

# **JOHANNESBURG DEVELOPMENT AGENCY (SOC) LIMITED**

Registration no: 2001/005101/07



## **4<sup>th</sup> QUARTER PERFORMANCE REPORT FOR 2024/25**

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

**JOHANNESBURG DEVELOPMENT AGENCY**

**COMPANY INFORMATION:**

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**Registered Address:** : 3 Helen Joseph Street, Newtown, Johannesburg

**Postal Address:** : PO Box 61877, Marshalltown, 2017

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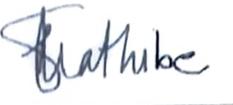
**Fax number** : +27 (0) 11 688 7851

**Website** : [www.jda.org.za](http://www.jda.org.za)

**Bankers** : Standard Bank of SA Limited

**Auditors** : Auditor-General

APPROVAL

<p><b>Mr. Sinovuyo Mpakama</b></p> <p>Name &amp; Surname</p> <p>Chief Financial Officer</p>		<p>Date of approval: <u>28 July 2025</u></p>
<p><b>Mr Themba Mathibe</b></p> <p>Name &amp; Surname</p> <p>Chief Executive Officer</p>		<p>Date of approval: <u>28 July 2025</u></p>
<p><b>Mr. Julius Maputla</b></p> <p>Name &amp; Surname</p> <p>Chairperson of the Board</p>		<p>Date of approval: <u>29 July 2025</u></p>
<p><b>Ms. Eunice Mgcina</b></p> <p>Name &amp; Surname</p> <p>MMC</p>		<p>Date of approval: <u>06 August 2025</u></p>

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## **CHAPTER 1: JDA LEADERSHIP AND CORPORATE PROFILE**

### **SECTION 1: CHAIRPERSON'S FOREWORD**

As we conclude the fourth quarter of the 2024/25 financial year, I am pleased to report that the Johannesburg Development Agency (JDA) has continued to make strides in delivering impactful infrastructure projects that support the City's transformation agenda and spatial development framework. Despite a challenging operating environment characterised by fiscal constraints, systemic procurement delays, and complex stakeholder interfaces, the Agency has demonstrated resilience and commitment to its developmental mandate.

During the period under review, the JDA achieved an overall KPI attainment rate of 90%, signalling strong performance across its infrastructure delivery, governance, and developmental indicators. The organisation's contribution to inclusive economic participation remains noteworthy, with 103% of procurement spend directed to B-BBEE-compliant service providers, and 39% of total procurement channelled to SMMEs, surpassing the targeted thresholds and advancing economic empowerment objectives.

In alignment with the Expanded Public Works Programme (EPWP), the JDA created 563 job opportunities, providing much-needed income support and skills exposure to communities located near our project sites. These efforts affirm our commitment to developmental impact beyond the built environment.

The Agency maintained a vacancy rate of 6%, reflecting stability in human capital and improved workforce retention. Furthermore, the quarter saw progress in the implementation of high-profile projects such as the Jabulani Transit-Oriented Development (Phase 5 and 7), the Selby BRT Depot, and the Orange Farm Public Transport Facility, with most progressing within scope and budget.

Critical governance matters also received attention. The Board considered and approved various policies and most importantly considered all UIFWE matters that were outstanding for the last 3 years. The board reviewed the structure and organisational culture of the company to ensure its alignment to its operational objectives.

These accomplishments were made possible through the dedication of our executive management team, the oversight of our governance structures, and the continued partnership with the City of Johannesburg and affected communities. As we look ahead, the JDA remains committed to responsive infrastructure delivery, sound financial governance, and inclusive urban development.

**Mr Julia Maputla**  
**Board Chairperson**

## SECTION 2: CHIEF EXECUTIVE OFFICER'S REPORT

It is my great honour to table the 4<sup>th</sup> Quarter Institutional Performance Report for the Johannesburg Development Agency (JDA) for 2024/25 financial year. This Report serves as a key accountability instrument, complies with legislation, shares the Entity's achievements and adheres to good governance.

I am proud that, the JDA performed commendably, as it achieved 90% of its KPI's for the 4<sup>th</sup> quarter of this reporting year. This is an important improvement when compared to the 89% achieved in the same quarter of the previous financial year of 2023/24 and has maintained a high performance rate consistently throughout the FY.

The Entity held a successful benchmarking session, as it hosted Enterprise Ilembe Development Agency in June 2025. This benchmarking was an important platform for networking and sharing best practice lessons. Furthermore, the entity has also joined the South African DFI's forum with all CEOs of various development and executive.

Great progress has been made towards intervening on the 25 projects with Town Planning issues which the list of issue has been resolved, to date, every month we have announced and declared completion of a capex approach, delivery on the one month one capex project agenda.

The marketing and PR strategy of the entity to boost the reputation of the entity has improved and it's seen through the media monitoring reports. We have capitalised on the work we are doing to drive positive stories of service delivery with any commending us for that.

There is a great improvement in the turnaround time for our supply chain process, appointment process lead times and we have reduced or cut down on production inefficiencies whilst also taking the various project managers towards training and development of the staff.

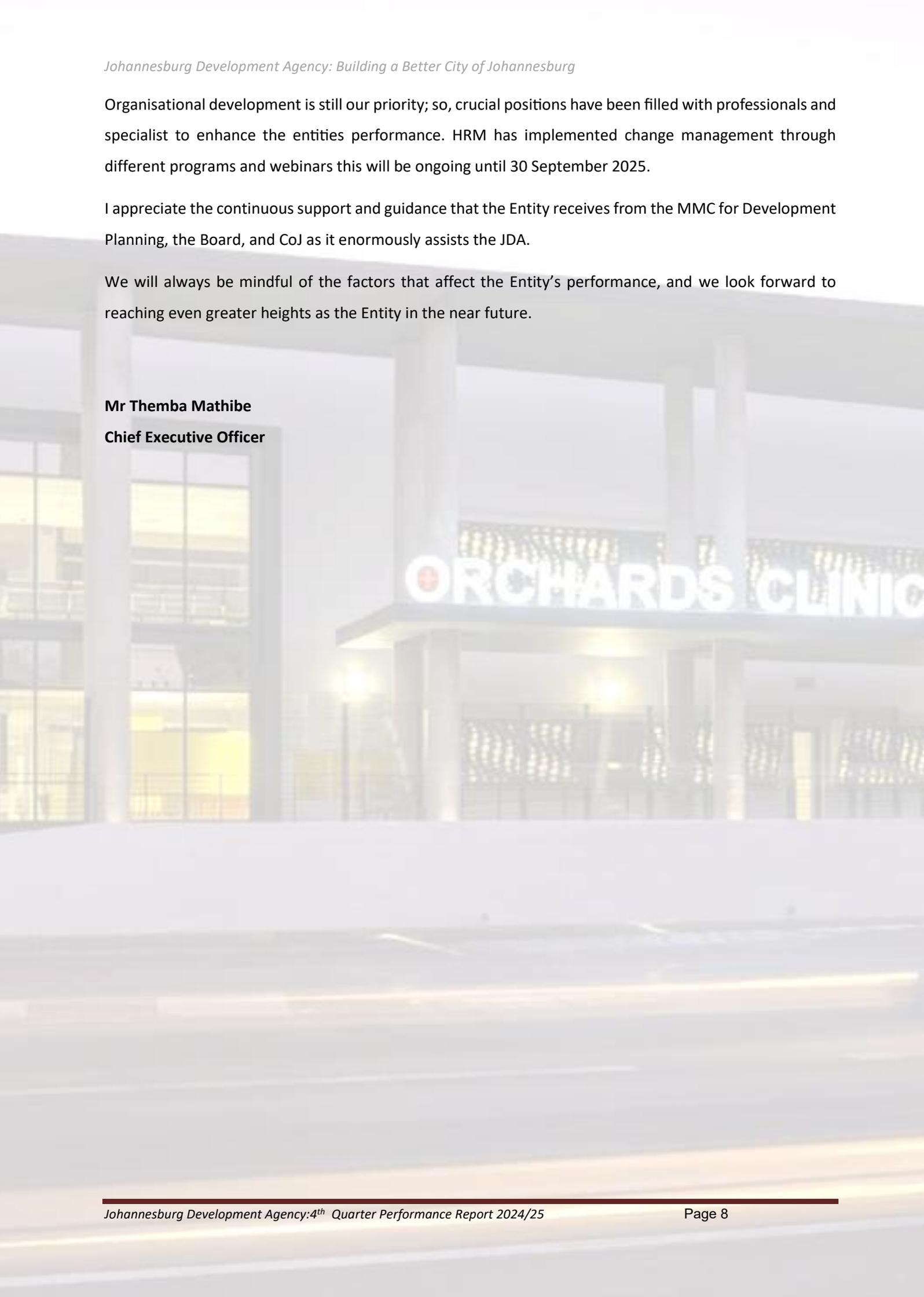
JDA remains affected by the City's cash-flow challenges, as a pro-active measure, the debt collection strategy has been finalized and approved. The financing model of the JDA has been relooked and reviewed with an approval by the board and shareholder authorising JDA to build a revenue stream of implementing projects outside of COJ projects since it has internal capacity. Further strides have been made on capacitating the JDA finance team with 2 more Chartered Accountants and operational resources to improve on the JDA finance process's. Further investment is being made into improving the ERP system and control environment of the JDA. We have prepared draft AFS and established various committees and systems to improve the entities finances.

Organisational development is still our priority; so, crucial positions have been filled with professionals and specialist to enhance the entities performance. HRM has implemented change management through different programs and webinars this will be ongoing until 30 September 2025.

I appreciate the continuous support and guidance that the Entity receives from the MMC for Development Planning, the Board, and CoJ as it enormously assists the JDA.

We will always be mindful of the factors that affect the Entity's performance, and we look forward to reaching even greater heights as the Entity in the near future.

**Mr Themba Mathibe**  
**Chief Executive Officer**



ORCHARD'S CLINIC

### SECTION 3: CHIEF FINANCIAL OFFICER'S REPORT

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

For the period ended 30 June 2025 the JDA had earned total revenue of R159 million (2022/23: R144 million) and incurred total expenditure of R239 million (2022/23: R215 million) which resulted in an overall deficit of R80 million (2022/23: Deficit of 51 million).

The organisation achieved 111% (2022/23: 109%) of the budgeted target for revenue. Included in the revenue target is development management fees, operational grant. The development management fees are based as a percentage of the overall capital expenditure.

The JDA incurred expenditure against the budgeted target for operational expenditure of 167% (2022/23: 155% overall against target). The operational expenditure includes interest expense of R98 million that is charged on the JDA overdrawn sweeping account. The overdrawn account is as a result of the late settlement of claims from the various client departments.

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

**TABLE 1: ACTUAL OPERATIONAL BUDGET**

	Actual Prior year 30 June 2024	YTD Actual R'000	YTD Budget R'000	Variance R'000	% of actual against budget
<b>Revenue</b>	<b>R144,284</b>	<b>158 867</b>	<b>143 108</b>	<b>R15,759</b>	<b>111%</b>
Operating costs (before interest)	(R141,615)	(140 822)	(135 239)	(R5,583)	104%
Interest expense	(R73,253)	(98 312)	(7 870)	(R90,442)	1249%
<b>Total operating costs</b>	<b>(R214,868)</b>	<b>(239 134)</b>	<b>(143 108)</b>	<b>(R96,026)</b>	<b>167%</b>
<b>Surplus/(Deficit)</b>	<b>(51 412)</b>	<b>(80 267)</b>	<b>(Rnil)</b>	<b>(R80 266)</b>	

Actual capital expenditure for the twelve months ended 30 June 2025 was R1 billion (2023/24: R885 million) against an annual budget of R1.1 billion (2022/23: R976 million). The target was achieved since there were no stoppages in current year.

The organization's total assets not exceed the total liabilities. The total net deficit of assets on 30 June 2025 was (R131million) (2023/24: R-50 million). The table below reflects the financial performance ratio of the organization for the period ending June 2025.

**TABLE 2: FINANCIAL RATIOS**

Key Performance Area	-	Actual 30 June 2024	Actual 30 June 2025
Current ratio	Above 1 : 1,5	0,93:1,5	0.91:1.5
Solvency ratio	Above 2 : 1	0.96:2	0.93:2
Salaries to expenditure ratio	Below 60%	41%	45%
Revenue	R143 Million	R144 Million	159 million
Expenditure (including taxation)	R143 million	R215 Million	R239 Million
Surplus / (Deficit)	R nil	(R51 million)	(R80 million)
Total net assets	R47.4 million	(R50 million)	(131 million)
Capital expenditure	95%	91%	95.3%

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

The remuneration ratio is lower than the target of 60% this is due to some vacant position that are not filled and high interest expense. The ratio is based on employee costs of R108 million over total expenditure of R239 million, which results in 45% of the expenditure.

**Mr Sinovuyo Mpakama**  
**Chief Financial Officer**  
**30 June 2025**

## **SECTION 4: CORPORATE PROFILE AND OVERVIEW**

Established in 2002, the Johannesburg Development Agency (JDA) is a municipal entity of the City of Johannesburg, mandated to drive socio-economic growth through the development of efficient spatial environments and the regeneration of urban areas. Guided by its Memorandum of Incorporation, the JDA conceptualises, designs, facilitates, and implements both capital and non-capital projects that enhance the city's capacity for economic development and improve the quality of life for its residents.

Over the past two decades, the JDA has evolved in alignment with key strategic frameworks including the National Development Plan, Gauteng 2055, the Growth and Development Strategy (GDS) 2040, the Integrated Development Plan (IDP), and the City's Spatial Development Framework (SDF). Central to its mission is the pursuit of resilience, liveability, and sustainability—principles that underpin its approach to urban development and regeneration.

The agency has transitioned from focusing solely on inner-city and marginalised area interventions to a broader emphasis on creating resilient and sustainable urban environments within strategic transit nodes and corridors. Its precinct-based development model ensures that each initiative is contextually responsive, inclusive, and supported by robust development facilitation processes before and after implementation.

In its 21 years of operation, the JDA has successfully delivered over 600 projects across all seven regions of Johannesburg. The agency has experienced significant growth, nearly doubling its workforce from 50 to 96 employees over the past five years. This expansion has been matched by an increase in its capital budget, with a total Capex allocation exceeding R5 billion during the same period.

The JDA remains committed to transforming Johannesburg into a more equitable, vibrant, and resilient city through strategic urban investments and collaborative stakeholder engagement.

### **Vision**

To be the leading development agency of choice within South Africa

### **Mission**

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

## Values

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

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

### JDA Governance Arrangement

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

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

The Council's Section 79 Portfolio Committee on Development Planning provides political oversight of the JDA's activities and functions. The JDA also falls under the Economic Development Mayoral Cluster Committee, which ensures that the work of the departments and entities mandated with spatial transformation and economic growth of the city is integrated and coordinated. The JDA's management is accountable for strategic and operational matters to the Board of Directors, which controls and maintains a fiduciary relationship with the company. The JDA coordinates its area-based

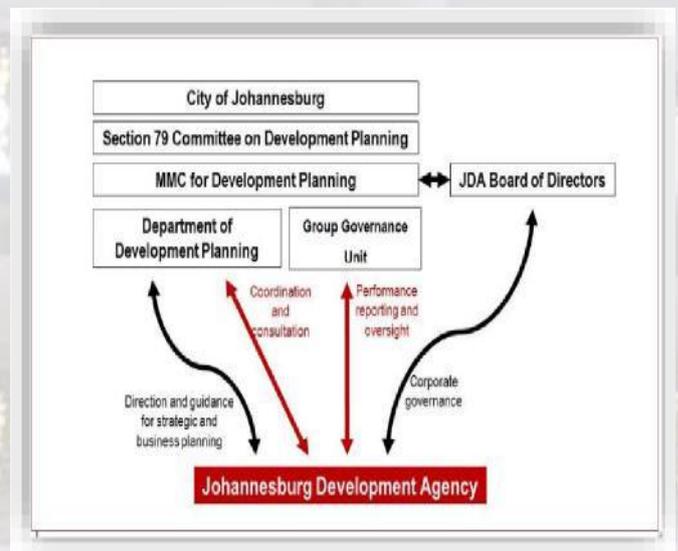


FIGURE 1: JDA GOVERNANCE SYSTEM

development activities and other catalytic interventions with the Department of Development Planning and engages with client departments in the design and construction of infrastructure assets.

## **SECTION 5: STRATEGIC GOALS AND OBJECTIVES**

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

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

### ***JDA's Role in Transforming the Spatial Economy***

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

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

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

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

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

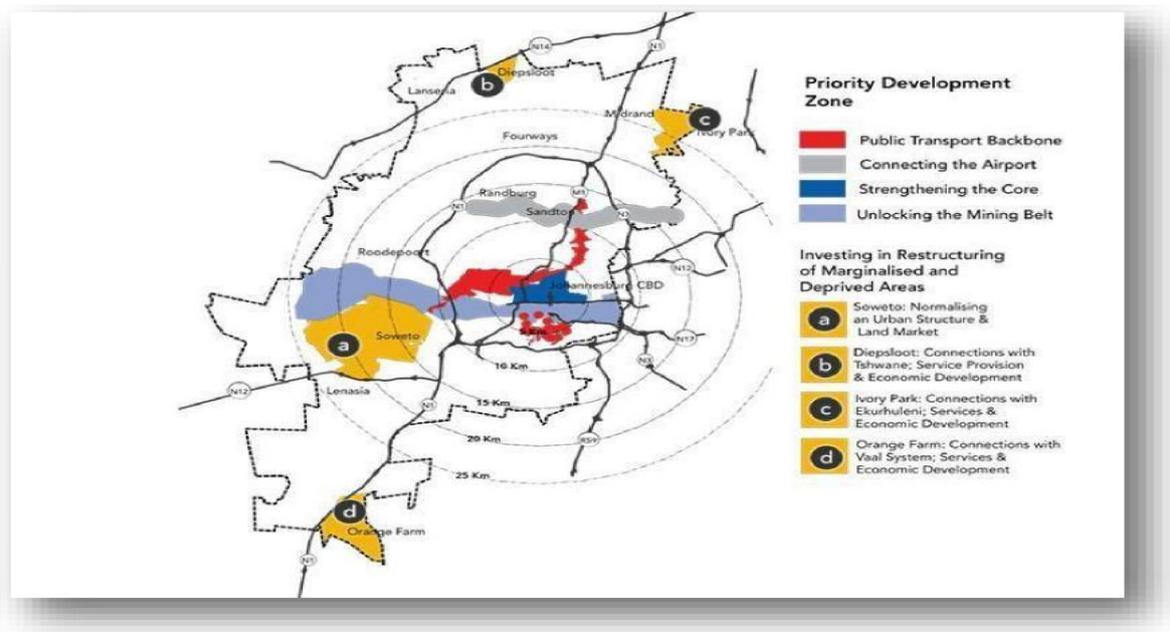


FIGURE 2: SDF 2040 PRIORITY ZONES

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

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

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

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

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



**FIGURE 3: DEVELOPMENT PROCESS / LIFECYCLE**

## SECTION 6: SALIENT FEATURES

### Performance Summary

- JDA has managed to spend only 95.3% of its allocated Capital budget by the end of the fourth quarter of the financial year against the target of 95%.
- A total of 563 EPWP work opportunities were reported as at end of the fourth quarter. The entity had set EPWP target of 400 jobs for that period.
- The Entity has recorded a deficit of R80 million by end of the quarter due to interest on overdraft caused by the CoJ merchant payment delays. All invoices are submitted and awaiting intercompany transfers.

**TABLE 4: OPERATING BUDGET MANAGEMENT**

	Actual Prior year 30 June 2024	YTD Actual R'000	YTD Budget R'000	Variance R'000	% of actual against budget
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<b>Surplus/(Deficit)</b>	<b>(51 412)</b>	<b>(80 267)</b>	<b>(Rnil)</b>	<b>(R80 266)</b>	

Actual capital expenditure for the six months ended 30 June 2025 was R1 billion (2023/24: R885 million) against an annual budget of R1.1 billion (2022/23: R976 million).

**TABLE 5: CAPEX SPENT**

Programme	2024/25 Annual Budget	Target YTD	Actual YTD	Target %	% Actual /annual budget
	R' 000	R' 000	R'000	%	%
Capex for 2024/25 FY	1152 656 656	1037 390 990	1098 463 214	95%	95,3%
<b>Total</b>	<b>1152 656 656</b>	<b>1037 390 990</b>	<b>1098 463 214</b>	<b>95%</b>	<b>95,3%</b>

## CHAPTER 2: CORPORATE GOVERNANCE

### SECTION 1: CORPORATE GOVERNANCE STATEMENT

#### Governance for Sustainable Value Creation

##### 1. Governance and Value Creation

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

##### 2. Governance Framework

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

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

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

##### 3. Board Leadership and Ethical Foundation

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

#### 4. Board Responsibilities and Oversight

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

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

#### 5. Public Participation and Stakeholder Engagement

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

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

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

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

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

## 7. Continuous Improvement

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

## 8. Board Composition and Governance Overview

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

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

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

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

### **Board Members as at 31 July 2024:**

- **Mr. Julius 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**

To strengthen strategic execution and operational performance, two key executive appointments were made during 2024:

- **Mr. Themba Mathibe** was appointed Chief Executive Officer, effective 1 June 2024. He brings extensive experience in infrastructure development and public sector transformation.
  - **Mr. Sinovuyo Mpakama** assumed the position of Chief Financial Officer on 1 January 2024, reinforcing the organisation's financial governance, accountability mechanisms, and resource optimisation.
- These executive appointments have significantly enhanced the JDA's leadership capacity, thereby enabling improved organisational performance and sustainable value creation.

#### **Audit and Risk Oversight**

As of 31 July 2024, the independent members of the Audit and Risk Committee were as follows:

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

The governance structure established by the JDA is designed to promote transparency, reinforce accountability, enhance stakeholder confidence, and advance the organisation's developmental objectives in a sustainable manner.

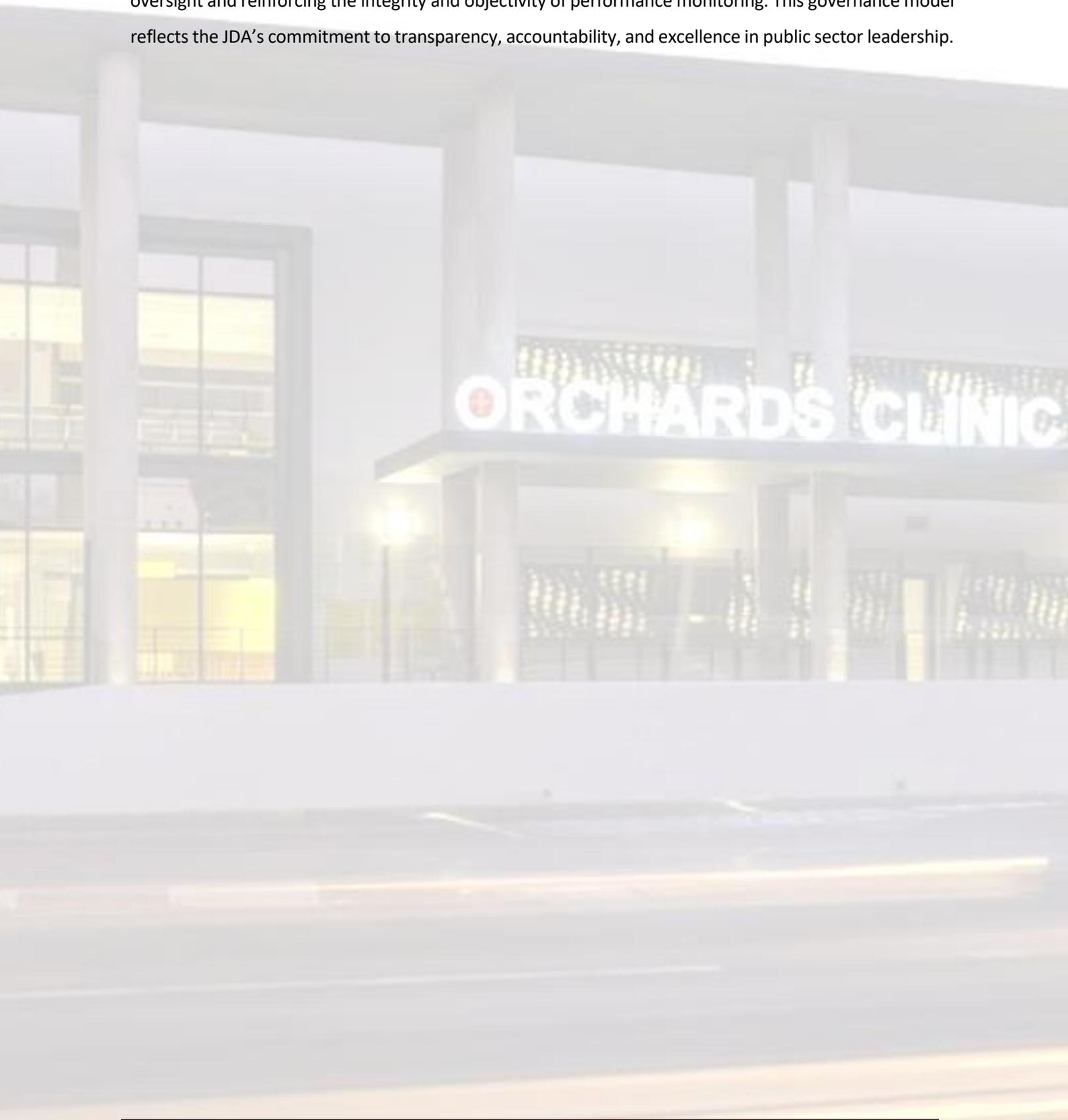
**TABLE 6: BOARD COMPOSITION**

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

The Johannesburg Development Agency (JDA) Board is composed of a diverse group of professionals whose collective expertise significantly enhances the organisation’s ability to fulfil its strategic mandate. The Board members bring a wide range of skills and experience across key disciplines including accounting, finance, law, business management, human resources, labour relations, marketing, construction, and development planning. This multidisciplinary composition ensures that the Board is well-equipped to provide strategic guidance, address complex challenges, and drive sustainable value creation.

