployed in quarter 1 of this financial year is added as an annexure to this report.

5.5 INFRASTRUCTURE MANAGEMENT

5.5.1 Cloud Backup and Dr

The JDA uses a cloud backup and DR Solution. The report 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.

5.5.2 Critical Server Backup (SAP, Great Plains)

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.

The JDA is currently in DR mode due to instability of electricity supply. Employees are currently accessing SAP servers from the cloud. The report below 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 per report below for server with a prefix JDAGP001. The server is currently accessible through a temporary power supply arrangement put in place by the facilities business unit.

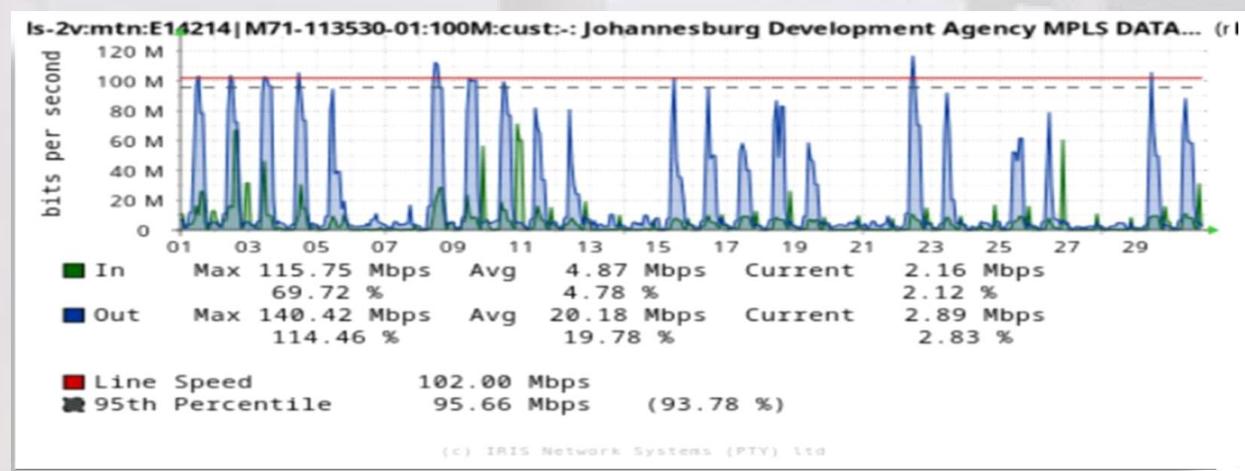
JDADC16.jda.org.za	JDA QA and SAP Servers	✔ OK	Idle	09/30/2025 8:36 PM
JDAVCenter.jda.org.za	JDA QA and SAP Servers	✔ OK	Idle	09/30/2025 8:42 PM
JDA-RISK01.jda.org.za	JDA QA and SAP Servers	✔ OK	Idle	09/30/2025 8:43 PM
JDAPRTSRV.jda.org.za	JDA QA and SAP Servers	✔ OK	Idle	09/30/2025 8:57 PM
JDADC16.jda.org.za	Disaster Recovery Plan	✔ OK	Idle	09/30/2025 9:07 PM
JDAVCenter.jda.org.za	Disaster Recovery Plan	✔ OK	Idle	09/30/2025 9:13 PM
JDA-RISK01.jda.org.za	Disaster Recovery Plan	✔ OK	Idle	09/30/2025 9:14 PM
JDAPRTSRV.jda.org.za	Disaster Recovery Plan	✔ OK	Idle	09/30/2025 9:26 PM
JDAIDEA.jda.org.za	JDA QA and SAP Servers	✔ OK	Idle	09/30/2025 9:47 PM
JDAIDEA.jda.org.za	Disaster Recovery Plan	✔ OK	Idle	09/30/2025 10:42 PM
JDAIDEA.jda.org.za	On Premise backup	✔ OK	Idle	09/30/2025 11:42 PM

5.6 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.

Period to date ,the link performance was as follows.

- The average usage of the link was around 93,78 %
- Site availability was at 95,01 %
- RFO: As per feedback received from our technical support team , the Link was down due to a suspected client power failure.



5.7 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 below 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 Quarter 1.

SECTION 6: COMPLIANCE WITH LAWS & REGULATIONS

The JDA’s compliance management approach is guided by its Compliance Management Framework, which is operationalised through two primary tools:

1. The Universal Regulatory Register (URR)
2. The MFMA Circular 68 Register

These tools form the cornerstone of the Agency’s regulatory compliance governance, enabling systematic monitoring, risk identification, and reporting.

1 1. Universal Regulatory Register (URR)

The Universal Regulatory Register (URR) serves as a centralised repository of all legislation and regulations applicable to the JDA. It is structured into three key components:

- Compliance Universe – A comprehensive list of applicable laws, regulations, and governance requirements.
- Compliance Risk Register – An evaluation of the risk exposure related to non-compliance with identified regulatory obligations.
- Compliance Assessment Report – A periodic status report on the level of compliance with each obligation, including remedial actions where applicable.

As of the first quarter, the URR identifies a total of 41 Acts and Regulations, categorised as follows:

- 18 Core/Primary legislation
- 21 Topical/Secondary legislation
- 2 Pertinent/Tertiary legislation

These have collectively resulted in 302 regulatory compliance obligations being tracked and assessed.

Of these, two (2) obligations have been reported as non-compliant. The details of the non-compliance instances are summarised in the table below including the nature of non-compliance, impact, responsible department, and corrective actions undertaken.

2 2. MFMA Circular 68 Register

The MFMA Circular 68 Register functions in parallel with the URR and is specifically aligned with the requirements of the Municipal Finance Management Act (MFMA). It provides detailed tracking and assessment of compliance with financial governance obligations, including those related to performance reporting, internal controls, and financial disclosures.

TABLE 13: OVERALL URR COMPLIANCE STATUS:

Overall URR Compliance Status:

Description	# of Obligations	Compliance %
Compliant	300	99,%
Non-compliant	02	1.%
Total	302	100%

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

Legislation	Relevant Section	Compliance Requirement	Committed Action Plan/Status
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.

Legislation	Relevant Section	Compliance Requirement	Committed Action Plan/Status
Municipal Finance Management Act, No. 56 of 2004.	Section 87 (8)	states that a municipal entity can only incur expenditure that is in line with its approved budget or an adjustments budget	There is monthly monitoring of the contract that are due to expire in six month and the report will be presented to Exco to avoid expenditure being incurred after contract expired.

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, 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.	<p>In quarter one, JDA paid a total of 262 invoices. Of these invoices, only 49 were paid outside 30 days payment cycle amounting to R31 039 230,91.</p> <p>Management is in the process of acquiring a SAGE Information System to integrate the process from procurement to payment of invoices.</p> <p>A circular was issued indicating new invoice processing that all invoices must be received in one central point. This process will assist in fast tracking invoices for payment.</p>

SECTION 8: SUSTAINABILITY REPOSRT

The Joburg 2040 Growth and Development Strategy (GDS) is underpinned by the aspiration to build capable and capacitated communities and individuals. Achieving this objective will enable the City of Johannesburg (CoJ) to evolve into a more sustainable and inclusive city, where residents possess both the means and potential to improve their neighbourhoods, communities, and personal well-being.

A balanced emphasis on environmental sustainability, effective service delivery, good governance, economic development, and social inclusion is critical to realising a resilient and liveable city—one that all its residents aspire to call home.

JDA's Area-Based Development Approach

Over the past 12 years, the Johannesburg Development Agency (JDA) has refined its area-based development model, which serves as a key instrument in advancing the City's spatial transformation agenda. This approach begins with an in-depth analysis of each development area's:

- Local competitive advantages
- Developmental needs
- Opportunities for economic and social growth

Based on this analysis, strategic capital works projects are implemented to act as catalysts for private investment, business development, and neighbourhood upliftment. This model ensures that the public investment is impactful and sustainable, with a focus on:

- Prioritising high-impact capital investments
- Facilitating integrated and inclusive development
- Establishing urban management partnerships to protect and maintain capital assets

This comprehensive approach enhances the long-term sustainability and relevance of public infrastructure and urban development initiatives.

Collaboration and Strategic Alignment

During the reporting period, the JDA actively collaborated with the Department of Development Planning to advance and communicate the strategic vision for Transit-Oriented Development (TOD) corridors and the broader spatial transformation objectives of the City. These partnerships are essential for aligning capital investment with planning frameworks and long-term city-building goals.

The JDA also participated in various stakeholder engagement platforms, contributing to policy dialogues, the promotion of urban planning best practices, and the collective shaping of Johannesburg's spatial and developmental future.

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 runoff 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 first quarter of the FY:

Below is the Summary of KPI Performance for the JDA's 2025-26 Q1 Performance Report as follows:

The Entity has a Business Plan that contains a Scorecard with 20 KPI's. Of the 20 KPI's in the Business Plan Scorecard, 4 KPI are not due for reporting in Q1. KPI's that are not due for reporting are as follows:

- Number of Strategic Frameworks Developed.
- External Audit Opinion (AG Opinion not yet issued by AG).
- Percentage reduction of UIFW expenditure incurred.
- Percentage of budget spent on repairs and maintenance to property, plant and equipment.

Hence, there are 16 KPI's that are due for reporting in Q1. There are 15 (94%) KPI's that were achieved, 1 (6%) not achieved. There is also 1 KPI that was achieved, but not due for reporting, (Percentage of budget spent on repairs and maintenance to property, plant and equipment).

Regards

The graph below presents the Q1 results in comparison with Q1 of the previous FY. In comparison with the same period in the previous financial year, the entity's performance has improved its performance significantly as compared to 75% in Q1 of 2024/25 and 69% in 2023/24

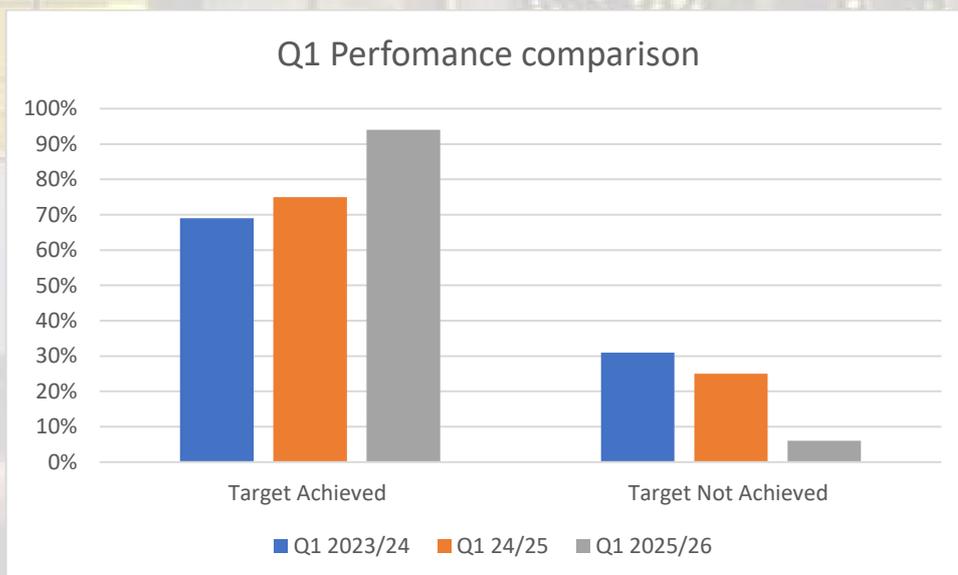


FIGURE 5: JDA PERFORMANCE

The JDA's Programme Performance Information Policy and Reporting Framework was reviewed in the last quarter of the previous FY to align it 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. The JDA policy and reporting framework only defines a target as achieved with 85–100% rating, a target as partially achieved with a 75–84% rating and a target not achieved with anything less than a 74% rating.

SECTION 2: SERVICE DELIVERY CHALLENGES

During the quarter under review, the Entity remained confronted with financial constraints and other challenges. These are primarily as a result of the City's financial constraints. These had a negative impact on the JDA and led to inability to pay invoices within 30 days. Overall, these financial constraints negatively impacted on the 1st quarter performance of the Entity because some of the KPI's could not be achieved. Management would prioritise Revenue Enhancement and Debt Collection.

SECTION 3: RESPONSE TO STRATEGIC DIRECTION

The JDA’s responses priorities and spatial polices against which it can be measured and held accountable, are outlined 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.
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.	Sustainable service delivery Energy mix	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.

GDS Outcomes	GDS Output	Strategic Priorities	JDA Objectives	JDA Programme	Outcome
	6. Climate change resilience and environmental protection.	Infrastructure development and refurbishment			
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 ensure that it	1. Good Governance, Management and Administration Programme	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.		remains an effective, efficient, self-sustained and well-governed organization.		

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.

	<p>1B: Economic Node Sub-Program</p>	<p>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 policy³ 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.</p> <p>The main categories of nodes are mixed-use/key urban nodes (under various categories), industrial nodes, Transit Oriented Development (TOD) nodes and neighbourhood nodes.</p>
<p>2. Accelerated Public Infrastructure Delivery Program</p>	<p>2A: Deprivation Areas Revitalization Sub-Programme</p>	<p>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.</p>

	<p>2B: Urban Infrastructure Delivery Sub-Program</p>	<p>The objective is to deliver on the City’s priority social effectively and efficiently and/or economic infrastructure programs. 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 first quarter ended 30 September 2025 was R187 million (2024/25: R100 million) against an annual budget of R1 billion (2024/25: R1 billion). This represents 16.47% (2023/24: 10%) of the overall annual budget.

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 2025/26 FY	1134 881 409	282 470 352	186 951 442	15%	16.47%
Total	1087 623 391	282 470 352	186 951 442	15%	16.47%

TABLE 19: CAPITAL PROJECTS UPDATE AS AT END OF SEPTEMBER 2024

NO	PROJECT NAME	REGION	BUDGET (2025/26)	BRIEF DESCRIPTION OF THE PROJECT	PROJECT PROGRESS UPDATE (30 Sept 2025)	CHALLENGES AND PROPOSED REMEDIAL ACTION
1	Joburg Art Gallery Upgrade	F	R 40 000 000.00	The planning (town planning and statutory compliance), conditional assessment, concept and viability, design development, procurement and tendering and implementation of refurbishment work for the art gallery.	Stage 3: Design Development	Insufficient budget. Alternative funding being sourced.
2	Joburg City Library	F	R 28 000 000.00	The planning (town planning and statutory compliance), conditional assessment, concept and viability, design development, procurement and tendering and implementation of refurbishment work for the city library.	Stage 6: Close Out	None.
3	Kaalfontein New Community Centre	A	R 5 000 000.00	The planning (town planning and statutory compliance), concept and viability, design development, procurement and tendering and implementation	Stage 5: COstruction	Insufficient funds. Application will be made during budget adjustment process

NO	PROJECT NAME	REGION	BUDGET (2025/26)	BRIEF DESCRIPTION OF THE PROJECT	PROJECT PROGRESS UPDATE (30 Sept 2025)	CHALLENGES AND PROPOSED REMEDIAL ACTION
				of multi-amenities for the multi-purpose centre including swimming pool, library, multi-purpose sports courts, ablution facilities.		
4	Matholesville New MPC	C	R 7 954 000.00	The planning (town planning and statutory compliance), concept and viability, design development, procurement and tendering and implementation of multi-amenities for the multi-purpose centre including swimming pool, library, multi-purpose sports courts, ablution facilities.	Stage 5: Construction	Town planning issues. Title deeds being obtained from Registrar of Deeds: Johannesburg.
5	Hikhensile Clinic Renewal	A	R 23 753 000.00	The planning (town planning and statutory compliance), concept and viability, design development, procurement and tendering and implementation of multi-amenities for a clinic.	Stage 5: Construction	Insufficient funds. Application will be made during budget adjustment process
6	Naledi Clinic	D	R 1 652 000.00	Completion of a clinic	Stage 6: Close Out	-
7	Jabulani Precinct Upgrades	D	R 24 234 000.00	The completion works for a connection bridge to improve mobility within the vicinity of Molapo and Jabulani Precinct.	Stage 5: Construction	Insufficient funds. Application will be made during budget adjustment process

NO	PROJECT NAME	REGION	BUDGET (2025/26)	BRIEF DESCRIPTION OF THE PROJECT	PROJECT PROGRESS UPDATE (30 Sept 2025)	CHALLENGES AND PROPOSED REMEDIAL ACTION
8	Diepsloot Development Renewal	A	R 20 033 000.00	The completion works for a bridge culvert to improve mobility within the vicinity of Ingonyama and JB Marks Roads, and associated precinct walkways and public environment upgrades.	Stage 5: Construction	Insufficient funds. Application will be made during budget adjustment process
9	Ivory Park Urban Renewal Programme	A	R 1 846 000.00	The planning, design and construction of a sports field including rugby field, running track, multi-purpose courts, a pavillion and ablution facilities.	Stage 5: Construction	Insufficient funds. Application will be made during budget adjustment process
10	Elias Motsoaledi Clinic	C	R 40 000.00	Town planning for new clinic.	Stage 2: Concept and Viability	Insufficient budget. Project suspended.
11	Rabie Ridge Clinic	A	R 41 000.00	Town planning for new clinic.	Stage 2: Concept and Viability	Insufficient budget. Project suspended.
12	Orange Farm Renewal Programme	G	R 43 689 000.00	The implementation and completion of Drieziek Recreational Park and Chris Hani Sports Complex	Stage 5: Construction	Insufficient funds. Application will be made during budget adjustment process
13	Selby 2C BRT Bus Depot	F	R55 000 000.00		Stage 5: Construction	
14	Signage Demarcation	E & F	R 30 000 000.00		Stage 5: Construction	
15	BRT Roadways (Kathrine, Revonia & Edith Cavell)	E & F	R 90 000 000. 00		Stage 5: Construction	

NO	PROJECT NAME	REGION	BUDGET (2025/26)	BRIEF DESCRIPTION OF THE PROJECT	PROJECT PROGRESS UPDATE (30 Sept 2025)	CHALLENGES AND PROPOSED REMEDIAL ACTION
16	Rea Vaya BRT Phase 1A & B Station Réhabilitation	B	R24 000 000.00		Stage 4: Procurement	
17	Depot Rehabilitation Phase 1A (Meadowlands)	D	R 31 135 000.00		Stage 5: Construction	
18	Finetown Proper	G	R 4 000 000.00		Stag 5: Construction	
18	Pimville Zone 9	D	TBC		Stage 5: Construction	
19	JW Randburg Depot	B	R 22 819 984.76		Stage 5: Construction	
20	Rea Vaya BRT Phase 1C New Stations	E & F	R 10 000 000.00		Stage 5 : Construction	
21	Constitutional Hill Visitors Centre				Stage 5: Construction	
22	New Turfontein Clinic				Stage 5: Construction	
23	Brixton Social Cluster				Stage 5: Construction	
24	Inner City Partnership Fund				Stage 5: Procurement	
25	Marie Louise Landfill site-improved compliance and alterations				Stage 5: Construction	
26	Goudkoppies Landfill site-improved compliance and alterations				Stage 5: Construction	

NO	PROJECT NAME	REGION	BUDGET (2025/26)	BRIEF DESCRIPTION OF THE PROJECT	PROJECT PROGRESS UPDATE (30 Sept 2025)	CHALLENGES AND PROPOSED REMEDIAL ACTION
27	Linbro Park landfill site-improved compliance and alterations				Stage 5: Construction	
28	Bezuidenhout Garden site				Stage 5: Construction	
29	Ennerdale Landfill site-improved compliance alterations				Stage 5: Construction	
30	Construction Upgrading and Engineering services at Zondi Depot			ORCHARDS CLINIC	Stage 5: Construction	
31	Upgrading and engineering services at Midrand Depot				Stage 5: Construction	
32	Mondeor garden site				Stage 5: Procurement	
33	Florida Integrated Waste Management Facility				Stage 5: Construction	
34	Woodmead garden site upgrading				Stage 4: Construction	
35	Inner City Eastern Gateway TOD and Movement Corridors				Stage 5: Construction	
36	Klipfontein View Wellness centre				Stage 5: Construction	

NO	PROJECT NAME	REGION	BUDGET (2025/26)	BRIEF DESCRIPTION OF THE PROJECT	PROJECT PROGRESS UPDATE (30 Sept 2025)	CHALLENGES AND PROPOSED REMEDIAL ACTION
37	Bertrams multipurpose centre				Stage 5: Construction	
38	Shelters for the displaced				Stage 5: Construction	
37	Yetta Nathan Multipurpose centre				Stage 4: Procurement	

KPI ACHIEVEMENT RATINGS

Achievement	Rating	Current JDA Rating
	Target achieved	85% - 100% rating
	Target partially achieved	75% -84% rating
	Target not	<74% ratina

SECTION 6: ORGANISATIONAL PERFORMANCE

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.

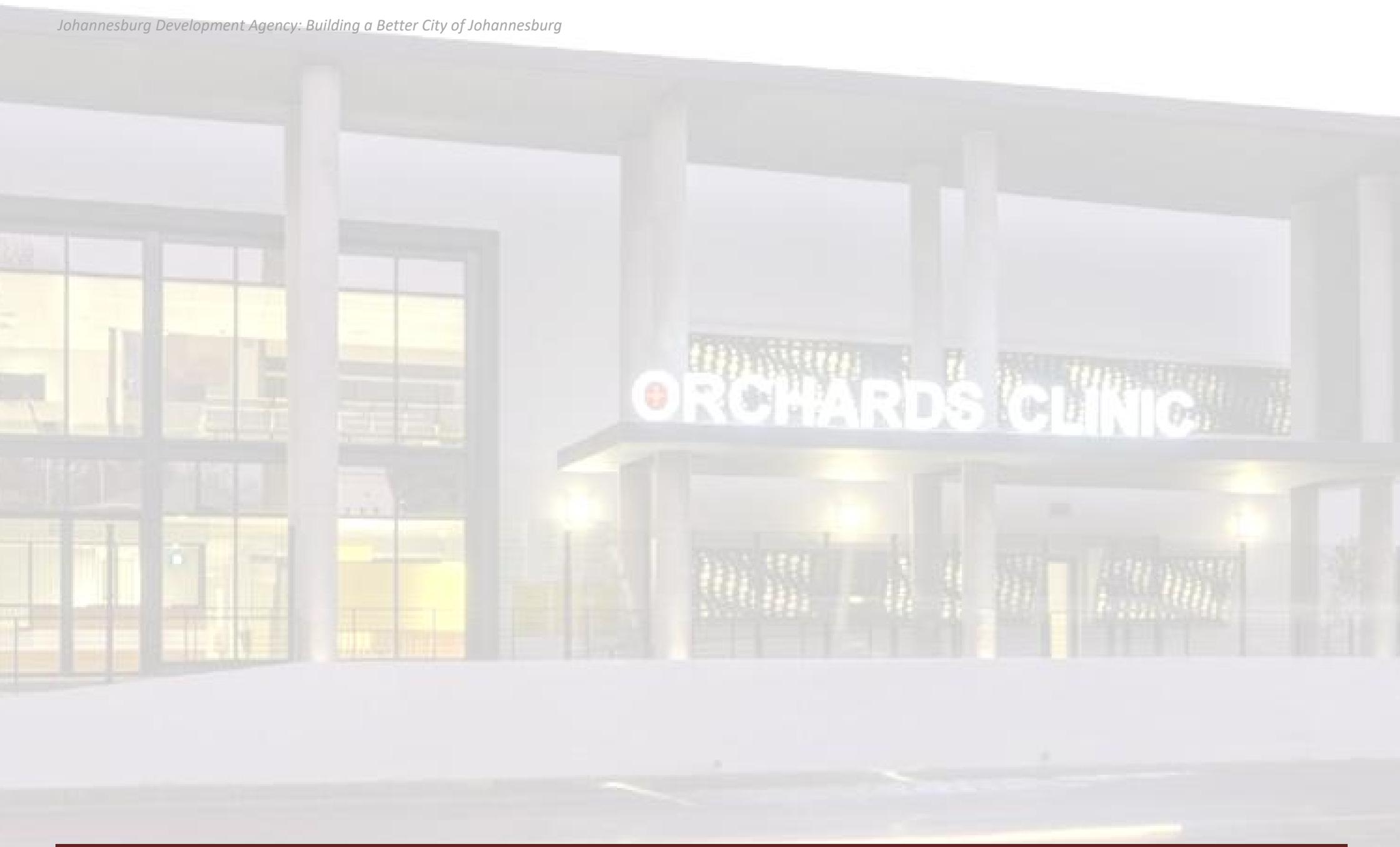
The JDA policy and reporting framework was reviewed and aligned to the City’s performance rating threshold where a target is achieved with 85–100% rating, a target is partially achieved with a 75–84% rating and a target not achieved with anything less than a 74% rating.

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

TABLE 20: JDA CORPORATE SCORECARD

GDS 2040 OUTCOME: Provide a resilient, liveable, sustainable urban environment – underpinned by smart infrastructure supportive of a low carbon economy										
STRATEGIC PRIORITY: Infrastructure Development and Refurbishment										
STRATEGIC PROGRAMME: Accelerated Public Infrastructure Delivery Programme / Strategic Economic Node Delivery Programme										
KPI NO.	KEY PERFORMANCE INDICATORS	REF. NO.	BASELINE 2024/25	Annual Target 2025/26	Quarter 1 TARGET 2025/26	ACTUAL Quarter 1 2025/26	VARIANCE	Quarterly ACHIEVEMENT RATING	EXPLANATION OF PROGRESS AS AT THE END OF 30 Sept 2025	VARIATIONS AND STEPS TO BE TAKEN TO IMPROVE PERFORMANCE
1.	Number of feasibility studies conducted.	01	3	4	1	1	-		Target achieved.	None
2.	Number of Strategic Frameworks Developed.	02	2	7	-	-	-	-	-	-
3.	Number of projects reached contract award stage.	03	7	7	1	1	-		Target achieved: Randburg Depot for Joburg Water.	None
4.	Number of projects reached practical completion stage.	04	9	9	1	2	1		Target achieved.	None

GDS 2040 OUTCOME: Provide a resilient, liveable, sustainable urban environment – underpinned by smart infrastructure supportive of a low carbon economy										
STRATEGIC PRIORITY: Infrastructure Development and Refurbishment										
STRATEGIC PROGRAMME: Accelerated Public Infrastructure Delivery Programme / Strategic Economic Node Delivery Programme										
KPI NO.	KEY PERFORMANCE INDICATORS	REF. NO.	BASELINE 2024/25	Annual Target 2025/26	Quarter 1 TARGET 2025/26	ACTUAL Quarter 1 2025/26	VARIANCE	Quarterly ACHIEVEMENT RATING	EXPLANATION OF PROGRESS AS AT THE END OF 30 Sept 2025	VARIATIONS AND STEPS TO BE TAKEN TO IMPROVE PERFORMANCE
5.	Number of projects in detailed design phase in improving mobility and economic activities.	05	New	8	1	1	-		Target achieved: The Stage 3 Detailed design for the Johannesburg Art Gallery was presented and approved at DEVCO & by EXCO.	None
6.	External Audit Opinion	06	Unqualified	Unqualified opinion without material findings	Unqualified opinion without material findings	Not due	-	-	-	-
7.	Percentage implementation of the Communication Strategy/Plan.	07	New	95%	25%	25%	0%		Target achieved.	None



GDS 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 PRIORITIES: Financial sustainability										
JDA STRATEGIC PROGRAMME: Good Governance, Management and Administration										
KPI NO.	KEY PERFORMANCE INDICATORS	REF. NO.	BASELINE 2024/25	Annual Target 2025/26	Quarter 1 TARGET 2025/26	ACTUAL Quarter 1 2025/26	VARIANCE	Quarterly ACHIEVEMENT RATING	EXPLANATION OF PROGRESS AS AT THE END OF 30 Sept 2025	VARIATIONS AND STEPS TO BE TAKEN TO IMPROVE PERFORMANCE
8.	Percentage of capital budget spent on JDA infrastructure budget. ¹	08	91%	95%	15%	16.47%	1%		The target was overachieved	None

¹ JDA allocated budget only

GDS 2040 OUTCOME: A high Performing metropolitan that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City.										
STRATEGIC PRIORITY: Good Governance										
STRATEGIC PROGRAMME: Good Governance, Management and Administration.										
KPI NO.	KEY PERFORMANCE INDICATORS	REF. NO.	BASELINE 2024/25	Annual Target 2025/26	Quarter 1 TARGET 2025/26	ACTUAL Quarter 1 2025/26	VARIANCE	Quarterly ACHIEVE MENT	EXPLANATION OF PROGRESS AS AT THE END OF 30 SEPT 2025	VARIATIONS AND STEPS TO BE TAKEN TO IMPROVE PERFORMANCE
9.	Percentage of valid invoices paid within 30 days.	09	83%	100%	100%	54%	-46%		The target was not achieved due to COJ cash flow challenges.	JDA will be prioritised on grant funded project.
10.	Percentage vacancy rate on funded positions.	010	10%	10%	10%	5.3%	4.7%		Target met, vacancy rate still below 10%	None
11.	Percentage spent on Specific goal through local procurement as a share of total expenditure.	011	107%	100%	100%	104%	4%		None	None
12.	Number of Expanded Public Works programme (EPWP) work opportunities created.	012	534	500	50	142	92		None	None

GDS 2040 OUTCOME: An inclusive, job intensive, resilient, competitive and smart economy that harnesses the potential of citizens.										
STRATEGIC PRIORITY: Job opportunity and creation and sustained economic growth.										
STRATEGIC PROGRAMME: Economic Empowerment.										
KPI NO.	KEY PERFORMANCE INDICATORS	REF. NO.	BASELINE 2024/25	Annual Target 2025/26	Quarter 1 TARGET 2025/26	ACTUAL Quarter 1	VARIANCE	Quarterly ACHIEVEMENT RATING	EXPLANATION OF PROGRESS AS AT THE END OF 30 SEPT 2025	VARIATIONS AND STEPS TO BE TAKEN TO IMPROVE PERFORMANCE
13.	% of EPWP participants supported through skills development and training on-site programme.	013	New	2%	2%	10,56%	8.56%		None	None
14.	Percentage of SMME expenditure as a share of total expenditure.	014	37%	30%	30%	44%	14%		None	None

TABLE 21: 2024/25 GATEKEEPING INDICATORS AND TARGETS

KPI No	Key Performance Indicator	Baseline 2024/25	Annual Target 2025/26	2025/26 Quarter 1 Target	2025/26 Quarter 1 Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at the end of 30 SEPT 2025	Variations and steps to be taken to improve performance
1.	Percentage of operating budget spent against approved operating budget.	155%	95%	25%	34%	9%		The target was overachieved	None

2.	Percentage of budget spent on repairs and maintenance to property, plant and equipment.	5%	5%	0%	2.7%	2.7%		The target was overachieved	
3.	Percentage resolution of Internal Audit findings.	97%	95%	10%	98.6%	88.6%		None	None
4.	Percentage resolution of AG findings.	98%	98%	75%	100%	25%		None	None
5.	Percentage implementation of the strategic risk mitigation plan.	100%	80%	80%	100%	20%		None	None
6.	Percentage reduction of unauthorized, irregular, fruitless and wasteful (UIFW) expenditure incurred.	NEW	50%	0%	0%		-	No UIFW was declared, therefore no reduction required.	N/A.

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 Expanded Public Works Programme (EPWP) is one of the South African government's key initiatives aimed at alleviating poverty and providing income relief through temporary employment opportunities for the unemployed. The JDA actively participates in this programme, integrating EPWP objectives into its infrastructure and development projects. For the current financial year, the JDA has set an annual target of creating 400 job opportunities through EPWP initiatives.

As of the end of Quarter 1 (Q1), the JDA has successfully created 142 job opportunities, representing significant progress toward the annual target. These EPWP opportunities span a range of work types — from skilled roles to manual labour — depending on the specific project requirements and the available skillsets within the local communities. The programme not only supports employment but also contributes to skills development and economic inclusion in the areas where the JDA operates

TABLE 22: EPWP PERFORMANCE

Q1 EPWP	Q2 EPWP	Q3 EPWP	Q4 EPWP	YTD
142 Jobs				142
142				142

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 September 2025 to 30 September 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 September 2025 to 30 September 2025, the SMME share of JDA’s total expenditure was R99 930 354,19 This constitutes an achievement 44%.

Table 49 below indicates the SMME expenditure from 1 September 2025 to 30 September 2025

Description	1 September 2025 to 30 September 2025		
	Total Expenditure	SMME Claimed	SMME %
Capex	R219 823 764,72	R98 667 559,7	45%
Opex	R5 362 798,28	R1 262 794,49	24%
Consolidated Opex and Capex	R225 186 563,00	R99 930 354,19	44%

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.

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 one (1) (including the Executive members).

The Total Remuneration Costs for the period ending 30 September 2024 amount to R 89 376 753.28. 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 30 September 2024 amounts to R 1 816 560.29.

SECTION 2: EMPLOYMENT AND KEY VACANCIES

A number of positions were shortlisted and interviews for same positions conducted during of Quarter 1, the details of the recruitment activity is as per below:

TABLE 24: VACANCY PROGRESS AS AT 30 SEPTEMBER 2025

This section covers vacancies filled through acting or recruitment.