The Board operates within a structured governance framework, convening regularly to exercise comprehensive oversight of the organisation’s affairs. Through robust reporting and accountability mechanisms, the Board monitors the implementation of strategic programmes by the executive team, ensuring alignment with the JDA’s objectives and the broader priorities of the City of Johannesburg.

In fulfilling its governance responsibilities, the Board not only sets the strategic direction of the JDA but also rigorously evaluates organisational performance to ensure that tangible value is delivered to the City and its stakeholders. All Board Committees are chaired by non-executive directors, providing independent oversight and reinforcing the integrity and objectivity of performance monitoring. This governance model reflects the JDA's commitment to transparency, accountability, and excellence in public sector leadership.



## 9. Board Committees

### Board Meeting Attendance

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

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

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

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

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

**B: BOARD AND BOARD COMMITTEE MEETINGS & ATTENDANCE (01 AUGUST 2024 TO 30 JUNE 2025)**

Name	Board Meetings = Total of 7 Meetings				Audit & Risk Committee= Total of 7 Meetings				Social & Ethics/ HR & Remuneration Committee = Total Of 4				Development Committee = Total of 5			
	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)	7	6	1	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	5	5	0	0
Daliwe Oliphant	7	7	0	0	7	7	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	NA
Mally Mokoena	7	7	0	0	N/A	N/A	N/A	N/A	4	4	0	0	N/A	N/A	N/A	N/A
Mongezi Ntanga	7	5	2	0	N/A	N/A	N/A	N/A	4	3	1	0	N/A	N/A	N/A	N/A
Morwesi Ramonyai	7	6	1	0	7	7	N/A	N/A	N/A	N/A	N/A	N/A	5	5	0	0
Vukile Hlongwa	7	7	0	0	7	7	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Siyabonga Masiza	7	7	0	0	N/A	N/A	N/A	N/A	4	3	1	0	N/A	N/A	N/A	N/A
Tshepo Nawane	7	7	0	0	7	7	0	0	N/A	N/A	N/A	N/A	5	5	0	0
Boitumelo Molelekeng	7	7	0	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	5	5	0	0

Ella Veyi	7	7	0	0	N/A	N/A	N/A	N/A	4	4	0	0	N/A	N/A	N/A	N/A
Thabo Sibeko	7	7	0	0	7	7	0	0	N/A							
Winnie Nozuko Yawa (IAC)	N/A	N/A	N/A	N/A	7	7	0	0	N/A							
Dalton Radimetja Ramaoma (IAC)	N/A	N/A	N/A	N/A	7	6	1	0	N/A							
Oupa Madala Galane (IAC) <small>Resigned 02 April 2025 Applicable meetings is 5</small>	N/A	N/A	N/A	N/A	5	5	0	0	N/A							
Ellen Rakodi (IAC) <small>Resigned 15 April 2025 Applicable meetings is 6</small>	N/A	N/A	N/A	N/A	6	6	0	0	N/A							

ORCHARD'S CLINIC

## Board Committees

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

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

Each committee composition is as follows:

**TABLE 8: COMPOSITION OF COMMITTEES AS AT DECEMBER 2024**

Composition	Mandate and Quarterly Activities
<b>Audit and Risk Committee</b>	
<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"> <li>• Daliwe Oliphant (Chairperson)</li> <li>• Tshepo Nawane</li> <li>• Vukile Hlongwa</li> <li>• Morwesi Ramonyai</li> <li>• Thabo Sibeko</li> <li>• Nozuko Yawa (Independent Audit Member)</li> <li>• Ellen Rakodi (Independent Audit Member)</li> <li>• Dalton Ramaoma</li> <li>• Oupa Galane</li> </ul>	<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>
<b>Social and Ethics / Human Resources and Remuneration Committee</b>	
<p>In line with the best practice of corporate governance, the Board maintains a Human Resources &amp; Remuneration Committee/Social &amp; Ethics Committee (HR &amp; REMCO/Social &amp; Ethics), comprising of 4 (four) non-executive directors and chaired by a non-executive director. It is responsible for directing human resources policies and strategies for the organisation and approving the remuneration for the Chief Executive Officer, senior executives and staff; the Committee is also responsible for acting as the social conscience of the business and ensuring that the company conducts itself as a responsible corporate citizen. This means ensuring that the JDA</p>	<p>The committee meets not less than 4 (four) times a year. The executive directors are excluded from the HR &amp; Remuneration Committee/Social &amp; Ethics Committee when matters relating to their remuneration are discussed. The committee ensures that the remuneration of the Chief Executive Officer and senior management are within the upper limits as determined by the City of Johannesburg following the provisions of Section 89(a) of the MFMA.</p>

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

## 10. Governance Oversight and Remuneration

### The Role of the Board in Creating Value

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

### Responsibilities of the Board

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

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

**Board Charter and Governance Framework**

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

**Remuneration Governance**

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

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



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

Name	Designation	Salar/Board Fees	Pension	Acting allowance	Bonus/Board Retention Fees	Travel allowance	Non-Pensionable Gratuity	Total
<b>Executive Directors &amp; Senior Management -</b>								
T Mathibe	CEO	R2 735 891,16	R301 128,84	R0	R0	R0		R3 037 020,00
S Mpakama	CFO	R1 999 252,80	R220 049,16	R0	R0	R0	R21 816,00	R2 241 117,96
T Msane	Company Secretary	R1 492 757,80	R164 301,88	R0	R0	R0		R1 657 059,68
O Nkoane	EM: Development Planning and Facilitatio	R2 082 227,40	R137 074,56	R0	R0	R0	R21 816,00	R2 241 117,96
S Genu	EM: Project Implementation	R705 447,01	R58 522,05	R0	R0	R0	R21 816,00	R785 785,06
M Mazibuko	EM: Corporate Services	R1 999 252,80	R220 049,16	R0	R0	R0	R21 816,00	R2 241 117,96
T Maota	Chief Audit Executive	R1 702 966,12	R187 438,88	R0	R0	R0		R1 890 405,00
<b>Sub-Total</b>		<b>R12 717 795,09</b>	<b>R1 288 564,53</b>	<b>R 0.00</b>	<b>R 0.00</b>	<b>R 0.00</b>	<b>R87 264,00</b>	<b>R14 093 623,62</b>
<b>Non-Executive Directors &amp; Independent Audit Committee Members</b>								
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)	R206 000	N/A	N/A	N/A	N/A	N/A	R206 000
Ms Mally Mokoena	Board Member (SEHR Chair)	R146 000	N/A	N/A	N/A	N/A	N/A	R146 000
Mr Mongezi Ntanga	Board Member	R100 000	N/A	N/A	N/A	N/A	N/A	R100 000
Ms Morwesi Ramonyai	Board Member	R188 000	N/A	N/A	N/A	N/A	N/A	R188 000
Ms Nandipha Zonela	Board Member	R22 000	N/A	N/A	N/A	N/A	N/A	R22 000
Mr Bruce Sarela	Board Member	0.00	N/A	N/A	N/A	N/A	N/A	0.00
Ms Pinkie Numa	Board Member	0.00	N/A	N/A	N/A	N/A	N/A	0.00
Mr Vukile Hlongwa	Board Member	R160 000	N/A	N/A	N/A	N/A	N/A	R160 000
Mr Makoko Makgonye	Board Member	R20 000	N/A	N/A	N/A	N/A	N/A	R20 000

Name	Designation	Salary/Board Fees	Pension	Acting allowance	Bonus/Board Retention Fees	Travel allowance	Non-Pensionable Gratuity	Total
Mr Siyabonga Masiza	Board Member	0.00	N/A	N/A	N/A	N/A	N/A	0.00
Mr Tshepo Nawane	Board Member	R202 000	N/A	N/A	N/A	N/A	N/A	R202 000
Mr Boitumelo Molelekeng	Board Member	R112 000	N/A	NA	N/A	N/A	N/A	R112 000
Mr Thabo Sibeko	Board Member	R140 000	N/A	N/A	N/A	N/A	N/A	R140 000
Ms Ella Veyi	Board Member	R108 000	N/A	N/A	N/A	N/A	N/A	R108 000
Mr Sivuyile Mndawe	Independent Audit & Risk member	R8 000	N/A	N/A	N/A	N/A	N/A	R8 000
Mr Patrick Lebopa	Independent Audit & Risk member	R8 000	N/A	N/A	N/A	N/A	N/A	R8 000
Ms Nozuko Yawa	Independent Audit & Risk member	R8 000	N/A	N/A	N/A	N/A	N/A	R8 000
Ms Ellen Rakodi	Independent Audit & Risk member	R48 000	N/A	N/A	N/A	N/A	N/A	R48 000
Mr Dalton Ramaoma	Independent Audit & Risk member	R8 000	N/A	N/A	N/A	N/A	N/A	R8 000
Mr Oupa Galane	Independent Audit & Risk member	R8 000	N/A	N/A	N/A	N/A	N/A	R8 000
<b>Sub total</b>				<b>R 0.00</b>	<b>R 0.00</b>	<b>R 0.00</b>		
				<b>R 0.00</b>	<b>R 0.00</b>	<b>R 0.00</b>		

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

## 11. Loans and advances

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

## 12. Company Secretarial Function

### Role and Contribution of the Company Secretary

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

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

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

### Key Contributions of the Company Secretary

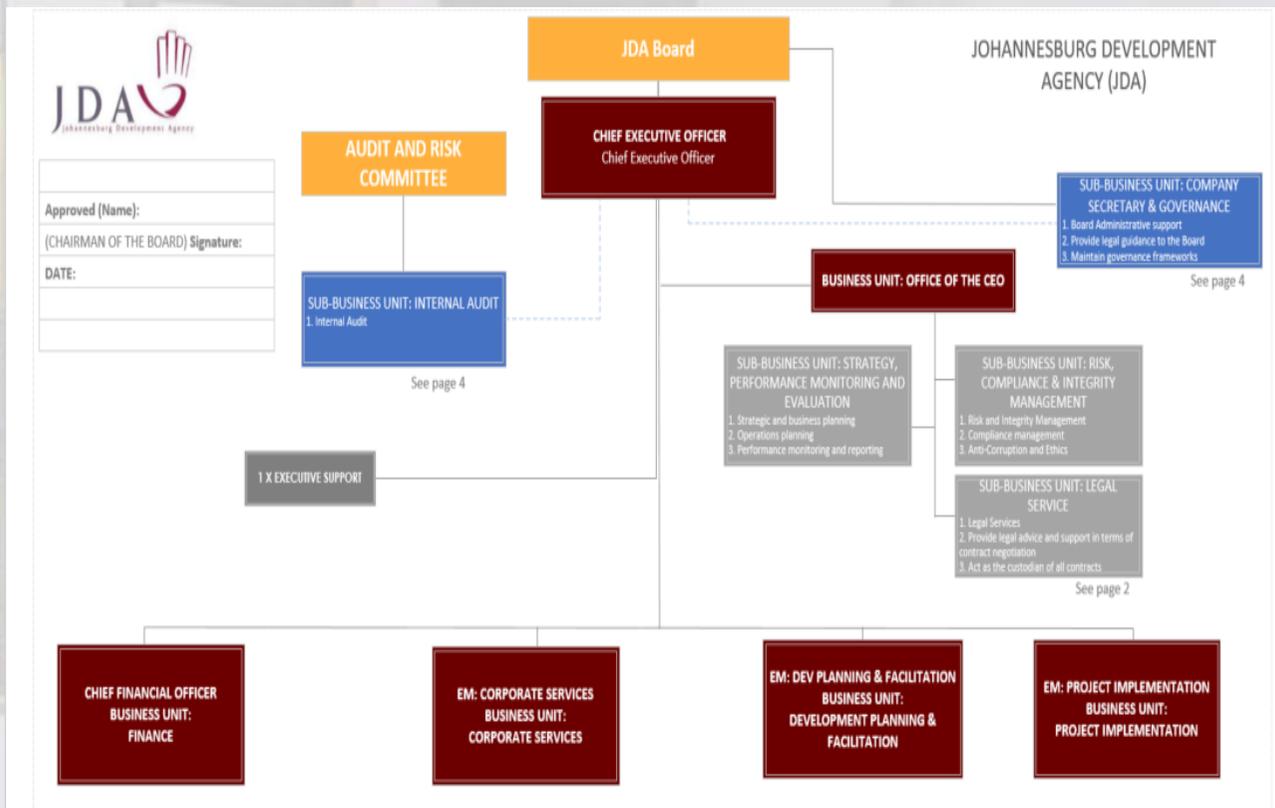
The Company Secretary's responsibilities extend across a broad range of governance-support functions, including:

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

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

**SECTION 2: HIGH-LEVEL ORGANISATIONAL STRUCTURE**

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



**FIGURE 4: HIGH LEVEL ORGANISATION STRUCTURE**

### SECTION 3: RISK MANAGEMENT

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

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

#### 1.1 Risk Management Implementation Plan

The Annual Risk Management Implementation Plan for the current financial year 2024/25 was approved by the ARC. The planned KPI's have been implemented in the 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> quarter of the current financial year, these KPI's are as follows:

- Operational Risk Assessments.
- Strategic Risk Management Report.
- Operational Risk Management Report.
- Compliance Assessment to URR.
- Updated the Universal Regulatory Register (URR)
- 100% Collation of Employees Declaration of Interests (2024/25).
- Conduct Ethics awareness.
- Fraud Risk Monitoring (conducted Anti-Fraud and Anti-Corruption Awareness/ Training).
- Compiled the Business Continuity Management Policy.
- Reviewed the Enterprise Risk Management Framework.
- Reviewed the Risk Appetite and Tolerance Management Framework.
- Investigations (compiled UIFW write-off Reports that were tabled at Board in August 2024, October 2024, November 2024, January 2025, April 2025, June 2025 post the investigations).
- Compiled the Strategic Risk Register for 2025/26 financial year.
- Compiled the Business Continuity Management Charter.
- Reviewed the Anti-Fraud Policy (Internal).
- Reviewed the Anti – Fraud Policy (External).
- Reviewed the Whistle Blowing Policy.
- Reviewed the Compliance Framework.

- Reviewed the Compliance Framework.
- Reviewed the Fraud Risk Strategy.
- Compiled the Business Continuity Maturity level.
- Reviewed the JDA's Crisis Communication Plan.
- Reviewed the Business Continuity Management Training and Awareness Plan.
- Compiled the Business Continuity Management Scenario's.

**Overall achievement in the implementation of strategic risks mitigations for the fourth quarter**

There is 100% achievement on the committed strategic future mitigation plans for the 4thquarter of 2024/25 financial year. The target of 80% is among the City-Wide Gatekeeping KPI's, and it is incorporated in the JDA's 2024/25 Business Plan Scorecard. Hence achieving 100% means there is a positive variance of 20% (achievement exceeded the set target). The table below depicts the overall achievement in the implementation of strategic risks mitigations for the 4<sup>th</sup> quarter.

**TABLE 10: OVERALL MITIGATION IMPLEMENTATION AS AT 30 June 2025**

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

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

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

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

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

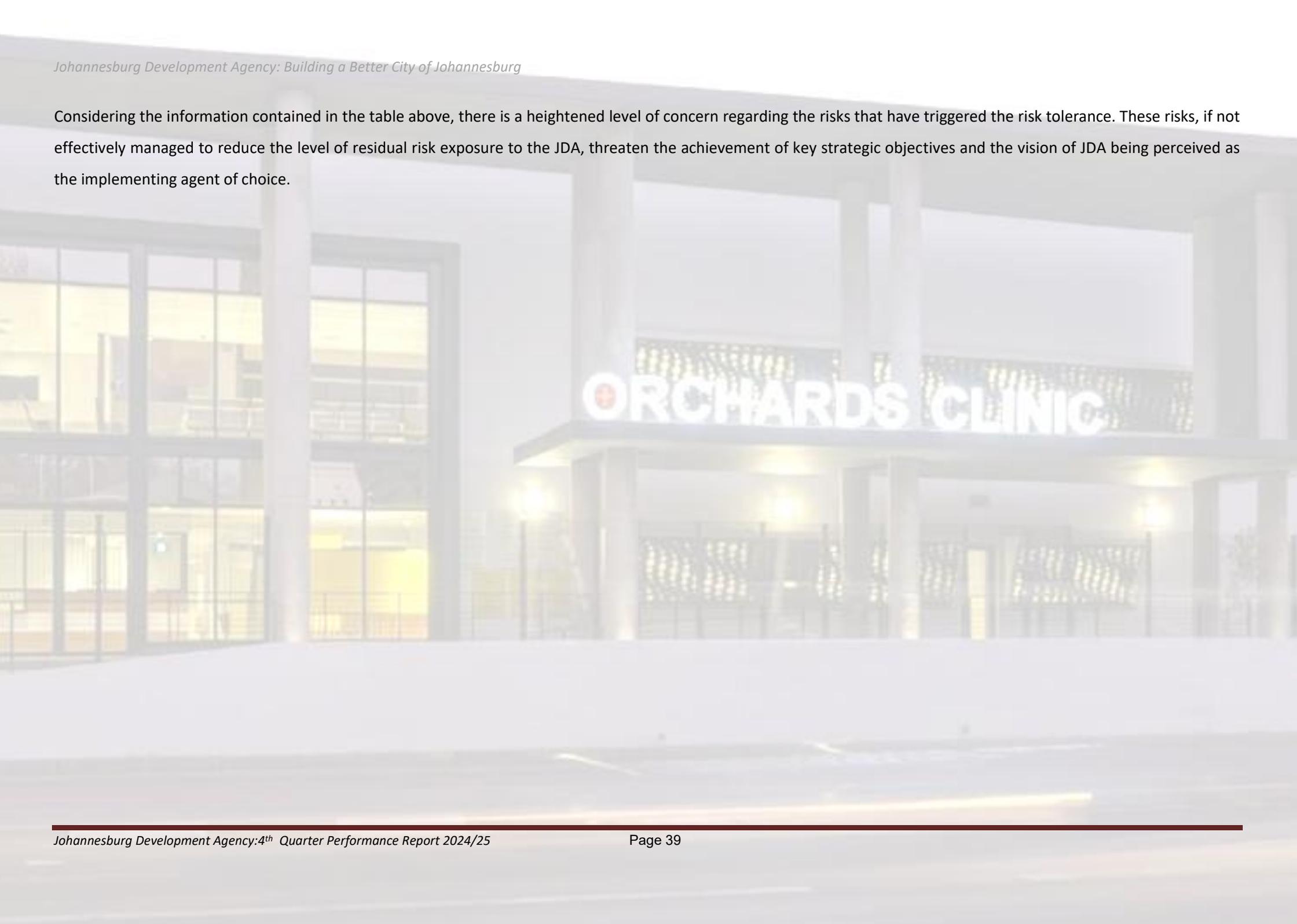
**TABLE 11: RESIDUAL STRATEGIC RISKS TRIGGERED BY RISK TOLERANCE THRESHOLD**

Progressed	Stagnant	Regressed
		

No	Risk Name	RR- 01 April2025	RR- 30June2025	RR -Movement	KRIs triggered	Status on the KRIs	Proposed Action Plans
1.	Poor project performance.	16	10		Number of contractors put on terms/ terminated contractors.	The residual risk rating is stagnant. There were no contractors put on terms/ terminated in Q4. Therefore, there will be continuous monitoring of the risk.	Close monitoring of the project implementation.
2.	No/insufficient working capital to finance the project (contractor).	12	16		Delay in payment of contractors/ Invoices paid outside 30 days.	There was a total of 750 processed invoices in Q4 that amounted to R406 033 497.27. Of the above processed invoices 142 were paid outside the 30-day cycle amounting to R 98 549 845,70.  The risk has regressed in Q4, a total of 750 invoice were paid and 142 of total	JDA has developed a central point where all invoices will be received for timeous processing.  Cashflow CoJ diversifying the business.

No	Risk Name	RR- 01 April2025	RR- 30June2025	RR -Movement	KRIs triggered	Status on the KRIs	Proposed Action Plans
						<p>invoices were paid outside 30 days cycle which translate to 19%JDA has a zero tolerance on invoices paid over 30 days.</p> <p>The residual risk has remained stagnant, and the effectiveness of the implemented control will be monitored.</p>	
6.	Inability to ensure financial sustainability.	10	10		95% of the budget spent on city-wide infrastructure.	<p>JDA has achieved 95.3% against the targeted capex budget of 95%. This results in JDA over-achieving its target by 0.03%.</p> <p>As much as the JDA has over-achieved there are still financial constraints from CoJ which results in suppliers being paid outside 30 days payment cycle.</p> <p>Thus, the residual risk rating remains stagnant considering other factors.</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 JDA's code of conduct, which is fully endorsed by the Board, applies to all directors and employees. The code is consistent with schedule 1 of the Municipal Systems Act and the provisions of the COJ Corporate Governance Protocol for Municipal Entities.

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

### **Minimizing conflict**

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

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

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

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

#### **SECTION 4: ANTI-CORRUPTION AND FRAUD**

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

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

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

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

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

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

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

There were no cases reported in the 4<sup>th</sup> quarter of the 2024/25 financial year, as illustrated in the table below:

**TABLE 12: REPORTED CASES**

NO	GFIS Number	Date captured	Allegation	Current Status	Limitations/Challenges
1.	04/05/2024	07/05/2024	Alleged Fraud & Corruption of a person perpetuating to be JDA’s CEO requesting a bribe from a service provider in the tendering process.	The matter was closed as undetected.	None
2.	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 57 employees. GFIS does not have a mandate to investigate section 56/57 employees.	GFIS does not have a mandate to investigate section 56/57 employees.
3.	27/10/2024	27/10/2024	Alleged fraud and corruption in the appointment of Nsovo Construction.	Drafting closing memo.	N/A

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

**Minimizing conflict of interest**

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

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

Non-adherence to the Conflict-of-Interest disclosure requirements will lead to irregular expenditure being incurred by the JDA. The irregular expenditure will then be reported to the Audit and Risk

Committee, City of Johannesburg and Auditor General. Disciplinary measures will be instituted against employees who do not comply with the disclosure requirements.

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

## **SECTION 5: ICT GOVERNANCE**

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

### **5.1 ICT SECURITY**

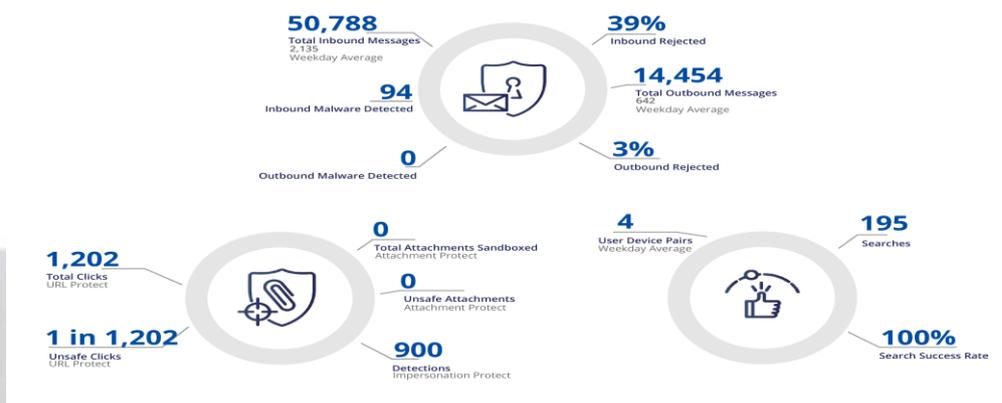
#### **5.1.1 ANTI-VIRUS AND MALWARE**

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

#### **5.1.2 MIMICAST EMAIL SECURITY**

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

A complex filter is built to detect non-business-related messages, which is mostly marketing related. In this quarter, there was a total of 94 malware detections on inbound emails and zero malware detections on outbound emails. A total of 900 impersonations were detected and held.



### 5.1.3 PENETRATION TESTS

Penetration tests, represent a form of “ethical hacking”, which is a preventative measure which tests that the JDA ICT environment is protected against hackers. The Penetration test uses various tools to test if a hacker can successfully manage to access the JDA ICT internal environment. Penetration tests will be conducted in Quarter 4 on the 30th of June 2025 to the 4th of July 2025.