Appointments

Designation	Current – Acting Role	From	Comments
None	None	None	None

Secondments

Designation	Current – Secondment	From	Comments
Human Resource Manager	Human Resource Manager	06 January 2025	Acting until 31 December 2025

Finalised Appointments

Position	Vacancies	New Position/ Replacement	Status
Payroll Specialist	1	Replacement	Finalised
Legal Admin Officer	1	New Position	Finalised
Accountant	1	New Position	Finalised
Project Managers	2	New Position	Finalised
Total	5		

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 1 2025	% of vacancies	No. of funded vacancies Quarter 1 2025	% of vacancies
Top management level	1	1	1	1	0	0%	0	0%
Executive management	4	4	4	4	0	0%	0	0%
Senior management	16	16	16	13	8	50%	1	6%
Middle management	55	41	55	44	4	7%	4	10%
Skilled technical/junior management	42	27	42	27	17	40%	1	4%
Semi-skilled	26	11	26	11	2	7%	0	0%
Unskilled housekeepers/cleaners	23	7*	23	7*	10	43%	0	0%
Total	167	107	167	107	42	25%	6	5,30%

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

Occupational Level	MALE				FEMALE				FOREIGNER		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
Top 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
Professional Qualified	22	0	0	0	20	1	0	0	0	1	44
Skilled Technical	10	0	0	0	17	0	1	0	0	0	28
Semi-Skilled	3	0	0	0	7	0	0	0	0	0	10
Unskilled	3	0	0	0	4	0	0	0	0	0	7
Temporary	0	0	0	0	0	0	0	0	0	0	0
TOTAL	48	0	0	0	56	1	1	0	0	1	107

The JDA targets and achievements for period under review:

- 96,8% of its employees are Black African.
- 62% of its staff members are Female.
- 47% 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

Targets (JDA)	City	JDA Achievements
Black African employees	80.9%	96,8%
Senior Management black Female	35.9%	47%
Disability	2%	1%

TABLE 28: WORKFORCE PROFILE IN TERMS OF AGE, RACE, GENDER, AND FOREIGN NATIONAL STATUS AS AT 30 SEPTEMBER 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	6	1	0	0	3	0	0	0	0	0	10
(Level 5-6)	>35	15	0	0	0	16	1	0	0	0	1	33
	Total	21	1	0	0	20	1	0	0	0	1	44
Skilled Technical	18-34	6	0	0	0	4	0	0	0	0	0	10
(Level 7-8)	>35	4	0	0	0	13	0	1	0	0	0	18
	Total	10	0	0	0	17	0	1	0	0	0	28
Semi-Skilled	18-34	1	0	0	0	1	0	0	0	0	0	2
(Level 9-10)	>35	2	0	0	0	6	0	0	0	0	0	8
	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	1	0	0	0	0	0	01
	>35	0	0	0	0	0	0	0	0	0	0	0
	Total	47	1	0	0	56	1	1	0	0	1	107

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	1,1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1,1%
(Level 1-2)	>35	4,2%	0%	0%	0%	1,1%	0%	0%	0%	0%	0%	5,3%
	Total	5,3%	0%	0%	0%	1,1%	0%	0%	0%	0%	0%	6,4%
Senior Management	18-34	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
(Level 3-4)	>35	5,3%	0%	0%	0%	8,4%	0%	0%	0%	0%	0%	13,7%
	Total	5,3%	0%	0%	0%	8,4%	0%	0%	0%	0%	0%	13,7%
Professional Qualified	18-34	4,2%	0%	0%	0%	5,3%	0%	0%	0%	0%	0%	9,5%
(Level 5-6)	>35	8,4%	0%	0%	0%	16,8%	1,1%	0%	0%	0%	1,1%	27,4%
	Total	12,6%	0%	0%	0%	22,1%	1,1%	0%	0%	0%	1,1%	36,9%
Skilled Technical	18-34	3,2%	0%	0%	0%	3,2%	0%	0%	0%	0%	0%	6,4%
(Level 7-8)	>35	4,2%	0%	0%	0%	12,6%	0%	1,1%	0%	0%	0%	17,9%
	Total	7,4%	0%	0%	0%	15,8%	0%	1,1%	0%	0%	0%	24,3%
Semi-Skilled	18-34	1,1%	0%	0%	0%	2,1%	0%	0%	0%	0%	0%	3,2%
(Level 9-10)	>35	2,1%	0%	0%	0%	5,3%	0%	0%	0%	0%	0%	7,4%
	Total	3,2%	0%	0%	0%	7,4%	0%	0%	0%	0%	0%	10,6%
Unskilled	18-34	1,1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1,1%
(Level 11)	>35	1,1%	0%	0%	0%	4,2%	0%	0%	0%	0%	0%	5,3%
	Total	2,2%	0%	0%	0%	4,2%	0%	0%	0%	0%	0%	6,4%
Temporary	18-34	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	>35	0%	0%	0%	0%	1,1%	0%	0%	0%	0%	0%	1,1%

SECTION 4: SKILLS DEVELOPMENT AND TRAINING

Bursaries for 2025/2026

- The bursary process will start in Q1 and will be completed within the next quarter. Less than 1% of the total organisation headcount applied for bursaries in the previous financial year, and two current bursary holders were granted bursaries. This emanated from issues of non-compliance with the application requirements.
- The bursary amount spent in 2025/2026 FY is R149 345.00 as illustrated in the table below:

Training Interventions

- The trainings conducted is in line with the approved training plan.
- JBCC and GCC Suite of Contracts and Claims Training was conducted for 6 managers from Project Implementation.
- Finance AG readiness pilot training by Treasury.
- 4 webinars held (Evacuation Drill, PFA, youth skills development, Business Planning, Pension Fund, performance information, human rights, salary restructuring).
- A Performance Management Information Session was conducted for all employees and HR officials, which is expected to cascade across the organisation by the end of quarter 4.
- The training and development amount spent in 2025/2026 FY is R149 345.00.

Workplace Skills Plan and Annual Training Report

- Workplace Skills Plan is in place and implemented accordingly.
- The training is ongoing and the expectation is that all development programs should be finalized by Q3 or beginning of quarter 4.

The training will be based on the Individual Learning Plans:

TABLE 30: SKILLS DEVELOPMENT AND TRAINING

Occupational category	Number of employees	Training provided within the reporting period		
		Group Training	Short Courses/Seminars	Bursaries
Top Management	6	6	1	0
Senior Management	12	11	1	0
Middle Management	35	35	0	0
Skilled Technical and academically Qualified	21	21 (1 IA official trained)	0	3
Semi-Skilled	10	10	4	0
Unskilled	7	7	7	0

SECTION 5: PERFORMANCE MANAGEMENT

Employee performance management system has been put in place to ensure that the organizational objectives are cascaded down and aligned with individual performance contract. This 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.

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.

- 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.

TABLE 31: PERFORMANCE MANAGEMENT AS AT END OF SEPTEMBER 2025

DEPARTMENT	PERFORMANCE FINAL ASSESSMENT 2024/2025				Employee date of engagement-Not eligible for Annual assessment		
	Eligible Staff	PA Submitted	Out standing	Disputes	Eligible Staff	FY24 /25 Assessment Submitted	Out standing
Office of the CEO	9	9	0	0	9	9	0
Company Secretary	4	4	0	0	3	3	0
Internal Audit	7	7	0	0	7	7	0
Finance	18	18	0	0	16	16	0
Corporate Services	29	29	0	0	27	27	0
Project Implementation	35	33	2 newly appointed	0	33	33	0
Development Planning & Facilitation	9	9	0	0	8	8	0
Total	111	109	02	0	103	103	0

*Includes New Appointments

SECTION 6: DISCIPLINARY MATTERS AND OUTCOMES

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).

This section aims to shed light on the status of disciplinary hearing(s), grievances, investigations, appeals, and suspension. It should be noted that we have trained all levels of managerial positions to equip them with how to handle disciplinary and grievance matters.

Disciplinary Matters as of 30 September 2025

01 DC process was held in the quarter, and it was the 1 case that was outstanding from 2025/2026, and it was finalized in July 2025, where a written warning was issued.

TABLE 32: Disciplinary outcomes

Sanction	No of Employees
Verbal Warning	0
Written Warning	01
Final Written Warning	01
Dismissal	0
Suspension	0
Demotion	0
	2

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.

In line with the approved Leave Management Policy, JDA employees are entitled to 24 days leave per annum to be taken at a time convenient to JDA and agreed upon by management. 80 sick leave days in a three (3) year cycle are also provided to staff. The table below provides detailed overall leave management.

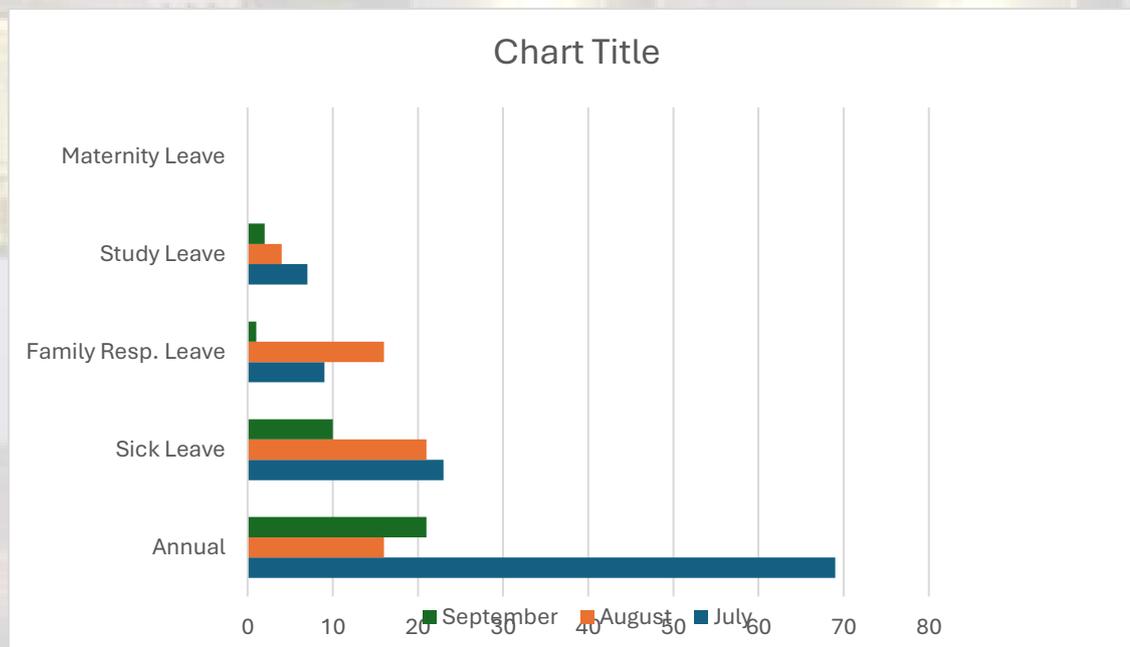
TABLE 33: LEAVE ANALYSIS AS AT END OF SEPTEMBER 2024

Type of Leave	July	August	September	Total Leave days Taken
Annual	69	16	21	106
Sick	23	21	10	54
Family Resp. Leave	9	16	1	26
Study Leave	7	4	2	13
Maternity Leave	0	0	0	0
Total	108	57	34	199

Comments:

Leave forfeiture is currently communicated through formal letters and will, in the future, also be communicated via payslips and internal employee communication platforms.

Graph 2: Leave Analysis



SECTION 8: EMPLOYEE BENEFITS

Retirement Fund

- Staff members are affiliated with the E-Joburg Retirement Fund, and contributions are calculated at 7.5% of the members’ basic monthly salary, and the employer contribution is 18% of the basic

monthly salary.

- Training was conducted by SANLAM on the benefits.
- Training was conducted by e-Joburg under writer momentum.

9.2 Medical Aid Scheme

All permanent employees are eligible for a medical aid subsidy. Insourced employees (security and cleaners) have an option to either opt in or out of benefits.

Table 34: Q1 Medical Aid contributions

Medical Aid	No of Employees	Amount
Employer contribution	53	R 269 733,00
Employee contribution	53	R 479 958,80

9.4 Housing Allowances

- Provision depends on whether the employee has been approved for a bond.

Table 35: Q1 Housing allowance

Housing allowance	No of Employees	Amount
Housing subsidy	4	R 6 000,00

SECTION 9: EMPLOYEE WELLNESS

JDA and WFS have concluded on the wellness plan for 2025/2026 in line with the service level agreement (SLA).

The service provider provides a quarterly report on the utilization and presenting challenges.

Summary of the Usage

The utilisation of the Wellness Programme has reached 10.42% during this reporting period with a projected utilisation of 31.25% for the financial year. There were 32 interactions leading to a total engagement rate of 33.33% in the current reporting period. The total engagement rate is calculated by adding the total number of external face to face sessions 23, onsite face to face sessions 0, total telephonic contacts 6, number of emails 0, USSD 0, please call me 0, number of participants in group trauma debriefings and number of participants in awareness, trainings and orientation interventions. During reporting period there was a total of 0 Intakes that did not Progress into a case being opened.

The top 5 problems presented for this reporting period were as follows:

- Relationship Issues

- Stress
- Loss Issues
- Mental Health/Psychological
- Health Related

Table 36: Presenting Problems: Gender Split (Actual Numbers)

Presenting Problem	Female	%	Male	%
Addictive	0	0	1	100.00
Child and Family Care	1	5	1	50.00%
Covid 19	0	1	1	0
Critical Incident	1	5	1	50.00%
Health Related	0	0	2	100.00
Legal	0	0	1	100.00
Loss Issues	3	7	1	0
Mental	2	6	1	0
Organisational Issues	2	1	0	0%
Relationship Issues	4		2	0
Stress	3	5	3	50.00%
Trauma/Personal	1	5	1	50.00%

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.

The following deliverables were achieved in the quarter under review to ensure that the JDA complies with the relevant provision of the OHSAS 18001 Act:

1.1. **Repairs and maintenance:** A service provider was appointed for repairs and maintenance for a period of 36 months effective from 24th March 2025. The appointment is for planned, reactive and preventative maintenance of all building elements as per the Maintenance plan.

1.2. **Fire Compliance:**

1.2.1. **Annual services of fire equipment:** Servicing of fire equipment was conducted and the next service date is April 2026.

1.2.2. **Fire equipment CoC (certificate of Compliance):** Valid COC for fire equipment after servicing in place (see attached).

1.2.3. Below is a summary of recommendations (refer to fire risk assessment for July 2025) by the fire consultant with status update:

- A complete fire detection and alarm system as per specifications in the requirements section to be installed throughout the building.
- Install emergency lighting within all applicable areas within the building
- A formal Fire and Emergency plan to be drafted and displayed within the buildings.
- Better housekeeping should be implemented and consider implementing filing rooms for storage of excessive documentation.
- A Water tank and pump should be installed to ensure sufficient water for firefighting purposes.
- Install additional Firefighting equipment as described.
- Building maintenance to be carried out and include all fire protection systems.

1.2.4. There are some items that have already been carried out because of the findings. These are listed below:

- The lift is still operational. Service provider has provided the necessary statutory documents.
- Firefighting equipment has been serviced and up to date.
- Most non-compliant signage for fire has been replaced.
- There are no more fuel spillages during the refueling of the generator. This can be attributed to improved ways of refueling.

- 1.3. **Pest control service:** Service provider appointed, SLA in place and monthly services are conducted- Job cards in place.
- 1.4. **Hygiene services:** Service provider was appointed and Monthly hygiene services are conducted as per the SLA and maintenance plan- Job cards in place.
- 1.5. **Lift maintenance:** Monthly lift maintenance conducted, job cards in place and valid statutory documentation in place.
- 1.6. **Office space**
- 1.6.1. **Acquisition of New Office space:** Acquisition of new office space was at an advanced stage, but will no longer be feasible due to the budget that was retracted by the City, a letter was sent to JPC making them aware of the changes and the JDA resumed with acquisition of a service provider for space planning of the Bus Factory for employees office space.
- 1.6.2. **PTOB (Permission to Occupy and Build)- Bus Factory:** A formal request was sent through to JPC for the JDA to be formally allowed to occupy the Bus Factory. Nine(9) out of the sixteen (16) stakeholders that were conducted for comments responded and seven (7) is still outstanding.
- 1.6.3. **Office space- Bus Factory:** Office space is allocated to new employees as and when required. Movement of employees from various departments are also conducted, asset movement forms are completed and submitted to Finance. As part of employees office space allocation some of Finance employees were relocated to the offices which used to be occupied by the tenant which has since moved out.
- 1.7. **Consumables:** Issuing of Consumables and stationery are conducted within 30.
- 1.7.1 **Groceries:** Appointment service provider for delivery of groceries is at an advanced stage (final stage of appointment) as the current appointment budget is depleted.
- 1.7.2. **Stationery:** Appointment of a service provider for supply and delivery of stationery for a period of 12 months was concluded and stationery is issued as and when required.
- 1.7.3 **First aid consumables:** Replenishing of first aid boxes are conducted as and when required. Monthly are conducted and checklists are completed accordingly.

- 1.8. **Office tools:** Preferred bidder was sent an LOA and SLA and the appointment was rejected as a result appointment of the 2nd preferred bidder is underway.
- 1.9. **Occupational Health and Safety:** OHS Committee in place (legally appointed) and monthly OHS checks are conducted. First aid training was completed, awaiting certificates.
 - 1.9.1. **SHE Committee Quarterly meeting:** meeting for Q4 was conducted in the scheduled for the month of July 2025 and Q1 meeting is scheduled for the month of September 2025.
 - 1.9.2. **OHS Consultant:** The appointment of the consultant is due to expire on the 11th of July 2025 and the appointment will no longer be a requirement for the JDA Bus factory and for the reason no extension and / new appointment will be conducted.
 - 1.9.3. **Evacuation Drill:** A presentation for JDA on the emergency evacuation drill will be tabled at a webinar for JDA to guide on how to respond in case of emergency and a simulation will be conducted thereafter.
 - 1.9.4. **CoJ OHS Checklist:** A completed checklist for FY 2025/26 was submitted to CoJ through Risk Department (see attached).
 - 1.9.5. **Physical Security:** Physical Security Management SOP is effected and monthly meeting with Security officers are conducted. Physical Security checklists are completed and submitted.
 - 1.9.6. **Access card system:** Access card system was serviced, software upgraded and certificate updated however the hardware for clocking in at the reception is slow to respond when one clocks in, calling for a replacement which will be conducted under repairs and maintenance contract.
 - 1.9.7. **Access cards:** issuing of new and replacement of access cards are conducted timeously. Access cards for new employees were issued within 24 hours of employees start date.
 - 1.9.8. **CCTV:** servicing was conducted; however there's one (1) faulty camera that requires replacement. Regarding the connection of the current CCTV system to a mobile devise requires a router to link the system with mobile devise.
- 1.10. **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 of are recorded and the request for disposal are tabled at the asset management committee meeting for approval. A request for disposal of the JDA Vehicle was submitted through to CoJ to dispose off on behalf of the JDA.

SECTION 11: MARKERTING AND COMMUNICATIONS

The JDA's involvement in area-based regeneration means that the whole organization, rather than a single unit of the JDA, engages with local area-based stakeholders and the City of Johannesburg stakeholders through the lifecycle of a plan or project. Effectively

performing its function as a builder of better neighborhoods requires that the JDA communicate a single, consistent message developed collaboratively between the whole JDA team. This is done to enhance, maintain, and protect the JDA brand using a set of coherent Marketing and Communications activities. The JDA’s Marketing Communication and Strategy looks at marketing communications efforts/activities at three levels, corporate, internal, and projects, to enhance, maintain, and protect the JDA’s reputation at these levels.

CORPORATE SCORECARD-KPI PERFORMANCE

Table 37: Quarter 1

KPI	Q1 Target	Q1 Actual	Variance	Rating
Number of media releases and social media posts on JDA development initiatives	70	250	110	😊

MEDIA MANAGEMENT (DIGITAL)

The report shows media content on the Johannesburg Development Agency’s digital platforms between 01 July and 30 August 2025.