### 5.1.4 PATCH MANAGEMENT

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

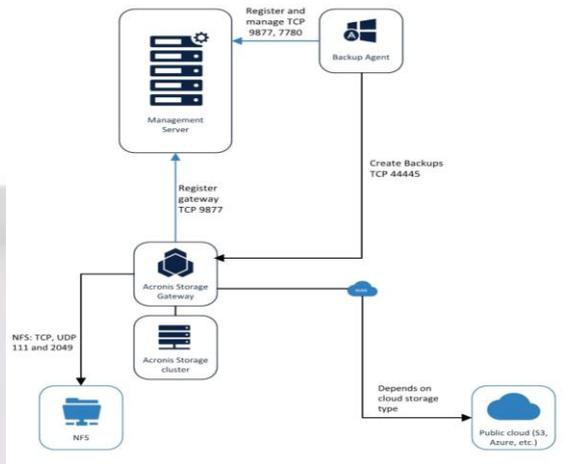
A total of 684 patches relevant to the JDA server and laptop OS environment were successfully tested and deployed in this quarter. The deployment of patches enhances the security of the environment.

## 5.2 INFRASTRUCTURE MANAGEMENT

### 5.2.1 CLOUD BACKUP AND DR

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

### JDA Cloud Backup Architecture



### Summary details Backups and DR Resources

Locations summary					
Location name	Location type	Current free space	Current size of backups	Current number of backups	Number of orphaned backups
Online storage at Acronis (43175)	Cloud Storage	-	0	0	0
ERangwato1	Cloud Storage	-	2.23 TB	12	2
Online storage at Acronis (43175)	Cloud Storage	-	7.40 TB	752	752
43178	Cloud Storage	-	366.78 GB	2	0
TMASHIGO1	Cloud Storage	-	0	0	0
MNNGOMANE2	Cloud Storage	-	1.59 TB	19	1
mpho.mongalo@outlook.com	Cloud Storage	-	0	0	0
JDABackup	Cloud Storage	-	20.82 TB	61	7
//10.0.1.12/JDABackup/	Network share	17.53 TB	15.07 TB	20	5

The report above shows that there is over 95% Capacity to accommodate both local and cloud backups.

### CRITICAL SERVER BACKUP STATUS-SAP

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

The JDA is currently in DR mode due to instability of electricity supply. Employees are currently accessing servers from the cloud .The report 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 JDAGP001-OLDRST.

### 5.3 NETWORK PERFORMANCE

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

As at Quarter 4, the link performance was as follows.

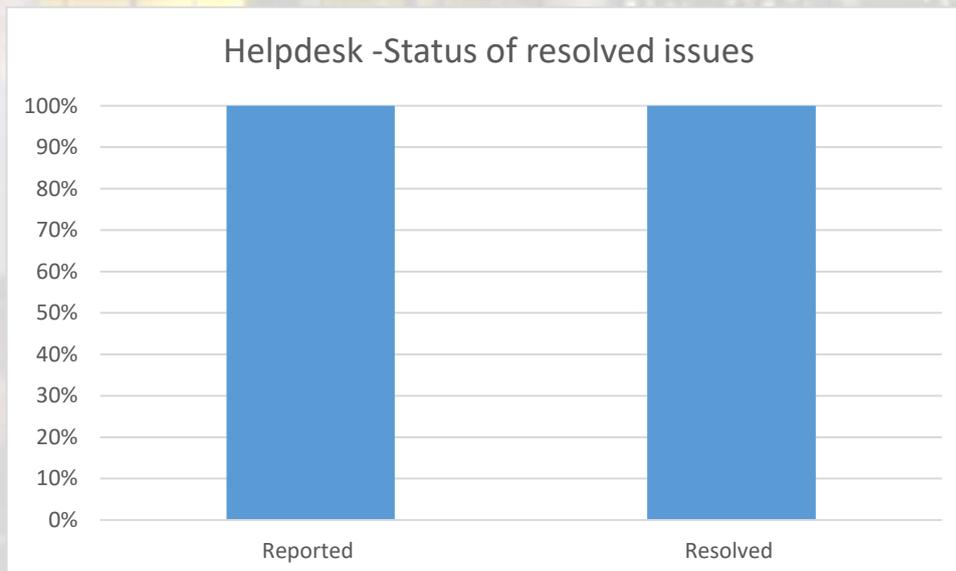
- The average usage of the link was around 59,52 %
- Site availability was at 99,01 %

### 5.4. SERVER PERFORMANCE MANAGEMENT

An assessment of virtual server environment in this quarter shows that there is adequate capacity to support the virtual server ecosystem. The report 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 this quarter.

### 5.5 INCIDENT MANAGEMENT

The JDA helpdesk provides a platform for business users to report /log ICT related issues and for the tracking of the resolution of these issues. All incidents reported in this quarter were resolved.



## SECTION 6: COMPLIANCE WITH LAWS & REGULATIONS

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

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

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

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

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

In the 4th quarter, URR reflects a total of 41 Legislations/Regulations with a corresponding 302 regulatory compliance obligations identified, of which one (1) is reported as non-compliant and details of such are captured on table below:

**TABLE 13: OVERALL URR COMPLIANCE STATUS:**

**Overall URR Compliance Status:**

Description	# of Obligations	Compliance %
<b>Compliant</b>	<b>300</b>	<b>99%</b>
<b>Non-compliant</b>	<b>1</b>	<b>1%</b>
<b>Total</b>	<b>302</b>	<b>100%</b>

**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
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	There is monthly monitoring of the contract which are due to expire in six month and the report will be presented

Legislation	Relevant Section	Compliance Requirement	Committed Action Plan/Status
		approved budget or an adjustments budget	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, 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	<ul style="list-style-type: none"> <li>None incurred in (Information not received at time of reporting).</li> </ul>
Fruitless and Wasteful Expenditure	<ul style="list-style-type: none"> <li>None incurred in (Information not received at time of reporting).</li> </ul>
Irregular Expenditure.	<ul style="list-style-type: none"> <li>Expenditure exceeding contract value.</li> <li>Expenditure exceeding allocated budget.</li> </ul>
Failure to pay Service Providers within 30 days.	<ul style="list-style-type: none"> <li>In the 4th quarter, JDA paid a total of 750 invoices. Of these invoices, only 142 were paid outside 30 days payment cycle amounting to.</li> <li>The risk has regressed as the JDA has zero tolerance on invoices paid over 30 days. JDA has developed a central point of receiving invoices. This process will assist in fast tracking invoices for payment.</li> </ul>

## SECTION 7: SUSTAINABILITY REPORT

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

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

the impact of public investments, and establishing urban management partnerships to ensure the sustainability of the public investments.

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

### ***Environmental Impact***

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

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

Four major outcomes define the Joburg 2040 GDS:

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

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

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

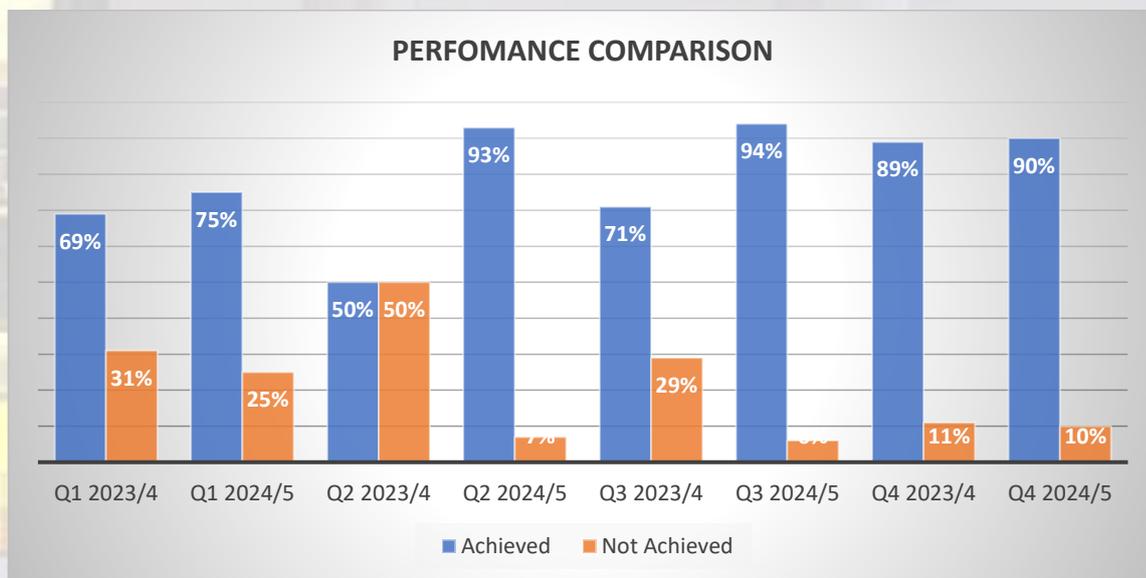
## CHAPTER 3: SERVICE DELIVERY PERFORMANCE

### SECTION 1: HIGHLIGHTS AND ACHIEVEMENTS

The following are the key highlights and achievement for the Q4 of 2024/25 FY:

In the quarter under review, the JDA scorecard had one (1) KPIs that was not due for reporting because it is dependent on the audit outcome. In total, the entity has measured twenty one (21) of the twenty-two (22) KPIs. Of the twenty one (21) KPI, two (2) were not achieved due and nineteen (19) achieved.

The graph below presents the Q4 results in comparison with the previous quarter and the previous FY. The entity has recorded 90% performance based on the twenty one (21) targets that were measured in Q4. In comparison with the same period in the previous financial year, the entity’s performance has improved significantly.



**FIGURE 5: JDA PERFORMANCE**

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

**SECTION 2: SERVICE DELIVERY CHALLENGES**

The critical service delivery challenges are as follows:

Challenge	Highly affected areas	Mitigations
Inability of contractors to pay Community Based SMMEs timeously due to cashflow issues, has disrupted several projects that are currently at construction stage.	Projects that are under construction	A Working capital requirement, is included on contractor tender documents in line with the CIDB, to ensure contractors have sufficient funds to fund projects.
The City’s cash flow challenges, as a result there has been delayed payment of invoices that has affected progress on projects which therefore affected the Service Provider’s ability to properly financially resource the JDA projects.	Payment of invoices within 30 days	The entity has proposed various options for the City to consider as measures to address cashflow challenges going forward. These options varies from, amongst others, requesting that Group Treasury prioritise grant funded projects during allocation, Group Treasury to freeze interest for a period of 120 days on the sweeping balance to allow for claims to be processed and effort will be placed on sourcing business outside the City to improve revenue and reduce the losses.
Poor performing service providers (contractors and professional service providers) remained a key risk in the delivery of capex projects for the JDA - mainly their inability to resource the projects both financially and with competent personal.	Projects that are under construction	A Working capital requirement, is included on contractor tender documents in line with the CIDB, to ensure contractors have sufficient funds to fund projects.
Several Contractors have suspended sites because the Contractors have not been paid for several months resulting in projects being on-hold.	Projects that are under construction	Additional budget request was submitted for budget adjustment for underfunded projects, however the request was not granted on some projects.

**SECTION 3: RESPONSE TO STRATEGIC DIRECTION**

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

**TABLE 16: JDA RESPONSE TO CITY STRATEGIC DIRECTION**

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

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

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

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

**TABLE 17: SUMMARY OF JDA PROGRAMMES**

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

	2B: Urban Infrastructure Delivery Sub-Program	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.
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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 six months ended 30 June 2025 was R1 billion (2023/24: R885 million) against an annual budget of R1.1 billion (2022/23: R976 million). The performance represents 95.3% of the overall annual budget spent by end of fourth quarter.

**TABLE 18: CAPEX SPENT FOR THE QUARTER**

Programme	2024/25 Annual Budget	Target YTD	Actual YTD	Target %	% Actual /annual budget
	R' 000	R' 000	R'000	%	%
Capex for 2024/25 FY	1152 656 656	1037 390 990	1098 463 214	95%	95,3%
<b>Total</b>	<b>1152 656 656</b>	<b>1037 390 990</b>	<b>1098 463 214</b>	<b>95%</b>	<b>95,3%</b>

**TABLE 19: CAPITAL PROJECTS UPDATE AS AT END OF JUNE 2025**

PROJECT UPDATE AS AT 30 June 2025

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

					<p><b>Q3 PROGRESS</b></p> <p>A kick off meeting and site visit has been conducted during March 2025. A draft inception report was submitted and was finalised. The Service provider also is working on a Survey Plan.</p> <p><b>Q4 PROGRESS</b></p> <p>The pre-feasibility report which entailed; literature review, findings from the site visits and preliminary data collected has been submitted and approved.</p>	
1.2	Integrated Corridor Management Strategy and Model	Citywide	R 1 000 000.00	Development of a Strategy and Model for the introduction of the Integrated Corridor Management	<p><b>Q1 PROGRESS</b></p> <p>Bid Specifications and IPW have been completed. Appointments to be finalised on the 4<sup>th</sup> of October</p> <p><b>Q2 PROGRESS</b></p> <p>Bid Evaluation and contract award.</p> <p><b>Q3 PROGRESS</b></p> <p>A service provider has been appointed. Inception Report 100% completed.</p> <p><b>Q4 PROGRESS</b></p> <p>Stakeholder Mapping Strategy; Stakeholder Consultation Plan; Capacity Building Plan; Literature Review and Draft Status Quo. The</p>	<p><b>Q1 STATUS</b></p> <p>None</p> <p><b>Q2 STATUS</b></p> <p>The service provider requested a revised budget to continue with the project, from R1,9 million to R2,9 million. An adjusted budget has been requested from the Transport Department that would allow the offer to be revised to R2,5 million.</p> <p><b>Q3 STATUS</b></p> <p>Engagements with Taxi Industry taking longer than anticipated.</p> <p><b>Q4 STATUS</b></p> <p>None</p>

					project was presented at the Q4 Devco and approved.	
1.3	Green Energy by Road Based Transport Plan	Citywide	R1 500 000	Development of a Strategy for the introduction of Alternative Energy for Road Based Transport	<p>Bid Specifications and IPW have been completed. Appointments to be finalised on the 4<sup>th</sup> of October</p> <p>Q2 PROGRESS</p> <p>A servicer provider has been appointed, and the project is at project inception.</p> <p>Q3 PROGRESS</p> <p>The project team completed the data collection .</p> <p>Q4 PROGRESS</p> <p>The project team completed a literature review and status quo report. The pre-feasibility was presented at the Q4 Devco.</p>	<p>None</p> <p><b>Q2 STATUS</b></p> <p>None</p> <p><b>Q3 STATUS</b></p> <p><b>Q4 STATUS</b></p>
1.4	Ebhareni PTF				<p>Q3 PROGRESS</p> <ul style="list-style-type: none"> <li>A site meeting was held on the 10th of March with client Department.</li> <li>An Inception report was submitted and was shared with Transport and comments received and incorporated by JBML.</li> </ul>	<p><b>Q3 STATUS</b></p> <p>None</p> <p>Drafted PTOB Agreement was forwarded to Transport Department</p>

					<ul style="list-style-type: none"> <li>Transport still awaiting a signed PTOB for signature on 17/01/2025. Transport and Draft POA has been received. has requested inputs from Group legal.</li> </ul> <p><b>Q4 STATUS</b></p> <p>The pre-feasibility study and stage 2 concept development have been submitted and approved by Transport Department and the JDA. The project is ready to move to detailed design stage. The project was presented at the Q4 Devco and approved.</p>	<p>The matter is currently with Mr Perry Smith since 24 February 2025 and a meeting has since been scheduled to finalise the agreement.</p>
1.5	Rosebank PTF				<p><b>Q3 PROGRESS</b></p> <ul style="list-style-type: none"> <li>An inception meeting with Transport in March 2025 and there is an agreed scope of work. JDA is awaiting an amended inception report from Thembekile C.S and an RFI has been responded to.</li> <li>Transport is awaiting PTOB (that speaks to the encroachment).</li> </ul> <p><b>Q4 PROGRESS</b></p> <p>The project is at a Council submission stage. Road closure application has been prepared and submitted to Council, comments have been received and are being attended to for re-</p>	<p><b>Q3 STATUS</b></p> <p>None</p> <p><b>Q4 STATUS</b></p> <p>Town planning applications has been delayed.</p>

					submission. The Land Surveyor has commenced with preparation and submission of the SG Diagram to the Surveyor General respectively. Furthermore the Consent Use application for stand RE/185 has been prepared for submission. The Permission to Occupy will be issued on 1 <sup>st</sup> of July 2025 thereafter a submission will be made. This phase 1 of the project was presented and approved at quarter 4 Devco.	
<b>2. NUMBER OF FEASIBILITY STUDIES CONDUCTED</b>						
<b>2.1</b>	Erf 80 Stafford (Marilyn House)	F	R6 000 000	Building Conditional Assessment, Bulk Infrastructure capacity confirmation and GPR concrete floor and column scanning. The aim is to convert and existing industrial building for the development of affordable rental units to a minimum of 200 units.	Inception report submitted and approved by JDA and client Status Quo analysis and site investigation has commenced  <b>Q2 PROGRESS</b>  Bid Specifications, IPW and BEC have been completed. Appointment of service provider was completed in March 2025.  <b>Q3 PROGRESS</b>  Procurement for the Marilyn House temporary accommodation has been concluded, and a Professional team has been appointed for stage 1 – 6. Kick-off meeting held on 31 March 2025.	Safety of consultants during site visit may require additional security  <b>Q2 STATUS</b>  <b>Delayed procurement</b>  <b>Q3 STATUS</b> Budget constraints - Stage 2 could only commence in 25/26 Financial Year when new budget is confirmed.

					<p><b>Q4 PROGRESS</b></p> <p>The project has commenced with Stage 2, the Inception Report and draft layout have been completed and will be used to develop the concept of the project, current proposal entails 286 units. The specialist studies will also be completed in Stage 2, along with Town Planning, Heritage and TIA applications.</p>
2.2	Erf 286 Lorentzville	F	R 7 000 000	<p>The development of affordable rental units for erf 286 Lorentzville. The scope requires the acquisition of development rights, Concept designs and design development.</p>	<p>Bid Specifications and IPW have been completed. BAC to be finalised on the 4<sup>th</sup> of October</p> <p><b>Q2 PROGRESS</b></p> <p>The bidder had challenges in completing the pricing table as a result the had been a delay.</p> <p><b>Q3 STATUS</b></p> <p>None</p> <p><b>Q4 STATUS</b></p> <p>Budget constraints - Stage 2 could only commence in 25/26 Financial Year when new budget is confirmed.</p> <p><b>Q4 PROGRESS</b></p>

					The project has commenced with Stage 2, the Inception Report and draft layout have been completed and will be used to develop the concept of the project, current proposal entails 91 units. The specialist studies will also be completed in Stage 2, along with Town Planning. Heritage and TIA applications.	
<b>3. NUMBER OF URBAN DEVELOPMENT FRAMEWORKS AND PRECINCTS MANAGEMENT IMPLEMENTATION PLANS COMPLETED</b>						
<b>3.1</b>	Orlando Industrial Park Development	<b>D</b>	R610 287, 83	Completion of an Urban Development Framework for the revitalisation of the Orlando Industrial Park precinct.	<p>Project at Status quo development.</p> <p><b>Q2 PROGRESS</b></p> <p>A draft UDF Report has been submitted for comments and was presented and approved at the DEVCO meeting for EXCO approval on 11 December 2024.</p> <p><b>Q3 PROGRESS</b></p> <p>Project completed in Q2</p>	<p>Project delayed by Stakeholder Engagements.</p> <p><b>Q2 STATUS</b></p> <p>The project completion will be delayed outstanding external stakeholder engagements that have been scheduled for January 2025.</p> <p><b>Q3 STATUS</b></p> <p>None</p>
<b>3.2</b>	Desmond Tutu Precinct development	<b>F</b>	R 1 500 000	Development of the Desmond Tutu Precinct plan. The project is meant to develop the transportation plan as well as the urban development concept and evaluate the impact	<p>Bid Specifications and IPW have been completed.</p> <p>Appointments to be finalised on the 4<sup>th</sup> of October</p>	<p>None identified and profiled today</p> <p><b>Q2 STATUS</b></p>

				<p>the precinct will have on transport. The Precinct Plan should be complete with a functional Implementation Plan and Urban Management Plan to assist the City of Johannesburg transform the study area.</p>	<p>Q2 PROGRESS</p> <p>Procurement is complete. The Inception report was submitted to the JDA and the Department of Transport on the 6<sup>th</sup> of December 2024 and has been approved.</p> <p><b>Q3 PROGRESS</b></p> <p>Project is currently on data collection phase. The next deliverable is a status quo report.</p> <p><b>Q4 PROGRESS</b></p> <p>The data collection report and status quo report has been completed, with the team noting various interventions and recommendations within the precinct. This report has been submitted and approved.</p>	<p>Possible delays caused by stakeholders within the study area.</p> <p><b>Q3 STATUS</b></p> <p>Challenges regarding the project budget, this was resolved.</p> <p><b>Q4 STATUS</b></p>
3.3	Minibus Taxi Feeder Service Integration Study	A, E and F	R 1 000 000	<p>Integration of mini-bus taxi services operating within the north-east quadrant of the City to serve as a feeder and distributor services in support of the Integrated Public Transport Network (IPTN).</p> <p>This project aims to improve mobility and accessibility in the city, reduce congestion and emissions (<i>green economic strategies</i>), improve customer satisfaction, and enhance seamless integration with other modes of transport such as bus, rail and non-motorized transport (NMT).</p>	<p>Approved ToRs awaiting signed IPW</p> <p>Q2 PROGRESS</p> <p>The BAC approved the appointment of the Transport Team on 12 December 2024. The LoA and SLA are awaiting the CFOs approval. The project kick-off meeting will be scheduled for 14<sup>th</sup> January 2025.</p>	<p>None</p> <p><b>Q2 STATUS</b></p> <p><b>None</b></p> <p><b>Q3 STATUS</b></p>

					<p><b>Q3 PROGRESS</b></p> <p>Project had to be re-advertised due to budget constraints. Project currently in procurement.</p> <p><b>Q4 PROGRESS</b></p> <p>Appointment of project team concluded. The project team has completed the inception phase which includes the submission of an implementation plan. The implementation plan (describing how the study will be conducted) was presented at the Q4 Devco. The project team has proceeded to the Status Quo phase – which includes the literature review and data collection at the public transport facilities (surveys at selected taxi ranks).</p>	<p>Budget for the project was insufficient, JDA had to go back to the market.</p> <p><b>Q4 STATUS</b></p> <p>The data collection is delayed due to the delay in confirming the meeting to introduce the project and the project team to the Taxi Association.</p>
3.4	Universal Access Plan Phase 1	Citywide	R 2 500 000	<p>UDAP is to guide the CoJTD on improving public transport systems and capacity building in terms of universal accessibility of the public transport systems in the municipality. The plan will give input on the planning of the network, the infrastructure constructed, the vehicles used, operations of the systems, marketing and communication, customer care and passenger-related research on universal access requirements, information and signage, fares and fare system.</p>	<p>The first Bsc was convened and comments provided the final BSC will reconvene on 01 October to consider the revised Spec.</p> <p><b>Q2 PROGRESS</b></p> <p>The fist BEC convened on 11 December 2024, however, the committee requested for additional information from the Bidder. The final BEC is scheduled to convene on the 18<sup>th</sup> of December 2024 to recommend the report to serve at the BAC</p>	<p>The appointment of a Universal Access Specialist may delay the procurement for this project given that the highly specialised work that is not included in the panel.</p> <p><b>Q2 STATUS</b></p> <p>The appointment of a Universal Access Specialist may delay the procurement</p>

				<p>of the 20<sup>th</sup> of December 2024. The project kick-off will be mid-January 2025.</p> <p><b>Q3 PROGRESS</b></p> <p>A professional team was appointed at the beginning of Q3. A Data Collection Plan including the methodology to undertake audits and surveys. The next deliverable is a status quo report.</p> <p><b>Q4 PROGRESS</b></p> <p>The project team completed a draft status quo report as well as Phase 1 Universal Design Access Plan. This Phase 1 UDAP was presented and approved at the Q4 Devco. The Phase 1 UDAP is to be submitted to National Department of Transport as motivation for the approval of the PTNG for BRT projects for CoJ.</p>	<p>for this project given that the highly specialised work that is not included in the panel.</p> <p><b>Q3 STATUS</b></p> <p>None</p> <p><b>Q4 STATUS</b></p>
3.5	City of Johannesburg E-hailing Management Policy	City Wide	2 000 000	<p>This project is the development of a new policy for the management of the e-hailing sector in the City.</p> <p><b>Q2 PROGRESS</b></p>	<p>The Terms of Reference have been completed, with IPW and the Requisition been signed, BSC will convene early October to consider the specification</p> <p><b>Q2 STATUS</b></p> <p>None</p> <p><b>Q3 STATUS</b></p>