Table 38: JULY 2025

Social Media Platform	Posts	Growth	Engagement	Reach
FACEBOOK	42	776	5 945	219 747
X	37	91	30 334	333 291
INSTAGRAM	22	28	493	3 081
LINKEDIN	4	144	127	6 015

Table 39: Total followers as of JULY 2025

Social Media Platform	Followers
FACEBOOK	14 204

X	5 216
INSTAGRAM	2 166
LINKEDIN	8 273

Table 40: AUGUST 2025

Social Media Platform	Posts	Growth	Engagement	Reach
FACEBOOK	48	566	5 604	278 585
X	46	46	5 294	53 605
INSTAGRAM	32	95	596	9 569
LINKEDIN	6	109	147	6 015

Table 41: Total followers as of AUGUST 2025

Social Media Platform	Followers
FACEBOOK	14 775
X	5 262
INSTAGRAM	2 261
LINKEDIN	8 382

SEPTEMBER 2025

Social Media Platform	Posts	Growth	Engagement	Reach
FACEBOOK	42	319	2 704	115 456
X	40	46	4475	38 280
INSTAGRAM	25	36	377	1 800
LINKEDIN	0	65	54	4 171

Total followers as of SEPTEMBER 2025

Social Media Platform	Followers
-----------------------	-----------

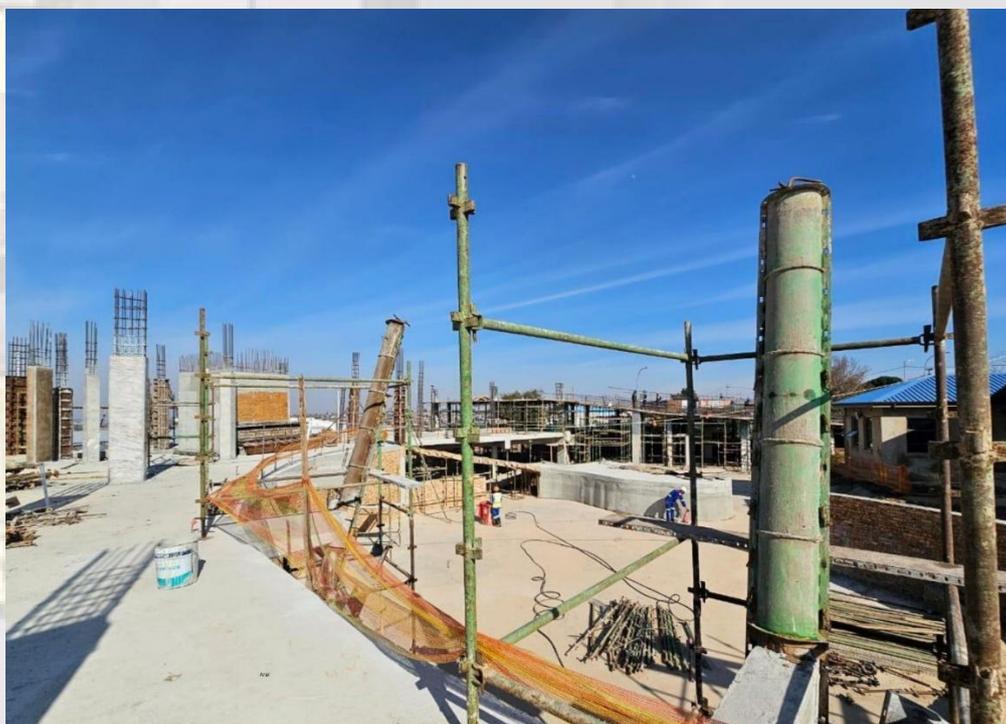
FACEBOOK	15 094
X	5 379
INSTAGRAM	2 297
LINKEDIN	8 447

The Marketing and Communications team remains dedicated to enhancing the visibility and recognition of the positive impact that JDA-implemented projects have on communities.

PUBLIC RELATION MANAGEMENT

01 July 2025

YETTA NATHAN ECD AND COMMUNITY CENTRE REACHES 39% CONSTRUCTION MILESTONE



The Johannesburg Development Agency (JDA), on behalf of the City of Johannesburg’s Social Development Department, is making meaningful strides in the construction of the Yetta Nathan Early Childhood Development (ECD) and Community Centre in Orlando West, Soweto. The project has now reached 39% completion, marking a significant milestone in delivering a sustainable, inclusive, and community-driven public facility.

03 July 2025

TRAFFIC ADVISORY: Katherine Street & Pybus Road Intersection



The Johannesburg Development Agency (JDA) would like to notify all residents, businesses, and commuters of temporary changes at the intersection of Katherine Street and Pybus Road due to ongoing construction works.

08 July 2025

CITY OF JOHANNESBURG EMBARKS ON REVIEW OF SANDTON INTEGRATED TRANSPORT MASTER PLAN



Known as the “richest square mile in Africa,” Sandton remains a powerful economic engine in Johannesburg and a magnet for daily commuters across Gauteng. With ever-increasing development and travel demand, the City of Johannesburg is taking proactive steps to ensure that growth is matched with sustainable and efficient transport solutions.

14 July 2025

WORLD YOUTH SKILLS DAY: JABULANI TOD PROJECTS EQUIP THE LEADERS OF TOMORROW!



As the world prepares to commemorate World Youth Skills Day on 15 July 2025, the City of Johannesburg and the Johannesburg Development Agency (JDA) shine a spotlight on a major youth empowerment milestone that is transforming both infrastructure and lives.

17 July 2025

CITY LAUNCHES OPERATIONAL ASSESSMENT FOR PHASE 1A AND 1B TRUNK ROUTES



The Johannesburg Development Agency (JDA), on behalf of the City of Johannesburg Transport Department, has launched an operational assessment of the Rea Vaya Bus Rapid Transit (BRT) system, focusing on the Phase 1A and 1B trunk routes.

18 July 2025

67 MINUTES, 8 ECD CENTRES AND 435 CHILDREN IMPACTED



Building a better city

In the true spirit of ubuntu, the Johannesburg Development Agency (JDA) marked Mandela Day 2025 by donating essential Early Childhood Development (ECD) resources to eight under-resourced centres across the city.

25 July 2025

WITS STUDENTS EXPERIENCE CITY-BUILDING IN ACTION THROUGH JDA EDUCATIONAL SITE TOUR



Reflector vests, hard hats, and notebooks in hand, students from the University of the Witwatersrand's Faculty of Engineering stepped into the dynamic world of urban development on Thursday, 24 July 2025, as part of an immersive educational tour of five Johannesburg Development Agency (JDA) projects.

31 July 2025

JOHANNESBURG LAUNCHES TRANSPORT SURVEYS TO IMPROVE TRAVEL CORRIDORS



As part of its 2040 Growth and Development Strategy (2040 GDS), the City of Johannesburg is working to upgrade public and non-motorized transport options.

To support this, the Transport Department, through the Johannesburg Development Agency (JDA), is developing a plan for Integrated Corridor Transport Management (ICTM).

01 August 2025



DEVELOPMENT OF AN E-HAILING MANAGEMENT POLICY FOR THE CITY OF JOHANNESBURG

The Johannesburg Development Agency (JDA), on behalf of the City Transport Department, has commenced with the development of an E-hailing Policy for the City.

05 August 2025

JDA COMPLETES HOY PARK REVITALISATION PROJECT



The Johannesburg Development Agency (JDA), on behalf of Johannesburg City Parks and Zoo (JCPZ), is proud to announce the completion of the upgrade of Hoy Park in Ward 72, Sydenham. This project marks a significant step in advancing inclusive and sustainable public spaces that enhance the quality of life across Johannesburg.

09 August 2025

JOHANNESBURG CITY LIBRARY REOPENS AFTER MAJOR UPGRADES – CELEBRATING 90 YEARS OF KNOWLEDGE AND CULTURE



The iconic Johannesburg City Library has officially reopened its doors to the public after an extensive upgrade led by the Johannesburg Development Agency (JDA). The reopening ceremony, held on Saturday, 09 August 2025, was officiated by Executive Mayor, Cllr Dada Morero, with MMC for Development Planning, Cllr Eunice Mgcina, and JDA CEO, Mr Themba Mathibe in attendance.

19 August 2025

ORANGE FARM TURNKEY PROJECT A CATALYST FOR WOMEN'S EMPOWERMENT



As part of the Chris Hani Sports Complex, which forms part of the Orange Farm Turnkey Project, the Johannesburg Development Agency (JDA) has implemented the Public Environment Upgrade Project along 16th Street and Moyane Drive in Orange Farm.

26 August 2025

MASTERPLAN FOR THE IMPLEMENTATION OF PARK-AND-RIDE FACILITIES



The Johannesburg Development Agency (JDA), on behalf of the City of Johannesburg’s Transport Department, has officially commenced the development of a Park-and-Ride (P&R) Masterplan — a strategic initiative aimed at reshaping the City’s public transport system and reducing traffic congestion.

29 August 2025

CITY OF JOHANNESBURG LAUNCHES SOUTH AFRICA’S FIRST INTEGRATED SPATIAL DATA PLATFORM AND SPATIAL PLANNING MANAGEMENT SYSTEM



The City of Johannesburg officially launched the country’s first Integrated Spatial Data Platform (ISDP) and Spatial Planning Management System (SPMS) on Thursday, 28 August, marking a major milestone in modernizing urban planning and service delivery.

02 September 2025

CITY OF JOHANNESBURG LAUNCHES URBAN AGRICULTURE FOOD RESILIENCE INFRASTRUCTURE PROJECT TO BOOST COMMUNITY FARMING



10 September 2025

JDA BOARD CONDUCTS OVERSIGHT VISIT TO KEY INFRASTRUCTURE PROJECTS ACROSS JOHANNESBURG



22 September 2025

ADMINISTRATION BLOCK REFURBISHMENT ADVANCES AT SELBY BRT DEPOT



22 September 2025

TOURISM MONTH: RESTORING CHANCELLOR HOUSE



As the world observes World Tourism Day on 27 September, South Africa celebrates Tourism Month, it's a moment to reflect on the role of tourism in connecting us to our history, our culture, and our shared future.
30 September 2025

IVORY PARK SWIMMING POOL A STEP CLOSER TO OPENING



The Johannesburg Development Agency (JDA) is pleased to announce that the Ivory Park Swimming Pool Complex is a step closer to opening its doors to the public. The facility, developed as part of the City of Johannesburg's commitment to expanding social infrastructure, has successfully completed its water and electricity connections.

1. JDA EVENTS



a world class African city



LET'S STAND TOGETHER AND MAKE EVERY MINUTE COUNT FOR OUR CHILDREN.

#MandelaDay #67Minutes #JDAinAction



SAVE THE DATE – MANDELA DAY 2025

Date: Friday, 18 July 2025

Time: From 09:00

Locations: Various creches across Johannesburg (see below)

In honour of Nelson Mandela Day, the JDA invites all employees to take part in our 2025 Creche Support Initiative. This year, we'll be delivering much-needed tables, chairs, and sleeping mats to under-resourced creches and spending time with the children in their learning spaces.

Join us as we:

- ✓ Deliver and set up furniture
- ✓ Engage with the children
- ✓ Represent the JDA spirit in action

CRECHE LOCATIONS:

- Midrand: Khanyisile Day Care- 763 Letaba str, Klipfontein
- Cosmo City: Divine Grace Creche -1408 Agnes Street, Cosmo City
- Soweto: 1.Tiisetso Day Care – 668 Dire Str, Molapo
- West Rand: Mashabela Rise & Shine – Cnr Goldman & 3rd Avenue, Florida,Entokozweni Edu Care – Tshepisoong, Phase 2,Siyaqamba Day Care - Dobsonville
- Eldorado Park: Rise & Shine Early Learning Centre-24 Kraaifontein street Ext 4 Eldorado park

WEBINAR

YOUTH SKILLS DEVELOPMENT!



SPEAKER

Ms. Rooksana Rashid Modan

0-0-0
Tuesday
15 July, 2025

10:00 AM
11:30 AM

Virtual

Joburg
a world class African city

JDA
Johannesburg Development Agency

WEBINAR

YOUTH SKILLS WEEK !



SPEAKER

Ms. Sandra de Wet-du Toit
Life & Career Coach, Speaker, Advocate for Thriving Youth Careers

0-0-0 Thursday
17 July, 2025

10:00 AM
11:30 AM

Virtual

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JDA
Johannesburg Development Agency

WEBINAR

JDA'S BUSINESS PLAN 2025/26

Presented By:
Ms. Livhalani Nemaungani
Manager: Strategy & Performance Monitoring



Joburg
a world class African city

JDA
Johannesburg Development Agency

23 July 2025

10:30

Virtual

JULY: SECURITY AWARENESS



PROTECTING OUR SPACE SECURITY AWARENESS

CAUTION

- ✓ Cybercrime isn't just digital – in-person data theft can be just as effective, and sometimes even easier
- ✓ Ensure all doors and windows are closed when the office is unoccupied
- ✓ Enforce visitors policies- Try not to leave visitors alone
- ✓ Ensure workstations are locked when not attended to
- ✓ Keep your access card safe



**TO THE WOMEN
BUILDING POSSIBILITIES,
SHAPING CITIES,
LEADING WITH HEART
HAPPY WOMENS DAY**



Happy National Women's Day from all of us at JDA

09 August 2025

CEO'S Desk

Volume 1
August, 2025

Happy Women's Day to all the remarkable women of JDA

Today, we honour your strength, perseverance, and invaluable contributions—both within our organization and to the broader community. JDA proudly boasts a vibrant and dedicated women workforce whose leadership and passion inspire us every day.

This Women's Day carries an even special significance this year, as we approach the official reopening of the Johannesburg City Library on August 9th—National Women's Day. This important occasion highlights the library's role as a crucial community space that promotes access to information, fosters lifelong learning, and empowers individuals—particularly women—in their educational and personal pursuits.

Historically, the Johannesburg City Library has been a symbol of progress and equality, being among the first public spaces in South Africa to break down racial segregation. Its reopening signifies our ongoing commitment to inclusion, community development, and creating opportunities for all to thrive.

On the day we will be honouring one of the first librarians who was a woman of stature who built the Afrika collection and was the first advocate of change calling for the opening of the library to the people of colour.

To all the women of JDA—thank you for your dedication, leadership, and unwavering spirit. Let us continue to uplift, support, and empower each other as we work towards a more equitable future.

Happy Women's Day!


Themba Mathibe -CEO



a world class African city



18 August 2025



Joburg **J.D.A.**
a world class african city

PROTECTING OUR SPACE SECURITY AWARENESS

SECURITY OPERATIONS PROCEDURE.

- ✓ Report Lost Access Cards Immediately – Notify the Security Supervisor in writing.
- ✓ Declare Personal Items – All personal gadgets and furniture for work use must be declared to Security upon arrival.
- ✓ Gate Pass Required – Use a gate pass when removing any JDA property from the premises.
- ✓ Visitor Verification – Ensure all visitors are vetted at the security entrance before entry.
- ✓ Report Suspicious Activity – Immediately inform the Security Supervisor of any criminal or suspicious behaviour.
- ✓ Random Searches – Security officers may conduct random searches on employees.
- ✓ Clock In & Out – Always use your access card to clock in and out.
- ✓ Zero Tolerance on Theft – Removing JDA property without permission is a dismissible offence.

19 August 2025



External Webinar
Rethabile Ratsomo
Human Rights Activist

Rethabile Ratsomo, Anti-Racism Program Manager at the Ahmed Kathrada Foundation, champions equality and justice through advocacy, education, and dialogue.

19 AUGUST 2025 AT 10:30 AM

Joburg **J.D.A.**

WOMEN!

21 August 2025



WEBINAR

Topic: PFA: Political Affiliated Agreement

Mr Pardon Nkomo
Human Capital Business Partner

10:00
Thursday 21 August

Virtual

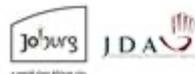
Joburg **J.D.A.**

Internal Webinar

Implementation of Structure Of Salary

This webinar explains eligibility, available structuring options, and the simple steps to opt in.

10 SEPTEMBER 2025
AT 10:00 - 11:00 AM



Official Invitation

JRA Wayleave Application Orientation Workshop

To better understand and follow the Johannesburg Roads Agency's (JRA) procedures, I would like to invite you to participate in a virtual session on the Wayleave Application Orientation.

This session is **mandatory** for team members involved in:

- Development Planning & Facilitation
- Development Implementation

The workshop will offer important insights into the wayleave application process, helping to ensure smoother coordination and compliance in our development projects.

Please make the necessary arrangements to attend and come ready to participate.

Date: 10 September 2025

Time: 08:30 – 09:30 am

Platform: Microsoft Teams

Facilitator: Khululiwe Ngcobo – Johannesburg Roads Agency

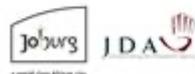


Internal Webinar

Implementation of Structure Of Salary

This webinar explains eligibility, available structuring options, and the simple steps to opt in.

10 SEPTEMBER 2025
AT 10:00 - 11:00 AM



Internal Webinar

Records Management and ICT Security

A compact, practical session on Records Management, ICT Security, and Disaster Recovery

Presenter: Precious Betshwana ICT Manager
Date: 25 September 2025
Time: 10:30 - 11:30 am



WOMEN'S MONTH SPOTLIGHT: LEADING WITH PURPOSE, POWER



At the Johannesburg Development Agency, Women's Month celebration—it's a declaration. A declaration that women are telling the story; they are shaping it, leading it, and rewriting development with brilliance, resilience, and heart.

This edition honours phenomenal leaders whose work in Johannesburg, one project, one policy, and one empowered time

SENIOR PROJECT MANAGER - BUILDING COMMUNITIES ONE PROJECT AT A TIME

Noluthando Mashamaite doesn't just manage projects—she builds legacies. As a Senior Project Manager at the JDA, she oversees the planning, execution, and delivery of major urban development initiatives that breathe life into Johannesburg's evolving landscape.

With a BSc and Honours in Construction Management and professional registration with SACPCMP, Noluthando brings both technical mastery and visionary leadership to her role. Her belief? Development must transform lives.

**In Her Own Words:
Why JDA ?**

"I've always been passionate about creating inclusive, inspiring spaces. At JDA, I get to shape the city's future—turning paper concepts into places of pride and belonging.