					<p>The BAC approved the appointment of the Transport Team on 12 December 2024. The LoA and SLA are awaiting the CFOs approval. The project kick-off meeting will be scheduled for 14<sup>th</sup> January 2025.</p> <p><b>Q3 PROGRESS</b></p> <p>A Professional team was appointed and is currently in place. A Project kick off was held and a draft inception report was submitted and completed. the next deliverable is the Data Collection Plan.</p> <p><b>Q4 PROGRESS</b></p> <p>The project is undertaken in 2 phases consisting of data collection that would result in the development of E-hailing policy. Literature review has been completed with data collection underway.</p>	<p>None</p> <p><b>Q4 STATUS</b></p> <p>Delayed response from key stakeholders such as the E-hailing service providers</p>
<b>4. NUMBER OF PROJECTS AT CONCEPT DESIGN PHASE</b>						
<b>4.1</b>	Bramley View and Lombardy West	E	R 988 810 Exc vat	City of Johannesburg department of human settlements appointed the JOHANNESBURG DEVELOPMENT AGENCY (JDA) to select a suitable team to conduct feasibility and conceptual planning in Bramley View and Lombardy West in	<p>The status quo has been completed, the client department and JDA are busy making comments before the Status Quo can be approved. Stakeholder engagement is currently ongoing.</p>	<p>None</p> <p><b>Q2 STATUS</b></p> <p>None</p>

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

				<p>revised UDF will be submitted on the 17<sup>th</sup> of January 2025.</p> <p><b>Q3 PROGRESS</b></p> <p>The Concept for the Main Reef will be undertaken this Q4.</p> <p><b>Q4 PROGRESS</b></p> <p>The project team completed a high-level concept for one of the sites earmarked by Dept of Human Settlements for acquisition. The Concept was presented and approved at the Q4 Devco. Additional technical studies are still required, however, only after the land acquisition has been concluded.</p>	<p>Human Settlements is currently preparing the ToRs for the appointment of the Project Team to advance the project to concept design.</p> <p><b>Q4 STATUS</b></p> <p>The Dept of Human Settlements could have not concluded the land acquisition of the various portions of land along the Main Reef (Part of the UDF) - The team will only advance the designs to sufficient detail, once the acquisition has been completed.</p>
4.3	City and Suburban	F	R2 500 000	<p>Completion of a feasibility study, concept, and detail design to guide the construction of temporary and emergency accommodation in City and Suburban</p> <p>Feasibility and Concept Development Stages have been completed; project is at detail design stage which will be completed by end of October 2024</p> <p><b>Q2 PROGRESS</b></p> <p>The Feasibility Study (Stage 2 Concept Development) and Stage 3 Detail design report have been submitted and approved by Human Settlements and the JDA. The project is in the</p>	<p>Town planning application submission has been delayed</p> <p><b>Q2 STATUS</b></p> <p>Delayed submission of comments by City Departments and entities on the TIA and Town Planning application.</p>

					<p>process of finalising the project costing, Town Planning and TIA approvals.</p> <p><b>Q3 PROGRESS</b></p> <p>Draft Funding Application submitted on 19 March 2025. ICHIP Implementation Plan to be completed by 27 June 2025.</p> <p><b>Q4 PROGRESS</b></p> <p>Funding applications to be made through grants available to the City, other grant options are still being explored. Consolidation application has been approved, SG diagrams have been approved and submitted to the City. Rezoning application awaiting comments from JRA.</p>	<p><b>Q3 STATUS</b></p> <p>Request for approval of contingency for ICHIP and Implementation Plan under way.</p> <p><b>Q4 STATUS</b></p> <p>Project cannot proceed to Stage 4 due to budget unavailability.</p>
4.4	Lilian Ngoyi Public Environnement upgrade	F	R2 500 000	<p>Planning and Concept development of key streets in and around Lilian Ngoyi for the public environment upgrade in support of Lilian Ngoyi rehabilitation programme.</p>	<p>Inception report completed and approved. Stakeholder engagement commenced and is ongoing. Status Quo analysis, data collection and concept development are ongoing.</p> <p><b>Q2 PROGRESS</b></p> <p>Status Quo analysis and data collection was submitted and approved by the JDA and Development Planning.</p>	<p>Additional scope of work as requested by the Executive Mayor.</p> <p><b>Q2 STATUS</b></p> <p>Additional scope of work as requested by the Executive Mayor.</p> <p><b>Q3 STATUS</b></p>

					<p>The Professional team has commenced with the concept development.</p> <p><b>Q3 PROGRESS</b></p> <p>Status Quo and concept is 70% complete. The concept is to be workshopped with various internal stakeholders. The next deliverable is the Operational and Asset Maintenance Plan.</p> <p><b>Q4 PROGRESS</b></p> <p>The project is 96% complete. The final concept designs have been approved, a draft operations and maintenance plan is to be completed.</p>	<p>Delays in stakeholder engagement.</p>
<b>5. NUMBER OF PROJECTS IN DETAILED DESIGN PHASE</b>						
<b>5.1</b>		G	R 1 000 000	<p>Non-motorized Transport in Orange Farm. The implementation area has been reduced to Milife road from Golden highway to Drieziek Public Transport facility.</p>	<p>Surveys to update the As-builts</p> <p><b>Q2 PROGRESS</b></p> <p>DevCo approved 11 December 2024. Design Development sent to Joburg Roads Agency for approval.</p> <p><b>Q3 PROGRESS</b></p> <p>Project completed in Q2 and DevCO report submitted to the board at the beginning of Q3.</p>	<p>None</p> <p><b>Q2 STATUS</b></p> <p>None</p> <p><b>Q3 STATUS</b></p> <p>None</p>
	Orange Farm NMT links					

					<p><b>Q4 PROGRESS</b></p> <p>At design development stage, received report outlining details from consulting engineers and awaiting to obtain approval from JRA.</p>	
5.2	Community Based Projects – Phase 1	Citywide	R 10 950 000	The upgrading of community facilities throughout the City of Johannesburg.	<p>Stage 4: Documentation and Procurement. The contractor should be appointed in October for commencement in November 2024.</p> <p><b>Q2 PROGRESS</b></p> <p>Design approved by end user client.</p> <p><b>Q3 PROGRESS</b></p> <p>Design Development approved at EXCO</p> <p><b>Q4 PROGRESS</b></p> <p>Project is being implemented</p>	<p>None.</p> <p><b>Q2 STATUS</b></p> <p>None</p> <p><b>Q3 STATUS</b></p> <p>None experienced.</p> <p><b>Q4 STATUS</b></p> <p>None.</p>
5.3	Soweto Strategic Area Framework & Implementation – Phase 1	D	R 5 000 000	Public Environment Upgrade of Kumalo Main Road and Vilakazi Street	<p>Finalise the approval of the Detailed Design and Preparation of the Stage 4: Tender Documentation</p> <p><b>Q2 PROGRESS</b></p> <p>Finalise the approval of the concept and detailed design</p> <p><b>Q3 PROGRESS</b></p> <p>Project has been completed and handed over to Development Implementation.</p>	<p>None</p> <p><b>Q2 STATUS</b></p> <p>None</p> <p><b>Q3 STATUS</b></p> <p>None</p> <p><b>Q4 PROGRESS</b></p>

					<p><b>Q4 PROGRESS</b></p> <p>Appointment of Multi-disciplinary professional team by Development implementation to undertake stage 3-6 of project implementation. Team appointed in June 2025</p>	None
<b>6. NUMBER OF PROJECTS REACHING CONTRACT AWARD STAGE</b>						
<b>6.1</b>	Community Based Projects – Phase 1	Citywide	R 5 700 000	The upgrading of community facilities throughout the City of Johannesburg.	<p>Stage 4: Documentation and Procurement. A contractor should be appointed in October for commencement in November 2024.</p> <p><b>Q2 PROGRESS</b></p> <p>Contractor appointed, with commencement of works planned for 15 January 2025.</p> <p><b>Q3 PROGRESS</b></p> <p>Contractor procurement.</p> <p><b>Q4 PROGRESS</b></p> <p>Contractor appointed.</p>	<p>None</p> <p><b>Q2 STATUS</b></p> <p>None</p> <p><b>Q3 STATUS</b></p> <p>None</p> <p><b>Q4 STATUS</b></p> <p>None</p>
<b>6.4</b>	Soweto Strategic Area Framework & Implementation – Phase 1	D	R 5 000 000	Implementation of Public Environment Upgrade of Kumalo Main Road and Vilakazi Street	<p>Stage 5: Construction – on suspension.</p> <p><b>Q2 PROGRESS</b></p> <p>Stage 5: Construction – on suspension.</p>	The client has indicated that they will not have a budget for implementation in fin year 2024/25 and 2025/26 – thus stage onboarding of a contractor will be postponed until budget is availed.

					<p><b>Q3 STATUS</b> Suspension lifted as at 26 March 2025</p> <p><b>Q4 PROGRESS</b> Appointment of Multi-disciplinary professional team to undertake stage 3-6 of project implementation. Team appointed in June 2025</p>	<p><b>Q2 STATUS</b> The client has indicated that they will not have a budget for implementation in fin year 2024/25 and 2025/26 – thus stage onboarding of a contractor will be postponed until budget is availed.</p> <p><b>Q3 STATUS</b> None</p> <p><b>Q4 STATUS</b> None</p>
6.2	Linbro Park.	E	R 20 000 000	Construction Of A Sorting Facility For Declaimers, A Stormwater Management System And Access Roads.	Contract awarded.	Contract awarded in Q2, however was only included on the score card. Project was included via deviation report. Hence submitted in Q3  Client to confirm post adjustment budget.
6.3	Ernedale Landfill site	G	R 10 000 000		Contract awarded.	Contract awarded in Q2, however was only included on the score card. Project was included via deviation report. Hence submitted in Q3.  Client to confirm post adjustment budget.

6.4	Midrand Depot.	A	R 5 000 000		Contract awarded.	Contract awarded in Q2, however was only included on the score card. Project was included via deviation report. Hence submitted in Q3. Client to confirm post adjustment budget.
6.5	-Goudkoppies.	D	R 36 790 000	Construction of a reinforced concrete boundary wall.	Contract awarded.	Contract awarded in Q2, however was only included on the score card. Project was included via deviation report. Hence submitted in Q3. Client to confirm post adjustment budget.
6.6	-Pikitup Boundary Walls.	C & D	R 52 504 000	Construction of a reinforced concrete boundary wall at Marie Louise and Zondi depot landfill sites	Contract awarded.	Contract awarded in Q2, however was only included on the score card. Project was included via deviation report. Hence submitted in Q3. Client to confirm post adjustment budget.
6.7	-Casa mia Demolition.	F	R 10 000 00	Demolition of Casa mia building	Contract awarded.	Budget if for Innercity demolition. Waiting for confirmation of additional budget from the Client department.
<b>7. NUMBER OF PROJECTS REACHING PRACTICAL COMPLETION STAGE</b>						

7.1	Chris Hani Sports Centre: Phase 1	G	R 13 260 000	Design and Construction of Chris Hani Multi-Purpose Sports Complex, which includes sports courts, rugby/soccer field, running pitch	<p>60% progress, with a due completion date of 12 December 2024.</p> <p><b>Q2 PROGRESS</b></p> <p>66% progress, with a due completion date of 30 January 2025.</p> <p><b>Q3 PROGRESS</b></p> <p>70% progress, with anticipated completion in Q1 of 2025/26 Financial Year</p> <p><b>Q4 PROGRESS</b></p> <p>Project will reach PC in August 2025. The project was delayed due to suspension of project, due to Employer's non-payment</p>	<p>None</p> <p><b>Q2 STATUS</b></p> <p>None</p> <p><b>Q3 STATUS</b></p> <p>Delays attributed to inclement weather and delayed payment (and subsequent suspension) by Employer.</p> <p><b>Q4 STATUS</b></p> <p>Citywide cashflow constraints affecting projects negatively. Project POE substituted with another.</p>
7.2	Bulk Stormwater Upgrade in Ward 3: Phase B (Street 2)	G	R 11 700 000	The construction of bulk stormwater channelling along Street 2 and Ngonyama Drive, including the outlet structure.	<p>63% progress, with a due completion date of 30 November 2024.</p> <p><b>Q2 PROGRESS</b></p> <p>90% progress, with a due completion date of 13 January 2025</p> <p><b>Q3 PROGRESS</b></p> <p>95% progress, with a due completion date of 25 April 2025</p>	<p>None</p> <p><b>Q2 STATUS</b></p> <p>None</p> <p><b>Q3 STATUS</b></p> <p>None</p>

					<p><b>Q4 PROGRESS</b></p> <p>Practical Completion achieved 3 June 2025.</p>	<p><b>Q4 STATUS</b></p> <p>None</p>
7.3	Upgrading of Moyane Drive and 16th Street	G	R 13 750 000	Upgrading of Moyane Drive and 16th Street, including NMT upgrades	<p>50% progress with a due completion date of 2 December 2024</p> <p><b>Q2 PROGRESS</b></p> <p>72% progress with a due completion date of 15 January 2025. Additional scope has been added which allows the contractor adjustment to the programme taking us to April 2025.</p> <p><b>Q3 PROGRESS</b></p> <p>95% progress, with anticipated completion in Q4 of 2024/25 Financial Year</p> <p><b>Q4 PROGRESS</b></p> <p>Project will reach PC on 7 July 2025. The project was delayed due to suspension of project, due to Employer’s non-payment</p>	<p>None</p> <p><b>Q2 STATUS</b></p> <p>None</p> <p><b>Q3 STATUS</b></p> <p>Delays attributed to inclement weather, delayed payment (and subsequent suspension) by Employer and a crime that happened on site (case of murder) which led to site closure by Department of Labour.</p> <p><b>Q4 STATUS</b></p> <p>Citywide cashflow constraints affecting projects negatively. Project POE substituted with another.</p>
7.4	Drieziek Recreational Park	G	R15 500 000	The construction of the recreational park including an amphitheatre, agricultural area.	<p>20% progress with a due completion date of 20 March 2025.</p> <p><b>Q2 PROGRESS</b></p>	<p>None</p> <p><b>Q2 STATUS</b></p> <p>None</p>

					<p>6520% progress with a due completion date of 25 0 March 2025.</p> <p><b>Q3 PROGRESS</b> 56% progress, with anticipated completion in Q2 of 2025/26 Financial Year</p> <p><b>Q4 PROGRESS</b> Project will reach PC on 1 October 2025. The project was delayed due to suspension of project, due to Employer's non-payment</p>	<p><b>Q3 STATUS</b> Delays attributed to inclement weather, delayed payment (and subsequent suspension) and contractor's superintendence.</p> <p><b>Q4 STATUS</b> Citywide cashflow constraints affecting projects negatively. Project POE substituted with another.</p>
7.5	Matholesville New MPC – Phase 1	C	R11 400 000	The construction of a community library.	<p>83% completion, with a due completion date of 11 September 2024</p> <p><b>Q2 PROGRESS</b> 87% completion, with an approved practical completion date of March 2025</p> <p><b>Q3 PROGRESS</b> PC not achieved as at end of quarter 3. Anticipated PC in Q4.</p> <p><b>Q4 PROGRESS</b></p>	<p>Delayed completion due to consultants not issuing information timeously.</p> <p><b>Q2 STATUS</b> Delayed completion due to consultants not issuing information timeously.</p> <p><b>Q3 STATUS</b> Change in professional team, which led to suspension by Contractor.</p> <p><b>Q4 STATUS</b> Citywide cashflow constraints affecting projects negatively. Project POE substituted with another.</p>

					Project will reach PC on 25 July 2025. The project was delayed due to suspension of project, due to Employer's non-payment	
7.6	Rosebank NMT.				<p><b>Q3 PROGRESS</b></p> <p>PC certificate submitted in quarter 2</p>	<p><b>Q3 STATUS</b></p> <p>None</p>
7.7	-Elias Motswaledi.				<p><b>Q3 PROGRESS</b></p> <p>PC certificate submitted in quarter 2. PC was achieved 29 October 2024</p> <p><b>Q4 PROGRESS</b></p> <p>N/A</p>	<p><b>Q3 STATUS</b></p> <p>None</p> <p><b>Q4 STATUS</b></p> <p>N/A</p>
7.8	-OCOBS.	F	R 8 400 000	<ul style="list-style-type: none"> <li>• El Kero – Construction of hard surface park</li> <li>• Skateistan – Public Environment upgrade on Charles street from Van Beek to End streets</li> <li>• Vrededorp– Refurbishment of swimming pool, new guard house and ablution facility</li> </ul>	<p>OCOBS is a programme made up of 3 projects. 2 of the 3 have reached practical completion i.e El-kero and Skatestein</p> <p>Vrededorp Swimming Pool) is at 85% with anticipated completion of Q4</p> <p><b>Q4 PROGRESS</b></p> <p>Vrededorp Swimming Pool progress at 99%, PC inspection is scheduled for 4<sup>th</sup> of July 2025.</p>	<p>Delays in Contractor payment due to cashflow issues- Contractor has now been paid.</p> <p>Site Stoppages regarding outstanding SMME payments- Contractor was awaiting JDA payment to pay SMME. SMME have been paid, and works are continuing site.</p> <p><b>Q4 STATUS</b></p> <p>Delays in payment of contractor slowed down progress. Contractor has been paid.</p>

7.9	-Orange farm PTF.	G	R48 675 222,38	Construction of a Public Transport facility. To include an administration building, Ablution block, trader stalls, ranking covered canopy and stormwater attenuation pond. As well as the adjacent roads upgrade and perimeter fence.	<p><b>Q3 PROGRESS</b></p> <p>Practical completion date is 26 March 2025. Project was launched 24 June 2025.</p> <p><b>Q4 PROGRESS</b></p> <p>N/A</p>	<p><b>Q3 STATUS</b></p> <p>Practical completion</p> <p><b>Q4 PROGRESS</b></p> <p>N/A</p>
7.10	-Randburg NMT.	B	R 280 000	15 The Public environment upgrading of Braamfisher and Jan Smuts Ave from Selkirk Ave. This includes new street furniture and public lighting and stormwater	<p>Progress is at 98%, Practical completion inspection scheduled for 04 April 2025. Practical completion certificate will be issued after if all in order, if not the contractor will be issued with a snag list. Project is expected to reach practical completion in Q4</p> <p><b>Q4 PROGRESS</b></p> <p>Project is complete. PC achieved in June 2025</p>	<p>None</p> <p><b>Q4 STATUS</b></p> <p>None</p>
<b>8. NUMBER OF PROJECTS IMPLEMENTED IN THE STRATEGIC ECONOMIC NODES</b>						
8.1	Ghandi Square station (Rea-vaya stations)	F	R63 2264 085,64	Construction of interchange station for the phase 1c route. Two modules and link bridge on Albertina Sisulu road and another double module stations on Commissioner street. Both bordered by Rissik street on the west side. In the Joburg CBD.	<p><b>Q3 PROGRESS</b></p> <p>The station is currently in construction, with progress at 55% with practical completion anticipated in June 2025</p> <p><b>Q4 PROGRESS</b></p>	<p><b>Q3 STATUS</b></p> <p>Broader cash flow of the City, not enabling the JDA to pay the contractor timeously. This affects progress and production.</p> <p><b>Q4 STATUS</b></p>

					Contractor working on the services and they could not do any work due to the outstanding installation of structural steel works. Awaited provision of structural steel drawings from the previous engineers. Progress at 57%	Anticipated completion of the project is October 2025.
8.2	Sandton Station	E	R89 905 721,56	Construction of interchange station for the phase 1c route. Two modules and link bridge on Rivonia road corner 5 <sup>th</sup> street in Sandton.	<p><b>Q3 PROGRESS</b></p> <p>The station is currently in construction, with progress at 65% with practical completion anticipated in June 2025</p> <p><b>Q4 PROGRESS</b></p> <p>Contractor working on the median erecting super-structure and they could not progress as planned due to the delayed shop drawings for structural steel. The drawings were due from the previous engineers. Progress 67%</p>	<p><b>Q3 STATUS</b></p> <p>Broader cash flow of the City, not enabling the JDA to pay the contractor timeously. This affects progress and production.</p> <p><b>Q4 STATUS</b></p> <p>Anticipated completion of the project is October 2025.</p>

## SECTION 6: ORGANISATIONAL PERFORMANCE

### KPI ACHIEVEMENT RATINGS

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

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

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

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

**TABLE 20: JDA CORPORATE SCORECARD**

OUTCOME: Provide a resilient, liveable, sustainable urban environment – underpinned by smart infrastructure supportive of a low carbon economy									
STRATEGIC PRIORITY: Infrastructure Development and Refurbishment									
JDA STRATEGIC PROGRAMME: Accelerated Public infrastructure Delivery Programme.									
KPI No	Key Indicator	Performance	Baseline 2023/24	2024/25 Annual Target	2024/25 Q4 Target	2024/25 Q4 Actual	Quarterly Achievement Rating	Explanation of progress as at the end of 30 June 2025	Variations and steps to be taken to improve performance.
1.	Number of pre-feasibility studies conducted. <sup>4</sup> 1.		3	5	5	5		Target achieved 1. Draft Sandton Masterplan 2. Green Energy by Road Based Transport Plan 3. Integrated Corridor Management Strategy and Model 4. Ebhareni PTF Rosebank PTF	None
2.	Number of feasibility studies conducted.		2	2	2	2		Target achieved 1. Erf 286 Lorentzville 2. Erf 80 Stafford (Marily House)	None

3.	Number of urban development frameworks completed.	2	5	4	4		Target achieved 1.Desmond Tutu Precinct development 2.Minibus Taxi Feeder Service Integration Study 3.Universal Access Plan Phase 1 4.City of Johannesburg E-hailing Management Policy	None
4.	Number of projects at the concept design phase.	6	4	1	1		Target achieved 1.Main Reef Strip in Roodepoort	None
5.	Number of projects in detailed design phase.	1	3	2	2		The below projects reached detailed design: a) Park Station PEU b) Orlando MNT	None

6.	Number of projects reaching contract award stage.	6	7	6	6		The below projects reached contract award: <ol style="list-style-type: none"> <li>1. Woodmead garden site</li> <li>2. Mondeor garden site</li> <li>3. Bezuidenhout garden site</li> <li>4. Linbro Garden site</li> <li>5. Constitution Hill</li> <li>6. Global Environment Facility</li> </ol>	Target achieved
7.	Number of projects reaching practical completion stage.	6	10	5	5		The below projects reached Practical completion: <ol style="list-style-type: none"> <li>1. Randburg NMT.</li> <li>2. Bulk Stormwater upgrade in Ward 3 (Street 2)</li> <li>3. Diepkloof Wellness Centre</li> <li>4. Tshepiso non-motorised Transport Facilities</li> <li>5. Cosmo city super stops and NMT Infrastructure phase 1</li> </ol>	Target achieved

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

MAYORAL STRATEGIC PRIORITY: Infrastructure Development and Refurbishment											
JDA STRATEGIC PROGRAMME: Strategic Economic Node Delivery Programme.											
KPI No	Key Indicator	Performar	Baseline 2023/24	2024/25 Target	Ann 2024/25 Q4 Target	2024/25 Q4 Actual	Variance	Quarterly Achievem ent Rating	Explanation of progress as at the end of 30 June 2025	Variations and steps to be taken to improve performance.	
8.	Number of projects implemented in the Strategic economic nodes	New	2	2	2	0	-2		Ghandi Station- There was no budget until budget was allocated very late in the year. Started with the project later than it was planned. Sandton Station- Legal issues delayed the project. Sandton precinct stakeholder was refusing commencement of the project.	Ghandi-Sandton Contractor gave acceleration	

GDS 2040 OUTCOME: A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City											
MAYORAL STRATEGIC PRIORITY: Good Governance											
JDA STRATEGIC PROGRAMME: Good Governance, Management and Administration											
KPI No	Key Indicator	Performar	Baseline 2022/23	2024/25 Target	Ann 2024/25 Q4 Target	2024/25 Q4 Actual	Variance	Quarterly Achievem ent Rating	Explanation of progress as at the end of 30 June 2025	Variations and steps to be taken to improve performance.	