Career Highlight:

"Reviving a stalled inner-city regeneration project and transforming it into a vibrant public space. Watching children play there reminded me: our work changes lives."

Inspiration:

"My mother taught me resilience. My mentors showed me that leadership can be both compassionate and firm."

Lesson Learned:

"Listening is powerful. Development isn't just about buildings—it's about people."

Advice to Young Women:

"Pursue the best version of yourself. Reach for it daily."

Work-Life Balance:

"Family, friends, gym, reading, and travel keep me grounded."

Fun Fact:

"I start my day with boxing at Fight Club—it's my way of staying sharp and stress-free!"

Women's Month Spotlight: Millicent Ngwasha Making Numbers Tell a Story

In the world of city-building, where the blueprints and budgets converge, Millicent Ngwasha stands at the intersection of precision and purpose. As a financial expert at the Johannesburg Development Agency, she doesn't just crunch numbers - she translates them into stories of transformation.

Millicent's journey to the JDA began with a simple but powerful conviction: finance should serve people. "I was drawn to the JDA because of its tangible impact on communities", she reflects. "Finance can sometimes feel far removed from people's daily lives, but here, every number I work with contributes to projects that shape our city's future".

Her work is the quiet engine behind the scenes — enabling the JDA to turn plans into progress. One of her proudest achievements? Leading automation projects that streamlined the finance department's operations. "It wasn't just about technology," she says. "It was about freeing our team to focus on high-value, strategic work."

But Millicent's story isn't just about systems and spreadsheets. It's about resilience, representation, and redefining what leadership looks like in traditionally male-dominated spaces. Inspired by trailblazers like Prof Mamokgethi Phakeng, she's carved her path with integrity as her compass. "In finance, trust is everything," she says. "The moment you compromise on transparency or ethics, you compromise your credibility and your career."

Her advice to young women entering the field is both practical and empowering: "Don't be intimidated by the complexity of finance. Every expert started as a beginner. Learn continuously, ask questions fearlessly, and find mentors who challenge you to grow."

Beyond the office, Millicent brings the same energy and curiosity to her personal life. Whether she's hiking with friends, diving into a gripping novel, or reminiscing about her time representing her municipality in the ladies' soccer team at the OR Tambo Municipal Games, she embraces adventure with a playful spirit. "A balanced mind makes better decisions," she says. "And in finance, decisions matter."

Professional Snapshot

- **Expertise:** GRAP, IFRS, PFMA, MFMA, Strategic Planning
- **Education:** Postgraduate Diploma in Accounting Sciences (CTA), Advanced Diploma in Management Accounting (CIMA), CIMA Strategic Level Studies (ongoing)
- **Awards:** CEO's Excellence Award (2024), Innovation & Continuous Improvement Award (2024)
- **Membership:** Associate General Accountant (AGA(SA)) – SAICA

Millicent Ngwasha reminds us that behind every impactful organisation is someone who sees the bigger picture in the smallest details. This Women's Month, we celebrate her story — one of intellect, integrity, and inspiration.



Millicent Ngwasha

"In finance, trust is everything."

LEGAL SPECIALIST - LAW WITH A HUMAN TOUCH

Jennifer Madiba is the legal backbone of JDA's mission. Her career spans boardrooms and mediation tables, but her compass remains constant: justice, integrity, and empowerment. Armed with an LLB, LLM, and a suite of leadership and finance credentials, Jennifer is an admitted attorney and a proud member of the Golden Key International Honour Society. Her work ensures that every JDA project stands on a foundation of fairness and accountability.

In Her Own Words:

Why JDA ?

"I wanted to serve the public with my legal expertise. Every day brings new challenges—and new growth."

Career Highlight:

"Providing legal input that enabled ethical, transparent decision-making across institutions."

Inspiration:

"Justice and fairness inspired my path. I saw how law can protect resources and build trust."

Lesson Learned:

"Empower yourself constantly. The law evolves—and so must we."

Advice to Young Women:

"Let your work speak. Push boundaries. Stay solution-oriented. Protect your integrity. Keep learning. Balance is key."

Work-Life Balance:

"Singing and dancing recharge me. Music helps me reconnect with joy and clarity."

Fun Fact:

"I almost pursued Psychology—I'm a great listener and love giving advice!"



JENNIFER MADIBA

"Empower yourself constantly. The law evolves—and so must we."



MANAGER: FACILITIES -THE GUARDIAN OF OUR SPACE

Behind every thriving workplace is someone who ensures the lights stay on, the spaces stay safe, and the environment empowers excellence. At JDA, that someone is Tshepho Mpyatona.

With over 17 years of experience in Total Facilities Management, Tshepho is a powerhouse of operational precision and strategic foresight. Her career spans both public and private sectors, including roles at Lanseria International Airport, Servest Integrated, Johannesburg Roads Agency, and Putco. From infrastructure maintenance to health and safety compliance, she's built a legacy of excellence—quietly, consistently, and impactfully.

In Her Own Words:

Why JDA ?

"JDA is a lean, machine—driven, skilled, and efficient. I thrive on the challenge of balancing sustainability with cost control, and creating workspaces that empower people to perform at their best."

Career Highlight:

"At JDA, I've developed key policies and processes. At Lanseria, I mentored a young talent into leadership. At JRA, I secured Certificates of Compliance across sites and helped install backup generators to ensure business continuity."

Inspiration:

"My father, who proudly calls himself an engineer, sparked my passion for technical excellence."

Lesson Learned:

"Always do the right thing—not just tick the box. Integrity catches up with you, in the best and worst ways."

Advice to Young Women:

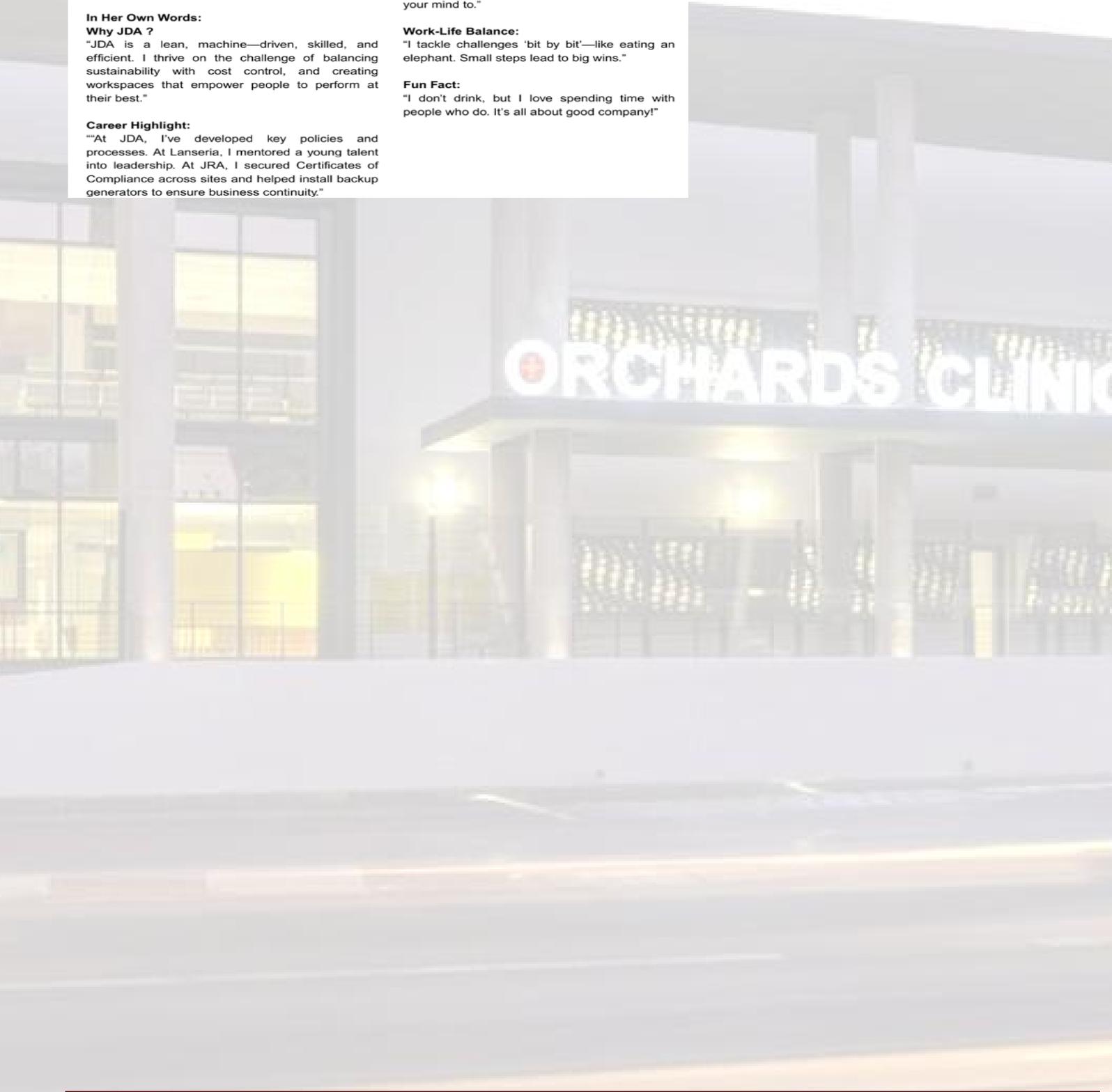
"Facilities is male-dominated, but don't let that intimidate you. WOMAN stands for 'Well Organised Man'—you can do anything you set your mind to."

Work-Life Balance:

"I tackle challenges 'bit by bit'—like eating an elephant. Small steps lead to big wins."

Fun Fact:

"I don't drink, but I love spending time with people who do. It's all about good company!"





CEO's Message

A New Year, A Renewed Purpose – Welcome to 2025/26

Dear Team,

As we officially begin the 2025/26 fiscal year, I want to pause and express my deepest appreciation to every one of you. This past year was more than just a collection of projects—it was a reflection of your perseverance, your passion, and your commitment to reimagining Johannesburg for the people who call it home.

Our Achievements: Powered by People

We celebrate not only the places we've transformed, but the people who made them possible. These accomplishments speak volumes about the talent and heart that define Team JDA. Thanks to your efforts, we completed:

Milestones Reached in 2024/25

- A heartfelt thank you to **Zwakele Magagula**, whose leadership delivered two outstanding public transport facilities—**Vlakfontein and Stretford**—on time, on vision, and to the highest standard. These projects are now vital links in the daily lives of thousands. And with the Bus Rapid Transit (BRT) extension almost complete, your impact continues to grow.
- Bravo to **Rendani Musetsho** for seeing the Naledi Clinic through to completion—bringing compassionate healthcare closer to communities that need it most. Doors are opened, expanding access to quality healthcare in Soweto.
- MMC Mgcina conducted an oversight visit and was impressed with Freddy Mahandana's presentation on **Elias Motsoaledi Road upgrades**, improving mobility and safety.
- Our **Celestine Mouton** delivered against all odds surrounding the CBD, the **Randburg Public Environment Upgrade**, giving urban space back to the people. Keep going strong!



- The man of the people, **Humbelani Mudau**, delivered **Roads in Drieziek Extension 3 & 5** were constructed, connecting neighbourhoods and fostering growth in these developing areas. The community wants more!
- The **Inner City Precinct Upgrades** brought renewed energy to key corridors with improved walkability, lighting, and amenities. The **Goud Street PEU and Melville PEU** were nominated in the category for Community Upliftment & Job Creation, for the 2025 IMESA / CESA Biennial Awards for Projects demonstrating labour-intensive construction, skills development, community awareness/participation.
- Our **Public Space Activation Programmes** turned previously underused areas into lively, inclusive community spaces.

The City of Johannesburg recently took decisive action against illegal outdoor advertising by demolishing unauthorized billboards in Soweto and Orange Farm. This operation, carried out on 10 December 2024, was led by the Department of Development Planning in collaboration with the JDA.

The targeted structures were located:

- Along Chris Hani Road in Pimville, Soweto, opposite Maponya Mall
- In Orange Farm, Extension 2

These billboards were erected without the necessary municipal approvals, violating the Outdoor Advertising By-Law (2009). The City emphasized that such illegal signage not only undermines urban aesthetics but also poses safety risks and disrupts regulated advertising practices.

Cllr. Eunice Mgcina, MMC for Development Planning, stated:

“Illegal outdoor advertising undermines the integrity of our urban environment and poses risks to public safety.”

Each of these is more than infrastructure—they’re lifelines, opened doors, and proof that development can be just, people-centered, and beautiful.



JCL Completed and BRT Expansion Nearing Completion

The **Johannesburg Central Library** has officially opened and will serve as a beacon of knowledge, and the **BRT Expansion** is set to redefine how we connect across the city.

Most talked about Key Project

- The Johannesburg Art Gallery (JAG) is transforming into a cultural landmark for the next generation.

Big Up to Our Outstanding Senior Project Managers!

A massive shout-out to **Noluthando Mashamaite, Phumla Mkhize, and Amogelang Kgoathe** for the sterling work you've delivered at JDA. Your leadership, resilience, and unwavering commitment to excellence have not gone unnoticed. You consistently go above and beyond—navigating complex projects, motivating your teams, and driving results that truly elevate the entire organisation.

Your Work, Our Purpose

At the JDA, we don't just build roads and walls—we build dignity. We don't just install lights—we light the path toward equity, access, and pride. Everything we deliver impacts lives in very real, very human ways. And that's what makes our work matter.

Call to Action: Let's Make It Count

As we step into the new fiscal year, I ask each of you to bring your best self. Be bold in your ideas, generous with your teamwork, and fierce in your belief that Johannesburg can—and should—be a city for all.

Because our city deserves dreamers who also know how to deliver. Thank you for your dedication, your excellence, and your courage. Let's build forward—together.

Warm regards,
Themba Mathibe
Chief Executive Officer,
Johannesburg Development Agency



JDA Achievement Spotlight: Honoring Excellence at JDA



In celebration of JDA Achievement Spotlight this month, the Johannesburg Development Agency proudly highlights Ms. Marama Nkosi, our outstanding Information and Document Management Specialist.

With support from JDA's staff development program, Ms. Nkosi has successfully earned her Postgraduate Diploma in Public Management from the University of Pretoria—graduating cum laude. This impressive achievement demonstrates her resilience, dedication, and pursuit of excellence.

Ms. Nkosi's academic success not only showcases her personal commitment to growth but also serves as a strong inspiration to women across the organization. Her journey exemplifies the spirit of continuous learning and the value of investing in one's potential.

She officially received her qualification on Monday, 01 September 2025, at the University of Pretoria. The JDA congratulates Ms. Nkosi on this milestone and celebrates her as a shining example of women who break barriers, uplifts others, and lead with purpose.

CHAPTER 5: FINANCIAL PERFORMANCE

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

TABLE 42: STATEMENT OF FINANCIAL POSITION FOR THE QUARTER ENDED 30 September 2025

	Year ended 30 September 2025			
	Actual	Budget	Variance	
	R'000	R'000	R'000	
Non-current assets	33 946	38 000	-4 054	1
Property plant and equipment	4 685	5 000	(315)	
Deferred tax	14 403	17 500	(3 097)	
Intangible assets	14 858	15 500	(642)	
Current assets	1 735 452	1 307 772	427 680	2
Trade and other receivables	1 482 311	1 020 762	463 409	
Prepayments	-	-	-	
Vat Receivable	253 137	287 000	(33 863)	
Cash and cash equivalents	4	10	(6)	
Total assets	1 769 398	1 345 772	425 486	
EQUITY AND LIABILITIES				
Capital and reserves	-158 825	51 278	(138 243)	3
Contribution from owner	16 278	16 278	(0)	
Accumulated surplus/(deficit)	-175 103	35 000	(138 243)	
Non-current liabilities	3 478	2 800	678	4
Finance lease obligation	318	300	18	
Deferred taxation	3 160	2 500	660	
	-	-	0	
Current liabilities	1 924 745	1 291 694	635 536	5
Loans from shareholders	1 556 826	1 200 000	356 826	6
Trade and other payables	354 392	81 000	273 392	

VAT payable	-	-	0
Finance lease obligation	211	294	(83)
Project fund payable	916	3 400	1
Provisions – bonus	12 400	7 000	5 400
Total equity and liabilities	1 769 398	1 345 772	423
			626

0

Notes

- 1 The decreases on the property plant and equipment it is due to depreciation.
- 2 The unfavourable variance it due to budget which had impact on revenue claims.
- 3 Changes on the Reserve/Net Assets it is due to the deficit of 14 million which arise from sweeping account.
- 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 September 2025 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.

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

TABLE 43: STATEMENT OF FINANCIAL PERFORMANCE FOR THE QUARTER ENDED 30 September 2025

	September	Original	Quarter ending 30 September			Notes
	2024	approved	2025			
	Actual	budget	Actual	Budget	Variance	
	R'000	R'000	R'000	R'000	R'000	
Gross revenue	26 995	149 523	34 402	37 381	(2 979)	5
Operating costs	(28 249)	(141 181)	(29 922)	(35 295)	5 373	6
Gross surplus/(deficit)	(1 254)	8 342	4 480	2 086	2 394	

Other operating income and expenditure	(15 332)	(8 342)	(21 497)	(2 086)	(19 412)	
Interest expense	(15 332)	(8 342)	(21 497)	(2 086)	(19 412)	7
Interest income	0	0	0	0	0	
Surplus/(Deficit) before tax	(16 586)	0	(17 017)	0	(17 017)	
Taxation	0	0	0	0	0	
Surplus/(Deficit) after tax	(16 586)	0	(17 017)	0	(17 017)	

Notes

- 5 Management fees are budgeted for in accordance with the capital project expenditure. The overall actual revenue is below the budget revenue by 24% due to delay in some of the projects
- 6 The negative variance is mainly due to delay in procurement process.
- 7 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 2022/23 financial year.