9.	External Audit Opinion	Unqualified	Unqualified	Unqualified	-	-	-	Pending Audit Results	N/A
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**GDS 2040 OUTCOME: A high performing metropolitan government that proactively contributes to and builds a sustainable, socially inclusive, locally integrated and globally competitive Gauteng City Region**

**MAYORAL STRATEGIC PRIORITY: Financial sustainability**

**JDA STRATEGIC PROGRAMME: Good Governance, Management and Administration**

KPI No	Key Performance Indicator	Baseline 2023/24	2024/25 Annual Target	2024/25 Q4 Target	2024/25 Q4 Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at the end of 30 June 2025	Variations and steps to be taken to improve performance
10.	Percentage of capital budget spent on city-wide infrastructure.	91%	95%	95%	95.3%	0.3%		Target Achieved	None
11.	Percentage of valid invoices paid within 30 days.	83%	100%	100%	19%	-81%		Target not Achieved due to Cash flow challenges for COJ	JDA will prioritise on granted projects to ensure payment are made within 30 days.
12.	Percentage vacancy rate.	New	10%	10%	6.36	3,64		Constant monitoring of recruitment plan	None

GDS 2040 OUTCOME: An inclusive, job-intensive, resilient, competitive and smart economy that harnesses the potential of citizens									
MAYORAL STRATEGIC PRIORITIES: Job opportunity and creation and sustained economic growth									
JDA STRATEGIC PROGRAMME: Economic Empowerment									
KPI No	Key Performance Indicator	Baseline 2022/23	2024/25 Annual Target	2024/25 Q4 Target	2024/25 Q4 Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at the end of 30 June 2025	Variations and steps to be taken to improve performance
13.	Percentage spent on specific goal through local procurement as a share of total expenditure.	107%	100%(Non-Cumulative)	100%	103%	3%		Target achieved	None
14.	Number of Expanded Public Works Programme (EPWP) work opportunities created City-wide.	534	400 (cumulative)	400	563	163		Target achieved	None
15.	Percentage of SMME expenditure as a share of total expenditure.	37%	30% (cumulative)	30%	38%	8%		Target achieved	None

DAY TO DAY PROGRAMME									
KPI No	Key Performance Indicator	Baseline 2022/23	2024/25 Annual Target	2024/25 Q4 Target	2024/25 Q4 Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at the end of 30 June 2025	Variations and steps to be taken to improve performance
16.	Number of JDA Communication, Stakeholder and Media related initiatives.	488	280	70	298	228		Target Achieved	None

**TABLE 21: 2024/25 GATEKEEPING INDICATORS AND TARGETS**

KPI No	Key Performance Indicator	Baseline 2022/23	2024/25 Annual Target	2024/25 Q4 Target	2024/25 Q4 Actual	Variance	Quarterly Achievement Rating	Explanation of progress as at the end of 30 June 2025	Variations and steps to be taken to improve performance
1.	Percentage spent on operating budget against approved operating budget.	155%	95%	95%	167%	72%		Target was achieved taken into account interest sweeping	None
2.	Percentage spent on repairs and maintenance to property, plant and equipment.	5%	5%	5%	15%	10%		Target achieved	None

3.	Percentage resolution of Internal Audit findings.	97%	95%	95%	99%	4%		Target Achieved	None
4.	Percentage resolution of AG findings.	98%	95%	95%	100%	5%		Target Achieved	None
5.	Percentage implementation of the strategic risk management action plan.	100%	80%	80%	100%	20%		Target Achieved	None
6.	Percentage reduction of unauthorized, irregular, fruitless, and wasteful (UIFW) expenditure incurred citywide.	New	50%	50%	90%	40%		Target Achieved	None

## 6.1. Economic Development

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

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

### EPWP PERFORMANCE

The SA government describe the EPWP Programme as one of government’s key programmes aimed at providing poverty and income relief through temporary work for the unemployed. The JDA has a revised annual target of 400 jobs to be created through this programme. The entity has surpassed the annual target by the end of Q4 where 563 EPWP jobs were created. The EPWP job opportunities range from skilled work to manual labour (depending on the type of projects) and the existing skills in the community. The JDA has split the Project Implementation into 3 portfolios and this table also shows how portfolios contributed towards reported EPWP jobs.

**TABLE 22: EPWP PERFORMANCE**

Q1 EPWP	Q2 EPWP	Q3 EPWP	Q4 EPWP	YTD
254 Jobs	102 Jobs	74 Jobs	133 Jobs	563 Jobs
<b>254</b>	<b>102</b>	<b>74</b>	<b>133</b>	<b>563</b>

### 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 July 2024 to 30 June 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 July 2024 to 30 June 2025, the SMME share of JDA's total expenditure was R401 776 898. This constitutes an achievement 38%.

**Table 23 below indicates the SMME expenditure from 1 July 2024 to 30 June 2025**

Description	1 July 2024 to 30 June 2025		
	Total Expenditure	SMME Claimed	SMME %
Capex	R953 830 027,24	R361 277 085,4	38%
Opex	R107 529 852,26	R40 499 812,63	38%
<b>Consolidated Opex and Capex</b>	<b>R1 061 359 879,50</b>	<b>R401 776 898</b>	<b>38%</b>

## 6.2 Good Governance, Management and Administration

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

## CHAPTER 4: HUMAN RESOURCES & ORGANISATIONAL MANAGEMENT

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

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

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

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

Five (5) Corporate Services Policies and were reviewed and were workshopped to all relevant structure, these are still awaiting Board approval, the following are the reviewed policies:

1. Leave Management Policy
2. Cell phone Policy
3. Training and Development Policy
4. Harassment Policy
5. Records Management Policy

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

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

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

### SECTION 1: EMPLOYEE REMUNERATION (TOTAL COSTS INCLUDING EXECUTIVES)

This section provides the total employee remuneration of all employees that were in the JDA’s employment during quarter two (2) (including the Executive members).

The Total Remuneration Costs for the period ending 30 June 2025 amount to R100 780 773. 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 June 2025 amounts to R 1 521 691.00

### SECTION 2: EMPLOYMENT AND KEY VACANCIES

Below is the list of the key vacancies

**TABLE 24: VACANCY PROGRESS AS AT 30 June 2025**

Vacancies	Progress
1. Manager: Stakeholder Engagement and Relationship Management	On hold
Senior Manager : Information, Communication & Infrastructure Management	On hold, not counted.
2. Executive Manager : Project Implémentation	Vacant
3. Manager HRM	Vacant
4. HR Information Systems	Filled
5. Specialist Development Planning	Filled

6. Specialist Financial Accounting	Filled
7. Quantity Surveyor	Not yet advertised
8. Payroll Specialist	Offer Accepted.
9. Accountant	Advertised, Interviews conducted
10. Traffic Engineer	Not yet advertised
11. Structural Engineer	Not yet advertised

**TABLE 25: VACANCY RATE ANALYSIS**

Description	Approved no. of posts per approved organization	Funded no. of posts per approved organization	Approved no. of posts per approved organization	No. of employees	No. of vacancies Quarter 4 2025	% of vacancies	No. of funded vacancies Quarter 4 2025	% of vacancies
Top management level	1	1	1	1	0	0%	0	0%
Executive management	4	4	4	4	1	25%	1	25%
Senior management	20	16	20	13	8	40%	2	13%
Middle management	47	39	47	43*	3	6%	2	5%
Skilled technical/junior management	42	26	42	25	17	40%	1	4%
Semi-skilled	13	10	13	10	3	23%	0	0%
Unskilled housekeepers/cleaners	17*	7*	16	7*	10	59%	0	0%
<b>Total</b>	<b>144</b>	<b>103</b>	<b>144</b>	<b>103</b>	<b>42</b>	<b>29%</b>	<b>6</b>	<b>6%</b>

### 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**

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

Senior Management	6	0	0	0	7	0	0	0	0	0	13
Professionally qualified and experienced specialists and mid-management	20	0	0	0	21	1	0	0	0	1	43
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	9	0	0	0	15	0	1	0	0	0	25
Semi-skilled and discretionary decision making	3	0	0	0	7	0	0	0	0	0	10
Unskilled and defined decision making	3	0	0	0	4	0	0	0	0	0	7
<b>TOTAL PERMANENT</b>	45	0	0	0	55	1	1	0	0	1	103
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	45	0	0	0	55	1	1	0	0	1	103

The JDA targets and achievements for period under review:

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

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

**Table 27: EE PERFORMANCE AGAINST THE TARGET**

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



**TABLE 28: WORKFORCE PROFILE IN TERMS OF AGE, RACE, GENDER, AND FOREIGN NATIONAL STATUS AS AT 30 June 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
	<b>Total</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>
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
	<b>Total</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13</b>
Professional Qualified	18-34	5	0	0	0	5	0	0	0	0	0	10
(Level 5-6)	>35	15	0	0	0	16	1	0	0	0	1	33
	<b>Total</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>43</b>
Skilled Technical	18-34	5	0	0	0	3	0	0	0	0	0	8
(Level 7-8)	>35	4	0	0	0	12	0	1	0	0	0	17
	<b>Total</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25</b>
Semi-Skilled	18-34	1	0	0	0	2	0	0	0	0	0	3
(Level 9-10)	>35	2	0	0	0	5	0	0	0	0	0	7
	<b>Total</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>
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
	<b>Total</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>
Temporary	18-34	0	0	0	0	0	0	0	0	0	0	0
	>35	0	0	0	0	0	0	0	0	0	0	0

<b>Total</b>	<b>45</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>55</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>103</b>
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**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	
<b>Top Management</b>	<b>18-34</b>	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%
<b>(Level 1-2)</b>	<b>&gt;35</b>	3%	0%	0%	0%	1%	0%	0%	0%	0%	0%	4%
	<b>Total</b>	<b>4%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>1%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>5%</b>
<b>Senior Management</b>	<b>18-34</b>	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>(Level 3-4)</b>	<b>&gt;35</b>	6%	0%	0%	0%	7%	0%	0%	0%	0%	0%	13%
	<b>Total</b>	<b>6%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>7%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>13%</b>
<b>Professional Qualified</b>	<b>18-34</b>	5%	0%	0%	0%	5%	0%	0%	0%	0%	0%	10%
<b>(Level 5-6)</b>	<b>&gt;35</b>	15%	0%	0%	0%	16%	1%	0%	0%	0%	1%	33%
	<b>Total</b>	<b>20%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>21%</b>	<b>1%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>1%</b>	<b>43%</b>
<b>Skilled Technical</b>	<b>18-34</b>	5%	0%	0%	0%	3%	0%	0%	0%	0%	0%	8%
<b>(Level 7-8)</b>	<b>&gt;35</b>	4%	0%	0%	0%	12%	0%	1%	0%	0%	0%	17%
	<b>Total</b>	<b>9%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>15%</b>	<b>0%</b>	<b>1%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>25%</b>

<b>Semi-Skilled</b>	<b>18-34</b>	1%	0%	0%	0%	2%	0%	0%	0%	0%	0%	3%
<b>(Level 9-10)</b>	<b>&gt;35</b>	2%	0%	0%	0%	5%	0%	0%	0%	0%	0%	7%
	<b>Total</b>	<b>3%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>7%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>10%</b>
<b>Unskilled</b>	<b>18-34</b>	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%
<b>(Level 11)</b>	<b>&gt;35</b>	2%	0%	0%	0%	4%	0%	0%	0%	0%	0%	6%
	<b>Total</b>	<b>3%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>4%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>7%</b>
<b>Temporary</b>	<b>18-34</b>	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	<b>&gt;35</b>	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

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## SECTION 4: SKILLS DEVELOPMENT AND TRAINING

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

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

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

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

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

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

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

**TABLE 30: SKILLS DEVELOPMENT AND TRAINING**

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

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

60% of Training and development plan has been implemented and 100% of the training and development budget is committed and exhausted.

## SECTION 5: PERFORMANCE MANAGEMENT

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

and training interventions are implemented to assist employee to perform to the required performance standard. All merits and assessments are evaluated by the performance review Board as per the reviewed policy

**TABLE 31: PERFORMANCE MANAGEMENT AS AT 30 June 2025**

2024 2025: PMDS REPORTING : JUN 2025									
DEPARTMENT	PERFORMANCE AGREEMENTS 2024/2025					PERFORMANCE MID TERM REVIEWS 2024/2025			Employee date of engagement-Not eligible for midterm review
	Eligible Staff	PA Submitted	Outstanding	Employee date of engagement	Disputes	Eligible Staff	FY24 /25 Reviews Submitted	Outstanding	
Office of the CEO	9	9	0			9	8	1	1
Company Secretary	3	3	0			3	3	0	
Internal Audit	7	7	0			7	6	1	1
Finance	16	15	1	One employee-01/05/2025		16	14	2	2
Corporate Services	28	27	1		1	28	26	2	1
Project Implementation	31	30	1		1	31	27	4	3
Development Planning & Facilitation	9	9	0			9	9	0	0
<b>Total</b>	<b>103</b>	<b>100</b>	<b>3</b>			<b>100</b>	<b>93</b>	<b>9</b>	
Foot note: 103-102 the variance is = 1 due to that one employee in Finance just completed one month in service as a result he has not yet contracted and not eligible for midterm review he started in May 2025 therefore not eligible for review									

\*Includes New Appointments

**SECTION 6: DISCIPLINARY MATTERS AND OUTCOMES**

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

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

Outcome	Number
Written Warning	1
Final Written Warning	1
Suspension without pay (31 days)	6
Dismissal	0

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

Type of misconduct	Number
Misconduct, Negligence, Dereliction of duty	1(Ongoing)
Gross Negligence	5(finalized)
Misconduct	1(Finalized)
Acquittal	4
<b>Total</b>	<b>11</b>

## SECTION 7: LEAVE & PRODUCTIVITY MANAGEMENT

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

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

For fourth quarter, the Annual leave taken is 165 days, , followed by Sick Leave of 73 days, family Responsibility leave is 14 days, Study Leave is 21, unpaid leave is 03 days.

**TABLE 34: LEAVE ANALYSIS AS AT 30 June 2025**

Type of Leave	Jul	Aug	September	October	November	December	January	February	March	April	May	June	Total
Annual Leave	76	59	19	37	56.5	155	400	87	25	87	57	21	
Sick Leave	0	8	0	24	14	3	44	34	5	31	30	12	
Family Responsibility	9	2	0	6	4	1	0	08	3	3	11	0	
Maternity Leave	0	0	0	0	0	0	0	0	0				
Paternity Leave	0	0	0	0	0	0	0	0		0	0	0	
Study Leave	0	1	0	13	10	0	0	0	02	2	9	10	
Unpaid									04	3			
<b>TOTAL</b>	<b>85</b>	<b>70</b>	<b>19</b>	<b>80</b>	<b>84</b>	<b>159</b>	<b>444</b>	<b>129</b>	<b>39</b>	<b>126</b>	<b>107</b>	<b>43</b>	

## SECTION 8: EMPLOYEE BENEFITS

The Total Remuneration Costs for the period ending 30 June 2025 amount to R100 780 773. 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 June 2025 amount to R 1 521 691.00

## 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.

#### **Occupational Health and Safety (OHASA)**

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

**Repairs and maintenance:** There's an SLA between JDA and JOSCHO authorizing JDA to use JOSHCO's Panel of contractors for emergency and planned maintenance and upgrade works for a period of 36 months starting from 24th March 2025. The appointment is for reactive and preventative maintenance of all building elements as per the Maintenance plan.

**Fire Compliance:** Annual services of fire equipment: Servicing of fire equipment was conducted in the month of April 2025.

**Pest control service:** Service provider appointed and monthly services are conducted as per the maintenance plan- Job cards in place

**Hygiene services:** Service provider was appointed and Monthly hygiene services are conducted as per the SLA and maintenance plan.

**Lift maintenance:** Monthly lift maintenance conducted, job cards in place and valid statutory documentation in place.

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

-Movement plan in place.

- Office layout approved and JPC to issue BOQ and costing or estimates of JDA head office as per the signed off plan before partitioning.
- Procurement of office furniture for EXCO members and Senior Managers to be procured by the JDA through the appointed panel.
- Movement of Artworks from the Bus Factory to be conducted by the JDA service provider.

**Consumables:** Issuing of Consumables and stationery are conducted within 30 days.

**Groceries:** Service prover was appointed for a period of 12 months and delivery of groceries are conducted as and when required. The appointment budget is almost depleted and an RFQ was submitted to SCM for appointment of another service provider.

**Stationery: Appointment of a service provider** for supply and delivery of stationery for a period of 12 months is at the final stage of appointment.

**First aid consumables:** Appointment of a service provider for supply and delivery concluded and delivery consumables was conducted on the 23<sup>rd</sup> of March 2025. Replenishing of first aid boxes was completed and monthly checks are conducted.

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

**Shredders:** The shredders were taken offsite for fault finding and it was discovered that they cannot be repaired as they have depleted their lifespan the solution would be 2 (two) options- to either replace them by trading in the old units and pay the difference or by disposing them off as they cannot be repaired and replacing with new units. Both shredders were returned to the JDA, Finance and IT were advised about the outcome from the service provider, the decision was to dispose them off and procure new shredders.

**Occupational Health and Safety:** OHS Committee in place (legally appointed) and monthly OHS checks are conducted. First aid certificates are due to expire in August 2025 training arrangements underway.

**SHE Committee Quarterly meeting:** meeting for Q4 was conducted on the scheduled for the 29<sup>th</sup> of May 2025.

**OHS Consultant:** The appointment of the consultant is due to expire on the 11<sup>th</sup> 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.

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

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

## **SECTION 10: CORPORATE SOCIAL RESPONSIBILITY (CSR)**

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

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

- getting rid of inequality and poverty;
- creating a better life for all through the safe, sustainable choice of socio-economic opportunities;
- promoting civic engagement and a sense of place by improving stakeholder relationships, enhancing the quality of interaction with residents and clients, and building confidence in the spirit of Batho Pele;
- promoting social cohesion and deepening participatory democracy, including women and youth leadership;
- building social capital through education and training, skills development, leadership development, knowledge sharing, and transfer; and

- promoting improved urban living through sports, arts & culture, heritage, and environmental management.
- improves relationships with the community and residents;
- contributes to the City’s poverty eradication programmes; and
- Improves employee morale and loyalty.

## Corporate Social Investment (CSI) Report: Creche Initiative

### Introduction

The Johannesburg Development Agency (JDA) is committed to fostering sustainable urban development and improving the quality of life for all residents. As part of our Corporate Social Investment (CSI) strategy, we have launched the Creche Initiative to support early childhood education in underprivileged communities across Johannesburg.

### Objectives

The primary objectives of the Creche Initiative are:

1. **To enhance the City of Joburg’s reputation through this initiative**
2. **Enhance Early Childhood Education:** Provide quality early childhood education to children in disadvantaged areas.
3. **Improve Learning Environments:** Upgrade and maintain safe, stimulating, and nurturing environments for young learners.
4. **Community Empowerment:** Engage and empower local communities through active participation and support.

### Key Activities

On 6<sup>th</sup> May 2025, we conducted a site visit to the following creches.

Name of Creche	Number of kids	Number of tables. Chairs and sleeping mats are required.
1. Angels & Us – 1863 Luanda Street, Klipfontein, Midrand	88 kids	Fully equipped
2. Khanyisile Day Care- 763 Letaba str, Klipfontein Midrand	20 kids	Need 3 x tables, 12 x chairs and 10 x mats

3. Divine Grace Creche -1408 Agnes Street, Cosmo City	109 kids	Need 15 x tables, 60 x chairs and 20 x mats
4. Tiisetso Day Care – 668 Dire Str, Molapo	40 kids	Need 3 x tables, 12 x chairs, and 10 x mats
5. Mashabela Rise & Shine – Cnr Goldman & 3 <sup>rd</sup> Avenue, Florida	65 kids	Need 10 x tables, 40x chairs and 25 x mats
6. Rise & Shine Early Learning Centre	10 kids	Need 5 x tables, 20 x chairs and 10 x mats
7. Entokozweni Edu Care – Tshepisoong, Phase 2	48 kids	Need 10 x tables, 40 x chairs
8. Siyaqamba Day Care - Dobsonville	55 kids	Need desperately 25 x tables, 100 x chairs and 20 mats

Site visits to more creches are to be confirmed so that the balance of items can be distributed as listed below.

Total Mini tables purchased	Total Mini chairs purchased	Total Sleeping mats purchased
150 pieces	600 pieces	150 pieces
To be delivered 71	284	135
Balance 79	316	15

## SECTION 11: MARKETING AND COMMUNICATIONS

### 11.1 Media Management (Digital)

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

The media coverage was received from 01 January to 30 June 2025, for the Johannesburg Development Agency.

#### MEDIA MANAGEMENT (DIGITAL)

The report shows media content on the Johannesburg Development Agency's digital platforms between 01 April and 30 June 2025.

#### APRIL 2025

Social Media Platform	Posts	Growth	Engagement	Reach
FACEBOOK	39	263	3 713	151 464
X	38	98	13 800	197 924
INSTAGRAM	18	32	425	1 820
LINKEDIN	2	74	74	6 775

**Total followers as of APRIL 2025**

Social Media Platform	Followers
FACEBOOK	11 907
X	4 859
INSTAGRAM	2 043
LINKEDIN	7 888

**MAY 2025**

Social Media Platform	Posts	Growth	Engagement	Reach
FACEBOOK	37	448	4 831	186 547
X	40	74	15 381	206 034
INSTAGRAM	14	31	404	1 962
LINKEDIN	1	92	13	658

**Total followers as of MAY 2025**

Social Media Platform	Followers
FACEBOOK	12 620
X	5 026
INSTAGRAM	2 106
LINKEDIN	8 054

**JUNE 2025**

Social Media Platform	Posts	Growth	Engagement	Reach
FACEBOOK	41	813	5 110	274 814
X	35	99	7 339	47 674
INSTAGRAM	17	30	372	2 138
LINKEDIN	2	75	58	4 065

**Total followers as of JUNE 2025**

Social Media Platform	Followers
FACEBOOK	13 433
X	5 125
INSTAGRAM	2 136

LINKEDIN	8 129
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### PUBLIC RELATIONS ENGAGEMENTS

Naledi Clinic



Joburg City Library



Orange Farm Public Transport Facility



Pikitup Waste Management facility



Driezek Recreation Park

Ebhareni Public Transport Facility



**08 April 2025: MOVING SPIRIT BOOK CLUB EMBRACES THE REOPENING OF JOBURG CITY LIBRARY**

The recent partial reopening of the Johannesburg City Library has reignited a love for literature and learning among its dedicated members. Among them are Mantombi Nkosi and Zonke Vilakazi, the passionate founders of the Moving Spirit Book Club, who have long considered the library a cornerstone of their personal and literary journeys.

**10 April 2025: JOHANNESBURG ART GALLERY UPDATE**

**Call for Comments on CoJ First Design Development Draft.** The CoJ First Design Development Draft is now open for comments until 24 April 2025. Stakeholders can email their comments to [Queries@jda.org.za](mailto:Queries@jda.org.za), along with the Jonathan Stone Conservation Management Plan (2017), SAJ JAG Conditions Assessment Report, and SAHRA notice available on [www.jda.org.za](http://www.jda.org.za) under JAG Updates.

**15 April 2025: JOHANNESBURG CITY LIBRARY GETS AN ARTISTIC TOUCH AS CONSTRUCTION WORKS ADVANCE**

In celebration of World Art Day, the Johannesburg Development Agency (JDA), on behalf of the City of Johannesburg's Community Development Department, is proud to announce Lorenzo Nassimbeni as the winner of the Joburg City Library Public Art Competition.

**15 April 2025: WORLD ART DAY: NALEDI CLINIC MURAL HUMANIZES THE REPRESENTATION OF HEALTHCARE**

The recently launched Naledi Clinic is the latest of the city's 75 Primary Health Care facilities and is strategically located in the heart of Naledi for optimal access to public transport and walkability for patients.

**30 April 2025: CITY OF JOHANNESBURG CONFIRMS COMPLETION OF ORANGE FARM PUBLIC TRANSPORT FACILITY**

The City of Johannesburg is proud to announce the successful completion of the Orange Farm Public Transport Facility, a transformative infrastructure project delivered by the Johannesburg Development Agency (JDA) on behalf of the City's Transport Department.

**06 May 2025: JDA AND PIKITUP EMBARK ON KEY INFRASTRUCTURE PROJECTS TO ENHANCE WASTE MANAGEMENT SERVICES IN JOHANNESBURG**

The Johannesburg Development Agency (JDA), on behalf of Pikitup Johannesburg (SOC) Ltd, the City of Johannesburg's official waste management service provider, is spearheading a series of infrastructure projects aimed at improving waste management facilities across the city.

**13 May 2025: JDA LEADS REFURBISHMENT OF MEADOWLANDS REA VAYA BRT DEPOT**

The Johannesburg Development Agency (JDA), on behalf of the City of Johannesburg's Transport Department, is spearheading a series of critical interventions to refurbish the Meadowlands Rea Vaya Bus Rapid Transit (BRT) Depot.

**15 May 2025: JDA LEADS DEVELOPMENT OF UNIVERSAL DESIGN ACCESS PLAN FOR JOHANNESBURG'S PUBLIC TRANSPORT**

The Johannesburg Development Agency (JDA), on behalf of the City of Johannesburg's Transport Department, has commenced the development of a Universal Design Access Plan (UDAP) aimed at ensuring inclusive, accessible, and equitable public transport systems across the city. The project is set to run from January 2025 to June 2026.

**20 May 2025: CONSTRUCTION OF DRIEZIEK RECREATION PARK UNDERWAY TO UPLIFT COMMUNITY WELLBEING**

The Johannesburg Development Agency (JDA), the infrastructure arm of the City of Johannesburg, has commenced the construction of the Drieziek Recreation Park in Drieziek Extension 3.

**02 June 2025: JDA LEADS DEVELOPMENT OF INNER CITY STREET AND INFORMAL TRADING PLAN**

The Johannesburg Development Agency (JDA), on behalf of the City of Johannesburg's Development Planning Department, has commenced with the development of a comprehensive Inner City Street and Informal Trading Plan.

**03 June 2025: JDA BEGINS PREPARATORY WORK FOR THE REHABILITATION OF EBHARENI PUBLIC TRANSPORT FACILITY**

The Johannesburg Development Agency (JDA), in collaboration with the City of Johannesburg's Transport Department, has initiated the preparatory phase for the rehabilitation of the Ebhareni Public Transport Facility, located at 20 Eben Cuyler Street, Diepkloof, Region D, Ward 29.

**09 June 2025: PUTTING THE "RAPID" BACK IN BUS RAPID TRANSIT**

***Charting the journey of Rea Vaya and fast-tracking the future of public transport in Joburg***

When the City of Johannesburg launched Rea Vaya in August 2009, it marked a historic moment—not just for the city, but for the entire continent. As the first full Bus Rapid Transit (BRT) system in Africa, Rea Vaya was a bold, visionary step toward transforming public transport into a modern, inclusive, and efficient service for all.