SECTION 3: CASH FLOW STATEMENT

TABLE 44: CASH FLOW STATEMENT FOR THE QUARTER ENDED 30 September 2025

	Year to date			
	Actual	Budget	Variance	
	R'000	R'000	R'000	
Cash flows from operating activities				
	(234 028)	(134 057)	(99 971)	
<i>Receipts</i>				
Grants	0	0	0	
Interest received	0	0	0	
Cash receipts from CAPEX funding	149 017	150 000	(983)	11
Other receipts	20 373	20 000	373	
		0	0	
<i>Payments</i>				
Employee cost	(21 209)	(22 000)	791	12
Suppliers	(382 209)	(300 000)	(82 209)	13
		0		
Cash flows from investing activities	0	(160)	160	
<i>Expenditure to maintain operating capacity</i>				
Property, plant and equipment acquired	0	(160)	160	
Proceeds from sale of property, plant and equipment			0	
Purchase of intangible assets	0		0	
Cash flows from financing activities	234 023	230 000	464 023	14
Movement in project funds payable	(401)	0	(401)	

Proceeds from Shareholders' loan	234 424	230 000	4 424
Repayments of Shareholders' loan		0	0
Finance lease repayments	0	0	0
Net increase/(decrease) in cash and cash equivalents	(5)	230 000	(230 005)
Cash and cash equivalents at beginning of the year	9	4	5
Cash and cash equivalents at the end of the year	<u>4</u>	<u>230 004</u>	<u>(230 000)</u>

Notes

- 11 The negative it is mainly due to delay in the payments from client department
- 12 The variance it mainly due to vacant position that are not yet filled
- 13 The variance it mainly due decreases on the capex invoice due to target not being meet/not achieved
- 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 45: STATEMENT OF CHANGES IN NET ASSETS FOR THE QUARTER ENDED 30 September 2025

	Share capital	Share premium	Total share capital	Accumulated surplus	Total net assets
	R'000	R'000	R'000	R'000	R'000
Balance on 01 July 2024	60	16 278	16 278	-66 402	-50 124
Changes in net assets					
Deficit for the year	0	0	0	(92 387)	(92 387)

Total changes					
Balance on 01 July 2024	60	16 278	16 278	(158 086)	(142 511)
Changes in net assets					
Profit/(deficit) for the year				(17 017)	(17 017)
Total changes					
Balance on 30 September 2025	60	16 278	16 278	(175 103)	(158 825)



SECTION 5: CAPITAL PROJECTS & EXPENDITURE

TABLE 46: CAPEX EXPENDITURE FOR THE YEAR

CAPITAL EXPENDITURE AS AT 31 SEPTEMBER 2025	CAPEX FOR QUARTER			CAPEX FOR THE YEAR				ANNUAL	BUDGET
	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	VARIANCE	BUDGET	USED
	R	R	R	R	R	R	%	R	%
JDA ON BUDGET									
Orlando East Station Precinct New Precinct Redevelopment ORLANDO EAST D Ward	R 0	75 000	(R 75 000)	R 0	75 000	(R 75 000)	(100,00%)	500 000	0,00%
Diepsloot Development Renewal Precinct Redevelopment DIEPSLOOT WES A Regional	4 737 372	3 004 890	1 732 482	4 737 372	3 004 890	1 732 482	57,66%	20 032 600	23,65%
Operational Capex New Operational Capex NEWTOWN F City Wide	0	1 036 800	(1 036 800)	0	1 036 800	(1 036 800)	(100,00%)	6 912 000	0,00%
Revitalisation of Pageview and Vrededorp	0	82 410	(82 410)	0	82 410	(82 410)	(100,00%)	549 400	0,00%
Inner City Eastern Gateway_TOD and Movement Corridors	1 010 912	2 594 070	(1 583 158)	1 010 912	2 594 070	(1 583 158)	(61,03%)	17 293 800	5,85%
Klipfontein View Wellness centre	8 422	2 083 620	(R 2 075 198)	8 422	2 083 620	(R 2 075 198)	(99,60%)	13 890 800	0,06%
23775_Ivory Park Urban Renewal Programme	2 575 085	276 870	2 298 215	2 575 085	276 870	2 298 215	830,07%	1 845 800	139,51%
23705_Orange Farm Urban Renewal Programme	26 643 367	6 553 289	20 090 078	26 643 367	6 553 289	20 090 078	306,56%	43 688 593	60,98%
SUB-TOTAL	34 975 159	15 706 949	19 268 210	34 975 159	15 706 949	19 268 210	122,67%	104 712 993	33,40%
COMMUNITY DEVELOPMENT (Comm Dev)									

CAPITAL EXPENDITURE AS AT 31 SEPTEMBER 2025	CAPEX FOR QUARTER			CAPEX FOR THE YEAR				ANNUAL	BUDGET
	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	VARIANCE	BUDGET	USED
	R	R	R	R	R	R	%	R	%
Joburg Art Gallery Upgrade JOHANNESBURG F Incl (Museum Africa)	15 676 743	6 000 000	9 676 743	15 676 743	6 000 000	9 676 743	161,28%	40 000 000	39,19%
Repairs and maintenance , (Ivory Park Swimming pool, Drieziek mpc)	709 288	2 250 000	(1 540 712)	709 288	2 250 000	(1 540 712)	(68,48%)	15 000 000	4,73%
Joburg Library (Centre of Excellence) JOHANNESBURG F	9 652 510	4 200 000	5 452 510	9 652 510	4 200 000	5 452 510	129,82%	28 000 000	34,47%
Kaalfontein New Community Centre KAALFONTEIN EXT4 A Ward	3 176 757	750 000	2 426 757	3 176 757	750 000	2 426 757	323,57%	5 000 000	63,54%
Cosmo City New swimming pool New Community Centre COSMO CITY EXT3 C Ward	0	1 024 080	(1 024 080)	0	1 024 080	(1 024 080)	(100,00%)	6 827 198	0,00%
Matholessville New MPC C ommunity Centre MATHOLESVILLE C Regional	2 222 410	1 193 100	1 029 310	2 222 410	1 193 100	1 029 310	86,27%	7 954 000	27,94%
PUBLIC ART	0	493 435	(493 435)	0	493 435	(493 435)	(100,00%)	3 289 565	0,00%
SUB-TOTAL	31 437 709	15 910 614	15 527 094	31 437 709	15 910 614	15 527 094	97,59%	106 070 763	29,64%
DEVELOPMENT PLANNING									
New Turfontein Clinic	3 483 872	2 530 500	953 372	3 483 872	2 530 500	953 372	37,68%	16 870 000	20,65%
Brixton Social Cluster	3 061 499	1 650 000	1 411 499	3 061 499	1 650 000	1 411 499	85,55%	11 000 000	27,83%
Jabulani Precinct Upgrades	7 146 478	3 485 100	3 661 378	7 146 478	3 485 100	3 661 378	105,06%	23 234 000	30,76%
Inner City Partnership Fund	665 008	300 000	365 008	665 008	300 000	365 008	121,67%	2 000 000	33,25%
Inner City Walkable Network	1 356 633	450 000	906 633	1 356 633	450 000	906 633	201,47%	3 000 000	45,22%
Inner city trading plan	0	508 500	(508 500)	0	508 500	(508 500)	(100,00%)	3 390 000	0,00%
Inner City High Court Precinct	1 554 700	750 000	804 700	1 554 700	750 000	804 700	107,29%	5 000 000	31,09%

CAPITAL EXPENDITURE AS AT 31 SEPTEMBER 2025	CAPEX FOR QUARTER			CAPEX FOR THE YEAR				ANNUAL	BUDGET
	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	VARIANCE	BUDGET	USED
	R	R	R	R	R	R	%	R	%
Demolition illegal structures	1 120 733	364 950	1 189 750	1 120 733	364 950	1 189 750	326,00%	2 433 000	63,90%
GEF ISDP SPMS	1 176 330	280 200	896 130	1 176 330	280 200	896 130	319,82%	1 868 000	62,97%
GEF Urban agriculture	0	1 279 350	(1 279 350)	0	1 279 350	(1 279 350)	(100,00%)	8 529 000	0,00%
GEF knowledge management	0	360 300	(360 300)	0	360 300	(360 300)	(100,00%)	2 402 000	0,00%
SUB-TOTAL	19 565 253	11 958 900	8 040 320	19 565 253	11 958 900	8 040 320	67,23%	79 726 000	24,54%
CITY MANAGER									
Masingita Development	162 965	225 000	(62 035)	162 965	225 000	(62 035)	(27,57%)	1 500 000	10,86%
Orange Farm Road and Storm water Nkonyama	0	225 000	(225 000)	0	225 000	(225 000)	(100,00%)	1 500 000	0,00%
Separation at Source	0	450 000	(450 000)	0	450 000	(450 000)	(100,00%)	3 000 000	0,00%
Constitutional Hill Visitors Centre	0	75 000	(75 000)	0	75 000	(75 000)	(100,00%)	500 000	0,00%
Newtown Precinct assessment	0	150 000	(150 000)	0	150 000	(150 000)	(100,00%)	1 000 000	0,00%
SUB-TOTAL	162 965	1 125 000	(962 035)	162 965	1 125 000	(962 035)	(85,51%)	7 500 000	2,17%
HEALTH DEPARTMENT									
Hikensile Clinic Renewal Clinic IVORY PARK EXT9 A Ward	430 188	3 562 950	(3 132 762)	430 188	3 562 950	(3 132 762)	(87,93%)	23 753 000	1,81%
Naledi clinic New Building NALEDI D	0	247 800	(247 800)	0	247 800	(247 800)	(100,00%)	1 652 000	0,00%
Elias Motsoaledi clinic Renewal Building DUBE EXT2 D	0	6 000	(6 000)	0	6 000	(6 000)	(100,00%)	40 000	0,00%
Rabie Ridge Clinic Renewal and Community Health Centre New RABIE RIDGE A	0	6 147	(6 147)	0	6 147	(6 147)	(100,00%)	40 977	0,00%

CAPITAL EXPENDITURE AS AT 31 SEPTEMBER 2025	CAPEX FOR QUARTER			CAPEX FOR THE YEAR				ANNUAL	BUDGET
	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	VARIANCE	BUDGET	USED
	R	R	R	R	R	R	%	R	%
Freedom Park New Clinic DEVLAND EXT30 G Ward	0	22 500	(22 500)	0	22 500	(22 500)	(100,00%)	150 000	0,00%
SUB-TOTAL	430 188	3 845 644	(3 415 456)	430 188	3 845 644	(3 415 456)	(88,81%)	25 637 629	1,68%
HUMAN SETTLEMENTS									
Finetown Proper -Region G	744 903	600 000	144 903	744 903	600 000	144 903	24,15%	4 000 000	18,62%
Kanana Park Ext 34 & 5	0	1 500 000	(1 500 000)	0	1 500 000	(1 500 000)	(100,00%)	10 000 000	0,00%
Drieziek Ext3	6 064 717	750 000	5 314 717	6 064 717	750 000	5 314 717	708,63%	5 000 000	121,29%
Drieziek Ext5	0	750 000	(750 000)	0	750 000	(750 000)	(100,00%)	5 000 000	0,00%
Drieziek Ext4	0	750 000	(750 000)	0	750 000	(750 000)	(100,00%)	5 000 000	0,00%
SUB-TOTAL	6 809 620	4 350 000	2 459 620	6 809 620	4 350 000	2 459 620	56,54%	29 000 000	23,48%
PIKITUP									
Marie Louise Landfill site-improved compliance and alterations	1 910 613	3 917 550	(2 006 937)	1 910 613	3 917 550	(2 006 937)	(51,23%)	26 117 000	7,32%
Goudkoppies Landfill site- improved compliance and alterations	3 321 119	3 345 750	(24 631)	3 321 119	3 345 750	(24 631)	(0,74%)	22 305 000	14,89%
Linbro Park landfill site-improved compliance and alterations	2 626 887	1 808 100	818 787	2 626 887	1 808 100	818 787	45,28%	12 054 000	21,79%
Bezuidenhout Garden site	0	1 400 100	(1 400 100)	0	1 400 100	(1 400 100)	(100,00%)	9 334 000	0,00%
Ennerdale Landfill site-improved compliance alterations and cell development	4 030 552	2 633 100	1 397 452	4 030 552	2 633 100	1 397 452	53,07%	17 554 000	22,96%
Construction Upgrading and Engineering services at Zondi Depot		321 600	(321 600)		321 600	(321 600)	(100,00%)	2 144 000	0,00%

CAPITAL EXPENDITURE AS AT 31 SEPTEMBER 2025	CAPEX FOR QUARTER			CAPEX FOR THE YEAR				ANNUAL	BUDGET
	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	VARIANCE	BUDGET	USED
	R	R	R	R	R	R	%	R	%
Upgrading and engineering services at Midrand Depot	3 057 531	4 979 250	(1 921 719)	3 057 531	4 979 250	(1 921 719)	(38,59%)	33 195 000	9,21%
Mondeor garden site	522 031	2 214 300	(1 692 269)	522 031	2 214 300	(1 692 269)	(76,42%)	14 762 000	3,54%
Florida Integrated Waste Management Facility	0	403 800	(403 800)	0	403 800	(403 800)	(100,00%)	2 692 000	0,00%
Woodmead garden site upgrading	0	3 478 050	(3 478 050)	0	3 478 050	(3 478 050)	(100,00%)	23 187 000	0,00%
SUB-TOTAL	15 468 732	24 501 600	(9 032 868)	15 468 732	24 501 600	(9 032 868)	(36,87%)	163 344 000	9,47%
TRANSPORTATION PTNG									
2804_14_Signage Demarcation blocks and Corridor Road Markings	4 540 302	4 500 000	40 302	4 540 302	4 500 000	40 302	0,90%	30 000 000	15,13%
2804_16_Rea Vaya BRT Phase 1C New Stations	441 750	1 500 000	(1 058 250)	441 750	1 500 000	(1 058 250)	(70,55%)	10 000 000	4,42%
2804_18_Selby Bus Depot (Phase 2C Administration Building)	7 313 113	8 250 000	(936 887)	7 313 113	8 250 000	(936 887)	(11,36%)	55 000 000	13,30%
2804_15_Rea Vaya BRT Land Acquisition	0	750 000	(750 000)	0	750 000	(750 000)	(100,00%)	5 000 000	0,00%
2804_20 Rea Vaya BRT Phase 1 A and B Station Rehabilitation	0	3 600 000	(3 600 000)	0	3 600 000	(3 600 000)	(100,00%)	24 000 000	0,00%
BRT phase 1C Roadways	25 305 622	13 500 000	11 805 622	25 305 622	13 500 000	11 805 622	87,45%	90 000 000	28,12%
Depo Rehabilitation Phase 1 A	0	4 670 250	(4 670 250)	0	4 670 250	(4 670 250)	(100,00%)	31 135 000	0,00%
Sandton to Ivory Park Depots and Terminals	0	488 400	(488 400)	0	488 400	(488 400)	(100,00%)	3 256 000	0,00%
Sandton to Ivory Park BRT Roadways	0	488 400	(488 400)	0	488 400	(488 400)	(100,00%)	3 256 000	0,00%
SUB-TOTAL	37 600 787	37 747 050	(146 263)	37 600 787	37 747 050	(146 263)	(0,39%)	251 647 000	14,94%
DEPARTMENT OF SOCIAL DEVELOPMENT (SoC DEV)									

CAPITAL EXPENDITURE AS AT 31 SEPTEMBER 2025	CAPEX FOR QUARTER			CAPEX FOR THE YEAR				ANNUAL	BUDGET
	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	VARIANCE	BUDGET	USED
	R	R	R	R	R	R	%	R	%
Refurbishment of the Yetta Nethan Community Centre ORLANDO WEST D	6 134 777	1 275 000	4 859 777	6 134 777	1 275 000	4 859 777	381,16%	8 500 000	72,17%
Shelters for Displaced People Region G	3 734 940	2 422 087	1 312 853	3 734 940	2 422 087	1 312 853	54,20%	16 147 246	23,13%
Betrans New Multi Purpose Centre	3 632 806	2 466 600	1 166 206	3 632 806	2 466 600	1 166 206	47,28%	16 444 000	22,09%
SUB-TOTAL	13 502 523	6 163 687	7 338 836	13 502 523	6 163 687	7 338 836	119,07%	41 091 246	32,86%
TRANSPORTATION COJ FUNDING:									
Large: Public Transport Facility Redevelopment of Kazerne NEWTOWN EXT Region F	0	750 000	(750 000)	0	750 000	(750 000)	(100,00%)	5 000 000	0,00%
PTF: Small Public Transport Facility Design and Construction of Kya Sand Superstop New Nodal Transport Facilities KYA SAND	0	343 170	(343 170)	0	343 170	(343 170)	(100,00%)	2 287 800	0,00%
PTF: Upgrading of Rosebank Public Transport Facility	131 975	75 000	56 975	131 975	75 000	56 975	75,97%	500 000	26,40%
PTF:Small Public Transport Facility Design and Construction of Lakeside New Nadal Transport Facilities (Stops)	0	750 000	(750 000)	0	750 000	(750 000)	(100,00%)	5 000 000	0,00%
PTF: Public Transport Stops in Cosmo City	2 847 199	1 800 000	1 047 199	2 847 199	1 800 000	1 047 199	58,18%	12 000 000	23,73%
Complete Streets: NMT links to public transport facilities in Tshepisoong	1 703 603	754 830	948 773	1 703 603	754 830	948 773	125,69%	5 032 200	33,85%
Carr Street Public Transport Facility	0	1 050 000	(1 050 000)	0	1 050 000	(1 050 000)	(100,00%)	7 000 000	0,00%
Jack Mincer Public Transport Facility	5 030 596	3 150 000	1 880 596	5 030 596	3 150 000	1 880 596	59,70%	21 000 000	23,96%