**17 June 2025: PREPARATORY WORK COMMENCES FOR PHASE 2 OF THE ROSEBANK PUBLIC TRANSPORT FACILITY**

The Johannesburg Development Agency (JDA), on behalf of the City of Johannesburg's Transport Department, has commenced preparatory work for Phase 2 of the Rosebank Public Transport Facility upgrade.

**19 June 2025: TRANSPORT DATA COLLECTION SURVEYS UNDERWAY TO INFORM INTEGRATED CORRIDOR PLANNING**

In line with the City's 2040 Growth and Development Strategy (2040 GDS), the City of Johannesburg's Transport Department is advancing efforts to improve public transport, non-motorized transport (NMT) infrastructure.

## **5. JDA EVENTS**

Below are some of the events that took place at the JDA during the quarter under review

**LABOUR WEDNESDAY WEBINAR BY HR**

16 April 2025  
13:30  
Virtual

**TOPIC: Disability Awareness**

**PRESENTERS:**  
✓ Mr. Julian Moodley - COJ  
✓ Ms. Promise Mukhetwa Mbedzi - COJ

Joburg J.D.A.

**WEBINAR**  
Internal Audit Functions

**Audit Checklist**  
 Audit Satisfactory  
 Nonconformance found  
 Observations made

Thursday 24 April 2025  
10h00-11h30  
Virtual

Dr. Tshabo Moota  
Chief Audit Executive

Joburg J.D.A.

sexual awareness month

**CODE OF CONDUCT, CONFLICT AND GRIEVANCE MANAGEMENT WORKSHOP**

**TOPICS**  
 Ethical conduct, emphasizing integrity, confidentiality and handling of sensitive information, or Code of Conduct.

**Presenter**  
Mr. Luvuyo Jacobs:COJ

**Wednesday**  
30 April 2025

09am  
Virtual

Joburg J.D.A.

**IT'S TIME TO BREAK THE SILENCE.**

April is Sexual Assault Awareness and Prevention Month, a time to unite and amplify the voices of survivors. Sexual violence is never okay, and it's never the victim's fault. We must challenge the attitudes that perpetuate this violence and rather create a culture of consent and respect.

**This isn't just about raising awareness;** it's about action. We must educate ourselves and our colleagues about consent, healthy relationships, and respectful relationships. We need support systems in place, starting in families and schools. We need laws, regulations, and policies. The ultimate goal is to create a world where everyone feels safe and respected.

**The Workforce Healthcare**  
 Employee Support Program (ESPP) offers support and training resources affected by sexual violence.

**For more information on our counselling support services,** call free: 0800 303 982  
 Please call me/SMS/WhatsApp: 071 561 1232  
 Email: [counselling@workforcehealthcare.co.za](mailto:counselling@workforcehealthcare.co.za)

YOUR VOICE MATTERS. YOUR ACTIONS MATTER.

Joburg J.D.A.

**WEBINAR ON SUSTAINABLE PERFORMANCE IMPROVEMENT**

**Presenter**  
Ms. Betia Nel.

**Thursday**  
08 May 2025

10h30  
Virtual

Joburg J.D.A.

**WEBINAR ON ICT SECURITY SYSTEMS**

22 May 2025  
10:00  
Virtual

**TOPICS**  
 • IT Security/Incident Disaster Recovery  
 • Unpacked (Backup and Follow)  
 • Mimecast Security

**PRESENTERS**  
 ✓ Chantel Botha/Jaco Jansen van Vuuren  
 ✓ Ella Rangwala /Shwabele Mashego  
 ✓ Mimecast

Joburg J.D.A.



**ICT**

**WEBINAR ON ICT POLICIES**

**Presenter**  
Ms. Precious Betswana

**Wednesday**  
23 May 2025

**11h00**

**Virtual**

Joburg JDA



**WEBINAR**

**TOPIC: CHILD PROTECTION**

**Mr. Luke Lamprecht**  
Advocacy Manager for WMACA

**10h00**  
**Thursday 05 June**

**Virtual**

Joburg JDA



**WEBINAR**

**TOPIC: MENTAL HEALTH FOR MEN**

**Mr. Bradley Maremani** from Workforce Health Care

**10h30**  
**Tuesday 17 June**

**Virtual**

Joburg JDA



**WEBINAR ON VALID TAX INVOICES**

**Mr. Sihle Mkhize**

**Thursday, 12 June 2025**

**09:00**

**Virtual**

Joburg JDA



**WEBINAR**

**TOPIC: JDA'S OPERATIONAL PLAN**

**Ms. Livhalani Nemaungani**

**12h30**  
**Wednesday 25 June**

**Virtual**

Joburg JDA



**WEBINAR**

**TOPIC: DRUG AWARENESS AND SUBSTANCE ABUSE**

**Mr. Tebogo Ramadiro**  
Organisation: South African Depression and Anxiety Group (SADAQ)

**10h30**  
**Wednesday 25 June**

**Virtual**

Joburg JDA



## JDA YOUTH DAY CELEBRATION

**You're Invited!** 🎉

JDA Employees, it's time to take a trip down memory lane and relive those playful school days!

**Join us on June 20 2025** as we celebrate Youth Day in an unforgettable throwback fashion. Dust off your school uniforms, sports gear, and PPE, style those classic hairstyles, grab your school bags, and bring out your cheeky spirit—this party will transport us right back to the classroom!

**Expect:**

- Pantsula swagger
- Playful banter
- Cheeky charm
- All the classic school games that made break time legendary

Embrace those mischievous vibes—just like in the good old days! Get ready to laugh, play, and celebrate the youthful energy that never truly fades.

We can't wait to see you there! Stay young, stay wild, and let's bring the school spirit! 🎉👏

**Be a winner!**



JDA 24<sup>th</sup> years anniversary message by the CEO



**Dear Team,**

As we celebrate the **24th anniversary** of the Johannesburg Development Agency (JDA), I want to take a moment to reflect on our incredible journey and the significant achievements we've accomplished together. This milestone is a testament to our collective dedication, innovation, and resilience in transforming the City of Johannesburg.

Over the past 24 years, we have:

- **Enhanced urban infrastructure:** We have successfully implemented numerous infrastructure projects that have improved the quality of life for residents and boosted the city's economic growth. Notable projects include the Rivonia-Katherine Corridor Road Strengthening Project, which enhances public transport accessibility and urban mobility.
- **Revitalized key areas:** Our efforts in urban regeneration have breathed new life into previously neglected areas, creating vibrant, sustainable communities. The Jabulani Transit-Oriented Development Project is a prime example, of revitalizing the neighbourhood for residents, commuters, businesses, and visitors.
- **Promoted inclusive development:** We have prioritized projects that ensure equitable access to resources and opportunities for all citizens, fostering a more inclusive city. The Elias Motsoaledi Gravel Road Upgrade in Soweto has provided safe and reliable roads with stormwater infrastructure, improving mobility for vehicles and pedestrians.
- **Strengthened partnerships:** Our collaborations with various stakeholders, including government entities, private sector partners, and community organizations, have been instrumental in driving our success. The Johannesburg City Library Revitalization Project is a testament to our commitment to preserving and enhancing public spaces.
- **Achieved industry recognition:** Our work has been acknowledged with several awards, highlighting our excellence in urban development and infrastructure implementation.
- **Fostered a culture of innovation:** Our commitment to innovative solutions has positioned us as a leader in urban development, continuously pushing the boundaries of what's possible. The Tsehopiso Non-Motorised Transport Facilities Project promotes safer and more accessible streets for pedestrians and commuters.

As we look to the future, I am confident that our passion and dedication will continue to propel us to new heights. Thank you for your unwavering commitment and hard work. Together, we will continue to build a better Johannesburg for all.

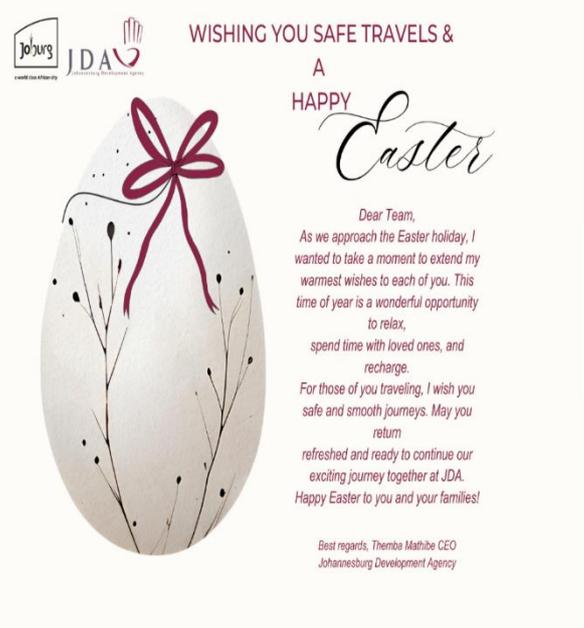
★ **Happy 24th Anniversary, JDA!**

Warm Regards,  
CEO



**1. COJ EMPLOYEE ENGAGEMENT DAY**

**8. JDA CEO EASTER MESSAGE**



## 9. SOCIAL MEDIA POSTER CAMPAIGNS

### APRIL 2025

This report focuses on the performance of content on the Johannesburg Development Agency's (JDA) digital platforms from April 1, 2025, to May 1, 2025.

During the previous reporting period, as of 01 April 2025, the Facebook page stood at 11907 followers, X (formerly Twitter) at 4859 followers, Instagram at 2043 followers, and LinkedIn at 7888 followers.

As of May 1, 2025, the Facebook page has 12,172 followers (up 2.2%), X (formerly Twitter) has 4,952 followers (up 1.9%), Instagram has 2,075 followers (up 1.5%), and LinkedIn has 7,962 followers (up 0.93%).

**A total of 102 posts were published across all of our social media platforms.**

**The content created a total reach/impression of 357,983 across all of our social media accounts.**

**A total of 463 new followers were added across all of our social media platforms.**

A total of seven (7) media releases were published.

A total of thirty-nine (39) posts were published on Facebook.

A total of thirty-eight (38) posts were published on X.

A total of eighteen (18) posts were published on Instagram.

A total of seven (7) posts were published on LinkedIn.

During the previous reporting period, as of 01 May 2025, Facebook page stood at 12172 followers, X (Formally Twitter) at 4952 followers Instagram at 2075 followers, and LinkedIn at 7962 followers

As of 01 June 2025, the Facebook page stands at 12620 followers (up **3.68%**), X (Formally Twitter) at 5026 followers (up a.47%), Instagram at 2106 followers, (up **1.48%**), and LinkedIn at 8054 followers (up **1.15%**).

**A total of 96 posts were published across all of our social media platforms.**

**The content created a total reach/impression of 395201 across all of our social media accounts**

**A total of 645 new followers were added across all of our social media platforms.**

- A total of four **(4) media releases** were published.
- A total of thirty seven **(37) posts** were published on Facebook.
- A total of forty **(40) posts** were published on X.
- A total of fourteen **(14) posts** were published on Instagram.
- One **(1) post** was published on LinkedIn.



ORCHARDS CLINIC

## CHAPTER 5: FINANCIAL PERFORMANCE

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

TABLE 35: STATEMENT OF FINANCIAL POSITION FOR THE QUARTER ENDED 30 June 2025

	Year ended 30 June 2025			
	Actual	Budget	Variance	
	R'000	R'000	R'000	
<b>Non-current assets</b>	<b>27 325</b>	<b>39 000</b>	<b>-</b>	<b>1</b>
			<b>11 675</b>	
Property plant and equipment	4 436	6 000	(1 564)	
Deferred tax	8 759	17 500	(8 741)	
Intangible assets	14 130	15 500	(1 370)	
<b>Current assets</b>	<b>1 724 517</b>	<b>1 907 772</b>	<b>(183 255)</b>	<b>2</b>
Trade and other receivables	1 454 298	1 620 762	(166 464)	
Prepayments	-	-	-	
Vat Receivable	270 217	287 000	(16 783)	
Cash and cash equivalents	2	10	(8)	
<b>Total assets</b>	<b>1 751 842</b>	<b>1 946 772</b>	<b>(194 930)</b>	
<b>EQUITY AND LIABILITIES</b>				
<b>Capital and reserves</b>	<b>-130 391</b>	<b>51 278</b>	<b>(111 669)</b>	<b>3</b>
Contribution from owner	16 278	16 278	(0)	
Accumulated surplus/(deficit)	-146 669	35 000	(111 669)	
<b>Non-current liabilities</b>	<b>3 368</b>	<b>3 400</b>	<b>(32)</b>	<b>4</b>
Finance lease obligation	572	600	(28)	
Deferred taxation	2 796	2 800	(4)	
	-	-	0	
<b>Current liabilities</b>	<b>1 878 865</b>	<b>1 278 800</b>	<b>600 345</b>	<b>5</b>
Loans from shareholders	1 543 826	950 000	593 826	<b>6</b>
Trade and other payables	326 798	320 000	6 798	
VAT payable	-	-	0	
Finance lease obligation	-	-	0	



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

**TABLE 36: STATEMENT OF FINANCIAL PERFORMANCE FOR THE QUARTER ENDED 30 June 2025**

	June 2024	Original approved	Quarter ending 30 June 2025			Notes
	Actual	budget	Actual	Budget	Variance	
	R'000	R'000	R'000	R'000	R'000	
Gross revenue	144 284	143 108	158 867	143 108	15 759	5
Operating costs	(141 615)	(135 239)	(140 822)	(135 239)	(5 583)	6
<b>Gross surplus/(deficit)</b>	<b>2 669</b>	<b>7 869</b>	<b>18 045</b>	<b>7 869</b>	<b>10 176</b>	
Other operating income and expenditure	(73 253)	(7 870)	(98 312)	(7 870)	(90 442)	
Interest expense	(73 253)	(7 870)	(98 312)	(7 870)	(90 442)	7
Interest income	0	0	0	0	0	
<b>Surplus/(Deficit) before tax</b>	<b>(70 584)</b>	<b>(1)</b>	<b>(80 267)</b>	<b>(1)</b>	<b>(80 266)</b>	
Taxation	19 172	0	0	0	0	
<b>Surplus/(Deficit) after tax</b>	<b>(51 412)</b>	<b>(1)</b>	<b>(80 267)</b>	<b>(1)</b>	<b>(80 266)</b>	

Notes	
7	The revenue target was achieved since it was above by R16 million. This is due to management fees and operating grant
8	The negative variance is mainly due to legal fees and overhead costs
9	The interest expenditure incurred relates to interest charged on an overdrawn treasury account balance. The overdrawn balance is mainly due to long outstanding claims that were 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 a 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 2024/25 financial year.

### SECTION 3: CASH FLOW STATEMENT

TABLE 37: CASH FLOW STATEMENT FOR THE QUARTER ENDED 30 June 2025

	Year to date			
	Actual	Budget	Variance	
	R'000	R'000	R'000	
<b>Cash flows from operating activities</b>				
	<b>(68 221)</b>	<b>(134 057)</b>	<b>65 836</b>	
<i>Receipts</i>				
Grants	65 715	0	65 715	
Interest received	0	0	0	
Cash receipts from CAPEX funding	805 098	800 000	5 098	11
Other receipts	34 325	2 600	31 725	
		0	0	
<i>Payments</i>				
Employee cost	(79 548)	(80 000)	452	12
Suppliers	(893 811)	(900 000)	6 189	13
		0		
<b>Cash flows from investing activities</b>	<b>0</b>	<b>(160)</b>	<b>160</b>	
<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	
<b>Cash flows from financing activities</b>	<b>68 214</b>	<b>71 746</b>	<b>139 960</b>	<b>14</b>
Movement in project funds payable	(3 156)	0	(3 156)	
Proceeds from Shareholders' loan	71 624	72 000	(376)	
Repayments of Shareholders' loan		0	0	
Finance lease repayments	(254)	(254)	0	

Net increase/(decrease) in cash and cash equivalents	(7)	71 746	(71 753)
Cash and cash equivalents at beginning of the year	9	4	5
Cash and cash equivalents at the end of the year	<u>2</u>	<u>71 750</u>	<u>(71 748)</u>

Notes	
10	The negative it is mainly due to the target not being achieve which resulted in decreases on the Capital receipts
11	The amount is immaterial
12	The variance it mainly due increases in staff compliments
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 38: STATEMENT OF CHANGES IN NET ASSETS FOR THE QUARTER ENDED 30 June 2025

	Share capital	Share premium	Total share capital	Accumulated surplus	Total net assets
	R'000	R'000	R'000	R'000	R'000
<b>Balance on 01 July 2023</b>	60	16 278	16 278	-14 990	1 288
Changes in net assets					
Deficit for the year	0	0	0	(51 412)	(51 412)
Total changes					
<b>Balance on 01 July 2024</b>	60	16 278	16 278	-66 402	-50 124
Changes in net assets					
Profit/(deficit) for the year				-80 267	-80 267
Total changes					
<b>Balance on 30 June 2025</b>	60	16 278	16 278	-146 669	-130 391

**SECTION 5: CAPITAL PROJECTS & EXPENDITURE**

**TABLE 39 CAPEX EXPENDITURE FOR THE YEAR**

CAPITAL EXPENDITURE AS AT 31 March 2025	CAPEX FOR QUARTER			CAPEX FOR THE YEAR				ANNUAL	BUDGET
	ACTUAL R	BUDGET R	VARIANCE R	ACTUAL R	BUDGET R	VARIANCE R	VARIANCE %	BUDGET R	USED %
<b>JDA ON BUDGET</b>									
Randburg CBD regeneration Renewal Precinct Redevelopment	R 12 925 883	13 752 000	(R 826 117)	R 12 925 883	13 752 000	(R 826 117)	(6,01%)	R 15 280 000	84,59%
Diepsloot Development Renewal Precinct Redevelopment	R 17 573 928	1 980 000	15 593 928	R 17 573 928	1 980 000	15 593 928	787,57%	2 200 000	798,81%
Balfour Park Transit Precinct Development (Louis Botha Corridor) Renewal	R 0	1 282 500	(1 282 500)	R 0	1 282 500	(1 282 500)	(100,00%)	1 425 000	0,00%
CORR - Louis Botha Transit Oriented Development (TOD) corridor Traffic Impact Assessment (TIA)	R 4 239 688	1 935 000	2 304 688	R 4 239 688	1 935 000	2 304 688	119,11%	2 150 000	197,19%
Operational Capex New Operational Capex NEWTOWN F City Wide	R 135 256	855 000	( 719 744)	R 135 256	855 000	( 719 744)	(84,18%)	950 000	14,24%
Melville Activity Street_Neighbourhood Development_CoF Upgrade	R 825 000	1 225 800	(R 400 800)	R 825 000	1 225 800	(R 400 800)	(32,70%)	1 362 000	60,57%
Roodeport CBD regeneration Renewal Precinct Redevelopment REGION C	R 0	360 000	( 360 000)	R 0	360 000	( 360 000)	(100,00%)	400 000	0,00%
Watt Street Precinct Wynberg	R 28 705 607	34 200 000	(5 494 393)	R 28 705 607	34 200 000	(5 494 393)	(16,07%)	38 000 000	75,54%
Inner City Eastern Gateway_TOD and Movement Corridors	R 6 639 631	13 212 900	(6 573 269)	R 6 639 631	13 212 900	(6 573 269)	(49,75%)	14 681 000	45,23%
Klipfontein View Wellness centre	R 63 175 383	22 500 000	R 40 675 383	R 63 175 383	22 500 000	R 40 675 383	180,78%	25 000 000	252,70%
Braamfischer Ext 12 Roads and stormwater (New line item)	R 3 825 079	2 520 000	1 305 079	R 3 825 079	2 520 000	1 305 079	51,79%	2 800 000	136,61%
23775_Ivory Park Urban Renewal Programme	R 20 938 945	2 700 000	R 18 238 945	R 20 938 945	2 700 000	R 18 238 945	675,52%	3 000 000	697,96%
23776_Kliptown Urban Renewal Programme	R 50 665	461 700	( 411 035)	R 50 665	461 700	( 411 035)	(89,03%)	513 000	9,88%
23705_Orange Farm Urban Renewal Programme	R 121 247 559	49 682 979	R 71 564 580	R 121 247 559	49 682 979	R 71 564 580	144,04%	55 203 310	219,64%
Community Based Projects	R 6 008 598	4 927 500	1 081 098	R 6 008 598	4 927 500	1 081 098	21,94%	5 475 000	109,75%
<b>SUB-TOTAL</b>	286 291 222	151 595 379	134 695 843	88,85%	168 439 310	169,97%	286 291 222	151 595 379	134 695 843

<b>COMMUNITY DEVELOPMENT (Comm Dev)</b>									
Ivory Park Swimming pool	694 647	900 000	( 205 353)	694 647	900 000	( 205 353)	(22,82%)	1 000 000	69,46%
Johannesburg Art Gallery JAG	8 451 785	7 200 000	1 251 785	8 451 785	7 200 000	1 251 785	17,39%	8 000 000	105,65%
Drieziek MPC	5 016 262	900 000	4 116 262	5 016 262	900 000	4 116 262	457,36%	1 000 000	501,63%
Kaalfontein New Community Centre KAALFONTEIN EXT4 A Ward	15 896 088	15 300 000	596 088	15 896 088	15 300 000	596 088	3,90%	17 000 000	93,51%
Mathoeshville New MPC Community Centre MATHOESHVILLE C Regional	12 355 015	19 296 000	(6 940 985)	12 355 015	19 296 000	(6 940 985)	(35,97%)	21 440 000	57,63%
Johannesburg Library	43 686 795	40 057 200	3 629 595	43 686 795	40 057 200	3 629 595	9,06%	44 508 000	98,15%
Maintenance and repairs of public art and Heritage assets	1 756 908	2 857 500	(1 100 592)	1 756 908	2 857 500	(1 100 592)	(38,52%)	3 175 000	55,34%
Refurbishment and Maintenance Of Projects	256 785	13 500 000	(13 243 215)	256 785	13 500 000	(13 243 215)	(98,10%)	15 000 000	1,71%
<b>SUB-TOTAL</b>	<b>87 857 500</b>	<b>100 010 700</b>	<b>1 346 800</b>	<b>87 857 500</b>	<b>100 010 700</b>	<b>1 346 800</b>	<b>1,35%</b>	<b>111 123 000</b>	<b>79,06%</b>
<b>DEVELOPMENT PLANNING</b>									
Brixton Social Cluster	42 471 035	28 475 100	13 995 935	42 471 035	28 475 100	13 995 935	49,15%	31 639 000	134,24%
Mayfair PEU	1 574 219	1 800 000	( 225 781)	1 574 219	1 800 000	( 225 781)	(12,54%)	2 000 000	78,71%
Soweto Strategic Area Framework & Implementation	165 000	900 000	( 735 000)	165 000	900 000	( 735 000)	(81,67%)	1 000 000	16,50%
GEF Global Environmental	8 650 786	13 500 000	(4 849 214)	8 650 786	13 500 000	(4 849 214)	(35,92%)	15 000 000	57,67%
Area based design Inner City	0	1 350 000	(1 350 000)	0	1 350 000	(1 350 000)	(100,00%)	1 500 000	0,00%
New Clinic De Villiers Street Turf	15 117 480	13 500 000	1 617 480	15 117 480	13 500 000	1 617 480	11,98%	15 000 000	100,78%
City Building Demolitions	6 805 556	9 000 000	(2 194 444)	6 805 556	9 000 000	(2 194 444)	(24,38%)	10 000 000	68,06%
Kliptown Multipurpose Centre	2 044 590	1 800 000	244 590	2 044 590	1 800 000	244 590	13,59%	2 000 000	102,23%
Walkable Networks	1 270 965	2 700 000	(1 429 035)	1 270 965	2 700 000	(1 429 035)	(52,93%)	3 000 000	42,37%
Lanesia Smart City Detailed planning	0	1 350 000	(1 350 000)	0	1 350 000	(1 350 000)	(100,00%)	1 500 000	0,00%
High court	2 068 206	2 250 000	( 181 794)	2 068 206	2 250 000	( 181 794)	(8,08%)	2 500 000	82,73%
Innecity Partnership fund	15 170 641	7 560 000	7 610 641	15 170 641	7 560 000	7 610 641	100,67%	8 400 000	180,60%
Innecity Trading Plan	589 389	1 350 000	( 760 611)	589 389	1 350 000	( 760 611)	(56,34%)	1 500 000	39,29%
Operational CAPITAL	0	10 575 000	(10 575 000)	0	10 575 000	(10 575 000)	(100,00%)	11 750 000	0,00%