CAPITAL EXPENDITURE AS AT 31 SEPTEMBER 2025	CAPEX FOR QUARTER			CAPEX FOR THE YEAR				ANNUAL	BUDGET
	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	VARIANCE	BUDGET	USED
	R	R	R	R	R	R	%	R	%
Ebareni Public Transport Facility	0	195 000	(195 000)	0	195 000	(195 000)	(100,00%)	1 300 000	0,00%
Sandton PTI Facility (Gautrain Station taxi rank)	0	150 000	(150 000)	0	150 000	(150 000)	(100,00%)	1 000 000	0,00%
CITP Comprehensive Integrated Transport	561 557	450 000	111 557	561 557	450 000	111 557	24,79%	3 000 000	18,72%
Parking Management policy Ph2	0	150 000	(150 000)	0	150 000	(150 000)	(100,00%)	1 000 000	0,00%
Ehailing policy	149 153	106 348	42 805	149 153	106 348	42 805	40,25%	708 985	21,04%
Phase 1 A&B review study	813 671	276 677	536 995	813 671	276 677	536 995	194,09%	1 844 510	44,11%
Desmond Tutu precinct	0	97 359	(97 359)	0	97 359	(97 359)	(100,00%)	649 061	0,00%
Sandton Master plan	426 420	114 459	311 961	426 420	114 459	311 961	272,55%	763 061	55,88%
Protea Master plan	0	104 982	(104 982)	0	104 982	(104 982)	(100,00%)	699 879	0,00%
Southern Area master plan	0	351 038	(351 038)	0	351 038	(351 038)	(100,00%)	2 340 250	0,00%
MBT Feeder service Integration study	220 017	381 283	(161 266)	220 017	381 283	(161 266)	(42,30%)	2 541 887	8,66%
IPTN primary corridors Financial plan and buss case	118 250	355 646	(237 396)	118 250	355 646	(237 396)	(66,75%)	2 370 971	4,99%
ICM Strategy and model	0	307 559	(307 559)	0	307 559	(307 559)	(100,00%)	2 050 393	0,00%
Park and ride Study	0	110 924	(110 924)	0	110 924	(110 924)	(100,00%)	739 496	0,00%
IPTN primary corridors BRT Rail ICM	0	285 260	(285 260)	0	285 260	(285 260)	(100,00%)	1 901 735	0,00%
Technical support	0	1 500 000	(1 500 000)	0	1 500 000	(1 500 000)	(100,00%)	10 000 000	0,00%
Technical Assessment	0	900 000	(900 000)		900 000	(900 000)	(100,00%)	6 000 000	0,00%
SUB-TOTAL	12 002 441	14 509 534	(1 607 093)	12 002 441	14 509 534	(1 607 093)	(11,08%)	96 730 228	12,41%
GGDA									
Constitutional Hill Visitors Centre	0	22 578 830	(22 578 830)	0	22 578 830	(22 578 830)	(100,00%)	150 525 532	0,00%
Mqansa and Atteridgeville Industrial park	0	3 395 700	(3 395 700)	0	3 395 700	(3 395 700)	(100,00%)	22 638 000	0,00%
Heidelberg Ph 1 Vaal Special Economic Zone		5 438 703	(5 438 703)		5 438 703	(5 438 703)	(100,00%)	36 258 018	0,00%
		31 413 233	(22 578 830)		31 413 233	(22 578 830)	(71,88%)	209 421 550	0,00%

CAPITAL EXPENDITURE AS AT 31 SEPTEMBER 2025	CAPEX FOR QUARTER			CAPEX FOR THE YEAR				ANNUAL	BUDGET
	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	VARIANCE	BUDGET	USED
	R	R	R	R	R	R	%	R	%
JOBURG WATER									
Randburg Depot	3 291 894	2 250 000	1 041 894	3 291 894	2 250 000	1 041 894	46,31%	15 000 000	21,95%
	3 291 894	2 250 000	1 041 894	3 291 894	2 250 000	1 041 894	46,31%	15 000 000	21,95%
Space Planning		1 250 000	(1 250 000)		1 250 000	(1 250 000)	(100,00)	5 000 000	0.00%
UNFUNDED									
Central fire station	2 866 689			2 866 689					
CBD Rejuvenation	1 439 984			1 439 984					
Alternative energy	774 712			774 712					
PTF: Small Public Transport Facilities: Orange Farm Ext 7 (Region G)	6 622 787			6 622 787					
	11 704 172			11 704 172					
TOTAL	186 951 442	282 470 352	(90 565 111)	186 951 442	282 470 352	(90 565 111)	(32,06%)	1134 881 409	16,47%

SECTION 6: RATIO ANALYSIS

TABLE 47: RATIO ANALYSIS FOR THE PERIOD ENDED 30 September 2025

Key Performance Area	-	Actual 30 September 2024	Actual 30 September 2025
Current ratio	Above 1 : 1,5	0.93:1.5	0.89:1.5
Solvency ratio	Above 2 : 1	0.95:1	0.91:1

1

2

Salaries to expenditure ratio	Below 60%	54%	46%	3
Revenue	R34 Million	26.9million	27.8million	
Expenditure (including taxation)	R34 million	R43.5 Million	R42.2 Million	
Surplus / (Deficit)	R nil	(R16.5 million)	(R14.4 million)	
Total net assets	R47.4 million	(R58.3 million)	(R157 million)	
Capital expenditure	25%	10%	16.47%	4

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Notes

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Current ratio is just below the target and slightly lower when you compare with last year quarter. Included in current liabilities is the sweeping account with the shareholder which increases with the interest on a monthly basis.

- 2 **Solvency ratio** is below to the target and below to last year quarter mainly due to cash flow challenges. 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 to the last year quarter due to an overall reduction in the operational expenditure which affects the denominator of the ratio.
- 4 The target was not achieved since its below 8%

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 September 2025 to 30 September 2025

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

1 September 2025 to 30 September 2025

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

For the period 1 September 2025 to 30 September 2025 the JDA achieved 104% B-BBEE Opex and Capex procurement.

The total B-BBEE expenditure commitment in terms of active contracts was R225 186 563.00 for the period 1 September 2025 to 30 September 2025, and the BBBEE share of expenditure achieved within the period was R233 359 295.3

Table 48 below indicates the B-BBEE expenditure from 1 September 2025 to 30 September 2025

Description	1 September 2025 to 30 September 2025		
	Total Expenditure	BBBEE Claimed	BBBEE %
Capex	R219 823 764,72	R227 064 666,4	103%
Opex	R5 362 798,28	R6 294 628,91	117%
Consolidated Opex and Capex	R225 186 563,00	R233 359 295,3	104%

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 September 2025 to 30 September 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 September 2025 to 30 September 2025, the SMME share of JDA's total expenditure was R99 930 354,19 This constitutes an achievement 44%.

Table 49 below indicates the SMME expenditure from 1 September 2025 to 30 September 2025

Description	1 September 2025 to 30 September 2025
-------------	---------------------------------------

Total Expenditure		SMME Claimed	SMME %
Capex	R219 823 764,72	R98 667 559,7	45%
Opex	R5 362 798,28	R1 262 794,49	24%
Consolidated Opex and Capex	R225 186 563,00	R99 930 354,19	44%

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 September 2025 to 30 September 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 were no deviation from the SCM processes.

7.3 Irregular, Unauthorised, Fruitless and Wasteful Expenditure

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

SECTION 8: PENDING LITIGATIONS AND POSSIBLE LIABILITIES

TABLE 50: MATTERS FINALISED

DETAILS OF PARTIES	DATE MATTER WAS INSTITUTED	DESCRIPTION OF THE MATTER	OUTCOME
<p>1. Liberty Group Limited and Others v City of Johannesburg, JDA, JRA and others</p>	<p>March 2023</p>	<p>Liberty Group (and other Applicants) had 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. JDA's attorneys successfully opposed the interdict application. An application to appeal was instituted by Liberty Group and later withdrawn. A cost order was awarded in favour of JDA and other Respondents, which meant that Liberty Group and other applicants were required to reimburse JDA's legal fees. The amount for legal costs before taxation was R 2 679 537.89. The legal costs went for taxation on 28 May 2025. In terms of the outcome, the amount allowed after taxation is R 1 255 579.23, which Liberty Group and other applicants must pay.</p>	<p>JDA successfully opposed the application.</p>
<p>2. JDA// Pro Power (Adjudication)</p>	<p>November 2024</p>	<p>This was a dispute which arose under a contract between JDA and Pro Power Construction, for the Kaalfontein Multipurpose centre. On the works completed on Phase 1 of the project, the Project Manager noted had that the grandstands were built outside of specifications. JDA referred the matter to an adjudicator for determination and apportionment of costs in line with the outcome of the adjudication.</p> <p>The adjudicator ruled that the contractor must effect the remedial work at its cost.</p>	<p>Contractor was ordered to effect remedial works at its cost.</p>

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.

Contingent assets

CASE / MATTER	DATE INSTITUTED/ APPOINTED ATTORNEYS	TYPE/ DESCRIPTION	EXPECTED COMPLETION DATE, PROSPECTS OF SUCCESS AND ESTIMATED LEGAL COSTS	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 R 8 084 159.74. Parties have filed their founding and answering affidavits in the matter. JDA’s attorneys established that there was a need to consult two former JDA employees to provide further information in the matter, to assist JDA in refuting the allegations made by Mayibuye in their court papers. Affidavits (for the affected officials) have been drafted and prepared for filing. The legal expenditure incurred to date amounts to - R 250 001.26	The completion date will be determined once parties have filed all their papers in the matter. JDA has good prospects of success in the matter. Estimated legal fees: R 750 000.00	R 8 084 159.74
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 R 4 744 036.14 which is owed to JDA on the basis of a payment certificate that was issued in 2021. Attorneys issued summons, and Mayibuye i-Afrika and Khum Investments CC filed notices of intention to defend the matter, and were required to 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, and JDA’s attorneys successfully pursued an application for default judgment against the company. Khum MK Investments in turn applied for an order rescinding (reversing) the default judgment, and JDA’s attorneys have opposed this application. JDA’s attorneys have prepared the	Completion date to be determined once parties have filed all their papers in the matter. JDA has good prospects of success in the matter. Estimated legal fees: R 500 000.00	R 4 744 036.14

		<p>necessary Heads of argument. Once these documents are filed, parties will obtain a date for hearing of the rescission application.</p> <p>The legal expenditure incurred to date amounts to R 273 439.23.</p>		
<p>3. JDA// Lombard Insurance Co. Ltd and Kingsway Civil (Pty) Ltd</p>	<p>October 2021 Mphoke PK Magane 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 R 8 944 302.06 under a performance guarantee against Lombard Insurance, and R 9 860 628.48 against Kingsway Civils for additional costs incurred to complete the works, alternatively R 916 326.42. The matter is still ongoing, and JDA engaged its attorneys to write to the Deputy Judge President and request that the matter be transferred to the commercial court. This is aimed at expediting the matter so that a trial date can be obtained. JDA's attorneys have however advised that the notice of exception previously filed by the defendants first be resolved and further steps to obtain a trial date be taken only once pleadings are closed.</p> <p>The legal expenditure incurred to date amounts to R 667 521.88.</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>Estimated legal costs: R 2000 000.00 – R 3000 000.00.</p>	<p>R 8 944 302.06 against Lombard Insurance alternatively,</p> <p>R 9 860 628,48 against Kingsway Civil for additional costs incurred to complete the works, alternatively R 916 326.42.</p>
<p>4. JDA// PHB Engineers (Pty) Ltd</p>	<p>August 2019 Mphoke PK Magane Attorneys</p>	<p>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 R 32,837,618.72 with interest. PHB Engineers' attorneys had previously indicated a willingness by their client to engage in settlement negotiations, and had requested a list of documents from JDA in that regard. The defendant's attorneys have proposed a "without prejudice" meeting to explore the possibility of settling, and JDA is currently engaged with the consultants to provide the necessary information for settlement negotiations.</p>	<p>The anticipated completion date can only be determined once parties progress with settlement negotiations.</p> <p>JDA has good prospects of success with the claim.</p> <p>Estimated legal fees: R 2000 000.00 - R 3000 000.00 if the matter proceeds to trial.</p>	<p>R 32,837,618.72</p>

		Legal expenditure to date: R 61 732.00		
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. JDA's attorneys successfully opposed the interdict and review applications. The application was dismissed, and the application to appeal was instituted by Liberty and later withdrawn. A cost order was awarded in favour of JDA and other respondents, which meant that Liberty Group and other applicants were required to reimburse JDA's legal fees. The amount for legal costs before taxation was R 2 679 537.89. The legal costs went for taxation on 28 May 2025. In terms of the outcome, the amount allowed after taxation is R 1 255 579.23. We currently await payment from Liberty Group. Legal expenditure to date is R 292 658.90.	The matter has been finalised. We currently await payment of legal fees from Liberty Group.	Matter finalised - Fees on the untaxed Bill of costs were – R 2 679 537.89 Amount allowed after taxation is R 1 255 579.23
6. JDA // PACT Guarantees and Dingatana Supplies and Services	June 2025 Mphoke PK Magane Attorneys	This is a claim under a performance guarantee following termination of contract on the Pimville Roads and stormwater project, after the contractor breached the contract. The amount to be claimed is R 2 652 344.48. Summons have been issued. According to the return of service, the sheriff has not been able to locate the defendant at their known address. Attorneys have engaged a tracing agent to verify the defendant's new address.	The estimated completion date can only be determined once parties have exchanged all court papers. JDA has good prospects of succeeding with the claim. Total estimated legal costs: R 1 200 000.00 excluding disbursements.	R 2 652 344.48

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.

Contingent liabilities

CASE / MATTER	DATE INSTITUTED/ APPOINTED ATTORNEYS	TYPE/ DESCRIPTION	EXPECTED COMPLETION DATE, PROSPECTS OF SUCCESS AND ESTIMATED LEGAL COSTS	VALUE OF CONTINGENT LIABILITY
<p>1. Yiyi Luna Properties & Bisanele Consulting //JDA & Basil Read Umso JV</p>	<p>September 2024 Khumalo Masondo Attorneys</p>	<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 R 8 331 113.89.</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</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> <p>Total estimated legal costs: R 3000 000.00.</p>	<p>R 8 331 113.89, alternatively R 7 700 000.</p>

		<p>regression in JDA audit outcome and liability for the accounting officer.</p> <p>JDA has filed its Plea (defence) in the matter.</p> <p>The plaintiffs applied for summary judgment, which JDA has opposed. The plaintiffs further applied to amend their particulars of claim however, the amended papers are irregular and non-compliant with the rules of court in that they do not contain any annexures, whilst referencing new annexures which were not part of the initial summons. JDA's attorneys have prepared an application to have the plaintiff's amendments set aside after the plaintiffs failed to correct the irregular amendments.</p>		
2. Phakamani Properties// JDA	6 June 2024 Motsoeneng Bill Attorneys	<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 R 4 399 825.17.</p> <p>Attorneys have filed JDA's plea (defence) in the matter, and the plaintiff has taken no further steps since then.</p> <p>The legal expenditure incurred to date amounts to R 363 250.62</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> <p>Total estimated legal costs: R 510 000.00.</p>	R 4 399 825.17
3. MACP Construction//JDA & Bergstan South Africa Consulting and	September 2024 MNS Inc. Attorneys	<p>This is a dispute in respect of a claim for standing time and extension of time in the construction works of the Soweto Railway station- Chiawelo, instituted against JDA and the</p>	<p>The completion date is unknown at this stage, as parties still need to exchange</p>	R 3,966,434.76

<p>Development Engineers</p>		<p>Employer’s Agent (“EA”). MACP claim’s is for standing time and extension of time in the amount of R 3,966,434.76, made up of three claims: R 3,000,251.93; R 864,479.37; and R 101,703.46.</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. JDA has through its attorneys filed a plea and special plea. JDA’s attorneys further addressed a letter to the EA’s attorneys, aimed at determining the practicality of continuing with the claim, or exploring an out-of court settlement with the EA taking accountability for their conduct.</p> <p>The EA’s attorneys addressed correspondence in which they alleged that the EA issued an instruction to the contractor to establish the site early because it was instructed to do so by JDA personnel. It is alleged that this was informed by verbal instruction.</p> <p>On 19 September 2025, the EA filed their Discovery affidavit and JDA’s attorneys are currently considering the discovered documents.</p> <p>The legal expenditure incurred to date amounts to R 486 280.09</p>	<p>further court papers before applying for a court date.</p> <p>JDA has fair prospects of success in the matter.</p> <p>Due to the complexities and uncertainties around the matter, and general unpredictable nature of legal matters, it is difficult to provide an estimate of legal fees.</p>	
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<p>4. Modisethupa // Masakhane Mbali & JDA</p>	<p>Oct 2015 Mchunu Attorneys</p>	<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, in terms of which an amount of R 2 193 953.58 is being claimed from JDA, couched as a claim for loss of income.</p> <p>JDA had retrieved information confirming that the contractor was from a different ward to that which was affected by the project.</p> <p>The plaintiff has still not taken any further steps in the matter.</p> <p>The legal expenditure incurred to date amounts to R 276 399.75</p>	<p>Anticipated completion date is unknown at this stage.</p> <p>JDA has good prospects of success in the matter.</p> <p>Total estimated legal costs: R 430 000.00</p>	<p>R 2 193 953.58</p>
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<p>5. Maitazwifoma Consulting CC // JDA</p>	<p>Oct 2022 SD Moloi and Associates</p>	<p>This is a court action/claim by Maitazwifoma Consulting CC (“Maitazwifoma”) for an amount of R 4 007 027.21 for work allegedly done on the Kazerne Taxi Rank project. Maitazwifoma was a subcontractor on the project.</p> <p>JDA filed its defence in the matter and the plaintiffs have taken no further steps since then.</p> <p>Legal expenditure to date: R 169 097.44</p>	<p>Anticipated completion date is unknown at this stage as the matter is relatively new.</p> <p>JDA has good prospects of succeeding with its defence due to the absence of a contractual link between JDA and the plaintiff.</p> <p>Total estimated legal costs: R 500 000.00</p>	<p>R 4 007 027.21</p>
<p>6. RohrrMark Engineering and Construction CC // JDA</p>	<p>Oct 2022 SD Moloi and Associates</p>	<p>This is a court action/claim by RohrrMark Engineering and Construction CC (“RohrrMark”) for an amount of R 6 940 420.80 for work allegedly done on the Kazerne Taxi Rank project. RohrrMark was a subcontractor on the project.</p> <p>JDA filed its defence in the matter and the plaintiffs have taken no further steps since then.</p> <p>Legal expenditure to date: R 78 224.43</p>	<p>Anticipated completion date is unknown at this stage as the matter is relatively new.</p> <p>JDA has good prospects of succeeding with its defence due to the absence of a contractual link between JDA and the plaintiff.</p> <p>Total estimated legal costs: R 400 000.00.</p>	<p>R 6 940 420.80</p>
<p>7. Louwkey Construction // JDA</p>	<p>June 2024</p>	<p>This is a court application by Louwkey Construction for default judgment against JDA. The matter pertains to invoices allegedly owing to Louwkey Construction on the Rea Vaya BRT System Phase 1 (C) A - Design, build and</p>	<p>Prospects of success, completion date and estimated legal costs are yet to be determined.</p>	<p>R 1 426 386.86</p>

	No attorneys appointed at this stage.	<p>maintenance of the ICT System project. Louwkey Construction alleges that JDA was served with summons in June 2024 and has not filed a defence. We are currently retrieving background information to establish whether JDA has a valid defence to the claim and whether attorneys should be engaged to oppose the application.</p> <p>The amount claimed is R 1 426 386.86</p>		
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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 or issued. Depending on the nature of the claims, the matters/claims are classified as either contingent assets or liabilities.