Inner City Core	1 669 439	1 800 000	( 130 561)	1 669 439	1 800 000	( 130 561)	(7,25%)	2 000 000	83,47%
Jabulani Public Enviroment Upgrade	26 069 911	9 513 900	16 556 011	26 069 911	9 513 900	16 556 011	174,02%	10 571 000	246,62%
ZANDSPRUIT MULTIPURPOSE	0	675 000	( 675 000)	0	675 000	( 675 000)	(100,00%)	750 000	0,00%
<b>SUB-TOTAL</b>	<b>123 667 217</b>	<b>108 099 000</b>	<b>15 568 217</b>	<b>123 667 217</b>	<b>108 099 000</b>	<b>15 568 217</b>	<b>14,40%</b>	<b>120 110 000</b>	<b>102,96%</b>
<b>CITY MANAGER</b>									
Lilian Ngoyi Work package 3	1 477 300	1 956 522	( 479 222)	1 477 300	1 956 522	( 479 222)	(24,49%)	2 173 913	67,96%
Masingita Development	1 794 919	1 408 785	386 134	1 794 919	1 408 785	386 134	27,41%	1 565 317	114,67%
Constitutional Hill Visitors centre	0	1 173 913	(1 173 913)	0	1 173 913	(1 173 913)	(100,00%)	1 304 348	0,00%
Newtown Precinct Assessments	1 062 710	782 609	280 102	1 062 710	782 609	280 102	35,79%	869 565	122,21%
Jabulani Nodal Review	0	2 347 826	(2 347 826)	0	2 347 826	(2 347 826)	(100,00%)	2 608 696	0,00%
Jabulani Hostel Redevelopment	0	3 179 739	(3 179 739)	0	3 179 739	(3 179 739)	(100,00%)	3 533 043	0,00%
Orange Farm Roads ad Storm water street 2 Ingonyama Drive	0	2 191 305	(2 191 305)	0	2 191 305	(2 191 305)	(100,00%)	2 434 783	0,00%
Separation at source	0	8 608 695	(8 608 695)	0	8 608 695	(8 608 695)	(100,00%)	9 565 217	0,00%
Bramley view	0	2 347 826	(2 347 826)	0	2 347 826	(2 347 826)	(100,00%)	2 608 695	0,00%
<b>SUB-TOTAL</b>	<b>4 334 929</b>	<b>23 997 219</b>	<b>(19 662 290)</b>	<b>4 334 929</b>	<b>23 997 219</b>	<b>(19 662 290)</b>	<b>(81,94%)</b>	<b>26 663 577</b>	<b>16,26%</b>
<b>HEALTH DEPARTMENT</b>									
Protea Glen Clinic	803 000			803 000					
Protea South Clinic Renewal Clinic PROTEA SOUTH EXT1 G Ward	759 347	900 000	( 140 653)	759 347	900 000	( 140 653)	(15,63%)	1 000 000	75,93%
Hikensile Clinic Renewal Clinic IVORY PARK EXT9 A Ward	27 144 863	19 800 000	7 344 863	27 144 863	19 800 000	7 344 863	37,10%	22 000 000	123,39%
Naledi clinic New Building NALEDI D	33 248 464	25 064 100	8 184 364	33 248 464	25 064 100	8 184 364	32,65%	27 849 000	119,39%
Elias Motsoaledi clinic Renewal Building DUBE EXT2 D	123 975	225 000	( 101 025)	123 975	225 000	( 101 025)	(44,90%)	250 000	49,59%
Rabie Ridge Clinic Renewal and Community Health Centre	254 942	45 000	209 942	254 942	45 000	209 942	466,54%	50 000	509,88%
Freedom Park New Clinic DEVLAND EXT30 G Ward	24 750	288 900	( 264 150)	24 750	288 900	( 264 150)	(91,43%)	321 000	7,71%
<b>SUB-TOTAL</b>	<b>62 359 341</b>	<b>46 323 000</b>	<b>15 233 341</b>	<b>62 359 341</b>	<b>46 323 000</b>	<b>15 233 341</b>	<b>32,89%</b>	<b>51 470 000</b>	<b>121,16%</b>

<b>HUMAN SETTLEMENTS</b>									
Finetown Proper -Region G	2 541 711	0	2 541 711	2 541 711	0	2 541 711	#DIV/0!	0	
Drieziek Ext3	27 401 158	0	27 401 158	27 401 158	0	27 401 158	#DIV/0!	0	#DIV/0!
Malibongwe Ridge	246 400	0	246 400	246 400	0	246 400	#DIV/0!	0	#DIV/0!
Lorenzville Building Erf286	835 003	5 633 100	(4 798 097)	835 003	5 633 100	(4 798 097)	(85,18%)	6 259 000	13,34%
Jepestown Erf 2866	686 400	5 633 100	(4 946 700)	686 400	5 633 100	(4 946 700)	(87,81%)	6 259 000	10,97%
Ennerdale South	514 129	0	514 129	514 129	0	514 129	#DIV/0!	0	#DIV/0!
Drieziek Ext4	2 376 065	0	2 376 065	2 376 065	0	2 376 065	#DIV/0!	0	#DIV/0!
City and suburban ERF918,919,930 ,931	1 359 857	2 700 000	(1 340 143)	1 359 857	2 700 000	(1 340 143)	(49,63%)	3 000 000	45,33%
Roodepoort UDF	546 100	2 700 000	(2 153 900)	546 100	2 700 000	(2 153 900)	(79,77%)	3 000 000	18,20%
Elias Motsoaledi	15 588 271	13 500 000	2 088 271	15 588 271	13 500 000	2 088 271	15,47%	15 000 000	103,92%
<b>SUB-TOTAL</b>	<b>52 095 094</b>	<b>30 166 200</b>	<b>21 928 894</b>	<b>52 095 094</b>	<b>30 166 200</b>	<b>21 928 894</b>	<b>72,69%</b>	<b>33 518 000</b>	<b>155,42%</b>
<b>PIKITUP</b>									
Phase1 Limbro Park	4 366 993	16 745 400	(12 378 407)	4 366 993	16 745 400	(12 378 407)	( 73,92%)	18 606 000	23,47%
Phase2 Goudkoppies landfill site	6 583 589	27 000 000	(20 416 411)	6 583 589	27 000 000	(20 416 411)	(75,62%)	30 000 000	21,95%
Zondi depot	1 918 770	7 020 000	(5 101 230)	1 918 770	7 020 000	(5 101 230)	(72,67%)	7 800 000	24,60%
Ennerdale Landfill Site	1 095 659	15 111 000	(14 015 341)	1 095 659	15 111 000	(14 015 341)	(92,75%)	16 790 000	6,53%
Phase1 Marie Louis Landfill Site	1 462 017	40 230 000	(38 767 983)	1 462 017	40 230 000	(38 767 983)	(96,37%)	44 700 000	3,27%
Feasibility Study Refuse Transfer Station	6 202 561	2 700 000	3 502 561	6 202 561	2 700 000	3 502 561	129,72%	3 000 000	206,75%
Feasibility Study Alternative Waste Treatment	2 721 532	8 100 000	(5 378 468)	2 721 532	8 100 000	(5 378 468)	(66,40%)	9 000 000	30,24%
Woodmead Garden Site	0	31 129 200	(31 129 200)	0	31 129 200	(31 129 200)	(100,00%)	34 588 000	0,00%
Florida	0	19 445 400	(19 445 400)	0	19 445 400	(19 445 400)	(100,00%)	21 606 000	0,00%
Mondeor Garden site	0	9 197 100	(9 197 100)	0	9 197 100	(9 197 100)	(100,00%)	10 219 000	0,00%
Alexandra	0	17 271 000	(17 271 000)	0	17 271 000	(17 271 000)	(100,00%)	19 190 000	0,00%
Melrose Garden Site	0	10 437 300	(10 437 300)	0	10 437 300	(10 437 300)	(100,00%)	11 597 000	0,00%
Midrand depot	1 720 617			1 720 617					
<b>SUB-TOTAL</b>	<b>26 071 738</b>	<b>204 386 400</b>	<b>(178 314 662)</b>	<b>26 071 738</b>	<b>204 386 400</b>	<b>(178 314 662)</b>	<b>(87,24%)</b>	<b>227 096 000</b>	<b>11,48%</b>

<b>TRANSPORTATION PTNG</b>									
2804_16_Rea Vaya BRT Phase 1C New Stations	89 647 684	65 700 000	23 947 684	89 647 684	65 700 000	23 947 684	36,45%	73 000 000	122,81%
2804_18_Selby Bus Depot (Phase 2C – Administration Building)	12 573 356	18 000 000	(5 426 644)	12 573 356	18 000 000	(5 426 644)	(30,15%)	20 000 000	62,87%
2804_15_Rea Vaya BRT Land Acquisition	0	7 200 000	(7 200 000)	0	7 200 000	(7 200 000)	(100,00%)	8 000 000	0,00%
BRT phase 1C Roadways	48 151 575	53 717 400	(5 565 825)	48 151 575	53 717 400	(5 565 825)	(10,36%)	59 686 000	80,67%
	528 839			528 839					
Passage Signage	31 158 949	27 000 000	4 158 949	31 158 949	27 000 000	4 158 949	15,40%	30 000 000	103,86%
Guard Houses and customer centre	3 204 519	0	3 204 519	3 204 519	0	3 204 519			#DIV/0!
Phase 1 A and B	597 199	22 500 000	(21 902 801)	597 199	22 500 000	(21 902 801)	(97,35%)	25 000 000	2,39%
Depot Rehabilitation	15 496 714	18 000 000	(2 503 286)	15 496 714	18 000 000	(2 503 286)	(13,91%)	20 000 000	77,48%
Alexandra Depot	305 202	0	305 202	305 202	0	305 202	#DIV/0!	0	#DIV/0!
Sandton to Ivory park BRT Roadways	0	1 350 000	(1 350 000)	0	1 350 000	(1 350 000)	(100,00%)	1 500 000	0,00%
Sandton to Ivory park Depot terminals	0	1 350 000	(1 350 000)	0	1 350 000	(1 350 000)	(100,00%)	1 500 000	0,00%
<b>SUB-TOTAL</b>	<b>201 664 037</b>	<b>214 817 400</b>	<b>(13 682 202)</b>	<b>201 664 037</b>	<b>214 817 400</b>	<b>(13 682 202)</b>	<b>(6,37%)</b>	<b>238 686 000</b>	<b>84,49%</b>
<b>DEPARTMENT OF SOCIAL DEVELOPMENT (SoC DEV)</b>									
Shelter for Displaced People Region F	41 273 053	21 663 900	19 609 153	41 273 053	21 663 900	19 609 153	90,52%	24 071 000	171,46%
Betrams Multipurpose Centre	51 929 771	36 000 000	15 929 771	51 929 771	36 000 000	15 929 771	44,25%	40 000 000	129,82%
Yetta Nathan Social development Centre	27 782 126	9 000 000	18 782 126	27 782 126	9 000 000	18 782 126	208,69%	10 000 000	277,82%
Minor upgrades	0	720 000	( 720 000)	0	720 000	( 720 000)	(100,00%)	800 000	0,00%
<b>SUB-TOTAL</b>	<b>120 984 950</b>	<b>67 383 900</b>	<b>53 601 050</b>	<b>120 984 950</b>	<b>67 383 900</b>	<b>53 601 050</b>	<b>79,55%</b>	<b>74 871 000</b>	<b>161,59%</b>
<b>TRANSPORTATION COJ FUNDING:</b>									
PTF Small Public Transport Facility Design and Construction of Zola	1 405 342	720 000	685 342	1 405 342	720 000	685 342	95,19%	800 000	175,67%
PTF:Small Public Transport Facility Design and Construction of Lakeside	149 500	900 000	( 750 500)	149 500	900 000	( 750 500)	(83,39%)	1 000 000	14,95%
PTF: Public Transport Stops in Cosmo City	16 818 556	15 572 700	1 245 856	16 818 556	15 572 700	1 245 856	8,00%	17 303 000	97,20%

Complete Streets: NMT links to Railway Stations: Phefeni Station	268 579	450 000	( 181 421)	268 579	450 000	( 181 421)	(40,32%)	500 000	53,72%
Complete Streets: NMT links to public transport facilities in Tshepisoong	14 033 553	12 823 200	1 210 353	14 033 553	12 823 200	1 210 353	9,44%	14 248 000	98,49%
Complete Streets: NMT links to public transport facilities in Orange Farm	238 318	450 000	( 211 682)	238 318	450 000	( 211 682)	(47,04%)	500 000	47,66%
Ebhareni PTF	1 185 518	1 350 000	( 164 482)	1 185 518	1 350 000	( 164 482)	(12,18%)	1 500 000	79,03%
Metro Mall PTF	2 423 252	2 700 000	( 276 748)	2 423 252	2 700 000	( 276 748)	(10,25%)	3 000 000	80,78%
Orange farm PTF	16 117 460	14 400 000	1 717 460	16 117 460	14 400 000	1 717 460	11,93%	16 000 000	100,73%
Karzene	6 435	900 000	( 893 565)	6 435	900 000	( 893 565)	(99,29%)	1 000 000	0,64%
Jack Mincer	2 271 832	2 250 000	21 832	2 271 832	2 250 000	21 832	0,97%	2 500 000	90,87%
PTF KYA Sand	61 160	900 000	( 838 840)	61 160	900 000	( 838 840)	(93,20%)	1 000 000	6,12%
PTF Rosebank	605 555	450 000	155 555	605 555	450 000	155 555	34,57%	500 000	121,11%
<b>Orlando Industria</b>	0	549 259	( 549 259)	0	549 259	( 549 259)	(100,00%)	610 288	0,00%
Orlando East Non Motorised	662 391	900 000	( 237 609)	662 391	900 000	( 237 609)	(26,40%)	1 000 000	66,24%
Minibus Taxi Feeder	309 182	782 609	( 473 427)	309 182	782 609	( 473 427)	(60,49%)	869 565	35,56%
IPTN and Secondary Network	0	391 305	( 391 305)	0	391 305	( 391 305)	(100,00%)	434 783	0,00%
Sandton Transport Master	143 190	1 369 565	(1 226 375)	143 190	1 369 565	(1 226 375)	(89,54%)	1 521 739	9,41%
Southern Area Transport Master plan	100 370	1 565 217	(1 464 847)	100 370	1 565 217	(1 464 847)	(93,59%)	1 739 130	5,77%
Alexandra Transport Master plan	0	1 369 565	(1 369 565)	0	1 369 565	(1 369 565)	(100,00%)	1 521 739	0,00%
Desmond Tutu Precinct	117 712	1 565 217	(1 447 505)	117 712	1 565 217	(1 447 505)	(92,48%)	1 739 130	6,77%
Universal Design Access Design	1 455 491	1 956 522	( 501 031)	1 455 491	1 956 522	( 501 031)	(25,61%)	2 173 913	66,95%
Protea Glen Transport Master plan	95 490	1 956 522	(1 861 032)	95 490	1 956 522	(1 861 032)	(95,12%)	2 173 913	4,39%
Parking Management Policy	2 037 770	2 212 056	( 174 286)	2 037 770	2 212 056	( 174 286)	(7,88%)	2 457 840	82,91%
Parking Management Policy Phase 2	0	1 173 913	(1 173 913)	0	1 173 913	(1 173 913)	(100,00%)	1 304 348	0,00%
COJ Ehailing Management Policy	345 511	782 609	( 437 098)	345 511	782 609	( 437 098)	(55,85%)	869 565	39,73%
Park and Ride Plan	700 215	1 173 913	( 473 698)	700 215	1 173 913	( 473 698)	(40,35%)	1 304 348	53,68%
Feasibility:Alternative Green Energy	599 034	1 956 522	(1 357 488)	599 034	1 956 522	(1 357 488)	(69,38%)	2 173 913	27,56%
Comprehensive Integrated Transport Plan (CITP)	0	782 609	( 782 609)	0	782 609	( 782 609)	(100,00%)	869 565	0,00%
ICM Strategy and Model	0	978 261	( 978 261)	0	978 261	( 978 261)	(100,00%)	1 086 957	0,00%
Subsidizes Bus contracts Due diligence study	0	1 565 217	(1 565 217)	0	1 565 217	(1 565 217)	(100,00%)	1 739 130	0,00%
Travel Demand management	1 940 142	2 177 031	( 236 889)	1 940 142	2 177 031	( 236 889)	(10,88%)	2 418 923	80,21%

Guideline Doc SOP Evaluation PTF and non motorised Impacts of Dev	0	1 173 913	(1 173 913)	0	1 173 913	(1 173 913)	(100,00%)	1 304 348	0,00%
Development of Fare Policy	0	195 652	( 195 652)	0	195 652	( 195 652)	(100,00%)	217 391	0,00%
Transport Dep Project Prioritization Model	0	195 652	( 195 652)	0	195 652	( 195 652)	(100,00%)	217 391	0,00%
<b>SUB-TOTAL</b>	<b>64 091 558</b>	<b>80 639 027</b>	<b>(16 547 469)</b>	<b>64 091 558</b>	<b>80 639 027</b>	<b>(16 547 469)</b>	<b>(20,52%)</b>	<b>89 598 919</b>	<b>71,53%</b>
<b>Other</b>									
Alex Auto Hub Security ( )	773 811	972 765	( 198 954)	773 811	972 765	( 198 954)	(20,45%)	1 080 850	71,59%
Crum Adhoc services	1 787 758	3 600 000	(1 812 242)	1 787 758	3 600 000	(1 812 242)	(50,34%)	4 000 000	44,69%
Marily house	1 560 355	3 600 000	(2 039 645)	1 560 355	3 600 000	(2 039 645)	(56,66%)	4 000 000	39,01%
FrankBrown social housing	1 036 589	1 800 000	( 763 411)	1 036 589	1 800 000	( 763 411)	(42,41%)	2 000 000	51,83%
	5 158 513	9 972 765	(4 814 252)	5 158 513	9 972 765	(4 814 252)	(48,27%)	11 080 850	46,55%
<b>UNCONFIRMED</b>									
Ptf Small Public Trans Facilities Lehae	10 317 026			10 317 026					
Review of Kliptown Business Plan	313 360			313 360					
Integrated Corridor management	573 699			573 699					
Lombardy West	734 786			734 786					
Sidewalk Chiawelo	332 753			332 753					
Zakaria Park ptf	3 828 155			3 828 155					
GIS Intergrated Spatial Data	133 650			133 650					
Pimville Zone 9	5 604 952			5 604 952					
Central Fire station	16 943 431			16 943 431					
	63 887 115			63 887 115					
<b>TOTAL</b>	<b>1098 463 214</b>	<b>1037 390 990</b>	<b>9 353 270</b>	<b>1098 463 214</b>	<b>1037 390 990</b>	<b>9 353 270</b>	<b>0,90%</b>	<b>1152 656 656</b>	<b>95,30%</b>

**SECTION 6: RATIO ANALYSIS (MINIMUM: LIQUIDITY, SOLVENCY, COST COVERAGE)**

**TABLE 40: RATIO ANALYSIS FOR THE PERIOD ENDED 30 June 2025**

Key Performance Area	_	Actual 30 June 2024	Actual 30 June 2025
Current ratio	Above 1 : 1,5	0,93:1,5	0.91:1.5
Solvency ratio	Above 2 : 1	0.96:2	0.93:2
Salaries to expenditure ratio	Below 60%	41%	45%
Revenue	R143 Million	R144 Million	159 million
Expenditure (including taxation)	R143 million	R215 Million	R239 Million
Surplus / (Deficit)	R nil	(R51 million)	(R80 million)
Total net assets	R47.4 million	(R50 million)	(131 million)
Capital expenditure	95%	91%	95.3%

1  
2  
3  
4

Notes	
1	<b>Current ratio</b> is just below the target and slightly below 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	<b>Solvency ratio</b> it 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	<b>Remuneration to expenditure ratio</b> 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 it below to the target of 95%

**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 July 2024 to 30 June 2025**

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

**1 July 2024 to 30 June 2025**

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

For the period 1 July 2024 to 30 June 2025 the JDA achieved **103%** B-BBEE Opex and Capex procurement.

The total B-BBEE expenditure commitment in terms of active contracts was **R1 061 359 879,50**

for the period **1 July 2024 to 30 June 2025**, and the BBBEE share of expenditure achieved within the period was **R 1 088 296 599**

**Table 41 below indicates the B-BBEE expenditure from 1 July 2024 to 30 June 2025**

Description	1 July 2024 to 30 June 2025		
	Total Expenditure	BBBEE Claimed	BBBEE %
Capex	R953 830 027,24	R1 011 697 693,54	106%
Opex	R107 529 852,26	R76 598 905,25	71%
Consolidated Opex and Capex	R1 061 359 879,50	R1 088 296 599	103%

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 July 2024 to 30 June 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 July 2024 to 30 June 2025**, the SMME share of JDA's total expenditure was **R401 776 898**. This constitutes an achievement **38%**.

**Table 42 below indicates the SMME expenditure from 1 July 2024 to 30 June 2025**

Description	1 July 2024 to 30 June 2025		
	Total Expenditure	SMME Claimed	SMME %
Capex	R953 830 027,24	R361 277 085,4	38%
Opex	R107 529 852,26	R40 499 812,63	38%
Consolidated Opex and Capex	<b>R1 061 359 879,50</b>	<b>R401 776 898</b>	<b>38%</b>

#### 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 July 2024 to 30 June 2025 there were seven (7) service providers appointed where less than three quotations were obtained to a total value of **R .832 684.33**

4.2 In terms of Regulation 36(1a)(v) allows an accounting officer to deviate from procurement processes In any other exceptional case where it is impractical or impossible to follow the official procurement processes". In this instance It is Impractical and Impossible to follow the procurement processes.

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

#### 5 Irregular, Unauthorised, Fruitless and Wasteful Expenditure

For the period 1 July 2024 to 30 June 2025 there was UIFW incurred to a value of **R 203 946**

**SECTION 8: LITIGATION**

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

**TABLE 43: 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 R8 084 159.74. Parties have filed their founding and answering affidavits in the matter. JDA’s attorneys established that there is 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. The two former employees will be engaged and attorneys will thereafter draft and file JDA’s replying affidavits.  The legal expenditure incurred to date amounts to R250 001.26	Completion date to be determined once parties have filed all their papers in the matter.  JDA has good prospects of success in the matter.  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.	R8 084 159.74
2. Mayibuye i-Afrika, Khum Investments JV //JDA	June 2024  MNS Inc. Attorneys	This is a court action against Mayibuye i-Afrika, Khum Investments JV to recover an amount of R4 744 036.14 which is owed to JDA on	Completion date to be determined once parties	R4 744 036.14

<p>(Recovery Statement claim)</p>		<p>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.</p> <p>The legal expenditure incurred to date amounts to R 273 439.23.</p>	<p>have filed all their papers in the matter.</p> <p>JDA has good 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>	
<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 R8 944 302.06 under a performance guarantee against Lombard Insurance, and R9 860 628.48 against Kingsway Civils for additional costs incurred to complete the works, alternatively R916 326.42. The matter is still ongoing, and JDA has 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.</p> <p>The legal expenditure incurred to date amounts to R667 521.88.</p>	<p>The anticipated completion date can only be determined after parties exchange all court papers and hold a Pre-trial meeting.</p> <p>JDA has good prospects of success in the matter.</p> <p>Total estimated legal costs: R2000 000.00 – R3000 000.00.</p>	<p>R8 944 302.06 against Lombard Insurance alternatively, R9 860 628,48 against Kingsway Civil for additional costs incurred to complete the works, alternatively R916 326.42.</p>

<p>4. JDA// PHB Engineers (Pty) Ltd</p>	<p>August 2019</p> <p>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 R32,837,618.72 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. JDA is currently in the process of retrieving the information for parties to resume settlement negotiations.</p> <p>Legal expenditure to date: R61 732.00</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>Total estimated legal costs: R2000 000.00-R3000 000.00 if the matter proceeds to trial.</p>	<p>R32,837,618.72</p>
<p>5. Liberty Group Limited and Others v City of Johannesburg, JDA, JRA and others</p>	<p>March 2023</p> <p>Mchunu Attorneys (representing JDA, JRA and the City)</p>	<p>Liberty Group (and other Applicants) instituted an application against the JDA (amongst other Respondents) which sought to interdict the Respondents from performing any construction work in respect of the Sandton BRT Station, and further sought for the decisions regarding the construction of the Sandton BRT Station to be reviewed and set aside. Mchunu Attorneys successfully opposed the interdict and review applications. The application was dismissed, and the application to appeal the dismissal of the application was filed and later withdrawn. The only issue to be decided on is costs (Fees -R414 434.54, Disbursements- R2 265 103.35). The matter (bill of costs) went for taxation on 28 May 2025 and we currently await the taxing Master's outcome. These costs are pursued on behalf of JDA, JRA and the City.</p>	<p>Expected completion date: 28 May 2025</p> <p>Prospects of success: Matter has already been decided in JDA's favour.</p> <p>Costs to be finalised.</p> <p>Total estimated legal costs: R292 658.90.</p>	<p>Fees - R414 434.54, Disbursements- R2 265 103.35</p>

		Legal expenditure to date is R292 658.90.		
6. JDA // PACT Guarantees and Dingatana Supplies and Services	June 2025	<p>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.</p> <p>No invoices received yet as the matter is new.</p>	<p>The estimated completion date can only be determined once parties have exchanged all court papers.</p> <p>JDA has good prospects of succeeding with the claim.</p> <p>Total estimated legal costs: R1200 000.00 excluding disbursements.</p>	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.

**TABLE 44: (Contingent liabilities)**

CASE / MATTER	DATE INSTITUTED/ APPOINTED ATTORNEYS	TYPE/ DESCRIPTION	EXPECTED COMPLETION DATE AND PROSPECTS OF SUCCESS	VALUE OF CONTINGENT LIABILITY
<p>1. Yiyi Luna Properties &amp; Bisanele Consulting //JDA &amp; 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 R8 331 113.89.</p> <p>The plaintiffs cannot make their claim from JDA as they have no valid contract with JDA, so JDA has no legal obligation to pay BRU directly for their claim. A direct payment by JDA to BRU would mean paying twice for the same work, a fruitless and wasteful expenditure for which there might be negative consequences for JDA such as regression in JDA audit outcome and liability for the accounting officer.</p> <p>JDA has filed its Plea (defence) through Khumalo Masondo Attorneys.</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: R3000 000.00.</p>	<p>R8 331 113.89, alternatively R7 700 000.</p>

		The plaintiffs applied for summary judgment, which JDA has opposed. We currently await a date for hearing of the summary judgment application.		
2. Phakamani Properties// JDA	6 June 2024  Motsoeneng Bill Attorneys	The matter relates to monies owed to the plaintiff (subcontractor) by the contractor that was appointed by the JDA. The plaintiff is claiming an amount of R4 399 825.17.  Attorneys have filed JDA's plea (defence) in the matter.  The legal expenditure incurred amounts to R 165 013.61	The matter is relatively new, so the completion date is unknown.  JDA has good prospects of success with defending the claim as there is no contractual link with the plaintiff.  Total estimated legal costs: R510 000.00.	R4 399 825.17
3. MACP Construction//JDA & Bergstan South Africa Consulting and Development Engineers	September 2024  MNS Inc. Attorneys	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. MACP claim's is for standing time and extension of time in the amount of R3,966,434.76, made up of three claims:  R3,000,251.93; R864,479.37; and	The completion date is unknown at this stage, as parties still need to exchange further court papers before applying for a court date.  JDA has fair prospects of success in the matter.	R3,966,434.76

		<p>R101,703.46</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 addressed a letter to the engineer's attorneys, aimed at determining the practicality of continuing with the claim, or exploring an out-of court settlement with the engineer taking accountability for their conduct.</p> <p>Attorneys have filed JDA's Plea (defence) in the matter. A Special Plea was also filed, which is aimed at having the matter dismissed due to the late referral of the dispute to adjudication.</p> <p>The legal expenditure incurred to date amounts to R486 280.09.</p>	<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>	
<p>4. Modisethupa // Masakhane Mbali &amp; JDA</p>	<p>Oct 2015</p> <p>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</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:R430 000.00</p>	<p>R2 193 953.58</p>

		<p>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 R2 193 953.58 is being claimed from JDA, couched as a claim for loss of income.</p> <p>Information has been retrieved, confirming that the contractor was from a different ward to that which was affected by the project. This information has since been shared with JDA’s attorneys. In the meantime the plaintiff has taken no further steps to advance their claim. The latest information retrieved significantly increases JDA’s prospects of succeeding with defending the claim.</p> <p>The legal expenditure incurred to date amounts to R 276 399.75</p>		
<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 R4 007 027.21 for work allegedly done on the Kazerne Taxi Rank project. Maitazwifoma was a subcontractor on the project.</p> <p>JDA has filed its defence in the matter.</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>R4 007 027.21</p>

			Total estimated legal costs: R500 000.00	
6. RohrrMark Engineering and Construction CC // JDA	Oct 2022  SD Moloi and Associates	This is a court action/claim by RohrrMark Engineering and Construction CC (“RohrrMark”) for an amount of R6 940 420.80 for work allegedly done on the Kazerne Taxi Rank project. RohrrMark was a subcontractor on the project.  JDA has filed its defence in the matter.  Legal expenditure to date: R 78 224.43	Anticipated completion date is unknown at this stage as the matter is relatively new.  JDA has good prospects of succeeding with its defence due to the absence of a contractual link between JDA and the plaintiff.  Total estimated legal costs: R400 000.00.	R6 940 420.80
7. Nemaï Consulting (Pty) Ltd // JDA	May 2025  No attorneys appointed at this stage	This is a claim for unpaid invoices on the Kaalfontein and Matholesville projects where the company was appointed as a community participation consultant. The invoices amount to R147 164.06  JDA has settled the invoices.	Anticipated completion date: 30 June 2025 provided invoices are paid, and the plaintiff elects not to pursue legal costs and interest.	R147 164.06
8. Nemaï Consulting (Pty) Ltd // JDA	May 2025  No attorneys appointed at this stage	This is a claim for unpaid invoices on the Klipfontein Wellness Centre project where the company was appointed as a community participation consultant. The invoices amount to R122 990.86.	Anticipated completion date: 30 June 2025 provided invoices are paid, and the plaintiff elects not	R122 990.86.

		JDA is in the process of settling the invoices.	to pursue legal costs and interest.	
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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.

**TABLE 45: (Adjudications, arbitrations and letters of demand)**

CASE / MATTER	DATE INSTITUTED/ APPOINTED ATTORNEYS	TYPE/ DESCRIPTION	EXPECTED COMPLETION DATE AND PROSPECTS OF SUCCESS	VALUE OF EXPECTED ASSET OR LIABILITY AS A RESULT
1. JDA// Pro Power (JBCC 2018: Adjudication)	November 2024  No attorneys have been appointed at this stage.	This is a dispute which arose under a contract between JDA and Pro Power Construction, for the Kaalfontein Multipurpose centre. With respect to the works completed on Phase 1 of the project, the Project Manager noted that the grandstands were built outside of specifications. JDA has referred the matter to an adjudicator for determination and apportionment of costs in line with the outcome of the adjudication. We currently await the adjudicator’s decision.	31 March 2025  There are good prospects of success for JDA based on the report compiled by the engineers.	The cost implications are yet to be determined.
2. JDA// REMBU Construction (Arbitration)	2018  ENSafrica	Arbitration matter (referred by Rembu Construction) regarding the alleged unlawful termination of the JBCC agreement by JDA. The termination was based on breach of contract. Rembu is claiming payment of R1 241 213.10 from two payment certificates, and R21 087 071.50 for loss of income as a result of the contract termination. JDA has lodged counterclaims, and denies that the	The matter is nearing finalisation.  There are good prospects of success for JDA.	Rembu’s claim (contingent liability): R22 328 284.59  JDA’s counterclaim (contingent asset): R13 252 295.63

		<p>termination was unlawful. JDA seeks rectification of the contract to read that payments to the contractor would be made within 30 days, and is further claiming R13 252 295.63 for costs to complete the project after the termination of Rembu’s contract, and payment from Rembu in respect of the balance of the final payment certificate after deductions and set-off.</p> <p>The matter was heard, and parties are awaiting a decision by the arbitrator. There is a potential delay in finalising this matter due to non-payment of the arbitrator’s fees by Rembu Construction and withdrawal of Rembu Construction’s previous attorneys from record. Attorneys could possibly be instructed to lodge a high court application to enforce the arbitration award.</p> <p>The legal expenditure incurred to date amounts to R3,660,818.95</p>	<p>Estimated legal costs to complete the matter:</p> <p>In the event the matter is awarded in JDA’s favour and attorneys assist with demanding payment: R10 000.00</p> <p>In the event application is made to make the arbitration award an order of court: R150 000.00</p> <p>In the event arbitration award is made an order of court and attorneys assist with executing the order through sheriff: R200 000.00</p> <p>In the event JDA pays full fees for arbitration and recover’s Rembu’s portion, attorneys estimated fees will be R200 000.00</p>	
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<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 has referred a dispute to arbitration, challenging JDA’s termination of the agreement. JDA has through its attorneys filed a statement of defence. The termination was based on the contractor’s breach of contract.</p> <p>Mayibuye seeks payments of R53 561 695.11. JDA filed its statement of defence, plea and counterclaim. JDA’s initial counterclaim was of R34,578,260,80 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 R18 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. This is due to an allegation by Khum Investments, a party to the joint venture agreement, that they were not aware of the arbitration proceedings, which essentially means Mayibuye iAfrica lodged the arbitration claim without involving the other party to the joint venture agreement.</p> <p>The legal expenditure incurred to date amounts to R1,253,727.96</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>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>	<p>Mayibuye’s claim (contingent liability): R53 561 695.11</p> <p>JDA’s counterclaim (contingent asset): R34 578 260.80 (amount has been revised to include an additional R18 252 540.72.</p>
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<p>4. JDA // HL Matlala t/a Gorogang Plant Hire</p>	<p>29 January 2024</p> <p>No attorneys have been appointed at this stage.</p>	<p>Jabulani Phase 5</p> <p>Received letter of demand dated 29 January 2024. The Contractor claims that they should be furnished with a Certificate of Completion in terms of the applicable contract. However, that cannot be the case as he has not completed the works as per the conditions of Practical Completion given and accepted by the contractor.</p> <p>At this stage, there is only a letter of demand with no court action.</p>	<p>n/a</p>	<p>n/a</p>
<p>5. JDA // Masston Bash Carriers JV (performance guarantee)</p>	<p>February 2025</p> <p>MNS Attorneys</p>	<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>JDA is in the process of compiling and submitting documents to attorneys to quantify the damages claim.</p> <p>Legal expenditure to date: R633 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>Due to the complexities and uncertainties around the matter, and general unpredictable nature of legal matters, it is difficult</p>	<p>Contingent asset -</p> <p>R 5 303 367.97.</p> <p>Damages claim is yet to be determined.</p>

			to provide an estimate of legal fees.	
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**SECTION 9: INSUARANCE CLAIM**

JDA is covered by the city-wide insurance entered into by the City of Johannesburg on behalf of all its entities. The insurance cover is reviewed on an annual basis. The were no new claims in quarter 4, there are six (6) claims that are still open emanating from previous years as outlined in the table below:

**Table 46: Insurance Claims Status**

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

**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 47: AMOUNTS OWED BY GOVERNMENT DEPARTMENTS AND PUBLIC ENTITIES**

Name of department	Balance on 30 JUNE 2025	Comments
	R' 000	
City of Johannesburg - CAM & USDG	407 976	<p>The primary factors contributing to the long-standing outstanding debt are as follows:</p> <ul style="list-style-type: none"> <li>Ø The 2022/2023 budget lift has not yet been approved.</li> <li>Ø The 2023/2024 budget lift remains unapproved.</li> <li>Ø Several projects in the 2024/2025 fiscal year are currently over budget.</li> <li>Ø There is a lack of timeous submission of progress reports for ongoing projects</li> </ul>

<p>City of Johannesburg - Department of transportation</p>	<p>319 314</p>	<p>The primary reasons contributing to the long-standing outstanding debt are as follows:</p> <ul style="list-style-type: none"> <li>∅ The ratification report, which includes R97M in legacy invoices, has not yet been finalized or approved.</li> <li>∅ 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.</li> <li>∅ An outstanding R189M 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</li> <li>∅ 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.</li> </ul> <p style="text-align: center;">∅ Progress - Developments per SHEMT April Meeting:</p> <ul style="list-style-type: none"> <li>∅ A total of R40 million in invoices are pending due to the unsigned Addendum 24/205 (Adjusted Budget).</li> <li>∅ R21 million in invoices are currently with Supply Chain Management (SCM).</li> <li>∅ R13 million worth of invoices were previously rejected; however, the related issues have since been resolved among the Project Managers.</li> <li>∅ R2 million pertains to security invoices. This matter has been resolved, and the Transport Department has been tasked with processing these payments.</li> <li>∅ R11 million March received invoices are currently undergoing verification processes</li> </ul>
<p>City of Johannesburg - Department of planning</p>	<p>96 625</p>	<p>The client department is committed to settling the outstanding debt. The delay in payments for long-outstanding debt was due to issues with merchant payment processing, which prevented timely payments. However, all outstanding accrual invoices have since been settled.</p> <p>The current outstanding invoices total R96 M, of which R18M pertains to suspension costs for the Jabulani TOD Phase 7 project. These costs</p>
<p>City of Johannesburg - EMS</p>	<p>55 956</p>	<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 and JDA 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.</p>

		<p>A ratification report has since been drafted and is currently in progress for approval is expected to provide an update on the status of the report.</p> <p>Alexandra Fire Station: A total amount of R3.4M is not paid. 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	28 652	<p>The client department is efficient in managing payments and has successfully settled all long-standing debt. The current outstanding debt is due to Over budget. The CEO to have a meeting with the Executive Head on the way forward.</p>
City of Johannesburg - Economic Development	23 524	<p>The primary reasons for the long-standing/outstanding debt are as follows:</p> <ul style="list-style-type: none"> <li>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.</li> <li>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</li> </ul>

<p>City of Johannesburg - Housing</p>	<p>111 236</p>	<p>The primary reasons for the long-standing outstanding debt are as follows:</p> <ul style="list-style-type: none"> <li>∅ 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.</li> <li>∅ 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.</li> <li>∅ Furthermore, Management has resolved to write off and/or issue credit notes for invoices related to Braamfischerville and Sol Plaatje. The Johannesburg Development Agency (JDA) is currently awaiting a formal memorandum from the Department of Human Settlements in order to proceed with these adjustments.</li> </ul>
<p>City of Johannesburg - Comm Dev</p>	<p>65 483</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.</p> <p>A portion of R23M related to current invoices.</p> <p>Client is also not able to pay other invoices due to budget related issues.</p>
<p>City of Johannesburg - City Manager's Office</p>	<p>79 043</p>	<p>The primary reason for the long-standing outstanding debt is as follows:</p> <ul style="list-style-type: none"> <li>∅ R62M 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.</li> <li>∅ Furthermore R7.2M invoices relates to current debt</li> </ul>

City of Johannesburg - Social Development	85 984	<p>The primary reasons for the long-standing outstanding debt are as follows:</p> <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>Ø JDA Management advised billing will continue as an obligation with the contractor remains.</li> </ul>
City of Johannesburg - JPC	1 234	The debt is currently within the 60-day payment term.
City of Johannesburg - JOSCHO	1 192	R1.M is within R1M the 30-day payment term
City of Johannesburg - CRUM	2 008	The debt is currently within the 30-day payment term.
City of Johannesburg - PIKIUP	172 738	The debt is currently within the 30-day payment term, and the client has confirmed that the payment is being processed.
<b>Total</b>	<b>1 454 815</b>	

## 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 April 2025 to 27 June 2025, including outstanding project from the previous quarter completed in this quarter this section of the report includes progress on the planned audit projects as well as special audit requests (if any) that were undertaken during this reporting period.

- a. There were six (6) audits planned in the 3<sup>rd</sup> quarter and completed in this quarter.
- b. There were seven (7) planned audits for the period under review, all seven (7) are completed.
- c. There was one (1) unplanned audit (*Adhoc audit*) undertaken in the reporting period. The projects is still in progress.
- d. Internal audit received nine (9) UIFWE report for review, all nine reports are completed and submitted to the relevant structure.
- e. Internal audit received ten (10) section 116 report for review, all ten (10) reports are completed and submitted to the relevant structure.
- f. On overall, internal audit undertook thirty-three (33) audits, of the thirty-three (33) Audits undertaken thirty-two are completed (97%) and one (3%) is still in progress.

**TABLE 48: PROGRESS ON THE PLANNED Q3 PROJECTS COMPLETED IN Q4**

No.	Audit Description	Status	Progress Status	Overall control Environment
1.	Integrated Governance and Risk Management process	Completed	Completed	Requires improvement
2.	Financial Discipline Review	Completed	Completed	Requires improvement
3.	SCM review	Completed	Completed	Requires improvement
4.	HR Reward and Recognition (Including performance management review)	Completed	Completed	Requires improvement
5.	Capital project management review	Completed	Completed	Requires improvement
6.	Due diligence review	Completed	Completed	Requires improvement.

**TABLE 49: PROGRESS ON THE PLANNED Q4 PROJECTS**

No.	Audit Description	Status	Progress Status	Overall control Environment
1.	Q4: Follow-up on internal and external audit findings	Completed	Completed June OPCA report issued.	Requires improvement
2.	Audit of record management	Completed	The Project is completed and will be tabled on the July ARC	Requires improvement
3.	Q3 Audit of Performance Information (AOPO)	Completed	Completed	Requires improvement
4.	BCM Review	Completed	2023/24 project completed in Q2 of 2024/25 – therefore resolved to performed desktop review to track implementation progress	TBC
5.	Stakeholder Management	Completed	The Project is completed and will be tabled on the July ARC	Requires improvement
6.	Review of the Interim Financial Statement	Completed	Completed	Requires improvement
7.	ICT Audit	Completed	The Project is completed and will be tabled on the July ARC	Requires improvement

**Table 50: Progress on special audit request (UIFWE)**

No.	Audit Description	Status	Progress Status	Overall internal audit opinion on the report	Overall control Environment
1.	<b>Assurance review on UIFWE report</b> -Deviation from Recruitment Process	Completed	Completed	Support	Satisfactory
2.	<b>Assurance review on UIFWE report</b> - Comdev & Secdev - Dzata JV	Completed	Completed	Supported	Satisfactory
3.	<b>Assurance review on UIFWE report</b> -Minor Works – Swimming Pools	Completed	Completed	Supported	Satisfactory
4.	<b>Assurance review on UIFWE report</b> Payments Exceeding Contract Value	Completed	Completed	Supported	Requires improvements

No.	Audit Description	Status	Progress Status	Overall internal audit opinion on the report	Overall control Environment
5.	<b>Assurance review on UIFWE report</b> -Lehae MPC – MJT Consulting	Completed	Completed	Supported	Requires improvements
6.	<b>Assurance review on UIFWE report</b> -Interest on Negative Sweeping Balance	Completed	Supported	Supported	Requires improvements
7.	<b>Assurance review on UIFWE report</b> -Emoluments – IAC	Completed	Supported	Supported	Requires improvements
8.	<b>Assurance review on UIFWE report</b> -Over-Budget Projects	Completed	Supported	Supported	Requires improvements
9.	<b>Assurance review on UIFWE report</b> -Nwamlambo Procurement (Mpyatona)	Completed	Supported	Supported	Requires improvements

**Table 51: Progress on special audit request (Section 116)**

No.	Audit Description	Status	Progress Status	Overall internal audit opinion on the report	Overall control Environment
1.	BRT Rivonia TNS	Completed	Completed	Supported	Requires improvements
2.	Ivory Park – Kopanong Sport Ground	Completed	Completed	Supported	Requires improvements
3.	Telephone Services	Completed	Completed	Supported	Requires improvements
4.	BRT Stations Section 8 & 15 (Professionals)	Completed	Completed	Supported	Requires improvements
5.	Selby Depot 2C	Completed	Completed	Supported	Requires improvements
6.	Orange Farm NMT	Completed	Completed	Supported	Requires improvements

No.	Audit Description	Status	Progress Status	Overall internal audit opinion on the report	Overall control Environment
7.	Orange Farm PTF	Completed	Completed	Supported	Requires improvements
8.	Jabulani TOD Programme – Koma Road Traffic Circle Completion	Completed	Completed	Conditional approval	Requires improvements
9.	BRT Stations Section 8 & 15 (Phase 1C) (Contractor)	Completed	Completed	Conditional approval	Requires improvements
10.	The Construction of the New Central Fire Station	Completed	Completed	Conditional approval	Requires improvements

**Table 52: Progress on ad hoc audits**

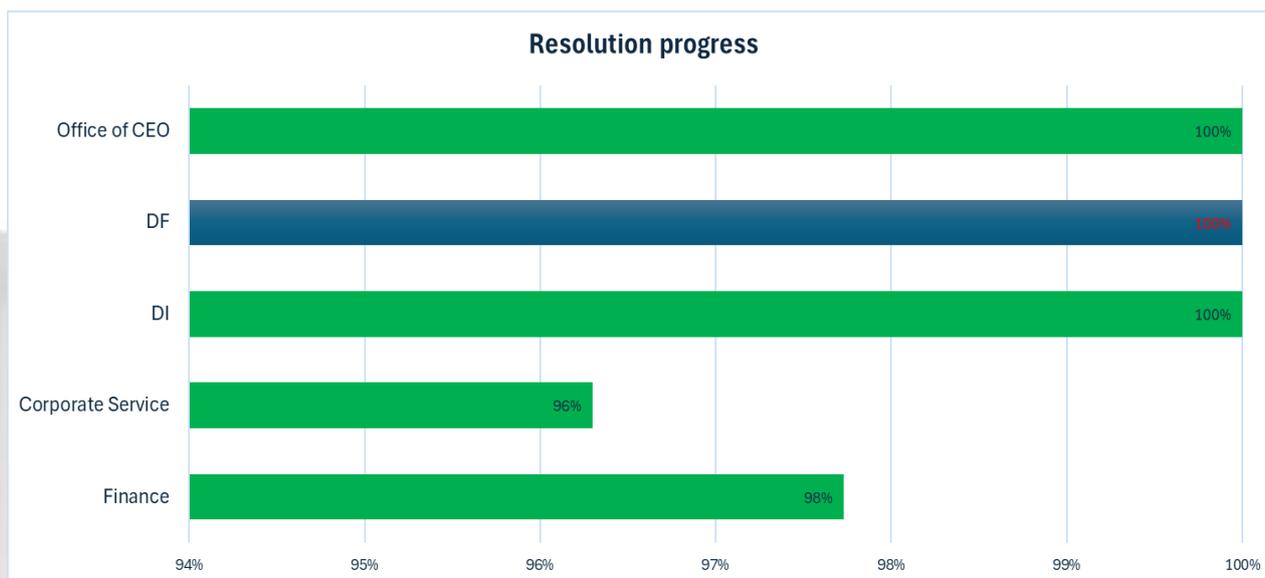
No.	Audit Description	Status	Progress Status	Overall control Environment
	Asset handling during the offboarding process	In progress	The audit is currently at the reporting stage and anticipated to be completed on the 08 <sup>th</sup> July 2025 and tabled at the July ARC	Requires improvement

## Section 2: PROGRESS ON PROBITY AUDITS

This section of the report relates to probity audits conducted in the period 01 April 2025 to 27 June 2025; in this reporting period there were no requests for probity audits.

## SECTION 3: PROGRESS ON RESOLUTION OF INTERNAL AUDIT FINDINGS

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



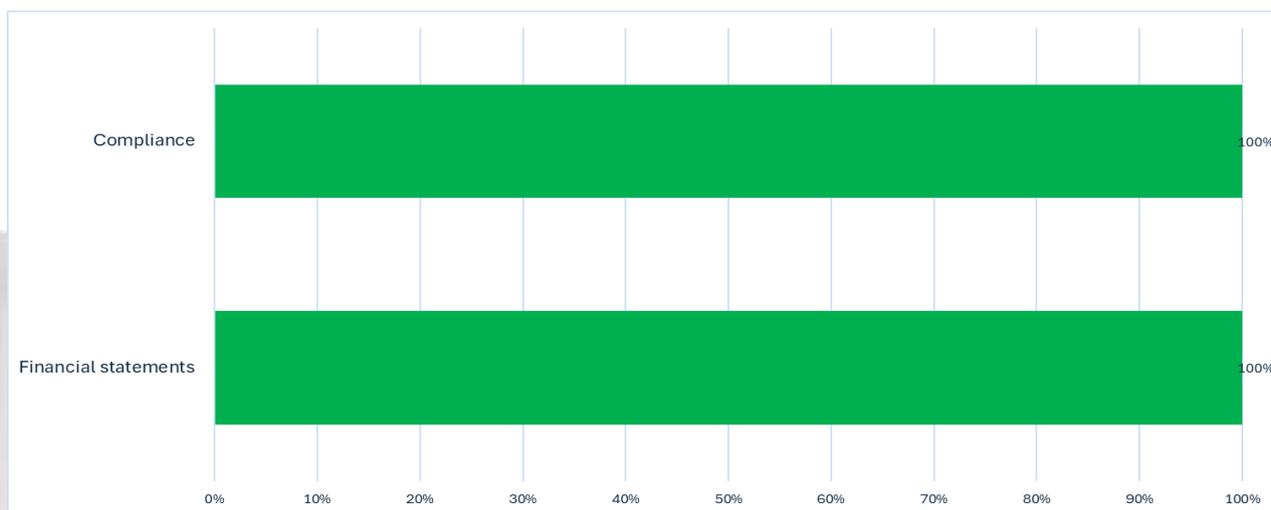
**GRAPH 1: RESOLUTION OF INTERNAL AUDIT FINDINGS**

**TABLE 53: 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	1	9	10
<b>Total number as of 30 June 2025</b>	<b>2</b>	<b>141</b>	<b>143</b>
<b>Percentage</b>	<b>1%</b>	<b>99%</b>	<b>100%</b>

**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 4<sup>th</sup> quarter management made a progressive move in resolving Internal audit findings.



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

**TABLE 54: RESOLUTION OF EXTERNAL AUDIT FINDINGS**

Financial Period	Total Unresolved Findings	Total Resolved Findings	Total Findings
2022/23	0	24	24
2023/24	0	31	31
<b>Total number as of 30 June 2025</b>	<b>0</b>	<b>55</b>	<b>55</b>
<b>Percentage</b>	<b>0%</b>	<b>100%</b>	<b>100%</b>

**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 4<sup>th</sup> quarter, we are not anticipating material deficiencies in the system of internal control for the reporting period. Based on the internal audit work done to date, the state of internal control is anticipated to be adequately documented and Ineffective.

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

**ANNEXURES**

**ANNEXURE 1: ACRONYMS AND ABBREVIATIONS**

<b>ACRONYM</b>	<b>DEFINITION</b>
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)