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
3. JDA// Pro Power (Adjudication)	<p>November 2024</p> <p>No attorneys were appointed.</p>	<p>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 referred the matter to an adjudicator for determination and apportionment of costs in line with the outcome of the adjudication.</p>	Matter finalised.	Contractor to effect remedial works at its cost.

		The adjudicator ruled that the contractor must effect the remedial work at its cost.		
4. JDA// REMBU Construction (Arbitration)	2018 ENSafrica	This is an 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 on the Multipurpose and recreation complex in Paterson Park. Rembu was claiming payment of R 1 241 213.10 from two payment certificates, and R 21 087 071.50 for loss of income as a result of the contract termination. JDA lodged counterclaims, and denied that the termination was unlawful. JDA claimed R 13 252 295.63 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. The matter was heard, and the arbitrator published the arbitration award on 30 July 2025. In terms of the award, Rembu Construction's claims were dismissed, and JDA's claimed were upheld as follows: JDA was awarded R 3,039,606.22 (with interest a tempore morae at the rate of 160% of the interest rate) in respect of the final payment certificate, and R 9,152,120.05 (with interest a tempore morae at the prescribed rate of interest) in respect of damages. The amount awarded is R 1 060 569.36 less than what was initially claimed. The amount of R 12 191 726.27 is due and payable to JDA and Rembu is to pay JDA's legal fees in terms of the arbitration award. However, Rembu has filed an application to review the arbitration award, which could possibly result in the award	The arbitration was finalised however, Rembu Construction has filed an application to review and set the arbitration award aside. JDA has good prospects of success in opposing the review application. Estimated legal fees to oppose the review application: R 800 000.00	Rembu's claim (contingent liability): R 22 328 284.59 JDA's counterclaim (contingent asset): R 13 252 295.63 Awarded amount: R 12 191 726.27

		<p>being set aside. JDA has instructed its attorneys to oppose the application.</p> <p>The legal expenditure incurred to date amounts to R 3,784,443.95</p>		
<p>3. Mayibuye i-Afrika, Khum Investments JV //JDA (Arbitration)</p>	<p>June 2024 MNS Inc. Attorneys</p>	<p>Selby 2C Bus Depot project – Termination of Building Contract</p> <p>The contractor 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 R 53 561 695.11. JDA filed its statement of defence, plea and counterclaim. JDA’s initial counterclaim was of R 34,578,260,80 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. Attorneys have filed JDA’s amended counterclaim to take into account additional damages arising from rectification of the Joint Venture’s defective works. The amended counterclaim has increased the amount of JDA’s counterclaim by an additional R 18 252 540.72.</p> <p>JDA’s attorneys are currently assessing the possibility of filing an application to have the arbitration proceedings set aside due to non-compliance with the uniform rules of court.</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>Estimated legal fees: R 2000 000.00</p>	<p>Mayibuye’s claim (contingent liability): R 53 561 695.11</p> <p>JDA’s counterclaim (contingent asset): R 34 578 260.80 (amount has been revised to include an additional R 18 252 540.72.</p>

		The legal expenditure incurred to date amounts to R 1,253,727.96		
4. JDA // Masston Bash Carriers JV (performance guarantee)	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>A letter of demand was issued however, the guarantor failed to make payment.</p> <p>Court papers have now been drafted and are ready for issuing.</p> <p>Legal expenditure to date: R 633 410.51</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>Estimated legal fees: R 750 000.00</p>	<p>Contingent asset -</p> <p>R 5 303 367.97.</p> <p>Damages claim is yet to be determined.</p>

SECTION 9: INSURANCE CLAIMS AGAINST/TO MOE/DEPARTMENT.

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. There were no new claims in quarter 1, there are six (6) claims that are still open emanating from previous years as outlined in the table below:

TABLE 51: INSURANCE CLAIMS

Claim No.	Claim Notification	Description of Loss	Claims Status	Net Claim
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ADRS00015175	13-Feb-2024	Third party fell into an uncovered manhole.	Attorney appointed to handle TP approach.	R 3 020 000,00
ADRS00011226	06-Jan-2023	Third party fell into an uncovered water main access panel.	Insurer handling TP claim.	R 2 515 263.13
ADRS00008441	13-Jan-2022	JDA's appointed contractor damaged third party's property.	Awaiting TP approach.	R 12 500.00
ADRS00008435	20-Apr-2021	JDA appointed contractor's damage third partwall.	Corresponding with TP - TP Claim.	R 85 000.00
ADRS00001394	01-Oct-2020	A bridge collapsed and resulted in the death of	Insurer handling TP claim.	R 38 000.00
ADRS00011575	01-Oct-2020	Damages to third party property.	Attorney handling TP summons.	R 23 565 160.06

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 52: AMOUNTS OWED BY GOVERNMENT DEPARTMENTS AND PUBLIC ENTITIES

Name of department	Balance on 30 September 2025	Comments
	R' 000	
City of Johannesburg - CAM & USDG	450053	<p>The primary factors contributing to the long-standing outstanding debt are as follows:</p> <ul style="list-style-type: none"> ∅ The 2022/2023 budget lift has not yet been approved. ∅ The 2023/2024 budget lift remains unapproved. ∅ Several projects in the 2024/2025 fiscal year are currently over budget. ∅ There is a lack of timeous submission of progress reports for ongoing projects
City of Johannesburg - Department of transportation	376544	<p>The primary reasons contributing to the long-standing outstanding debt are as follows:</p> <ul style="list-style-type: none"> ∅ 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. <p style="text-align: center;">∅ Progress - Developments per SHEMT April Meeting:</p> <ul style="list-style-type: none"> ∅ A total of R40 million in invoices are pending due to the unsigned Addendum 24/205 (Adjusted Budget).

		<p>Ø R21 million in invoices are currently with Supply Chain Management (SCM).</p> <p>Ø R13 million worth of invoices were previously rejected; however, the related issues have since been resolved among the Project Managers.</p> <p>Ø R2 million pertains to security invoices. This matter has been resolved, and the Transport Department has been tasked with processing these payments.</p> <p>Ø R11 million March received invoices are currently undergoing verification processes.</p>
City of Johannesburg - Department of planning	67831	<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>
City of Johannesburg - EMS	60191	<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 JDA Project Manager asserts that the budget was not exceeded, while the EMS Project Manager disagrees. Additionally, the EMS Project Manager disputes the work completed. No ratification report has been drafted for this matter.</p> <p>Alexandra Fire Station: A progress report has been drafted; however, issues have arisen as the Service Level Agreement (SLA) was either never signed or was signed by an unauthorized individual, rendering the SLA invalid.</p>
City of Johannesburg - Department of Health	12489	<p>The client department is efficient in managing payments and has successfully settled all long-standing debt. The remaining balance will be settled in October 2025</p>

<p>City of Johannesburg - Economic Development</p>	<p>23797</p>	<p>The primary reasons for the long-standing/outstanding debt are as follows:</p> <ul style="list-style-type: none"> Ø 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. Ø 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.
<p>City of Johannesburg - Housing</p>	<p>138695</p>	<p>The primary reasons for the long-standing outstanding debt are as follows:</p> <ul style="list-style-type: none"> Ø 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. Ø Escalated Matters: Issues related to Bramfisherville and Solplaatjie have been resolved by management. The JDA Senior Manager and project managers are now tasked with providing the outstanding information required
<p>City Community Development</p>	<p>104181</p>	<p>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, however other amount is within 30 days</p>
<p>City of Johannesburg - Social Development</p>	<p>80136</p>	<p>The primary reasons for the long-standing outstanding debt are as follows:</p> <ul style="list-style-type: none"> Ø Yetta Nathan Debt: The amount of R3.9M, along with Repairs and Maintenance totalling R1.1M, was accrued. A resolution was made that payment would be processed provided JDA Senior Manager: Development Infrastructure (SM: DI) provides all other outstanding information. Ø Current Debt: There are significant over-budget issues that have not been addressed. The client has even requested that no invoices be billed, as there is no available budget to cover these costs

<p>City of Johannesburg -City Manager Office</p>	<p>82849</p>	<p>The primary reason for the long-standing outstanding debt is as follows: Ø R82M is related to the Orange Farm invoice, which remains unpaid due to the budget lift not being approved. The City Manager's Office has requested assistance from JDA management to expedite the process or to apply pressure on the GCFO for approval of the budget lift</p>
<p>City of Johannesburg - Joshco</p>	<p>1192</p>	<p>The entire debt is over 60 days, and the client intend to settle in October 2025.</p>
<p>City of Johannesburg – PikitUP</p>	<p>71767</p>	<p>The debt is currently over the 30-day payment term, and the client has confirmed that the payment is being processed.</p>
<p>Total</p>	<p>1 469 725.00</p>	

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 July 2025 to 30 September 2025, 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 four (4) planned audits for the period under review, three (3) are completed, and one (1) is on hold awaiting the implementation of the ERP system before review.
- b. Internal audit also undertook the review of nine (09) section 116 reports, the reports were completed and submitted to management.
- c. Therefore, in total internal audit had to undertake thirteen (13) projects of with 92.30% was completed and 7.69% is on hold.

TABLE 53: PROGRESS ON THE PLANNED Q1 PROJECTS

No.	Audit Description	Status	Progress Status	Overall control Environment
	Q1: Follow-up on internal and external audit findings	In progress	July and august follow up report have been reported to JDA and CoJ Group OPCA	Requires improvement
	Review of the Financial Statement	Completed	The project is completed, and the final report have tabled at ARC	Requires improvement
	Review of the quarterly – performance information review for completeness and reliability	Completed	The project is currently at reporting stage.	Satisfactory
	Enterprise resource planning (ERP)	On hold	The project is currently on hold and awaiting management to implement the system before review.	N/A

TABLE 54: PROGRESS ON SPECIAL AUDIT REQUEST

No.	Audit Description	Status	Progress Status	Overall control Environment
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1	Section 116 Public Environment Upgrade of 16th And Moyane Street in	Completed	Reported	Requires improvement
	Section 116 Brixton Professionals	Completed	Reported	Requires improvement
	Section 116 Shelter for Displaced People.	Completed	Reported	Requires improvement
	Section 116 Greater Protea Glen Transport Master Plan	Completed	Reported	Requires improvement
	Section 116 Business Case and Concept Plan for the establishment of an Innovation District	Completed	Reported	Requires improvement
	Section 116 Desmond Tutu Precicnt Plan	Completed	Reported	Requires improvement
	Section 116 BRT Land acquisition Consultants	Completed	Reported	Requires improvement
	Section 116 Finetown Proper: Upgrading of gravel roads to asphalt	Completed	Reported	Requires improvement
	Section 116 Brixton Social Cluster	Completed	Reported	Requires improvement

SECTION 2: PROGRESS ON PROBITY AUDITS

This section of the report relates to probity audits conducted in the period 01 July 2025 to 30 September 2024; 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. In the 1st quarter management made a progressive move in resolving internal audit findings.

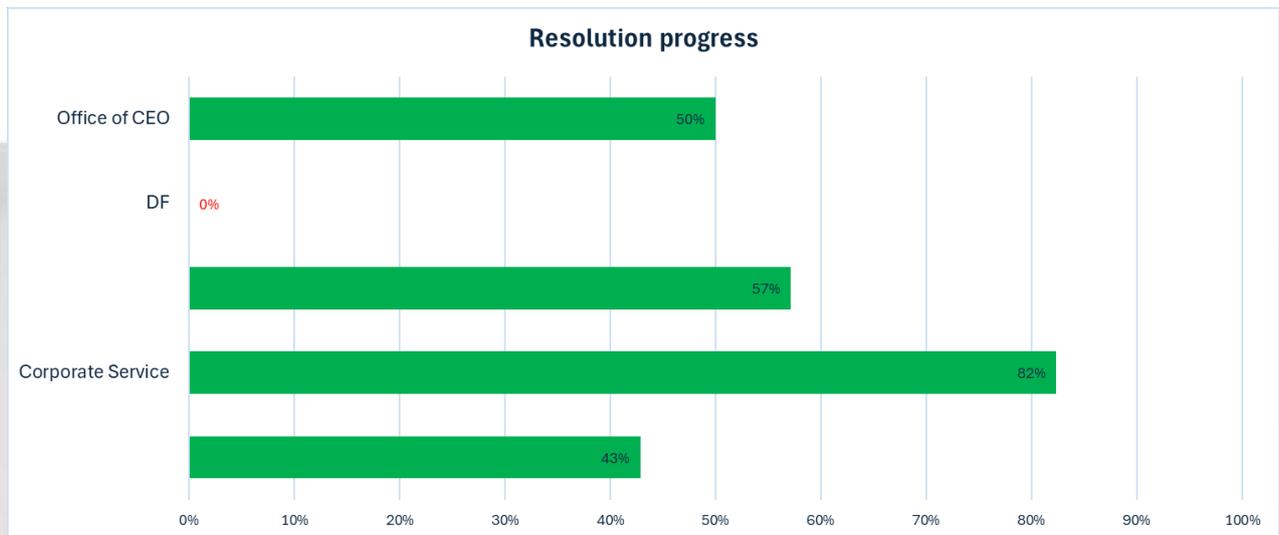


TABLE 55: RESOLUTION OF INTERNAL AUDIT FINDINGS

Financial Period	Total Unresolved Findings	Total Resolved Findings	Total Findings
2022/23	0	60	60
2023/24	1	72	73
2024/25	16	19	35
Total number as at end of September	17	151	168
Percentage	10.12%	89.88%	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 1st quarter management made a progressive move in resolving external audit findings.

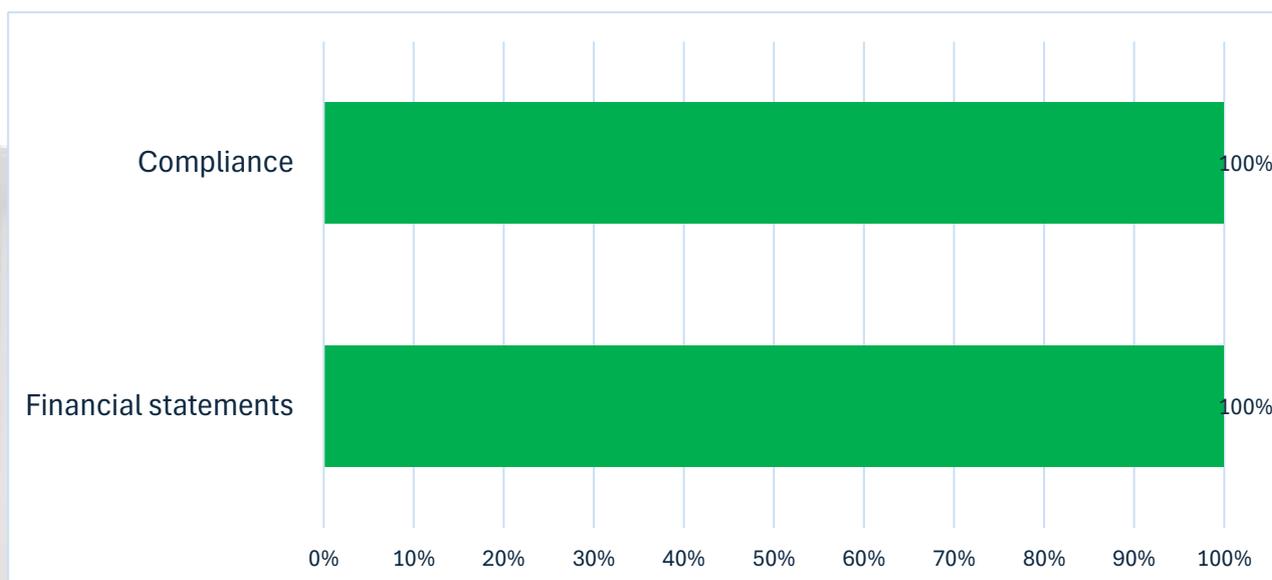


TABLE 56: RESOLUTION OF EXTERNAL AUDIT FINDINGS

Financial Period	Total Unresolved Findings	Total Resolved Findings	Total Findings
2021/22	0	36	36
2022/23	0	28	28
2023/24	0	34	34
Total number as at end of September 2025	0	98	98
Percentage	0%	100%	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 1st 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 **requires improvement**.



ANNEXURES

TABLE 57: 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)